

JBSA

LEGACY

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JOINT BASE SAN ANTONIO

SEPTEMBER 7, 2018



PHOTO BY JOSHUA FORD

Pvt. Ladhezia Elmore and Pvt. Anissa Alcantar, both chemical specialists with the 44th Chemical Company out of Fort Bliss, Texas, evaluate a simulated casualty before transferring them to military medics Aug. 30 at Retama Park in San Antonio.

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COMMENTARY

Learning to navigate supervision

By Senior Master Sgt.
Shawna Brabandt

25TH AIR FORCE



Wouldn't it be ideal if supervision came with a GPS? While one can dream, the fact is that supervision does not come with coordinates, nor a map in hand. So, how exactly does one learn to navigate supervisory relationships?

Being a supervisor doesn't come with a step by step list of instructions. Although there are expectations and guidelines, many of these tools are generic whereas individuals are unique. This means we must be flexible and curate a custom approach to all of our supervisory interactions.

Yes, this may be much simpler to say than to execute,

but difficult does not mean impossible. Some of the most difficult experiences are the ones from which we tend to learn the best lessons.

Throughout my personal trials and errors, I have learned some methods to navigate supervision which others may find helpful.

First, understand that a supervisory relationship is a reciprocal one. Often we expect that the senior ranking member holds the entire responsibility of establishing a relationship. This key pitfall leads to false expectations by assuming that supervisors are already well versed on our personality, and thus prepared to interact with us accordingly.

In order to avoid misconception, be transparent. Share your goals, ambitions and insight, yet also be prepared to receive feedback. Mutual understanding is exactly that, give and take. Fostering a reciprocal rapport

fends off unknowns and develops a relationship of transparency and trust.

Second, be vocal and candid because communication is the foundation of any relationship. Through communication, we learn and begin to understand one another. Failure to be vocal and candid leaves perception alone to serve as the guide. I think it's pretty safe to say perception is largely based on assumption, and assumption ... well, you know.

To avoid this pitfall and foster the development of a positive relationship, start by establishing a candid rapport so your communication style can be known. Additionally, be attuned and adaptive to your supervisor's communication style. Being vocal and candid paves the road of open communication and understanding.

Third, be flexible. Flexibility is the key to agility. There are

no two relationships alike, therefore, be prepared to draw from a multitude of experiences and their various lessons in order to adapt and thrive. It is important to remember that being flexible does not mean that one should not set boundaries, but rather that boundaries should be somewhat pliable to facilitate growth. Being flexible allows one to respond to change accordingly.

So, while the aforementioned may not pinpoint the exact coordinates of where supervisory and subordinate relationships should be, I hope they will assist along the journey. Ultimately, each interaction, whether good or bad, provides insight for future experiences through growth and development. There may be growing pains from time to time, but rest assured, the lessons learned are well worth the experience.

AF officials launch 2018 Total Force Climate Survey

By Richard Salomon

AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

Air Force leaders at all levels want to know, "How is my organization doing?" The 2018 Total Force Climate Survey, which runs from Aug. 27 to Oct. 30, helps answer that question and more with the help of Air Force active duty, Reserve, Guard and civilian personnel (appropriated and non-appropriated fund).

"Your feedback is critical in providing Air Force senior leaders an honest view of the organizational climate in the Air Force," said Brenda Gainey, the Air Force Survey Office chief at the Air Force's Personnel Center. "One of our

top priorities is taking care of people. This means providing everyone the opportunity to perform their best in a healthy work environment."

The survey is voluntary, confidential and designed to assess the attitudes and opinions of total force members about their work environment and organizational climate. It measures leadership support, satisfaction, unit cohesion, recognition and other topics of interest to Air Force leadership such as major command-specific information, mentoring, perceptions of organizational value and squadron and unit successes.

The Air Force Survey Office began sending individual email

invitations in phases to total force personnel Aug. 27. Summarized unit reports by Personnel Accounting Symbol Code will be available to commanders whose units have at least 10 respondents. For units with fewer than 10 participants, responses will be included in the parent unit's report. Leaders will be encouraged to brief the results to their organizations within 30 days of receiving their report.

Historically, the Total Force Climate Survey is conducted every two to three years. The previous survey was conducted in March 2015 with an overall 23 percent participation rate.

"The survey only takes 20

minutes to complete, but the impact of the feedback received will have lasting effects," Gainey said. "The information will directly impact leaders' decisions on issues that affect the total force. Survey results will provide actionable feedback to leaders at all levels for the purpose of improving their units."

For more information about the 2018 Total Force Climate Survey and to view the results of the previous survey, go to the Air Force Portal at <https://www.my.af.mil>. Once there, enter "Air Force Survey Office" in the search window, select the Air Force Survey Office link and click on the "Total Force Climate Survey" link in the left hand column.

JBSA LEGACY

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AFAP DELEGATES NEEDED

This is your forum, this is your voice

By Kali Seydo

JOINT BASE SAN ANTONIO-FORT SAM HOUSTON
MILITARY & FAMILY READINESS CENTER

Are you looking to take action and help create a better tomorrow for our entire military community? You can do so by becoming an Armed Forces Action Plan, or AFAP, delegate.

Throughout the year, comments and suggestions identifying quality-of-life issues affecting the military community are collected and consolidated for the AFAP Forum, scheduled for Oct. 29 through Nov. 1 at Joint Base San Antonio-Fort Sam Houston.

Volunteer delegates are needed to review and prioritize submissions ranging from military health, force support, family support and teen topics.

Delegates collaborate to identify their top two

critical issues, work to find a recommended solution and provide feedback directly to senior leadership at JBSA. Issues that cannot be resolved at the local level are then elevated to the next level.

This is an opportunity to be heard and make a difference not just in the JBSA community, but in the military community as a whole.

"Delegates are the only people who can provide input on those prioritized issues; it's for the community, by the community," said Yazmine Gutierrez, Military & Family Readiness AFAP Program Manager. "The AFAP program is in search of people from the community who want to speak on behalf of the community."

All military members, retirees, spouses, teens, Gold Star Family members, other military-affiliated individuals, and Department of Defense civilian

employees interested in becoming a delegate for this year's forum must submit an application by Sept. 14. Delegates are selected evenly from all branches of service to represent their segment of the military community.

Applications to become an AFAP delegate are available at <http://www.jbsa.mil/Resources/Military-Family-Readiness/Armed-Forces-Action-Plan>, and must be submitted to usaf.jbsa.502-abw.mbx.502-fss-volunteer@mail.mil. All DOD ID cardholders, 16 years and older, regardless of branch, rank or status may apply.

AFAP delegates earn volunteer hours, but more importantly, they have the potential to make a lasting impact on wellness issues across the entire department of defense.

For more information, call 210-221-2705.

MESSAGE FROM THE JOINT CHIEFS OF STAFF

U.S. forces busy implementing defense strategy worldwide

By Jim Garamone

DOD NEWS, DEFENSE MEDIA
ACTIVITY

The chairman of the Joint Chiefs of Staff gave a snapshot of the width and breadth of the U.S. military's commitment around the globe during a Pentagon press conference Aug. 28.

In his presentation, Marine Corps Gen. Joe Dunford also emphasized that troops are in these areas as part of a larger whole-of-government strategic approach to the world.

Dunford discussed the American military's presence in the Indo-Pacific region, where 28,000 American service members remain on watch along the 38th parallel in Korea.

"Our priority in the U.S. Indo-Pacific Command is supporting the State Department-led diplomatic and economic efforts aimed at denuclearization of the Korean peninsula," he said.

American troops stationed in Korea demonstrate the nation's commitment to the U.S.-South Korean alliance and deter North

Korea from adventurism, the chairman said. The United States is also conducting air and sea operations to enforce United Nations Security Council Resolutions aimed at getting North Korea to change its ways. All these are done with partners and allies, he said.

The United States is conducting operations across the command — which covers 51 percent of the globe — are aimed at preserving the rules-based international order that has allowed the region to peacefully grow and prosper, he said.

U.S. Indo-Pacific Command oversees programs to train, advise and assist forces in internal security, counter-narcotics and counterterrorism operations, the chairman said.

The chairman shifted focus to U.S. Central Command where American forces are in contact, seeking to defeat the Islamic State of Iraq and Syria and training Afghan forces to protect and police their own country. Central Command also works to counter Iranian malign

influence around the region and deter the leaders of that country from making provocative moves.

There are about 14,000 U.S. personnel deployed to Afghanistan in the counterterrorism operations and in NATO's Resolute Support Mission.

"Our primary mission remains countering terrorist threats to the United States," Dunford said. "Our forces, alongside forces from 40 NATO and partner nations, are also training, advising and assisting more than 300,000 Afghan forces who are responsible for security in Afghanistan."

The coalition committed to the defeat of the Islamic State of Iraq and Syria consists of the United States and 76 other nations. "In Syria, 2,000 U.S. and additional coalition forces are working to enable the 50,000 Syrian Democratic Forces in clearing the remainder of ISIS from the Euphrates River valley and in stabilizing those areas that have been cleared of ISIS," the general said.

Across the border, American forces work with Iraqi security forces to ensure the success they have had in enduring.

Russian actions in Crimea and the Ukraine have caused consternation across Europe, and U.S. European Command is deeply involved in reassuring allies and deterring Russia. American forces have deployed to the Baltic Republics and Poland where they work with allies on exercises to increase interoperability. "This year we have conducted 13 joint exercises in Europe in addition to a wide range of service specific training and engagement," Dunford said.

In U.S. Africa Command, there are 7,200 U.S. forces supporting thousands upon thousands of African partners in their struggle against terror groups like al-Qaida, Boko Haram and offshoots of ISIS. "Our efforts include developing security forces in Somalia, countering ISIS in Libya and supporting partners in the Sahel and the Lake Chad regions," Dunford said.

The chairman shifted to U.S. Southern Command where

American military leaders work with allies to address regional challenges and threats. Transnational criminal gangs, narcotics and people smugglers and the refugee crisis around Venezuela concern all in the hemisphere.

"Finally, here at home, the U.S. Northern Command has 1,600 DoD personnel and 33 aircraft working to suppress wildfires in the Western states, while more than 2,000 Guardsmen are supporting [the Department of] Homeland Security on the southern border," he said. "The Northern Command also provides around the clock ballistic missile defense, while Americans and Canadians from the North American Aerospace Defense Command defend our air space."

And, as worldwide operations and exercises continue, U.S. forces must adapt and innovate, the general said.

"Our efforts include a series of globally integrated exercises and experiments to help shape the force we will need to fight and win tomorrow," he said.

National Preparedness Month: ‘Disasters Happen. Prepare Now. Learn How’

By Jessica Marie Ryan
INCOM EUROPE PUBLIC AFFAIRS

September is National Preparedness Month and this year’s national theme is “Disasters Happen. Prepare Now. Learn How.”

The observance serves as a reminder that people should always be prepared by having a plan, checking their insurance policies and learning lifesaving skills, such as CPR and first aid. Throughout the month, the U.S. Department of Homeland Security has weekly themes to show people the different aspects of planning for a disaster.

Week 1: Make and practice your plan

Ready.gov provides tips on how to create a plan for yourself, family and friends. When putting together a plan, people should consider the specific needs of their household. This includes medical needs, dietary needs, disabilities, cultural and religious considerations, pets or service animals, and ages of each household member.

It is also important to collect contact information of each person and other important people and offices such as

medical facilities, doctors, schools or service providers, and identify evacuation zones in the area. The emergency plan should be readily accessible to each person. Lastly, household members should review and practice the emergency plan regularly.

Week 2: Learn lifesaving skills

Knowing basic home maintenance and lifesaving skills such as CPR and first aid are important. For basic home maintenance, Ready.gov provides tips that people should follow such as having emergency supplies including flashlights, spare batteries, food, water and medicine. Smoke alarms on each floor should work properly and be replaced every 10 years. Chimneys and vents should also be cleaned at least once a year.

In an emergency, people should call 911. Federal Emergency Management Agency, or FEMA, advises people to practice simple actions immediately in an emergency until help arrives. The simple steps are call emergency responders, stay safe, stop the bleeding, position the injured and provide comfort. FEMA offers web-based training at <https://community.fema.gov/until-help-arrives>.

Week 3: Check insurance coverage

It is important to review and understand the coverage of your property (homeowners or renters), health and life insurance to ensure the policies provide sufficient coverage. Individuals should contact their insurance company if they have questions or want to make changes to their policy.

Furthermore, people should consider adding flood insurance even if they do not live in a high-risk flood zone. According to FEMA, flood damage is rarely covered under homeowners or renters policy. More information on flood insurance is at <https://www.floodsmart.gov>.

Week 4: Save for an emergency

It is recommended to save money in an emergency savings account. Ready.gov has information and tips.

Set up alerts

All U.S. and non-U.S. military, civilian and contractor personnel whose normal place of duty is an Army garrison, installation, community forward site or facility are required to register for AtHoc.

The mass-warning notification system sends registered users emergency warnings and other critical information such as hazardous road conditions, reporting delays and base closures due to severe weather.

The U.S. Army Disaster Personnel Accountability and Assessment System, commonly referred to as ADPAAS, requires U.S. Soldiers, Department of the Army civilians, contractors stationed overseas and their Families to include their contact and location information. The system allows personnel to report accounting status, complete needs assessments and view reference information. To access ADPAAS, go to <https://adpaas.army.mil>.

Personnel and their families stationed overseas should also register for the U.S. Department of State’s Smart Traveler Enrollment Program, or STEP, so they can receive security messages in the event of a terrorist threat, security incident planned demonstrations, natural disasters or other emergency situations in the country they reside in or countries they visit during their tour. In an emergency, U.S. citizens can contact their nearest U.S. Embassy or Consulate.

FORT SAM HOUSTON

JBSA commander honors President Johnson's legacy

By Steve Elliott

502ND AIR BASE WING
PUBLIC AFFAIRS

"If there was ever a doubt in my mind what a true Texan looks like, we don't have to look any further than President Johnson," said Brig. Gen. Laura L. Lenderman, 502nd Air Base Wing and Joint Base San Antonio commander, during a public wreath-laying ceremony Aug. 27 at the Lyndon B. Johnson National Historical Park. The park is located in Johnson City, Texas. The gravesite ceremony for the former president observes his birthday and the contributions he made to the nation.

"He was a man who lived his entire life in service to his country," said Lenderman, who was a guest speaker at the event. "The son of a sharecropper and one of five children, he became a public school teacher who went on to become a U.S. Representative, U.S. Senator, Vice President and then President of the United States."

This year's ceremony is a continuation of the tradition started Aug. 27, 1973, by Johnson's wife, Claudia "Lady Bird" Johnson just a few months after the former president's passing. The event is now sponsored by the National Park Service. This year's ceremony honored what would have been the 110th anniversary of President Johnson's birth.

Located about 50 miles west of Austin in the Texas Hill Country, the park protects the birthplace, home, ranch and final resting place of the 36th President of the United States. During Johnson's administration, the LBJ Ranch



JOHNNY SALDIVAR

Brig. Gen. Laura Lenderman (right), 502nd Air Base Wing and Joint Base San Antonio commander, gathers with Lyndon B. Johnson National Historical Park personnel to salute the grave of President Lyndon B. Johnson Aug. 27 during a wreath-laying ceremony at LBJ National Historical Park. This year's event honored what would have been the 110th anniversary of President Johnson's birth.

was known as the "Texas White House" because the President spent about 25 percent of his time in office there.

While president, Johnson urged the nation "to build a great society, a place where the meaning of man's life matches the marvels of man's labor."

"Thank you for the opportunity to celebrate the birth and legacy of a great Texan and a great president. It is truly an honor and my distinct pleasure to represent our armed forces, specifically the men and women of Joint Base San Antonio, as we celebrate one of our nation's

foremost leaders, Lyndon Baines Johnson," Lenderman said.

"As 36th president of the United States, Johnson was many things, including a fighter," the general added. "He fought for what he believed in. This morning, we did something that many people do at public events — we stood together and recited the Pledge of Allegiance — to one nation, under God, indivisible, with liberty and justice for all. Lyndon Baines Johnson was on a journey, and his journey was to make those words true for our country. He knew that we fought as a

country for those beliefs.

"He crafted legislation and then made sure we breathed life into those words by weaving equality into the very fabric of our everyday society," Lenderman said. "He crafted a series of legislative acts that became known as the 'Great Society' and the foundation of that was the Civil Rights Act of 1964. He worked hard, and he fought hard to make sure that legislation passed. In that journey, he urged people to come together to bring liberty and justice for all.

"He believed in the U.S. Constitution, and he had hope and faith in our democracy,"

the general continued.

"President Johnson led by example through his extraordinary public service and leadership. He had faith that our diversity was actually our strength and that when we work together, we are better.

"President Johnson lived a life of public service, and he called on each of us to stand together as one nation," Lenderman said in conclusion. "His irrepressible efforts continue to inspire us toward a better life today. His vision was for a great society, a society with an unquenchable appetite for liberty and justice for all."

Public Notice
Joint Base San Antonio – Fort Sam Houston Invites the
Public to Comment on
The Proposed Plan for Site AT018
Former Trench Warfare Training Area

Site AT018 (also referenced as Site FTSH-018-R-01), a former trench warfare training area, is located at Joint Base San Antonio – Fort Sam Houston (JBSA-FSH). The Historical Records Review, Resource Conservation and Recovery Act Facility Assessment, and Report for Munitions and Explosives of Concern Support During Construction Activities at San Antonio Military Medical Center detail the site history and potential risks posed by the site. Based on the contents of these documents, the Texas Commission on Environmental Quality has also agreed that closure of the site may be achieved by implementing institutional controls in accordance with Texas Risk Reduction Program rules. Based on the information contained in these documents, the Proposed Plan identifies the preferred corrective action alternative consisting of institutional controls to reduce and/or eliminate potential exposure to material potentially presenting explosive hazards that may remain at the site.

The Environmental Section of the 502nd Civil Engineering Squadron at JBSA-FSH invites public comment on the Proposed Plan for Site AT018 during a 30-day comment period beginning September 7, 2018 and ending October 7, 2018. The Proposed Plan and the investigation reports that support the recommendations for Site AT018 are available to the public at the following locations:

Restoration Program Manager
502nd Civil Engineer Squadron
2250 Engineer Street, Suite 7
JBSA-Fort Sam Houston Texas 78234
(210) 295-4922

George Washington Carver Branch Library
3550 E. Commerce St.
San Antonio, TX 78220
Phone: (210) 207-9180

In addition, JBSA-FSH invites the public to attend a meeting to be held at the George Washington Carver Branch Library at 6:00 PM on September 25, 2018. Representatives from JBSA-FSH will be present to answer any questions about the site. The public may also submit written comments to the JBSA-FSH public affairs officer at the following address until October 8, 2018:

Public Affairs Officer
2080 Wilson Way, Bldg. 247
JBSA Fort Sam Houston, TX 78234-5004
email: USAFjbasa.502-ABW.mbx.502-abw-pa@mail.mil
Phone: 210-221-0546

This public notice fulfills the public involvement process under the Comprehensive Environmental Response, Compensation, and Liability Act and the National Environmental Policy Act.

AMEDDC&S HEADQUARTERS SUPPORT COMPANY
HELPS WITH FEDS FEED FAMILIES FOOD DRIVE



JOSE E. RODRIGUEZ

From left: First Sgt. Julie Morris, U.S. Army Medical Department Center & School Headquarters Support Company; Ferenie Tinson, HRC Specialist; and Leo Zavala, San Antonio Food Bank truck driver, load a pallet of donated food items. The San Antonio Food Bank picked up more than 300 pounds of food Aug. 21, which was collected by the U.S. Army Medical Department Center & School Headquarters Support Company as part of the 2018 Feds Feed Families food drive. The HSC is collecting donations through Oct. 18. Donations can be dropped off at AMEDDC&S HSC HQ, 3630 Stanley Road, building 2840, Abel Hall, Room 0033 (in the basement). Call 210-221-0458 for more information.

“Our goal is to save lives and mitigate suffering. There’s an urgency to this type of mission set that we want every Soldier here to leave familiar with.”

Lt. Col. Hector Montemayor, 2nd Chemical Battalion commander at Fort Hood, Texas



Soldiers with Task Force 2, a chemical, biological, radiological and nuclear response force comprised of active-duty Army units, decontaminate mannequins during a field training exercise Aug. 30 at Retama Park in San Antonio.

JOSHUA FORD

Army conducts CBRN exercise with local first responders

By Joshua Ford
U.S. ARMY NORTH PUBLIC AFFAIRS

It wasn't a usual night for San Antonio's Retama Park Aug. 29. Within hours, one of the race track's parking lots made to fit hundreds of cars was transformed into a city of tents. Flood lights attached to generators spilled light on the perimeter of the hastily assembled transient town, as role players displaying cuts, burns and bruises started to surround the tents like a scene out of a horror movie.

Soldiers immediately flooded out of the tents tending to the wounded and directing the crowd into different lines where they would be further assessed, decontaminated and moved to a safe area.

The crowd was made up of civilians who had notionally been exposed to a chemical or biological agent. The Soldiers and local first responders were there to save lives.

San Antonio first responders and active duty Army Soldiers of the chemical, biological, radiological, and nuclear response enterprise trained together as part of an interagency exercise Aug. 22-29 to improve readiness and preparedness in the event of a disaster similar to the one described above.

“Our goal is to save lives and mitigate suffering,” said Lt. Col. Hector Montemayor, commander, 2nd Chemical Battalion, out of Fort Hood. “There’s an urgency to this type of mission set that we want every Soldier here to leave familiar with.”

Urgency is critical when responding to a CBRN event, but there are also obstacles to overcome.

Military and civilian first responders communicate and operate differently. Which is natural when one considers the responsibilities each holds.

“Coordinating with local first responders, the biggest challenge is the dialogue,” said Capt. Joshua Marshall, company commander, 4th Military Police Company, 720th Military Police Battalion, 89th Military Police Brigade. “There are different terms and lingo, but at the end of the day we all understand the goal, which is to save lives and mitigate suffering.”

Marshall acted as a liaison to San Antonio first responders through the duration of the exercise, coordinating movement and providing solutions to requests for equipment and capabilities the military can provide to local first responders.

“We’re not doing law enforcement during these events,” said Marshall, who was a part of the initial relief effort after Hurricane Harvey struck the Texas Gulf Coast.

“We’re diverse in what we do,” Marshall said. “We do not have weapons. We’re here to advise



Pvt. Ladhezia Elmore (left) and Pvt. Anissa Alcantar, 44th Chemical Company chemical specialists from Fort Bliss, Texas, evaluate a simulated casualty Aug. 30 at Retama Park in San Antonio.

and assist local responders and fall into the role of logistics enablers and assisting in disaster relief efforts where needed.”

Interagency exercises like the ones that took place last week in San Antonio help both Soldiers and local first responders understand the capabilities each can provide.

“Some don’t understand the exact capabilities we can provide,” said Marshall. “Responding to Harvey, we did have to explain what we were capable of as active-duty forces deployed in the United States.”

At the same time, first responders want service members to know what it’s like to fall under a civilian command structure.

In order to do that, U.S. Army North contracts experienced professionals to play the part of the incident commander during these exercises.

For this exercise Tom Phillips, a retired fire chief out of Palm Beach County, Fla., who worked during the response to Hurricane Andrew and acted as the incident commander for the exercise, provided that experience for the Soldiers.

“That’s always something I attempt to strive for,” Phillips said. “What it’s going to feel like talking to a Tom Phillips, or incident commander, on the civilian side. We communicate differently. So when you come here as a Soldier, you have to understand the environment you’re operating in. And so far, everything has gone really well over every iteration.”

During the exercise, participants worked out of multiple venues to include Joint Base San Antonio-Camp Bullis, the San Antonio Fire Training Center, Freeman Coliseum and Retama Park.

“We want our Soldiers to leave here knowing and understanding that the repetitions we put in here will carry over into a similar real world situation,” Montemayor said.

“THEN AND NOW”

Navy Medicine Training Support Center observes Women's Equality Day

By Petty Officer 2nd Class
Shayla Hamilton

NAVY MEDICINE TRAINING SUPPORT
CENTER PUBLIC AFFAIRS

Navy Medicine Training Support Center's Diversity Committee sponsored a Women's Equality Day celebration at the Medical Education and Training Campus at Joint Base San Antonio-Fort Sam Houston Aug. 24.

Women's Equality Day was established by Joint Resolution of Congress in 1971 and commemorates the 1920 passage of the 19th Amendment to the Constitution, which gave women the right to vote. The observance has grown to include focusing attention on women's continued efforts toward gaining full equality.

The observance featured a presentation that gave the audience a background of the women who paved the way for women serving in today's military, keeping in line with this year's theme, “Then and Now.”

Among the women highlighted in the presentation was Deborah Sampson, a woman who served in Gen. George Washington's Army as “Robert Shurtleff.” Her gender was revealed after she was wounded in battle.

Master Chief Petty Officer Rikki Brown, senior enlisted leader, Directorate for Operations, served as the guest speaker for the event.

“I represent the fighting spirit of the Navy and those who have gone before me — a powerful statement from our Sailor's Creed,” Brown said. “I could not be more honored to stand before you today, representing those who have gone before me. In days not too far gone, the notion of women



PETTY OFFICER 2ND CLASS SHAYLA HAMILTON

Capt. Maryann Mattonen (left), Navy Medicine Training Support Center commanding officer, and Petty Officer 2nd Class Tereca Harris, an instructor with the Hospital Corpsman Basic program at the Medical Education and Training Campus at Joint Base San Antonio-Fort Sam Houston, cut a cake in celebration of Women's Equality Day.

serving in the Navy was not widely supported.”

Support for uniformed women grew during WWII, and through the persistence of several women, much of the groundwork was laid for Public Law 689, allowing women to serve in the Navy.

Brown mentioned the Women's Reserve, unofficially known as WAVES, which stands for Women Accepted for Volunteer Emergency Service. It was established in 1938 and signed into law by President Franklin D. Roosevelt in 1942 with the passing of Public Law 689. The WAVES served as air traffic controllers, artists, cryptologists, hospital corpsmen, linguists and weather specialists.

In July 1948, through the

direct contributions of the women who served during WWII, the Women's Armed Service Act allowed for the first women to be sworn into regular active duty. The WAVES were later disestablished in 1972 so women could integrate into the Navy's main functions.

“Heartbroken family members, and our brothers and sisters in arms have felt indescribable grief and great pride in not just their sons, but now their daughters, sisters and mothers,” Brown said. “We are a grateful nation. It is always sad when Sailors, Soldiers and Marines die, but losses of women in this war are unprecedented in recent history. According to research, 7,000 women served in Vietnam, but only 16 were

killed, most of them nurses. In the first Persian Gulf War, 33 women were deployed, but only six perished due to missile explosions or accidents. In our current war, 161 women have lost their lives, and more than 1,000 have been wounded in action.”

Brown recounted women in the armed services who lost their lives in the line of duty.

“Army PFC [private first class] Sam W. Huff, who was 18 and killed by an IED [improvised explosive device] attack on her Humvee near Baghdad, Iraq, April 18, 2005,” Brown said. “Marine Capt. Jennifer Harris. She was 28 and killed in action when her helicopter was shot down during enemy action in Anbar Province, Iraq, Feb. 7, 2007. Lt.

Florence Choe; she was 35 — killed by an Afghan National Army Soldier she was training at Camp Shaheen, Afghanistan, March 27, 2009. Airman 1st Class Casey Ruiz; she was 21 — killed in action when her C-130 was brought down in Jalalabad, Afghanistan, Oct. 2, 2015. I'd be remiss if I failed to mention Hospital Corpsman 2nd Class Jaime S. Jaenke, who was 29 when she lost her life on June 5, 2006. She left behind a 9-year-old child. She was serving her country in Amal Province, Iraq, when the Humvee she was riding in was struck by an IED.”

Brown also said, more than 9,000 female troops have earned combat action medals. Four-hundred thirty-seven women have earned awards for valor to include two silver stars, three distinguished flying crosses, 31 air medals and 16 bronze stars. More are being awarded every day.

Today, women continue to make indispensable contributions to the Navy's mission and order of operations. In 2015, it was reported that there are more than 214,000 women serving in the armed forces, with the Navy and Air Force accounting for the highest percentages.

“Eighty years ago, we [women] couldn't be in the Navy,” Brown said. “Fifty-six years ago, we couldn't be on ships. Ten years ago, we couldn't be in direct harm's way. Today, we're soliciting female Sailors to serve on submarines. Can you imagine where we will be in 10, 25 or 80 years from now?”

After the guest speaker's remarks, NMTSC's Student Choir sang their rendition of “This is Me” from the movie/musical “The Greatest Showman.”

LACKLAND

25th AF prepares to celebrate 70th anniversary

From Office of History and Research Public Affairs

As the U.S. Air Force celebrated its 70th Anniversary last September, 25th Air Force was looking ahead in anticipation of its 70-year milestone this year.

America's march toward an independent Air Force began with the Army Air Forces in 1941, leading to the creation of the U.S. Air Force in 1947. Not far behind in the move to an independent air power, the Air Force established the United States Air Force Security Service in Arlington, Virginia, as a major command tasked to perform the service's cryptologic operations and communication security functions.

Transferring four units, personnel and equipment, from the Army Security Agency in early 1949, USAFSS commenced providing operational and mission support to Air Force assets globally. Almost immediately, the USAFSS commander, Col. Roy H. Lynn, began the task of selecting a new location for the growing command.

"They were strongly advised to leave the Washington area," said BJ Jones, 25th Air Force Office of History and Research. "Lynn and his small staff toured potential sites around the country, from Chicago to Orlando to Colorado Springs, finally settling on Brooks Air Force Base in San Antonio."

After making plans for the move, Lynn received bad news. "The Twelfth Air Force stole the location before USAFSS could get there," Jones said. "The staff was back at square one."

A short time later, the Brooks

commander called Lynn to offer the old World War I barracks and facilities on the other side of the base, Jones said. Lynn accepted the offer and USAFSS made plans to move to Texas.

Setting up the headquarters on Brooks accomplished the initial goal of leaving Washington, but the dated structures did not adequately meet the needs of the new command.

"An estimated \$7 million rehabilitation plan was needed to bring the infrastructure to the standards required to operate USAFSS' high tech equipment," Jones said. Air Force Director of Intelligence, Maj. Gen. Charles P. Cabell, provided a solution, securing \$4.8 million to build a new site overlooking the Kelly Air Force Base airfield, but construction would not begin in latter part of 1951. In the meantime, 1950 brought a new challenge to USAFSS operations as activity began to increase in a largely unknown place half a world away called Korea.

Tensions rose between North and South Korea along the 38th parallel, reaching a climax when the communists invaded the south on June 25, 1950.

Only five years after World War II, the United States military was largely unprepared, and the fledgling USAFSS was no exception, Jones said. Staffed at a mere 3,050, the command struggled to meet wartime demands for cryptologic products and communications security support.

"I'm going to tell you a war story about our guys in Korea," Jones said. "Until now, it has never been told." The information was just recently



COURTESY GRAPHIC

declassified.

"The 1st Radio Squadron, Mobile, received orders to deploy a detachment to Korea on Nov. 20, 1950. A week later, with only eight aircraft, 90,000 pounds of equipment, and 22 men, the unit was ready to deploy. The detachment split into two elements: four planes heading to Sinanju to take over the Korean Voice effort, and four to Pyongyang to establish Russian Voice and Chinese Morse collection effort, and a Direction Finding capability. During their flight to Korea, they learned Communist Chinese forces had just launched an attack, entering the war unexpectedly. The Sinanju-bound planes diverted to Pyongyang and regrouped.

"The next morning," Jones said, "An Airman flew to Sinanju to assess the existing equipment before taking over the Korean collection efforts."

But, it wouldn't be that easy. Later in the evening, intelligence revealed Chinese forces would soon engulf Sinanju. Awaiting air

evacuation Seoul, the Airman and his new team of Korean translators watched in horror as a radar team on an adjacent hill was brutally attacked.

Meanwhile, evacuations were also under way in Pyongyang. The 1st RSM detachment set vehicles and half of their equipment on a Seoul-bound convoy, while the other half was loaded onto a C-46 to fly with the remaining personnel. The two elements reunited and quickly set up shop. It wasn't long before the enemy was at Seoul's doorstep. Taking no chances, the 1st RSM detachment split up again, leaving a small crew working in Seoul while a convoy set out for Taegu with equipment and personnel. The Seoul operation continued until the city began evacuations. The crew closed shop, loaded equipment, and boarded a plane bound for the new operations center in Taegu.

"Despite the severe cold, old equipment and several evacuations, the 1st RSM contributed significantly to United Nations' and Far

Eastern Air Forces' operations, providing invaluable intelligence on enemy movements," Jones said. "That intelligence allowed UN forces to thwart the enemy's advance."

"The command's performance in the Korean War earned it a permanent spot at the table of American Intelligence. Several of our units, including the 1st RSM and 15th RSM, consistently provided vital air intelligence products that ensured the air-to-air kill ratio remained well in our favor," said Gabe Marshall, staff historian in the 25 AF Office of History and Research. "It was USAFSS that enabled USAF F-86s to score their two largest single day enemy kill tallies against MiG-15s—Turkey Shoots."

Following USAFSS's first major utilization in support of operations in Korea, modern USAFSS airborne operations began. In 1952, command personnel made use of a converted B-29 Superfortress bomber for experimental missions.

AFCYBER move streamlines ACC warfighting efforts

By Tech. Sgt. R.J. Biermann

AIR FORCES CYBER PUBLIC AFFAIRS

With the addition of 24th Air Force/Air Forces Cyber to Air Combat Command, new cyber outcomes are available to America's warfighting commanders.

"We're moving more and more toward multi-domain, hybrid warfare—using more than one domain to achieve warfighting objectives," said Robert Cole, AFCYBER executive director. "There are a number of different non-kinetic outcomes we can bring to the battlefield. This move to ACC allows cyber to pair outcomes and give us a distinct advantage over our adversaries."

These domains include ACC's fighter; rescue; command and control; intelligence, surveillance and reconnaissance, and now cyber mission sets.

Using the true-story movie *Black Hawk Down* as inspiration, Cole gave a hypothetical example of how cyber could support multi-domain warfare.

"Remember in the movie when the three friendly helicopters first take off? Then the enemy sentries alert the other fighters who are standing by to take down the helicopters with rocket-propelled grenade launchers. Some are shot down and several service members are killed," Cole said.

"What if cyber would've been involved in that? And before the helicopters took off, before the enemy sentry took his cell phone and alerted the other enemies, it rang, and someone on the other end told him to put it down or be targeted, or it was made to not work altogether," he continued. "In that scenario, how could it have changed the overall outcome? This is what cyber could potentially bring to the fight."

Air Forces Cyber's full-spectrum operations fall into one of three categories: offensive (OCO), defensive (DCO) and Department of Defense Information Network (DODIN) operations.

OCO can provide a variety of combatant commander's desired outcomes against adversary targets. DCO secures and defends critical mission elements of the Air Force Information Network to ensure friendly freedom-of action in cyberspace. DODIN operations maintain the integrity of the

enterprise network.

The Numbered Air Force's 624th Operations Center and 67th and 688th Cyberspace Wings fulfill their respective mission responsibilities to collectively enable AFCYBER operations in support of the the Air Force, joint force and nation, i.e. what cyber could bring to the fight.

According to Cole, aligning cyber and intelligence within ACC pays the greatest dividends to mission success.

"Because of the dynamic, ever-changing nature of the cyber domain, intelligence is always going to be a huge part of our operations," said Cole. "If you look at our Cyber Mission Force teams, they're split into about 60 percent cyber professionals and 40 percent intelligence professionals overall. On some teams, the ratio is flipped with 60 percent intelligence professionals and 40 percent cyber professionals. That's reflective of the fact we're dependent on our intelligence professionals."

He continued, "If you're working on a computer that's operating system is in a foreign language, it helps to have [someone] sitting next to you so they can read what's on the screen. [Cyber] operators aren't trained in foreign languages; so they need that [person] with them."

The NAF currently employs 39 CMF teams that direct, synchronize and coordinate cyberspace operations in defense of the nation's interests, where intelligence team members fulfill specific roles.

The realignment also simplifies personnel actions to realign talent.

According to Cole, pre-realignment, if 24th AF or 25th AF wanted to reassign talent between the two NAFs, the NAF would have had to accomplish permanent change of station actions—just like if an Airman were moving to an installation from a different state. Now, Airmen must only perform permanent change of assignment actions to be reassigned to a unit within the Joint Base San Antonio-area.

Whether it's halting an enemy, reassigning Airmen, or any number of the countless additional benefits of realigning 24th AF under ACC, the NAF remains steadfast in its role to conduct full-spectrum, global cyberspace operations.

59th MDW supports breastfeeding moms

By Daniel J. Calderón

59TH MEDICAL WING PUBLIC AFFAIRS

The 59th Medical Wing supports new mothers with access to facilities throughout Joint Base San Antonio-Lackland and educational opportunities on breastfeeding their newborns.

This past May, Lt. Cmdr. Andrew Delle Donne, a former Neonatal-Perinatal fellow at Brooke Army Medical Center, and Lt. Col. Jonathan Shapiro, chief of Neonatal Medicine at BAMC and the military consultant to the surgeon general for neonatology, were among the four authors of a study called “Impact of Extended Maternity Leave on Breastfeeding in Active Duty Mothers.” They published their abstract at the Pediatric Academic Society meeting.

“The goal of the project really became a way to validate whether in the military, the increase in leave really had a benefit on breastfeeding,” Donne said. “We looked at all the moms that

delivered at BAMC in 2014 and 2016.”

At the time of the study, the military allowed mothers 12 consecutive weeks of postpartum leave. After studying more than 900 patients, the doctors concluded there was a definite positive correlation between the amount of time the mothers had on leave to the increase in exclusive breastfeeding.

Since the doctors completed the study, the policy has changed to six weeks of consecutive postpartum leave, with up to six additional weeks of leave for primary caregivers. Beyond the time given to new active-duty mothers for their recovery, the 59th MDW continues to support women who want to nurse their children.

Staff Sgt. Melishia Francis, the non-commissioned officer in charge of the wing’s Commander’s Action Group, has twins she is breastfeeding. She said the command has been behind her throughout her pregnancy.

“From day one, everyone has been very supportive and understanding of my twin pregnancy,” Francis said. “Upon my return to work, I expressed my choice to continue providing breastmilk for my children and everyone was supportive of my decision.”

The wing has lactation rooms throughout its medical campus on base. There are three in Wilford Hall Ambulatory Surgical Center. The rooms in the women’s health clinic and the pediatrics clinic each have a seating capacity of two, and the family health clinic’s lactation room seats one.

In addition, the rooms in the Reid Clinic, the Dunn Dental Clinic, and Air Force Post-Graduate Dental School each seat one. The rooms give breastfeeding mothers access to a clean, private area in which to feed their babies or pump breast milk during the workday.

The wing also hosts the New Parent Support Program in the family advocacy clinic.

RANDOLPH

Self-Aid and Buddy Care course prepares deploying members for medical emergencies

By Robert Goetz
502ND AIR BASE WING PUBLIC AFFAIRS

Items on Airmen's predeployment checklists run the gamut from financial, legal and medical considerations to family and household matters. Another requirement can prove to be a lifesaver in life-and-death situations by preparing Airmen for their wingman role.

Self-Aid and Buddy Care training is mandatory for deploying members as well as Airmen and Department of Defense civilians bound for Outside Continental United States assignments. "Self-Aid and Buddy Care may seem like yet another training item to some, but to others who have used it in their life, it is very real," said 2nd Lt. Maria Settanni, Joint Base San Antonio SABC instructor. "I have read in the newspaper about Airmen using SABC in-garrison and realized that I was their instructor, which is awesome. Being able to help yourself or others is critical in this world, and so I always remind students of the impact good muscle memory will have."

The priorities of SABC, Settanni said, are to preserve life, limb and eyesight; to avoid any condition deterioration while getting victims to further medical assistance; and to provide members the ability to care for themselves or others when needed.

SABC is split into distinct sections: airway management, bleeding control, patient transportation and how to accomplish the necessary paperwork. "I like to explain to students that making sure the patient is breathing is the most important thing," Settanni said. "Then we discuss how controlling bleeding as efficiently and effectively as possible is important, while still maintaining a good airway."

"Finally, we cover how to get someone to further medical care, while ensuring that the airway remains open and the

bleeding remains controlled," she continued. "Something as simple as filling out paperwork correctly can impact a patient's outcome, so we use some scenarios to seal it in their memories."

SABC training employs a variety of techniques for students to practice, Settanni said. These include inserting a nasopharyngeal airway, performing jaw thrust or head-tilt and chin-lift techniques and applying a combat application tourniquet.

"The SABC course also covers some important items such as how to treat eye injuries and how to seal and burp a sucking chest wound," she said. "These are actually recent additions, and they provide valuable skills for the current fights in which we engage."

Although the course is often taught to a full class, it is also offered on a one-on-one basis, Settanni said.

"Due to mission requirements, I have performed several one-on-one sessions for leadership or deploying members," she said.

Settanni, who serves as a section commander with the Battlefield Airmen Training Group at JBSA-Lackland, said she taught SABC for almost five years when she was an enlisted member.

"After my recent commission, I realized my current duty location needed some SABC instructors, so I was recently re-evaluated in order to teach again," she said.

Settanni said she loves being an SABC instructor because it keeps her connected to her pre-military medical roots.

"My long-term goal is to attend medical school after military retirement, and so this keeps me involved," she said. "It is said that teaching is the best learning tool, and I firmly believe that. There have been so many times when my instincts to care for others have just kicked in and I was grateful for this opportunity to stay current in SABC."



Airman 1st Class Joshua Duff, a Battlefield Airmen Training Group developer, practices self-aid and buddy care techniques on a fellow Airman July 3 at Joint Base San Antonio-Lackland.

12th MXG civilian maintainer among leadership school's best

By Randy Martin

12TH FLYING TRAINING WING PUBLIC AFFAIRS

A 12th Maintenance Group employee completed the Rogers Airman Leadership School at Joint Base San Antonio-Lackland on Aug. 29, earning distinguished graduate honors.

Richard Kilpper, an aircraft engine quality assurance inspector, was among ALS Class 18-6's top seven Airmen academically. He was the only civilian among 64 students.

"Our civilian and sister service students tend to do very well academically," said RALS Commandant Master Sgt. Andrew Post.

Kilpper was the first civilian maintainer Post has seen in the course.

"Mr. Kilpper was able to keep up with objectively unfamiliar curriculum and he was an active leader in his flight and the class overall," Post said.

The 24-day course focuses on professional airmanship, supervisory communication, supervision of Airmen, and expeditionary Airmen training. According to Post, RALS is required for Air Force staff sergeants, many of



RANDY MARTIN

Richard Kilpper (right) listens to a Rogers Airman Leadership School Class 18-6 classmate during an exercise Aug. 29 at the Rogers Airman Leadership School on Joint Base San Antonio-Lackland.

whom go on to become supervisors.

For now, Kilpper will continue to work in his current job at JBSA-Randolph but there were other benefits for him professionally.

"ALS helped me understand the importance of providing standards and feedback to those around me, regardless of their place in the

hierarchy," said Kilpper after graduation.

Kilpper's road to the RALS and his career in the Air Force started between junior and senior year in high school 13 years ago as an intern in what is now the 12th Maintenance Group at JBSA-Randolph. "Throughout my career, I have tried to be a continuous

learner," said Kilpper.

In 2006, he was hired as a maintainer on the T-1A Jayhawk and T-38C Talon at the phase maintenance docks. He earned a Federal Aviation Administration Airframe and Powerplant License in 2008. Later he was a T-38 crew chief. He helped establish the 12th MXG's Maintenance Training Facility where he instructed and at the same time worked in unscheduled maintenance.

"This thirst for self-improvement and knowledge, and an extremely supportive chain of command has provided me with many opportunities for personal and professional development that I hope will improve the maintenance unit, and the Air Force as a whole."

The school's leaders say they hope the mission allows more civilian maintainers to enroll in their course.

"With how busy we get in the Air Force these days, it's great to see upcoming leaders in the civilian corps have the opportunity to come out to learn what's important to the enlisted corps," Post said.