

JBSA

LEGACY

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JOINT BASE SAN ANTONIO

JULY 19, 2019



PHOTO BY SGT. ASHLEY DOTSON

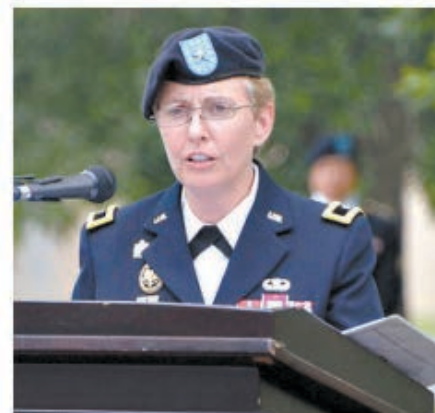
Maj. Gen. Daniel R. Walrath (left), incoming U.S. Army South commander, accepts the Army South colors from Adm. Craig Faller, U.S. Southern Command commander, providing him with the authority of command and ceremonially recognizing him as the commander of U.S. Army South, during a change of command ceremony July 15 at Joint Base San Antonio-Fort Sam Houston.

U.S. Army South welcomes new commander

Page 6



Kwast salutes AETC team for 'failing forward'
Page 16



MICC welcomes new commander
Page 7

COMMENTARY

Innovation ‘advances the ball’

By Maj. Gen. Bradley D. Spacy

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER COMMANDER

I’ve been a proponent of innovation for the majority of my more than 32-year Air Force career. I feel so strongly about the importance of having an environment of innovation in the workplace that I made it one of my leadership priorities when I first became a commander in the mid-1990s.

If you’re not innovating, then you’re not “advancing the ball;”

you’re not getting better. If you could have talked with Henry Ford after he made the Model T, you might have asked him why there was any reason to be better? The car was functional and it did the job. Well, as you innovate you find out there are more efficient, better, smarter and faster ways to do the job, and it’s more fun! For organizations to remain

relevant, they have to innovate at some level.

Ideally, we work in innovative organizations where people are just innovating on their own, without leadership pulling it out of them. Those tend to be more mature organizations that have developed that culture.

We’re not there yet in AFIMSC, but we’re on the path to get there. It takes time. You have to develop a culture of innovation, determine where

you want to innovate, and then implement it with buy-in from the team. Innovation is critical to remaining relevant, and in the military it’s certainly critical to staying ahead of the enemy.

The first step you need to take is to tell people about it. Then you have to set up the mechanisms to support it. Like a corporate CEO, my job as commander is to continue to push the message, connect

COMMENTARY continues on 5

Some military spouses eligible for relicensing recertification funds

By Mary Nell Sanchez

502ND AIR BASE WING
PUBLIC AFFAIRS

Funds to help military spouses with relicense or recertification costs are now available through the Military and Family Readiness Center at Joint Base San Antonio-Lackland.

The spouse reimbursement for relicensure and recertification program was introduced in May 2019 with the objective of supporting a military spouse’s career.

The program was championed by military spouses who found themselves in financial hardship from relocating frequently due to permanent change of stations throughout their service member’s career.

“The multiple PCSs can make it really challenging for their spouses to establish and maintain careers with a steady income,” said Amy Maness, 802nd Force Support Squadron community readiness consultant.



AIRMAN 1ST CLASS AUBREE MILKS

Military spouses are now able to receive assistance with relicensing or recertification of professional accreditations costs through the Military and Family Readiness Center.

Relicensing or recertifications fees can vary from state to state, Maness added.

The new program eases some of that financial burden by reimbursing up to \$500 for each qualifying PCS or permanent change of

assignment.

Eligibility requirements include:

▶ PCS/PCA orders on or after Dec. 12, 2017.

▶ PCSing/PCAing from a duty station in one state to another state.

▶ The move is not due to career

intermission program, retirement or separation.

▶ Costs are incurred and paid after PCS/PCA orders are issued and within 24 months of PCS/PCA orders being certified.

Some of the areas eligible for recertification or relicensing assistance include teaching, medical, dental and real estate. Every state has its own set of requirements that must be adhered to and recertification or relicensing can cost thousands of dollars.

“These relicensing updates can include exams, registrations and can mean more fees and costs,” Maness said. “The costs can add up very quickly and become a burden; especially if they’re taking more than one relicensure or recertification.”

The funds are just one of the many kinds of careers assistance available to military spouses at the M&RFC; all aimed at helping families sustain a healthy life during their service to our country.

To apply, call the M&RFC at 210-671-3722.

JBSA LEGACY

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Feedback Fridays

By Brig. Gen. Laura L. Lenderman
502D AIR BASE WING
AND JOINT BASE SAN ANTONIO COMMANDER

Feedback Fridays is a weekly forum that aims to connect the 502d Air Base Wing with members of the Joint Base San Antonio community. Questions are collected during commander's calls, town hall meetings and throughout the week.

If you have a question or concern, please send an email to RandolphPublicAffairs@us.af.mil using the subject line "Feedback Fridays." Questions will be further researched and published as information becomes available.

Personnel Issues

Q. What can be done to ensure the safety of pedestrians in a cross walk?

On numerous occasions, I've attempted to cross the street in a cross walk and vehicles do not stop. It's not that they don't see me because they have smiled, waved and kept going and on occasion have even gone so far as to serve around me to not have to stop and continue.

I've spoken to several co-workers and those from other squadrons that have expressed the same concern. People need to be accountable for their actions and consequences need to be addressed. It is a privilege and a right to be able to drive on or off an installation.

It's URGENT that leadership address this safety issue before anyone is seriously injured or there's an unfortunate fatality.

A. Safety is a top priority ... thank you for this question. Our 502nd Air Base Wing Safety team works closely with our Civil Engineers to ensure crosswalks are well marked and visible.

Our Safety experts also instruct new personnel at base Newcomer briefings about crosswalk safety. They also work closely with our Security Forces, to enforce proper behavior for both drivers and pedestrians.

Unfortunately, sometimes people make poor decisions. To that end, I've asked our Security Forces teams at each base to step up visibility and enforcement near common pedestrian areas. I've also asked our Public Affairs team to put together a refresher campaign reminding everyone about safe behavior regarding crosswalks.

Everyone plays a part in safety. Drivers are expected to stop for pedestrians

crossing the street, and pedestrians need to make smart decisions ... don't step into a crosswalk until the approaching vehicle stops. Thanks again for bringing this up. We all need to work together to keep JBSA safe!

Q. My concern is for the Child Development Center personnel working during the Give Parents a Break, or GPAB, program.

This is supposed to be work done based on volunteers, but employees are mandated to work GPAB instead. The supervisor working for the GPAB usually must come in 15 to 30 minutes early to get the building in order to get paperwork, snacks, bleach/soapy water, etc., ready and stays late to close the building.

However, they are only (always) given four hours of unofficial comp time.

Is this even legal? GPAB was previously done on Fridays in the past, but this year there are only six Fridays, and the rest are Saturdays. CDC staff have families too and would like to spend their weekends with their own families.

A. Thank you very much for sharing your question and concerns.

I want to first express my gratitude for all of our child and youth caregivers. I am in awe of everything you do to take care of our families. The care provided by CDC staff is critical to building and maintaining resilient service men and women. Thank you for providing quality of care to our JBSA community!

For those teammates who may not be aware, Give Parents a Break is a monthly resiliency program to support active duty Air Force enduring hardship situations such as deployments, single parent homes, parents who have children with special needs, and those in need of respite care.

It is a required program and due to CDCs operating at full capacity for enrollment, it must be offered outside the normal duty day.

GPAB is official scheduled work for CDC personnel. Employees assigned to work GPAB should coordinate with their supervisor to properly request and submit a schedule adjustment, overtime or compensatory time that aligns with the AFI.

Employees are required to be compensated for the full length of the scheduled duty hours. CDC management have been briefed on the types of compensation.

If you don't find resolution regarding compensation, please contact our civilian



personnel office for support. The variance between having GPAB on Fridays and Saturdays is to offer a variety of options for service members to be able to participate in the program. Thank you again for sharing your concerns.

Installation & Facilities

Q. It seems to me that handicapped accessibility parking at the JBSA-Fort Sam Houston Base Exchange and pharmacy parking is nonexistent no matter what time of day.

A possible solution might be making more handicapped spaces in the existing parking lot or make a NEW parking lot on the lawn facing the pharmacy for handicapped only.

A. We appreciate your concern and suggestions. The number of required handicap parking spaces around a facility are dictated by the Americans with Disabilities Act, or ADA, and is monitored and managed on JBSA by the Joint Base Civil Engineer.

Our team did some research and found that the BX and pharmacy parking lot has a total of 928 parking spaces, which per ADA, requires 19 handicap parking spots. There are presently 40 handicap parking spaces in this lot.

We have similar parking challenges across JBSA regarding handicap parking, and through years of experimentation and analysis CE has determined that the issue lies not in the number of handicap spaces but rather how the reserved spots are being used.

Texas law allows for disabled veterans with DV marked license plates to park in handicapped spots regardless of mobility limitations. Ideally, we encourage DVs

who do not have mobility limitations to consider using non-reserved parking, particularly when there are a limited number of open handicap spaces remaining; however, they are not required by law to leave the spaces open.

It is worth noting that the local community has experienced similar challenges with this issue, but there has been no good solution developed to resolve. We will continue to assess the situation and consider alternatives; however, at this time the lot is assessed to have adequate reserved parking.

Q. I normally exit the JBSA-Lackland Valley Hi gate and have noticed that due to the construction at the gate, there is a buildup of vehicles exiting on the left lane while the right lane remains "open."

The use of the left lane only results in traffic congestion at the intersection of Truemper Street and Carswell Avenue.

Can you please clarify if it is legal to use the normally unused right lane up until it merges to the left lane? I've witnessed what appears to me as road-rage type incidents on more than one occasion where vehicles already in line on the left lane move to the center, occupying both lanes, to block/prevent other vehicles from using the right lane.

A. Thank you very much for your question! The short answer is, no ... it's not illegal to merge near the end of the right lane.

That said, we expect the construction related congestion and delays to continue for some time at JBSA-Lackland. There are a series of projects scheduled at and around the gates.

To help limit delays, wherever

FEEDBACK FRIDAYS continues on 4

FEEDBACK FRIDAYS

From page 3

practical, our Security Forces have adjusted operations, and our Civil Engineers have adjusted traffic flow. But, congestion ... and driver frustration ... is likely inevitable. This is where drivers can help. Be patient and courteous. Everyone has somewhere to go, and a time they need to be there.

Merges naturally lead to congestion. Last-second merging makes the congestion much worse. Drivers who choose to merge late may save themselves a couple minutes, but they cost those behind them much more.

Also, don't forget that JBSA-Lackland has numerous gates. If drivers continue past a congested gate, only a minute or two further down the road is often a gate a driver can zip right through.

Q. The JBSA-Fort Sam Houston commissary parking lot was partially restriped several months ago. Are plans made to finish the job?

A. Great question and the answer is yes! The JBSA-Fort Sam Houston Commissary parking lot stripes were in the process of being refreshed by our

in-house Civil Engineer team; however, spring and summer rains along with other mission priorities interrupted the scheduling and phasing of the work.

Restriping is done in phases to allow continued use of the lot by commissary patrons. Now that rains have decreased, the engineers will work with JBSA-Fort Sam Houston commissary management to schedule restart of the painting.

Q. I have noticed the JBSA-Lackland resale lot for vehicles is closed and is currently under repair. Is there any timeline when this will be finished?

Also, is there an alternative location other than JBSA-Fort Sam Houston that is being utilized on JBSA-Lackland or JBSA-Kelly Field Annex for this valuable service provided to wing active duty, civilian and retired personnel. Thank you in advance!

A. The construction in and around the JBSA-Lackland resale lot was scheduled to be completed by the end of June 2019. Unfortunately, the heavy amount of spring and summer rains this year has prolonged this project's original schedule.

The scope of this effort includes replacement of large sections of asphalt that were in very poor condition, and I'm pleased to report that this work was just

completed. The next step is application of sealant on the entire parking lot, followed by a required cure time.

Weather dependent, the estimated completion date, and when this lot should reopen, is the first week of August 2019. CE was unable to locate a secondary, paved properly located area during this construction so Outdoor Recreation is still recommending customers use the JBSA-Fort Sam Houston or JBSA-Randolph resale lots. Advertisement will go out as soon as the JBSA-Lackland resale lot can be reopened.

Miscellaneous

Q. My colleague recently scored a perfect 100 on his PT test. We are very proud of his accomplishment! He worked extra hard to achieve this feat, and has motivated others in his work center to strive for better fitness and higher scores.

Is it possible for the fitness centers to recognize those who achieve a perfect 100 on their PT tests? At some bases, I've seen plaques with names engraved; at others I've seen a Polaroid (complete with Captain America pose).

Either way, it's a source of pride for many and a motivation for all. It's such a

small gesture for a monumental feat. Thanks for considering this request. **A.** Thanks for your recommendation to recognize JBSA's fittest Airmen who achieve a perfect score on their Fitness Assessments ... that is a remarkable accomplishment and a justifiable source of pride!

Our Fitness Assessment Teams at JBSA-Lackland and JBSA-Randolph currently recognize males and females who perform the highest number of push-ups/sit-ups and the fastest run time to identify outstanding achievement in each component of the fitness test (abdominal circumference excluded) by acknowledge them on an MVP board visible to all who come to test.

We are proud to recognize these fit warriors who excel, so yes, we will add to the MVP board the Airman who achieve perfect (100) scores when they test on all four components. As of Aug. 1, a standardized recognition will occur across JBSA within the Fitness Centers that conduct the fitness assessment.

Celebrating Airmen who achieve 100 on their fitness assessments is also strongly encouraged for unit commanders who can use photos, coins, and other suitable forms or recognition.

Summer's fun, just avoid too much sun

From TRICARE.mil staff

Summer is here, and that means sunny weather is here to stay. Soaking up the sun is one of the best parts about summer. However, make sure to protect your skin when enjoying the sun-filled days ahead.

Too much unprotected exposure to the sun's ultraviolet, or UV, rays can cause sunburn, eye damage and skin damage in the form of premature wrinkles, according to the American Cancer Society. It can also cause skin cancer. Depending on your risk for developing skin cancer, TRICARE covers your skin cancer screening exams.

According to the Centers for Disease Control and Prevention, or CDC, "Skin cancer is the most common form of cancer in the United States." In as little as 15 minutes, UV rays can damage your skin. Preventing your exposure to UV light from the sun and avoiding artificial sources like tanning beds and sunlamps, is the best way to lower your risk of skin damage and skin cancer.

There are many easy ways to protect your skin while outdoors in the sun. Follow these sun safety tips to help protect the whole family this summer:

► Use a broad-spectrum sunscreen: Apply a thick layer of broad-spectrum sunscreen with at least SPF 15 or SPF 30 on all parts of exposed skin before you go outside. This is a good practice even on slightly cloudy or cool days. Remember, sunscreen wears off. You



COURTESY PHOTO

need to reapply sunscreen if you stay out in the sun for more than two hours, and any time after swimming, sweating, or toweling off. Before you use your sunscreen from last year, check its expiration date.

► Wear clothing to cover your skin: In addition to sunscreen, wear long-sleeved shirts, long pants or long skirts when possible to provide protection from UV rays. A T-shirt or a beach cover-up can also offer some protection.

► Use shade: Seek shade under an umbrella, tree or other shelter when the sun's summer rays are strongest, between 10 a.m. and 4 p.m. But don't rely on the shade alone. You still need to remember to use protective measures, like sunscreen and protective clothing, when you're outside even on cloudy days.

► Wear a hat to provide upper body shade: Wear a hat with a wide brim to shade your face, head, ears and neck.

► Wear sunglasses: According to the American Academy of Ophthalmology, protect your eyes, vision and the skin around your eyes by wearing sunglasses that block at least 99 percent of both UVA and UVB rays. Wraparound sunglasses provide additional protection.

If you notice changes in your skin, such as a new growth, a sore that doesn't heal or a change in the appearance of a mole, talk to your doctor. TRICARE covers skin cancer exams for people who are at a higher risk for developing skin cancer. This includes individuals with a family or personal history of skin cancer, increased occupational or recreational exposure to sunlight, or clinical evidence of precursor lesions.

To learn more about sun safety and skin cancer, visit the CDC website at www.cdc.gov/cancer/skin/basic_info/sun-safety.htm and American Cancer Society at www.cancer.org/latest-news/stay-sun-safe-this-summer.html.

COMMENTARY

From page 2

members of the team and set up a structure for innovation that can be self-sustaining. That's the basics.

Then you have to convince people they can do it and eventually want to do it. That's my job, too, along with leaders at every level. You have to convince the members of the team we mean it, and the only way you can do that is by taking their innovations and implementing them. I call this "getting innovation to market." If it's not a good idea, then you tell them why it isn't and give suggestions on how to make it better.

A big part of innovation is getting people to be creative about what they do, and it can happen at all levels. It doesn't have to come up through the commander or corporate structure for implementation in the enterprise.

It can be as simple as just

sitting around in your office and figuring out better ways to do things. That's why empowerment is so closely tied to innovation. To have an innovative organization, you have to empower people to implement their improvements. If everything takes a two-year trip through the bureaucracy, it's not going to happen.

The good news: it's becoming easier to innovate in the Air Force, because senior leaders are working hard to make it easier. In our corner of the world, we're realizing what an opportunity we have at AFIMSC. We're getting over the difficulty of change and embracing the opportunity we have for the entire Agile Combat Support community. That's almost half the Air Force!

The Innovation Rodeo we conducted in January was our first deliberate effort to get innovations from the field. Now we need to set up that perpetual motion machine that merges people, ideas and the

“The Innovation Rodeo we conducted in January was our first deliberate effort to get innovations from the field. Now we need to set up that perpetual motion machine that merges people, ideas and the desire to do things differently with the platform and processes to get it done.”

desire to do things differently with the platform and processes to get it done.

In order to make AFIMSC succeed as a new Air Force organization — to put us on the map — just doing a good job was not going to do it. Just executing the 150 capabilities that transitioned to us from Air Force and the MAJCOMs was not going to do it. Innovation was what is selling our enterprise as a good idea.

We're innovative because of

the way we were put together. We're setting up the structure to support innovation and now we have to prove it over time.

We've made great strides on the innovation front in the two-plus years since we reached full operational capability. We're tracking 54 active initiatives right now.

These are Air Force-level efforts, and who knows how many are just below the surface working in local offices and other places like that? We offer

the opportunity for the Air Force to bring installation and mission support innovation from innovator to market with agility because we own the I&MS market and we can do it within our own enterprise.

In a little more than two years, we've seen innovation take hold with such initiatives as the Installation and Mission Support Weapons and Tactics Conference, the only innovation forum for ACS.

Our Installation Health Assessment is giving leaders critical data never before available to help them make more informed infrastructure investment decisions.

And the Alpha Warrior fitness strategy is changing how we stay fit for life! These programs are already having a huge impact on Air Force mission success and there are no limits to what they can do as we mature them. And right behind them are a ton more ideas that will make the Air Force more capable and lethal — these are exciting times!

FORT SAM HOUSTON

U.S. Army South welcomes new commander

By Sgt. Ashley Dotson

U.S. ARMY SOUTH PUBLIC AFFAIRS

U.S. Army South conducted a change of command ceremony at Joint Base San Antonio-Fort Sam Houston July 15.

Adm. Craig Faller, commander of U.S. Southern Command, presided over the ceremony in which Maj. Gen. Mark R. Stammer relinquished command to Maj. Gen. Daniel R. Walrath.

In keeping with military tradition, Stammer relinquished command by passing the colors, which symbolize the transfer of responsibility and authority, to Faller, who then passed them to Walrath, providing him with the authority of command, and ceremonially recognizing him as the commander of U.S. Army South.

"This is a great day for United States Southern Command and United States Army South," Faller said as he bid farewell to Stammer and welcomed Walrath. "Thank you for your leadership and Daniel, welcome to the team."

During his speech, Faller recognized the selfless service, passion and hard work throughout the years that Stammer has dedicated to the Army as well as highlighting the missions the unit has accomplished during his command.

"My experiences during the last two years have steered my opinion that we are all in this together," Stammer said. "U.S. military or Partner Nations—we are truly brothers and sisters in arms, defending our countries and our ways of life. Our trusted partners are our strength."



SGT. ASHLEY DOTSON

Maj. Gen. Daniel R. Walrath, incoming commander of U.S. Army South, addresses attendees at the ARSOUTH change of command ceremony July 15 at Joint Base San Antonio-Fort Sam Houston.

Stammer touched on his experiences during his command of U.S. Army South, recognizing the personnel of the organization.

"America's Soldiers carry the nation's tasks on their shoulders; they interact with the people; they practice diplomacy, they dream of a better life, all the while they are preparing to apply just the right amount of force—precisely, decisively, and absolutely," Stammer said.

"No one told them how to do it exactly. No cookie cutter solutions exist," Stammer continued. "So America looks for men and women with the broadest shoulders and the keenest wits and gives them the heaviest loads to carry, but none do this better than the Soldiers of Army South."

Walrath began by thanking former mentors, his wife, and medical professionals at Joint Base San Antonio-Fort Sam Houston's Center for the

Intrepid for driving him during his recovery journey to continue his service.

"Southern Command's area of responsibility, as Admiral Faller mentioned 'is our neighborhood' and Army South's mission to address common security challenges in cooperation with our neighborhood Army partners represents the modern day version of the Monroe Doctrine," Walrath said.

"The importance of that

"To the professionals of Army South Soldiers and civilians — I am excited to join your team and together we will continue to creatively apprise capabilities from across the total Army that advance our regional standing while also building Army readiness. Together we will continue to advance our nations interest with the SOUTHCOM team across the AOR. Juntos Podemos!"

Maj. Gen. Daniel R. Walrath,
U.S. Army South incoming
commander

should go without saying and I look forward to further strengthening our existing relationships and to growing new ones," Walrath added. "To the professionals of Army South Soldiers and civilians — I am excited to join your team and together we will continue to creatively apprise capabilities from across the total Army that advance our regional standing while also building Army readiness. Together we will continue to advance our nations interest with the SOUTHCOM team across the AOR. Juntos Podemos!"

Mission and Installation Contracting Command welcomes new commander

By Daniel P. Elkins

MISSION AND INSTALLATION
CONTRACTING COMMAND
PUBLIC AFFAIRS

Military officials, civic leaders, families and friends joined members of the Mission and Installation Contracting Command in welcoming their new commander July 9 during a change-of-command ceremony at Joint Base San Antonio-Fort Sam Houston.

Brig. Gen. Christine Beeler assumed command from Brig. Gen. Bill Boruff in a ceremony officiated by Maj. Gen. Paul Pardew, commanding general of the Army Contracting Command at Redstone Arsenal, Alabama.

Beeler comes to the MICC from ACC where she served as deputy to the commanding general for operations outside the continental United States.

"Changes of command are usually bittersweet ceremonies. We welcome a new leader but say goodbye to another. Not today," Pardew said. "Today as Brig. Gen. Bill Boruff leaves his position as MICC commander, he heads to the ACC headquarters. At the same time, the MICC gains a wonderful commander in the form of Brig. Gen. Christine Beeler. Basically, the ACC gets

the best of both worlds. They change command, we keep two great leaders on the team."

Beeler has served in numerous command, staff and operational assignments during her Army career. She received her commission as a distinguished military graduate through the Army ROTC program at Boston University in 1991, where she earned a bachelor of business administration. She joined the Army Acquisition Corps in 1998.

During the ceremony, Beeler said that she and her husband, Dr. Dennis Beeler, are honored to join the MICC team and Military City USA.

"Dennis and I are thrilled to be a member of this team and to be a member of the Mission and Installation Contracting Command team," Beeler said. "Everyone in this audience ... knows the powerful and innovative work the over 1,500 civilian and military professionals of the MICC achieve every day. We bring the intellect, capabilities and capacity of America's large and small businesses to support our nation, our Army, our Soldiers and our families at home on our posts, camps and stations across the United States and Puerto Rico."



DANIEL P. ELKINS

Brig. Gen. Christine Beeler, incoming commander of the Mission and Installation Contracting Command, addresses attendees during the MICC change-of-command ceremony July 9 at Joint Base San Antonio-Fort Sam Houston.

She also took the opportunity to thank Pardew for the selecting her to lead the MICC.

"I am humbled by your trust and confidence," she said. "I look forward to serving with you and the rest of the Army Contracting Command enterprise, and will ensure the MICC continues to provide the materiel readiness across the strategic support area and always delivers 'Contracting for Soldiers.'"

She also acknowledged the

pivotal role each MICC member plays in ensuring the business of contracting for Soldiers is timely, accurate and in the Army's best interest.

"Our Soldiers, our Army and our nation demand that we maximize the value of every dollar," Beeler said. "The Army relies on all Soldiers and Army civilians to apply the values of loyalty, duty, respect, selfless service, honor, integrity and personal courage every day. These are the guard rails and way points that keep us on

track to achieve our mission."

Prior to the change of command, Pardew promoted Beeler to brigadier general during a ceremony attended by many family members and friends.

Boruff departs the command for Redstone Arsenal where he will serve as deputy to the commanding general for operations outside the continental United States at ACC.

Headquartered at JBSA-Fort Sam Houston, the Mission and Installation Contracting Command consists of about 1,500 military and civilian members who are responsible for contracting goods and services in support of Soldiers as well as readying trained contracting units for the operating force and contingency environment when called upon.

MICC contracts are vital in feeding more than 200,000 Soldiers every day, providing many daily base operations support services at installations, facilitate training in the preparation of more than 100,000 conventional force members annually, training more than 500,000 students each year, and maintaining more than 14.4 million acres of land and 170,000 structures.

Fort Sam Houston ISD holds public meeting to discuss budget

From Fort Sam Houston
Independent School District

The Fort Sam Houston Independent School District will hold a public meeting at 11:30 a.m. July 31 at the Professional Development Center located at 1908 Winans Road, Joint Base San Antonio-Fort Sam Houston. The purpose of this meeting is to discuss the school district's budget.

Public participation in the discussion is invited. Immediately following the public hearing, the Board of Trustees will hold a public meeting that will include in the agenda an action item to adopt the 2019-2020

budget.

Additional information regarding the proposed budget is available on the school district's website at <http://www.fshisd.net>.

Comparison of proposed budget with last year's budget

The applicable percentage increase or decrease (or difference) in the amount currently budgeted in the preceding 2018-2019 fiscal year and the amount budgeted for the fiscal year that begins during the 2019-2020 tax year is indicated for each of the following expenditure categories: maintenance and operations —

3.78 percent increase.

In total expenditures (maintenance/operations and child nutrition funds), there was a 3.65 percent increase.

Fund balances

The following estimated balances will remain at the end of the current fiscal year and are not encumbered with or by a corresponding debt obligation, less estimated funds necessary for operating the district before receipt of the first state aid payment: maintenance and operation fund balance — \$7,500,000; interest and sinking fund balance -- \$0 (FSHISD has no debt).



SGT. ASHLEY DOTSON

Col. Darrin Bowser, left, Army South deputy chief of staff for logistics and the U.S. head of delegation, and Chilean army Col. Luis Cortes, the Chilean head of delegation, sign an agreed-to-actions accord between the two armies at Joint Base San Antonio-Fort Sam Houston.

ARSOUTH hosts Chilean Army during bilateral staff talks

By Sgt. Ashley Dotson

U.S. ARMY SOUTH PUBLIC AFFAIRS

U.S. Army South hosted bilateral staff talks with Chilean army leaders June 24-28 at Joint Base San Antonio-Fort Sam Houston to promote the professional partnership and interaction between the two armies.

“I come to the staff talks with great expectations,” said Col. Darrin Bowser, Army South deputy chief of staff for logistics and the U.S. head of delegation for the staff talks. “The ideas and strategies generated in our discussion this week will help expand and deepen our defense partnership. The staff talks program is one of the many ways in which cooperation between the United States and Chile contributes to the advancement of our individual and shared goals.”

Bowser said that the staff talks provides both countries a great opportunity to exchange information and explore possibilities for initiatives, exercises, and training events similar to an upcoming exercise between U.S. Army South and the Chilean army.

The partner army leaders work together throughout the weeklong staff talks to discuss and develop issues and objectives that ultimately result in agreed-to-actions in order to strengthen partner nation relationships, develop collaborative solutions to regional problems and outline the engagement plan

for the upcoming year.

“The staff talks are very important to us in many different ways,” said Chilean Army Col. Luis Cortes, the Chilean head of delegation. “We were able to build upon our interoperability but also discuss in detail some of the issues that we face including logistics, sustainment, cybersecurity and training challenges that we can work together on with the U.S. Army.”

U.S. Army South is the Army’s executive agent for army-to-army staff talks with partner nation armies in Latin America. The Army currently conducts staff talks with several additional nations in the region to include Brazil, Colombia, El Salvador and Peru.

On the final day of the staff talks Bowser and Cortes signed an agreed-to-actions agreement between the two armies.

“Five days of professionals working together and I can say that we feel as Chilean officers that we have done our best,” Cortes said. “We look forward to these upcoming exercises and recognize their importance for our partnership.”

While saying their farewells, Bowser and Cortes both agreed that they are very happy to continue working together as they strengthen their mutual partnership through successful events. This will help build a defense relationship that both nations value greatly.

“Through this cooperation, our friendship is strengthened,” Bowser said.

Army policy changes on claims payments for unusual occurrences

By Jim Tripp

U.S. ARMY NORTH (FIFTH ARMY)
AND ARMY SUPPORT ACTIVITY OFFICE
OF THE STAFF JUDGE ADVOCATE

The Military Personnel and Civilian Employees Claims Act (Title 31, United States Code, section 3721, also known as the Personnel Claims Act, or “PCA”), authorizes payment of claims for the fair market value of personal property lost, damaged or destroyed incident to service.

The PCA is not insurance, nor are payments conditioned on tort liability. Rather, payment are “gratuitous,” which means they are made to improve morale by lessening the hardships of military life.

When Congress passed the PCA, it gave the head of each federal agency the authority to issue policy for settling such claims.

The Army implements the PCA in Army Regulation 27-20 and Department of the Army Pamphlet 27-172.

Until recently, claims resulting from unusual occurrences were generally payable under the PCA when the unusual occurrence resulted in losses at quarters, damage to vehicles while properly on post or while being driven for the convenience of the government, or other types of loss or damage.

Depending on the circumstances, an “unusual occurrence” could include damage caused by fire, flood, hurricane, earthquake or weather phenomena that were unusual for the location of the loss.

Then-Secretary of the Army Mark T. Esper modified the Army’s policy on the PCA in Army Directive 2019-21 May 29. The Army will no longer pay claims for unusual occurrences under the PCA

“Depending on the circumstances, an ‘unusual occurrence’ could include damage caused by fire, flood, hurricane, earthquake or weather phenomena that were unusual for the location of the loss.”

when the damage is caused by flood, hurricane, earthquake or other acts of nature or weather phenomena.

Per the language in Army Directive 2019-21, the policy change “encourages individual responsibility for personal property. Soldiers should ensure they maintain private insurance against personal property losses caused by adverse weather and other hazards insurance normally covers.”

There are other types of unusual occurrences that will still be covered by the PCA, such as contamination of clothing and other items by toxic chemicals. Contact your installation claims office for more information.

Note that the Air Force has not adopted the Army’s policy regarding the PCA. For personnel assigned to Joint Base San Antonio, this could result in compensation for Air Force personnel, and denial of compensation for Army personnel, for similar damage from the same unusual occurrence.

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470th MI Brigade welcomes new leader

By David DeKunder

502ND AIR BASE WING
PUBLIC AFFAIRS

The newest commander of the 470th Military Intelligence Brigade, Col. Daniel Allen, took the helm of the brigade at a change of command ceremony at Joint Base San Antonio-Fort Sam Houston July 9.

Allen assumed command of the 470th MI Brigade by accepting the brigade's guidon from outgoing commander Col. Ingrid Parker and Maj. Gen. Gary Johnston, U.S. Army Intelligence and Security Command, or INSCOM, commanding general and presiding officer of the ceremony, at MacArthur Parade Field. The 470th MI Brigade is a subordinate command of INSCOM.

Before taking command of the brigade, Allen served as the deputy director of intelligence at the North American Aerospace Command and U.S. Northern Command Headquarters at Peterson Air Force Base, Colo. He has been deployed in several locations around the world, including Saudi Arabia, Iraq, Bosnia, Kosovo and Afghanistan.

In his first remarks as 470th MI Brigade commander, Allen lauded the work done by Parker in her two years as commander. He thanked Parker for a great transition.

"You've done amazing things with the brigade and I know I have big shoes to fill," Allen said, addressing Parker. "I wish you the best of luck in your future endeavors."

Allen, a 30-year Army service member, thanked all the Soldiers, service members and civilians he has served with during his career and his wife, Jessica. The couple met and got married in San Antonio 20 years ago, when Allen was 314th Military Intelligence Battalion A Company commander at the Medina Base Annex, now



DAVID DEKUNDER

Col. Ingrid Parker, left, 470th Military Intelligence Brigade outgoing commander, and Col. Daniel Allen, 470th MI Brigade incoming commander, take part in the brigade's change of command ceremony July 9 at the MacArthur Parade Field at Joint Base San Antonio-Fort Sam Houston.

JBSA-Lackland Annex.

The new commander said he is looking forward to being back in San Antonio and in the state he grew up in. Allen was raised in the South Texas town of La Feria, located 258 miles south of San Antonio in the Rio Grande Valley.

"To the greater San Antonio community, this South Texas boy is excited to be home," Allen said. "I look forward to reconnecting with this spectacular community."

Allen said he is thrilled to join an intelligence brigade that has established a good reputation as he takes

command over it.

"Finally to the Soldiers, non-commissioned officers, warrant officers, officers and civilians of the 470th MI Brigade, your reputation precedes you and it's fantastic," he said. "Your accomplishments are well-documented and I'm honored and humbled to join your team. I look forward to what you will accomplish in the coming years."

Parker thanked the members of the intelligence brigade who worked and supported her during her tenure as commander.

"It has been a great pleasure working with you all," Parker said. "I have truly enjoyed my time with you in the 470th Military Intelligence Brigade and will miss the team. It has been my honor to be your commander and a fellow Soldier."

Parker wished Allen and his wife, Jessica, the best and said that Allen's experience at the Army command level will be helpful to the intelligence brigade going forward.

"I look forward to hearing all the things that you and the team achieve," she said.

Parker is leaving the 470th

"... to the Soldiers, non-commissioned officers, warrant officers, officers and civilians of the 470th MI Brigade, your reputation precedes you and it's fantastic. Your accomplishments are well-documented and I'm honored and humbled to join your team. I look forward to what you will accomplish in the coming years."

Col. Daniel Allen, incoming 470th Military Intelligence Brigade commander

MI Brigade for her next duty assignment, working in the Office of the Director of National Intelligence, or ODNI, in Washington, D.C., for Lt. Gen. Karen Gibson, ODNI deputy director of national intelligence for national security partnerships.

Allen and his wife, Jessica, inspected the brigade's troops in the traditional pass and review ceremony at the end of the event.

Headquartered at JBSA-Fort Sam Houston, the 470th MI Brigade includes 1,100 Soldiers and is composed of five units who help provide multi-disciplined intelligence support for U.S. Army South and U.S. Southern Command and intelligence operations in the U.S. Central Command area of responsibility. In addition, the 470th MI Brigade provides counter-intelligence support and force protection for counterintelligence missions throughout the U.S. Southern Command area of responsibility.

LACKLAND

JBSA-Lackland lifeguards save Airman's life

By Sarayuth Pinthong

502ND AIR BASE WING
PUBLIC AFFAIRS

A day at the pool can be a time for cooling off, spending time with friends and just enjoying everything about being at the pool. However, for one Airman, the fun time became a nightmare.

Tick, tock ...

The National Anthem played signaling that everyone should be out of the pool. Perched on her lifeguard stand, Savannah Delange, 17 and daughter of Col. Eric Delange, 688th Cyberspace Wing former commander, noticed that one swimmer wasn't getting out. He was struggling underwater and needed help.

Delange, a 502nd Force Support Squadron lifeguard, immediately jumped in to rescue him.

Tick, tock ...

Another lifeguard also noticed the situation. Eric Medelez, 17 and son of Master Sgt. Martha Vasquez-Medelez, 149th Fighter Wing, promptly alerted the other lifeguards with his whistle.

"I heard the three whistles signifying an emergency as I was diving in," Delange said. "When I hit the water, it hit me that he was probably going unconscious at the bottom of the pool."

Delange pulled the Airman to the surface and headed to the edge of the pool where Bailey Parker, 502nd FSS lifeguard, waited with a backboard in the water. He helped pull the Airman out of the water.

Tick, tock ...

"I immediately check for a pulse and signs of life," Parker



SARAYUTH PINTHONG

Bailey Parker, Eric Medelez, Silvia Garcia and Savannah Delange, 502nd Force Support Squadron lifeguards, gather for a photo at the Warhawk pool June 21 at Joint Base San Antonio-Lackland. The four lifeguards were directly responsible for saving a drowning Airman's life.

said. "The pulse was not stable at all."

His condition was not good.

Parker yelled for the automated external defibrillator, or AED, and announced that 911 needs to be called.

Parker and Delange worked together with Silvia Garcia, 19 and another lifeguard, to stabilize the Airman with CPR. Parker gave two rescue breaths as Delange applied 30 chest compressions. Garcia prepared and monitored the AED. She stood ready to use it if needed.

Tick, tock ...

"When I went out there, everything seemed very slow in my head," Garcia said.

Despite the sensation of things moving slowly, Garcia focused on the situation and

was ready to take action.

"I wanted him to come back and be OK," Garcia said. "I was waiting."

But no charge was needed according to the AED's readings. After three cycles of CPR, the Airman finally regained consciousness and began stabilizing.

Tick, tock ...

While the Airman was being treated, Medelez cleared a path for the arrival of emergency medical services.

"It was already tough with everything that was going on," Medelez said. "I didn't want to interfere with the process of what is already happening and this was what I could do to contribute and help save this Airman's life."

For some, time appears to move very slowly when

confronted with a stressful situation. Others resort on their training.

Stephanie Soto, 502nd FSS aquatics director and lifeguard instructor, provides extensive training on a regular basis to all the lifeguards.

"Every few weeks we do a timed rescue audit," Soto said. "We get someone to pretend that they are drowning to test the lifeguard on how fast they can react."

Soto's staff are there to provide a secure environment and willing to offer any assistance needed to visitors.

"Whether assisting them for a better life jacket, understanding the rules, or offering pointers in becoming a better swimmer, they go above and beyond to help the customer," Soto said. "It

"We can look back and dwell on what we could have done better. But at the end of the day, all of our skills came together and kept this man alive. That's the best thing."

Eric Medelez, Joint Base San Antonio-Lackland lifeguard

amazes me every single day. I'm proud to have these individuals on my team."

There were more than just these four lifeguards that made up the moving pieces of that day.

Delange, Parker, Garcia and Medelez wouldn't have been able to operate successfully without the help of their fellow staff workers that day as well. Together, they all contributed to something that very few can say they've accomplished in life, Soto adds.

"We can look back and dwell on what we could have done better," Medelez said. "But at the end of the day, all of our skills came together and kept this man alive. That's the best thing."

ACC commander holds town hall about 24th, 25th Air Forces merger

By Master Sgt. Steve Stanley
AIR COMBAT COMMAND
PUBLIC AFFAIRS

Gen. Mike Holmes, commander of Air Combat Command, held a town hall July 8 at Joint Base San Antonio-Lackland to discuss the strategic importance of integrating the 24th and 25th Air Forces to form the first information warfare numbered Air Force.

"There's a lot of opportunity to make up new ways to do business and to create new things in the Air Force," Holmes said. "We have the right people to be able to do that in the wings and in the headquarters here."

ACC announced the plans for this reorganization in April

of this year as a way to better integrate cyber effects, intelligence, surveillance and reconnaissance operations, electronic warfare operations and information operations. The synergy among cyber, ISR, EW and IO will increase unity of effort across these capabilities, resulting in new and improved options for combatant commanders.

Holmes broke down what major changes will be taking place as the new NAF moves toward initial operating capacity. He said there will be many moving pieces and obstacles to work through, but he remains confident in the team.

"I thought it was important for me to get down here and have a chance to talk to you a

little bit and to have a chance to take your questions," Holmes said.

Holmes began the town hall by explaining why ACC made this decision based on the viewpoint of the National Defense Strategy.

"The fundamental things I carry from that are that we're returning to a world where great power competition is our primary task," Holmes said.

He spoke about the changes that have taken place regarding the direction of the Air Force during his years of service, eventually circling back to peer adversaries and regional conflicts while still defending against violent extremists.

"I was in the Air Force that fought rogue nations and regional conflicts, and I was in



TECH. SGT. R.J. BIERMANN

Gen. Mike Holmes, commander of Air Combat Command, discusses the future 24th and 25th Air Force merger July 8 during a town hall at Joint Base San Antonio-Lackland.

the Air Force that focused on violent extremists," Holmes said. "We're going to have to keep doing all three of those things while we try to focus our resources on that biggest threat."

Holmes went into detail over the strategies and over-compassing views

regarding certain revisionists powers, ultimately stating it is an ongoing challenge in which the Air Force is already preparing to overcome.

The general explained that while the readiness of conventional warfare is being worked across the services, it is time to offer unconventional options to national decision makers.

"That's the 'why' of what we're doing to change our force, so we're making changes at the headquarters level," Holmes said. "We're combining to bring the power of our intelligence apparatus, which is thinking about how do we pull large realms of data together from all sources around the world, analyze that and get it out to decision makers along with the cyber and information tools that we've had in 24th Air Force and how can we pull those together to make it more than the sum of those parts."

JBSA hosts 4th annual Western Hemisphere Exchange Symposium

By Staff Sgt. Krystal Wright
502ND AIR BASE WING PUBLIC AFFAIRS

The Inter-American Air Forces Academy welcomed foreign mission partners for the 4th annual Western Hemisphere Exchange Symposium at Joint Base San Antonio-Lackland May 19-24.

Delegates from 17 countries attended the WHES, which is an international exchange on how various countries respond to crisis and regional challenges.

"We, as the Air Force, deliver Airmen to combatant commanders," said Col. Isaac Davidson, IAAFA commandant. "Our partner nations also do the same. Ideally, we want to be inter-operable: operate on a professional level that is common to our partner nations and to us. A learning institution like IAAFA offers, what I call, the bedrock for that to take place. That is the essence of why we do this event."

In attendance were representatives from Belize, Brazil, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala and Guyana. Leaders from Haiti, Honduras,



STAFF SGT. KRISTAL WRIGHT

Col. Isaac Davidson, Inter-American Air Forces Academy commandant, welcomed foreign mission partners to the 4th annual Western Hemisphere Exchange Symposium May 19 in San Antonio.

Jamaica, Mexico, Paraguay, Peru, Suriname, Trinidad and Tobago, and Uruguay were also represented.

There were also numerous U.S. representatives to include senior leaders from U.S. Southern and

Northern Commands and their subordinate units. There were representatives from Western Hemisphere Institute for Security Cooperation, System of Cooperation among the American Air Forces, and Defense Security Cooperation Agency along with other agencies. In addition, members of City of San Antonio and Bexar County participated.

The academy's mission is to strengthen international relationships through education and training while promoting peace, democratic values and respect for human rights in the western hemisphere, according to IAAFA's webpage at <https://www.37trw.af.mil/Units/Inter-American-Air-Forces-Academy/>.

The symposium directly relates to those goals and helps further accomplishes that mission.

"IAAFA is charged with building and strengthening partnerships," Davidson said. "This symposium gives an opportunity to strengthen those friendships and as a result, start building a relationship where one is learning from the other. We are learning from [each other] things we

can go back and execute together to counter threats against our nations

The WHES shared best practices and lessons learned in areas like aircraft maintenance and sustainment; drug control operations; airspace command and control; humanitarian assistance; and disaster relief.

"What we are looking to do here is record and analyze those practices and lessons, and to take a look at our capability delivering mechanism to help close gaps with our partner nations," Davidson said.

The academy provides professional military education and training to foreign mission partners' police and military forces. They use the information and dialogue provided during the symposiums to further improve and refine their curriculum.

"We are looking at delivering capabilities that are important to our partner nations and to us," Davidson said. "This symposium is a major shift toward that. It allows us to put in front of us goals and objectives, and then measure how we get to them and how effective we get to them."

"We want to be a hub of strategic thinking and learning," Davidson said.

ALAMO WING RESERVISTS PARTICIPATE IN SWIFT RESPONSE 2019

Tech. Sgt. Daniel Johnson, 433rd Contingency Response Flight communications specialist, attaches a panel to a Small Package Initial Communications Equipment unit during preparations for exercise Swift Response June 8 at Ramstein Air Base, Germany.

Thirty-three Alamo Wing members participated in Exercise Swift Response 2019, a six-weeklong event across Europe, which concluded last month. The Army-led exercise is a coalition, joint, total-force training event with service members and support from the United States, Canada, France, Germany, Hungary, Italy, Netherlands, Spain and the United Kingdom. The team from Joint Base San Antonio-Lackland consisted of Reserve Citizen Airmen from the 433rd Contingency Response Flight, the 433rd Logistics Readiness Squadron, as well as the 26th and 74th Aerial Port Squadrons. Exercises like these help prepare U.S. Airmen for potential contingency scenarios. U.S. forces are consistently engaged, postured and ready with credible forces to assure, deter and defend in an increasingly complex security environment.



SENIOR AIRMAN HANNA SMITH

First BMT trainees experience M-4 training, qualification

By 1st Lt. Kayshel Trudell

502ND AIR BASE WING PUBLIC AFFAIRS

Members of the 37th Training Support Squadron Combat Weapons Flight reopened the newly renovated combat arms training range at the Joint Base San Antonio-Lackland Medina Training Annex July 8.

Basic Military Training trainees were the first to experience M-4 carbine weapons familiarization course at the range, which closed in November 2018, due to improper rainwater drainage. Since then the range has undergone refurbishing efforts to divert water runoff.

“The operational readiness of our force is paramount,” said Lt. Col. Stargell Mosley, 37th TSS commander. “These types of advancements and innovations provide support for BMT curriculum changes and better prepare trainees to graduate and be the lethal and ready Airmen that the Air Force needs. We are excited to see trainees firing on the range again.”

Previously, BMT used the M-16A2 rifle, but made the switch to the M-4 to improve the lethality of the force. The rationale for transitioning to the M-4 is that it is the most utilized weapon at deployed location. Additionally, if an Airman is trained to operate the M-4 he is also authorized to carry the M-16A2 rifle, but not the reverse.

Other advantages of the M-4 include its lighter weight, collapsible buttstock and picatinny rail system that allows the simultaneous attachment of a scope or sight and a flashlight or night vision equipment.

“As we restore readiness in BMT, we will teach weapons proficiency early on,” said Chief Master Sgt. Lee E. Hoover Jr., 737th Training Group superintendent. “We will expose trainees to the M-4 so



SARAYUTH PINTHONG

Air Force Basic Military Training trainees fire their M-4 Carbine during a weapons familiarization course June 8 at Joint Base San Antonio-Medina Annex.

they can become familiar with the weapon and learn its nomenclature. In week seven, trainees will attend the combat arms training course to gain a more in-depth understanding of the weapon, including how to safely react to malfunctions and fire the weapon while wearing a gas mask and chemical gear.”

Along with the decision to revamp the range, BMT trainees on the new range will receive firearm training and qualification, rather than only a familiarization course. This change now allows trainees the opportunity to earn the small arms expert marksmanship ribbon.

“Instead of providing on-time training for deployers, now we can now provide regular qualification intervals for the base populace and JBSA personnel,” said Tech. Sgt. Joshua Stearns, Combat Weapons Flight noncommissioned officer in charge. “The thought was,

if the rest of the Air Force is in a permanent state of readiness, why would our BMT trainees be any different.”

In all, repairs allowed for an additional 30 firing points that can be used concurrently across multiple ranges. This translates to combat weapons instructors’ ability to train 244 BMT trainees daily, four days a week, qualifying more than 40,000 BMT trainees in the M-4 annually.

“The Air Force has placed increased value on weapons training as we build a more ready force,” Stearns said. “The advancements made to the range allow us to train using multiple ranges concurrently and to do so year round. We were able to start training today thanks to our maintenance counterparts who constructed 200 new target frames within a week of the range being recertified.”

Weapons training at BMT now consists of a full training day of four to five hours in classroom and three hours on the range. This offers a more robust training experience that ensures readiness.

Special warfare Airmen and other career fields, including Office of Special Investigation agents, combat controllers, survival, evasion, resistance and escape specialists, explosive ordnance disposal journeyman, also receive M-4 qualification training at the range. Other members preparing for deployment and assigned across Joint Base San Antonio can also qualify on the new combat arms range.

“We are here to ensure BMT trainees, and all Airmen, who come through the training are ready to support the operational Air Force” said Staff Sgt. Blaine Savage, 37th TRW combat arms instructor. “It’s an exciting mission. Every day I am grateful to be part of a training that will impact so many across the Air Force.”

RANDOLPH

Kwast salutes AETC team for ‘failing forward’

By Dan Hawkins

AIR EDUCATION AND TRAINING
COMMAND PUBLIC AFFAIRS

In the nearly two years since Lt. Gen. Steve Kwast took command of Air Education and Training Command at Joint Base San Antonio-Randolph, there has been change across many fronts of the Air Force’s recruiting, training and education enterprise.

As he prepares to pass leadership of the command to Lt. Gen. Brad Webb July 26, Kwast expressed gratitude to the men and women of AETC who have found ways to “reimagine” the way they developed more lethal and ready Airmen, from breaking long-held, industrial-age paradigms to further developing a world-class culture of innovation to develop better ways of accomplishing the mission.

In discussing what has stuck out to him in his time as the commander, Kwast was grateful to the command’s Airmen for understanding the need to change processes to keep pace with near-peer adversaries in today’s dynamic national security environment.

“I’ll start with the gratitude that this command was willing to explore transforming the way we recruit, train and educate to be able to compete against great powers in the 21st century that want their values in this world,” Kwast said.

One of the major focus areas for Kwast upon taking the reins of AETC centered on finding out how Airmen learn best and how to implement a learner-centric training environment across the command.

“The way we learn right now was a design that we’ve been



COURTESY PHOTO

U.S. Air Force Lt. Gen. Steven Kwast (left), commander of Air Education and Training Command, meets with an Airman assigned to the 56th Fighter Wing at Luke Air Force Base, Arizona, during a visit July 20, 2018.

living with since the 1930s, and we haven’t really changed, so we can’t learn as fast or as deeply as we could,” the general said. “This command has embraced the exploration of how we learn more rapidly and more competently than any other Air Force on planet Earth, and that I’m grateful for, because change is hard.”

In order to focus on finding ways to help Airmen learn more efficiently, one of the major changes that happened over the last two years was the initiative to change the organizational structure of the AETC headquarters, empowering numbered air force commanders and better aligning decision-making where the mission execution happens, Kwast said.

“The time it takes to repurpose the manpower, to repurpose the skill sets and the talent required to do this work takes years,” Kwast said. “We are on the journey; we are not at the destination yet. But as the great saying goes, the joy is in the journey, not the destination.”

While discussing how AETC

is breaking long-held industrial age paradigms, Kwast expounded on the benefits of the individualization of learning, comparing it to a garden where the seeds have just broken above ground and what can be accomplished when students control learning and its timetable.

“All of these things are just now starting to take root, and we have not yet even begun to see the power of what this will mean for a force that can be lethal and ready and adapt to any enemy and solve problems more creatively than we have since our inception as an Air Force,” he said.

Developing a world-class culture of innovation, which is now the cornerstone of how AETC does business, has meant a free flow of ideas across the command, such as those at Pilot Training Next. The general understands that failing forward is part of the process of being positioned to better develop Mach-21 Airmen.

“It’s fun to see how creative and useful the ideas are that come from these people that have been given freedom to try,”

Kwast said. “We talk a lot about the price of adaptation is failure. You have to stumble a bit to find out what works. The same is true here.”

“If you talk to somebody that was outside of this command that visited in November 2017, and who now comes back and visits, it’s jaw-dropping,” he continued. “It’s a transformational change from learning in a linear way, which we did in the industrial age, and it is going to be the key to successfully innovating and adapting at the speed of the 21st century.”

Kwast also spoke to how change is ever-present, his excitement for the future of AETC and his last challenge to the men and women of the command.

“I am very happy and very excited about where this command is going because it’s not about any individual person, it’s about the progress of relevant people who stayed perpetually useful to the Air Force,” Kwast said. “My challenge to them and my battle cry is the same as it was when I took command. Change is the

only constant, and change will continue to accelerate in our lifetime, so tap into this young generation because they’re more capable of change than we give them credit for.”

In terms of being a lifelong learner, the general was adamant about hunger being mandatory for Airmen.

“Stay hungry...if you are not an aggressive learner that intentionally jumps out of your comfort zone to discover, and if you are not a person that enjoys the fear of the unknown and enjoys being a prudent risk-taker, then you don’t belong in this uniform, you don’t belong in this age,” Kwast said.

“We are moving into a season of history where America will be tested like it hasn’t been in the lifetime of anybody that is sitting in these seats right now,” the general added. “If you are not comfortable with change and with conflict and with chaos, and if you are not systemic and holistic in the way you think about problem-solving in the way you lead diverse teams of people to be humbly learning new things that you have never understood before, then you will not succeed.”

As Kwast prepares to hand the guidon over to Webb, he reflected on meaningful work and its impact on the country, as well as his future.

“There is nothing more profoundly meaningful than living in times where your hard work does more to help our freedoms,” he said. “It’s with a great sense of joy and enthusiasm that I hand the mantle to (Lt. Gen.) Brad Webb. I’m very excited, very hopeful, and I will be a part of this nation’s journey forward. I promise you that.”

Heart of the AF beats strong with Unite

By Tech. Sgt. Ave I. Young

502ND AIR BASE WING PUBLIC AFFAIRS

The 502nd Air Base Wing's command section is the first Joint Base San Antonio unit to take advantage of the Unite program by hosting a resiliency day at JBSA-Canyon Lake on June 11.

The intent of the Unite program is to provide commanders and their underlying units with the flexibility to develop and deliver programs that build cohesion for all Airmen. This includes assigned active duty and appropriated funds/non-appropriated funds civilians.

"In 2016, Gen. David L. Goldfein, Chief of Staff of the Air Force, sent out a letter to Airmen stating that the beating heart of the Air Force is the squadron," said Adriana Holmes, 502nd ABW community cohesion coordinator. "He tasked the Air Force Services Center to come up with a program to enrich squadron leaders and assist in team building and unit cohesion. We're getting back down to the squadrons and revitalizing them."

Although the Unite program emphasizes squadrons, it remains available to all levels of command. Supervisors ranging from flight leader, director, to commander are all able to petition their designated liaison for event support.

"With servicemembers and personnel working between multiple locations in JBSA, coordinating a

squadron-inclusive event can be difficult," Holmes said. "We encourage squadron level participation but are equally ready to support unit-level functions."

Units and squadrons can choose from free, volunteer and force support squadron programs. Cohesion coordinators can help with funding for food and also connect unit points of contact with activity coordinators to plan and execute these events.

As luck would have it, the Unite program became staffed and trained just as the 502nd command section was organizing a much anticipated resiliency day.

"We were already arranging portions of the event and realized there was even more we could offer via Unite," said Ashley Lopez, 502nd ABW community cohesion coordinator. "Ultimately, we were excited to have leadership pilot the program and hope their buy-in will build interest among other leaders."

"I think the Unite program is perfect for us because we're geographically separated as a wing. It's a great opportunity for us to truly unite and spend some time together outside the office to rebuild and revitalize our work center," said Brig. Gen. Laura Lenderman, 502nd ABW and JBSA commander.

"To request Unite funding, a commander will appoint a POC that will be the liaison between their unit, us and activity coordinators," Lopez said. "They can submit a request form that is available online at <http://JBSAtoday.com> or they can email us directly.

"It's important to get out of the office and actually



TECH. SGT. AVE I. YOUNG /

The 502nd Air Base Wing's command section enjoy lunch during their resiliency day at Canyon Lake June 11.

get to know people and build relationships, because you probably don't do that very well in cubicles," said Capt. Nathan Spradley, 502nd ABW commander's action group. "It's good to get out and bond. It's a really good stress reliever."

For joint units like the 502nd ABW command section, private organization funds may be used to supplement funding for non-Air Force members. Family members are welcome to participate, but they must pay any associated fees.

To contact 502nd ABW community cohesion coordinators, email usaf.jbsa.502-abw.mbx.unite-program@mail.mil, or call 210-328-9020 or 210-267-7358.

Everybody makes mistakes, the ADC can help

By Airman 1st Class Shelby Pruitt

502ND AIR BASE WING PUBLIC AFFAIRS

Despite the Air Force's strong ethics and strict set of rules, Airmen aren't immune to making mistakes. The Air Force has multiple methods of correcting behavior and pushing personnel to be the best they can be but, as humans, slip ups still occur. The Area Defense Counsel is there to guide Airmen in trouble through these tough circumstances.

"Our main job is to protect our member's rights and defend them whenever they receive any admin actions, or are currently under investigation for an accusation/offense," said Senior Airman Brenden Enriquez, a defense paralegal with the Air Force Legal Operations Agency/ADC.

The ADC is a full-spectrum resource, implemented in 1974, to help Airmen through the lowest level paperwork, such as a letter of counseling or a letter of reprimand, up to the most serious court martial cases.

"We're defenders; but that's so much

broader than just the courtroom," said Capt. Matthew Blyth, a defense attorney with the Air Force Legal Operations Agency/ADC. "We are here to be allies and experienced advocates for Airmen who are going through a tough spot and may have gotten in trouble."

The Joint Base San Antonio-Randolph ADC is located in the basement of building 399, room B40, and operates on an appointment-based system from 8 a.m. to 4 p.m., Monday through Friday. To make an appointment, call 210-652-2274.

Upon arrival at the ADC, an intake sheet is completed requesting background information on the matter, including documents pertaining to it. Airmen will meet with Enriquez or Blyth to discuss their dispute and be helped through it.

"We take the time to explain the processes for each type of subject. Then we go over multiple different scenarios on how to properly respond or go about the case," Enriquez said. "We will send a template for them to create a draft



AIRMAN 1ST CLASS SHELBY PRUITT

Capt. Matthew Blyth, a Defense Attorney with the Air Force Legal Operations Agency/Area Defense Council, assists a troubled Airman July 10 at the Joint Base San Antonio-Randolph ADC.

rebuttal and send back to us to review and edit."

When an Airman is facing discipline, one of the biggest concerns is the uncertainty of the situation. With the ADC's expertise, the fear of 'what's going to happen' can be greatly diminished.

"We don't tell people what to do, we give advice," Blyth said. "One of the reasons that advice is so valuable is because most of the cases that come

through the door are variations of something we've seen before, so we can tell you what you're facing, the likely outcome, and your options."

In addition to the uncertainty, ADC personnel sense a trend that Airmen are hesitant to seek their services in fear of repercussions from their chain of command.

ADC continues on 19

ADC

From page 18

“On purpose, the ADC is set up to be independent of any local chain of command so our sole job is to work for the client, not their commander, first sergeant or supervisor,” Blyth said. “I can’t be ordered to disclose anything that happens in this office. Conversations with the client are protected, so we can talk through issues and no one in your leadership ever has to know that you were here.”

On average, Airmen who go to the ADC for assistance receive better results than if they don’t engage with the ADC.

“Nothing will ever get worse by coming through this door, we can only help you,” Blyth said.

Although there are usually positive results when working with the ADC, “winning” cases depends on the case’s circumstances.

“That’s part of the individualized service,” Blyth said. “Winning looks different for every person. When our clients come in, we assess what they want out of this, what they think is a good result for themselves.”

In addition to the expertise the defense counsel at the ADC possess, their training and experience are credited for their success.

“Area Defense Council has to be certified. They have to have a certain amount of trial work and get certified by the Air Force Judge Advocate General that we are competent to do things on their own,” Blyth said. “In addition to the State of Texas bar rules, I operate under the Air Force JAG ethics and professional responsibility rules. Within those limits, I do everything I can to be an advocate for our client.”

As member of the JAG Corps, Blyth has had the opportunity to work in multiple different sections of the military justice system.

“Being able to see things from each of those sides has great value and each contributes to the other,” he said. “I was a better special victim’s counsel because I had been a prosecutor, I’m a better defense council because I’ve been the other two. The wide range of experience can be helpful because you see a different perspective and it provides a broader understanding of the military justice process.”

For Blyth and Enriquez, working at the ADC is special and rewarding.

“I love the job because I think the function is really important. It’s very rewarding to help someone take a

Legal Services for Active-Duty Members

AIR FORCE

- ▶ JBSA-Lackland ADC: 210-671-2924
- ▶ JBSA-Fort Sam Houston ADC: 210-221-9679
- ▶ JBSA-Randolph ADC: 210-652-2274

ARMY

- ▶ Trial Defense Services: 210-295-9742
- ▶ Soldier Legal Services for non-criminal adverse actions: 210-221-2282

MARINES/NAVY

- ▶ If stationed at a command, contact Marine Corps Recruit Depot (MCRD): 858-577-1838 or 858-577-1720
- ▶ If not stationed at a command, contact: 619-556-7539
- ▶ Naval Air Station (NAS) Corpus Christi 361-961-3659 or 361-961-3765 for non-criminal adverse actions.

The Coast Guard does not offer legal services.

career-threatening situation and be able to learn lessons and move on to continue contributing to the Air Force,” Blyth said. “We don’t want to lose good Airmen who can continue to help the Air Force if we don’t have to, so we’re trying to find the best outcome that can help our client keep pressing forward with their careers.”

The duty has provided Enriquez with a change of perspective on the Air Force and its Airmen.

“I think it’s very fulfilling because, in order to become a defense paralegal, you have to start in the prosecution side. I’ve seen a lot of members get discharged or get paperwork, and from doing that, I used to have the assumption that they must be a bad Airman. Working in ADC has enabled me see the whole picture, that sometimes Airmen make mistakes, have a lapse of judgement or are wrongly accused. It’s gratifying to see justice served.”

Blyth wants to express how important it is for Airmen to know what the ADC is and for them to feel comfortable asking for help.

“We’re allies. They shouldn’t hesitate to reach out. If we are able to provide you our services, we’ll help you,” he said. “If we can’t, we can point you to someone who might be able to.”

ADCs only serve active duty, Guard or Reserve Airmen. Other branches of the military have parallels to the service.