

JBSA

LEGACY

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JOINT BASE SAN ANTONIO

JULY 3, 2020



SARAYUTH PINTHONG

Ten U.S. Air Force Airmen who are part of the English language beta test prepare to graduate basic military training June 18 at Joint Base San Antonio-Lackland.

Inaugural ECHO Flight Airmen share experiences

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Lt. Gen. Dingle assumes command of Army MEDCOM

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Basic trainees part of Reserve history

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Chief Master Sgt. JoAnne S. Bass named AF 19th Chief Master Sergeant

By Charles Pope

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS

Chief Master Sgt. JoAnne S. Bass was selected June 19 to become the 19th Chief Master Sergeant of the Air Force, becoming the first woman in history to serve as the highest-ranking noncommissioned member of a U.S. military service.

In selecting Bass, incoming Air Force Chief of Staff Gen. CQ Brown said Bass brings skills, temperament and experience that the job requires and an outlook on leadership that meshes with his own.

"I could not be more excited to work side-by-side with Chief Bass," Brown said.

"She has unique skills that will help us both lead the Total Force and live up to the high expectations of our Airmen," he said. "She is a proven leader who has performed with distinction at every step of her accomplished career. I have no doubt that Chief Bass will provide wise counsel as we pursue and implement initiatives to develop and empower Airmen at all levels."

Brown, who will become the 22nd Chief of Staff in August, said selecting the correct candidate to serve as chief master sergeant was one of his most critical decisions in advance of his becoming Chief. The search to replace outgoing Chief Master Sgt. of the Air Force Kaleth O. Wright was both broad and rigorous.

Bass emerged as the consensus choice from a group of more than a dozen finalists from across the Air Force's global operation, officials said. The finalists were selected based on breadth of experience, recommendations from senior commanders and performance across each candidate's Air Force career.

"I'm honored and humbled to be selected as the 19th Chief Master Sergeant of the Air Force, and follow in the footsteps of some of the best leaders our Air Force has ever known," Bass said. "The history of the moment isn't lost on me; I'm just ready to get after it. And I'm extremely grateful for and proud of my family and friends who helped me along the way."

When asked about the job and her partnership with Brown, Bass acknowledged that strong "chemistry" is important and the standard was set by Wright and Air Force Chief of Staff Gen. David Goldfein.

Brown, she said, is "the kind of leader we've all wanted to work with. I'm excited for the opportunity to serve as his chief and



COURTESY PHOTO

Chief Master Sgt. JoAnne S. Bass

his wingman. Together, we will do everything we can to ensure that every Airman and their families are taken care of and feel like they are a part of our Air Force family."

She added, "CMSAF Wright and Team 18 have set a pretty high bar, but I know that Team 19 will rise to the occasion.

"... My job will be to help set the stage for individual and team development, so our brothers and sisters are healthy, engaged and ready for the fight!" Bass said.

Wright endorsed the choice as well.

"I've known Jo for many years and watched closely as she's guided Team 18 and led her own teams to great success," he said. "This is a historic moment for our Air Force and she is a phenomenal leader who'll bring new ideas and her own style to the position. She'll do great things for our Airmen and she'll blaze her own trail as our CMSAF."

Bass is clearly prepared for the new assignment.

She currently serves the command chief master sergeant, Second Air Force, at Keesler Air Force Base, Mississippi. In her current assignment, Bass is the senior enlisted leader and advisor to the commander on all matters relating to the professional development, proper utilization, and the readiness of the enlisted corps.

The command consists of four training wings, 18 groups with 76 operating locations worldwide, in support of 13,000 enlisted, officers, civilians, contractors and 36,000 basic military trainees per year.

In addition, Second Air Force is home to

more than 260 Air Force specialties through 2,300 courses graduating 150,000 Airmen, Soldiers, Sailors, Marines, and international students annually in various fields including financial management, security forces, cyber, personnel, weather, civil engineer, and aircraft maintenance, while providing 93% of the Air Force's initial skills training.

She began her career in 1993 with a posting at Pope Air Force Base, North Carolina, and has served at Ramstein Air Base, Germany, as the command chief master sergeant for the 17th Training Wing at Goodfellow Air Force Base, Texas, and at the Pentagon as chief, Air Force Enlisted Developmental Education.

Her service awards include "Distinguished Graduate" from the Senior Noncommissioned Officer Academy in 2009 and the 2011 Senior Noncommissioned Officer of the Year Award for the 86th Operations Group.

By coincidence, Bass also shares two notable similarities with her soon-to-be partner, Brown. Both come from Army families. Bass lived in several overseas and stateside locations, prior to entering the Air Force. Brown's father is a retired Army colonel.

Brown is the first African American in history to be confirmed as chief of staff for any branch of the U.S. military. Bass will be the first woman to serve as the senior enlisted leader for a military service.

When Brown and Bass move to their new assignments, they will confront an Air Force in transition. The force is moving from a heavy focus on combatting terrorism to one that must be prepared to confront China, Russia and other peer adversaries. Each will be called on to continue the Air Force's efforts to improve resiliency across the force and reduce suicides.

They also will be responsible for addressing racial disparity in the Air Force.

Across all those issues and others, Bass, as chief master sergeant of the Air Force, will provide direction for the enlisted force and will represent their interests.

Like previous CMSAFs, she will be the public face of Air Force enlisted personnel and those in all levels of government. As noted by Brown, she will be a personal adviser to the chief of staff and Department of the Air Force Secretary Barbara Barrett on issues regarding the welfare, readiness, morale and proper utilization and progress of more than 410,000 enlisted members.

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Feedback Fridays

By Brig. Gen. Caroline M. Miller
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 jbsapublicaffairs@gmail.com using the subject line "Feedback Fridays." Questions will be further researched and published as information becomes available.

Q. Does the City of San Antonio Mayor's "stay home" alert change the posturing of the installation?

A. Joint Base San Antonio transitioned to HPCON, or Health Protection Condition, CHARLIE to help reduce community spread, better protect the health of our people and continue the vital missions we conduct.

There is no further change in the posturing of the installation, and please see the guidance memo issued June 26 for more information at <https://go.usa.gov/xwsaQ>.

JBSA will continue to monitor and follow the guidance and recommendations of our city and regional community leaders. The transition to HPCON CHARLIE reiterates Mayor Ron Nirenberg's emphasis to remain vigilant.

The spread of the virus is not the result of any one thing, so it is incumbent on all of us to do our part by patronizing businesses responsibly, using virtual and online means to communicate, practicing physical distancing, wearing face masks, and following public health measures.

Q. I am an instructor stationed at Hurlburt Field, Florida, and am currently scheduled for a temporary duty, or TDY, assignment to Joint Base San Antonio to teach at our Det. 1 at JBSA-Lackland. Our teaching dates are July 13-24.

We have an approved Exception to Policy for the TDY; however, I have not made any plans yet because we do not know if we are going to be asked to quarantine coming from Florida.



COURTESY GRAPHIC

I also have to ask Hurlburt Field if they want us to quarantine coming back from San Antonio as we have a class starting in August.

So from the JBSA front, would I be required to arrive San Antonio 14 days prior to July 13 in order to observe a quarantine?

A. Yes, with your circumstance you will need to quarantine for 14 days prior to the start of your training.

Members traveling to or from an installation that the DOD has marked as red require a 14-day quarantine as is the case for you.

In general, travel to specific installations, states, territories, and countries will be based on the verified capability for service members and dependents to conduct safe travel and reception.

Unrestricted travel may resume when the criteria for states/territories/host nations and installations are met for both the gaining (destination) and losing (origin) locations.

Q. With all the wild weather going

on, I would like to suggest car ports at the unaccompanied dorms. Our vehicles sit outside in all of the elements with no protection at all.

A couple years back when I first got here, we had a pretty bad hailstorm and I had multiple dime-sized dents on my vehicle.

Please consider my suggestion. Thank you.

A. Thank you for sharing your idea regarding this community enhancement initiative.

At this point in time, we are experiencing a constrained environment with regards to our JBSA Civil Engineer funding. Based on current Air Force policy, we are strongly encouraged to sustain our existing facilities before we consider constructing new facilities such as car ports.

For example, we are concentrating on prioritizing and repairing existing infrastructure systems such as roofs, roads and air conditioning systems.

While many of us agree that providing an amenity such as covered

parking for the dorms would be valued improvement, in our current constrained funding environment, we need to continue to sustain our existing infrastructure before we can consider providing these types of facility improvements.

Q. Will the pools be opening for lap swimming this summer?

A. Under current conditions, pools are operating at limited capacity.

Lap swimming hours at the JBSA-Fort Sam Houston pool are from 5:15-11:30 a.m., Monday, Wednesday and Friday; and 6:30-11:30 a.m., Tuesday and Thursday.

At JBSA-Lackland's Warhawk pool, lap swimming is from 10 a.m. to noon Wednesday and Friday.

At the JBSA-Randolph's South Pool, lap swimming is from 8 a.m. to 7 p.m. Monday through Friday.

For more information on JBSA pools, call JBSA-Fort Sam Houston, 210-221-4887; JBSA-Lackland, 210-671-3445; or JBSA-Randolph, 210-652-5142, option 2.

Taking care of military medical frontline providers

By Peter Holstein

AIR FORCE SURGEON GENERAL PUBLIC AFFAIRS

Air Force medics are on the front lines against COVID-19, and maintaining their mental well-being is critical to keeping them in the fight.

Delivering medical care in a pandemic or other crisis creates new mental health challenges, and makes existing challenges more serious. Medics should be aware of the increased risk to their well-being, and how it could affect their work caring for patients.

One of the biggest risks for providers is burnout, or compassion fatigue.

“Burnout and compassion fatigue are real risks for health providers, especially now with so many additional stressors for people in the health field,” said Col. Scott Sonnek, Air Force director of psychological health, Air Force Surgeon General. “When you work hard, you’ve got to play hard and recharge. In this pandemic, providers are working too hard, for too long, and don’t have the balance to take care of themselves.”

Maj. Andrew Lammy, an Air Force psychologist and the mental health flight commander at Joint Base Charleston, South Carolina, says the pandemic contributes to the stress.

“The pandemic creates uncertainty,” Lammy said. “Health professionals risk virus exposure and bringing that home to their family. That additional risk can worsen existing stress.”

Typical symptoms of burnout in health providers include feelings of numbness, exhaustion, lack of a sense of accomplishment, and decreased productivity.

“If you are putting in more time, but



The COVID-19 pandemic can challenge the mental wellness of health workers and contribute to provider burnout. Air Force medics are cautioned to be alert for signs of numbness in themselves or colleagues, and make time for self-care and recharge.

COURTESY GRAPHIC/

not getting more output or results, that is a key sign you may be burning out,” Sonnek said. “If you feel like you are spinning your wheels, you need to change something. Providers who push themselves across their line are not helping themselves, their friends and family, or their patients.”

Sonnek says providers can help prevent burnout by taking time for themselves to keep the job from overwhelming them. But, he acknowledges this can be more easily said than done.

“Sometimes you just have to take your foot off the pedal and recharge,” Sonnek said. “Our providers are devoted to their patients and the mission, and they need to show themselves that same level of care. You can’t pour from an empty cup.”

“Self-care is about habits, and making sure you follow through. Eat right, sleep right, find ways to blow off steam.”

Sonnek noted that there is no silver

bullet for burnout.

“Managing your energy level takes work but is worth it for you, and for your patients.”

It can be difficult for health providers to recognize burnout in themselves. The good news, says Sonnek, is that there are more resources available than ever to help cope with burnout.

“One way to help deal with burnout is to talk to your peers, friends and colleagues,” Sonnek said. “They are a good resource to share your frustrations and challenges. Any burden expressed becomes lighter.”

Sonnek noted that although some Airmen may hesitate to discuss burnout with their supervisor or leadership, it is the smart move. Getting help is a better career choice than allowing stress to build up and lead to burnout.

Additionally, resources like Military OneSource or chaplains offer help with no record and no diagnosis.

Provider burnout can affect anyone in the medical field.

“I’ve experienced burnout myself,” Sonnek said. “It’s important to be mindful and aware of when we cross the line to start feeling numb. We work in high-stress environments and have a lot of pressure on us to help our patients. The pandemic heightens that stress.”

Despite the challenges presented by the pandemic, there are ways health providers can maintain their mental health.

“These are scary times, but we are better prepared to handle and adapt to a pandemic than ever before, partly because we can connect virtually,” Lammy said. “We are social creatures, we are not meant to live in isolation. Today’s technology can help us create social connections while staying physically distant.”

Lammy noted that it is also important to keep doing what kept you healthy in the first place and communicate.

“Don’t just hunker down and wait for it to be over,” Lammy said. “We are the greatest military in the world. We can thrive even in these challenging times.”

If health providers feel they are sliding into a bad mental space, reconnecting to their core values can make a big difference.

“When we’re burned out, it’s often because we’ve lost our connection to why we do what we do,” Sonnek said. “Professional fulfillment isn’t always about a big smile on your face. It is more about working in the service of something important. When the job becomes overwhelming, I remind myself why I joined my profession, why I joined the Air Force, and why I find the health profession personally rewarding.”

Air Force Surgeon General authorizes 5-year shaving waivers

From Air Force Surgeon General Public Affairs

In a memorandum dated June 18, 2020, Lt. Gen. Dorothy Hogg, Air Force Surgeon General, authorized five-year shaving waivers for Air and Space professionals diagnosed with Pseudofolliculitis Barbae, or PFB, effective immediately.

Driven by feedback from the field, the change is intended to provide more time for skin to



SENIOR AIRMAN COLVILLE MCFEE

A physician inspects the neck and face of an Airman during a shaving waiver course at Beale Air Force Base, California, March 15, 2018.

heal and prevent a recurrence.

The previous policy required PFB waivers to be updated annually. The change allows shaving waivers to be valid for five years from the date of initiation. The waiver remains valid regardless of the member’s deployment or new permanent change of station location.

Once diagnosed with PFB, members are instructed on proper shaving methods to

prevent a recurrence. Red bumps associated with this condition can cause a secondary infection and excessive scarring. PFB is most common in men with hair that curls when cut.

The policy on the length of facial hair remains the same and cannot exceed one-quarter of an inch.

Facial hair must be grown out naturally. Any shaping or styling of facial hair is not

allowed, and facial hair cannot interfere with the wear of personal protective equipment, such as a gas mask. Members must be able to perform required duties.

This new authority will be updated in Air Force Instruction 44-102, Medical Care Management; and AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, and will be standardized across the force.

JBSA pools open; attendance limited due to coronavirus

By Robert Goetz

502ND AIR BASE WING PUBLIC AFFAIRS

Swim season opened at Joint Base San Antonio June 24, but the later-than-usual start was not the only change in plans at the installations' pools this summer.

The necessity for social distancing, due to the novel coronavirus pandemic, has resulted in limits on the number of swimmers allowed at the pools and other precautions to protect employees and patrons.

"We are limiting capacity to 25 percent of normal occupancy, and we are cleaning and sanitizing five times during the day — at 6:30 a.m., 11:30 a.m., 2 p.m., 4:30 p.m. and 8 p.m.," said Dave Waugh, JBSA-Fort Sam Houston Aquatic Center manager. "Wearing a mask is required when in the building and when social distancing is not possible outside, but not in the pool."

The JBSA-Lackland Warhawk Pool and JBSA-Randolph Center Pool are following the same sanitation protocols.

Recreational swim sessions for both season pass-holders and daily walk-ins at all JBSA pools are divided into three sessions — noon to 2 p.m., 2:30-4:30 p.m. and 5 p.m. to closing — to allow for cleaning between sessions.

"We are also requiring everyone to wear a mask when entering our facility, wash hands frequently and



SEAN WORRELL

Lifeguard Brandon Mercado looks out over an empty pool at Joint Base San Antonio-Randolph June 25, the second day the JBSA pools were open for the summer. Mercado was awaiting the arrival of swimmers while the pool was being sanitized as a precaution against the novel coronavirus.

shower before entering the pool," said Stephanie Soto, JBSA-Lackland aquatics director. "We ask that anyone who is feeling under the weather or comes in contact with someone who has COVID-19 to stay at home."

For recreational swimming, the JBSA-Fort Sam Houston pool is open seven days a week, while the JBSA-Lackland Warhawk Pool is open Wednesday through Sunday, and the JBSA-Randolph Center Pool is open Monday and Wednesday through Sunday. The JBSA-Lackland Skylark Aquatic Center is closed for the season.

Lap swimming hours at the JBSA-Fort Sam Houston pool are from 5:15-11:30 a.m. Monday, Wednesday and Friday; and 6:30-11:30 a.m. Tuesday and Thursday. Lap swimming is from 10 a.m. to noon Wednesday and Friday at the Warhawk pool, and 8 a.m. to 7 p.m. Monday through Friday at JBSA-Randolph's South Pool.

Social distancing requirements have forced the cancellation of various activities at the JBSA pools, including swimming lessons. The JBSA-Fort Sam Houston pool's triathlons and pool parties, and the Warhawk pool's dive-in movies and swim team sessions, are among the activities that are canceled for this season.

Single-session passes to JBSA's pools are \$10 per family and are valid only at the location where purchased. If COVID-19 guidance allows for pool capacity expansion, additional pool season passes will be sold at the JBSA-Fort Sam Houston Aquatic Center, JBSA-Lackland Outdoor Recreation and the JBSA-Randolph Community Services Mall.

Pool directors urged swimmers to stay safe and protect themselves and their loved ones.

"Have fun while staying safe, and please pack your patience," Waugh said.

For more information on JBSA pools, call JBSA-Fort Sam Houston, 210-221-4887; JBSA-Lackland, 210-671-3445; or JBSA-Randolph, 210-652-5142, option 2.

FORT SAM HOUSTON

MEDCoE provides help to New York, New Jersey

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS OFFICE

During the first few months of the coronavirus pandemic, the U.S. Army Medical Center of Excellence at Joint Base San Antonio-Fort Sam Houston provided resources, expertise and assistance to medical facilities in New York and New Jersey overwhelmed by COVID-19 cases.

From March to May, seven MEDCoE service members with expertise in medical planning and logistics helped support hospitals and healthcare workers who were taking in a large number of COVID-19 patients.

The MEDCoE supported U.S. Army North, headquartered at JBSA-Fort Sam Houston, which is leading the Department of Defense response to COVID-19 in the U.S.

Capt. Alyssa Schlegel, MEDCoE Headquarters Support Company expert field medical badge test control officer in charge, said MEDCoE personnel were deployed to both New York and New Jersey because of the need for additional medical resources in those states.

“Due to the overwhelming amount of COVID-19 cases, New York and New Jersey requested Department of Defense support to augment their medical staff,” Schlegel said. “Additionally, healthcare workers were also getting sick from COVID-19 and were unable to work. Ultimately, the states deemed that there was a need for additional healthcare personnel to augment state healthcare workers and facilities.”

Schlegel served as the DOD medical operations planner and

action officer and liaison for New Jersey. Her duties included the integration of 300 plus DOD personnel into the New Jersey healthcare system and the establishment of lines of communication between DOD, federal agencies and state agencies in New Jersey.

She helped with the placement of DOD medical personnel and resources at two alternate care facilities and three hospitals in the state. The alternate care facilities were set up in convention centers in Edison and Atlantic City by the state and were overseen by the New Jersey Department of Health.

Schlegel worked with various federal and state agencies, including DOD, the Federal Emergency Management Agency, the U.S. Department of Health and Human Resources, the New Jersey Department of Health, the New Jersey Office of Emergency Management and the New Jersey National Guard, to share information, coordinate and plan where DOD and MEDCoE resources were needed.

“We tracked data and the progress of COVID-19 related state projects in order to keep the DOD chain of command informed and to assist with planning,” Schlegel said. “In order to do this, we sat in on state meetings regarding the projects and engaged frequently with state representatives. Our main goal was to stay updated on progress, issues and concerns the state had and to relay information to them on the status of DOD assets.”

Schlegel said MEDCoE medical operations planners were able to utilize knowledge from their experiences and training of unit compositions,



COURTESY PHOTO

U.S. Army Medical Center of Excellence at Joint Base San Antonio-Fort Sam Houston service members (from left) Maj. Shubhra Jones, Col. Carol Anderson and Capt. Alyssa Schlegel served as medical operations planners and liaisons from March to May in helping to provide and integrate Department of Defense personnel supporting medical facilities and hospitals in New Jersey and New York in response to COVID-19.

military occupational specialties and doctrinal health care operations to assist states in the planning and execution of resources in response to COVID-19.

Also, Schlegel said medical logistics officers were able to provide logistical guidance to DOD, state officials and healthcare workers by sharing best practices on how the Army conducts medical logistics.

Col. Carol Anderson, MEDCoE chief, Advanced Leadership Branch, served as a medical operations planner and liaison for ARNORTH in FEMA Region II, covering New York

resources to support relief efforts.

She coordinated directly with the ARNORTH Surgeon Office, Joint Task Force-Civil Support, from Joint Base Langley-Eustis, Virginia, which served as Task Force New York/New Jersey, and the 44th Medical Brigade from Fort Bragg, North Carolina, in utilizing DOD medical resources and personnel within public hospitals and alternate care facilities such as the Javits Convention Center in New York and at the convention centers in Edison and Atlantic City, New Jersey.

In addition, the medical planning team also provided support in FEMA Region I, which covers several northeastern states, by establishing an alternate care facility within the Boston Exposition and Convention Center and establishing a wing for DOD medical personnel to enhance the Stamford University Hospital in Stamford, Connecticut.

Anderson said she was in constant communication with the ARNORTH Surgeon Office on how DOD assets, resources and personnel were being utilized in New York and New Jersey.

“One of the largest impacts we were able to make was to develop and shape the plan for DOD personnel to provide care to patients, and augment the staff within the 11 public hospitals within New York City’s Health and Hospitals system as well as three hospitals within New Jersey,” Anderson said. “This plan was done in concert with ARNORTH, 807th Medical Command, 44th Medical Brigade and Task Force New York/New Jersey.”

Lt. Gen. R. Scott Dingle assumes command of Army Medical Command

By Wesley Elliott

U.S. ARMY MEDICAL COMMAND PUBLIC AFFAIRS

Lt. Gen. R. Scott Dingle, U.S. Army Surgeon General, assumed responsibility as the commanding general of the U.S. Army Medical Command June 24 at Joint Base San Antonio-Fort Sam Houston in a socially-distanced virtual ceremony hosted by Gen. James C. McConville, Army Chief of Staff.

Dingle was previously confirmed as the U.S. Army Surgeon General, but due to the transition of medical facilities in the 2017 National Defense Authorization Act, he was not confirmed as the commanding general of the U.S. Army Medical Command as its mission was slated to be divested.

“My commitment is that Army Medicine from the foxhole to the fixed facility will be ready, reformed, reorganized, responsive and relevant,” Dingle said. “The most powerful Army in the world will have in parallel, the medical force to support its mission.”

According to Dingle, there is a continuing need for Army Medicine to support Army readiness so MEDCOM is here to stay.

During the COVID-19 pandemic, Army Medicine has supported Operation Warp Speed in the whole-of-government approach to vaccine and research development and distribution; expanded the COVID-19 testing capacity and capability; executed installation pandemic emergency preparation and expansion plans; deployed field hospitals and hospital

centers in support of our American citizens; balanced the rapid deployment of over 400 medical assigned personnel; ensured health care professionals readiness to care for the beneficiary population; brought over 160 retiree recalls into the medical force; and provided public health preventive measures, information and education.

“We are developing medical countermeasures; strengthening medical logistics and sustainment; creating Urban Augmentation Medical Task Forces in support of our nation; and providing medical personnel to support Health and Human Services, FEMA, Warp Speed, and the Department of Defense,” Dingle said. “All the while not losing sight that there are forces deployed fighting and calling out ‘medic’ on the battlefield. They are counting on us to conserve the fighting strength.”

“It’s not uncommon to associate Soldiers with the word ‘heroes,’ but normally we picture Soldiers jumping from the sky or storming the beaches of Normandy,” McConville said. “But for the better part of 2020, we have been in a war against COVID-19, and in this war, our heroes are our doctors, nurses, scientists, and our medical professionals. Our heroes are the soldiers in this command.”

McConville stated that Dingle’s leadership throughout the COVID-19 crisis, had been absolutely phenomenal, and he didn’t believe anyone could do it better.

“You are the right person at the right time in the



REBECCA L. WESTFALL

Gen. James C. McConville, Chief of Staff of the U.S. Army, passes the flag to the U.S. Army Surgeon General and commanding general, U.S. Army Medical Command, Lt. Gen. R. Scott Dingle, in an assumption of command ceremony at Joint Base San Antonio-Fort Sam Houston June 24.

right place,” McConville said.

Before closing, Dingle reassured McConville, “Chief, my iPhone is fully charged, my number is hot, ‘MEDCOM 6’ is back on the net, and Army Medicine is Army strong!”

U.S. Army South welcomes new command sergeant major

By Sgt. Ashley Dotson

U.S. ARMY SOUTH PUBLIC AFFAIRS

U.S. Army South bid farewell to Command Sgt. Maj. William Rinehart and welcomed Command Sgt. Maj. Trevor Walker during a change of responsibility ceremony at Joint Base San Antonio-Fort Sam Houston June 23.

“It’s a great day for the history of Army South as we transition responsibility from one great senior NCO leader, Command Sgt. Maj. William Rinehart and team Rinehart, and pass that responsibility to the incoming team with the Walkers; Command Sgt. Maj. Trevor Walker and his wife Stacy,” said Maj. Gen. Daniel R. Walrath, U.S. Army South commander, as he presided over the ceremony.

“It is hard, if not impossible, in just a few minutes of words to adequately celebrate the totality of the service Command Sgt. Maj. Will Rinehart and his wife, Amy, have rendered to Army South over the last few years.”

Walrath highlighted the advantages of working with a professional and capable Non-Commissioned Officer Corps and how they are the “Backbone of the Army.” He said Rinehart exemplifies the key elements of the NCO Corps and the NCO Creed.

“No one has been more professional than Sgt. Maj. Rinehart — he has been a leader of Soldiers, providing



SGT. ASHLEY DOTSON

Command Sgt. Maj. William Rinehart (left) passes the U.S. Army South colors to Maj. Gen. Daniel R. Walrath, U.S. Army South commander, to symbolize the transfer of command responsibility to Command Sgt. Maj. Trevor Walker (right) during a ceremony at Joint Base San Antonio-Fort Sam Houston June 23.

guidance and mentorship to senior NCOs across the Army South enterprise,” Walrath said. “Competence has been his watchword. He has demonstrated technical and tactical proficiency every step of the way.”

Noting that Rinehart is one of the leading cyber NCO experts in the U.S. Army, Walrath described how he guided the headquarters to better integrate U.S. Army cyber capabilities and knowledge into all cooperation activities with their partners.

Another area where Rinehart excelled was in

strengthening relations between U.S. and partner nation army NCO corps, according to Walrath.

“I have observed many attempts at NCO development programs with our partner nation armies,” Walrath said. “None has been more effective than Sgt. Maj. Rinehart’s.”

Rinehart thanked the U.S. Army South team for their support throughout his tenure.

“U.S. Army South—what an exciting journey,” Rinehart said. “This is everything from steak and malbec wine in Argentina, air assaulting in the fields of Colombia, riding in leopard tanks in the northern deserts of Chile, exploring the wonders of Brazil, the excitement of Peru, the renewed partnership with Ecuador, the beauty of Guatemala, ceviche in Belize, the isle beauty of the Caribbean, it’s just absolutely an exciting journey that I would not have ever expected to take in my career let alone my life.”

He said the bonds both within the Army South team and with partners throughout the hemisphere are what he will remember most.

“The command and all of the Soldiers, civilians, and their families have become our families,” Rinehart said. “The partners, relationships, and friendships that I have made in Latin America ... I can’t thank each and every one of you enough for everything that you do for your armies and everything that you do for our Army.”

‘Game-changing’ virtual health care saves Soldier

By Elaine Sanchez

BROOKE ARMY MEDICAL CENTER
PUBLIC AFFAIRS

A specialized team from Brooke Army Medical Center virtually supported a heart-lung bypass on the West Coast, saving a Soldier's life and marking a first for this lifesaving program.

BAMC teamed up with Naval Medical Center San Diego last month to administer extracorporeal membrane oxygenation, or ECMO, treatment to a patient with presumed viral myocarditis, an inflammation of the heart muscle which can, in some cases, lead to heart failure.

“This was BAMC's first time virtually supporting ECMO and it was highly successful,” said Colleen Mitchell, ECMO primer, U.S. Army Institute of Surgical Research Burn Center at Joint Base San Antonio-Fort Sam Houston. “It is a game-changer for critical care.”

Physicians first pursued conventional therapy when the young active duty Soldier was admitted to Naval Medical Center San Diego. However, with the Soldier's condition declining, all signs began to point to ECMO as the best course of treatment.

ECMO is a heart-lung bypass system that circulates blood through an external artificial lung, oxygenates it, and delivers it back into the bloodstream. Rather than treat the condition, ECMO performs the job of the patient's heart and lungs, buying the patient precious time to respond to treatments and heal.

Established in October 2012, BAMC has the only adult ECMO center with full capability in the Department of Defense and remains one of the few centers in the world with air transport capability.

“The sooner the patient is on ECMO and stabilized, the less time vital organs are without oxygenation or necessary blood pressure support and the



COURTESY PHOTO

Air Force Col. (Dr.) Phillip Mason, medical director, Brooke Army Medical Center Adult ECMO Program, and other BAMC personnel instruct medical staff on proper extracorporeal membrane oxygenation, or ECMO, cannulation technique at Naval Medical Center San Diego, Dec. 11, 2019.

quicker the recovery,” said Bernadette Elliott, Adult Extracorporeal Life Support (ECLS)/ECMO Transport Program Manager.

With increasing evidence of its lifesaving properties, in recent years adult ECMO has become a hot commodity around the world, and other military medical centers have expressed interest in the capability.

Naval Medical Center San Diego was one of the first military hospitals to purchase ECMO equipment that would enable short-term care prior to a patient transfer, noted Lt. Col. (Dr.) Robert Walter, chief, Pulmonary/Critical Care Medicine.

Last December, a team of BAMC physicians and nurse specialists flew to the naval center to provide training in ECMO administration, patient transfer, and telemedicine-based mentoring

to 25 personnel.

“Fast-forward to now, and that initial training was incredibly beneficial,” Walter said. “With the patient in this case clinically declining, the physicians in San Diego were able to recognize at a critical moment that ECMO was indicated and feel confident they could provide appropriate care.”

In close coordination with the San Diego-based team, BAMC offered to virtually assist with cannulation, which is the insertion of tubes into a patient, and other ECMO management as the center coordinated a patient transfer to a local hospital.

In the absence of a specialized team and full capability, the aim is for military medical professionals to have the skillset to stabilize patients on ECMO for transfer to a local facility for shorter-term care, such as in this case, or flown to

BAMC when a longer course of treatment is indicated, which is typically the case with illnesses such as influenza, Walter explained.

Mitchell was the primer on call at BAMC the day the call came from San Diego. The primer is responsible for ensuring fluid is smoothly flowing throughout the circuit.

“We tried to connect via secure video teleconferencing; however, there were technical issues so we defaulted to audio support,” she recalled. “I walked them through cannulation and priming the circuit, while closely monitoring the patient's vital signs. It went very well.”

The Soldier was successfully transferred and removed from ECMO after a few days and is expected to fully recover, Mitchell said. “There's no better feeling than to have the skillset needed to contribute to someone's survival,” she said.

“Whenever we hear a patient is alive today because of our support ... that is what it's ultimately about. It's real-time critical care support.”

**Bernadette Elliott,
Adult Extracorporeal
Life Support (ECLS)/ECMO
Transport Program Manager**

“If that capability hadn't been there, there may not have been a good outcome,” Elliott added.

Teamwork was key to this success, Walter said.

“This was a terrific example of collaboration across facilities,” he said. “And it was one of the most avant-garde telemedicine applications I've seen. There's nothing in the medical literature regarding virtual support of adult ECMO cannulation and management. BAMC is truly at the tip of the spear.”

Further down the road, Walter said the team hopes to become the hub of virtual ECMO support to other military medical facilities around the world, providing telementoring and virtual biophysical monitoring of patients both stateside and downrange.

The goal is to have consistent, quality ECMO care and capability throughout the Military Health System, said Elliott, noting that BAMC can fly a patient here from a combat zone in 18-36 hours. “Whenever we hear a patient is alive today because of our support ... that is what it's ultimately about. It's real-time critical care support.”

Unprecedented collaboration demonstrated at Army housing summit

By Scott Malcom

U.S. ARMY INSTALLATION MANAGEMENT COMMAND
PUBLIC AFFAIRS

Despite a focus on pandemic response, family housing remains a top priority for the Army, the U.S. Army Installation Management Command, and Residential Communities Initiative partner companies.

Lt. Gen. Douglas Gabram, IMCOM commanding general, hosted a three-day housing summit between Army senior leaders, RCI partner company executives, and garrison commanders alongside the leader of their local privatized housing provider at IMCOM headquarters at Joint Base San Antonio-Fort Sam Houston June 15-17.

The forum was an opportunity for these joint garrison teams to demonstrate their command of the detailed information that will help each be ready to safely and efficiently move 40 thousand Soldiers and Families during the upcoming summer surge of Permanent Change of Station moves.

Commanders and their partners provided intricate details such as the exact number of families PCSing and what housing units they will clear, the average time each unit will be empty for repair and cleaning between occupants, and the time each team requires to resolve emergency and routine orders.

They also presented strategies to reduce those times

as much as possible. At the end of each presentation, the garrison commander and partner assessed their ability to meet the demands of the upcoming summer surge of PCS season.

“Over these three days we have done a deep dive into 34 privatized housing projects on 44 installations with all seven RCI companies,” Gabram said.

“Everyone briefed as a joint team, validating our conference theme of ‘Move forward together.’

“We’ve been at this a while, and COVID only brought us closer and made us better,” the general added. “We’ve been through tough times together this past year, and our relationships are stronger because of it. Our collaboration at all echelons is unprecedented, as is our level of partnership, teamwork, and trust.”

“This is the best, most detailed and most effective communication by the entire team I have seen in 20 years,” said John Picerne, Corvias founder and CEO. “This level of information sharing will provide an outcome of quality housing for Soldiers and families.”

The key takeaways from the summit are: conditions are set for the summer PCS season despite the challenges of our current operating environment; the trust built between the Army and RCI companies at all levels is stronger than ever, and the vast majority of work orders that accrued during the “shelter-in-place” period have been completed.



SCOTT PRATER

Mark Chamberlain, residential maintenance technician, Balfour Beatty Communities, repairs a gutter June 9 at a home in the Cherokee Village neighborhood at Fort Carson, Colorado.

Gabram and the other leaders acknowledged they “were in the weeds” these three days, but that was by design.

“We are at a very important point,” Gabram said. “Now that we see ourselves clearly and are in command of the details, we can get out of the tactical fight and begin to pull strategic levers where we can really make a difference for our Soldiers and their Families. That said, our work is far from over.”

This housing summit showed that all involved are committed to making a difference for Soldiers and their families over the coming months and years.

BSA Troop 23 lends helping hands at JBSA-Fort Sam Houston

From U.S. Army North Public Affairs

For three days over the June 20 weekend, Boy Scouts from Joint Base San Antonio-Fort Sam Houston's Troop 23 replaced the ramp at the Marine Corps Wounded Warrior Detachment near Brooke Army Medical Center as part of a member's Eagle Scout project.

According to the detachment's operations officer, Marine Capt. B.C. Broden, also an Eagle Scout, the ramp was originally built about 10 years ago.

Despite the rotting boards, the Scouts found that the construction was very sturdy. The foundation of the ramp was steel, and the screws holding the boards had rusted into it, making tearing up the ramp a very physically demanding task.

Ultimately, with the help of crowbars, the Scouts prevailed, and the ramp now allows wounded warriors easier access to the family area and playground behind the attachment. Two other Eagle Scouts, James Geddie and Brann Calvetti, helped in financing the project to pay for materials.

Just prior to that, the troop members helped to complete another Eagle Scout project, which involved the construction of two U.S. flag collection



COURTESY PHOTOS

Over the June 20 weekend, Boy Scouts from Joint Base San Antonio-Fort Sam Houston's Troop 23 replaced the ramp at the Marine Corps Wounded Warrior Detachment near Brooke Army Medical Center as part of a troop member's Eagle Scout project.



Boy Scouts from Joint Base San Antonio-Fort Sam Houston's Troop 23 help to complete an Eagle Scout project, which involved the construction of two U.S. flag collection boxes.

boxes. These boxes, placed at the Scout Hut and the Thrift Store at JBSA-Fort Sam Houston, provide a place for families to place their worn-out flags, so they can be retired properly.

Troop 23 meets at the Scout Hut at JBSA-Fort Sam Houston. For more information, email info@fsh23.org or scoutmaster@fsh23.org or visit <https://fsh23.org/>.

Historic Fort Sam Houston Theatre marks 85th anniversary

By Olivia Mendoza Sencalar
502ND AIR BASE WING
PUBLIC AFFAIRS

The U.S. Army's oldest theatre, the Fort Sam Houston Theatre on Stanley Road at Joint Base San Antonio-Fort Sam Houston, marks its 85th anniversary June 30.

Records show that on Aug. 21, 1925, the War Department made plans to build a theater at Fort Sam Houston, Texas, at the projected cost of \$139,000. Ten years later, on June 30, 1935, the building was completed and its name was changed to the "Fort Sam Houston Theatre."

When it opened, the theatre seated 1,207 patrons and showed sound films, the so-called "talkies" that were a global phenomenon in the early 1930s.

The decade also marked the start of the "Golden Age of Hollywood," with Technicolor and Kodachrome color films.

Retired Gen. William Freese Kernan, former Fort Sam Houston deputy post commander, purchased his first ticket at the theatre for the evening performance of "Anne of the Thousand Days" on the occasion of the theatre's 50th anniversary in 1970.

"The theatre was a big part of a dependent's life back then," said Michael P. Kernan, the general's son, now an assistant clinical nurse at Brooke Army Medical Center and a 1973 graduate of Robert G. Cole High School. "There were only three television stations, no cable television, DVDs, or Blu-Rays, and videotapes did not exist."

The younger Kernan recalled that the theatre usually had one movie at a time, and it would show for a couple of days starting at 7 p.m. There would also be an afternoon kids' matinee on Saturdays. He also recalled the movie ticket costing less than a dollar, and the concession stand sold popcorn for 25 cents.

"The movie I remember watching was 'M*A*S*H,' which at the time was not well received by career military," Kernan said. "The movie was always preceded by the playing of the national anthem and everyone stood at attention."

As the years went by, the interior of the theatre began to decline and the structure was left a bit weakened. To everyone's dismay, the Fort Sam Houston Theatre was eventually closed and its doors were locked for more than two decades.

In 2009, the Army announced the old theater would reopen.

In an article written by Fort Sam Houston News Leader writer Minnie Jones that year, she interviewed retired Army Sgt. 1st Class Fred Burton, an electronics technician for U.S. Army Medical Department Television at Fort Sam Houston. Burton also worked part-time for the Army & Air Force Exchange Services as a projectionist at the movie theatre.

Burton had the privilege of walking one last time through the old Fort Sam Houston Theatre before the 2009 renovations began.

"This brings back great memories, you see, what I use



JOSE TORRES GUERRA

The Fort Sam Houston Theatre, the U.S. Army's oldest theatre, is located on Stanley Road at Joint Base San Antonio-Fort Sam Houston. The historical building marked its 85th anniversary June 30.

"The theatre was a big part of a dependent's life back then. There were only three television stations, no cable television, DVDs, or Blu-Rays, and videotapes did not exist."

Michael P. Kernan, assistant clinical nurse at Brooke Army Medical Center

to do before I started a film was to look through the porthole to see how excited the crowd was. I used to do this before every movie. This is great," he said in the article. Burton has since passed.

On Dec. 17, 2011, the newly renovated Fort Sam Houston Theatre, with a seating capacity of 600, opened its doors to host its first town hall meeting.

In January 2012, U.S. Army Installation Management Command Headquarters G9, Army Entertainment Operations, established its home base at the historic theatre.

The U.S. Army Corps of Engineers completed a \$17

million renovation project, restoring the 85-year-old, 14,700-square-foot building, and added 18,000 square feet of office space, storage, and recording studios. Once renovations were complete, the theatre became the new home of the Family and Morale, Welfare and Recreation Command's Army Entertainment Division.

The restoration retained the building's Spanish Colonial Revival-style exterior and the traditional characteristics of the interior in the lobby and other areas, including the preservation of existing frescoes and wall murals.

The project included the

replacement of interior mechanical, electrical, and plumbing systems; theater seats; soundproofing and reflective surfaces; and replacement of the original cinematic theater auditorium ceiling with a performance theater ceiling to meet the acoustic and lighting requirements of a performance theater.

Once the post's main movie house, the Fort Sam Houston Theatre served many Soldiers and their families over the years, showing the latest motion pictures and hosting the U.S. Army Soldier Show for many years. Over time, missions changed and space was needed for other purposes.

Today, the historical Fort Sam Houston Theatre is the second-oldest theatre in the country, and it continues serving its purpose, hosting a wide variety of functions at JBSA, including special events, concerts and show performances for military members, their families, civilians and retirees.

LACKLAND



JOHNNY SALDIVAR

A B-52 Stratofortress static display from Joint Base San Antonio-Lackland's Southeast Asia Airpark is moved to the Parade Ground Airpark June 5. Nine static aircraft have been relocated from the airpark throughout JBSA-Lackland to accommodate the construction of parking areas for two new basic training Airman Training Complexes.

JBSA-Lackland's Southeast Asia Airpark relocated

By Alex Delgado
and Rachel Kersey

502ND AIR BASE WING
PUBLIC AFFAIRS

The Southeast Asia Airpark at Joint Base San Antonio-Lackland has been relocated to the area north of the Parade Ground Airpark to accommodate the construction of two new Airman Training Complexes and a drainage area for rainwater runoff.

"The drainage was going to impede on where aircraft were sitting previously," said Bill Manchester, Airman Heritage Training Complex director, who provided professional oversight for the location transfer.

Additionally, the previous location did not have nearby parking, and once parking was secured, it was a long walk for

older retirees to visit the planes. Many of the aircraft located in the park would have been at military bases in Laos and Cambodia, where former service members may have been stationed, or they may have been flown in international conflicts in locations like Vietnam or Korea.

"Our Vietnam veterans are getting up in age, and they want to come back and see those aircraft, but it was really inconvenient," Manchester said. "Now, if you want to visit the B-17 bomber from World War II and the B-52 bomber from Vietnam, and so on, you can just park in one place and walk one way or the other. It's really more convenient."

The relocation of the aircraft was completed June 5 with the movement of the B-52 to the

new Southeast Asia Airpark location. That move required the wings to be removed from the aircraft in order for it to fit on JBSA-Lackland roadways.

The movements of the other aircraft were conducted on different dates. In early January, the T-37 and UH-1 were moved to the Inter-American Air Force Academy campus.

"A decision was made to move those aircraft that had relevance to international training to IAFAA," Manchester said. "It gives the IAFAA students some history and heritage."

The F-4, F-5 and F-100 were moved to the new airpark location in early March, while the B-57, B-66, and F-105 were moved to the new location in April.

The aircraft sit in a horseshoe

formation at their new location, perfectly suited to that number of planes, Manchester said.

"It is very rare that we get to witness the movement of this many large, historic aircraft," he said. "Their new location will allow more visitors to enjoy these great planes."

Coordination between all parties was important in order to ensure the structural integrity of the Static Display Aerospace Vehicles, or SDAVs, as they were moved.

The Airman Heritage Training Complex staff members provided details for load-bearing structures and technical orders for each aircraft, which allowed the contractors to determine the best possible way to move them.

While all the aircraft are moved to the new location,

there is still work to be completed before the park will be open to visitors. The wings and tailpieces must still be reassembled before the relocation is considered complete.

In addition, there are blades that must be tightened and painting that has to be completed, all in historically accurate and practical ways which take into account weathering of the planes' exteriors. Sidewalks are also being built to make the site more accessible to those who want to explore the exhibit.

"We are all stewards of the Air Force's historical collection," Manchester said. "My job is to show and educate Airmen and the public on the history and heritage of our Air Force."

AF's inaugural ECHO Flight Airmen share experiences

By Rachel Kersey

502ND AIR BASE WING
PUBLIC AFFAIRS

There are many reasons why someone might want to join the U.S. Air Force.

"I decided to follow in my grandfather's footsteps," said Airman Alexander Piniero Tulier.

"I wanted to be my own person and challenge myself, and see what I was capable of," said Airman Ruben Valentin Mendez.

"I wanted to serve my country and defend it," said Airman 1st Class Alexie Delgado Berrios.

Along with seven others, these Airmen graduated June 18 from Basic Military Training at Joint Base San Antonio-Lackland.

The 10 men were part of the Defense Language Institute English Language Center's first-ever ECHO Flight beta test, a replica of the U.S. Army ECHO Company program which has been carried out by DLIELC since 1975. ECHO flight's mission was to provide English-language training and cultural immersion to enable anyone who would like to serve in the Air Force to do so effectively.

"Language shouldn't be a barrier to joining our ranks," said Col. Kouji Gillis, DLIELC commandant and 637th Training Group commander. "Echo Flight removes that barrier and allows the Air Force to tap into individuals who can go on to be in much-needed career fields, like linguistics."

ECHO Flight's trainees arrived at JBSA-Lackland March 24, having heard about the program from recruiters in their hometowns. After a 14-day restriction of movement to prevent the spread of coronavirus, the students began their English-language training April 6.

The program drew primarily native Spanish speakers from



PHOTOS BY SARAYUTH PINTHONG

U.S. Air Force basic training trainee Jose Vasquez-Vera goes through the Leadership Reaction Course June 9 at Joint Base San Antonio-Chapman Annex. Vasquez-Vera is part of the Air Force version of the Defense Language Institute English Language Center Army Echo Company program.

Puerto Rico. Represented were students from Moca, in the west, to San Juan, in the east, and other towns in between. There was also a trainee from South Korea.

Many of the trainees came from challenging situations, hoping to better themselves and their lives.

"I really wanted more opportunities that I could not have in Puerto Rico," said Airman 1st Class Eliezer Hernandez Vidal. "I was working in bad places, even with a bachelor's degree. Before the Air Force, my life was boring and monotonous, every day doing the same thing. I was tired of that life."

After six weeks of instruction, during which the trainees had lessons on grammar, vocabulary, reading,

speaking, pronunciation and other essentials, they graduated May 14 and were sent to Air Force Basic Military Training with the other new recruits.

Basic Military training can be challenging, but ECHO Flight students had a head start on their fellow recruits - they had just gone through training in a similar environment.

"The military training instructors taught us things from BMT," Hernandez Vidal said. "We knew everything and could help our flight with tips on the experience."

After graduating, the new Airmen hope to enter a variety of careers.

Piniero-Tulier hopes to work in personnel. Airman 1st Class Gabriel Irizarry will work in medical logistics. Vasquez Vera will be a dental assistant. Others will begin their careers in materials management, client systems, aircraft metals technology, and more.

Gillis said he hopes the ECHO Flight program can continue to provide opportunities for more qualified individuals to join the Air Force or Space Force.

The consensus among the students is that ECHO Flight is a great program because of its encouraging and attentive teachers, but the trainees still have to be willing to work hard.

"The teachers were excellent in explaining details about the rules of English," said Airman 1st Class Norman Miniz Vaquer. "I would recommend it to every non-English speaker."

Valentin Mendez said the program will teach people English, but their fluency and proficiency depends on how much effort they are willing to put into it. For hard workers, ECHO Flight may be a pathway to a better life.

"This will help a lot of people in Puerto Rico and around the world," Hernandez Vidal said. "This opportunity is a dream come true."



U.S. Air Force basic training trainee Alexie Delgado Berrios goes through the Leadership Reaction Course June 9 at Joint Base San Antonio-Chapman Annex.

‘Trailblazing’ resident advocates build trust

By Zoe Schlott

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER PUBLIC AFFAIRS

The Department of the Air Force welcomed its first group of privatized housing resident advocates June 15 with a clear mandate: rebuild trust in the privatized housing program.

The Air Force established the RA positions as part of a sweeping effort to improve privatized housing customer service and quality. Sixty new resident advocates will be hired in the next year to support more than sixty installations. Resident advocates are the keystone to the privatized housing program's future success.

“Thank you for stepping up and serving in this special position,” said Hon. John W. Henderson, Assistant Secretary of the Air Force for Environment, Installations,

and Energy, to the group of more than 30 advocates during a virtual training session.

“Our Air Force housing program professionals have always served as advocates for our residents, but you all are being asked to lead the full-time focus of gaining back resident trust and confidence in the privatized housing program.”

Henderson made his remarks at the beginning of a week-long virtual training program for advocates to develop skills in problem solving, partnering with base resources, dispute resolution, the basics of the privatized housing program, improvement initiatives, and roles and responsibilities to create situational awareness as they step into the role.

Henderson described RAs as the embodiment of the enterprise's commitment to its residents to do better.

“This group of resident advocates are the Air Force’s pathfinders. They will tell us what works and what doesn’t in their roles, and significantly influence how the housing program operates in the future.”

Col. Michael Beach, Air Force privatized housing program chief

The Air Force expects most bases will have resident advocates who are positioned to act as “super liaisons” between the tenant and the Military Housing Office, the project owner, the wing commander, medical, security forces, base legal assistance office and more,” said Robert Moriarty, director of the Air Force Civil Engineer Center's Installations Directorate.

“This group of resident advocates are the Air Force's pathfinders,” said Col. Michael Beach, chief of the Air Force's

privatized housing program. “They will tell us what works and what doesn't in their roles, and significantly influence how the housing program operates in the future.”

Being the boots on the ground in the housing communities across the Air Force, RAs will become “that friendly face residents come to know and trust,” Beach said. They will be positioned to spot the issues not visible from behind a desk and bring them to the wing commander's and Air Force leadership's

attention to take corrective action quickly. They also provide continuity as leadership changes every few years and ensure that no family feels alienated in those leadership shifts.

“Through the week's training you all will become competent sources of information for residents and leadership alike,” Henderson said. “As good stewards of resident trust, your actions will speak louder than your words and we all look forward to seeing the resident advocates demonstrate the Air Force's commitment to the housing program's improvements.”

Advocacy is a two-way street, Henderson added, and asked that residents provide real-time feedback to RAs and their leadership to help ensure as the new positions grow and develop they are meeting the needs of residents.

23rd Intelligence Squadron conducts first-ever virtual PAI training

From 655th ISR Wing Public Affairs

Reserve Citizen Airmen from the 23rd Intelligence Squadron at Joint Base San Antonio-Lackland organized and executed a first-ever, unit-wide Publicly Available Information, or PAI, training session June 6.

The goal of the training was to educate 23rd IS Airmen with PAI best practices and highlight the capabilities that PAI brings to intelligence operations. The training was part of the squadron's first-ever virtual unit training assembly.

Unit members Master Sgt. Leslie Lawrence and 1st Lt. Gwendolyn Leon-Guerrero created and hosted the training, which consisted of officers, enlisted, and all of the unit's Air Force Specialty Codes, or AFSCs. The customized training adapted portions of the

Air Combat Command PAI Executive and Fundamentals courses, while also including PAI tool demonstrations and vignettes.

Topics covered during the one hour and a 30-minute session included: Defining PAI and Open Source Intelligence, legal authorities, and various PAI tools that are available to intelligence analysts.

In October 2019, the 23rd IS hosted and organized the Air Force's Quarterly PAI Working Group which included attendees from across the Air Force and Department of Defense. Since then, the unit has dedicated efforts to developing a future PAI Center of Excellence at Joint Base San Antonio.

The 23rd IS also continues to prioritize PAI and integrate Open Source Intelligence into its daily activities in support of assigned cyber missions.

“It's very important that all analysts first understand all of the legal requirements expected of them, and that they receive this baseline training so that they can fully bring to bear the power of this resource,” said 1st Lt. Leon Guerrero.

“This was our first squadron-wide PAI event that we made available to all unit members over a drill weekend,” said Master Sgt. Lawrence, the 23rd IS DOK flight chief and the squadron's PAI lead. “Our next steps will be to offer the full PAI Fundamentals course and then move on to PAI tradecraft training.”

The 23rd IS PAI training comes at a time when the Air Force is increasingly integrating PAI into more of its operations and multi-intelligence fusion analysis. The 23rd IS continues to be at the forefront of that focus.

“It was exciting to see the

PAI expertise that we are developing within our squadron,” said Maj. Nicholas Herald, 23rd IS director of operations. “Master Sgt. Lawrence and 1st Lt. Guerrero put together a succinct training session that exposed a lot of our Airmen to PAI for the first time and got them excited about using PAI in the near future. PAI will increasingly become an indispensable part of our Squadron's impact on our cyber mission.”

The 23rd IS delivers premiere cyber intelligence, surveillance and reconnaissance expertise through Total Force Integration, driving the employment of offensive cyber capabilities in support of Combatant Command objectives and priorities.

The 23rd IS is a cyber intelligence squadron, conducting cyberspace ISR in support of the Cyber National



COURTESY GRAPHIC

Mission Forces. This includes cybersecurity integral to Department of Defense intelligence operations and is the foundation for a strong cyberspace defense. Cybersecurity involves applying a number of security standards and best practices across a very broad and varied network environment or environments.



PHOTOS BY SARAYUTH PINTHONG

Air Force Tech. Sgt. Pete Hilleren, Robert D. Gaylor Non-Commissioned Officer Academy (NCOA) student instructor, engages with his students during a virtual class June 23 at Joint Base San Antonio-Lackland.

JBSA-Lackland NCOA opens PME course in virtual classrooms

By Sarayuth Pinthon

502ND AIR BASE WING PUBLIC AFFAIRS

The Robert D. Gaylor Non-Commissioned Officer Academy program at Joint Base San Antonio-Lackland was put on hold in March due to COVID-19.

In May, the academies were given notice that a virtual course was going to be attempted. The Barnes Center for Enlisted Education at Gunter Annex, Alabama, delegated the responsibility to design and deliver the course to each academy.

After NCOA instructors learned the new curriculum, which consisted of 30

hours of live-stream training, more than 40 hours were spent scrubbing through the new curriculum and adapting it from a 25-day in-residence course to a 19-day virtual, in-residence class.

The current class consists of 242 students located in places ranging from California to New York.

The NCOA program is the second level of enlisted Professional Military Education and prepares technical sergeants to be professional, war-fighting Airmen and Space Professionals who can manage and lead units in the employment of Air and Space power. Currently, there are 10 NCOAs worldwide.



U.S. Air Force Tech. Sgt. Kristen Peck, Robert D. Gaylor Non-Commissioned Officer Academy (NCOA) student instructor, engages with her students during a virtual class June 23 at Joint Base San Antonio-Lackland.

RANDOLPH

Total force basic trainees part of AF Reserve history

By Debbie Gildea

340TH FLYING TRAINING GROUP

Several hundred Total Force Air Force enlisted basic military trainees assigned to the 433rd Training Squadron, Joint Base San Antonio-Lackland, Texas are making history as the first class to enter training in the fully operational, all-Reserve military training squadron.

The 433rd TRS, one of seven squadrons assigned to the 340th Flying Training Group at JBSA-Randolph, is the only all-Reserve military training instructor squadron in the Air Force. Normally, the squadron's Reserve MTIs are embedded in Regular Air Force (active duty) squadrons to support Air Education and Training Command's enlisted accession mission.

In May, however, the squadron called its instructors back to the unit, and all members (as well as local Reserve Officer Training Corps volunteers) streamed into their newly assigned building to paint, repair and prepare it for trainees. Now a fully-operational squadron, the Reserve team is working side-by-side with the six active duty BMT squadrons, with full responsibility for all mission requirements.

The Reserve squadron, supplemented by former active duty MTIs who were invited to return temporarily to MTI duty, has activated five dozen Airmen to "push" 15 flights of 30 to 40 trainees each through the seven-week basic military training program. Volunteers from the 433rd Airlift Wing at JBSA-Lackland are rounding out the team, serving in the charge of quarters (CQ) office.



DEBBIE GILDEA

Air Force enlisted basic trainees just arriving at the 433rd Training Squadron, Joint Base San Antonio-Lackland, await instructions from the military training instructors. The 433rd TRS is assigned to the 340th Flying Training Group at JBSA-Randolph.

for the trainees and the training teams.

For Elliott, the challenge of managing the MTI recruiting function is definitely affected by COVID-19 travel restrictions, coupled with a host of additional and interim duties.

"When you have exceptional performers assigned to the unit, you can expect to lose them to growth opportunities," Elliott said. "For example, one of our sharpest members, an instructor supervisor, has been selected as the enlisted executive to the 22nd Air Force command chief. It's a great opportunity for her but does impact our structure. Once we select the right person for the position, that will open additional opportunities throughout the squadron. We are always looking for Reserve Airmen interested in this opportunity, and those interested should be aware that MTI duty reaps tangible and intangible rewards for the strongly independent, career-minded, highly motivated professional NCOs who want to help mold tomorrow's Air Force."

Trainees assigned to the 433rd TRS received their uniform issue June 16, a month before their scheduled graduation date. With full-force training and education underway, the days are long for trainees and their MTI guides, but the goal is in sight.

"We're excited about where the unit is headed," Erard said. "This is the first of what will be several full capability classes. Less than a week after this class graduates, we'll have another 500 trainees in the building, ready to learn and ready to take their place in the long blue line."

The 433rd TRS, with the 500-plus trainees in its care, is not only making history but has established itself as a quintessential Total Force Integration unit.

The Reserve squadron conducted a capability demonstration in October 2018, standing up and pushing four flights through the course, to illustrate its ability to activate when necessary. That necessity presented itself as a result of the COVID-19 pandemic.

"To ensure we can maintain adequate physical separation between trainees, the 737th Training Group determined the best way to meet Air Force mission requirements while protecting Airmen would be to stand up an additional squadron, which gives us additional physical space," said Master Sgt. Matthew Scott, 433rd TRS operations NCO.

The 2018 capability demonstration showed the

Reserve team was more than up to the challenge.

Processes and routines are anything but routine under COVID-19 conditions, though, so MTIs, superintendents, logisticians, and more are adjusting, sometimes on the fly, to ensure trainees get the education and training critical to future success, but in a safe environment.

"Their first two weeks are a lot different from pre-COVID classes," Scott said. "For example, they don't go as a group to get their uniform issue anymore. Now AAFES sends representatives to the squadron to get all the pertinent information, and the uniforms are ordered and delivered when they're ready. Trainees get their PT gear early, though, so they are uniform, and they do get values-based instruction, records processing and weapons training during the first two weeks, as well. We're

keeping things pretty flexible because for the first two weeks we're also watching for any indicators or symptoms of illness."

Scott, a former Regular Air Force MTI, knows all about flexibility on the fly. As a Reserve Airman for about a month, he's learning the ins-and-outs of Reserve duty while helping stand up a Reserve squadron that is composed of the gamut of Airmen from bases and cities around the country. With 20-plus years on active duty, with five of those as an MTI, he brings a fresh, total force perspective to the team.

As a member of the leadership team, Scott works side-by-side with MTI recruiter Master Sgt. Robert Elliott, superintendent Chief Master Sgt. Tamara Strange and commander Lt. Col. Tony Erard. Between them, they have set the stage for success

479th Flying Training Group welcomes new commander

By Capt. Sean Leuschen

12TH FLYING TRAINING WING PUBLIC AFFAIRS

In front of a socially distanced audience, comprised of a few close family members, leadership, and loved ones, the 479th Flying Training Group turned the next chapter as Col. Charles McElvaine relinquished command to Col. William O'Brien IV. The ceremony was presided over by Col. Mark Robinson, 12th Flying Training Wing commander, at Naval Air Station Pensacola's National Naval Aviation Museum in Florida.

The change of command ceremony is among the oldest traditions in the military. Dating back to the 18th century, the customs of the ceremony have remained relatively unaltered. However, with COVID-19, all norms are susceptible to change to maintain the safety of personnel. Despite the smaller audience size and modified

protocols, the ceremony was a success.

Col. McElvaine ends a command tour that spans three years and has resulted in the production of 727 of the world's most lethal Combat Systems Officers, greater than 52,600 flying hours, and the largest overhaul of course syllabi in over a decade. His drastic course modification has resulted in a production increase of over thirty percent, all without any additional costs or resources.

During his speech, he reflected on the assignment, "having the opportunity to command here for these three years has been the biggest honor of my professional life, and I have no doubt that the outstanding cadre and staff here will continue to propel Undergraduate Combat Systems Officer Training to great success in the years to



CAPT. SEAN LEUSCHEN

Col. Mark Robinson, 12th Flying Training Wing commander, salutes Col. William O'Brien during the 479th Flying Training Group change of command ceremony June 23 at Naval Air Station Pensacola, Florida.

come." He will now move on to shape future senior leaders as a professor at the National War

College, Washington D.C.

Col. O'Brien enters command with the

combination of recent tactical relevance and leadership that will have an immediate impact on the production of Air Force CSO's.

Excited about his return to NAS-Pensacola, he said "I am humbled and privileged to be given the opportunity to lead such a great team — leading a unique mission such as our only Combat Systems Officer training pipeline. These future aviators are a lynchpin as the Air Force transitions from a platform-centric to a net-centric approach to warfare."

In his previous assignment, he was the Division Chief Enterprise and Engagement, Electromagnetic Spectrum Superiority Directorate, Headquarters U.S. Air Force, Arlington, Virginia.

Additionally, as a Master CSO and U.S. Air Force Weapons School graduate, he brings more than 2,600 flight hours in the B-1, T-34, T-1, T-39, AT-38, E-8, RC-135, HH-60, F-16CM, and F-15D.

Squadron Commander, Superintendent Course goes virtual

By Toni Whaley

AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

The Air Force's Personnel Center Squadron Commander and Superintendent Course has gone virtual.

As the Defense Department continues to define its new norm due to COVID-19 precautions, AFPC hosted the virtual course May 18-21. The AFPC course directors acknowledged a group of new squadron commanders and superintendents were coming on board this summer, regardless, and would need the sought-after training.

"After the April in-residence class was canceled due to COVID-19, we started brainstorming that Friday afternoon on what needed to occur to keep this vital program going," said Lt. Col. Josh Hawkins, AFPC co-course

director. "We developed the concept for the 20B-virtual program, presented it to Gen. Toth for approval on May 4, and executed 14 days later becoming the first central course to go fully virtual."

"From the quick adjustments to the innovative processes implemented, the team did a great job across the board putting this course together," said Maj. Gen. Andrew Toth, AFPC commander. "Is this the future? That is yet to be determined, but we will conduct another virtual class this summer. We know that getting this information upfront, within your first six months of command and not learning it on the fly like I did [as a squadron commander], is how we ensure our leaders are equipped to take care of our Airmen, their families, and the mission."

The team collaborated with

various AFPC subject matter experts across the Talent Management spectrum, developed rules of engagement for the multi-day video-conference class hosts, and equipped 46 AFPC "briefer cadre" teammates with interactive training to prepare their briefs for virtual delivery.

"The support we received from the briefer cadre and AFPC leadership was phenomenal," said Lt. Col. Cody Gravit, AFPC co-course director. "We always have more interest than spaces in the unit-funded program, which is a testament to the quality of course. During the first 12 hours of registration, we had 40 people enroll."

"Although I was wary of using Zoom, due to the vulnerabilities identified by the Department of Defense, the platform was very user-friendly

and worked like it was supposed to," said Kim L. Caldwell, 5th Mission Support Group, Minot Air Force Base, North Dakota. "I am proud to be one of the nearly 150 students to attend the very first virtual Squadron Commander Course. I'm going to have to find a way to work that into my bio."

The team fully registered 145 attendees — a 286 percent increase over the course's largest in-residence class size of 52 attendees—of the 172 nominations from 11 MAJCOMs. Those nominees who didn't make the class will be prioritized for the 20C-virtual class in June, Hawkins said.

"We compressed five one-half days of 27 contact hours into approximately 18 hours," Hawkins added. "The challenge for this class was conducting it before the Memorial Day holiday, which included a family

day, and the start of the change of command season."

"This course is very beneficial for incoming squadron commanders," said Lt. Col. Jamie Humphries, Director, National Media Engagement-New York and inbound 1st Combat Camera Squadron commander. "It provides the groundwork to help you be a successful commander and allows you to focus on some items you may not be as familiar with."

"The idea to include superintendents allows them to learn the same information the commander is learning and fosters better support between the two," Caldwell said. "I, most definitely, feel I am better prepared for my upcoming leadership role. I learned about topics I had never considered and am excited to be that selfless, servant leader and mentor."

12th TRS Airman delivers first public speech

By Benjamin Faske

12TH FLYING TRAINING WING PUBLIC AFFAIRS

Trying something new for the first time can feel like walking a tightrope, but with each step taken confidence is built. That was the experience Master Sgt. Demetrius Owens, 12th Training Squadron superintendent, felt when he volunteered to guest speak at the Class of 2020 Military Service Academy Appointment and Military Enlistee Graduation ceremony June 11, 2020, at Schertz Veterans Memorial Plaza.

“This was the first time I was asked to guest speak at an event,” Owens said, “I prepared by watching other 2020 graduation speeches including great speakers like President Obama. I then tried to weave my own thoughts into a heartfelt message for the graduates.”

Owens wanted the graduates to reflect on his message of service as they begin their military journey.

“What I hope the graduates take from me is persevere, rise above all challenges that come your way and always give your best effort in everything you do. Also, understand how special it is for someone to put their country before themselves because not many American citizens have the pleasure of serving their country.”

Reflecting on the current challenges the country is facing in dealing with inequality, Owens said, “Our country continues to evolve daily and our youngest generation understands that they have a voice and



BENJAMIN FASKE

Master Sgt. Demetrius Owens, 12th Training Squadron superintendent, delivers a message at the Class of 2020 Military Service Academy Appointment and Military Enlistee graduation ceremony June 11 at Schertz Veterans Memorial Plaza.

they are taking action to make America a better place for all citizens. It's important that each and every one of these graduates understand that they are the ones to make a difference for all of us. Be the change. We all have to continue to grow as people and remain

open-minded.”

The graduation was a combined collaboration between Samuel Clemens and Byron Steele High Schools. The graduation ceremony followed social distancing and public health guidelines.

Million Piece Mission jigsaw features U.S. Air Force museum

From Air Force Recruiting Service Public Affairs

Air Force Recruiting Service joined the trend of virtual jigsaw puzzles with the launch of an online challenge of piecing together a 1.03 gigapixel image from the National Museum of the U.S. Air Force.

“We are always looking for innovative ways to inspire and engage with the American public,” said Maj. Ross McKnight, Chief of the National Events Branch at AFRS, located at Joint Base San Antonio-Randolph. “The ‘Million Piece Mission’ is a challenging and interactive way to experience the National Museum of the U.S. Air Force while learning about careers and opportunities in the Air Force.”

As users enter the mission on AirForcePuzzle.com, they see the full image that shows a collection of aircraft on display at the museum's fourth building. This image was captured after the building's opening in 2016 by photographer John Opie. Like a puzzle, the image contains 3,000 tiles and a total of 1.2 million pieces.

According to National Museum of the U.S. Air Force Director David Tillotson, the museum was thrilled to be approached by Air Force Recruiting Service about using an image of the museum's fourth building for a virtual puzzle.

“The National Museum of the U.S. Air Force and Air Force Recruiting Services have similar missions to inspire

youth toward careers in the U.S. Air Force,” Tillotson said. “So it's a perfect fit for the world's largest military aviation museum to be featured on the world's largest virtual puzzle.”

When users enter the website there will be a short introduction video. Then users can see the cursors of other players working on the puzzle in real-time. They can choose to work alone or with other players to complete a section of the puzzle and can even invite friends into a tile room to help complete the section. It was divided into thousands of separate tile rooms to make the puzzle more manageable. These rooms vary in level of difficulty.

“The mission will require highly motivated, independent, and mentally tough individuals with attention to detail in order

to complete,” McKnight said. “Those are the exact same traits we need in the next generation Airmen and, just like the puzzle, we want the best-qualified applicant with the right job at the right time.”

As users complete a tile room, they earn points based on the number of pieces they assemble, the amount of time spent on the section and the complexity of the image. Points are updated in real-time to a universal leaderboard, creating friendly global competition. Users have the option to play as a guest or create a username and password to save their progress and enjoy other benefits, including unlocking content, and interesting facts that, until now, could only be seen by visiting the museum in person.

“With school out, many camps closed, and not a lot of places to go outside yet, we hope this puzzle provides families and friends with something fun to do together. From across their living room or from across the country. Leave it to the U.S. Air Force to make the most technologically advanced jigsaw puzzle in the world,” said Jeff Maki, Senior VP, Group Creative Director, GSD&M.

“Million Piece Mission” is free to play and can be accessed on AirForcePuzzle.com by desktop and mobile devices. Austin-based full-service creative agency GSD&M — the U.S. Air Force's creative partner for 20 years — envisioned this concept, along with development partner, Active Theory.