

# JBSA LEGACY

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JOINT BASE SAN ANTONIO

JULY 10, 2020



ROBERT WHETSTONE

*Brig. Gen. Shan K. Bagby (center), Brooke Army Medical Center commanding general, inspects the saber before cutting a cake during a ceremony with his staff, celebrating his assumption of command June 26, while his wife Melanie (left) and daughter Sydney (right) look on.*

## BAMC welcomes new commanding general

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## Trio of brothers complete AF BMT

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## Future instructors undergo extensive training

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# ‘Project Inclusion’ to cut Army board photos in effort to promote diversity

By Devon L. Suits  
and Joseph Lacda  
ARMY NEWS SERVICE

Starting in August, photos will be eliminated from promotion and selection boards as the Army launches “Project Inclusion” to identify practices that inadvertently discriminate, senior leaders announced July 25.

The project is a holistic effort to listen to Soldiers, civilians and family members and enact initiatives to promote diversity and equity, according to Secretary of the Army Ryan. D. McCarthy.

“A lot has to be done to address the symbolic challenges that we face that could create divisiveness within our ranks,” McCarthy told reporters.

Before deciding to eliminate photos from officer, enlisted and warrant officer promotion boards, leaders looked at a 2017-2018 study that determined, regardless of race or gender, people looking at photos will have an unconscious bias toward individuals with similar characteristics, G-1 officials said. Further, they said Department of the Army photos provide minimal information compared to the rest of a promotion board file.

During an experiment in the study, researchers ran two identical promotion boards: one that included photos and one without. In the one that did not contain photos, researchers found that the outcomes for women and minorities improved. The results contributed to the decision to remove the photos.

## Project Inclusion

Project Inclusion will enact a series of initiatives in the next few months to help build a diverse, adaptive, and cohesive force, said Anselm Beach, the

deputy assistant secretary of the Army for equity and inclusion.

“We, as a leadership team, recognize that we need to take a harder look at ourselves and make sure that we’re doing all that we can to have a holistic effort to listen to our Soldiers, our civilians and our families to enact initiatives that promote diversity, equity, and inclusion,” McCarthy said.

In the coming weeks, the Army inspector general and members of the Army Equity and Inclusion Agency will join Army senior leaders as they visit installations, said Under Secretary of the Army James McPherson.

During each visit, leaders will engage in an open and transparent conversation about race, diversity, equity, and inclusion.

“We know that we have to do more,” McCarthy said. “We are going to have very hard and uncomfortable conversations.”

McPherson said that he wants to hear Soldiers’ thoughts about current events and listen to their ideas on inclusivity.

Each “listening session” will look to identify any impact on mission readiness caused by current social issues, Beach said.

“If a Soldier or civilian is distracted by an issue, then they are not fully present to accomplish the mission,” Beach said. “Understanding those impacts allow the Army to enhance mission readiness,” which can lead to new policy or adjustments to an operating environment.

Each session would create a “safe place” for Soldiers to express themselves without fear of reprisal. By creating an open dialogue, people will have a chance to understand and support each other, Beach added.

“This is about leadership,” said Gen. Joseph Martin, the vice chief of staff of the Army. “Leaders have to set conditions for these discussions to happen and be productive. They’ve got to create an environment where a Soldier feels safe. And it’s also an environment that’s free of disbelief.”

McCarthy said leaders will also examine racial disparities within the Uniform Code of Military Justice. The Army’s inspector general, Lt. Gen. Leslie Smith, and the Army’s judge advocate general, Lt. Gen. Charles Pede, will then evaluate findings after 60 days and attempt to address the causes of the disparities, McCarthy said.

Changes under Project Inclusion also include the reconstitution of the Army Diversity Council. Led by the secretary of the Army and chief of staff, the council will prioritize diversity programs throughout the Army, all while addressing symbolic and systemic issues, Beach said.

“Part of why we wanted to host meetings with Soldiers is to get out and invest exponentially more time engaging with Soldiers at every echelon about these unconscious biases that may exist,” McCarthy said. “We must have a better understanding [of] the challenges every day that ethnic minorities may face. Are there systemic flaws within the promotion system or are there things that may be of a symbolic nature that cause division within our ranks?”

The force is also making changes to the Army People Strategy with the addition of the “Expanding Diverse Talent of the Army Officer Corps Strategic Plan.”

The new plan will focus on diversity and inclusion initiatives to strengthen the

Army’s ability to acquire, develop, employ current and future leaders. Similarly, the Army will continue to expand its outreach to Historically Black Colleges and Universities and other minority-serving institutions.

## Military justice reform

Tied to the project is an evaluation of the military justice system to determine if any racial disparity or bias exists in the investigation or court-martial processes, McPherson said.

During the assessment, the Army judge advocate general, the Office of the General Counsel, inspector general, and provost marshal will partner and review a range of cases to include absence without leave, urinalysis, and sexual assault or sexual harassment cases.

The review will “compare the severity of punishments by race, and see if there is a disparity... in the result of unconscious bias,” McPherson said.

The Army is also working to determine if the military justice system is more likely to investigate a specific Soldier due to unconscious bias. However, accurately assessing the investigation process could be a challenge, as race and ethnicity information is rarely documented during this stage, he added.

The enduring effort will not only improve equality but make the force stronger, said Army Chief of Staff Gen. James C. McConville.

“It’s really more about inclusion,” he said. “It’s not just about percentages. It’s not just about numbers. It’s about making people feel that they are a valued member of the team and that you recognize the importance of having different perspectives.”

JBSA LEGACY

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# Feedback Fridays

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](mailto:jbsapublicaffairs@gmail.com) using the subject line "Feedback Fridays." Questions will be further researched and published as information becomes available.

**Q. I have an employee in my off-base hair salon who also works at JBSA-Randolph Exchange barber shop.**

Late yesterday, June 18, she notified me that three of her co-workers at the BX barber shop have been confirmed positive with COVID-19. I requested she enter a 14-day self-quarantine and recommended she seek COVID testing for herself.

Today, June 19, I contacted her to see how she is doing and she said she feels fine, is continuing to work at the

Base barber shop, and is not going to get tested.

She said some barbers were fearful to return to work and will seek testing, but six other exposed employees are continuing to work at the Exchange Barber shop. I attempted to make contact with the Exchange barber shop, but none of the phone lines would connect.

A. The Exchange follows all JBSA Public Health guidelines concerning COVID-19. Per Public Health, deep cleaning procedures, consistent with CDC guidance, are followed when positive cases are identified.

All barbers are required to follow public health guidelines, wear proper personal protective equipment, sanitize between customers, utilize every other chair, etc.

The barber shop contract owner offers a liberal leave policy for employees who wish to remain at home due to COVID-19-related concerns.

**Q. We live on the JBSA-Chapman Annex and our house is on the border of it, by a busy street and neighborhood.**

I'm concerned about our safety over here because anybody can see us and it's also not the greatest



COURTESY GRAPHIC

neighborhood outside the base.

Is there any way we could build a wall along the housing fence line? We have already had breeches on this base and many of the residents have heard gunfire happen right outside the fence. There are also street racers.

I feel as if we are a target over here and some people don't have the best view of the military right now.

A. Great question. We appreciate your housing safety concerns and requested improvement ideas.

The area of land where this wall would be constructed is currently owned

by the privatized housing company, Balfour Beatty Communities. We will request BBC add this community improvement into their long-range Capital Improvement Plan.

However, it will have to compete with other needed infrastructure improvements such as road and roof repairs, and it would likely take several years to potentially be funded.

In the meantime, we encourage you to notify both Civil Engineers and Security Forces if you see breaches in the existing fence line, so we can make immediate repairs and provide extra security patrols.

## COMMENTARY

# This moment in time will define us

By Lt. Gen. Brad Webb

COMMANDER,  
AIR EDUCATION AND TRAINING COMMAND

Torch Bearers,

Over the last few weeks, and no doubt like many of you, I have been working to understand the issue of race and the full extent of the harm racial disparity has caused our Airmen.

During this time, Chief and I have spent time having conversations with small groups, listening and talking in safe spaces that included both enlisted and officers of color. While these have been difficult conversations to have, the anger, hurt, sadness, and concerns expressed by many over the racial divide in our country and the institutional racism in our Air Force are now even

more real to me.

The shocking stories I heard first-hand from not only Maj. Walker, whom you see on the video, but others' personal experiences with racism, both in and out of uniform, has opened my eyes to the real unconscious and conscious bias that exists.

From my perspective, taking ownership of the issue, listening to understand at every opportunity, and implementing meaningful change based on what we learn are the most important things we can do as leaders, now and moving forward.

This moment in time is a defining one, for all of us, but know that we still have much work to do. I am encouraged by the initial discussions and steps being taken to identify and remove barriers

that stand in the way of our ability to achieve a fully inclusive culture, but we need your ideas moving forward.

To that end, AETC is standing up a task force to continue the discussion for our Airmen who might be afraid to speak up, as well as exploring new, meaningful policy that creates the mechanism towards actionable change when it comes to racism in our ranks. Please take a look at this video to hear more from some of our Airmen and their perspective on racism and the way forward.

Additionally, if you haven't already done so, please complete the IG's racial disparity review survey directed by Secretary Barrett and share your experiences and concerns, so you can be part of the solution.



COURTESY PHOTO

Lt. Gen. Marshall B. "Brad" Webb  
Commander, Air Education and Training  
Command at Joint Base San Antonio-Randolph

# Send thieves message, secure personal property

By Police Lt. Steven B. Dews  
502ND SECURITY FORCES SQUADRON

Each summer, Security Forces at Joint Base San Antonio-Fort Sam Houston and JBSA-Camp Bullis see a dramatic increase in thefts involving unsecured personal property.

In some cases, a victim's property was left unattended and in plain view inside a vehicle, outside their home, at the gym, or even in the workplace. In other cases, the victim's vehicle was in the driveway of their home, unlocked or with the windows rolled down, making it even easier for a thief to steal their property.

Whether victims realized it at the time or not, they were communicating an unintentional message to would-be thieves, "Here is my property. Come steal it!"

That message was easily recognized by thieves in each of these cases, and they wasted no time springing into action.

In each case, the loss of the victim's valuable items could have easily been prevented if they had taken a few simple steps to secure their personal property.



COURTESY PHOTO

Each summer, Security Forces personnel at Joint Base San Antonio see a dramatic increase in thefts involving unsecured personal property.

Such steps include: removing all property from parked vehicles,

securing property inside a garage or home, properly securing valuables in

provided gym lockers, and keeping personal property secured and out of plain sight in the workplace.

Additionally, bikes, scooters, music listening devices, game systems and smartphones should be marked and their serial numbers recorded for future reference in the event of a theft.

Security Forces also highly recommend homes and garages to be secured. This means all windows, entry doors and garage doors should be closed and locked unless the homeowner is present and can observe the area.

Remember, Security Forces are always ready to respond when called. To report thefts or suspicious activity at JBSA-Fort Sam Houston or JBSA-Camp Bullis, call the 502nd Security Forces Squadron/Police at 210-221-2244.

The partnership between JBSA Security Forces and the community is essential to prevent crimes before they occur and solve crimes when they do.

The first line of defense in securing your personal property from theft is you. With your action, we can send would-be thieves a clear, intentional message, "There is nothing here for you to steal!"

# Air Force senior leaders direct IG review into racial disparity

From Secretary of the Air Force Public Affairs

On June 2, Secretary of the Air Force Barbara M. Barrett, Air Force Chief of Staff Gen. David L. Goldfein, and Chief of Space Operations Gen. John W. Raymond directed the Department of the Air Force Inspector General to conduct a review into racial disparity in the Department of the Air Force.

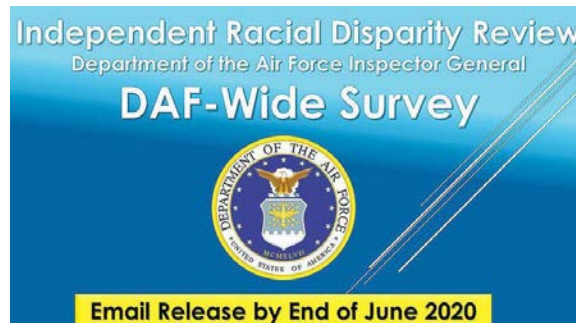
This effort is independent, under the direct authority of the Secretary. The intent is to ensure your voices are heard. Our report will tell it like it is, good or bad. And, once the report is complete, it will be widely and publicly available.

The review will be conducted in two phases. Phase one will assess African American racial disparity in

our uniformed military discipline processes. Phase two will focus on African American racial disparity in our leader development system including enlisted, civilians and officers.

We recognize other disparities exist, and these should be reviewed as well. However, for this immediate effort to be effective and result in lasting and meaningful change, it must be narrowly targeted. The efforts that will be undertaken upon the completion of this review will not be exclusive to a single minority group.

We're confident the lessons we'll learn and recommendations we'll provide will benefit all of our Airmen and Space Professionals. This survey will allow all enlisted, civilian and



COURTESY GRAPHIC

officer members to voluntarily and anonymously share their experiences and thoughts on potential solutions.

The IG team has already begun to gather the information contained in a wide array of previous reports, studies and various

databases across the Department of the Air Force. Although the data is helpful, the most important information will come directly from our Airmen and Space Professionals. It is critical that we hear from you because you are a central part of the

solution.

The Inspector General recently made it clear: "We want to make sure our Air and Space Professionals are able to share their experiences and concerns, and we want to empower them to be a part of the solution. Their voices will be heard and captured for the record. We have a tremendous opportunity here, and we will not waste it."

In the coming days, enlisted, civilian and officer Airmen and Space Professionals across the services will receive an anonymous email survey facilitated by the Air Force Survey Office. Thank you for your participation and contribution to this effort, and thank you for the hard work you do every day in support of our Air Force and Space Force!

# FORT SAM HOUSTON

## BAMC welcomes new commanding general

By Daniel J. Calderón

BROOKE ARMY MEDICAL CENTER  
PUBLIC AFFAIRS

In the midst of a brief downpour, Army Brig. Gen. Wendy Harter, the first female commander in Brooke Army Medical Center's history, turned over command to Army Brig. Gen. Shan Bagby, the first African American commander in BAMC's history, during a June 26 change of command ceremony at Joint Base San Antonio-Fort Sam Houston.

Brig. Gen. George Appenzeller, Regional Health Command-Central commanding general and former BAMC commanding general, officiated the ceremony.

"I'm glad to be here at the flagship of military medicine in Military City USA," Appenzeller said. "We've had to make changes to our ceremonies this year in response to the global pandemic. However, honoring these two leaders — a commander who has served with distinction, and the officer who is assuming the mantle of command — is still a necessary part of our Army culture, especially during these extraordinary times."

Appenzeller praised Harter for her accomplishments during her tenure, noting the enrolled patient population of nearly 80,000 at BAMC. He noted that, during a normal day at BAMC, the staff sees nearly a dozen trauma cases, more than 60 admissions, 70 surgeries, and more than 4,200 outpatient visits.

"In this era of the coronavirus pandemic, BAMC's response to this crisis has been nothing short of amazing," he

continued. "The BAMC team stood up a curbside pharmacy service, filling nearly 95,000 prescriptions from 49,868 vehicles. They have also tested many thousands of patients and sent 105 personnel to New York City, Seattle, and Guam to support COVID-19 missions in overwhelmed cities."

Appenzeller also highlighted many of Harter's accomplishments in maintaining and enhancing the overall relationship with Joint Base San Antonio and the City of San Antonio's leadership and communities. He said she would be missed at BAMC but will be welcomed as the new commanding general at Regional Health Command-Central.

"This has been a fast-paced and challenging year," Harter said when discussing her tenure as BAMC's commanding general. "Team BAMC and the San Antonio Military Health System over the last few months have agilely adapted to continue the mission in this enduring COVID-19 environment while simultaneously sustaining our Level I trauma mission and other critical services for our 250,000 beneficiaries and the residents of Military City USA."

Harter thanked the nearly 9,000 staff members at BAMC, the command team, and military partners and commands across JBSA. She also expressed gratitude for community support from a number of organizations and individuals, to include San Antonio Mayor Ron Nirenberg and retired Maj. Gen. Juan Ayala, San Antonio's Office of Veterans and Military Affairs director.



GERARDO ESTRADA

*Brig. Gen. Shan K. Bagby is introduced as the new commanding general for Brooke Army Medical Center after a change of command ceremony at Joint Base San Antonio-Fort Sam Houston June 26.*

"It is the passion, dedication, expertise, and talent that each and every one of you bring to Team BAMC that makes us great," she said. "In my 31 years of military service, as part of a multitude of teams stationed across the globe, I have never served with a team like this one. You continuously lead the way. Keep doing so!"

Before welcoming Bagby and his family, Harter thanked her husband and her family for their unwavering support throughout her command tenure and throughout her career.

Bagby, an oral and maxillofacial surgeon, most recently served as deputy commanding general for support, U.S. Army Medical

Command. He will continue to serve as Chief of the Army Dental Corps.

In his remarks, Bagby shared his enthusiasm and appreciation for the warm welcome and for the BAMC staff's hard work and contributions.

"Members of Team BAMC, thank you for all you do," Bagby said. "You are the reason this storied organization is the pinnacle of military healthcare. I especially would like to thank everyone who worked tirelessly behind the scenes to put this ceremony together. Everyone is extremely busy, and I truly appreciate your hard work and dedication in support of this ceremony, preserving its dignity and splendor, while

**"Members of Team BAMC, thank you for all you do. You are the reason this storied organization is the pinnacle of military healthcare."**

**Brig. Gen. Shan K. Bagby,  
Brooke Army Medical Center  
commanding general**

ensuring our collective safety during the COVID crisis. Command Sergeant Major Oates — you and the team have done an outstanding job. I look forward to being your battle buddy."

The new BAMC commander also thanked his wife Melanie and daughter Sydney for their incredible support. "We are truly excited to join Team BAMC, an organization with a reputation for providing quality care and leading innovation, research and education."

Bagby concluded by expressing his appreciation for "Military City USA" and its ongoing support of BAMC. "I look forward to building on the relationships BG Harter has built," he said.

With the passing of the colors from Harter to Bagby, BAMC's leadership passed from one to the other. Harter left the field for her next command tour, and Bagby went to work for his first full day as BAMC's commanding general.

# ‘Strength of the Nation’ assists civil authorities with wildland firefighting operations

By Lori A. Bultman  
502ND AIR BASE WING  
PUBLIC AFFAIRS

The primary mission of U.S. Army North is homeland defense, however, when requested, their forces may deploy to provide Defense Support to Civil Authorities for disasters and emergencies, such as wildland fires.

Since 1975, the U.S. Department of Agriculture and Department of the Interior have had an interagency agreement with the Department of Defense which allows DOD to provide firefighting support to wildland fire management agencies when needed.

As part of that agreement, when the National Interagency Fire Center is stretched thin on ground forces, U.S. Army North, under the direction of U.S. Northern Command, is their go-to for assistance.

The call for support this wildland fire season came June 15, when the NIFC elevated to Preparedness Level 3.

“When NIFC reports reaching their Preparedness Level 3, U.S. Army North deploys a liaison officer to NIFC headquarters to assist in planning and operations,” said Glenn Richardson, emergency management specialist, U.S. Army North Land Operations. Currently, that liaison is U.S. Army North’s Capt. Erickson Lee, Defense Support to Civil Authorities plans officer, who works with the Federal Emergency Management Agency Defense Coordinating Element in Region 10. Lee deployed from Anchorage, Alaska, where he is normally stationed, to NIFC for the summer fire season.

It is Lee’s mission to become immersed in the NIFC environment and coordinate communications between the center and U.S. Army North, in

preparation for when the NIFC reaches Preparedness Level 4 and has committed most of their resources.

“I work very closely with all of our interagency partners at NIFC to provide the DOD a clear snapshot of wildland fire activity as it progresses through the season,” Lee said.

When Level 4 is reached, the NIFC may submit a request for assistance which, once approved by DOD, allows U.S. Northern Command to direct U.S. Army North to deploy ground forces to a fire base camp.

Preparing those Soldiers to deploy in support of wildland firefighting takes time, but U.S. Army North personnel are prepared for the task.

“There is considerable coordination required to get the forces trained, equipped, and transported to the fire, as well as continued support while they are on the mission,” said Martha Wilkins, U.S. Army North emergency management specialist, who also works with FEMA DCE in Region 10.

Personnel at U.S. Army North work with U.S. Northern Command and NIFC to train and equip the ground forces who may be required to respond, beginning with providing the NIFC the sizes of the Soldiers from the battalions identified to deploy so they can be properly equipped with wildland fire personal protective equipment, Wilkins said. This includes fire retardant pants and shirts, as well as specialized firefighting tools and equipment.

The selected ground forces then receive an orientation briefing so they have a general idea of what to expect in the fire camp, food, lodging, timeline for deployment, training, and so on, Wilkins said.

Next, wildland firefighting training begins.

“When DOD support is



COURTESY PHOTO

Several U.S. Army Soldiers clear brush in support of wildland firefighting efforts by the National Interagency Fire Center. Over the last three years, U.S. Army North has deployed forces to support wildland fires in Mendocino, California, and in Roseburg, Oregon.

required, NIFC deploys training cadre with military crew advisors to the ground force home station to conduct five hours of classroom training,” Richardson said. “Further hands-on training occurs when a unit deploys to the fire base camp. Soldiers receive sixteen hours of field training which includes a wide variety of firefighting practices and techniques. All of the training is facilitated by NIFC trainers.”

Accomplishing all of the pre-deployment requirements for an entire battalion is more complicated than usual this year due to COVID-19.

“The pandemic further complicates all response operations. Ground forces will have to observe force health protection measures to the greatest extent possible while preparing for and executing a wildland firefighting mission, but U.S. Army North and U.S. Northern Command are doing all that they can to ensure forces

are trained and prepared to perform this mission in the COVID19 environment,” Wilkins said.

Once a U.S. Army North battalion is trained and equipped to deploy, they set off for the fire base camp, where they can expect to be for up to a month.

“Ground force support can extend up to thirty days and consists of a battalion task force with a command element and up to twenty firefighting teams who will be embedded with civilian firefighting counterparts,” Richardson said, noting that DoD is fully reimbursed by the U.S. Forest Service for the total cost of the support provided.

“The mission of U.S. Army North ground forces once they arrive at the fire base camp is to do the kind of fire mop-up work that is important to extinguishing and containing a fire, but does not require extensive firefighting training,”

Wilkins said. “The employment of our ground forces frees up the more highly trained professional firefighters to do what they do.”

While the work the Soldiers do can still be dangerous, U.S. Army North and NIFC personnel do their best to prepare and equip the deploying service members so they are fully prepared for the task of fighting wildland fires.

“Each ground force team of 20 Army personnel is accompanied by a trained firefighter and linked into the larger effort,” Wilkins said. “Each service member is also issued what is called a fire shelter. This shelter can be used in an emergency to protect an individual from the heat and direct flame if a fire shifts and the individual is not able to reach a safety zone.”

The NIFC also makes every effort to ensure the safety of everyone involved.

“The safety of the public, communities and all front-line responders remains the highest priority for all wildland fire agencies,” according to NIFC.

During most fire seasons, the NIFC relies heavily on many different entities, in addition to U.S. Army North, to provide support to their mission of extinguishing the nation’s wildland fires.

“The NIFC relies on civilian and contracted land and air firefighting capabilities as a primary means of support, and requests DOD assistance when additional support is needed,” Richardson said. “National Guard, Reserve component, and Active component forces have provided firefighting support for over 30 years.”

“Army North’s support is essential to NIFC’s efforts to save lives, mitigate property damage, and maintain public confidence in government,” he said.

# Summer learning keeps young minds active, improves resiliency

By Lori A. Bultman

502ND AIR BASE WING PUBLIC AFFAIRS

When summer break arrived, most students were relieved, but keeping young minds active, while also enjoying a break, could be key to future academic success.

"It is important for students to continue to read and learn during the summer because it helps to reinforce and enrich their previously learned academic content," said Vanessa Kennedy, a fourth-grade teacher at Fort Sam Houston Elementary.

Continuing to progress academically during the summer can also build a child's curiosity.

"I think reading during the summer is incredibly important," said Mason Nichols, a third-grade teacher at Fort Sam Houston Elementary. "My goal with students is that they build a growth mindset and seek out knowledge. When they have that inner question or spark of curiosity, it challenges them to seek out the answer and information.

After the first few weeks out of their school routine, it may be difficult to

motivate children to 'study.'

"In a typical summer, we know it is challenging to keep the learning moving at the same pace as the school year," said Sarah Worden, librarian at Fort Sam Houston Elementary.

Worden encourages parents to continue participating in their child's academic growth.

"I know parents are doing a wonderful job in their new role as teachers," she said. "We saw this every day in the spring, from pictures on social media to assignments turned in to video conferencing sessions with teachers, and more."

Maintaining the routine of educating children is important, and it can also improve parent/child relationships.

"Continuing to be actively involved in their students' educational experiences can help to develop closer relationships because parents are made more acutely aware of their child's learning preferences and needs," Kennedy said.

"Parents can help their children to continue learning," she said. "For example, a student could spend 30 minutes on math skills, and 30 minutes

on reading and writing skills. Then, the rest of the day could be spent on other activities."

Kennedy reminds parents that not all learning has to come from structured lessons.

"Recreational activities enable them to practice learning social and emotional skills," she said. "Household chores can include cooking, practicing measurement skills; shopping, addition, subtraction, multiplication and division skills; and projects, science and math skills."

"Traveling opportunities can incorporate social studies and math skills, learning facts about different places, time periods, time — hours and minutes, miles, and so on," she said.

Nichols also encourages parents to have students assist when traveling.

"When driving, having students help navigate and read the road signs helps to build on reading a map," he said.

In addition, there are a vast number of resources to assist parents in keeping their child's mind active this summer, even if only for a few minutes each day.

"During our recent COVID-19 pandemic experience, I know parents

found many online resources to assist their children's learning skills," Kennedy said, reminding parents most of those resources are still available. "Fort Sam Houston ISD has generously provided our students with many learning apps that help to enhance their academic journeys."

There are also many online programs offering free trials and sessions due to the pandemic Nichols said, adding that if a parent is opting for less digital learning, many libraries in the local communities are offering reading programs and incentives for students.

"One of the most critical activities parents can engage in with their children is reading together," Worden said.

Even during the pandemic, library resources are still available locally.

"Our students actually have access to three community libraries," Worden said. "The JBSA Keith A. Campbell Memorial Library has a summer reading program. The San Antonio Public Library also has great resources, and a little-known virtual library in San Antonio is the Bexar Bibliotech (<https://bexarbibliotech.org/>)."

## FORT SAM HOUSTON ISD NOTICE OF PUBLIC MEETING TO DISCUSS BUDGET

The Fort Sam Houston Independent School District will hold a public meeting at 10:45 am July 23, 2020, in 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 2020-2021 budget.

Additional information regarding the proposed budget is available on the school district's website at [www.fshisd.net](http://www.fshisd.net).

### Comparison of Proposed Budget with Last Year's Budget

The applicable percentage increase or decrease (or difference) in the amount budgeted in the preceding 2019-2020 fiscal year and the amount budgeted for the fiscal year that begins during the 2020-2021 tax year is indicated for each of the following expenditure categories:

- ▶ Maintenance and Operations — 1.02% increase.
- ▶ Total Expenditures (Maintenance/Operations and Child Nutrition Funds) — 1.03% 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 (District has no debt.)

# U.S. Army Medical Service Corps: Supporting the United States Army since 1917

By Wesley Elliott

U.S. ARMY MEDICAL COMMAND PUBLIC AFFAIRS

The U.S. Army Medical Service Corps was formally established in 1947, however, corps officers celebrate the anniversary of their corps on June 30, 1917.

The Medical Service Corps began with the appointment of an Apothecary General during the American Revolution and continued with the establishment of an Ambulance Corps and U.S. Army Medical Storekeepers during the Civil War.

The anniversary comes from World War I, where the requirement for officers who were neither physicians, dentists, nor veterinarians resulted in the June 30, 1917 formation called the Sanitary Corps.”

This corps modernized the Medical Department with officers in a wide variety of administrative and

scientific specialties, ranging from accounting, personnel, medical equipment repair, hospital design, medical supply, patient registrar, and adjutant; to bacteriology, parasitology, physiology, psychology, occupational therapy, sanitary engineering, X-ray, and nutrition. Positions included hospital command and sanitation detachments, motorized ambulance companies, and hospital trains.

After the war, the Sanitary Corps remained a component of the Army Reserve until 1947 when Congress consolidated it with the Medical Administrative Corps and the Pharmacy Corps to create the Medical Service Corps.

The unbroken chain, from present day to June 30, 1917, links the Sanitary Corps as the oldest direct antecedent of the Medical Service Corps and serves as the cause for the date.



COURTESY GRAPHIC

## ‘A Night in your Honor’ renders a virtual salute

By Burrell Farmer

NAVY RECRUITING DISTRICT SAN ANTONIO PUBLIC AFFAIRS

Although the COVID-19 pandemic continues to affect many in Military City USA, it did not deter Our Community Salutes-San Antonio, or OCS-SA, from hosting its ninth annual “A Night in Your Honor” through virtual means June 17.

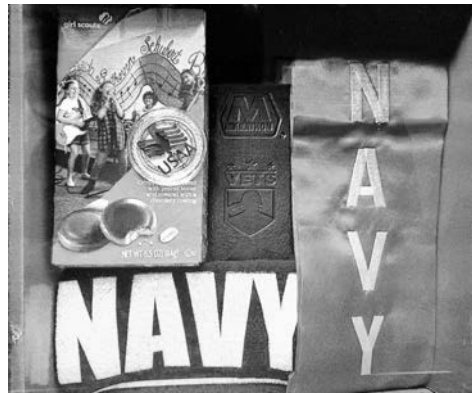
More than 200 local high school students graduating from San Antonio-area high schools received recognition. They represented the range of military services to include the U.S. Army, Marine Corps, Navy, Air Force, Air National Guard and Texas Army National Guard.

“This unique event is often the only recognition these graduates and their families receive for choosing selfless military service as their chosen profession,” said. Dr. Cyndi Porter, president of OCS-SA. “It allows Military City USA to be the first to say “Thank You for Your Service.”

The virtual event highlighted honorees individually and contained special messages from senior leaders throughout Joint Base San Antonio (JBSA), the San Antonio community, businesses and civic leaders, and various military and veteran support organizations.

Gift boxes were mailed previously to each honoree packed with meaningful items such as a “First to Say Thank You” certificate of honor, branch-specific embroidered stole, a USAA-sponsored OCS-SA challenge coin, and mementos from sponsors, including a box of Girl Scout cookies.

In addition to honoring high school graduates, the



BURRELL FARMER

Our Community Salutes-San Antonio hosted its ninth annual “A Night in Your Honor” through virtual means June 17.

Gen. Colin L. Powell Award for Supporting Military Service Opportunities was presented to Alissa Pérez Karen, a college counselor at Susan E. Wagner High School.

OCS was created in 2009 to recognize and honor local graduating high school seniors who plan to enlist in the military after high school graduation. It also provides future service members and their families with access to educational resources and connects them with military support groups.

Initially beginning as one ceremony in southern

New Jersey in 2009, OCS ceremonies have spread across the nation. The ceremonies are planned and executed by volunteers, including military veterans, high school and college educators, local businesses, community leaders, and active duty military personnel.

The event can be viewed in its entirety at <https://OurCommunitySalutesSA.org/>.

### Randolph Elementary is Open!

Our buildings are under construction but we are open and eager to work with you! You can contact us by calling 210-357-2345. Please leave a message and we will get back to you. You can also visit us at <https://res.rfisd.net/>. We are accepting new student transfers for the 2020-2021 school year. Limited spaces available for PreK – 5! Our office will reopen in person on July 20, 2020 and will be located by our Early Childhood Center on New B Street.



# The last MPTB commander reflects on unit's legacy

By Tish Williamson

U.S. ARMY MEDICAL CENTER OF  
EXCELLENCE PUBLIC AFFAIRS

Effective July 1, 2020, the 32nd Medical Brigade receives Operational Control, or OPCON, of the Medical Professional Training Brigade's, or MPTB's, two battalions: the 187th and 188th Medical Battalions.

MPTB will retain administrative control, or ADCON, of the battalions until discontinuation orders are received from Headquarters, Department of the Army, expected later this year or early 2021.

The final MPTB commander took a moment to reflect on what this change means, not only to her but to MPTB's Soldiers and civilians, past and present.

Col. Shannon Shaw has held three command positions; one each at the company, battalion, and now brigade level. She said that knowing, as she did when she took command of MPTB in July 2019, that the brigade would be discontinued during her tenure makes this experience unique, but no less rewarding than her other command opportunities.

"As I said during the 187th Medical Battalion Change of Command ceremony last week, a command is the most significant achievement of an officer's career; it is the ultimate vote of confidence," Shaw reflected.

She describes command as a job of immense personal satisfaction.

"Regardless of the circumstances, and despite the transition that MPTB has undergone, for me to serve as the last MPTB commander has been the greatest privilege of my career."

It is significant that the school transitions from two brigades to one this year as 2020 is recognized as their centennial anniversary.

A request from Maj. Gen.



JOSE RODRIGUEZ

Col. Shannon Shaw assumed command of the Medical Professional Training Brigade July 16, 2019 at Joint Base San Antonio-Fort Sam Houston.

Merritte Ireland, the Surgeon General of the Army in 1920, to establish the field school was officially approved by the War Department May 15, 1920.

On June 30, 1920, the Department of the Interior turned Carlisle Barracks over to the War Department for the school's use. On Sept. 1, 1920, cadre began to arrive, and in May 1921, students arrived and the school's first formal course started June 1, 1921.

The original mission of the school was to train Medical Corps, Dental Corps, Veterinary Corps, and Sanitary Corps Officers in their duties as Army Officers. There have been numerous changes over the years, but the mission of training medical professionals to support the Army remains constant.

Today, MEDCoE trains, educates and inspires nearly 37,000 soldiers in more than 360 training and education programs annually that include everyone from combat medics, doctors, surgeons, nurses, veterinarians, dentists, physical therapists and physician assistants to medical

evacuation pilots, food inspectors, medical technicians, and hospital administrators.

Prior to the initiation of the MPTB that began in earnest in 2015 to distribute the training load, the 32nd Medical Brigade was the school's sole training brigade and was responsible for all four training battalions.

While June 2017 marked the official establishment of the MPTB, the hard work and momentum of building the team from the ground up had begun nearly two years prior in the basement of Willis Hall at Joint Base San Antonio-Fort Sam Houston, according to the Brigade's closing historical report.

In July 2015, Col. William Scott Drennon and his team started the painstaking process of developing procedures and logistical requirements to bring the brigade to fruition.

The MPTB, then known as the Academy Brigade (Provisional), overcame countless barriers to include a lack of functional unit identification codes,

geographic dispersion across four different states, key position vacancies, Tables of Distribution and Allowances, or TDA, challenges, budget constraints, organizational resistance to change, and other growing pains that come with new business practices.

The official orders to reflag the brigade were published March 14, 2017, with an effective date of June 1, 2017; the official reflag ceremony was conducted July 1, 2017.

There have only been three MPTB commanders and four command sergeants major since its inception in 2015. The commander between Shaw and Drennon was Col. Shauna Snyder, who was in command from July 2017 to July 2019. The command sergeants major were Henry Chapman, Carlisle Jones, Jody Stanley, and finally, Jennifer Redding, who has been the command sergeant major since July 2019.

Shaw thinks the transition to one brigade is a good thing.

"MPTB's planned discontinuation and consolidation into the 32nd Medical Brigade is part of the larger MEDCoE modernization and reorganization," she said.

The realignment to one training brigade conforms to the TRADOC structural model seen in most of the other Centers of Excellence. As part of a MEDCoE TDA reorganization, all subordinate battalions were aligned to one brigade and a commandant's office was created.

"Under the Office of the Commandant, teaching departments are now organized in a more efficient manner, academic equities will be unified, and an increased academic oversight and information flow between teaching departments will occur," said William Grimes, MEDCoE assistant chief of staff, G5, whose office serves as the lead proponent for MEDCoE reorganization.

The MEDCoE Commandant

retains academic oversight, mainly leaving the brigade commander with direct responsibility for personnel.

"Under this new structure, the single Brigade Commander serves as an enabler and advocate for the Commandant and integrator with staff and higher command interests," Grimes explained.

The Brigade Commander and Staff are now responsible for the equipment resourcing and synchronization to execute training as well as management of Human Resource matters. Each Department, now organized under the Commandant.

Both Grimes and Shaw believe that a properly resourced Commandant adjudicates all equipment and manpower resource conflicts that previously made command of all four battalions a formidable task.

"The unit will gain organizational efficiencies and improve vertical and horizontal integration and communication across the MEDCoE," Shaw said. "It's the right decision and the right thing to do at the right time."

"The size and scope of the MPTB and the reach that our mission has had is colossal and will continue throughout this transformation," Shaw said. "The agility, resilience, and optimism of the MPTB and the entire MEDCoE team during this reorganization has set the conditions for the enduring success of all four of the medical training battalions under the 32nd Medical Brigade."

After brigade command, Shaw will serve as the Chief, Department of Leader Training, MEDCoE and Redding will transfer to the Institute of Surgical Research, also at JBSA- Fort Sam Houston.

For more information about the U.S. Army Medical Center of Excellence visit [www.medcoe.army.mil](http://www.medcoe.army.mil).

# LACKLAND

## 433rd CES firefighters deploy; families say farewell

By Master Sgt. Kristian Carter

433RD AIRLIFT WING PUBLIC AFFAIRS

Early-morning June 28, firefighters from the 433rd Civil Engineer Squadron and their families gathered in the darkness here to say their goodbyes before the Reserve Citizen Airmen begin their deployment journey.

The firefighters are headed to an undisclosed location in Southwest Asia for a 6-month assignment. They will be performing fire protection duties for personnel, aircraft, cargo, and other installation assets.

While the Airmen loaded their bags into trucks, squadron leadership, administrators, and deployment managers took accountability and provided last-minute guidance to the troops.

“Most of these Airmen are firefighters in their civilian jobs,” said Maj. Leigh Barker, 433rd Civil Engineer Squadron commander. “One of the unique capabilities of the Reserve is that our people can bring their vast knowledge to the fight. They have Air Force and civilian training as well as a variety of experiences. We have firefighters from all over. They get calls daily, and that varied big-city experience helps them respond efficiently and effectively when in this capacity.”

While preparing for this deployment, team members were able to count on the support not only from their families and their home unit but also their civilian employers.

“I have an amazing employer; I work for the city of Seguin as a firefighter/paramedic,” said Master Sgt. Andrew Weertman, 433rd Civil Engineer Squadron assistant chief of operations, who is deploying as a fire chief. “We had an Army Soldier just return from deployment, another soldier is currently deployed, and now I’m going. The city does a red-shirt Friday to support the troops. They also send care packages. The citizens and the city of Seguin employees are very supportive.”

In addition to letters and email,



433rd Civil Engineer Squadron firefighters get settled aboard a C-130H Hercules cargo aircraft June 28 at Joint Base San Antonio-Lackland, on their way to Southwest Asia to perform fire protection duties.

PHOTOS BY MASTER SGT. KRISTIAN CARTER

families are usually able to stay in touch frequently through a variety of newer communication methods.

“To support the families, we have two key spouses, the chief’s wife, Tara Randol, and Catherine Robertson; they are phenomenal,” Barker said. “They have many tools, such as GroupMe and Facebook, to communicate with all the spouses of deployed members. The spouses can communicate with each other to ask questions and seek support.”

“We had planned to bring all the families together for picnics and gatherings, but we are not able to do that with COVID,” Barker said. “We have some special plans to help support the families of our deployed members.”



Tech. Sgt. Charles Lambardia, 433rd Civil Engineer Squadron firefighter, hugs his son, Liam, as he prepares to leave for a deployment June 28 at Joint Base San Antonio-Lackland.

something, not all couples experience.

Ali, the wife of Master Sgt. Andrew Weertman, is a nurse. Earlier this year, she deployed to the East Coast to assist with the COVID-19 pandemic.

“That experience really put it into perspective, because I had never been gone from the kids for anything before I went to New York to help,” Ali said. “I was gone for a month, and it really helped me understand what Andy goes through when he’s gone. Missing your family, but also having to focus on work and make sure you’re doing what’s right for the people you’re with, while also caring for the people back home, was an interesting and eye-opening experience. I think that it helped me mentally prepare and gave me a better understanding of what he goes through when he’s gone.”

“I don’t think you can really be prepared; even when you think that you are, the moment they leave, you realize you aren’t ready or prepared for it,” Ali said. “It’s harder, I think, for the kids, especially at their ages. Our son will be four in August, and Andy will be gone for that and Christmas. Explaining it to them, even though Andy is gone, that it’s a good thing. We are very proud of him.”

Pre-deployment preparation for families can cover many aspects. Some families make paper chains for children to mark the passage of time. The Weertman family created a deployment wall with a calendar, map, and clocks showing the time here and there. There is also a mail slot for Kason, the youngest, to put his drawings for dad.

“Hopefully, we can FaceTime, and that will be a lot easier for the kids to deal with this; to be able to see him,” said Ali Weertman. “I’m looking forward to that.”

Even with all the preparation, sometimes when the Airmen leave, it is still difficult for families to navigate the adjustment. The Weertman family has a unique perspective that comes from

# Band of Brothers: Introducing A1C Hughes, A1C Hughes, and ... A1C Hughes

By Rachel Kersey  
37TH TRAINING WING  
PUBLIC AFFAIRS

Three brothers graduated from Basic Military Training at Joint Base San Antonio-Lackland together May 28. Airman 1st Class Jesus Hughes, 28, Airman 1st Class Nicolas Hughes, 26, and Airman 1st Class Daniel Hughes, 25, went through BMT in the same flight from April 7 to May 28 and thereafter went to technical school in avionics together at Sheppard Air Force Base in northern Texas.

"I think the comfort of knowing your sibling was there with you brought out a sense of confidence," said Tech. Sgt. Michael Wladkowski, military training instructor for the brothers. "They worked together with the flight to achieve heights we never thought possible."

Born and raised in Tucson, Arizona, Jesus, Nicolas, and Daniel all went to Canyon Del Oro High School in Oro Valley before going off to do separate jobs.

Jesus worked as a retention specialist at an insurance company. Daniel worked at a pharmacy as a call center representative. And Nicolas worked at a shipping company, where one of his coworkers, Master Sgt. Lee Gomez, who also served in the Air National Guard, convinced Nicolas to visit the guard facilities.

"Everyone there loved their job and informed me that it was the best decision that they've ever made," Nicolas said. "I was sold!"

Nicolas encouraged his brothers to join as well. From the beginning, the whole thing was about family for them.

Jesus liked that the Air Force looks out for its own, and he also saw it as a source of stability so he and his wife could



CHRISTOPHER CAMPBELL

From left: Daniel, Jesus, and Nicolas Hughes, U.S. Air Force basic military training trainees, gather for a photo May 21 at Joint Base San Antonio-Chapman Annex. All three brothers, from Tucson, Arizona, were in the same training flight during basic training.

have children.

Daniel saw how much everyone in the Air Force treated each other like family.

The brothers would have been fine whether they went through the process independently or as a unit, but their mother asked a favor of a master sergeant in the guard, that her sons be kept together. Her request was honored.

In the end, the brothers are very grateful they were able to complete BMT as a team.

"It really helped to have my brothers with me through BMT," Jesus said. "It would've been more difficult without them. They helped me out a lot, especially when I felt homesick."

"I loved every moment that my brothers were with me. I felt very blessed that we were in the same flight," Nicolas said. "My journey was definitely easier with my brothers. If one of us was having a bad day, we could

rely on each other to pick each other up."

"Knowing not only can we trust our other Wingmen, but we can also trust someone with the same blood and background — that was something that was definitely easier," Daniel said.

Right now, the brothers live together in the dorms at Sheppard Air Force Base, and after their technical training, they will work on the same flight line on F-16s in their hometown. All three brothers hope to stay in the guard for at least 20 years and move up in rank before retirement.

"I expect great things," Wladkowski said. "With Jesus' personality, I know wherever he goes, brotherhood and camaraderie will follow. He has the brains and the grit to accomplish anything. With Nicolas' work ethic, I see promotions in his future. He's the kind of man who knows what he wants and attacks with the motivation and dedication some only dream of. Daniel's the leader; I think he will very quickly become someone's supervisor, earning (senior airman) below-the-zone."

Nicolas, after the brothers' graduation ceremony, said the Air Force has given him more confidence than ever before. Daniel and Jesus said they are happy to now be a part of a large and supportive family in arms.

The brothers were also thankful they had each other after the ceremony.

"We understood what they were going through because our emotions were the same," Daniel said. "After graduation, all we did was find each other and embrace one another and tell each other how proud we are of one another."

Their parents were unable to attend due to coronavirus restrictions, but offered enthusiastic congratulations from afar.



JOHNNY SALDIVAR

Nicolas Hughes (left) and his brother Daniel (right), U.S. Air Force basic military training trainees, run through an obstacle course May 21 at Joint Base San Antonio-Chapman Annex.

# Flexibility essential during pandemic: NCOA builds first-ever virtual course

By Andrew C. Patterson  
502ND AIR BASE WING  
PUBLIC AFFAIRS

The first-ever virtual, in-residence Enlisted Professional Military Education Course at the Robert D. Gaylor Non-Commissioned Officer Academy at Joint Base San Antonio-Lackland is now available to students across the country. The inaugural course started June 15 and the first graduation is scheduled for July 10.

Restrictions put in place due to COVID-19 forced a change in the delivery of enlisted professional military education in March when classes suddenly came to a halt.

In May, the Air Force's enlisted professional military education hub, the Thomas N. Barnes Center for Enlisted Education at Gunter Annex, Alabama, notified the Air Force's 10 NCOA locations that a virtual course was going to be attempted. The individual academies were delegated the responsibility of designing and delivering the course themselves, with minimal guidelines.

"The PME mission needs to continue. Our mission doesn't end just because we're facing a pandemic," said Chief Master Sgt. Heather Hodge, Robert D. Gaylor NCOA commandant.

Master Sgt. Jamie Matekaitis, Programs and Project Management superintendent at JBSA-Lackland's NCOA, said he and his team of instructors first had to learn the new curriculum, thoroughly scrub it, then adapt it from a 25-day, in-residence course to a 20-day "virtual, in-residence" program.

The instructors excelled at the challenge, which consisted of fitting 30 hours of live-streamed training and adapting nearly 40 hours of coursework into a 20-day



PHOTOS BY SARAYUTH PINTHONG

*U.S. Air Force Tech. Sgt. Kurt Alie (right), Robert D. Gaylor Non-Commissioned Officer Academy (NCOA) student instructor, receives an evaluation from Tech. Sgt. Michael Napieraj, instructor trainer, while Tech. Sgt. Alie's virtual class takes a break June 23 at Joint Base San Antonio-Lackland.*



*U.S. Air Force Tech. Sgt. Kristen Dube, Robert D. Gaylor Non-Commissioned Officer Academy senior instructor, evaluates Tech. Sgt. Kristen Peck, student instructor, during a virtual class June 23 at Joint Base San Antonio-Lackland.*

timeline. They then tested four different virtual platforms to find the best delivery system.

The success of the team's mission was pivotal in continuing a course essential to the Air Force, providing the service with educated, skilled non-commissioned officers.

"The importance of this PME is that it is a mid-level leadership course to take technical sergeants in the Air Force, and other military services, and prepare them to be senior NCOs in the military," Matekaitis said.

In the new, virtual

environment, the current class consists of 242 students located in places ranging from California to New York, with 70 "virtual" walk-in students.

The virtual walk-in students present another challenge; their attendance in the course is not scheduled. The students' verification, enrollment, and registration occur expeditiously to get them added to the course.

"This class size was the largest to-date for the Gaylor NCO academy," said Tech. Sgt. Brandon Paige, a 326th Training Squadron military training instructor who is currently attending the virtual course.

Paige appreciates the efforts made to give him the opportunity to prepare for advancement, even during a pandemic.

"I was excited at the opportunity to be in the first class to experience this course

and help with any hiccups along the way to better assist the instructors with future classes," he said. "My expectations for this course are to gain more insight into being a leader and mentor and to gain tools I can use throughout my career.

"I would also like to add that the instructors are doing a great job with the technical issues that have popped up and are able to press forward and still offer great material and get the mission accomplished," Paige said.

Air Force Enlisted Professional Military Education is provided through the Thomas N. Barnes Center for Enlisted Education, which is named after the service's fourth Chief Master Sgt. of the Air Force, Thomas N. Barnes, the first African-American to attain the highest enlisted position in any branch of the U.S. Armed Forces. The mission of the center is to educate, develop, and inspire enlisted leaders for joint, all-domain warfighting excellence at all of its locations.

There are six stateside locations, to include: Airey NCOA, Tyndall Air Force Base, Florida (temporarily relocated to Gunter Annex, Alabama); Gaylor NCOA, JBSA-Lackland; Mathies NCOA, Keesler Air Force Base, Mississippi; Lankford EPME Center, McGhee-Tyson Air National Guard Base, Tennessee; Sheppard NCOA, Sheppard Air Force Base, Texas; Vosler NCOA, Peterson Air Force Base, Colorado; and four overseas locations, to include: Elmendorf PME Center, Joint Base Elmendorf-Richardson, Alaska; Binnicker PME Center, Joint Base Pearl Harbor-Hickam, Hawaii; Erwin PME Center, Kadema Air Base, Japan; and Kislign NCOA, U.S. Air Forces Europe PME Center, Germany.

# AFIMSC single data call frees up civil engineers for vital work

By Steve Warns

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER  
PUBLIC AFFAIRS

The Air Force Installation and Mission Support Center's consolidation and streamlining of data calls is making the lives of base civil engineers easier.

AFIMSC's Facility Recap and Sustainment Branch collaborated with the Air Force Civil Engineer Center's Planning and Integration Directorate to develop an integrated data call list of specific deliverables needed throughout the calendar year to help base civil engineers in programming efforts for requirements and projects.

Data calls are responses by program managers to solicit and collect information that drives those decisions. Before AFIMSC consolidated installation CE data calls, there were 13 separate programs within AFCEC asking installations for CE data at different times and with different submission processes each year. The single call for data frees up base CEs to focus on taking care of their installations and Airmen while reducing paperwork.

"Base civil engineers were getting tasked with numerous data calls, which span many different programs within the Air Force," said Ivonne Bates, AFIMSC utility asset management plan manager. "It was causing a lot of confusion at the base level and a lot of competing priorities even though they were in AFCEC and AFIMSC. To minimize the impact of base

CEs receiving all these requirements for programs from all these different sources, we collectively decided to create this integrated data call."

Col. Dean Hartman, director of AFCEC's Planning and Integration Directorate teamed with AFIMSC Installation Support Director Dave Dentino to consolidate the calls once they learned many of the data calls to stakeholders were asking for the same thing. From there, Bates spearheaded the data call consolidation.

"If you look at the way the enterprise is set up, the spectrum of data that was being requested best aligned to intermediate headquarters because it had components of engineering, it had components of communications and it had several different (other) components," Hartman said. "It started smaller-scale, focusing on built infrastructure, but really when you look at what AFIMSC does, specifically the installation engineering section, it aligns very well to the type of information we need at intermediate headquarters."

The data call now provides leaders with a consolidated snapshot of timelines and guidance. It also provides a list of specific actions applicable to all stakeholders in one combined list so installations can plan how their resources accomplish their tasks in the timeframe provided.

"Leadership sees everything upfront, and they can go through it and have a better understanding for each program they might have to work in, whether it's military construction, unified minor military



SARA VIDONI

*Kevin Gerrity, an inspector with the 96th Civil Engineer Group's Engineering Division at Eglin AFB, Florida, can focus more on maintaining the installation and less on paperwork because AFIMSC consolidated and streamlined data calls.*

construction, or a comprehensive asset management plan," Bates said. "They can effectively plan what they need to program and when it needs to be done."

AFIMSC's effectiveness in consolidating data calls is evident to Col. Michael Staples, commander of the 673rd Civil Engineering Group at Joint Base Elmendorf-Richardson, Alaska.

"When you can show people a schedule of milestones and what to do, it helps people to plan smarter," Staples said. "It allows the predictability of planning and forethought so that you don't take your eye off the prize of big program builds."

# RANDOLPH

## Trailblazers: AETC honors first women pilots

By Capt. Kenya Pettway  
AIR EDUCATION AND TRAINING  
COMMAND PUBLIC AFFAIRS

In honor of the first women who became pilots of the U.S. Air Force, Air Education and Training Command officials renamed the Martin Hall Conference Room, the Trailblazer Room, during a virtual ceremony at Joint Base San Antonio-Randolph June 29, 2020.

Located in the AETC headquarters main building, the newly renamed Trailblazer Room was dedicated to the first 10 women who earned their silver wings back on Sept. 2, 1977.

“The women of class ‘77-’08 truly broke barriers,” said Lt. Gen. Brad Webb, AETC commander, who presided over the ceremony. “They lived the fact that glass ceilings were a reality simply because they were women. These trailblazers paved the way for future generations of female pilots and their influence on our Air Force is still felt today.”

The 10 women of undergraduate pilot training class 77-08 who were honored are: Kathleen A. Cosand, Victoria K. Crawford, Mary E. Donahue, Connie J. Engel, Kathy LaSauce, Mary M. Livingston, Susan D. Rogers, Carol A. Scherer, Christine E. Schott, and Sandra M. Scott.

In 1975, Chief of Staff of the Air Force, Gen. David C. Jones, announced the launch of a test program that would enable women to enter pilot training and staff a now all-volunteer force after the abolishment of the military draft following the Vietnam War.

“This was the first time, nearly three decades after the



SEAN M. WORRELL

*Retired U.S. Air Force Lt. Col. Sandra Scott speaks about her experiences in undergraduate pilot training during the Trailblazer Room dedication ceremony June 29 at Joint Base San Antonio-Randolph.*

birth of the Air Force, that women were allowed to join the service as equals to men and enter pilot and navigator career fields,” Webb said. “This dedication will serve as a reminder for all of us of the courage these female pioneers showed while shattering those glass ceilings.”

On Sept. 26, 1976, these 10 women, alongside their 35 male classmates, began UPT at Williams Air Force Base, Arizona, and cemented their place in history.

Accumulating more than 210 flight hours in the T-37 Tweet and T-38 Talon aircraft, they successfully completed UPT and went on to achieve more historical feats in their Air Force careers that pioneered future generations of women to follow.

### Mary E. Donahue

Donahue became the first woman to serve as an

instructor pilot assigned to the Air Force Academy, where she taught senior cadets to fly the T-41 trainer and was an educator in the department of mathematical science.

### Susan D. Rogers

Flying a C-141 Starlifter, Rogers evacuated victims of a bombing attack on Marine barracks in Beirut, Lebanon. Rogers was the commander of the first all-female C-9A Nightingale crew.

Later, while stationed at McGuire Air Force Base, New Jersey, she commanded C-141s. She died from cancer in 1992 and left behind a legacy of excellence.

### Christine E. Schott

Schott was the first woman to solo in the Northrop T-38A Talon at Williams Air Force Base, Arizona.

She later became the first woman to qualify and serve as

an aircraft commander on the C-9A Nightingale medical transport and command its first all-female aircrew.

### Connie J. Engel

Engel, the class leader, was the first in her class to solo in the T-37 Nov. 30, 1976, earning her one of the three Distinguished Graduate awards, the Officer Training Award for exhibiting “high qualities of military bearing and leadership,” and the Air Training Commander’s Trophy as top graduate.

Following graduation, she became the first female T-38 instructor and flew the T-38 chase for the space shuttle program.

### Kathy LaSauce

LaSauce became the first female pilot to command a C-141 and the first woman to serve as a presidential support pilot.

She joined the Air Force in 1972 and received one of only two slots available for women to attend Air Force Officer Training School. After graduating from OTS, LaSauce was selected as one of the first female officers in aircraft maintenance, a newly opened career field for women at that time. Her experience in aircraft maintenance helped her gain one of the 10 slots for women to enter pilot training.

“I loved aircraft maintenance,” said LaSauce. “I loved working around airplanes. When pilot training opened for women, I knew that was what I wanted to do.”

Although LaSauce’s interest in becoming a pilot was not met with optimism by society, she did so anyway.

“I wanted to play the

trumpet and they said ‘no, girls don’t play the trumpet,’ so I played the trumpet,” said LaSauce. “I wanted to be a drum major and they said ‘no, girls aren’t drum majors’ so I became a drum major. When I set my heart on doing something, I didn’t listen to those who told me I couldn’t.”

### Sandra M. Scott

Scott became the first female tanker commander to perform alert duty for the Strategic Air Command.

She joined Air Force ROTC at Oregon State University in 1970 after school officials had opened the program to women only a year prior. Following her commissioning in 1973, she was stationed at Tyndall Air Force Base, Florida, for weapons controller training where she was first exposed to aviation.

After completing her first assignment, she went to King Salmon Air Force Station, Alaska, where she met pilots who were conducting alert missions. When the Air Force announced its test program, she applied and was accepted.

“My parents infused in me the idea that it wasn’t about me being a woman,” Scott said. “It was that I had abilities and that I could use those abilities to accomplish anything.”

In spite of the women’s accomplishments during pilot training, they faced disparaging public opinion.

Some male flight instructors opposed the test program and didn’t believe women should fly, a position they expressed openly during training.

LaSauce recalled a time when an instructor told

TRAILBLAZERS continues on 18

# Future specialized undergraduate pilot training instructors undergo extensive preparation

By Senior Airman  
Keith Holcomb

14TH FLYING TRAINING WING  
PUBLIC AFFAIRS

Specialized Undergraduate Pilot Training instructor pilots from every base across the U.S. learn from the most experienced instructors at Pilot Instructor Training, or PIT, at Joint Base San Antonio-Randolph, Texas.

"PIT is important from a leadership standpoint because it allows me to lead with credibility in the mission," said Col. Seth Graham, 14th Flying Training Wing commander. "I have received the same training and was held to the same standard as every other instructor pilot in the Wing. It also affords me the opportunity to truly take the pulse of our pilots and students. Spending a couple of hours briefing, flying and debriefing allows me to interact on a personal level that might not be possible otherwise."

In PIT, these future instructor pilots are trained to teach precise maneuvers in the T-6 Texan II, T-1 Jayhawk, or T-38 Talon. Among these classes are first lieutenants who recently became first term instructor pilots or wing commanders with thousands of hours in the sky already.

"If any level of commander doesn't go through PIT, they could be coming in with a different standard or view of the baseline for the SUPT program," said Maj. Johnmichael Ayers, 41st Flying Training Squadron instructor pilot. "Sending everybody through PIT gets all on the same page and ensures they are setting the example at the squadron, group, and wing level."

Learning to fly an aircraft is one thing, but the distinction between learning, and learning



SENIOR AIRMEN KEITH HOLCOMB

*A student and instructor pilot ready a T-6 Texan II before takeoff at Columbus Air Force Base, Mississippi.*

to teach was made clear by 1st Lt. Sara Fishbein, 41st FTS instructor pilot. She stated the differences between the two are primarily in the mindset and communication.

"Instructing is a different skill-set," Fishbein said. "Being able to fly the aircraft and monitor what the student is doing and then identify the root cause of what's going on while also giving quality feedback, that's a skill that takes some time."

Even with 2,600 flying hours and 741 combat hours, the challenge of bringing in students and creating world-class aviators can't be understood without PIT. Graham took command of Team BLAZE May 18, and like every commander before him, immediately attended Pilot Instructor Training.

"The mental and physical demands of PIT surprised me,"



**"The mental and physical demands of PIT surprised me. This was one of the most challenging experiences of my flying career. Seeing the high bar our pilots must meet to become instructors gives me great confidence our instructor pilots are among the best in the world!"**

Col. Seth Graham,  
14th Flying Training Wing  
commander

BENJAMIN FASKE

*Col. Seth Graham, 14th Flying Training Wing commander, stands at a T-38 Talon before takeoff at Joint Base San Antonio-Randolph.*

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confidence our instructor pilots are among the best in the world!"

# For some, working from home brings more pain than comfort

By Robert Goetz

502ND AIR BASE WING  
PUBLIC AFFAIRS

“There’s no place like home” may be an appropriate sentiment for people who favor working from the comfort of home during the novel coronavirus pandemic. However, it doesn’t ring true for those teleworkers who are feeling more pain than comfort because their home office leaves much to be desired.

“I would have to say the most common complaint of teleworkers is neck and upper back pain between the shoulder blades,” said Jason Wheeler, 559th Medical Squadron physical therapist.

Wheeler has seen his share of what he called “interesting” home setups for teleworkers.

“I had someone who has been sitting in a beach lounge chair with a laptop on their lap, someone sitting on their floor with the laptop on a coffee table and a lot of people using kitchen counters or dining room tables without proper chairs for the task,” he said.

Even his own home office is less than ideal, Wheeler admitted.

“I am using a home office with a desk and office chair, but it is set for my wife’s height, so the desk appears way too tall for me, which is causing headaches and low back pain if I don’t adjust a few things,” he said. “I do this for a living and still catch myself in

compromising positions from what I recommend to patients.”

Wheeler’s template for an ideal home setup is something as close to a good office setup as possible.

“The problem is that any office furniture, whether it’s at home or on base, is usually made as a one-size-fits-all design, and while most are adjustable, it just doesn’t fit certain body types and heights,” he said. “The ideal setup actually should be set for the individual so their body is supported to avoid poor posture for prolonged times.”

Wheeler recommends people raise their armrest so their shoulders feel slightly shrugged up to the ceiling in a relaxed position, sit with their hips slightly above their knees, and avoid a forward head position.

“An ideal chair would generally be as adjustable as possible, with a locking back, adjustable armrests in all directions, not just up and down, and adjustable height,” he said. “I also recommend that some people place a phone book or small stool at their feet so they can alter their foot position while they are sitting.”

In addition to using ergonomically sound furniture, desk workers can keep physical problems at bay by engaging in posture exercises throughout the workday, Wheeler said. These include exercises such as back extensions, chin tucks and shoulder shrugs — all recommended in a handout



SABRINA FINE

Jason Wheeler, 559th Medical Squadron physical therapist, treats a patient at the Joint Base San Antonio-Randolph Physical Therapy Clinic.

produced for last year’s 59th Medical Wing Health Rally at Joint Base San Antonio-Randolph.

Taking breaks is one of the most important things someone with a desk job can do, whether at home or the office, Wheeler said.

“Breaks don’t have to be a complete stoppage of work; they can be having a standing desk and switching positions two to three times an hour, and they can also be five repetitions

of a simple exercise that can be done hourly,” he said. “I try to set a timer on my phone for 15 minutes after my last patient of the morning and afternoon, when I am stuck on my computer typing notes. Otherwise, I end up in poor posture with headaches and shoulder pain.”

Exercises and taking breaks help office workers avoid prolonged positions, which are not ideal for the body, Wheeler said.

“Sitting is one of the worst prolonged positions for many reasons,” he said. “In sitting, a lot of underlying issues that aren’t painful when standing or working out can become problematic and spread to other aspects of life. The hips are usually flexed close to end range, which compresses a lot of structures, and the shoulders round forward when we slouch, which causes the head to protrude forward. Add a computer monitor and office chair with a soft back to the mix and all of this tends to be made much worse.”

One of the problems with prolonged sitting is that one’s posture gets worse over time due to weakness and flexibility issues, Wheeler said.

“I tell my patients that if they want to see perfect sitting posture, then they should go by pediatrics to see 3-year-olds who haven’t been in a classroom yet,” he said.

Although teleworking can take a greater toll on the body due to inadequate home office conditions, Wheeler sees one benefit.

“If anything, people with a chronic issue now have time to finish up their work and then book some appointments to take care of things,” he said. “One positive from all of this is that I am seeing service members actually taking time to take care of themselves now, instead of waiting until just before a fitness test is due or they retire.”

## TRAILBLAZERS

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Livingston, “I don’t know why I’m teaching you how to fly the T-38 because you’ll never be a fighter pilot.” LaSauce said her flight commander shared the same sentiment, stating that if he had his way, none of the women would graduate.

In the face of these unique

challenges, they knew that the future of women in aviation rested on their success.

“Women would not be flying combat missions, flying fighters or commanding flying squadrons if we didn’t succeed,” LaSauce said. “We knew in our hearts we needed to do well.”

Although it was another 30 years before women were allowed to fly in combat

missions, the 10 trailblazers forged a path for the women who followed.

“About a year later, female astronauts began training at Vance Air Force Base, Oklahoma,” said Gary Boyd, AETC command historian. “The success of the group ushered in the modern era of military aviation.”

Decades later, honoring their stories and the historical feats

of each of the women from UPT class 77-08, uplifted the honorees.

“It warms my heart that Air Education and Training Command decided to tell our story,” Scott said. “It’s the story of women who broke barriers.”

As of January 2020, women make up 21 percent of all Air Force members. Of the 328,255 active duty members, 68,470 are women, with 806 who serve

as pilots, 347 navigators and 233 air battle managers, according to Air Force Personnel Center officials.

“There is no denying the trailblazing women of class 77-08 were set up in such a way that failure would have been easy,” Webb said. “But that’s not what Airmen do. Through grit and determination not only did they succeed, they excelled.”