

JBSA LEGACY

WWW.JBSA.MIL

JOINT BASE SAN ANTONIO

AUGUST 17, 2018



PHOTO BY FREDERICK HOYT

Soldiers from Colombia and the U.S. and an officer from the Panamanian National Police, work in the communications cell of the Combined Forces Land Component Command operations center at the Mission Training Complex Aug. 8 at Joint Base San Antonio-Fort Sam Houston.

Army South hosts PANAMAX joint training event

Page 9



First Pilot Training Next class graduates

Page 20



USASIR provides realistic casualty training

Page 13

Space Force to become sixth branch of U.S. Armed Forces

By Claudette Roulo

DOD NEWS, DEFENSE MEDIA
ACTIVITY

The Department of Defense will establish a sixth branch of the armed forces, the U.S. Department of the Space Force, by 2020, Vice President Mike Pence announced Aug. 9.

In a speech at the Pentagon, the vice president also announced plans to establish a new combatant command — U.S. Space Command — as well as a Space Operations Force and a new joint organization called the Space Development Agency.

The announcement follows a seven-week review by the DOD, directed by President Donald J. Trump, of “the process necessary to establish a space force as the sixth branch of the armed forces.”

A report outlining the results of the study was released later in the day.

“In his inaugural address to the nation, President Trump declared that the United States stands ‘at the birth of a new millennium, ready to unlock the mysteries of space,’” Pence said.

Space Force

Just as advances in aviation technology drove the emergence of air as a new battlefield in the 20th century, advances in space technology have made it clear that space is the new battlefield for the 21st century, the vice president said. The U.S. will meet the emerging threats on this new battlefield, he said, and carry on the cause of liberty and peace into the next great frontier.

“The time has come to establish the United States Space Force,” Pence said.

The new branch will be separate from, but equal to, the five other branches, he said.

“To be clear: the Space Force will not be built from scratch, because the men and women who run and protect our nation’s space programs today are already the best in the world,” the vice president said.

“Across this department and our intelligence agencies, there are literally tens of thousands of military personnel, civilians and contractors operating and supporting our space systems — and together, they are the eyes and ears of America’s warfighters around the globe,” Pence said.

Peace through strength

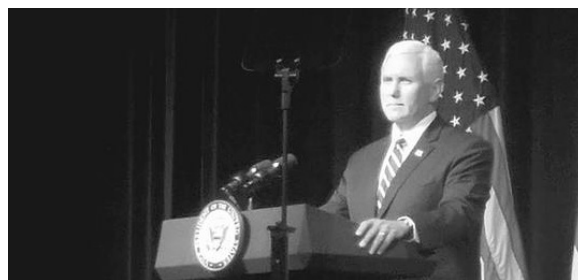
Actions by U.S. adversaries make it clear that space is already a warfighting domain, the vice president said.

“For many years, nations from Russia and China to North Korea and Iran have pursued weapons to jam, blind and disable our navigation and communications satellites via electronic attacks from the ground,” Pence said. “But recently, our adversaries have been working to bring new weapons of war into space itself.”

In 2007, China launched a missile that tracked and destroyed one of its own satellites, the vice president said. And Russia is working on an airborne laser to disrupt space-based systems, he added.

“Both nations are also investing heavily in what are known as hypersonic missiles designed to fly up to 5 miles per second at such low altitudes that they could potentially evade detection by our missile defense radars,” Pence said. “In fact, China claimed to have made its first successful test of a hypersonic vehicle just last week.”

In every domain, America will always seek peace, the vice president said. “But history proves that peace only comes



PETTY OFFICER 2ND CLASS EVERETT ALLEN

Vice President Mike Pence speaks to a Pentagon audience Aug. 9 to announce the administration’s plans to stand up a U.S. Space Force and related organizations.

through strength,” he added. “And in the realm of outer space, the United States Space Force will be that strength.”

Action steps

The report represents a critical step toward establishing the Space Force, he said. It identifies several actions that the DOD will take as the nation evolves its space capabilities, “and they are built on the lessons of the past,” Pence said.

First, the report calls for the creation of the U.S. Space Command, a new unified combatant command for space. “This new command ... will establish unified command and control for our Space Force operations, ensure integration across the military, and develop the space warfighting doctrine, tactics, techniques, and procedures of the future,” he said.

Second, the report calls for the establishment of a Space Operations Force — an elite group of joint warfighters, specializing in the domain of space, who will form the backbone of the nation’s newest armed service. This force will draw from across the military to provide space expertise in times of crisis and conflict, Pence said.

“Third, the report calls for a new joint organization — the

Space Development Agency — that will ensure the men and women of the Space Force have the cutting-edge warfighting capabilities that they need and deserve,” he said.

Finally, the report calls for clear lines of responsibility and accountability to manage the process of establishing and growing the Space Force, including the appointment of an assistant secretary of defense for space, the vice president said.

“Creating a new branch of the military is not a simple process,” Pence noted. “It will require collaboration, diligence and, above all, leadership. As challenges arise and deadlines approach, there must be someone in charge who can execute, hold others accountable, and be responsible for the results.”

Ultimately, Congress must establish the new department, the vice president said. “Next February, in the president’s budget, we will call on the Congress to marshal the resources we need to stand up the Space Force, and before the end of next year, our administration will work with the congress to enact the statutory authority for the space force in the National Defense Authorization Act,” he said.

JBSA LEGACY

Joint Base San Antonio
Editorial Staff

502nd Air Base Wing
and JBSA Commander
BRIG. GEN.
LAURA L. LENDERMAN

502nd ABW/JBSA
Public Affairs Director
TODD G. WHITE

502nd ABW/JBSA
Chief of Command
Information
ED PRINCE

Editor
STEVE ELLIOTT

Staff

SENIOR AIRMAN STORMY ARCHER

DAVID DEKUNDER

ROBERT GOETZ

AIRMAN 1ST CLASS DILLON PARKER

TECH. SGT. AVE YOUNG

JBSA LEGACY
ADVERTISEMENT OFFICE
EN COMMUNITIES
P.O. BOX 2171
SAN ANTONIO, TEXAS 78297
210-250-2052

This newspaper is published by EN Communities, a private firm in no way connected with the United States Air Force, under exclusive written contract with Joint Base San Antonio (JBSA). This civilian enterprise newspaper is an authorized publication for members of the United States military services. Content of the publication is not necessarily the official view of, or endorsement by the United States Government, the Department of Defense or the Department of the Air Force.

The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by the Department of Defense, the Department of the Air Force or EN Communities, of the products or services advertised.

Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron.

Editorial content is edited, provided, and/or approved by the JBSA Public Affairs Offices within the 502nd Air Base Wing. All photographs are Air Force photographs unless otherwise indicated.

Hiring Heroes Career Fair offers opportunities

By David DeKunder

502ND AIR BASE WING
PUBLIC AFFAIRS

Transitioning service members will find plenty of career and job opportunities and make connections with employers at the Hiring Heroes Career Fair from 9 a.m. to 2 p.m. Sept. 19 at the Sam Houston Community Center, 1395 Chaffee Road, Joint Base San Antonio-Fort Sam Houston.

Seventy employers, from the private sector to the government sector, will be at the career fair that is free and open to all JBSA members, including transitioning, wounded, ill and injured service members, military spouses and family members, veterans, military retirees and primary caregivers.

The Transition Assistance Program at JBSA-Fort Sam Houston is putting on the career fair. The Transition Assistance Program provides counseling and job assistance to service members who are preparing to leave the military.

The Hiring Heroes Career Fair is held twice a year, in March and September, at JBSA-Fort Sam Houston. The first Hiring Heroes Career Fair was held at JBSA-Fort Sam Houston 13 years ago. The

upcoming fair in September will be the 26th to be held at JBSA-Fort Sam Houston since 2005.

Candace Hillard, Transition Assistance Program transition services manager, said the fair will provide members of the military community the opportunity to explore the many career options that are available to them in the civilian job sector.

Those opportunities include positions in various Department of Defense, federal, state and government agencies and private-sector companies and businesses. Several employers at the fair will be offering positions in areas JBSA members are skilled, trained and experienced in, including cybersecurity, information technology, law enforcement, financial fields and medical fields.

Job seekers will be given a list of employers at the fair and which tables they'll occupy.

Since the fair will be five hours long, Hillard said, job seekers will have enough time to visit with all the employers there.

"I would encourage job seekers to network with all the employers, even those they may think they don't have an



COURTESY GRAPHIC

Transitioning service members will find plenty of career and job opportunities and make connections with employers at the Hiring Heroes Career Fair from 9 a.m. to 2 p.m. Sept. 19 at the Sam Houston Community Center, 1395 Chaffee Road, Joint Base San Antonio-Fort Sam Houston.

interest in," Hillard said.

"Because that employer may have a position that could fit that individual."

Job seekers are encouraged to bring several copies of their resume and come dressed in professional attire because some employers will conduct on-the-spot interviews.

Hillard said some of those interviews could lead to job offers for transitioning service members and military members.

"It's great to have a job offer

on the spot," she said. "That's something we've seen increase in the last few years. Be prepared for an interview on the spot; it will absolutely happen."

Of the 600 people who attended the last Hiring Heroes Career Fair in March, 41 were offered jobs on the spot, Hillard said.

Hillard said service members who are not transitioning right now can still come to the fair to network, get information from

employers and learn about employers.

In addition, transitioning service members at the fair will find information about opportunities for apprenticeships, internships and certification and skills enhancement training that can help them in their post-military career through the JBSA Career Skills Program.

Members from the Transition Assistance Program and USO volunteers will be present to review resumes of job seekers, giving tips on improving resumes that give members of the military community a greater chance of being interviewed for a position.

Hillard said transitioning service members and military members have characteristics and skills such as reliability, flexibility, a strong work ethic, knowledge and loyalty that employers are seeking.

"I think the skill set our military population brings to the table is very valuable," she said.

Registration is not required to attend the Hiring Heroes Career Fair. For more information about the fair, contact the Transition Assistance Program office at 210-221-1213.

AAFES warns shoppers about 'Exchange Inc.' scams

By Doug Brodess

ARMY & AIR FORCE EXCHANGE
SERVICE PUBLIC AFFAIRS

The Army & Air Force Exchange Service is warning military shoppers about scammers offering to broker the sale of used cars, trucks, motorcycles, boats and boat engines through the Department of Defense retailer using the name "Exchange Inc."

"This has been an ongoing

issue for several years now, and it has surfaced again where someone is using the Exchange's trademarked logo and name without permission to purportedly handle transactions in the United States on behalf of private sellers," said Air Force Chief Luis Reyes, Exchange senior enlisted advisor.

Unauthorized sources have solicited military shoppers in the past to purchase motor

vehicles. (The Exchange does not have the authority to sell vehicles in the continental United States.) More recently, these scammers have attempted to sell boat engines.

Those who are responsible for these fraudulent sales attempts have left consumers with the impression they are doing business with the DoD's oldest exchange service.

The scammers typically direct potential buyers to use

multiple third-party gift cards to pay for purchases. Most recently, scammers required payment using Google Play gift cards. To verify any suspicious payment method requests, military shoppers can call Exchange Customer Service at 800-527-2345.

"Often, the perpetrator cannot be identified because the methods they use are not traceable back to any individual," Reyes said.

The Exchange operates solely on military installations and via ShopMyExchange.com. The Exchange does not act as a broker in private transactions and does not advertise in classified advertisement or resale websites.

Shoppers who believe that they may have been taken advantage of can file a complaint through the Internet Crime Complaint Center at <http://www.ic3.gov>.

DOD policy prohibits GPS-enabled devices in deployed settings

By **Jim Garamone**
DOD NEWS, DEFENSE MEDIA
ACTIVITY

Deployed service members are going to have to ditch their “geolocation devices” in response to a new memo from Deputy Defense Secretary Patrick M. Shanahan.

This includes physical fitness aids, applications in phones that track locations, and other devices and apps that pinpoint and track the location of individuals.

“Effective immediately, Defense Department personnel are prohibited from using geolocation features and functionality on government and nongovernment-issued devices, applications and services while in locations designated as operational areas,” Pentagon spokesman Army Col. Robert Manning III told Pentagon reporters Aug. 6.

Deployed personnel are in “operational areas,” and commanders will make a determination on other areas where this policy may apply.

The market for these devices has exploded over the past few years, with many service members incorporating them into their workout routines. They use the devices and applications to track their pace, running routes, calories burned and more. These devices then store the information and upload it to central servers where it can be shared with third parties. That information can present enemies with information on military operations.

“The rapidly evolving market of devices, applications and services with geolocation capabilities presents a significant risk to the Department of Defense personnel on and off duty, and to our military operations



COURTESY PHOTO

U.S. Army Special Forces Soldiers, assigned to 10th Special Forces Group (Airborne), along side Iraqi Counter-Terrorism Forces, practice loading and unloading procedures from an MH-47 Helicopter prior to conducting a mission near Baghdad, Iraq, Dec. 15, 2008.

globally,” Manning said. These Global Positioning System capabilities can expose personal information, locations, routines and numbers of DOD personnel. Their use in overseas locations “potentially create unintended security consequences and increased risk to the joint force and

mission,” Manning said. Personal phones and other portable devices also contain apps that rely on GPS technology, and they will be affected. Commanders will be responsible for implementing the policy, and they will be allowed to make exceptions only after conducting a thorough risk assessment.

Security is at the heart of this guidance. DOD is seeking a balanced way that allows for legitimate official and personal uses of geolocation technology that does not impact security.

Manning said the department will continue to study the risk associated with these devices and change the policy as needed.

‘Reveille’ and ‘Retreat’: If you hear it, here’s what to do

By Chief Master Sgt.
Jose A. LugoSantiago

AIR FORCE INSTALLATIONS &
MISSION SUPPORT CENTER

One of our oldest and most solemn military traditions is to honor our flag.

When we think of our flag, for example, all of us come together as Americans and reflect on those values we hold dear: life, liberty and the pursuit of happiness.

On military installations all around the world, we are afforded this solemn opportunity to come together as Americans and reflect with the playing of “Reveille” and “Retreat.”

“Reveille” and “Retreat” play every day to signal the beginning and end of the duty day. This is our opportunity to reflect and show gratitude.

Throughout Joint Base San Antonio, you will hear “Reveille” at 5 a.m. daily at Joint Base San Antonio-Lackland, 5:30 a.m. at JBPA-Fort Sam Houston and 6:30 a.m. at JBPA-Randolph. This signifies the beginning of

the duty day.

The end of the duty day is announced with “Retreat” at 5:30 p.m. daily at all JBPA locations. During this time, you will hear retreat, followed by the national anthem, or at JBPA-Fort Sam Houston, retreat followed by “To the Colors.”

During these times, all of us are required to afford the appropriate courtesies. So what is the appropriate courtesy?

Personnel in uniform and outside must face the flag (or the music if the flag is not visible) and salute during the raising and lowering of the flag. Specifically, on the first note of the national anthem or “To the Colors,” members in uniform must render the hand salute.

Members must hold their salute until the last note of either the national anthem or “To the Colors.”

Regarding courtesies while in civilian attire and while outdoors, face the flag (or the sound of the music) and stand at attention with the right hand over the heart. Drivers in vehicles during “Reveille”



AIRMAN 1ST CLASS HARRY BREXEL

Service members salute the American flag during a retreat ceremony.

(when the flag is being raised) or “Retreat” should pull the car to the side of the road and stop.

What to do while the vehicle is at a complete stop differs among the services. Members are expected to follow the customs of their services.

For example, JBPA senior enlisted leaders for the Marine Corps, Navy and Air Force stated the expectation for vehicle occupants is to sit

quietly until the last note of the music has played or the flag is fully raised or lowered.

Army personnel are expected to stop the vehicle as well, but then Army personnel exit the vehicle and render the same courtesies as all the services do when a service member is outdoors.

If indoors during “Reveille” or “Retreat,” there is no need to stand or salute. However,

everyone must stand during the playing of the national anthem before a showing of a movie while in the base theater.

Courtesies to our flag are not only a venue to honor our flag, but are also a sign of our professionalism.

The next time you hear “Reveille” or “Retreat,” go ahead – do the right thing. Show you’re a professional — a proud heir of a rich heritage

National Security Agency, Cybercom defending against election meddling

By Jim Garamone

DOD NEWS, DEFENSE MEDIA
ACTIVITY

Russia and other malign actors continue to try to subvert American elections, and the Department of Homeland Security, law enforcement agencies and the intelligence community are working together to prevent foreign interference in the midterm elections, officials said at the

White House Aug. 2.

Army Gen. Paul M. Nakasone, the director of the National Security Agency and U.S. Cyber Command, said his organization will work with other agencies to combat this cyber interference.

“I believe our mandate is clear: As part of its mission to defend the United States, the Department of Defense is providing intelligence, information support and

technical expertise to the Department of Homeland Security for use by state and local officials to prevent foreign interference in our elections,” the general said. “This is a vital mission for us and our nation.”

DOD is also providing intelligence and information leads to the FBI on foreign adversaries “who are attempting to sow discord and division within the American

public,” Nakasone said.

The department also is sharing this information with the appropriate organizations to alert them of these malign actors.

The announcement follows Facebook discovering and disabling a fake social media campaign aimed at exacerbating already contentious social issues. The social media company took down a number of fake social media accounts.

“U.S. Cyber Command and the National Security Agency are tracking a wide range of foreign cyber adversaries, and are prepared to conduct

operations against those actors attempting to undermine our nation’s midterm elections,” Nakasone said.

The general said the operations are sensitive, and he would not describe them. He did say U.S. forces are “trained, ready and very capable.”

“I have complete confidence in the forces under my command,” he added. “We will work in conjunction with other elements of our government to make sure we bring the full power of our nation to bear on any foreign power that attempts to interfere with our democratic processes.”

Revitalizing squadrons, Air Force outlines progress

From Air Force Staff Report

SECRETARY OF THE AIR FORCE
PUBLIC AFFAIRS

Since Chief of Staff of the Air Force Gen. David L. Goldfein announced his initiative to revitalize squadrons, the assigned task force produced many visible changes and is moving forward with additional changes in an implementation plan.

“The squadron is the beating heart of the United States Air Force; our most essential team,” Goldfein said in a letter to Airmen. “Our vision demands that ‘squadrons be highly capable, expeditionary teams who can successfully defend our nation’s interests in both today’s and tomorrow’s complex operating environments.’ ”

The task force conducted an Air Force-wide review, driven by Airmen in the field, to promote best practices and identify improvements.

Consisting of Total Force Airmen from diverse backgrounds, they reviewed survey data and gathered inputs from across the Air Force through on-line crowd sourcing and face-to-face discussions with nearly 4,000 individuals, including spouses, from 25 different bases representing all major commands, Reserve and National Guard.

Along the way, the Air Force implemented improvements to include authorizations to rebuild the command support staffs, while addressing the manning for superintendents. Additionally, enlisted professional military education has been improved, performance report requirements have been removed for the rank of airman first class, computer-based and ancillary training requirements have been reduced, all based on the feedback from Airmen.

“This is incredibly humbling

“We tangibly discovered that focusing on supporting families gave the Airmen more focus at work. An Airman who is fulfilled and has a good work-life balance comes to work more focused.”

Col. Russell Williford, Revitalizing squadrons task force director

and exciting to be a part of because if we can get this right, we can hopefully impact the lethality and effectiveness of the entire Air Force,” said Col. Russell Williford, current director of the revitalizing squadrons task force. “We can also make Airmen’s lives better and more fulfilled.”

The team further analyzed the feedback to develop a comprehensive model for squadron vitality.

According to the findings indicated in the implementation plan, Williford said there are three key attributes to a

successful squadron: verifiable mission success, purposeful leadership and esprit de corps.

These key attributes are being implemented through three lines of effort: focus on the mission, strengthen leadership and culture, and taking care of Airmen and Families.

Focus on the mission

Verifiable mission success means aligning a clearly stated mission purpose from the command-level down to each task an Airman performs. Highly successful squadrons clearly define, understand, and

communicate their purpose, asking every member of the squadron, “why?” until the purpose behind every task is aligned to mission success.

While this may appear rather easy, the team found that many units struggled with clearly defining and communicating their purpose.

Verifiable mission success drives a culture described as “mission command” in which members of the unit clearly understand why their unit exists; therefore, their efforts are directly in-line with mission outcomes, which enables empowerment throughout the unit.

The plan also calls for better enabling squadron leaders to focus on their missions. For example, support staffs will work with commanders to push daily decision authority to the lowest practical level while scrubbing overly restrictive Air Force Instructions and updating organization models to align

SQUADRONS continues on 8

SQUADRONS

From page 7

with the new National Defense Strategy.

This helps every Airman gain a clarity of purpose to understand how they contribute, add value and are valued.

Strengthening squadron leadership and culture

Purposeful leadership means valuing mission outcomes, investing time in Airmen development, and creating an environment where taking smart risks is rewarded to find better ways of getting the mission done, seizing the opportunity to learn from mistakes.

Starting in the fall an Air University squadron commander foundational course will be launched to better prepare officers (and civilians for squadron-like units) for purposeful command.

“The first time an Airman leads a large team is as a flight chief or a flight commander,” Williford said. “So flight commander and flight chief courses will be developed at the wing-level to help enable leaders to focus on the key skills to succeed in this first essential level of leadership.”

In addition, boosting mental and physical fitness is a key ingredient of the leadership and culture line of effort. While there will be no changes to physical fitness standards and tests, squadron leadership gains authority for administering physical fitness tests, and wing commanders will build incentive programs to reward innovative unit-level fitness programs that increase Airmen readiness.

Taking care of Airmen and their families

Williford said the third, esprit de corps, may happen naturally when the previous two are in place.

“It means belonging to a

group that’s respected, and they are accomplishing something that’s larger than themselves,” he said. “They are warfighters who belong to a valued team doing meaningful work. That alignment of purpose to the respective unit, to being a member of this group is what we found creates a high level of esprit de corps.”

The plan includes helping squadrons better support Airmen and families by building on their resilience, strengthening family support programs and community connections.

“We tangibly discovered that focusing on supporting families gave the Airmen more focus at work,” Williford said. “An Airman who is fulfilled and has a good work-life balance comes to work more focused.”

“Being able to achieve that long-term vision that the CSAF and the Secretary of the Air Force have, that’s incredibly exciting,” the director of the task force said. “We’re excited to be a part of it.”

Sign up now for the Rambler 120

Joint Base San Antonio’s annual adventure race, the Rambler 120, takes place 7:30 a.m. Oct. 13 at the JBSA Recreation Park at Canyon Lake.

The Rambler 120, which began in 2006, challenges individuals and teams with a 6-mile run, 22-mile bike race and 2-mile raft race, as well as a mystery event at the conclusion of the race.

Early bird registration, which offers discounts ranging from \$5 to \$30, is underway and continues through Sept. 14. To register, visit <https://www.athleteguild.com/adventure-racing/canyon-lake-tx/2018-rambler-120-team-challenge>.

FORT SAM HOUSTON

Army South hosts PANAMAX joint multinational training event

By Frederick Hoyt

U.S. ARMY SOUTH PUBLIC AFFAIRS

U.S. Army South hosted more than 300 Soldiers, service members and civilians from 16 nations at several training sites on Joint Base San Antonio-Fort Sam Houston for PANAMAX 2018, the U.S. Southern Command's largest joint military training exercise in the Western Hemisphere.

During Operation Futuro Noble, the name of the operation in defense of the Panama Canal, participants worked around the clock, learning to collaborate and work together as part of a joint task force in order to strengthen interoperability and enhance security cooperation. Effectively conducting joint operations is critical when responding to natural disasters, humanitarian assistance missions or real-world threats.

Cultural and language barriers were no obstacle for this professional joint, multinational coalition with the common goal of defending the Panama Canal and surrounding regions from a variety of realistic mock attacks including land, air, sea and cyber, among others.

"PANAMAX is about personal relationships and organizational partnerships. It's about bringing like-minded countries together and going after tactical and operational kinds of problems," said Maj. Gen. Mark R. Stammer, U.S. Army South commanding general. "Within this training environment, we work on our interoperability and doctrine, so

"This exercise is an excellent opportunity to integrate different cultures, concepts and military doctrines. It's a realistic multinational operation in which different doctrines, and styles come together for a shared mission and operate in a joint environment."

Brig. Gen. Geraldo Melo,
Colombian Army

if called upon by our governments to go and do this in an operational environment, we know each other's doctrine and how to communicate effectively."

Operating under a United Nations Security Council Resolution, this joint coalition — referred to as the Multinational Forces South, or MNFS — was led by senior leaders from Peru, Chile, Brazil and the U.S. Participants included U.S. Army, Navy, Marines, Air Force, Coast Guard, as well as partner nation militaries, defense forces and civil agencies.

As the land component to U.S. Southern Command, Army South works closely with partner nation militaries from Central, South America and the Caribbean to strengthen and build capability. In an effort to



FREDERICK HOYT

(From right to left) Maj. Gen Mark Stammer, U.S. Army South commander; Rear Adm. Luis Figari, Peruvian Navy; and Rear Adm. Luis Sanchez, Chilean Navy interact at the Multinational Forces South Joint Contingency Command Post at Joint Base San Antonio-Fort Sam Houston Aug. 8 during Operation Futuro Noble.

maximum training opportunities, key leadership roles and responsibilities within the exercise change annually. Leading the Combined Forces Land Component Command, or CFLCC, element this year was the Colombian Army.

"This exercise is an excellent opportunity to integrate different cultures, concepts and military doctrines. It's a realistic multinational operation in which different doctrines, and styles come together for a shared mission and operate in a joint environment," said Brig. Gen. Geraldo Melo, Colombian Army, CFLCC commander.

"The ability to use all of the technologies available, including information operations and to be able to execute a joint mission with others countries effectively, is rewarding."

PANAMAX began in 2003 with three participants: Panama, Chile and the U.S. Today, it has grown into one of the largest joint military training exercises in the western hemisphere, with more than 2000 participants working together simultaneously from various locations, including U.S. Southern Command Headquarters, Miami, Florida; Homestead Air Force Reserve

Base, Florida; Naval Station Mayport, Florida; JBSA-Fort Sam Houston, Texas; and Davis-Monthan Air Force Base, Arizona.

Participating nations included: Argentina, Belize, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, France, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, the United Kingdom, and the United States. Representatives from Poland, Spain, and Thailand joined the exercise this year as observers.

Planning is currently underway for PANAMAX 2019.

Regional Health Command-Central welcomes new top enlisted leader

By Karla Gonzalez
REGIONAL HEALTH
COMMAND-CENTRAL
PUBLIC AFFAIRS

Command Sgt. Maj. Joseph L. Cecil assumed the role of Regional Health Command-Central's top enlisted leader following an assumption of responsibility ceremony at the U.S. Army Medical Museum Amphitheatre at Joint Base San Antonio-Fort Sam Houston Aug. 6.

Cecil comes to RHC-C from Sembach Kaserne, Germany, where he was the command sergeant major for Regional Health Command-Europe.

He has also been assigned to positions with the Office of the

Surgeon General and U.S. Army Medical Command, Pacific Regional Medical Command, Winn Army Community Hospital, Reynolds Army Community Hospital, 36th Medical Evacuation Battalion, 582nd Medical Logistics Company and General Leonard Wood Army Community Hospital, among others.

Having been a part of the region when it was Southern Regional Medical Command, and before that as Great Plains Regional Medical Command, Cecil stated that coming back to JBSA-Fort Sam Houston and Regional Health Command-Central felt like coming home.

"I am confident in your skills as a leader as you

assume responsibility for the many missions that are so vital to the Department of Defense, the Army, and Army Medicine," said Brig. Gen. Jeffrey J. Johnson, commanding general of the U.S. Army Regional Health Command -Central. "From public health and dental, to virtual health and critical skills training, under your leadership, I'm confident the region will continue to excel in its role as a key partner of the entire Military Health System."

RHC-C covers a geographical area of 20 states across the South, Southwest and Midwest ranging from Louisiana to California. The command is comprised of three major

tertiary-care academic medical centers, to include Brooke Army Medical Center, five community hospitals and four health centers/clinics.

It also includes the Dental Command-Central with 11 subordinate dental

treatment facilities; Public Health Command-Central, with two subordinate public health districts and 29 public health branches.

It is also the Army's largest geographical medical region, with 12 military treatment facilities and 44 dental

clinics across 20 states, as well as 29 public health and veterinarian facilities on each military installation within their geographic footprint. The 21,643 medical professionals and staff, both military and civilian, of RHC-C care for 583,901 beneficiaries.

USAISR welcomes new commander to JBSA

By Dr. Steven Galvan

USAISR PUBLIC AFFAIRS

In a time-honored Army ritual, Col. (Dr.) Shawn C. Nessen relinquished command of the U.S. Army Institute of Surgical Research to Col. (Dr.) Jerome L. Buller during a change of command ceremony July 19 at Joint Base San Antonio-Fort Sam Houston.

Buller took command of the USAISR when he received the flag from his new commanding general and ceremonial host, Maj. Gen. Barbara R. Holcomb, commander, U.S. Army Medical Research and Materiel Command and Fort Detrick, Maryland.

During her remarks, Holcomb commended Nessen's family for their support, which permitted his success by allowing his staff to flourish in combat casualty care research.

"He subscribes to the philosophy of sharing knowledge and information and not keeping it for himself, but passing it on, so others can succeed," Holcomb said. "He believes in allowing the experts to solve problems. That coupled with his care for both Soldiers and civilians he



DR. STEVEN GALVAN

Maj. Gen. Barbara R. Holcomb (right), commanding general, U.S. Army Medical Research and Materiel Command at Fort Detrick, Maryland, presents the U.S. Army Institute of Surgical Research flag to USAISR's new commander, Col. (Dr.) Jerome L. Buller (left) during a change of command ceremony July 19 at Joint Base San Antonio-Fort Sam Houston, as outgoing commander, Col. (Dr.) Shawn C. Nessen, looks on.

works alongside are some of the reasons why he is a successful leader."

"Maj. Gen. Holcomb, thank you for your tireless advocacy for this Institute and for your continued surgical research as part of the Army mission,"

Nessen said during his remarks. He is also the trauma consultant to the Army Surgeon General. "Thank you for your leadership and mentorship, and for helping when I needed help, and for trusting me with command of

the USAISR."

Nessen is transferring to Brooke Army Medical Center, collocated with the USAISR, where he will serve as a trauma surgeon.

"Col. Buller, the USAISR will be magnificent under your command," Nessen said. "Your leadership, surgical experience and the wisdom you bring to the job will be appreciated by all. With this great team, you will lead this fine Institute to new levels of accomplishment."

"Col. Nessen, your work here has been nothing short of spectacular," Buller said after taking command of the USAISR. "Through your leadership, the team has accomplished much to keep the USAISR at the forefront of trauma and burn research on a worldwide stage. Your passion for taking care of our Warfighters and your drive to ensure our combat wounded have the best chance to survive, is palpable and it is admirable. I share your passion and will work hard to carry on the great work you started here at the USAISR."

Buller comes from the Uniformed Services University

in Bethesda, Maryland, where he was as the USU brigade commander.

"To the USAISR team, your reputation is astonishing and your research is world-renowned," Buller added. "Your work has saved thousands of lives on the battlefield and it has carried over to the civilian sector where it continues to save lives every day across the world."

Holcomb ended her remarks by welcoming Buller and his family to the USAISR and San Antonio.

"Your most recent position as the brigade commander at the Uniformed Service University was a great prep for the USAISR," she said. "Your capacity for understanding complex challenges and initiating practical and inclusive approaches to overcome them will be useful here."

"I know firsthand about how well you understand the strategic communication and the importance of telling your story and getting the word out — a skill that will continue to recognize the USAISR as the face for burn and trauma care."

USAISR celebrates 70th anniversary

By Dr. Steven Galvan

USAISR PUBLIC AFFAIRS

The U.S. Army Institute of Surgical Research celebrated the Institute's 70th anniversary of operations July 18 at Joint Base San Antonio-Fort Sam Houston. To commemorate the occasion, the USAISR held a symposium to highlight the contributions in research on trauma and burn care over the last seven decades.

"The USAISR has established and maintained a reputation of being the world's leader in trauma and burn

research," said Col. (Dr.) Shawn Nessen, USAISR commander and trauma consultant to the Army Surgeon General. "That was accomplished through a dedicated staff and leaders who cared about our combat wounded."

Two former USAISR commanders — Drs. Basil Pruitt Jr., 1968-1996; and John Holcomb, 2002-2008 — were invited to present historical talks during the day's events. Pruitt and Holcomb, both retired Army colonels, provided historical insight on the Institute's contributions to

combat casualty care during the Vietnam War, as well as overseas contingency operations in Afghanistan and Iraq.

Pruitt described how the USAISR came into existence during World War II with the discovery of the new antibiotic penicillin. The use of penicillin started in 1943 after a fire at the Coconut Grove nightclub in Boston killed 492 people and injured hundreds more in the deadliest nightclub fire in U.S. history.

"Penicillin was used on 13 patients who were gravely ill and they rapidly improved,"



DR. STEVEN GALVAN

Col. (Dr.) Shawn C. Nessen (center), U.S. Army Institute of Surgical Research commander, and the USAISR Senior Enlisted Advisor, Sgt. Maj. William "Dave" Poist Jr., unveil a bronze plaque for Dr. Basil Pruitt Jr. during the USAISR 70th Anniversary Symposium July 18 at Joint Base San Antonio-Fort Sam Houston.

Pruitt explained.

Some patients burned in Boston were transferred to Halloran General Hospital in

Staten Island, New York, where Dr. Champ Lyons was charged by the Army to lead

ANNIVERSARY continues on 13

USAISR provides realistic casualty training

By Dr. Steven Galvan

USAISR PUBLIC AFFAIRS

For more than seven decades, the U.S. Army Institute of Surgical Research at Joint Base San Antonio-Fort Sam Houston has conducted research to save lives on the battlefield.

The wars in Afghanistan and Iraq have focused research on the leading causes of preventable deaths on the battlefield. These efforts led to the creation of products, medical procedures and clinical practice guidelines that have proven to save the lives of combat wounded.

Products like limb and junctional tourniquets, hemostatic or blood clotting dressings, and guidelines for airway management of traumatic injuries, just to name a few, have been instrumental in saving thousands of lives.

To ensure that Soldiers deployed in harm's way are trained to properly use tourniquets, combat dressings and are able to perform life-saving procedures like a cricothyrotomy, the Program Executive Office for Simulation, Training and Instrumentation, or PEO-STRI, along with the U.S. Army Medical Department Center and School and the U.S. Army Installation Management

Command, fielded a state-of-the-art simulation system, Tactical Combat Casualty Care-Exportable that will be used to train all Soldiers on basic warrior medical skills.

The inaugural TC3-X fielding took place at the JBSA-Fort Sam Houston Training Support Center July 10-12. Units supported by the TSC will be able to obtain these TC3-X systems to support TC3 training to non-medical Soldiers.

The TC3-X mannequin allows Soldiers to apply tourniquets to stop limb bleeding, pack a gunshot wound with combat gauze, perform a needle decompression to restore breathing and treat airway emergencies. The mannequin is operated by a remote control, forcing the Soldiers to assess and treat the "patient" without interruption from the instructor.

"The realistic wound patterns and immediate feedback mechanisms of the TC3-X mannequins make this capability truly unique for point of injury care training," said Master Sgt. Rich Jarrett, AMEDDC&S Center for Pre-hospital Medicine.

"While this capability was initially designed for Army combat medic training, these life-like mannequins are now



DR. STEVEN GALVAN

Master Sgt. Rich Jarrett (right), U.S. Army Medical Department Center and School Center for Prehospital Medicine, demonstrates how to pack a gunshot wound with gauze on the newly fielded Tactical Combat Casualty Care-Exportable mannequin that will be used to train all Soldiers on basic warrior medical skills, to Command Sgt. Maj. William "Will" Rinehart, United States Army South, as Luciano Cortez, field instructor with trauma effects, controls the TC3-X and PEO-STRI clinical advisor, Lt. Col. (Dr.) Benjamin Baker looks on.

available for non-medical Soldiers," Jarrett added. "Incorporating TC3-X into individual and collective training at the unit level will undoubtedly improve Soldier's skills to treat life threats and reduce potentially preventable causes of death."

"The bottom line is that every Soldier should have the training and capability to provide lifesaving aid at the

point of injury to decrease preventable deaths on the battlefield," added Lt. Col. Robert Carter, Ph.D., Army Product Manager for Medical Simulation at the PEO-STRI and former TC3 researcher at the USAISR. "Over the years, the U.S. Army Institute of Surgical Research has researched and aided in the development of the tourniquets, chest seals and

airway management devices to address the three leading causes of death on the battlefield.

"Now, the newly fielded high fidelity trauma manikins known as TC3-X, when used in conjunction with lifesaving equipment found in Soldier's individual first aid kits, will increase the unit's combat effectiveness and survivability," Carter added.

"This level of training was been a long time coming in the Army," said Command Sgt. Maj. William "Will" Rinehart, United States Army South, JBSA-Fort Sam Houston, after he successfully applied a tourniquet and performed a needle decompression to restore breathing on the TC3-X mannequin.

"The days of Soldiers not providing self-aid and laying there yelling 'medic' or 'doc' are over," said Lt. Col. (Dr.) Benjamin Baker, PEO-STRI clinical advisor. "All Soldiers must have the proficiency to assess their own wounds, provide self or buddy aid if needed, and continue the mission if able."

"The TC3-X systems that will provide commanders the capability to execute realistic casualty Warrior Skill level 1 through 4 training at the individual, leader and collective levels," Carter added.

ANNIVERSARY

From page 12

the evaluation of penicillin on the patients.

Shortly after that, Lyons was commissioned as a major in the Army to establish the first surgical research unit, or SRU. That SRU was disestablished in 1945 after WWII, but in 1947, a new SRU was created at Brooke General Hospital at Fort Sam Houston with three staff members.

Over time, the USAISR has grown to more than 840 staff

members and is recognized around the world as leaders in trauma and burn research.

"The USAISR team effort is incredible and not replicated anywhere else," Holcomb said.

Holcomb described the USAISR research efforts during his tenure, which included studies on tourniquets, combat gauze, resuscitation for burns and hemorrhage, blood products and the establishment of the Joint Trauma System.

"Thousands of burn and combat casualties are alive today because of your research

efforts," Holcomb told the USAISR staff in attendance.

The morning's event concluded with a staff awards ceremony for personal and unit presentations. Drs. Pruitt and Holcomb were also presented with brass plaques noting their specific accomplishments during their tenures. The plaques will be displayed at the Institute for current and future staff members to recognize their contributions to combat casualty care.

"We're going to get to the future by the events of the

past," Nessen said. "And it's from the research from both of these individuals."

The symposium also featured talks from researchers on current studies, as well as challenges for research aimed at combat wounded.

The final event of the day was a panel discussion which included Nessen, Pruitt, Holcomb, the USAISR senior research scientist, the director of research, burn center director, a the former deputy director of the Institute. The discussion focused on the

future of combat casualty care.

"We have to focus our combat casualty care research for the battlefield of the future," said Col. (Dr.) Michael Davis, former USAISR deputy director and U.S. Army Medical Research and Materiel Command's director of Combat Casualty Care Research Program. "We need to be prepared ahead of time to care for the combat casualty of the future and not prepare during the fight. That's the only way that we'll be able to save lives on the future battlefield."

LACKLAND

Man dedicates life to environmental restoration

By Charlotte Singleton
AFIMSC Public Affairs

As a junior in college, Jose Hurtado had no idea the decision to read an ABC 20/20 news article would drastically change his career path to one focused on the environment.

Now a program manager for the Air Force Civil Engineer Center's environmental restoration division, Hurtado was born in the Mexican border-town of Matamoros in 1966 and moved to neighboring Brownsville, Texas, when his family emigrated in 1974.

Growing up in The Valley near the Texas-Mexico border, Hurtado was used to the sights, sounds and smells of maquiladoras, or American industry factories that set up shop just a stone's throw from U.S. soil in his hometown.

Hurtado never really considered the potential environmental effects these factories might have on the people and lands around him until he read an article about a fatal condition called anencephaly. Anencephaly is a serious birth defect in which a baby is born without parts of the brain and skull, according to the Centers for Disease Control and Prevention.

The cause for anencephaly is still unknown, but the CDC reports it could be the result of a combination of genes and other factors, including things a mother comes in contact with in the environment.

As Hurtado read more about the incurable condition in infants, he was particularly intrigued as to why anencephaly cases seemed to be spiking in the two towns he had lived in; and whether or not it had any correlation to the

industrial waste coming out of the maquiladoras.

"I grew up there, you know," Hurtado explained. "It just triggered an interest in the environmental field; I knew right then that I wanted to make a difference in the environment."

After finishing his mechanical engineering bachelor's degree from the formerly-known Texas A&I University in Kingsville, Hurtado changed his educational goals to better suit his newfound passion for the environment, which timed up perfectly with A&I University's newly initiated environmental master's program. He stayed in Kingsville solely to complete the master's program and begin his journey in the environmental career field.

"I thought, if I went into that field and either prevent future contamination from happening or clean up preexisting waste, it would make a difference for future generations," Hurtado said.

After completing his master's degree in environmental engineering, Hurtado plunged head-first into his environmental career and eventually joined the Air Force's restoration efforts as a program manager for AFCEC overseeing project execution and success. Hurtado said he enjoyed some of his earlier jobs, particularly collecting data in the field while working on the South Texas border for private industry. He credits that experience and being heavily involved in the day-to-day field work operations for helping prepare him to manage projects today.

"My time collecting data gave me an understanding of the work required out in the field



CHARLOTTE SINGLETON

Jose Hurtado, program manager for the Air Force Civil Engineer Center's environmental restoration division, stands next to groundwater cleanup equipment located on Joint Base San Antonio-Lackland.

and an understanding of how the environmental cleanup process works," he said.

Hurtado, who has been associated with the Air Force since 2000, said his favorite part of being a program manager at AFCEC is ensuring restoration projects are done right and the work is executed both timely and effectively.

The Air Force Environmental Restoration program, centrally managed and executed by AFCEC, is committed to protecting human health and cleaning up contamination at all

active Air Force installations. With restoration teams and environmental experts across the country, AFCEC's environmental restoration division works to aggressively restore and cleanup contamination sites in accordance with federal, Department of Defense and state regulatory requirements. "Whatever the project milestones are, we want to make sure we're meeting those goals," he said.

AFCEC Restoration Branch Chief Jaime Agudelo said Jose is

MAKING A DIFFERENCE

one of the department's very best.

"Jose has been an integral part of our success," Agudelo said of his colleague. "We rely heavily on his technical knowledge and extensive expertise in environmental restoration."

Hurtado was also recently selected to participate in the 2018 Alamo Federal Executive Board program; a highly-competitive leadership program designed to train federal leaders so they gain a deeper understanding of the challenges facing the federal community and how to interface with local and state organizations.

After more than two decades of environmental work, Hurtado said his purpose and goals haven't changed. He still credits reading the news article about a fatal infant disease for prompting him to pursue a career in environmental restoration and hopes someday scientists and researchers can find the cause for anencephaly.

Hurtado is proud of his Mexican heritage and that he was able to come to America not only to live and raise a family, but make a difference in people's lives through managing and executing environmental cleanup projects across the country.

The Mexican-American melting pot culture is near and dear to Hurtado's heart; he considers The Valley home and visits frequently to see family.

"I'm making a difference both for the environment, for the Air Force and my country," he said.

IMA helps keep education and training on track

By Daniel J. Calderón

59TH MEDICAL WING PUBLIC AFFAIRS

“There’s a very strong sense of service to the medical professionals I instruct which serve the combat warriors who defend the country,” said Capt. Laura Wittman, an Individual Mobilization Augmentee currently serving as a special projects officer in the 59th Medical Wing’s education and training department. “Knowing where I fit into all of that brings a lot of satisfaction in my job.”

After serving as a nurse practitioner for more than 20 years, Wittman decided she wanted to fly and her sense of duty helped lead her to an Air Force recruiting office. In 2011, she received her commission as a flight nurse and her first assignment with the 36th Aeromedical Evacuation Squadron at Pope Air Force Base, North Carolina. She has been with the 59th MDW since October 2016.

As an IMA, Wittman fills a position vacated by a member of the wing who is currently deployed. Airmen in the

IMA program are Air Force Reservists assigned to active-component units and government agencies. More than 50 commands, in addition to government agencies around the world, support IMAs. They work with their individual active-duty supervisors to work out a custom duty schedule that helps their unit meet mission requirements while the active duty personnel are deployed.

In her role with the wing, Wittman assists various departments as they develop education and training. She also conducts various training sessions, including basic lifesaving and advanced cardiac life support courses.

She said the IMA program perfectly leverages her skillset into the overall mission readiness of the wing and plans to remain in the Reserves for as long as possible.

“It’s a privilege to be able to serve in the military,” Wittman said. “My children are grown and they’re finishing up college and so I have increased opportunity to serve”



DANIEL J. CALDERÓN

Capt. Laura Wittman, an Individual Mobilization Augmentee who is currently serving as a special projects officer in the 59th Medical Wing’s education and training department, conducts training for wing personnel on Aug. 9. IMAs are Air Force Reservists assigned to one of more than 50 active-component units and government agencies around the world.

Civilian takes pride in an AF tradition of honor

Carter believes the Air Force's greatest strength is its Airmen, due to their strong character and dedication to the service's core values

By Staff Sgt. Kevin Iinuma
59TH MEDICAL WING PUBLIC AFFAIRS

The Air Force Core values can remain with Airmen long after they retire the uniform, David Carter continues to live those values, integrity first, service before self and excellence in all we do.

Carter, 59th Medical Wing Information Technology Requirements & IT Asset Management chief, dedicated 26 years of his life to the uniformed service and is continuing his dedication for the Air Force.

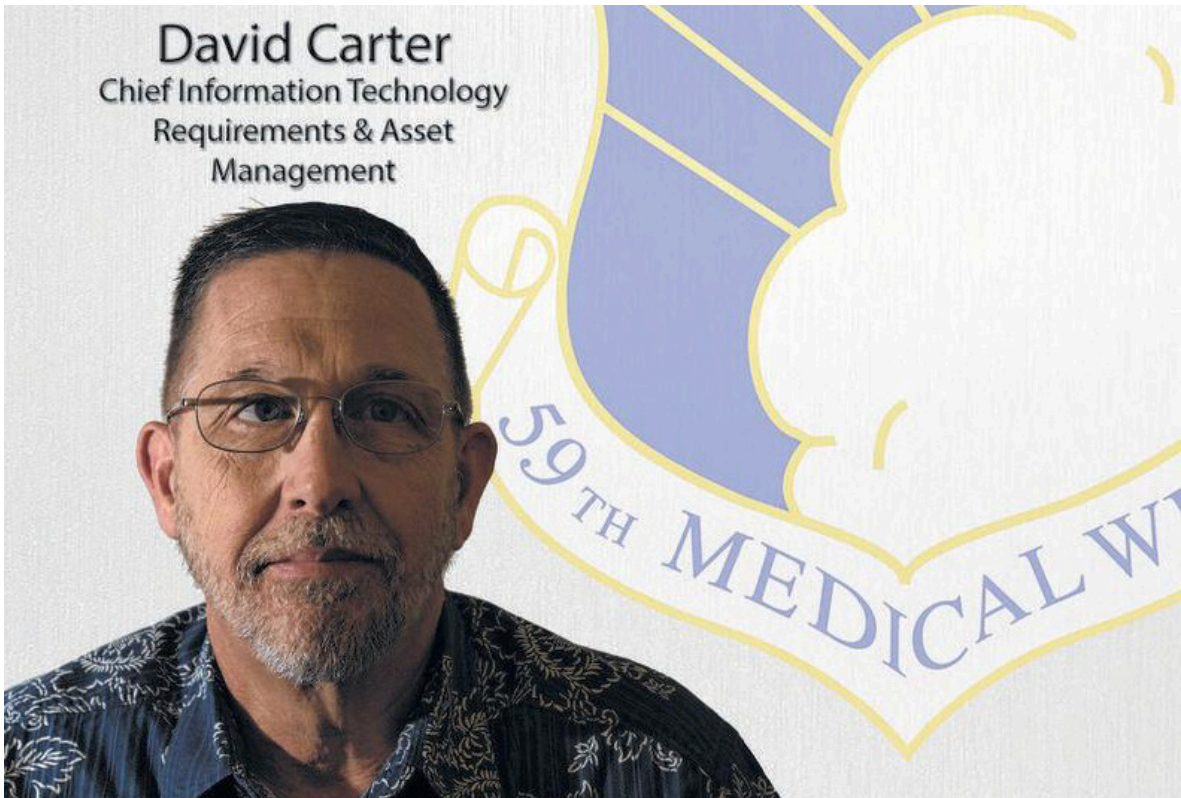
A couple weeks after turning 17 years old, Carter decided to enlist into the Air Force in 1979.

"My older cousin had been in the Air Force many years earlier," Carter said. "He looked so proud in his uniform, and everyone was so proud of him. It made me want to become part of something special."

While in-processing at the Armed Forces Entrance & Examination Center in San Antonio, Carter received advice from a staff member who pointed him to a new direction in life.

"I had many choices, but I told him I wanted to be a security policeman," Carter said. "He quickly pointed me in another direction. He said, 'Go medical! Try Pharmacy. You can do it!'"

As Carter transitioned to the military life, he started his career as a pharmacy specialist at Torrejon Air Base in Spain, serving two years



David Carter currently serves as the 59th Medical Wing Information Technology Requirements & Asset Management chief.

STAFF SGT. KEVIN IINUMA

there. He was then assigned to the 59th Medical Wing in 1982 where he served nine more years of active duty.

In 1993, he began his civil service career working at Wilford Hall Medical Center, and continued his uniformed service in the Air Force Reserve for the next 15 years. Carter retired from wearing the uniform in 2006, but has remained dedicated to his civil service career at the 59th MDW ever since.

"This year I will be celebrating 36 years of employment at Wilford Hall," said the retired senior master sergeant. "I would not trade one day of it for anything else."

Carter now oversees IT Asset Management, with approximately 20,000 assets that have a combined valued greater than \$13 million, the central point for information technology equipment tracking and distribution. This section manages roughly 100 equipment accounts and assists the custodians with their training, inventories, general management and health of their accounts.

"I love doing this job," Carter said. "At first, I was a bit intimidated, but my leadership made me feel confident about it, and I turned it around, making the program something I have been proud of ever since."

As the one central point for all new IT requests, requestors are directed to the IT Requirements Section, where Carter's team analyze and provide technical solutions. Solutions that require hardware or software assets are then forwarded to IT Asset Management or Software License Management, which both fall under him.

"I do not do this alone," he said. "It only happens because I have great people helping me along the way. I have been blessed with people who have pride in their work and have supported me and the goals I have for our sections."

Carter believes the Air Force's greatest strength is its

Airmen, due to their strong character and dedication to the service's core values. Carter is happy being surrounded by very smart and motivated people, who never give up.

"No matter how bad things get or how many obstacles are thrown into the path, I am extremely proud to work here, and I feel it is a privilege," Carter said. "This institution stands for the ultimate quality in patient care, and has a rich history of service to our members in uniform and their families."

"Be proud of what you do here because it impacts many other people and has a long reach in the overall mission," Carter said.

AFIMSC leads culture change in world of budget execution

By Ed Shannon

AFIMSC PUBLIC AFFAIRS

The Air Force exceeded 83 percent budget execution by July 31 this year in the installation and mission support portfolio, the achievement wasn't about reaching some arbitrary milestone. Instead, it displayed a change in culture.

In a typical fiscal year, Congress mandates that no more than 20 percent of funding can be spent in the last two months of the fiscal year. Known as the 80/20 rule, the mandate establishes a requirement to execute 80 percent by July 31.

"Our performance demonstrates the power of the Air Force Installation and Mission Support Center," said Monica Anders, AFIMSC Resources director, whose team led the 'sprint to 83

percent.' "We're changing the culture and moving obligations to the left, executing smartly and giving wing commanders the breathing room they've been wanting for decades."

The change in culture represents a leadership issue that requires commanders to obligate funds much earlier in the fiscal year than they may seem comfortable, according to Col. Burke Beaumont, AFIMSC Resources deputy director.

"AFIMSC took almost \$400 million in risk (this fiscal year) to free up funds for installations — funding they normally wouldn't see until the fourth quarter or September," Beaumont said. "This allowed commanders to put funding directly on other I&MS requirements."

Every installation requires funding for dining facilities,

utilities, grounds maintenance, refuse and custodial contracts. In the past, commanders withheld funding for these requirements until later in the fiscal year due to concerns with running out of money. AFIMSC officials eased that burden last October by taking on the risk for installations.

"We (AFIMSC) have a broader vision across the enterprise than an individual major command can have," Anders said. "We can see needs across the enterprise through constant communication with every MAJCOM and installation."

That vision leads to opportunities for the Air Force to spend dollars more efficiently and effectively, benefiting installations in the long run. Of the many Air Force budget portfolios, installation and mission support may have the best

opportunities to obligate funds on requirements earlier in the fiscal year than others, Beaumont said.

AFIMSC's Resource Management team identified five benefits for the Air Force in moving obligations to the left, meaning obligating funds earlier in the fiscal year.

- ▶▶ Spending early alleviates unnecessary stresses to the acquisition pipeline. Installations lose negotiating power with vendors as the end of the fiscal year approaches.
- ▶▶ Waiting to obligate funding clogs the radar screen making it difficult to see which bases are struggling and which aren't. This delays the Air Force in understanding the actual budget status.
- ▶▶ Spending early clears out the pipeline of known requirements and makes the Air Force a much more attractive candidate for

higher-headquarters funding. This is part of the calculus when AFIMSC evaluates bases for more funding, Beaumont said.

- ▶▶ Spending early diminishes risk when financial tracking systems go down. Last year an installation lost \$3 million when an accounting system went down, Beaumont said.
- ▶▶ Spending early allows more time to correct posting errors in financial databases.

"The I&MS portfolio is a more attractive candidate for follow-on funds," Beaumont said. "We have \$1 billion in unfunded requirements, about 7,000 line items, across the enterprise. If we execute early, we can clear out the pipeline of known requirements and give ourselves the capacity to address additional execution opportunities in the fourth quarter."

RANDOLPH



SEAN M. WORRELL

Maj. Gen. Mark Weatherington, Air Education and Training Command deputy commander, speaks to the family and friends of the Pilot Training Next graduates August 3 at the Armed Forces Reserve Center in Austin.

Flying training reimagined as first Pilot Training Next class graduates

By Staff Sgt. Chip Pons
AIR EDUCATION AND TRAINING
COMMAND PUBLIC AFFAIRS

The Air Force's pilot training landscape took a significant step forward in reimagining how Airmen learn to fly as 13 students from the first iteration of Pilot Training Next pinned on their silver wings in a ceremony Aug. 3 at the Armed Forces Reserve Center, Austin, Texas.

As Air Education & Training Command's most tangible example of the Continuum of Learning, a paradigm shift in education, training and the capitalization of experiences, PTN is the embodiment of student-centric learning.

"This initiative has really

been focused on providing a personalized learning environment for every student," said Lt. Col. Robert Vicars, Pilot Training Next director. "We have been able to show that by using immersive technology, we can help people learn more effectively, deeper and faster."

The graduates now head to complete advanced flight training across multiple airframes, including the F-16 Fighting Falcon, F-35 Lightning II and the C-17 Globemaster III.

As the Air Force's innovative and experimental approach to enhance the future of pilot training, the PTN graduates completed the six-month program that integrated various technologies with the idea of producing pilots in an

accelerated, cost-efficient, learning-focused manner.

The vision

Upon assuming command, Lt. Gen. Steve Kwast, commander of AETC, took on the challenge to revolutionize the pilot training experience, empowering his team to take a deeper look into the way Airmen learn and can be taught, putting the idea of PTN into motion.

"Pilot Training Next is really discovering what it is that makes people good at this art of military aviation and being an Airman in the vertical dimension," Kwast said. "When we know what makes people good at that, we might be able to find ways of teaching them to

be good at it faster and better than ever before."

With the city of Austin's ties to various technological and innovative communities and immediate access to Austin-Bergstrom International Airport, both students and instructors were placed in an environment primed for this new way of training.

"Austin is tremendous for pilot training for the simple fact that it's an air traffic control environment," said Maj. Ben Lindsay, PTN instructor pilot. "We have real-world issues we have to deal with here, so it's not a canned undergraduate pilot training environment. You have to deal with very dynamic situations constantly as there is an abundance of air traffic and

students get to learn what the real world is like."

During a recent visit to the detachment, Secretary of the Air Force Heather Wilson spoke to the benefits of the collaboration taking place between the newly-rooted military presence and the Austin innovation community.

"Technology has changed quite a bit, but the syllabus for pilot training had not significantly changed in about 20 years," Wilson said. "The Air Force is partnering with industry and educators to build a training environment that integrates today's latest technology to improve pilot training."

TRAINING continues on 23

COMMENTARY

Telling my story through Recruiter Assistance Program

By Airman Shelby Pruitt

502ND AIR BASE WING

PUBLIC AFFAIRS

Since my enlistment, I've been infatuated with the Air Force and all it has to offer. So, naturally, I was super excited for the chance to tell people my story and help others get started on what could be their active-duty journey, as well.

Just recently, my best friend Airman 1st Class Destiny Patchin, a fuels apprentice with the 509th Logistic Readiness Squadron, and I drove to our hometown of Berlin Heights, Ohio, to assist our recruiter who was just a few towns over in

Sandusky. We applied and were accepted for the Air Force Recruiter Assistance Program, or RAP.

RAP is designed for Airmen to work with Air Force recruiters in their hometowns for the purpose of spreading the word about the Air Force by sharing personal testimonies, setting up recruitment booths and speaking at schools and other organizations. As an assistant we can also give guidance to Delayed Entry Program members, attend Center of Influence events and carry out any recruiting-related tasks delegated by the recruiter.

Once accepted for the

program, the Air Force grants Airmen 12 days of nonchargeable leave to return home. RAP is extremely beneficial for the Air Force because Airmen can be a major influence in bringing firsthand knowledge and stories to their hometown. In turn, recruiters make contacts and develop leads.

Although this is considered leave, RAP requires the participating Airmen to report to the recruiting office every day for tasking. Our recruiter, Tech. Sgt. Andy Lansdowne, with the 339th Recruiting Squadron, had us participate in a lot of activities taking place in the area. Patchin and I were also fortunate to work in RAP at the same time with other Airmen in RAP, giving us the opportunity to relate to one another and share stories with others who went through the same Basic Military Training.

On the Fourth of July, we set up a booth at the Annual Stars and Stripes Celebration in downtown Sandusky. The



COURTESY PHOTO

Airman 1st Class Destiny Patchin (left), a fuels apprentice with the 509th Logistics Readiness Squadron, and Airman Shelby Pruitt, a photojournalist with 502nd Air Base Wing Public Affairs, stand by an Air Force recruitment vehicle July 2 outside the U.S. Air Force Recruiting Office in Sandusky, Ohio, while participating in the Recruiters Assistance Program.

following Saturday we walked in a parade, handing out candy and water bottles to people in Willard, Ohio, and we had the pleasure of talking at the DEP Commander's Call to the newly enlisted headed to Air Force BMT.

Even with the more mundane tasks that were asked of us, such as cleaning the Air Force Recruiting government vehicle, I realized that it gave people in town, who are just doing regular

activities, a chance to see us in uniform washing a cool vehicle. I can't tell you how many people stopped and asked us about it.

Many residents in our hometown raised a lot of questions about the Air Force, from old friends to the general public around town. This gave us the chance to tell our personal stories about what led each of us to join, opening the

COMMENTARY continues on 22

OAC attorney earns NAACP service award

By Robert Goetz

502ND AIR BASE WING PUBLIC AFFAIRS

A retired Air Force officer whose advocacy for others defines his community involvement and his role as the lone civilian attorney at the Office of Airmen's Counsel is the recipient of a prestigious award presented by the National Association for the Advancement of Colored People.

Charles Hasberry Jr., Air Force Legal Operations Agency OAC senior attorney adviser at Joint Base San Antonio-Randolph, was honored as the Air Force Civilian winner of the 2018 NAACP Roy Wilkins Renown Service Award during the organization's 109th annual convention July 17 in San Antonio.

The award, which is named for longtime NAACP Executive Director Roy Wilkins, a leading light in the civil rights movement, recognizes military members and Department of Defense civilians who support the DOD mission, personify the qualities and core values of their service branch and promote civil rights.

The citation that accompanied Hasberry's award said he epitomized the Air Force core value of "service before self" and demonstrated unparalleled devotion to the tenets of human rights and public service as an advocate for injured and ill service members, a Court Appointed Special Advocates volunteer,

a member of 100 Black Men of San Antonio and president of his homeowners' association.

Lt. Col. Michael Goldman, AFLOA OAC chief, said he was "thrilled" to hear Hasberry was chosen for the award.

"I say 'thrilled,' not 'shocked,' because I know how hard he works and how passionate he is about taking care of others," he said. "I am extremely proud of him."

Goldman, who is Hasberry's supervisor, called him a "tremendous asset to the Office of Airmen's Counsel and the Air Force Legal Operations Agency."

"He is extremely dedicated to our office's mission of helping ill, injured and wounded Airmen facing medical separation from the Air Force," he said. "His heart for helping others is evident to everyone he meets."

In addition to going "above and beyond for each of his clients," Hasberry also makes time to help needy children in the San Antonio area, Goldman said.

"His volunteer work as a Court Appointed Special Advocate enables him to improve the lives of young children, while his work with 100 Black Men of San Antonio Inc. enables him to serve as a mentor to teenagers in need of a positive role model," he said.

Hasberry, who said he was "surprised and humbled" at winning the award, said he was not aware he was being nominated for the honor until Goldman



COURTESY PHOTO

Charles Hasberry Jr. was honored as the Air Force Civilian winner of the 2018 National Association for the Advancement of Colored People Roy Wilkins Renown Service Award during the Armed Services and Veterans Affairs Awards Luncheon July 17 at the NAACP's 109th annual convention in San Antonio.

told him about it.

"He knew about my work on the outside and put together all the information on what I do at my job and what we do as a mission," Hasberry said. "That made a big difference. It gave me a renewed appreciation for what we do on a daily basis."

Hasberry started his Air Force career as an enlisted security forces member in 1994, but after receiving his Bachelor of Science in computer networking in 2001,

he was accepted to Officer Training School. Five years later, he graduated from the Howard University School of Law and subsequently served in various legal positions as an officer and civilian.

He joined the OAC office at JBSA-Lackland as deputy chief in July 2011 and the OAC office at JBSA-Randolph as chief of internal development in August 2012. After serving as civilian attorney-adviser with the 502nd Security Forces and Logistics Support Group at JBSA-Randolph from March 2014-November 2015, Hasberry returned to the OAC office at JBSA-Randolph.

At the Howard University School of Law, giving back to the community was an emphasis, Hasberry said. He has followed that ideal by serving as a CASA volunteer, currently representing six children who are victims of neglect and abuse in their homes, and participating in mentorship sessions with high school students as a member of 100 Black Men of San Antonio. Hasberry also belongs to his local NAACP chapter.

"Serving as a CASA volunteer has been the most rewarding volunteer work I've ever done," he said. "You're able to truly make an impact on young people's lives."

Hasberry said receiving the Roy Wilkins award re-energized him.

"It gave me the desire to keep pushing to help others," he said. "I want to set a good example."

COMMENTARY

From page 21

door to those who may not know anything about military service, or who may be too scared to take the first step and ask.

One thing we realized about ourselves and people from home was the variety of perceptions of the military. People had their own ideas and different views on the military and Air Force, some similar to what Patchin and I had before we joined. RAP gave us the chance to explain what exactly the Air Force is like to people who had the same perception as us when we were civilians.

My friend and I agree that after being in the Air Force about five months, the people, places and experiences we've had completely changed our view of the world and the military itself. Being newly enlisted Airmen, it made it easier for young people considering military service for themselves to feel more comfortable asking us questions.

It was amazing for me to sit in my hometown recruiting office and see people from high school or mutual friends who have had already started their Air Force journey. That was probably the best part of my RAP experience.

Another great feeling was watching our recruiter's

reaction to our growth as Airmen. Sgt. Lansdowne knew we were high school students who stopped into his office asking about the Air Force. Then he knew us as technical school graduates who were certified in our career fields serving our first term of enlistment. During RAP, he saw us as Airmen reporting to him for duty. He helped get us started with the best decision we've ever made and we couldn't thank him enough for it.

It made me feel proud when Lansdowne said the most rewarding part about being a recruiter is getting to see people who just graduated high school come to you with nothing to do, and then they go off, get molded

in basic training and become an American Airman. He told me "You had no clue what you wanted to do, and look at you now... the Pruitt that interviews generals."

Outside of our RAP duty hours, we still had an opportunity to make an impact in our hometown. Patchin and I were also invited to a graduation party for a friend. When we were just about to leave the party, we heard someone recognize us as Airmen. We walked over to a group of kids and found out that that one of the boys had just taken his oath, and another was studying hard to take his Armed Services Vocational Aptitude Battery so he could join as well. They

asked their questions and we got to tell them all about our experiences and give advice on numerous things they were curious about.

Patchin and I were both so excited that more and more people from our hometown were making this decision. The Air Force changed my life, and it all started in that recruiting office. Returning home for the opportunity to help others take the same step is something I think every Airman should experience at least once in their career.

For more information on RAP, visit <https://www.recruiting.af.mil> and click the button for the program near the top right corner.

TRAINING

From page 20

A collaborative learning experience

Unlike the traditional undergraduate pilot training model, PTN offered students the opportunity to learn in a collaborative learning environment in a learner-centric way, in line with AETC's redesigned Continuum of Learning model, Vickers said.

The most significant difference between UPT and PTN learning environments was that PTN students' autonomy and individualized training were encouraged, as opposed to UPT students' set syllabus.

"The most useful part of PTN training has been the autonomy built into the program," said 1st Lt. John Massey, PTN student. "That has opened us up to allow our own self-exploration, self-paced learning and self-paced study. You can move yourself along through the program that fits you personally in a better way than what a cookie-cutter training program would allow."

To place learning and success in the program in the hands of each learner, PTN cadre challenged students to seek new ways to learn and search for solutions with an open mind, all while training on the timetable that best meets each individual's learning needs.

"One of the biggest advantages these guys have is the opportunity to grow and learn in an environment that allows flexibility and encourages open thinking," said Lt. Col. Jason Colborn, PTN Detachment 21 commander. "So instead of being told no, they've been told that there are numerous ways to learn and we may not have identified what they all are. We value everyone's input and open-mindedness."

"I hope we have helped these guys learn they shouldn't stop where the book ends. They shouldn't stop because somebody tells them no, but instead, they should have a hunger to learn."

As with any initial program, both students and instructors endured growing pains as PTN evolved. With the incorporation of the simulators, students and instructors worked side-by-side during initial set-up and hands on maintenance work provided a deeper technical understanding of the equipment.

"The evolution of the sims started where we came here and literally built them from the ground up," said 2nd Lt. Nate Lewis, PTN student. "The nice part is, everything we have used is something

we literally have built with our own hands. Having that personal buy-in on something so advanced made the learning experience that more beneficial. When we ran into issues, we were able to come together as a team and use experience garnered by trial and error to keep things moving forward."

Different than traditional training pipelines across the Air Force, PTN is the embodiment of the on-command and on-demand tenant of the reimagined Continuum of Learning. Students have been afforded the opportunity to not only immerse themselves in the world of virtual reality and simulators in the classroom environment, but also through access to a simulator in their living quarters.

Students across the program attributed their success to the availability of the flight simulators when and where they needed it.

"We get our schedule and I can plan with my roommate or other students to practice," Lewis said. "We can practice and work out the details of what we want to do together and what we are expecting for the actual flights or the graded simulations. If I'm not doing a loop right, I can go home and practice my visual cues and my scanning. That is where it has really helped out in the long run by helping my thought process and being very adaptive."

The next iteration

PTN leaders are using the lessons learned from both students and instructors to improve the learning experience for the next iteration of the class, tentatively set for January 2019.

"Any time you go bold and start something new, there's going to be failures," Colborn said. "Learning from those failures, tweaking the processes, and ultimately improving the learning environment is our number one goal."

While technology can enable better learning, the PTN cadre believes it all comes down to the Air Force's number one asset — its people.

"Pilot Training Next is a misnomer," said Maj. Scott Van De Water, PTN deputy director. "Technology is an enabler, but from my perspective it's really about people. Technology allows the Air Force to be wiser with our resources — time and money — in order to maximize human performance."

"I think the most encouraging thing I am seeing out of this program is not necessarily about pilots of technology; it's about unleashing Airmen to solve hard problems," he said. "Innovation is no longer a buzz word in our facility."