

JBSA

LEGACY

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JOINT BASE SAN ANTONIO

SEPTEMBER 11, 2020



SARAYUTH PINTHONG

Stafford James (left), 502nd Logistic Readiness Squadron clothing issue facilities section chief, briefs U.S. Air Force Brig. Gen. Caroline M. Miller, 502nd Air Base Wing and Joint Base San Antonio commander, and Chief Master Sgt. Wendell J. Snider, 502nd ABW command chief, during an immersion tour June 17 at JBSA-Lackland.

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DOD diversity, inclusion board seeks input

By David Vergun

DOD NEWS

The Department of Defense Board on Diversity and Inclusion will report to the Secretary of Defense by Dec. 15 on ways to improve diversity and inclusion leading to broader opportunities for all department personnel, and they are looking for input from all Defense Department personnel.

The board will focus on actions to enhance diversity and inclusion and drive a cultural shift to create lasting change in the Defense Department, from recruiting, career track selection and retention; to accessions, assignments, schools and promotions; to military justice and everything in between and beyond.

All Defense Department personnel are encouraged to crowdsourcing feedback on ideas

for improving diversity and inclusion via www.milSuite.mil. The closing date for input is Oct. 16.

"Hearing from our service members is critical in helping the Department of Defense make lasting changes to our military culture," Air Force Brig. Gen. Troy E. Dunn, the board's senior military member, said. "All members of the Department of Defense are invited to join this important conversation. Since solutions will not come from the Pentagon alone, we offer the milSuite link to seek your feedback through open and honest dialogue on diversity and inclusion."

There are four focal points of actions the board is taking:

- ▶ Evaluating all military policies, programs and processes;
- ▶ Surveying best practices of

industry, academia and other non-DOD organizations;

- ▶ Reviewing the scientific literature, past studies and reports, including recommendations on actions the department can take to improve diversity and inclusion; and
- ▶ Generating actionable items and policies to improve diversity and inclusion.

There are six recommendations the board will provide to the Secretary of Defense:

- ▶ Strengthening both community engagement and the narrative about military service opportunities during recruiting to attract more diverse candidates;
- ▶ Retaining minorities beyond initial service commitment and into leadership ranks;
- ▶ Addressing barriers confronted by minorities in the

workplace;

- ▶ Improving advancement opportunities, promotion boards, command selection, professional military education and assignments;
- ▶ Addressing command and organizational climate issues that may negatively impact the retention of minorities; and
- ▶ Promoting inclusion of minorities in military culture and strengthening aspects of individual and cultural identities such as hair and shaving standards and dress.

The success of the board will be determined by improvements to policies, programs and processes that achieve broader diversity and inclusion.

The Secretary of the Air Force serves as board chair, supported by the senior enlisted advisor to the Chairman of the Joint Chiefs of Staff.

Army CID reports increase in phishing scams

From U.S. Army Criminal Investigation Command Public Affairs

The U.S. Army Criminal Investigation Command's Major Cybercrime Unit has seen an increase in phishing and spoofing scams and reminds the Army community to be cautious when opening emails and to take extra precautions to protect personal information.

The Director of CID's Major Cybercrime Unit, Edward Labarge, said, there has been a "massive increase" in the number of phishing attempts since the outbreak of COVID-19.

"Cybercriminals and nation-state actors continue to exploit the fears related to the pandemic," said Labarge.

The MCU reports the main goal of a phishing attack is for cybercriminals or foreign adversaries to "compromise a business network."

A phishing email is an email designed to convince the recipient to divulge personal

information, banking or credit card information, or passwords. Whereas, spoofing occurs when a criminal disguises an email address, sender name, phone number, or website URL to make it appear the user is interacting with a trusted source. Generally, there is only a subtle difference by only changing one letter or a number.

For example, the email received appears to be from a supervisor, family member or business associate. The cybercriminal attempts to manipulate the user into believing the spoofed communications are real.

"The end goal of these campaigns is to obtain login credentials such as usernames and passwords to compromise systems and steal proprietary and sensitive data," said Labarge.

MCU official's state combining both phishing and email spoofing allows cybercriminals to use deception to convince recipients into believing an email was sent

from a legitimate and reputable organization or company. Typically, the email states a specific action is required. The sender's email address looks authentic, the subject line appears valid, and the email body contains a simple and somewhat convincing message usually accompanied by a website link.

Phishing may occur in both personal and business or government emails. However, it is more likely to occur in personal emails.

"From a government side of the house, DISA (Defense Information Systems Agency) does a great job protecting the enterprise by filtering millions of phishing emails every month," said Labarge. "From a personal perspective, phishing emails are more apt to get through free email filters.

However, phishing is one of the most effective attack vectors out there and regardless of whether you are using a personal email or business email, you must

always be on your 'A' game."

Phishing is not a new scam and has been around for a long time. However, criminals are constantly changing their approach by using various techniques to gain access. This includes vishing scams over the phone, voice email, or VoIP (voice over Internet Protocol) calls; smishing scams via SMS (text) messages; and pharming scams by installing malicious code on your computer redirecting you to fake websites.

CID officials warn users to be cautious when opening emails and clicking on links in those emails. Email service providers cannot detect all phishing and spoofed emails. Here are some steps you can take to detect, protect, and report phishing and spoofed emails.

Detect

- ▶ Keep an eye out for incorrect spelling and poor grammar in emails.
- ▶ Pay close attention to the

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JBSA LEGACY

Joint Base San Antonio Editorial Staff

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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 using the subject line "Feedback Fridays." Questions will be further researched and published as information becomes available.

Q. What are the current entry base rules during Health Protection Condition, or HPCON, Charlie?

A. During HPCON Charlie, Security Forces are conducting 100 percent ID card checks for all occupants aged 17 and older in all vehicles entering any JBSA installation.

Anyone that does not have a valid Department of Defense ID card or current pass will be refused entry.

For any visitor aged 17 or older to gain entry while we are in HPCON Charlie and only allowing mission essential personnel, the sponsor's commander must sign a form stating that the visitor is mission essential (links to the form are below).

Commanders must use fair judgement in defining what constitutes mission essential. The sponsor will then email or take that form to the Visitor Control Center where the visitor will be vetted and issued a pass. Without this form, all visitor requests will be denied.

» <https://www.jbsa.mil/Information/Gate-Hours-Visitor-Information/JBSA-Randolph-Visitor-Info/>

» <https://www.jbsa.mil/Information/Gate-Hours-Visitor-Information/JBSA-Fort-Sam-Houston-Visitor-Info/>



COURTESY GRAPHIC

» <https://www.jbsa.mil/Information/Gate-Hours-Visitor-Information/JBSA-Lackland-Visitor-Info/>

For entry into Brooke Army Medical Center only, up to two occupants without visitor pass or valid DOD ID are allowed to be escorted by a valid DOD ID card holder in the same vehicle in order to assist patients that require assistance.

Q. As you know, this is an election year. Will civilian employees be given time off/administrative leave to vote at the polls in November?

A. An excused absence may be granted to permit an employee to report to work three hours after polls open or leave work three hours prior to polls closing.

Employees are encouraged to work with their supervisor to schedule the appropriate time off so they can to vote.

Q. Since the COVID-19 issue began, has Civilian Personnel discussed the fact that civilian personnel annual leave will be authorized/waiver to go over the mandated 240 hours?

Most people who take leave want to leave the local area and not take leave to stay in their house. Before we know it, the holiday season will be here.

A. Great question! This remains a major area of concern for civilians who may soon be faced with the possibility of having to "use or lose" significant amounts of annual leave during the latter part of the leave year.

These past few months have greatly impacted employees' ability to take leave due to the vast mission demands brought forth as a result of COVID-19. At this time, no waiver or exception to current annual leave laws has been granted by Congress.

While the DOD and Department of the Air Force continue to

advocate on behalf of our civilian Airmen for changes to our current forfeiture rules, there is no guarantee that these will be granted.

Commanders and supervisors should assess their employees' leave balance and usage as would be done during any other leave year.

Employees unable to exhaust their "use or lose" leave due to work-related requirement or other exigencies of service, sickness, or administrative error may have this leave restored if the leave was scheduled in writing before the start of the third biweekly pay period prior to the end of the leave year.

In the meantime, our Civilian Personnel team will continue to keep our mission partners apprised on the latest developments concerning leave use and forfeiture.

Any questions or concerns may be directed to the Civilian Personnel Office, Employee Management Relations unit.

BAMC, WHASC chosen for COVID-19 vaccine trials

From DoD News

As part of the Operation Warp Speed, or OWS, goal to deliver safe and effective vaccines and therapeutics by January 2021, five Department of Defense locations — including two in San Antonio — have been identified to participate in the Phase III trial evaluating the vaccine candidate AZD1222 under development by AstraZeneca.

“The Department of Defense continues to play a key role in the development of a potential COVID-19 vaccine,” said Tom McCaffery, Assistant Secretary of Defense for Health Affairs. “Now that vaccines have passed the first phases of testing for safety, dosing and response, we are ready to move into the next phase where volunteers are needed to join large clinical studies. We are excited to have several sites

“The Department of Defense continues to play a key role in the development of a potential COVID-19 vaccine. Now that vaccines have passed the first phases of testing for safety, dosing and response, we are ready to move into the next phase where volunteers are needed to join large clinical studies. We are excited to have several sites identified to support the next steps in the vaccine development process.”

Tom McCaffery, Assistant Secretary of Defense for Health Affairs

identified to support the next steps in the vaccine development process.”

The DOD sites selected are:

- ▶ Joint Base San Antonio Brooke Army Medical Center (Site Code: BAMC)
- ▶ Wilford Hall Ambulatory Surgical Center (San Antonio) (Site Code: WHASC)
- ▶ Walter Reed National Military Medical Center (Bethesda, MD) (Site Code: WRMC) and

- ▶ Fort Belvoir Community Hospital (Fort Belvoir, VA) (Site Code FBCH)
- ▶ Naval Medical Center San Diego (Site Code: NMSD)

To volunteer, visit www.CoronavirusPreventionNetwork.org, click on “Volunteer Now” and complete the survey. Once the survey is completed, local study site coordinators will contact Military Health System beneficiary volunteers in their

area who are a good match for the study. Please be sure to enter the appropriate site code.

To ensure that the vaccines work to protect those at greatest risk, participation by people from communities that are hardest hit is critical. The study is looking for people who are at an increased risk of SARS-CoV-2 infection which may include:

- ▶ Working in an essential job, such as healthcare professions, emergency response personnel, grocery workers, meat-packing plants, restaurant staff, public transit, etc.
- ▶ Living in densely populated residential environments
- ▶ Living or working in congregated living facilities such as correctional facilities or nursing homes
- ▶ A member of a community that has been hardest hit by this pandemic, such as older persons, persons with

underlying health conditions, and racial/ethnic groups such as African Americans, Latino, and Native American populations.

OWS is a U.S. government, interagency endeavor that is focused on delivering 300 million doses of a safe, effective vaccine for COVID-19 and is part of a broader strategy to accelerate the development, manufacturing, and distribution of vaccines, therapeutics, and diagnostics (countermeasures) for the virus.

Direct support for this effort is provided by the U.S. Department of Defense’s Joint Program Executive Office for Chemical, Biological, Radiological and Nuclear Defense in coordination with the Office of the Assistant Secretary of Defense for Health Affairs and the Defense Health Agency.

Joint Base San Antonio celebrates National Hispanic Heritage Month

From 802nd Force Support Squadron Civilian Personnel Section

In observance of National Hispanic Heritage Month, which runs from Sept. 15 through Oct. 15, Joint Base San Antonio has released the official National Hispanic Heritage Month poster and the National Hispanic Heritage Month fact sheet.

Each year, Americans observe National Hispanic Heritage Month by celebrating the contributions and importance of the Hispanics and Latinos to the United States and those American citizens whose ancestors came from Spain, Mexico, the Caribbean, Central America, and South America.

The Hispanic Heritage observance began in 1968 as Hispanic Heritage Week under President Lyndon Johnson and was expanded by President

Ronald Reagan in 1988 to cover a 30-day period starting on Sept. 15 and ending on Oct. 15. It was enacted into law on August 17, 1988, on the approval of Public Law 100-402.

Informational display tables will be placed at Exchange locations across JBSA, as well as the Arnold Hall Community Center at JBSA-Lackland, the Sam Houston Community Center at JBSA-Fort Sam Houston and the Community Services Mall at JBSA-Randolph.

Visitors to the Exchanges and community centers are encouraged to follow COVID-19 health and safety measures, including practicing physical distancing.

For more information, contact the 802nd Force Support Squadron Civilian Personnel Section at 210-221-1408 or usaf.jbsa502-abb.mbx.jbsa-fsh-cps@mail.mil.



EFMP hosts blood drive Sept. 16 at JBSA-Fort Sam Houston

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Blood donors are needed as the Joint Base San Antonio Exceptional Family Member Program is hosting a blood drive from 8-11 a.m. Sept. 16 at the JBSA-Fort Sam Houston Military & Family Readiness Center, 3060 Stanley Road, building 2797.

The blood drive is being held in observance of Blood Cancer Awareness Month and in conjunction with the Exceptional Family Member Program, or EFMP, and the Armed Services Blood Program, or ASBP, at JBSA-Fort Sam Houston that supports Brooke Army Medical Center.

EFMP provides comprehensive and coordinated community support, housing, educational, medical and personnel services to families with special needs. ASBP is the military's official blood program, providing quality blood products for active-duty members, veterans and their families.

All blood donations will go towards ASBP and Brooke Army Medical Center for patients in both the military and community populations who are treated

at the hospital.

Sally Gonzalez, JBSA-Fort Sam Houston M&FRC EFMP manager, said the blood drive will be conducted adhering to COVID-19 restrictions and social distancing guidelines in the M&FRC auditorium, which will allow for four blood donation stations to be set up and be spaced out more than six feet apart.

JBSA members wanting to donate blood for the blood drive must make an appointment at <http://www.militarydonor.com> by clicking on the "locate a drive" link, using sponsor code FSHEFMP. For more information, contact JBSA-Fort Sam Houston M&FRC at 210-221-2705.

Gonzalez said blood donors will be required to wear masks entering and leaving the M&FRC and before and during the time they will be giving blood. There will also be controlled entry and exit points at the M&FRC. Blood donors will be taken into the auditorium for their appointments every 15 minutes.

Military medical lab technicians with the Akeroyd Blood Donor Center, which is part of BAMC, will be collecting the blood from donors inside the M&FRC

auditorium.

Mark Salcedo, ASBP public affairs specialist/blood donor recruiter, said blood donors will be tested for COVID-19 antibodies. He said those donors who test positive will be contacted within 10 to 14 days and will be given information about and the opportunity to donate plasma to the COVID-19 Convalescent Plasma Program, or CCP.

CCP is a Department of Defense program that provides the plasma with the antibodies to military treatment facilities around the world to treat service members and their family members who test positive for COVID-19.

The DOD has set a goal of collecting 10,000 COVID-19 CCP plasma units by Sept. 30, to contribute to the readiness of the force and to be able to provide plasma to 100 percent of eligible beneficiaries who have tested positive for COVID-19 at MTFs and at ASVP Blood Donor Centers around the world.

Salcedo said blood drives are important for the ASBP program in carrying out its mission of providing quality blood products for BAMC and for deployed servicemembers overseas.

"Our sole and primary mission is to

take care of the blood needs for BAMC," Salcedo said. "Blood drives are always critical for us because of the trauma mission and the mission of the U.S. Army Institute of Surgical Research Burn Center at the hospital."

Gonzalez said EFMP is conducting the blood drive during Blood Cancer Awareness Month because of the impact the disease has had on military families, including those who have children with special needs. Nearly 1.3 million people in the U.S. are affected by some form of blood cancer.

She said this is the third year that EFMP has held a blood drive at JBSA-Fort Sam Houston.

"We thought it would be a great way to promote blood cancer awareness but also meet the needs of our military and special needs community that needs blood supply," Gonzalez said.

For more information about the blood drive, go to <http://www.militarydonor.com>. Information about ASBP is at <https://militaryblood.dod.mil>. Anyone who has travel or medical questions about donating blood can call 210-295-4655.

Suicide Prevention Month: The importance of connectedness

From Army Resilience Directorate

Most of us have friends, family members or colleagues we talk to on a daily basis, but how many of those people in our lives do we feel close to? Strong connectedness — the level of closeness we feel to others — not only enhances our quality of life, it can also save lives.

During September — Suicide Prevention Month — the Department of Defense is focusing on Connectedness, using the slogan Connect To Protect to highlight how social connections and a sense of belonging can be a protective factor against suicide.

“Having that ‘connectedness’ with a friend or family member gives us the comfort of knowing we are not alone in a difficult situation,” said Master Sgt. Kevin Edmondson, noncommissioned officer in charge, R2L and Training Division, Army Resilience Directorate. “That there is someone who we trust to have our best interest at heart, to provide us with the best advice they can provide, or sometimes

it’s just having the ability to reach out and talk to ... someone that will listen without judging.”

But how do we build a connection with others, how do we build the meaningful, close relationships that enhance our daily lives and serve as the foundation of support when we are going through tough times?

An authentic connection goes beyond acquaintance-level interactions, said Dr. Doreen Marshall, Vice President of Mission Engagement at the American Foundation for Suicide Prevention.

“When we are promoting connections or connectedness, we are really talking about being vulnerable with someone else, being able to express feelings, being able to also receive that from another person,” she said.

Showing your authentic self, including your struggles and imperfections — in other words, being vulnerable — is key to building close connections with others. Being vulnerable is often seen as a weakness in our society, but according to Marshall, it’s the opposite.

“It’s actually hard to be

vulnerable. It takes tremendous courage and strength to show vulnerability,” Marshall said.

Having the courage to risk showing vulnerability is especially needed of leaders in the Army.

“It’s hugely important when someone in a position of power, or who has status, is able to show some vulnerability,” Marshall said. “When people are speaking out about their own mental health it kind of almost gives the rest of us permission to do it because they are doing it in a very public way.”

“It’s hard to connect with someone who appears not to have any challenges,” said Marshall. “It is in our humanness that we are able to connect.”

By being open about their own struggles, showing vulnerability, and forming connections, leaders model this behavior for others and create an environment where their Soldiers, family and friends feel closer to them and are not afraid to open up and talk about their own struggles.

“Transparency in Army leaders helps Soldiers realize

that we are human, and we also experience challenges,” Edmondson said. “Many Soldiers believe that once you achieve a certain rank then all of the problems of the world go away ... that’s not the case at all. Ask any Army leader and I’m sure everyone can provide a situation where they too needed to seek assistance from a friend or professional to deal with a challenging situation.”

A first step leaders and Soldiers can take to create closeness and connection with others is by moving beyond surface-level interactions and inviting deeper conversations. Marshall encourages people to be proactive when inviting these conversations, as fellow Soldiers, leaders or family members who are struggling may not necessarily come to them first.

“When you are struggling with depression, it’s hard to see that there are people out there to help you, it’s hard to engage help,” Marshall said.

Try the following tips to deepen your connections and have “real conversations” with others:

► Don’t just ask how someone is

doing, ask “How are you feeling?” or “How are you coping?”

► Put yourself out there. Reach out to someone struggling and ask, “What can I do to help you?” “How can I make this easier for you, how can I get involved?”

► Make space in your busy life to stop and really listen, say “This sounds important to you, and I want to hear more about how you are feeling.”

► Don’t necessarily give advice (unless asked), but instead ask people for their perspective, say “What do you think you need in this situation?”

► Share your own struggles. Currently, everyone is impacted by the COVID-19 pandemic, so it is an opportunity to find moments of shared vulnerability with others.

If you’re struggling with your mental health, talk to your primary care provider for a professional referral. If you’re in crisis or are concerned for a loved one, call the Military Crisis Line at 1-800-273-8255 and Press 1. If it’s a life-threatening situation go to the nearest emergency room or call 9-1-1.

ARMY CID

From page 2

sender email address; click on the display name if the email address is not visible.

- Be extra cautious if an email asks for personally identifiable information, financial account information, or passwords.
- Be suspicious of emails asking you to click a link to change a password, especially if a password change request was not initiated.

Protect

- If the email seems suspicious, but you recognize the display name, contact the sender offline, via call or text, to verify they sent the email. Do not use any phone numbers provided in the email.
- Never click an unfamiliar link or download an attachment if you suspect the email is spoofed.
- Type in URLs or use a search engine to locate websites, if you have to log

into an account.

- Turn on spam filtering to stop the majority of phishing and spoofed emails. Keep in mind, legitimate emails are sometimes flagged as spam emails.
- Scan your computer for malware regularly.
- Check account settings. If any accounts offer multi-factor authentication, enable it for an additional layer of security.

Report

- Report phishing and spoofed emails to your email service provider for personal email accounts. For official government and military email accounts, report them to your system administrator or security representative.
- If you become a fraud, identity theft, or deceptive business practice victim, file a report with your local CID office, the Federal Trade Commission and the Internet Crime Complaint Center.

The Internet Crime Complaint Center has identified phishing and spoofing in

the top five methods cybercriminals used during 2019, to cause more than \$350 million in victim losses.

Basic protective measures will aid in the reduction of compromised information and losses.

Important user tips to protect against cybercrimes

- Companies generally don’t contact you to ask for your username or password.
- Don’t click on anything in an unsolicited email or text message. Look up the company’s phone number vice using the one provided in email and call the company to ask if the request is legitimate.
- Carefully examine the email address, URL, and spelling used in any correspondence. Scammers use slight differences to trick your eye and gain your trust.
- Be careful what you download. Never open an email attachment from someone you don’t know and be wary of email attachments forwarded to you.

- Set up two-factor (or multi-factor) authentication on any account that allows it

► Be careful with what information is being shared online or on social media. By openly sharing things like pet names, schools attended, family members, and birthday, a scammer gains the information they need to guess passwords or answer security questions.

“When it comes to protecting against these types of attacks, you really need to incorporate everything from the list,” said Labarge. “However, if you had to pick one, don’t click on links in your email.”

MCU recommends hovering over the hypertext of the link in the email to show where the actual link is going.

Army personnel or their families who are victims of an Internet-based crime should report the crime to their local CID office. Individuals can also report crime tips to CID anonymously via a specialized application at <https://www.cid.army.mil/report-a-crime.html>.

FORT SAM HOUSTON

JBSA-FSH hosts Virtual 360° Leaders Course

By Olivia Mendoza Sencalar
502D AIR BASE WING PUBLIC AFFAIRS

During a July 31 virtual ceremony, 34 joint military and civilian leaders, as well as a Gold Star spouse, graduated from the Virtual 360° Leaders Course, a two-week, resiliency-based course sponsored by the 502nd Air Base Wing.

Col. David Trotter, 502nd Air Base Wing vice commander and Joint Base San Antonio deputy commander, officiated the ceremony.

Due to COVID-19, the course was held virtually July 20-31 and provided a holistic, integrative resiliency approach designed to address every aspect of a leader's well-being. Topics focused on the mind, body, spirit, relationships and finances. The course motto is "Skills For Leaders, Skills For Life."

"I liken this course to land navigation," Trotter said during his remarks. "I'm a Ranger, been in the Ranger Regiment, spent all my time in the Army doing light infantry kinds of things. What we do in the Army is give you a map and a compass and you just kind of find your way. This course is designed to be your map and your compass so that you can find your way, and more importantly, you can help others do the same."

The Virtual 360° Leaders Course team is staffed with subject matter experts in diverse fields, most of whom possess military experience as well.

"Our team of mentors is dedicated to serving and healing, and we create a unique environment where leaders can gather to renew their minds, fine-tune their bodies, and sharpen their leadership skills,"



OLIVIA MENDOZA SENCALAR

Due to COVID-19, the Virtual 360° Leaders Course was held virtually in July.

said retired Army Brig. Gen. Steve Salazar, co-founder and Leaders Course 360° program executive.

"The course is both a psychological health intervention and a prevention program that provides leaders with the skills and resources necessary to restore and enhance their own psychological readiness, resilience, physical fitness, nutritional status, spiritual health, and relationships," Salazar said. "It also equips them to more effectively lead and support their colleagues and subordinates"

"We also provide access to care for those who may not otherwise seek or receive care, in a safe environment without stigma," said retired Army Col. Mary Lopez, Ph.D., co-founder and Leaders Course 360° program director.

Each day kicked off with an hour-long yoga session, then participants were led into sharing what Salazar called "small wins." Students were encouraged to openly share something positive or something

they implemented from the course.

"This was a highlight of the course for me because I like to focus on growth mindset," said Dr. Aaron Moffett, a JBSA-Randolph community support coordinator who attended the course. "It was a great two weeks where we applied the resiliency skills taught each day to our daily lives. It also gave us practice in the skills before we teach the skills or lead others, plus, it provided a new community to share our wins with."

After sharing their wins, the team of mentors and students immersed themselves in three hours of dynamic course material, candid discussions, and practical exercises.

Each afternoon, students attended deep-dives into specialty topics such as entrepreneurship, sleep, and functional medicine, and also met for one-on-one sessions via video chat with mentors specializing in spirituality, finances, physical therapy, and psychology.

Participants' spouses,

partners or family members were also invited to the course and could also participate in the one-on-one sessions.

Over 10 days, the Leaders Course 360° mentors facilitated discussions and practical exercises about self-care, stress and anger management, biofeedback, relaxation, meditation, mindfulness, humor and health, spirituality, couples and parent-child communication, conflict resolution, sex and relationships, journaling, and sleep.

The course also provided insight into sexual assault and domestic violence, financial management, post-traumatic stress, suicide prevention, and alcohol management. In addition to mental fitness, the course also emphasized physical fitness, injury prevention, pain management, and nutrition.

"This course should be mandatory for all leaders, in my personal opinion," said Army Staff Sgt. Sarah Aschenbrenner, a victim advocate for the 264th Medical Battalion at JBSA-Fort Sam Houston. "I wish I had knowledge of this course in 2015 because I personally and professionally needed this in my life then! Nevertheless, I feel very blessed to have attended the course. We learned a lot about self-care, which is one thing we tend to neglect even though we need it the most. Recognizing our own needs enables us to recognize other's needs."

With each new lesson, the mentors encouraged students to remember their new tools and stow them away in their mental rucksack for later use, and during the graduation ceremony, Salazar reminded them of this.

"Over the last two weeks, you

spent time with our team of mentors as we unloaded some of the junk out of your rucksack and tried to refill it with skills for leaders and skills for life," he said.

On the final day of the course, students participated in an exercise called the "Fish Bowl" in which they could take turns sharing a difficult time and the tools they used to navigate it.

"The Leaders Course 360° mentors created an emotionally safe learning environment, and I admire everyone who was brave enough to share in the Fish Bowl," said Maj. Stacie Shafran, a public affairs officer at the Air Force Personnel Center. "This course focused on healing, and even though it's tough to share personal struggles, as a leader it's important to demonstrate this courage to those around you."

In 2009, Shafran experienced a traumatic loss on deployment when four of her teammates were killed.

"I've spent many years alone in my thoughts about what happened to them and rarely talked about it," she said. "Now, I'm learning it's ok to turn something so negative into a positive."

"Mary Lopez and the rest of the mentors helped me realize this over the past two weeks, and I'm grateful they helped me take some of the pressure off of myself," she said. "To anyone thinking about taking this course, you're basically guaranteed to finish it feeling better than you can imagine."

Editor's note: The mention of non-federal organizations is for information only and not intended to imply endorsement by the U.S. Government, the Department of Defense, or the U.S. Air Force.

ARNORTH oversees military response operation in California

From U.S. Army North Public Affairs

At the request of the National Interagency Fire Center, approximately 200 U.S. Army Soldiers are supporting a wildland fire ground response operation in Northern California.

U.S. Army North (Fifth Army), U.S. Northern Command's Joint Force Land Component Command headquartered at Joint Base San Antonio-Fort Sam Houston, is overseeing the military ground operation in support of federal and state efforts.

"We are proud to support the U.S. Department of Agriculture's Forest Service in their effort to suppress the fires in Northern California," said Lt. Gen. Laura J. Richardson, ARNORTH and JFLCC commander. "The Soldiers who will assist in this mission are highly-trained,

and they are well equipped with all of the protective gear needed to keep them safe, to include in a COVID-19 environment."

The supporting unit, the 14th Brigade Engineer Battalion, 2nd Stryker Brigade Combat Team, 2nd Infantry Division, I Corps, from Joint Base Lewis-McChord, Washington, will assist the U.S. Forest Service with wildland fire response efforts in the Mendocino National Forest.

Soldiers from the battalion were recently fitted for personal protective equipment, including fire retardant clothing, boots, gloves and hard hats, and began training, including on the use of fire shelters, at their home station.

The Soldiers deployed to Northern California Aug. 31 to conduct additional training and fireline certification prior to employment on the August Complex in the Mendocino National Forest.

"Our Soldiers work every day to be ready to respond to our nation's call, whether contributing to joint force solutions in the Indo-Pacific region or assisting the lead federal agency and U.S. Army North to suppress fires right here in the United States," said Lt. Gen. Randy A. George, I Corps and JBLM commander.

The Southern Area Blue Team, a National Interagency Type 1 Incident Management Team, is in command of the August Complex, which began as 37 lightning-ignited fires Aug. 17. According to the U.S. Forest Service, the fire has burned more than 221,000 acres and the fire perimeter is currently 18 percent contained.

The JFLCC, through USNORTHCOM, is the primary Department of Defense organization for coordinating defense support of civil authorities to help federal partners, like NIFC, respond to natural disasters.



SPC. PRESTON ROBINSON

Soldiers from the 14th Brigade Engineer Battalion from Joint Base Lewis-McChord, Washington, prepare to deploy in support of the Department of Defense wildland firefighting response operations.

USAISR physicians conduct research to improve combat care

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Two physicians at the U.S. Army Institute of Surgical Research at Joint Base San Antonio-Fort Sam Houston are focused on improving tactical combat casualty care through research that finds the best resources and methods for treating and improving the survivability rate of wounded service members on the battlefield.

During the last three years, Maj. (Dr.) Steven Schauer, USAISR physician-scientist, and Maj. (Dr.) Ian Hudson, USAISR Tactical Combat Casualty Care emergency physician, have worked together on several studies on tactical combat casualty care, the field of military medicine focusing on life-saving techniques and strategies that are used to provide the best trauma care on the battlefield.

The USAISR physicians conducted their latest studies on tactical combat casualty care July 8-9 at Hunter Army Airfield in Georgia. Participating in the study were 10 combat medics with the 160th Special Operations Aviation Regiment, who were tested while using the i-view video laryngoscope on a mobile aircraft simulator.

The i-view video laryngoscope is a disposable device with a breathing tube that is inserted into the trachea of a patient to check for a blocked airway. The device includes an LCD screen that allows the user to view the airway of the patient.

Schauer said the combat medics were assessed on how well they were able to use the i-view video laryngoscope during the aircraft simulations. He said nine of the 10 combat medics tested on the simulator were able to use the i-view video laryngoscope in 90 seconds or less.

After completing the simulation, the combat medics were given the chance to provide their feedback on the i-view video laryngoscope.

“Overall, they liked the device,” said Schauer about the feedback provided by the combat medics. “There were a few modifications that they wanted to see done to the device to make it more usable in their particular setting.”

The study with the combat medics is to see how effective the i-view video laryngoscope is compared to a Glidescope, which is the current airway device used in the field. The Glidescope is a video device used for endotracheal intubation, the procedure used to open a

patient’s airway if they have an airway blockage, a respiratory illness, or in trauma.

Schauer said the Glidescope has a limited presence on the battlefield because the devices, for the most part, can be used in field hospitals and by forward surgical teams.

Cost-wise, the Glidescope costs the military \$11,000 to purchase, while the i-view video laryngoscope is relatively inexpensive at \$100 per device.

Schauer said the i-view video laryngoscope is a much better device for combat medics to utilize in a combat setting.

“The i-view video laryngoscope allows them an indirect visualization of the airway, which allows them to get the endotracheal tube in faster and easier, with ideally fewer complications,” Schauer said.

Hudson said one of the modifications the combat medics who were part of the study suggested for improving the i-view video laryngoscope is for the LCD screen to have a swivel capability, so the medics could view the airway of a wounded servicemember no matter what position the patient is lying in, whether the medic is at their head, alongside or straddling them.

Schauer said the objective of each of the studies he and Hudson have conducted is identifying ways to improve guidelines or materials for tactical combat casualty care. The study done at Hunter Army Airfield with the combat medics followed this standard.

“The second most frequent cause of death in the battlefield is airway obstruction,” Schauer said. “This study was seeking to figure out a better method for intervening on an airway obstruction, helping to minimize the number of people who die on the battlefield and will survive to make it to a hospital.”

Hudson said he and Schauer value the feedback they get from combat medics when conducting their research. He said Schauer, who is the head researcher of the study, likes to see what combat medics can do in different simulated situations using several devices and methods for treating wounded servicemembers.

“This population (of medics) Steve (Schauer) managed to link up with is very valuable,” Hudson said. “These are people who are in a continuous state of readiness; they’re always looking at the potential for deployment, for a mission. A lot of them have been on missions

recently and so their feedback is very valuable because it’s fresh and it’s real in the sense there’s immediacy. They might need something next week to care for a potential casualty.”

On July 9, Schauer and Hudson conducted a separate study with the combat medics at Hunter Army Airfield by having them test a variety of supraglottic airways (blind insertion breathing tubes) such as the i-gel airway device on a mannequin. The i-gel is a non-inflatable airway management device used for anesthesia and resuscitation.

Schauer said the study on the i-gel airway device was a qualitative study, in which numerical data was not collected but background data on the participants was. He said the goal of the study was to teach the combat medics about a device they hadn’t used before and to conduct a semi-formal interview after the medics used the device to get their feedback and opinions on whether they could use it effectively in a combat setting.

The physicians are hoping to publish their findings and research on the i-view video laryngoscope in a military medical journal later this year. The study with the

combat medics testing their skills on the i-view video laryngoscope was part of a two-year overall study on tactical combat casualty care.

Schauer said he and Hudson share the findings by publishing their studies in military medical journals, by attending military medical conferences with their colleagues and with the U.S. Army Medical Research and Development Command, or MRDC.

“We use this data in real-time often as we get it to help inform medical decision-makers such as the combat development integration at MRDC,” Schauer said. “They need this data to help them allocate efforts, resources and funding.”

Hudson said doing research that can improve methods and guidelines for airway management will help to save lives on the battlefield.

“It’s very simple in that the faster an airway can be secured, the more time it frees up combat medics for other things that can harm and kill a Soldier,” Hudson said. “If the airway intervention is easy and efficient, that frees up hands and time to do other very important things to save lives.”

Army South, Central American army partners enhance regional capabilities

By Leanne Thomas
U.S. ARMY SOUTH PUBLIC AFFAIRS

Key leaders from U.S. Army South and partner nation armies from El Salvador, Guatemala and Honduras took part in the Central America Working Group, or CENTAM Working Group, held virtually Aug. 24-28.

The CENTAM Working Group provides Army South and partners with a forum to enhance professional relationships and improve land forces capabilities. Maintaining strong relationships is a cornerstone of Army South's engagements.

"This will be the first time that we've developed a program similar to Army Staff Talks but with several countries," said Marco V. Rosito, Central America and Caribbean desk officer, Army South Security Cooperation Directorate. "The big success is primarily our ability to meet together to work, coordinate and synchronize our activities, objectives and initiatives between the countries. Some of them bilaterally between us and a partner nation and others bilaterally between two partner nations."

During the multi-day forum, each country provided an overview of their army, security challenges and opportunities, as well as identified potential areas for regional collaboration over the next five years.

Each of the participating staff representatives emphasized the significance of the working group and the importance of working together to increase capabilities.

"I am very thankful to all of you for exchanging ideas, words and concerns in an effort to try to improve our countries. It is very important that we must consider our countries, not as one individual country,



LEANNE THOMAS

Personnel from the U.S. Army South Security Cooperation Division listen in during the Central America Working Group virtual meeting held Aug. 24-28.

but rather as one nation, a nation that is called, 'America,'" said Honduran Army Col. José Antonio Reyes.

Guatemalan Army Col. Aramis Rosalío Fuentes Orozco, head of the Guatemalan delegation, echoed the same sentiment on the importance of the event.

"These last three days have been very productive because we have been able to express ourselves and touch on different topics, different problems that we share in common," Orozco said. "I repeat the words of my brothers from Honduras where they have already indicated that we want to come together because these problems do not belong to one, they belong to all of us. And if we are united we will be able to complete our objective, which is to prevent the illicit trafficking that is going through Central America."

Speaking on behalf of his

**"If we are united
we will be able to
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America."**

Guatemalan Army Col. Aramis Rosalío Fuentes Orozco, head of the Guatemalan delegation

nation's army, Col. Héctor Samuel Reyes Martínez, Salvadoran Army operations

director and head of the Salvadoran delegation, thanked the Army South planners for organizing the event.

"We are grateful to have been a part of this very valuable opportunity to exchange our knowledge with all of our sister countries as we continue to combat criminal organizations and entities. At the same time, we want to thank the U.S. Army for providing this wonderful tool to hold these meetings," Martínez said.

At the conclusion of the event, U.S. Army Col. Jeffrey Lopez, Army South Security Cooperation Division director, praised the participants and thanked them for agreeing to come together to defend and deter threats within the Western Hemisphere.

"I couldn't agree more with every single one of your comments. It is important what you stated, 'one America, one team.' Because everything that

we do as a military is for the defense of our nation," Lopez said. "So we look at our relationships with our Central American neighbors as a way to help fortify our defense, to defend our homeland. As you said, we're one America, and it's extremely important that we have strong relationships within our own neighborhood."

Following the CENTAM Working Group, the staff members will continue developing the areas identified for cooperation through February 2021 when senior leaders representing all four Armies will come together in El Salvador to validate and confirm activities over five years during the Meeting of Principals.

"This meeting is proof that even though we work separately, we can still come together to accomplish our mission and protect our countries," Rosito said.

LACKLAND

502nd Logistics Readiness Squadron helps recruits continue training during pandemic

By Rachel Kersey

502ND AIR BASE WING
PUBLIC AFFAIRS

The 502nd Logistics Readiness Squadron at Joint Base San Antonio-Lackland has been providing clothing to new recruits at an alternate Basic Military Training location since March 2020 to help the U.S. Air Force continue forging America's future Airmen during the coronavirus pandemic.

The 502nd LRS's Air Force Initial Issue Clothing, or AFIIIC, facility, first sent clothing to Keesler Air Force Base in Biloxi, Mississippi, as part of a Proof of Concept test of how efficiently BMT could be conducted from this new location. When the concept passed, regular shipments began the following month, with uniforms being procured from the Defense Logistics Agency.

Stafford James, chief of AFIIIC, oversees 28 civilians and 28 contractors who do everything from uniform issue to fit and alterations for all Air Force-issued uniforms for BMT trainees, but they don't pull off the entire job alone.

"It is a total team effort between multiple agencies," James said. "Headquarters, Air Education and Training Command; the 81st LRS at Keesler Air Force Base; and the 502nd LRS at JBASA-Lackland — we work closely to coordinate the shipments with 502nd LRS Traffic Management Office."

The 502nd LRS provides trainees with Operational Camouflage Pattern, or OCP, uniforms, a dress uniform, physical training gear, and



PHOTOS BY KEMBERLY GROUE

U.S. Air Force Basic Military Training trainees from the 37th Training Wing Det. 5, Flight 564, participate in a physical training session at Keesler Air Force Base, Mississippi, July 1.

miscellaneous items such as boots, shoes, running shoes, hats, and belt buckles.

"Weekly, we send 5,500 units, valued at more than \$120,000, to clothe 120 recruits," James said. "We currently have enough stock to dress four male flights comprised of 300 trainees and two female flights comprised of 120 trainees prepositioned at Keesler."

According to Armagan Butler, chief of Cargo Movement Warehouse Operations at the 502nd LRS, a shipment for trainees goes out weekly, replenishing the items that were issued.

This shipment fills a needed

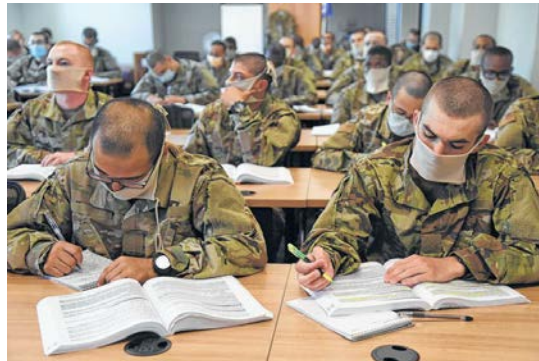
"It is a total team effort between multiple agencies. Headquarters, Air Education and Training Command; the 81st LRS at Keesler Air Force Base; and the 502nd LRS at JBASA-Lackland — we work closely to coordinate the shipments with 502nd LRS Traffic Management Office"

Stafford James, chief of Air Force Initial Issue Clothing

gap that became apparent once COVID-19 Health Protection Condition restrictions were put in place and a BMT detachment was established at Keesler Air Force Base, Butler said, noting that there is not a clothing Issue element there.

Once the weekly order from the BMT staffers currently located at Keesler arrives at the 502nd LRS at JBASA-Lackland, the items ordered arrive by truck within three to four days.

This relatively small and relatively new operation is one of the many things AFIIICF does within a year. Annually, the 502nd LRS provides uniforms to more than 39,000 trainees, James said. While they stay quite busy, shipping clothing to Keesler during the pandemic helps ensure the Air Force can continue to pursue its mission with excellence and integrity by creating its future leaders and warriors.



Basic trainees under the 37th Training Wing Det. 5 participate in academic class-work at Keesler Air Force Base, Mississippi, April 17.

433rd Airlift Wing remembers BRAVO-12 on 30-year anniversary

By Tech. Sgt. Iram Carmona
433RD AIRLIFT WING PUBLIC AFFAIRS

The 433rd Airlift Wing held a remembrance and wreath-laying ceremony for the 30th anniversary of the BRAVO-12 aircrew at Joint Base San Antonio-Lackland Aug. 28.

Nine members of the 433rd Mobility Airlift Wing along with four additional personnel were killed when their C-5A Galaxy crashed shortly after takeoff from Ramstein Air Base, Germany, in the early morning Aug. 29, 1990. Out of 17 personnel on board, only four survived.

The aircrew's mission that day was to fly to the Persian Gulf to deliver food, medical supplies and maintenance equipment to U.S. troops leading a multinational force in support of Operation DESERT SHIELD, a response to Iraq's invasion of Kuwait.

Lt. Col. Douglas P. Schoenenberger, 68th Airlift Squadron commander narrated the ceremony. Col. Terry W. McClain, 433rd AW commander, made the opening remarks.

"We can never repay these selfless heroes, but we can say thank you to their immediate family members and honor and respect them for their service," McClain said about the BRAVO-12 crew and their families during his speech.

The guest speaker was retired Col. Jimmie "Pat" Brooks who spoke about interactions with some of the crew while he was a new lieutenant here at the time of the BRAVO-12 mishap.

"BRAVO-12 was a great tragedy for 13 reservists who volunteered to defend their country and died for the cause of freedom," Brooks said. "It is incumbent for those of us who have served, and continue to serve, to never forget the



TECH. SGT. IRAM CARMONA

(From left) Tech. Sgt. Joe Perez, 26th Aerial Port Squadron ramp service supervisor, John P. Perez, and Col. Terry W. McClain, 433rd Airlift Wing commander, lay a wreath at the BRAVO-12 memorial Aug. 28 at Joint Base San Antonio-Lackland.

sacrifices that those who came before us have made on behalf of ourselves and the citizens of this great country! It was my honor to represent the 68th Airlift Squadron in paying tribute to these great Airmen."

"The 68th simply wanted all of the families to know that they will always be a part of us," said Lt. Col. Christopher Jones, 68th Airlift Squadron, director of staff and project officer for the ceremony. "Although it's been 30 years since the tragic event, it was important and sincere to reconnect with the many family members."

Only a handful of family members were able to attend due to the COVID-19 social distancing guidelines and

precautions. Among the family members that were able to attend were John P. Perez and Tech. Sgt. Joe Perez, 26th Aerial Port Squadron ramp service supervisor. Both were sons of Tech. Sgt. Daniel G. Perez, a member of the 433rd MAW and loadmaster on the BRAVO-12 mission. Other family members, friends and relatives watched the memorial ceremony through Facebook live.

"There are mixed emotions about this, like sadness, but also pride about the ceremony because even after 30 years, they still remember and it makes me and my family really appreciate it," said Joe Perez. "With this being my brother's first time attending a ceremony

like this, he was very impressed and grateful to witness this event. That it made him feel special and he was very thankful."

The anniversary memorial ceremony ended with the laying of a wreath at the BRAVO-12 memorial. Each of the fallen service members was remembered with a wreath with his name on it.

The service members of the 433rd Military Airlift Wing aircrew killed in the BRAVO-12 incident are:

- » Maj. John M. Gordon
- » Maj. Richard W. Chase
- » Maj. Richard M. Price
- » Senior Master Sgt. Carpio Villareal Jr.
- » Master Sgt. Rosendo Herrera

"It is incumbent for those of us who have served, and continue to serve, to never forget the sacrifices that those who came before us have made on behalf of ourselves and the citizens of this great country!"

Retired Col. Jimmie "Pat" Brooks, guest speaker

- » Tech. Sgt. Daniel G. Perez
- » Tech. Sgt. Lonty A. Knutson
- » Staff Sgt. Daniel Garza
- » Staff Sgt. Edward E. Sheffield

The four other service members that perished in the crash were:

- » Capt. Bradley R. Schuldt, 7th Air Division at Ramstein Air Base, Germany
- » Master Sgt. Samuel M. Gardner Jr., 31st Weather Squadron at Hahn Air Base, Germany
- » Staff Sgt. Marc H. Cleyman, 31st Weather Squadron At Hahn Air Base, Germany
- » Staff Sgt. Rande J. Hulek, 31st Weather Squadron at Ramstein Air Base, Germany

Four passengers aboard the aircraft survived. They are:

- » Lt. Col. Frederick K. Arzt Jr., 62nd MAW at McChord Air Force Base, Washington
- » Lt. Cynthia A. Borecky, 3rd Weather Squadron at England Air Force Base, Louisiana
- » Master Sgt. Dwight A. Pettit Jr., 62nd MAW at McChord Air Force Base, Washington
- » Staff Sgt. Lorenzo Galvan Jr., 433rd MAW at Kelly Air Force Base, Texas

Hypobaric altitude chamber installed at 344th TS

By Capt. Kayshel Trudell

37TH TRAINING WING PUBLIC AFFAIRS

A hypobaric altitude chamber was relocated to the 344th Training Squadron Career Enlisted Aviator Center of Excellence hangar at Joint Base San Antonio-Lackland from Tyndall Air Force Base, Florida, Aug. 25.

Weighing more than 50,000 pounds, the chamber was delivered from Tyndall Air Force Base, Florida, where it had been housed since its original installation in 1954. This was the first time the chamber had been moved.

"This delivery was the culmination of years of effort from multiple agencies," said Maj. Jordan Clark, 344th TRS commander. "It will support more than 2,300 enlisted aircrew and several hundred permanent party officer and enlisted flyers from across the JBSA community, resulting in an additional 12 permanent assigned physio staff members, two officers and 10 enlisted, to support multiple chamber flights every week."

The 344th TRS team worked closely with members of the 19th Air Force to make this repositioning possible and also received support for the 502nd Air Base Wing Civil Engineer.

"There has been over a decade of need for us to have our own physical chamber and through this awesome collaborative



CAPT. KAYSHEL TRUDELL

Members of the 344th Training Squadron Career Enlisted Aviator Center of Excellence and 19th Air Force team gather for a photo in front of a newly positioned hypobaric altitude chamber at Joint Base San Antonio-Lackland Aug. 25.

effort we made it happen," said Chief Master Sgt. Robert Reasor, deputy commandant. "This capability will free up many logistical challenges and generate huge time saving."

Previous to this JBSA-Lackland chamber, 344th TRS instructors and CEA candidates relied on commuting to JBSA-Randolph for their chamber capabilities for all training requirements. Once the chamber is installed and fully operational, all 344th TRS technical training chamber requirements will be able to be accomplished in-house.

"The 344th TRS is a total force team, so this chamber capability will also

benefit Reserve and National Guard units in the JBSA-Lackland community," Reasor said.

The Center of Excellence was stood up in 2006 as part of the 37th Training Group, which encompasses nearly 50 percent of all enlisted Air Force technical training.

CEA Airmen fulfill aviation roles ranging from crew chief to special mission aviators, flight attendant to boom operators and engineers to loadmaster, to name a few. Potential assigned aircraft include the KC-10 Extender, C-5 Galaxy, E-3 Sentry, E-8 Joint Surveillance Target Attack Radar System (STARS), and C-130 Hercules.

JBSA-Lackland has not been home to a chamber since the late 1950s when the installation was known as the San Antonio Aviation Cadet Center, or SAACC.

When SAACC opened in 1941, the mission focused on training aviation cadets for flight school after their preliminary military training. There was physical and mental training to include psychological tests and various tests involving an altitude chamber.

A time-lapse video of the arrival and positioning of the chamber can be viewed on Facebook and YouTube. To see more imagery, visit <https://www.flickr.com/gp/gatewaywing/3H3W95>.

DHA launches new 59th MDW/Wilford Hall website

From Military Health System Communications Office

The Defense Health Agency launched 74 new military hospital and clinic Air Force websites Sept. 1, including one for the 59th Medical Wing/Wilford Hall Ambulatory Surgical Center at <https://wilfordhall.tricare.mil/>.

Each website transitioned to the TRICARE domain to provide a standardized patient experience across the Military Health System.

The transition to the TRICARE.mil domain incorporates new layouts and adds helpful features to enhance the user experience and provide easier access to information about the local military hospital or clinic and the TRICARE benefit in one place.

"Standardizing military hospital and clinic websites will help our patients across the Military Health System to access all of the information they need to manage their health care and their TRICARE benefit," said Lt. Gen. Ronald Place, Defense Health

Agency director. "This change will make it easier for our service members, retirees and families to find the information they need to navigate and access health care information. As our service members and families move across the country and around the world, having a standard website will be one less thing they will have to learn at their new location."

Upgrading the military's online resources by improving the military hospital and clinic websites, and relying on user input for future enhancements allows service members, retirees and their families worldwide to help drive future updates to ensure they get the web experience they want from the Military Health System.

"No matter where our military forces are deployed or what service they belong to, all members will enjoy a universal experience and consistent information about the TRICARE benefit and local military health services," said Diana Logreira, DHA chief of Digital Communications.

The website enhancement is part of the transition of administrative oversight of MTFs to the DHA

under the 2017 National Defense Authorization Act.

Improved Website Features

Navigating through the local military hospital or clinic websites will be easier through the following key features:

- » Standardized look and feel
- » Simplicity and ease of navigation
- » Up-to-date health care information
- » Easy to find data on quality, patient safety and access
- » Centralized TRICARE information
- » Localized health services

Localized Management with centralized TRICARE benefit information

While the new website design supports consistent information sharing for TRICARE beneficiaries throughout the entire Military Health System, local hospitals and clinics will manage their site to keep their own beneficiary population informed on issues specific to that facility.

Air Force stands up first medical logistics facility at Port S.A.

By Shireen Bedi

AIR FORCE MEDICAL SERVICE PUBLIC AFFAIRS

The Air Force is working with civilian partners and sister services to ensure personal protective equipment and other pandemic-related supplies are delivered wherever they are needed, whether to military treatment facilities or civilian hospitals.

In early April, the Air Force stood up its first master ordering facility based out of Port San Antonio, Texas, to streamline supply processes.

“Medical logistics personnel are in unprecedented times due to the pandemic,” said Senior Master Sgt. Justin Steidler, Air Force Medical Logistics Industrial Operations Superintendent, Air Force Medical Readiness Agency. “We had to get creative to quickly set up a flexible and responsive system to process and prioritize orders, ensuring supplies were delivered where they were needed. We are based in Texas and we are able to resupply across the country.”

In the initial wave of the COVID-19 pandemic, Air Force medical logistics personnel ensured all Department of Defense military treatment facilities had personal protective equipment, while also fulfilling Department of Defense ventilator requests to support the Department of Health and Human Services.

“The Secretary of Defense had requested ventilators from each of the services in direct support of the Department of Health and Human Services,” said Col. Charles Marek, Air Force Operational Medical Logistics Chief. “We coordinated with personnel from the Air Force Medical Readiness Agency, the 7th Human Performance Wing at the Air Force Research Lab, Air Mobility Command, Air Combat Command and Air Force Special Operations Command to get all available ventilators. We then consolidated them in two locations - Port San Antonio and Wright-Patterson Air Force Base, Ohio - for staging and to be ready when and where they are needed.”

Biomedical equipment technicians handled the maintenance of the medical equipment, including the ventilators and oxygen-producing equipment.

“Our biomedical equipment technicians dealt with the expedited maintenance of ventilators sitting in consolidated storage locations at military treatment facilities, and the

maintenance of ventilators at the 7th Human Performance Wing,” said Marek.

Now, medical logistics personnel are working with Urban Augmentation Medical Task Forces to ensure service members deployed to civilian hospitals where COVID-19 cases have been rising have the necessary personal protective equipment to accomplish the mission.

“The Urban Augmentation Medical Task Force is a patchwork of teams that have been deployed to COVID-19 hotspots,” Steidler said. “These teams have required resupply support by our team at Port San Antonio.”

“We supported reserve units that were called up to support the COVID-19 effort, but who were not attached to active duty military treatment facilities, so they didn’t have the personal protective equipment to deploy and assist those civilian hospitals and clinics,” said Marek. “We were able to pull from on-hand stock so they could deploy with the critical supplies and equipment.”

To date, the Air Force master ordering facility in Port San Antonio has supported 26 Urban Augmentation Medical Task Forces embedded in 24 civilian hospitals.

According to Lt. Col. Jocelyn Whalen, Air Force Medical Logistics Industrial Operations Chief with the Air Force Medical Readiness Agency, ensuring military treatment facilities and civilian hospitals have the crucial supplies they need involves more than just one team.

“We have to work across the services and across systems to ensure supplies get to where they are needed on time,” Whalen said. “Our work in the U.S. has required partnering with the Army and Navy, as well as civilian organizations housing our embedded medics. None of the efforts would be possible without a team approach to developing efficient solutions.”

Air Force medical logistics personnel continue to play a critical role in supporting the nation.

“When we think of readiness, we tend to focus on the personnel and their training,” Steidler said. “But readiness also means having the right stuff in the right place at the right time. With COVID-19, it has challenged that in every way. The medical logistics community has shined through, and even in the most complex resupply operations, we make sure you have what you need when you need it.”



COURTESY PHOTO

Tech. Sgt. Brisson King, non-commissioned officer in charge, Warehouse Operations, Joint Base San Antonio-Lackland, packs critical lab supplies at Port San Antonio August 24.

RANDOLPH

‘Tough Conversations’ focus of JBSA’s fourth roundtable

By Robert Goetz

502ND AIR BASE WING
PUBLIC AFFAIRS

The 502nd Air Base Wing command team of Brig. Gen. Caroline Miller, 502nd ABW and Joint Base San Antonio commander, and Command Chief Master Sgt. Wendell Snider hosted the fourth “Tough Conversations” roundtable at Joint Base San Antonio-Randolph Aug. 25.

The Tough Conversation roundtable is a series that focuses on important, challenging and impactful topics that affect the Air Force and the Department of Defense.

This specific roundtable focused on unconscious bias, allowing Airmen and civilians to relate their own workplace experiences to help military leaders address racial and gender disparities that can lead to poor morale and hinder the mission.

Miller, who assumed command of the 502nd ABW and JBSA in June, prefaced the discussion by talking about the current civil unrest in American society and the “terrible cases in the service with sexual assault,” but also recalling the welcomed change in the military culture from the time she was a young officer — when “pin-up girls and parties” were tolerated in many units — to today’s more professional environment.

“If you went into an environment like that today, you would be mortified,” she said. “If I walked into a unit that was like that, it would be shut down immediately and everybody would be fired. Things have definitely changed, and a lot for the better, but I also know that we have a long way to go.”

Miller told participants her hope is that a culture of acceptance and appreciation will be created for everyone.

“We’re just trying to gather information and find out how you are feeling and what you are experiencing and hopefully there are pockets of awesomeness, and I think there are, and



AIRMAN 1ST CLASS TYLER MCQUISTON

Brig. Gen. Caroline Miller (center, left), 502nd Air Base Wing and Joint Base San Antonio commander, and Command Chief Master Sgt. Wendell Snider (center, right) meet with a group of Airmen and civilian employees to discuss “Unconscious Bias” during the command’s Tough Conversation Roundtable at Joint Base San Antonio-Randolph Aug. 25.

I also think there are some challenges out there,” she said.

Miller later said she wants the 502nd ABW to be the “wing of choice.”

“I want to make sure that when you come in that it’s fair and equitable,” she said. “It doesn’t matter about anything else.”

Several roundtable participants addressed sexual assault and what approaches work best to combat it, agreeing that PowerPoint presentations are not effective.

A 502nd Security Forces Squadron officer said a group of college students came to his unit when he was on active duty and performed a skit relating to sexual assault and prevention that had much more impact than PowerPoint slides because it encouraged participation.

“It was extremely effective,” he said. “We were able to get a whole lot more from it. It was a real plus; even an old dinosaur like me learned some new things.”

Miller told him she does not know the answers, but it’s important to find out

what approaches resonate with people.

“How do we connect? How do we make sure we’re all respectful?” she asked. “We’re all Airmen, we’re brothers and sisters in arms, and to treat each other like that is so foreign.”

Another roundtable participant said she has learned from young Airmen that they do not have a voice.

“I think the military, by its sheer nature, is a breeding ground for power and control,” she said. “I find that Airmen need two things — they need good order and discipline, and they need to know that they matter. And that’s for all of us at every level — whether you’re a one-striper or you’re a colonel, and I’ve had cases in that range of both rank and position.”

A civilian in the 502nd Civil Engineer Group raised a concern that he sees in his career field — which professionals at a higher grade level than others sometimes overlook the insights of electricians, plumbers, and other craftsmen who bring both expertise and experience to their jobs.

“There is a definite sentiment of some

leadership that because that person is not a professional — they’re not an engineer and they’re not an architect — their opinion is automatically at a grade lower,” he said. “But that guy’s done the time and his opinion is just as valid, if not more so.”

He pointed to pay disparities, especially for women and minorities, and for Air Force jobs in general, and later said that JBSA personnel merit higher pay because of the mission.

“We’re not paying people enough in my personal opinion for the level of effort and work that we have considering we are the largest joint base,” he said.

Miller agreed with his assessment.

“We need a joint base standard because the work that we’re asking our team to do is much, much more complicated,” she said. “There’s a lot more to it.”

The civilian 502nd SFS officer also talked about the problem of retaining seasoned law enforcement officers.

ROUNDTABLE continues on 18

AFSAT resumes Air Force international partner training

From Air Education and Training Command
Public Affairs

The Air Force Security Assistance and Training Squadron, which conducts Air Force international partner training, resumed temporary duty travel of Mobile Training Teams and virtual operations after suspending in mid-March due to the COVID-19 pandemic.

Air Education and Training Command International Affairs and AFSAT leaders coordinated with the Defense Security Cooperation Agency, and the Secretary of the Air Force International Affairs to develop procedures to meet partner-nation training requirements in a safe environment.

“We had to think outside the box while working with both our partner-nations and our U.S. training organizations,” said Mr. George Gagnon, the Director of International Training and Education at AETC headquarters at Joint Base San Antonio-Randolph. “This really was a collaboration to ensure we continued mission-essential training in a safe way with our international partners.”

Mobile Training Teams are specialized training units that visit partner nations to conduct training. However, in addition to resuming in-country training, MTTs are now utilizing virtual capabilities.

“Using virtual options are proving successful in quality training for our international partners,” said



COURTESY PHOTO

An Airman assigned to the 571st Mobility Support Advisory Squadron at Travis Air Force Base, California, instructs a member of the Ecuadorian Air Force on aircraft maintenance operations July 28 in Latacunga, Ecuador.

Col Brian Afflerbaugh, AFSAT’s commander. “Our first virtual MTT was met with rave reviews while providing a sense of normalcy during a time of crisis.”

The Defense Institute for Medical Operations conducted the first recorded virtual MTT Aug. 3, 2020, during which instructors from San Antonio virtually taught Mexican Air Force students on nursing leadership.

Additionally, 10 Airmen assigned to the 571st Mobility Support Advisory Squadron at Travis Air Force Base, California, departed for Latacunga, Ecuador July 4, 2020. The team instructed Ecuadorian Air Force members on aircraft maintenance operations for a month before returning home in early August.

Currently, AFSAT has teams stationed in Jordan and Tunisia, and has plans to deploy at least 21 additional teams between now and December.

“MTT Airmen and civilians represent the U.S. Air Force and the nation to all our partner-nations from Niger to the Czech Republic,” said Chuck Bailey, the Director of Mission Support. “Continuing training during COVID-19 is a testament to ongoing collaboration.”

AFSAT reacted quickly at the onset of COVID-19 and synchronized a stop-movement for over a dozen teams, as well as coordinated the re-deployment of teams located around the world. To date, no team member has contracted COVID-19.

“The Mobile Training Team has been growing in popularity over the last decade,” Afflerbaugh said. “This can provide considerable flexibility and significant cost savings.”

Today, AFSAT deploys approximately 200 global MTTs annually. Headquartered at JBSA-Randolph, AFSAT trains more than 8,700 international students from 155 different countries, with a training line value of \$10.2 billion annually.

12TH MAINTENANCE SQUADRON DEMONSTRATES NEW AIRCRAFT TOWING TECHNOLOGY



Members of the 12th Maintenance Squadron demonstrate a remotely controlled aircraft towing system August 27 at Joint Base San Antonio-Randolph. RCATS will reduce manpower requirements, allow close-quarter towing and quicker aircraft stowing ahead of inclement weather.

BENJAMIN FASKE

Flight academy targets diversity, inclusion improvement

By Master Sgt. Chance Babin
AIR FORCE RECRUITING SERVICE
PUBLIC AFFAIRS

While the COVID-19 pandemic has limited some in-person efforts for Air Force Recruiting Service, technology — like video teleconferencing — has helped bridge the gap and allowed the service to keep performing its mission.

For AFRS's Det. 1, VTC has allowed young people from around the country to participate in events like the Virtual Aim High Flight Academy, where teens are able to connect with mentors and work toward getting their private pilot's certificate, and ultimately a step closer to becoming an Air Force pilot.

Det. 1 was established in October 2018 to develop innovative programs in support of the Air Force's Total Force (active-duty, Air National Guard and Air Force Reserve) recruiting efforts. It focuses on pre-accession audiences (youths, young adults and their influencers) and works with partners to provide pathways to accession sources like the U.S. Air Force Academy, Reserve Officer Training Corps and Officer Training School.

Det. 1 is also the tactical execution arm of the chief of staff of the Air Force's Rated Diversity Improvement, or RDI, initiative.

"The Aim High Flight Academy is normally an in-residence program where students spend three weeks immersed in aviation education, character development and mentorship," said Maj. Kenneth Thomas, a C-130 navigator and the diversity and inclusion project manager for the 94th Airlift Wing, Dobbins Air Reserve Base, Georgia. "They normally fly five days a week and do several base visits during the program. The goal is to get students to their solo flight during the program."

Like most other events this year, the pandemic put an end to thoughts of an in-person AHFA. But organizers went to work and developed the virtual AHFA so students could still receive Air Force officer mentorship and the opportunity to fly.

"This year, many of the students selected were from a pool of applicants scheduled to attend the Aim High Flight Academy and Junior Reserve Officer Training Corps' Flight Academy," said Lt. Col Lindsay Andrew, who recently left Det. 1 for a position instructing flight training at the U.S. Air Force Academy. "These students were already selected for these prestigious programs which were unfortunately canceled due to the uncertainties surrounding the pandemic. Therefore, we created this

year's Virtual Aim High Flight Academy in order to allow these students to continue their flight training and receive virtual mentorship and leadership opportunities despite not being able to gather in large groups."

Andrew was the director of operations for Det. 1 since it was formed in 2018 and was integral to the initial program success.

"Lt. Col. Lindsay Andrew and I were working together on AHFA when it got canceled. I had worked with Lt. Col. Andrew for several years on other rated diversity initiatives," Thomas said. "She found a way to fund the student's flight training and we worked a plan to combine the flight aspect of the program with a mentorship aspect that would help the students navigate the program."

Programs like the Virtual AHFA try to reach students who may otherwise not have an opportunity to be exposed to aviation. This exposure allows the Air Force to reach under-represented areas that can help improve diversity by targeting youth who traditionally don't have access to aviation. Diversity can be racial, gender, cultural or geographic.

"There are 28 students from around the country in the program," Thomas said. "Applicants are nominated from

a variety of youth programs like the Civil Air Patrol and Junior ROTC among others. Some of the criteria for selection are grade point average, community involvement and desire to fly. Selection is not based on race or gender. The Air Force casts a wide net and everyone is offered the opportunity — no matter their background."

The Virtual AHFA has two main phases. During phase one, students meet once a week virtually with the Det. 1 team and select mentors and guests. In phase two, students work to complete their private pilot certificate at a local flight school while paired with a mentor. Working virtually with their rated Air Force officer mentors, they have 12 months to earn their certificate.

"During the first seven weeks, the focus is character development," Thomas said. "Students learn about time management, goal setting, team building and aviation ground school. Each week, students have group presentations on various topics."

During phase two, students gain valuable aviation knowledge and experience while accumulating up about 60 hours of flight time.

"This gives students a huge advantage when applying for pilot slots," Thomas said. "The flight hours they earn will help them be more competitive for

pilot training slots and will increase their PCSM (Pilot Candidate Selection Method) score by around 20 points. It will also give them the knowledge to score higher on the aviation portion of the AFOQT (Air Force Officer Qualification Test) and potentially do better on the TBAS (Test of Basic Aviation Skills) portion."

Having mentors share their experiences and motivate tomorrow's rated aviators is critical to the success of the Virtual AHFA, Thomas said.

"Having an Air Force rated officer mentor the students is game-changing," he said. "The mentors add perspective and motivation the students may have never seen."

Thomas said the Virtual AHFA has been so successful, Det. 1 may keep some parts of the academy virtual even after the pandemic has passed.

For AFRS and Det. 1, the bottom line is giving opportunities to young people who might not otherwise be exposed to aviation.

"Flying is cost-prohibitive," Thomas said. "For a lot of students, money is a real barrier to pursuing aviation. By providing these opportunities, the Air Force is able to identify the best and brightest America has to offer, including those who wouldn't normally have access to aviation."

ROUNDTABLE

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"We're losing officers left and right because there's very little room for growth," he said. "We have a wealth of experience, but it's not being used like it should."

Another civilian in the 502nd CEG discussed workloads, saying many people are being overloaded with work.

"The big thing about doing more with less — it's not working for us," he said. "We

have more people with anxiety, we have more people with PTSD. I want to work and go home; I don't want work to go home with me."

Gender bias and sexism in the workplace was another topic of discussion.

An NCO described how some people at her job perceive her as being unapproachable because of her serious demeanor.

"People don't want to engage, people don't want to talk to me because I don't walk around with a grin on my face," she said. "As a woman, I find that

insulting because you wouldn't tell a man that."

She said the demands of her job and her role as a mother keep her focused on those duties.

"I am stressed out. I'm not going to be smiling all day long, but that doesn't make me a bad person, and that doesn't mean you can't talk to me, because if anybody walks into my office they know I will stop whatever I'm doing and give you hours of my time."

Another female NCO described a male-dominated

environment where women are sometimes overworked and dismissed when promotion opportunities are available.

A female Airman told how important the Air Force's core values are to new Airmen only to see that "gung-ho" attitude diminish over time.

Chief Snider said it's difficult to live the core values every day.

"I think the Air Force tries to give people core values," he said. "It's going to sound brutal, but for some people, the core values don't take."

Miller ended the discussion after a new Airman commented that, so far, the Air Force has been a great experience for him and that he feels part of the team.

"We want everyone to have that sense of belonging," she said. "That's the way it should be; that should be the norm."

Miller said it's important for everyone to contribute to the solution and encouraged community members to email their ideas to her.

"Let's figure out how to do it together," she said.