

JBSA LEGACY

WWW.JBSA.MIL

JOINT BASE SAN ANTONIO

OCTOBER 16, 2020



TECH. SGT. IRAM CARMONA

Robert Huth, Joint Base San Antonio-Lackland transient alert marshaller, directs a WC-130J Hercules "Hurricane Hunter" weather reconnaissance aircraft from the 403rd Wing at Keesler Air Force Base, Mississippi, into a parking spot on the 433rd Airlift Wing ramp at Joint Base San Antonio-Lackland Oct. 6. This is the third time this season aircraft had temporarily relocated to the Alamo Wing due to storms in the Biloxi, Mississippi area.

JBSA-Lackland welcomes 403rd Wing Hurricane Hunters from Mississippi

Page 16



JBSA-Fort Sam Houston hosts National Night Out

Page 13



340th TRG instructor pilots selected for Air Force Reserve 'Profiles in Leadership'

Page 20

Military and Politics:

Exercising your rights as a military member, citizen

By Capt. Daniel Cook
480TH FIGHTER SQUADRON

Currently, it seems every time you open your smartphone or computer and scroll through any number of social media and internet news outlets you're bombarded with articles, analysis, and pundits discussing the same topic: politics. With election season in full swing, political debate is difficult to avoid. However, the subject of politics in the Armed Forces is justifiably taboo.

As members of the United States Armed Forces, restrictions regarding political activity are governed by several directives and instructions to include Department of Defense Directive 1344.10 and Air Force Instruction 51-508.

These restrictions are in place in order to maintain good order and discipline and to avoid the appearance of improper Department of Defense endorsements in political affairs. Understanding the guidance in these instructions is crucial to effectively exercising your rights as a U.S. Citizen while remaining within the bounds of the non-partisan nature of military service.

The current issues polarizing Americans along all parts of the political spectrum are numerous. Recent events at home and abroad elicit passionate responses from many. No matter our personal feelings about the issues confronting the nation and the world we must remember our most sacred responsibility as members of the U.S. Armed Forces.

"...To support and defend the Constitution of the United States of America," a phrase emblazoned in both the Oath of Office and Oath of Enlistment, is the core responsibility of our service in the Armed Forces. We fulfill this duty every day when we wake up, put on our uniform, and go to work doing our part to defend our nation and the values of freedom, liberty, and justice the Constitution represents.

We also have a civic duty as private citizens, whose rights are protected by the Constitution of the United States of America. The most fundamental way to exercise your rights is to vote in your local, state, and federal elections. After educating yourself on the issues at hand, there are numerous resources available to support you in exercising the right to vote.

The Federal Voting Assistance Program is designed to provide voting assistance to service members, their families, and U.S. citizens who reside overseas. Their website

at www.fvap.gov has tons of information on how to vote in your local, state, and federal elections while overseas. Additionally, your Unit Voting Assistance Officer is an excellent resource to provide you with the information you need to be a responsible and politically conscious citizen.

Reference DODD 1344.10, AFI 51-508, or the Legal Office for complete official guidance or questions on permitted and prohibited political activities. Please see below for a list of common Do's and Don'ts regarding political activity:

Uniformed members of the Air Force **MAY** participate in the following activities, in accordance with Air Force Instruction 51-508:

- » "Register to vote, vote, and express a personal opinion on political candidates and issues, but not as a representative of the Air Force or Department of Defense."
- » "Promote and encourage others to exercise their voting rights, if such promotion does not constitute use of their official authority or influence to interfere with the outcome of any election."
- » "Attend partisan and nonpartisan political fundraising activities, meetings, rallies, debates, conventions, or activities as a spectator when not in uniform and when no inference or appearance of official sponsorship, approval, or endorsement can reasonably be drawn."
- » "Sign a petition for specific legislative action or a petition to place a candidate's name on an official election ballot, if the signing does not obligate the member to engage in partisan political activity and is done as a private citizen and not as a representative of the AF or DOD."
- » "Make monetary contributions to a political organization, party, or committee favoring a particular candidate or slate of candidates, subject to limitations under Title 2, United States Code, Section 441a and Title 18, United States Code, Section 607."
- » "Participate fully in the Federal Voting Assistance Program."

Uniformed members of the Air Force **MAY NOT** participate in the following activities, in accordance with AFI 51-508:

- » "Participate in partisan political fundraising activities (except as permitted in paragraph 2.3.), rallies, conventions (including making speeches in the course thereof), management of campaigns, or debates, either on one's own behalf or on that of another. This prohibition applies whether the individual is in uniform or not, and regardless of whether an inference or

appearance of official sponsorship, approval, or endorsement may be drawn. Participation includes more than mere attendance as a spectator."

- » "Allow, or cause to be published, partisan political articles, letters, or endorsements signed or written by the member that solicit votes for or against a partisan political party, candidate, or cause."
- » "Speak before a partisan political gathering, including any gathering that promotes a partisan political party, candidate or cause."
- » "Participate in any radio, television, or other program or group discussion as an advocate of a partisan political party, candidate, or cause."
- » "Solicit or otherwise engage in fund-raising activities in federal offices or facilities, including military reservations, for any partisan political party, candidate, or cause."
- » "Display a large political sign, poster, banner, or similar device visible to the public at one's residence on a military installation, even if that residence is part of a privatized housing development."
- » "Attend any partisan political event as an official representative of the AF or DOD, even without actively participating, except as a member of a joint Armed Forces color guard at the opening ceremonies of the national convention of a political party recognized by the Federal Elections Commission, or as otherwise authorized by the SECAF."
- » "Participate, while in uniform, in any activity such as unofficial public speeches, interviews, picket lines, marches, rallies or any public demonstration which may imply AF sanction of the cause for which the demonstration or activity is conducted."
- » "Commissioned officers shall not use contemptuous words against the President, the Vice President, Congress, the Secretary of Defense, the Secretary of a military department, the Secretary of Homeland Security, or the Governor or legislature of any State, Commonwealth, or possession in which the member is on duty or present as prohibited and punishable under Article 88, UCMJ."

While the added challenge of living outside ones' home country can present hurdles and may deter service members from voting absentee, the FVAP aims to streamline the voting process. The decision to vote is a very personal and private one, however it is our duty as Americans to have a say in who represents our country.

JBSA LEGACY

Joint Base San Antonio
Editorial Staff

502nd Air Base Wing
and JBSA Commander
BRIG. GEN.
CAROLINE M. MILLER

502nd ABW/JBSA
Public Affairs Director
MAJ. KIM BENDER

Editor
STEVE ELLIOTT

Staff
LORI BULTMAN
DAVID DEKUNDER
ROBERT GOETZ
SABRINA FINE
RACHEL KERSEY
AIRMAN 1ST CLASS
TYLER MCQUISTON

JBSA LEGACY
ADVERTISEMENT OFFICE
EN COMMUNITIES
P.O. BOX 2171
SAN ANTONIO, TEXAS 78297
210-250-2052

This Department of Defense newspaper is an authorized publication for members of the DoD. Contents of the JBSA Legacy are not necessarily the official views of, or endorsed by, the U.S. Government, the DoD, or the U.S. Air Force.

Published by EN Communities a private firm in no way connected with the U.S. Air Force under exclusive written contract with the 502d Air Base Wing and Joint Base San Antonio. The editorial content of this publication is the responsibility of the 502d Air Base Wing Public Affairs Office.

Everything advertised in this publication will be made available for purchase, use, or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any non-merit factor of the purchaser, user, or patron.

Feedback Fridays

By Brig. Gen. Caroline M. Miller
502D AIR BASE WING AND JOINT BASE
SAN ANTONIO COMMANDER

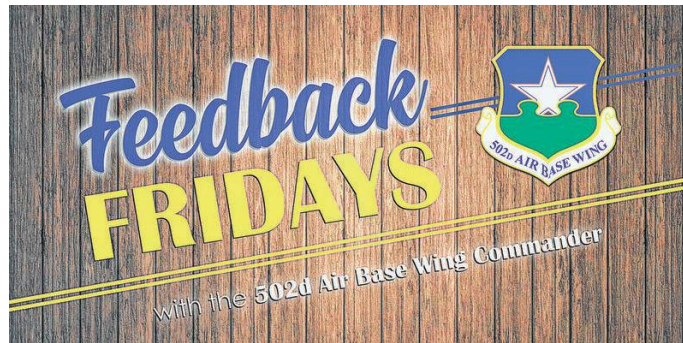
Feedback Fridays is a weekly forum that aims to connect the 502d Air Base Wing with members of the Joint Base San Antonio community. Questions are collected during commander's calls, town hall meetings and throughout the week.

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

Q. Will Trick-or-Treating be allowed on Joint Base San Antonio this year?

A. Thank you for your question. It is allowed, but we are asking the community to follow the below guidance:

- » Do not go trick-or-treating if you are sick.
- » Make sure you and your children are wearing cloth masks when going out to trick-or-treat.



COURTESY GRAPHIC

- » Limit the size of your group. The safest group of trick-or-treaters are those within your household.
- » Maintain distance more than 6 feet apart between other groups.
- » Bring hand sanitizer and use frequently.
- » Avoid going inside others' homes.
- » Wait until you get home to enjoy your treats!
- » Only eat packaged treats.
- » Wash your hands with soap and

water for 20 seconds when you return home.

- If you decide to hand out treats, please follow the below guidance:
- » Don't hand out candy if you or someone in your household is feeling sick.
- » Don't require trick-or-treaters to come up to your front door. Participate in physically distanced trick-or-treating. Find creative ways to create space between you and the trick-or-treaters.

- » Prepare individually wrapped goodie bags or leave individually wrapped candy for families to grab and go on a disinfected table at the end of a driveway or at the edge of a yard.
- » Be sure to disinfect the table periodically.
- » When preparing goodie bags, be sure to wash your hands with soap and water for 20 seconds before and after or wear gloves.

While holidays may feel different this year, we hope JBSA will still be able to safely celebrate and enjoy time with family. For more Halloween guidance, please visit <https://go.usa.gov/xGtuU>.

Q. The road construction on the way to the JBSA-Fort Sam Houston high school is absolutely terrible! Single traffic is not the problem, it is the sheer amount of huge potholes.

A. Thank you for your submission. The 502nd Civil Engineer Squadron recently completed repairs to Winans Road from the bridge down to the fire station. Our engineers will assess the road further down towards the high school to determine repair needs for potholes and will schedule the repairs.

JBSA cancels trainee Thanksgiving programs

From 502nd Air Base Wing Public Affairs

The U.S. Army Medical Center of Excellence's "Mission Thanksgiving," a program where the San Antonio community generously open their homes and provide a home-cooked Thanksgiving meal for soldiers in medical training at Joint Base San Antonio-Fort Sam Houston, has been cancelled this year in an effort to prevent the spread of COVID-19 among the training population at Joint Base San Antonio.

"We truly appreciate the hospitality the San Antonio community shows our soldiers during Thanksgiving, currently the risk is too high - our

number one priority is to protect the health and readiness of the force," said Maj. Gen. Dennis LeMaster, the MEDCoE commanding general. "We look forward to continuing this worthwhile tradition next Thanksgiving."

Mission Thanksgiving has been an Army tradition at JBSA-Fort Sam Houston for more than 20 years.

Last week, the 37th Training Wing announced the cancellation of this year's "Operation Home Cooking" and "Operation Family Feast," similar programs for Airmen in Basic Military Training and Technical Training, respectively.



JOSE RODRIGUEZ

Soldiers from the U.S. Army Medical Center of Excellence at Joint Base San Antonio-Fort Sam Houston wait their turn to be picked up by families from San Antonio and surrounding cities for Mission Thanksgiving Nov. 23, 2017. The event, as well as the 37th Training Wing's "Operation Home Cooking" and "Operation Family Feast," similar programs for Airmen in Basic Military Training and Technical Training, respectively, have also been cancelled.

502d ABW commander unveils wing's new Lines of Effort

By C Arce

502ND AIR BASE WING PUBLIC AFFAIRS

Brig. Gen. Caroline M. Miller, 502d Air Base Wing and Joint Base San Antonio commander, addressed base personnel with the wing's new Lines of Effort and vision Sept. 28 at her first commander's call at Joint Base San Antonio-Lackland.

"My vision is super easy," Miller said. "We're going to be the best installation in the Department of Defense."

Along with her senior enlisted advisor and command chief, Chief Master Sgt. Wendell Snider, Miller talked about the direction of their command. She explained her philosophy based on a wing that provides customer service and support to 266 mission partners:

- » Know your job better than anyone else.
- » Be willing to make a decision.
- » Communicate (up to your supervisors), communicate (to your subordinates) and communicate (across your peer group).
- » You live with the standards you accept — values, respect and professional work environment.



SARAYUTH PINTHONG

U.S. Air Force Brig. General Caroline Miller, 502nd Air Base Wing and Joint Base San Antonio commander, addresses the audience during a commander's call Sept. 28 at Joint Base San Antonio-Lackland.

- » It's okay to have fun at work.
"The basis of maintaining and further developing our wing's success is prioritizing clear communication and quality customer service," Miller said. "This starts with Security Forces members greeting people at the gate to the support services we provide every

day. Communication and customer service are the bedrocks of our Lines of Effort and span throughout them."

Next, Miller discussed the wing's new LOEs:

- » **Culture:** The wing is working on the next step of what it means to be in the 502d ABW. Wing identity is

instrumental in defining purpose in the pursuit of becoming the best installation in the DOD.

» **People:** Taking care of personnel and mission partners is essential.

» **Process:** It is critical for the wing to have data-driven processes, so installation support and services are provided in standardized ways regardless of the installation people are visiting.

Snider followed up to encourage base personnel that despite the pandemic, the wing's mission remains the same, and they will keep working hard as one team.

"We are here now at this moment," Snider said. "We are on watch. We have a job to do ... and it's an honor to serve with you."

Miller ended the event by thanking the mission partners and members of the 502d ABW for being the forefront of their wing and mission.

"This is a great mission that we have here," Miller said. "We have great partners that we support ... I want to thank everyone for what you do every single day. It's difficult here, and I value what you do."

Air Force military ambassador program looking forward to Fiesta 2021



502ND AIR BASE WING PUBLIC AFFAIRS

As San Antonio prepares for Fiesta 2021, each military service at Joint Base San Antonio begins its search for a male and female military ambassador.

From 502nd Air Base Wing Public Affairs

As Joint Base San Antonio looks ahead to Fiesta 2021, the Air Force begins its search for a male and female military ambassador. The Air Force Military Ambassador Program will feature two Airmen, one female and one male, to represent the service.

All E-4 to E-7 Air Force members, 21 years old and older and assigned to JBSA, are eligible to apply to become a military ambassador. Nomination packages were distributed to public affairs offices across JBSA last month.

"The Air Force Military Ambassador Program showcases the quality and professionalism of the American Warfighter. The program enhances the strong bond that already exists between the military and local communities around South

Texas," said Command Chief Master Sgt. Wendell Snider, 502nd Air Base Wing and Joint Base San Antonio.

Nominations are due to the 502nd Air Base Wing Public Affairs Office at JBSA-Fort Sam Houston by close of business Nov. 2. Nominees must provide a letter of recommendation from their unit commander.

Once nominated, candidates appear before a selection panel of chief master sergeants and former Air Force ambassadors. The selection panel will review applications, conduct interviews and select the ambassadors.

Contact the 502nd ABW PA Office at 210-221-0456 for more information or email usaf.502.pao@mail.mil. An application packet can also be found on the JBSA website at <https://www.jbsa.mil>.

JBSA First Sergeant Diamond Sharp Awards

From Joint Base San Antonio First Sergeants Council

The Diamond Sharp Award is sponsored by the Joint Base San Antonio First Sergeants Council and recognizes outstanding Airmen who continually exceed the standard to meet the Air Force mission.

Senior Airman Robert E. Jackson

Unit: 502nd Operations Support Squadron
Job Title: Air Traffic Controller



Senior Airman Robert E. Jackson is a highly motivated and dedicated air traffic controller and his skillset has set him apart from his peers at JBSA-Kelly Tower, serving as a head trainer for 3-level upgrade training. Jackson always puts his Airmen ahead of himself and has showcased strong leadership and

mentorship qualities. He not only strives to excel in the workplace, but has also dedicated many hours to local volunteer and community outreach programs. His moral character is always on display and has resulted in him being recognized as a premier mentor within the 502nd Operations Support Squadron.

Staff Sgt. Brandon J. Harris

Unit: 802nd Security Forces Squadron
Job Title: Installation Patrolman
Staff Sgt. Brandon J. Harris has improved the



mental, physical, emotional and spiritual well-being for 58 flight members. Harris' warm heart and drive to strengthen community bonds, included leading the flight's Stockings for Foster Children rally, bringing together several members in fostering hope for those financially impacted by the

pandemic. Harris also facilitated Big Brothers Big Sisters' Car Wash for Kids' Sake event, with the organization raising \$25,000 dollars to further strong and enduring relationships between children facing adversity and their mentors.

Staff Sgt. Jennifer Lloyd

Unit: 318th Cyberspace Operation Group, Det. 2
Job Title: NCOIC, Cyber Integration
Staff Sgt. Jennifer Lloyd worked with the 414th Combat Training Squadron to support the Neptune Hawk exercise, enabling cyber integration and the development of a realistic contested threat environment to meet major command exercise objectives. She built and instructed an offensive non-kinetic academic course to drive all-domain integration among exercise participants and also led a team of offensive cyber operators through mission planning and execution of the 32nd



Weapons Squadron Offensive Cyber Operations training event. Her team developed Tactics, Techniques and Procedures, or TTPs, for a new \$9 million "Bleeding-Edge" capability and validated those TTPs through the successful execution of an operation where they remained undetected. Those TTPs are being codified for tactical units to utilize to minimize the effects of a real-world peer-adversary threat system against deployed military members and U.S. information technology systems.

Staff Sgt. Haily Hernandez

Unit: 375th Cyberspace Operations Squadron
Job Title: Cyber Mission Forces Training Manager



As a training manager, Staff Sgt. Haily Hernandez secured training for more than 200 United States Cyber Command personnel, spanning nine diverse work roles. Hernandez also led her team in developing a detailed training catalogue that clearly outlined a professional development roadmap to allow all Airman to maintain technical proficiencies while teleworking, enabling the unit to re-vector more than \$200,000 to mission essential training. Hernandez has also leveraged her skills and expertise as a resiliency instructor and became a sexual assault prevention & response coordinator for the squadron.

Staff Sgt. Jesse E. Sengsouk

Unit: 502nd Security Forces Squadron
Job Title: Base Defense Operation Center operator
Staff Sgt. Jesse E. Sengsouk increased his leadership responsibility this month by 40 percent when he covered down for his supervisor to take leave. During that time, he diligently worked with one Airman to dramatically improve the Airman's duty performance and corrected a trend of negative behavior, working three other base agencies to reduce marriage and financial stressors. His hard work guided the Airman back to full duty performance and ensured the unit was able to fulfill its law and order operation mission. Sengsouk also volunteered to switch his duty schedule from dayshift to nightshift to assist another defender, mitigating childcare concerns for a fellow NCO.



Staff Sgt. Carissa Lauffenburger

Unit: Air Force Services Center
Job Title: Food and Beverage Technician
Staff Sergeant Carissa Lauffenburger produced



COVID-19 feeding guidelines for 12 managers at five dining facilities, enabling the production of 265,000 meals. She created 17 new recipes in effort to provide healthier options and nutritious meals at 261 dining facilities worldwide. She also managed the Air Force Services Center's Food & Beverage Portal, maintaining 38 dashboards and updating 287 portfolios, while approving 1,300 access requests, in support of 86 installations. Lauffenburger validated the Air Force Services MICT & Attachment Three Tool assessments for 96 dining facilities, scrutinizing 224 inspection line items for 21 operations, ensuring 16 Force Support Squadrons met Air Force IG requirements.

DIAMOND SHARP AWARDS

From page 6

Staff Sgt. Rodolfo Galvan

Unit: Air Force Life Cycle Management Center
Cryptologic and Cyber Systems Division
Job Title: Cyber Transport Technician



Staff Sgt. Rodolfo Galvan led a six-member team to repair 934 airborne tactical radios for five different combat commands. This enabled more than 500,000 square miles of intelligence surveillance and reconnaissance throughout the area of responsibility. He also organized a food bank drive that distributed 3,000 meals to 750

families for Hurricane Laura relief. Galvan also modified local work card procedures that increased production efficiency while reducing completion time from four weeks to two.

Tech. Sgt. Andrew M. Johnson

Unit: 833rd Cyberspace Operations Squadron
Job Title: Cyber Warfare Operator
In his new position as the squadron's unit



deployment manager, Tech. Sgt. Andrew M. Johnson was the driving force in the successful deployment of 28 airmen from across three cyber squadrons on short-notice taskings of less than 30 days from initial notification to boots on ground in the deployed location. Johnson liaised with five different agencies across multiple wings

and two different major commands. He also administered the aggregation of a comprehensive Official Passport and Government Travel Card tracking system for 113 personnel. Johnson excelled at resolving mission constraints by coordinating with stranded operators at the deployed locations, NATO countries and civilian airlines to get mission elements on target and on time.

Tech. Sgt. Michael S. Woodard

Unit: Joint Personal Property Shipping Office
Job Title: NCOIC, Quality Assurance Compliance
Tech. Sgt. Michael S. Woodard is a highly



motivated leader who has a tremendous impact within his duty section. In September, he planned and directed daily operations for seven joint-service military and civilian personnel and oversaw the inspection of 1,019 shipments. His inspectors uncovered 1,306 tender violations and levied the appropriate punitive actions, resulting in

the suspension of 25 commercial carriers and establishing the standard of adherence for all transportation service providers. Additionally, he accounted for 95 zip codes across Bexar County and established seven inspection zones, reducing travel time for assigned inspectors, and conserving 10 man-hours weekly.

Domestic Violence Prevention Month: 'United to End Abuse'

By Steven B. Mayfield

JBSA-LACKLAND VIOLENCE PREVENTION
INTEGRATOR

National Domestic Violence Awareness Month has been recognized every October for the last 31 years as a time when people and communities across the United States honor those who have lost their lives to domestic violence.

The primary purpose of the campaign each year is to remind and motivate people to take the "small actions" necessary to end domestic violence. Domestic Violence Awareness Month is not just about learning about this scourge ... it's about doing something to prevent it. The theme for this year's observance is "United to End Abuse."

During this month, extensive efforts are undertaken to ensure public awareness is increased relating to domestic violence.

There are often misconceptions and a lack of clarity associated with the categories of domestic violence and it can be hard to tell if someone is in an abusive relationship when "looking in from the outside." Sometimes the abused person in the relationship doesn't even realize their partner's behavior is abusive.

The bottom line is that every situation is different. Domestic violence is



OCTOBER IS

domestic violence
awareness month

COURTESY GRAPHIC

typically characterized by emotional, financial, and/or physical abuse.

When people think about domestic violence, the first thing that normally comes to mind is the "physical aspect" of domestic abuse, but intimate partner violence/abuse may also include emotional and financial factors — not just physical violence.

Typically, there are associated warning signs indicating that a relationship may be abusive and/or violent. These warning signs include:

1) Isolation: The abuser ensures the person they are abusing is isolated from friends and family. The abused person becomes almost solely dependent on the abuser, thus giving the abuser a heightened level of power and control of the abused

2) Overly critical behavior: The abuser engages in behavior that is constantly critical of the abused, such as "back-handed comments," put-downs, and constant criticism, which cause the abused person to become very self-conscious and totally reliant on the abuser.

3) Invasion of privacy: Abusers may read the emails/text messages of the abused, or eavesdrop on their telephone calls.

As with other issues we face, "self-awareness" is a key aspect of prevention. Here are some questions to ask yourself to help you clarify if you might be in an abusive relationship, taken from a publication written by author Lundy Bancroft:

1) Has your partner ever trapped you

in a room and not let you out?

2) Has your partner ever raised a fist as if they were going to hit you?

3) Have they ever thrown an object that hit you or nearly did?

4) Have they ever held you down or grabbed you to restrain you?

5) Has your partner ever shoved, poked, or grabbed you?

6) Has your partner ever threatened to hurt you?

Bancroft indicates that if the answer to any of these questions is yes, "then you can stop wondering whether they will ever be violent; they already have been."

Preventing domestic violence is very important ... it potentially saves lives. Victims may experience the effects of domestic violence for an extended period of time and may also experience other related Mental Health issues such as post-traumatic stress, anxiety and depression.

During the current operational posture due to COVID-19, domestic violence instances may increase due to related situations and circumstances.

For information from the Arizona Coalition to End Sexual & Domestic Violence publication titled "31 Facts for Domestic Violence Awareness Month," visit <https://www.acesdv.org/wp-content/uploads/2020/09/31-facts-2020-Final.pdf>.

M&FRC classes help keep Grinch in check during holiday shopping

By Robert Goetz

502ND AIR BASE WING PUBLIC AFFAIRS

The financial stresses of the holiday season can often leave people with a Grinch-like attitude that sucks all the joy out of "the most wonderful time of the year," but it doesn't have to be that way.

Four upcoming virtual classes presented by Joint Base San Antonio's Military & Family Readiness Centers will provide shoppers with ample opportunities to learn how to budget their money wisely and avoid the holiday blues.

The classes are "How to Survive the Holidays Financially" from 1:30-3 p.m., Oct. 16, at JBSA-Randolph; "Holiday Spending" from 9-11 a.m., Oct. 22 and Nov. 19, at JBSA-Fort Sam Houston; and "Saving for the Holidays," from 2-3:30 p.m., Nov. 5, at JBSA-Lackland.

"One of the biggest mistakes consumers make when they go Christmas shopping is not having a plan," said Sarah Henson, JBSA-Randolph M&FRC community readiness consultant. "Setting savings goals and spending limits is so important to achieve a happy holiday financially. It is so easy for holiday spending to spiral out of control if we don't have a plan."

During the classes, participants will learn to create their very own holiday spending plans, save on overall costs, and control spending while minimizing debt.

"This plan will help attendees account for all expenses involved in creating a happy holiday, one that doesn't require adding debt that they can't afford," Henson said. "After learning about the importance of having a holiday spending plan, participants



COURTESY GRAPHIC

will be encouraged to examine their own monthly budgets to determine how much they can save toward funding their holiday spending plan."

Alma Guivas, JBSA-Fort Sam Houston M&FRC community readiness consultant, said creating a plan will help class participants keep their holiday spending within budget so they can save money and avoid getting into debt during the holiday season.

"We are providing tips and guidance

on how to have a financial stress-free holiday," Guivas said. "We want to prevent that financial burden that comes after the holidays. The best gift you can give yourself or your family is to be debt-free for the coming year."

Henson said participants will be encouraged to collaborate with each other to discuss ways to save money on their holiday purchases, share holiday spending success and regret stories, and talk about the things they would like to do differently this year.

"We will also address how the current COVID-19 guidelines may impact your family traditions and brainstorm ideas to overcome such challenges," Guivas added.

For more information or to register for a class, call the M&FRC at JBSA-Fort Sam Houston at 210-221-2705; JBSA-Lackland at 210-671-3722; or JBSA-Randolph at 210-652-5321.

FORT SAM HOUSTON

ARNORTH adjusts military wildland fire ground response operations in California

**From U.S. Army North
Public Affairs**

At the request of the National Interagency Fire Center and in support of the U.S. Department of Agriculture's Forest Service, U.S. Army North, which is U.S. Northern Command's Joint Force Land Component Command, recently adjusted its joint wildland fire ground response operations in California.

Approximately 250 Soldiers from the 14th Brigade Engineer Battalion from Joint Base Lewis-McChord, Washington, who have assisted with response operations at the August Complex in the Mendocino National Forest since Sept. 3, returned home Sept. 27.

In addition, a similar number of Marines and Sailors from the 7th Engineer Support Battalion from Camp Pendleton, California, relocated today from the Creek Fire in the Sierra National Forest to the August Complex.

"We routinely shift personnel from one wildland fire response to another," said Frank Guzman, USDA Forest Service Washington Office deputy assistant director. "At the National Interagency Fire Center, we are constantly making decisions to place resources where they are needed most and can have the greatest impact."

Before shifting its focus to the largest wildland fire

complex in California history, the Marine engineer unit had assisted with response operations at the Creek Fire in Central California since Sept. 21.

"I have worked with the Soldiers, Marines and Sailors supporting these response operations for the last two months," said U.S. Army Col. Luke Donohue, Federal Emergency Management Agency Region IX defense coordinating officer. "They have learned how to safely carry out this mission, including within a COVID-19 environment, and have worked tirelessly each day alongside the professional wildland firefighters to bring relief to Americans in need."

"Our local, state, and federal partners have responded to the August Complex, which is now more than a million acres in size, since mid-August," said Lt. Gen. Laura J. Richardson, ARNORTH and JFLCC commander, during a site visit with the troops Sept. 14-16. "Our thoughts remain with communities affected here and elsewhere by the fires, while our actions, part of a joint effort, provide much-needed relief."

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. ARNORTH serves as USNORTHCOM's operational lead for this DSCA ground support effort.



GUNNERY SGT. WARREN PEACE

"We routinely shift personnel from one wildland fire response to another. At the National Interagency Fire Center, we are constantly making decisions to place resources where they are needed most and can have the greatest impact."

Frank Guzman, USDA Forest Service Washington Office deputy assistant director

U.S. Marine Cpl. Andrew Cardens, assigned to the 7th Engineer Support Battalion, 1st Marine Logistics Group, recovers fire hose while conducting wildland fire fighting operations Oct. 5 with National Interagency Fire Center personnel at the Creek Fire in the Sierra National Forest, California. Through U.S. Army North, U.S. Northern Command remains committed to providing flexible Department of Defense support to the NIFC to respond quickly and effectively to protect people, property, and lands.

U.S. Army South shares lessons learned with Salvadoran Army



DONALD SPARKS

U.S. Army South personnel conduct a subject matter expert exchange with the Salvadoran Army virtually to share information on the Center for Army Lessons Learned Sept. 23. The exchange was an opportunity for the U.S. Army to actively collaborate with the El Salvadoran Army to share networks, resources, best practices and procedures that build partner nation capacity.

By Leanne Thomas
U.S. ARMY SOUTH PUBLIC AFFAIRS

A Center for Army Lessons Learned, or CALL, program development seminar was conducted by U.S. Army South with the Salvadoran Army and El Salvador's Joint Center of Doctrine and Military Education virtually Sept. 23-24.

Since 2017, Army South and CALL have supported El Salvador's efforts in developing a lessons learned capability program to support the establishment of a future Salvadoran Army Lessons Learned Center.

"Having a formal lessons program with established methodology, processes, and procedures is essential for any army to be a learning organization," said Keith Warman, U.S. Army South CALL liaison officer.

"Collecting and acting on lessons learned drives change and organizational

improvements."

The Salvadoran Army chief of operations, Col. Reyes Martinez, led the Salvadoran partner nation participation, along with 10 officers across the Salvadoran Army and joint force. During the after action review he said, "I am all in and will discuss establishing our own center with the Salvadoran Army staff and commander."

"This capability will enable El Salvador to improve its combat capabilities," said Jeffrey Baker, U.S. Army CALL military analyst. "In addition, the establishment of a lessons learned center, coupled with a close relationship between the U.S. Army Center for Lessons Learned and the El Salvador equivalent will enable the two Armies to share critical information, making both more effective, and increasing multi-national interoperability."

CALL has conducted multiple worldwide engagements helping more

than 20 other nations to establish or enhance their centers with several countries currently scheduled.

"A great example of success is the Colombian Army Lessons Learned Program transformation known as, 'Project Daniel.' Since 2016, U.S. Army South, CALL and Colombia have met and worked together. Today, Colombia is the example for all in the region to emulate," Warman said.

For U.S. Army South partner nations, sharing lessons and best practices between armies demonstrates trust, enhances combined readiness and a shared understanding to provide a safe and secure environment for our hemisphere.

"A CALL exchange clearly demonstrates Army South and CALL's commitment to strengthening partnerships, multinational interoperability, and defense institution building in El Salvador," Warman said.

San Antonio twin brothers strengthen bond by joining Navy together

By Burrell Parmer

NAVY RECRUITING DISTRICT SAN ANTONIO PUBLIC AFFAIRS

Two Highlands High School seniors have made the decision to join the world's most powerful naval force, America's Navy.

Twin brothers Calvin and Kelvin Rodriguez Rivera of San Antonio entered the Navy's Delayed Entry Program and are making preparations to attend recruit training to become naval aircrewmen.

"I am joining the Navy for the numerous opportunities it provides," said Calvin, who is interested in applying for a Navy Reserve Officers Training Corps, or NROTC, scholarship. "Initially, I thought about joining the Air Force, but after speaking with my Navy recruiter, the Navy seemed a better fit for me."

Kalvin said that he is looking forward to traveling and meeting new people.

His brother shares the same reasons for joining and is also looking forward to traveling.

"I've always wanted to travel around the world," Kelvin said. "I started at a young age and wish to continue."

As an aircrewman, Kelvin will get to work with those who he wishes to become, a naval aviator.

Both brothers have always thought about joining the military.

"I am happy to join the Navy with my brother," Calvin said. "We are looking forward to joking with fellow Sailors about who is which."

The twins' father, Rudy Rodriguez, said it was a dream come true that his sons have achieved



Twin brothers Calvin (left) and Kelvin Rodriguez Rivera of San Antonio entered the Navy's Delayed Entry Program and are making preparations to attend recruit training to become naval aircrewmen.

BURRELL PARMER

something that he had always wanted to accomplish.

"I have always told to them to be better than me in life," Rodriguez said. "Joining the military is a high honor. They are going to go far in the Navy and achieve their goals."

Both brothers were recruited by Petty Officer 2nd Class Brandon Rodriguez assigned to Navy Recruiting Station Southeast San Antonio.

Navy Recruiting District San Antonio's area of responsibility includes more than 34 Navy Recruiting Stations and Navy Officer Recruiting Stations spread throughout 144,000 square miles of Central and South Texas territory.

On Oct. 1, 2020, NRD San Antonio will officially be redesignated as Navy Talent Acquisition Group San Antonio.

BAMC LEADERS VISIT USAISR

Dr. Leopoldo "Lee" Cancio (center right), director of the U.S. Army Institute of Surgical Research Burn Center and Scott Dewey (right), chief of USAISR Burn Center rehabilitation services, explain a burn patient's rehab process to Brig. Gen. Shan K. Bagby, Brooke Army Medical Center commanding general, and BAMC Command Sgt. Maj. Thurman Reynolds during a visit to the U.S. Army Institute of Surgical Research at Joint Base San Antonio-Fort Sam Houston Oct. 2. Bagby and Reynolds were given a comprehensive command brief and taken on a tour of the USAISR research laboratories and Burn Center.



DR. STEVEN GALVAN

MEDCoE commander clarifies unit mission

From U.S. Army Medical Center of Excellence Public Affairs

Maj. Gen. Dennis LeMaster, commanding general, U.S. Army Medical Center of Excellence, or MEDCoE, announced Oct. 8 a change of unit mission statement, lines of effort — or LOEs — and enduring priorities with a greater focus on large scale combat operations.

LeMaster, who assumed command of the Army medicine training and education organization Jan. 10, 2020, detailed the changes in a memorandum that reads in full:

First and foremost, I continue to be deeply impressed with the MEDCoE team. Your efforts towards training, education, and force modernization are motivational. I remain sincerely inspired by your dedication to our mission, teamwork, initiative, and professionalism. Simply stated, I am thoroughly honored to serve with you.

As I deepen my understanding of our organization, I have recently modified our Mission Statement, Lines of Effort and enduring priorities to better align with U.S. Army Medical Command, the

Combined Arms Center and the U.S. Army Training and Doctrine Command. Our Vision Statement remains unchanged:

“To be the foundation on which Army Medicine is built, sustained, and transformed.”

Mission Statements are important. In the absence of verbal guidance, they communicate priorities and define the “Why” in what we do. At the MEDCoE we develop leaders and drive change in Army Medicine to enable the Army to Win!

Effective immediately, our new mission statement is:

“MEDCoE Develops Leaders and Drives Change in Army Medicine to prepare the Army to compete and win in large scale combat operations (LSCO) against peer threats in multi-domain contested environments.”

To organize and prioritize initiatives to accomplish the mission, military organizations develop LOEs. LOEs provide the structure to facilitate communication, define progress, and maintain organizational focus on what is important. While LOEs may change based on the mission, an organization's

enduring priorities change less frequently demonstrating the consistent nature underlying what is most important to the command.

Our LOEs are to “Develop Leaders; Drive Change; and Inform.”

Our Enduring Priorities are to “Develop People; and Care for Soldiers, Civilians and Families.”

The following is a more in-depth discussion of our LOEs and Enduring Priorities:

LOE 1 — Develop Leaders. This remains our number 1 priority. Ensure Army Medicine modernizes how it develops its primary weapons - Soldiers and Leaders who have aligned Knowledge, Skills and Abilities (KSAs) for each branch, rank, and position with a continuous assessment process to achieve the appropriate level of warfighting skills.

LOE 2 — Drive Change. Decisively drive Army Medicine into the Army and the Army Profession into the AMEDD. Capitalize on our intellectual capacity to dominate the Joint Health Service Space and influence change. Do not constrain our thinking based on current reality. In all decisions there are

risks. Prudent risk must be understood, mitigated, and accepted in order to accomplish the mission and prepare for MDO and LSCO requirements.

LOE 3 — Inform. MEDCoE gains a competitive advantage in the information space while maximizing opportunities to shape and influence Army decisions through engagements at all levels. We will leverage all forms of social media with targeted messaging to specific groups using precise delivery methods.

Enduring Priorities. Develop people and care for Soldiers, civilians and families. Character, Competence, and Commitment provides us with the confidence required to be effective Army leaders. An Army career, whether military or civilian, is a noble calling. Those who have pledged to serve do so from a sense of commitment to our Soldiers and our nation. We praise effort, award performance, and treat everyone with dignity and respect. We will invest in employee engagement events, facility development, and leader certification. By doing this, we grow as a team and cohesive, diverse teams win! Army Medicine Starts Here!

*U.S. Army
Soldier
trainees
conduct Army
68W Combat
Medic
training at
Joint Base
San Antonio
-Camp Bullis
Sept. 23.
Soldier
medics learn
their trade
through the
U.S. Army
Medical
Center of
Excellence at
JBAS-Fort
Sam Houston
in San
Antonio.*



JOSE A. TORRES JR.

“I continue to be deeply impressed with the MEDCoE team. Your efforts towards training, education, and force modernization are motivational. I remain sincerely inspired by your dedication to our mission, teamwork, initiative, and professionalism. Simply stated, I am thoroughly honored to serve with you.”

**Maj. Gen. Dennis LeMaster,
commanding general, U.S. Army
Medical Center of Excellence**

JBSA-Fort Sam Houston hosts National Night Out with ceremony, motorcade

Event focuses on crime prevention

By David DeKunder

502ND AIR BASE WING
PUBLIC AFFAIRS

Joint Base San Antonio leaders observed National Night Out by urging installation members to help their neighbors in fighting crime and keeping their communities safe during a ceremony at JBSA-Fort Sam Houston Oct. 6.

The ceremony was held in the rear parking lot of the 502nd Security Forces Squadron building at JBSA-Fort Sam Houston, with audience members physical distancing by staying in or standing in front of their vehicles.

National Night Out is a neighborhood crime and drug prevention event observed annually in cities and towns across the U.S. and Canada, and at military bases worldwide. The event started 35 years ago and brings law enforcement officers and community members, including civic and neighborhood watch groups, together to promote partnerships in keeping communities safe from crime.

Lt. Steven Dews, 502nd SFS police supervisor and public affairs officer, organized the event and was master of ceremonies. The event included remarks by Brig. Gen. Caroline M. Miller, JBSA and 502nd Air Base Wing commander, and Rear Adm. Cynthia Kuehner, Navy Medicine Education, Training & Logistics Command commander, as well as a proclamation signed by both Miller and Kuehner and a vehicle parade.

In her remarks, Miller said a strong relationship between law enforcement and JBSA

residents is vital in building strong, resilient communities, especially now.

"We must enhance relationships and partnerships during a time when discord and a worldwide pandemic have isolated communities from one another," Miller said. "We must build positive interactions with residents and those charged to protect them. All residents of Joint Base San Antonio housing areas play a vital role in the safety of our community. Working together, we can and will reduce crime and eliminate drug use and violence throughout our entire installation."

After the ceremony ended, Dews and Miller led a procession of 20 vehicles in a motorcade that went through the residential housing areas of JBSA-Fort Sam Houston, with residents showing their support by lining up along the parade route.

Dews said the National Night Out event was a success.

"There was a huge turnout of residents, along with pets, in their respective housing areas," he said. "There were a lot of kids waving very enthusiastically along the parade route, and there were a lot of residents with poster boards in support of the National Night Out."

Dews said the one message he wants JBSA members to take away from National Night Out is that they can depend on law enforcement officers to be there for them.

"I wanted them to know if they have to contact us... don't be afraid," he said. "When you see something negative going on in your area, say something. Speak up if you see suspicious activity."



PHOTOS BY JOSE A. TORRES JR.

Brig. Gen. Caroline Miller (left), Joint Base San Antonio and 502nd Air Base Wing commander, and Rear Adm. Cynthia Kuehner (right), Navy Medicine Education, Training & Logistics Command commander, render salutes at the start of the National Night Out ceremony at JBSA-Fort Sam Houston Oct. 6.



Joint Base San Antonio leaders observed National Night Out by urging installation members to help their neighbors in fighting crime and keeping their communities safe during a ceremony and motorcade at JBSA-Fort Sam Houston Oct. 6.

MEDCOE HOLDS NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH EVENT


October is National Disability Employment Awareness Month. The U.S. Army Medical Center of Excellence hosts the National Disability Employment Awareness Month virtual observance at 11 a.m. Oct. 27. The theme is "Don't Set Limits on Unlimited Potential!"

This observance will be live streamed on the MEDCoE Facebook page at @medicalCoE at 11:30 a.m. This event is sponsored by the 232nd Medical Battalion. Guest speaker is retired Capt. John Arroyo. This event is to reaffirm the commitment to equal opportunity for all and to recognize the countless achievements and contributions to the nation made by people with disabilities. NDEAM observances date back to World War II and the return of service members with disabilities to the workplace.

NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH - OCTOBER

DON'T SET LIMITS ON UNLIMITED POTENTIAL

MEDCoE National Disability Employment Awareness Month Observance



Evan's Theater
2472 Stanley Road, JBSA
October 27, 2020 @ 1130

Guest Speaker
CPT (Ret) John Arroyo

Hosted by 232d Medical Battalion

THIS EVENT WILL BE LIVE STREAMED on @MedicalCoE Facebook

COURTESY GRAPHIC

ARSOUTH COMMANDER MEETS WITH COLOMBIAN ARMY COMMANDER



SGT. ASHLEY DOTSON

Maj. Gen. Daniel Walrath (right), U.S. Army South commander, greets Gen. Eduardo E. Zapateiro, National Army of Colombia commander, on Oct. 5 in Bogota, Colombia. "His visit strengthens the ties of cooperation and brotherhood between both institutions, strengthening the partnership based on interoperability and training," Zapaterio said. U.S. Army South engagements in the region reflect our enduring promise of friendship, partnership, and solidarity with our partners.

LACKLAND



COURTESY PHOTO

For the third time this year, the 403rd Wing evacuated their aircraft to Joint Base San Antonio-Lackland, this time to get out of the way of Hurricane Delta.

JBSA-Lackland welcomes 403rd Wing Hurricane Hunters from Mississippi

By Lt. Col. Marnee Losurdo
403RD WING PUBLIC AFFAIRS

It was not déjà vu! For the third time this year, the Air Force Reserve's 403rd Wing relocated its aircraft, but this time it was to get out of the path of Hurricane Delta as it made its way toward the U.S. Gulf Coast.

The wing's 815th Airlift Squadron, a tactical airlift unit, and the 53rd Weather Reconnaissance Squadron, or Hurricane Hunters, relocated their aircraft to Joint Base San Antonio-Lackland, Texas due to the approaching storm.

The Hurricane Hunters

continued to fly into Hurricane Delta to provide weather information to the National Hurricane Center, which greatly improved their intensity and track forecasts.

Hurricane Delta intensified into a Category 4 Oct. 7 in the Caribbean Sea with sustained winds of 130 miles per hour and impacted Mexico's Yucatan Peninsula early that day. It was projected to make landfall along the Northern Gulf Coast by Oct. 9, with a risk of storm surge, wind and rainfall hazards from Louisiana to the Florida Panhandle beginning late Oct. 8 and into Oct. 9, according to the

National Hurricane Center.

"Once again, we are moving aircraft as a precautionary measure ahead of these storms for two reasons: first, to protect the aircraft from damage, and second, so we can continue to fly storm reconnaissance missions," Col. Jeffrey A. Van Dootingh, 403rd Wing commander, said as the Airmen prepared for the move. "This year has been challenging. This now ties the busiest storm seasons on record, and we are accomplishing the mission providing valuable weather data for National Hurricane Center forecasts, all while mitigating

"Once again, we are moving aircraft as a precautionary measure ahead of these storms for two reasons: first, to protect the aircraft from damage, and second, so we can continue to fly storm reconnaissance missions."

Col. Jeffrey A. Van Dootingh, 403rd Wing commander

the impacts of COVID-19.

"Regardless of what 2020 throws our way, we have been able to get the mission

accomplished thanks to our outstanding Airmen who ensure we are always ready," he said.

Partnership brings movies, activities to technical trainees

Lori A. Bultman
502ND AIR BASE WING
PUBLIC AFFAIRS

Since March, life for U.S. Air Force Airmen in technical training has been rough due to COVID-19 restrictions. That changed Oct. 9 when several organizations partnered at Joint Base San Antonio-Kelly Field Annex to provide a movie, games and socializing night for the Air Force's newest Airmen.

"The event that's happening tonight is a partnership between the USO and the 502nd Operations Support Squadron, and is what we wanted to do is bring a little bit more morale and welfare to the technical school trainees," said Staff Sgt. Daniel Fairburn, 502nd OSS maintenance supervisor, at the Friday evening event at Joint Base San Antonio-Lackland.

"We understand that trainees don't get a whole lot of time to decompress at the end of the week due to COVID-19 restrictions," he said. "We have this huge hangar space and we figured we could let them use it and watch a movie and play some games, among other things."

Fairburn said the 502nd Logistics Readiness Squadron also provided assistance.

"They've been an integral part of this whole process, with getting the technical trainees over here," he said. "We also have the 37th Training Group members helping out and coordinating getting the students over here with the 502nd LRS."

Now, more than ever, socializing is important to trainees, Fairburn said.

"Every single day they're going to technical school and they're required to learn material that's new to them," he said. "I understand that it could be very stressful and COVID-19 has kind of restricted their time to decompress, that time to get away from the Air Force, per se, for a second and just have a



PHOTOS BY SARAYUTH PINTHONG

good time ... good personal time."

Heather Krauss, USO San Antonio executive director, said the idea behind creating the event was to give the students resiliency through the long training pipeline during COVID-19.

"Tonight is all about giving them some fun and enjoyment and a little bit of down time," she said. "They're training very hard. Their training pipeline hasn't slowed down."

Keeping training moving during the pandemic is key to military readiness.

"It's very important to the military services that they keep that training going," Krauss said. "We want to support that in any way possible, and when they asked us if we would have some events just to give them some down time, some morale, some camaraderie, we jumped at the chance to be able to provide that for these students."

Krauss said she hopes the down time helps the students refresh and recharge their batteries so that come Monday,

they're back in the game and training hard.

Airman Basic Christopher Shell, an Oklahoma native and student at the 343rd Training Squadron Security Forces Academy, enjoyed the night away from training, noting that being restricted to base during the pandemic has been difficult for technical school Airmen.

"Leaving base that was a big thing that got taken away from us, but the Air Force is very good at getting over obstacles with these boundaries that we have and I think we're doing a great job," he said. "We're getting to watch a fantastic movie, and we're just getting to hang around."

Shell was appreciative of the efforts the units and USO made to give the Airmen the opportunity to get out and socialize.

"Because of this whole COVID thing, this is a huge deal for us Airmen. We finally get the chance to hang out and do stuff together," he said. "We are built to be social and have a society around us and with



U.S. Air Force Airman Basic Cali Mason (left) and Airman Basic Harry Torres-Guzman (right), both with the 343rd Security Forces Squadron, Joint Base San Antonio-Lackland, play a game Oct. 9 at JBSA-Kelly Field Annex.

training 24/7 being the only thing on your mind, it is very important to have these opportunities."

The turnout for the evening was excellent, Krauss said, adding that she is hopeful the partners who organized the outing can continue to support the amazing attendance at a weekly movie night for JBSA's Airmen in training.

"Tonight is our inaugural night for this event," Krauss

said as she watched the Airmen enjoying themselves in the hangar. "We're very excited that we have at least 250 airmen out here, maybe as many as 275, and we're looking forward to doing it every Friday."

Krauss said anyone who would like to volunteer to help can contact the San Antonio USO at volunteers.uso.org/. (This site is an external site and does not belong to the U.S. Air Force)

U.S. Air Force Airmen from the 343rd Security Forces Squadron arrive at the USO and 502nd Operations Support Squadron movie and game night event Oct. 9 at Joint Base San Antonio-Kelly Field Annex.

National Disability Employment Awareness Month: Increasing access, opportunity for those with disabilities

By Maria F. Rodriguez
JBSA AFFIRMATIVE EMPLOYMENT
PROGRAM MANAGER

This October marks not only the 75th observance of National Disability Employment Awareness Month but also the 30th anniversary of the Americans with Disabilities Act.

Both milestones are being commemorated with a range of events and activities centered on the theme "Increasing Access and Opportunity."

Joint Base San Antonio is providing a virtual presentation to include the official National Disability Employment Awareness Month poster, which commemorates the dual anniversaries.

JBSA members are encouraged to watch a public service announcement regarding the importance of

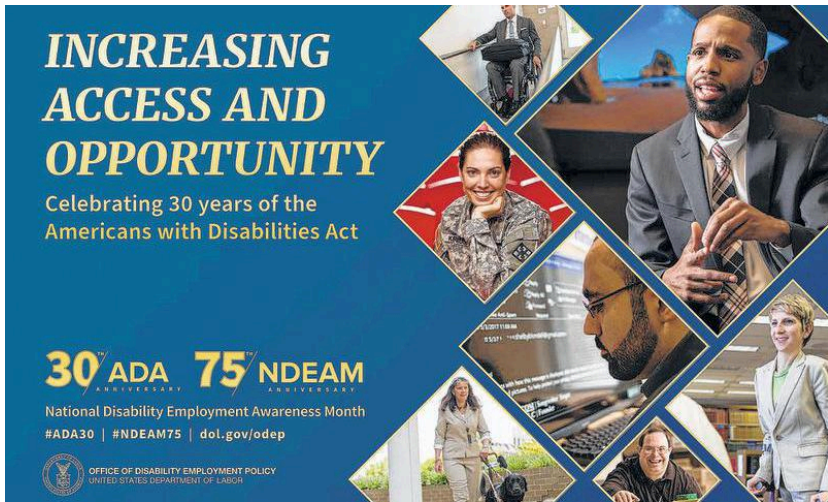
considering and hiring individuals with disabilities at <https://www.whatcanyoudo.campaign.org/psa-campaigns/i-can-psa/>.

Additionally, there will be reasonable accommodation training for Air Force and Army civilian personnel as well as NDEAM informational tables throughout JBSA.

For Air Force civilian personnel, training is from 10-11:30 a.m. Oct. 21 via Meet Me Conference at 210-221-4525 or DSN 471-4525.

NDEAM informational display tables can be found at Exchange locations across JBSA, the Arnold Hall Community Center at JBSA-Lackland and at the Sam Houston Community Center at JBSA-Fort Sam Houston.

Visitors to the Exchanges and community centers are encouraged to follow



**INCREASING
ACCESS AND
OPPORTUNITY**

Celebrating 30 years of the
Americans with Disabilities Act

30th ADA 75th NDEAM
ANNIVERSARY ANNIVERSARY

National Disability Employment Awareness Month
#ADA30 | #NDEAM75 | dol.gov/odep

OFFICE OF DISABILITY EMPLOYMENT POLICY
UNITED STATES DEPARTMENT OF LABOR

U. S. DEPARTMENT OF LABOR/OFFICE OF DISABILITY EMPLOYMENT POLICY

COVID-19 health and safety measures, including practicing physical

distancing.

For more information, contact the Civilian Personnel

Section at 210-221-1408 or usaf.jbsa.502-abw.mbx.jbsa-fsh-cps@mail.mil.



TECH. SGT. IRAM CARMONA

Col. Wayne M. Williams, 433rd Mission Support Group commander, presents the 433rd Force Support Squadron guidon to Maj. Thanya A. Martinez, during a change of command ceremony Oct. 3 at Joint Base San Antonio-Lackland. Martinez has been with the 433rd FSS as the operations officer since 2018.

433rd FSS welcomes new commander

By Tech. Sgt. Mike Lahrman
433RD AIRLIFT WING

The Airmen of the 433rd Force Support Squadron are under new leadership, as Maj. Thanya Martinez assumed command of the squadron in a traditional change of command ceremony Oct. 3.

Col. Wayne M. Williams, 433rd Mission Support Group commander, officiated the ceremony as Maj. Robin Ecks relinquished command. Ecks will soon begin an Individual Mobilization Augmentee position at the Air Reserve Personnel Center.

For Martinez, the move is a promotion from the operations officer position she held with the FSS since October 2018. In her new role as commander, she'll lead a squadron

responsible for the readiness of 3,600 Airmen and their families.

"Major Martinez is ready, and she's the right officer to take this guide-on today and lead the FSS forward into the next chapter in its story," said Williams, speaking to a limited in-person audience. "She possesses a wealth of experience, poise, talent, and commitment to Airmen that I know will lead the FSS to new heights."

Martinez joined the 433rd FSS in July 2017 as the sustainment services flight commander, a position she previously held at the 60th FSS at Travis Air Force Base, California.

"I feel honored and proud because I know the work that these men and women accomplish day in and day out," Martinez said. "I've been with

them for a little longer than most incoming commanders get to experience when they come to a new unit."

Martinez was born in Veracruz, Mexico, and raised in Houston, Texas. She enlisted in the Air Force in 2002 and attended the United States Air Force Academy two years later, graduating and receiving her commission in May 2009. As a traditional reservist, Martinez is a project manager of international operations at an upstream oil and gas company.

The ceremony was live-streamed for friends, family, and Airmen unable to attend the ceremony. Participants and those who could be in attendance followed COVID-19 protocol, wearing masks, and following social distancing guidelines.

AFCEC space optimization efforts key to rightsizing facilities at installations

By Debbie Aragon

AIR FORCE CIVIL ENGINEER CENTER
PUBLIC AFFAIRS

With help from the Air Force Civil Engineer Center, the Air Force is leaning forward to consolidate and reduce the facility footprint at installations across the enterprise.

Effective facility management and space optimization is nothing new to the Air Force. The service had been monitoring and collecting facility and infrastructure data well before publishing the Air Force Infrastructure Investment Strategy in January 2019.

A substantial shift to telework during the COVID-19 pandemic, however, prompted officials to move more quickly toward striking a balance between infrastructure, manning, funding and mission success.

Air Force Vice Chief of Staff Gen. Stephen Wilson recently asked whether teleworking, sustained on a wide scale, could equate to offsetting facility requirements across the Air Force.

To answer Wilson's question, the Air Force Installation and Mission Support Center, and its primary subordinate unit AFCEC, got to work and presented a pilot study proposal to Headquarters Air Force in July.

"With approval to press forward, AFCEC began working on pilot studies at two installations: the large installation of Scott Air Force Base, Illinois, and the smaller installation of Luke Air Force Base, Arizona. The large and small installation effort will shape and inform broader application of concepts across the Air Force," said Maj. James Tyhurst, AFCEC's Installation



Planning Branch chief.

AFCEC first worked with installation leadership, since the validity of the studies would rely greatly on support and the current vision from installation leaders and civil engineers, said Neal McElhannon, Air Force facility space management subject matter expert with AFCEC's Planning and Integration Directorate. The pilot studies will focus on administrative functions because of the likelihood of continued telework opportunities associated with that mission.

"We need installation help and buy-in to support our goal of leaving each pilot base with a thorough facility space analysis and viable courses of action," said Chuck Cyr, AFCEC's Comprehensive Planning Division chief.

Those courses of action will highlight opportunities to expand the use of telework, consolidate functions into good facilities, and ultimately eliminate poor facilities through consolidation or demolition, he said.

"The AFCEC facility space management team is conducting the studies, however partnership and collaboration with installation

leadership and organizations is critical to the success of this initiative," Cyr added.

During the studies, AFCEC is compiling a variety of data elements, but are primarily focused on the following:

- ▶ Unit space allocations, authorizations and building utilization rates
- ▶ Accurate building floor plans
- ▶ Unit telework analysis and plans
- ▶ Building condition index and mission dependency index

Once AFCEC and the installation team complete and deliver outcomes and recommendations, installation leaders will be in a position to move forward with implementation actions that support the current vision at their bases, Cyr said.

Other functions outside of administration could also participate in the implementation phase while others, who work more in the classified environment for example, would be limited because of the nature of their mission.

"We're not driving the train at Scott and Luke Air Force Bases," McElhannon said. "The studies developed will belong to the installation

"It's our goal to ultimately develop facility space utilization data for all installations because it helps our warfighters optimize and manage their space better on a day-to-day basis."

Chuck Cyr

Air Force Civil Engineer Center
Comprehensive Planning Division chief

commander, and will be analyzed to determine return on investment and value for the Air Force. If approved by senior leadership, they will help pave the way for expanded telework, and ultimately support the Air Force goal of 'right sizing' our installation footprint and eliminating failing facilities."

As pilot studies wrap up later in the fall, Cyr and his team expect to, in coordination with the two installations and respective major commands, present their findings to Headquarters Air Force leadership early in 2021.

"It's our goal to ultimately develop facility space utilization data for all installations because it helps our warfighters optimize and manage their space better on a day-to-day basis," Cyr said. "At the same time, facility space utilization data can also be used at the enterprise-level to help inform broader decisions like capacity analysis, strategic basing and beddown, and base realignment and closure."

The Air Force's current Infrastructure Investment Strategy is "driving the requirement to reduce our footprint. It's a way to stop spending money and

resources on excess infrastructure, and lets us focus on future force structure and quality of life for our Air Force," McElhannon said.

"Air Force Chief of Staff Gen. Charles Q. Brown, Jr. recently talked about the importance of accelerating change or lose and the fact that we need to embrace today's fiscal realities and make bold decisions to best sustain and modernize our aging force structure if the Air Force is to maintain air dominance," Cyr said. "Facility space optimization can support this broader initiative by enabling facility footprint reduction, resulting in vital maintenance and repair reinvestment in our aging installation weapon systems."

"Every dollar counts and the reinvestment that we could realize by optimizing our space utilization could make a significant difference in addressing our substantial backlog of deferred facility maintenance for those assets that we retain," McElhannon added. "It also reduces the wear and tear on our people because maintaining excess infrastructure, from a mission support perspective, is wasteful."

RANDOLPH

340th TRG instructor pilots selected for Air Force Reserve 'Profiles in Leadership'

By Debbie Gildea

340TH FLYING TRAINING GROUP
PUBLIC AFFAIRS

Two 340th Flying Training Group instructor pilots will be featured in the Air Force Reserve's Profiles in Leadership, Volume 6.

Selected for their exceptional performance, selfless sacrifices, and exemplary leadership skills were Maj. Christine Wagner, chief instructor pilot, T-1A schoolhouse, 39th Flying Training Squadron, Joint Base San Antonio-Randolph, Texas, and Maj. Krissi Hrupek, T-6 instructor pilot, 96th Flying Training Squadron, Laughlin Air Force Base, Texas.

In addition to representing the Reserve component in online features, poster exhibits of each selectee will be mounted in the Pentagon's fifth-floor A-Ring for a year beginning in December.

Wagner's and Hrupek's nomination narratives are below:

Active Guard and Reserve Citizen Airman Maj. Christine Wagner, Chief Instructor Pilot, T-1A schoolhouse

Maj. Christine Wagner never imagined

she could be an Air Force pilot, much less make an impact on an entire generation of them, but as a University of Arizona Air Force Reserve Officer Training Corps cadet, her Navy-veteran father encouraged her to apply, opening a door to a magical career.

Following specialized undergraduate pilot training in 2008, she was selected as a T-1A first assignment instructor pilot, a testament to exceptional skill. Twelve years later, with 3,500 hours in the C-17A and the T-1A, she continues to instruct and mentor Regular Air Force and Reserve pilots as a full-time Reservist in the 39th Flying Training Squadron.

Transitioning to the Reserve in 2018, as assistant director of operations and assistant flight commander, she manages pay, production and participation needs for the 22 Reserve pilots in her care, freeing them to focus on student needs. The epitome of Total Force Integration, she brought significant expertise to bear in developing the new T-1A syllabi, instructing the advanced instructor concepts course, and building the 19th Air Force master aviator instructor course; a critical AF initiative.

The seasoned evaluator pilot — who fluidly balances her roles as an Airman, a full-time mom of two and spouse to a fellow Reserve instructor pilot — was recently named the T-1A schoolhouse chief instructor pilot, which enables her to focus on instructor development and student training. She'll tell you, whether her kids or America's Airmen, she loves to teach, and is incredibly grateful for the opportunity to serve her country while remaining dedicated to her family.

Traditional Reserve Citizen Airman Major Krissi Hrupek, T-6 Instructor Pilot

Maj. Krissi Hrupek, a traditional Reserve Citizen Airman and T-6 instructor pilot assigned to the 96th Flying Training Squadron, Laughlin Air Force Base, Texas, is the essence of a Renaissance Airman.

Formerly a Regular Air Force KC-135 pilot, the major accepted a commission in the Regular Air Force, and later transitioned to the Reserve, accepting an instructor pilot opening at Laughlin. Raising three kids and serving alongside her active duty husband, an A-10 squadron commander, she views her key

spouse role as an opportunity to unite and support more than 200 members and their families, coordinating homecoming initiatives for 318 members returning from deployments and navigating through COVID-19 restrictions to maintain unit cohesion and communication.

In her professional life, she graduated from an empowerment and resilience coaching course with a focus on guiding women veterans beyond military service. As a result, she co-founded a service academy women's organization, a mentorship network and program that benefits more than 9,000 women veterans.

Additionally, the major is a stand-out instructor pilot, essential to training, who is mentoring 420 T-6 aircraft student pilots annually. A critical member of her flight, she consistently volunteers to assist with evaluation and decoration creation and review and other tasks focused on improving her teammates' careers.

Citizen servant, warrior, pilot, instructor, mentor, motivator, neighbor, wife and mom: Maj. Krissi Hrupek is doing it all, and she's doing it well.

Maj. Christina Wagner, 39th Flying Training Squadron T-1 instructor pilot, pictured here with her husband (also a Reserve instructor pilot for the 39th FTS) and their children, has been selected for the Air Force Reserve Profiles in Leadership program and will be featured in a Pentagon display beginning in December.



SEAN WORRELL



Maj. Krissi Hrupek, 96th Flying Training Squadron T-6 instructor pilot, has been selected for the Air Force Reserve Profiles in Leadership program and will be featured in a Pentagon display beginning in December.

2ND LT. HANNAH COLLIGAN

Air Force Recruiting makes goal for FY20

By Leslie Brown

AIR FORCE RECRUITING SERVICE
PUBLIC AFFAIRS

Despite challenges due to the COVID-19 pandemic, Air Force Recruiting Service had a successful fiscal 2020 making adjusted recruitment goals and achieving new milestones for the year.

The regular Air Force accessioned 26,268 non-prior service enlisted Airmen, as well as 127 prior service, 660 line officers, 651 health professionals and 50 chaplains.

The Air Force Reserve accessioned 7,062 Airmen, exceeding their goal of 7,000, including enlisted, line officers, health professionals and chaplains. The Air National Guard assessed more than 9,200 enlisted Airmen and nearly 2,000 officers to finish the year ahead of their adjusted goal.

"Fighting through COVID in 2020 was no small feat and I could not be more proud of our recruiters," said Maj. Gen. Ed Thomas, who took command of AFRS in June at the height of the pandemic. "They adjusted course quickly from in-person recruiting to virtual recruiting to get the mission accomplished."

Secretary of Defense Mark Esper praised AFRS for quick action taken in the early days of the pandemic.

"What the U.S. Air Force Recruiting Service has done in response to COVID-19 by being ready to pivot, prioritize, and match applicants to an optimal job and enter-active-duty date on a weekly, and sometimes hourly, basis has been incredible," Esper said.

While original goals were a bit higher at the beginning of the fiscal year, a greater than expected retention rate along with a lowered training capacity at Basic Military Training and technical training schools due to COVID-19, led the Air Staff to adjust recruiting goals mid-summer.

"As an Air Force we had to reduce the training pipeline some to allow for social distancing, but the team at Basic Military Training did an incredible job of keeping recruits moving through the program and keeping them safe. They didn't skip a beat," said Thomas.

"When COVID shut down our Military Entrance Processing Stations, recruiters quickly became experts in shifting and rapidly adjusting

when and where we shipped recruits from to ensure a steady flow of Airmen into the hands of our Military Training Instructors," Thomas said. Agile Shipping, as it became to be known, was used to overcome obstacles like travel restrictions, canceled flights and social distancing guidelines due to the pandemic.

"Despite COVID, our recruiters did a phenomenal job of bringing the best and brightest into our ranks," he said. "We even had a couple of monumental events to celebrate."

The Air National Guard had what is believed to be a record-setting event when a Georgia recruiter, Tech. Sgt. Reza Whitehead, accessioned 14 new Air Guardsmen in one month.

The Air Force health professions recruiters closed out the year filling every health professions goaled program.

"We had 100 percent or more in every medical program we were recruiting in 2020," said Col. Jason Scott, Recruiting Operations director. "This hasn't been accomplished since at least 2000. Our dedicated recruiters and the support teams in the groups and



MASTER SGT. CHANCE BABIN

Lt. Col. Annie Driscoll, AFRS Det. 1 commander, rings the ceremonial bell in honor of AFRS making recruiting goal for fiscal 2020.

squadrons all made that happen."

As AFRS continues to move toward a Total Force enterprise approach, bringing in the nation's best talent to serve in the appropriate capacity, other accession sources had a strong finish as well.

In addition to the three components, Total Force recruiting also encompasses Air Force Academy admissions, Air Force Civilian Talent Acquisition and Air Force ROTC. The Air Force Academy commissioned 976 officers earlier this year and AFROTC commissioned 1,967 officers. The

Air Force Personnel Civilian Talent Acquisition team extended 3,472 job offers in fiscal 2020.

As fiscal 2021 approaches, AFRS continues to see strong recruiting numbers already in the delayed entry program.

"Our recruiters will continue to look for the best in our society and share the benefits of the Air Force with them," Thomas said. "America's security depends on it."

For those interested in learning more about opportunities in the Air Force — full time, part time or as a civilian, go to airforce.com.

AFPC receives Innovation Award for 'Digital Airman' initiative

By Staff Sgt. Jeremy L. Mosier

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS

The Air Force Personnel Center's Innovation Cell and Robotics Process Automation Branch were awarded the 2019 Larry O. Spencer Innovation award in September 2020.

The annual award, named after former Vice Chief of Staff of the Air Force Gen. Larry O. Spencer, recognizes the individual and/or team who demonstrates innovation in cost and manpower savings to improve efficiency, operational readiness and replication of the innovation across the Air Force enterprise.

"The competition for this year's award was fierce," said Lt. Gen. Brian Kelly, deputy chief of staff for

manpower, personnel and services.

"The AFPC Innovation Cell and RPA Branch team's contributions directly demonstrate the spirit of the Spencer Innovation Award."

In 2019, the team deployed the first-ever "Digital Airman" by successfully mapping and automating repeatable, rule-based administrative actions, designed to allow Airmen to focus on more strategic and innovation-centric functions.

"The introduction of robotic process automation has saved us countless work hours, has significantly reduced errors and has ultimately freed up our Airmen to perform more substantive work," said Maj. Melinda Monahan, AFPC Innovation Cell chief.

In the first year alone, it replaced the

manual validation of approximately 276,000 military tests, automated 65,000 evaluation uploads and 10,500 separations, resulting in the saving of 5,200 man hours. The intent is to target more than 100 administrative processes for automation that will run unattended, servicing customers 24/7, anywhere on the planet.

"The success of our first robotic process automation bot opened our eyes to the possibilities of utilizing this technology on many repetitive, tedious, rule-based tasks at AFPC," Monahan explained. "We quickly realized that freeing our Airmen from this type of work allowed more opportunities for them to focus on the customer, and reimagining how they do work."

As technology continues to evolve,

the Air Force is searching for solutions to streamline processes and create a better way of life for Airmen and their families. Cultivating innovation helps solve challenges that can potentially result in groundbreaking future Air Force capabilities. The AFPC Innovation Cell and RPA Branch teams demonstrated the innovation spirit. They stood out amongst 14 nominees who competed for the title.

"Our team is extremely proud and honored to be selected for this award," Monahan said. "Being able to successfully leverage RPA at AFPC, and eventually across the Air Force, is a testament to the power of innovation. This all started with an Airmen's idea that we were able to bring to life and scale at AFPC."

Air Force Recruiting's Det. 1 celebrates two years of mentoring youth, addressing rated diversity

By Master Sgt. Chance Babin

AIR FORCE RECRUITING SERVICE
PUBLIC AFFAIRS

The mission of Air Force Recruiting Service's Detachment 1 is to inform, influence and inspire our nation's youth and their influencers. Its goal is to get in front of every demographic group in America and show them someone in a flight suit who looks like them that they can look up to.

And that's exactly what they are doing.

AFRS Det. 1 is currently reaching out to thousands of young people — mentoring, educating and giving them opportunities to hopefully one day fly in the Air Force. Det. 1 was stood up in October 2018 and is celebrating two years of helping address rated diversity in the Air Force, and it has experienced monumental growth in this short period of time.

"I was part of the team that initially conceptualized Det. 1 about six months before it came to fruition," said Lt. Col. Lindsay Andrew, former Det. 1 director of operations for nearly two years and current director of staff for the 306th Operations Support Squadron at the U.S. Air Force Academy. "The initial concept was to create a direct-reporting support squadron to centralize recruiting efforts for the Total Force to harness technology, innovation and aviation to transform traditional recruiting by augmenting 'on the bag' recruiters. Our major initial challenges revolved around manpower and funding. We took on this task with only two personnel and casual lieutenants and lacked support necessary to execute funds to maximize impact."

When it came to selecting the first commander of Det. 1,



MASTER SGT. CHANCE BABIN

Praise Wright (left), talks to Maj. Kenneth Thomas, a navigator with the 94th Airlift Wing, Dobbins Air Reserve Base, Georgia, during an AFRS Det. 1 Aim High event Nov. 19, 2019, at Maxwell Air Force Base, Alabama.

things progressed quickly and somewhat unexpectedly for Lt. Col. Kenyatta Ruffin. He came in with the experience, having founded the Legacy Flight Academy in 2012 and being a Tuskegee Airmen in 2007 as a part of the 332nd Air Expeditionary Wing in Iraq.

LFA is a non-profit organization that combines quality character development programs and aviation experiences that inspire youth to achieve their goals in science, technology, engineering and mathematics, or STEM, careers while becoming strong citizens and contributors to society.

"I first began discussing recruiting transformation with a small group of other officers in late 2017/early 2018 — I had no intention or idea to think that I'd end up leading it," said Ruffin, the first Det. 1 commander and current 71st Operations Support Squadron commander at Vance Air Force Base, Oklahoma. "The conversations were truly revolutionary and very

conceptual at first, so as the idea became more tangible, the suggestion for me to lead it emerged. Ultimately, the Air Education and Training Command and AFRS commanders and leaders at Headquarters Air Force determined that I should move from the Pentagon to JBSA to lead this organization. It still didn't have a name."

Ruffin was given less than three weeks from notification to be in place at Joint Base San Antonio-Randolph. He said it was a small miracle to move his family on this hyper timeline. Though his team was initially small, once he arrived he did have a budget to work with.

"The initial challenges were never-ending and everything you could imagine with standing up a new organization that no one really understood," Ruffin said. "To begin, I had one million dollars and one other assigned officer and we were supposed to change the world. There are a ton of things we accomplished in less than a

year — it was a true whirlwind. I don't have the exact numbers, but I think we did something like 60 actual engagements that first full year, literally all across the world and reaching tens of thousands."

When Ruffin left Det. 1, the unit had an identity, but there was still plenty of growth to come. Lt. Col. Cathyrine Armandie followed Ruffin, being a female fighter pilot, she knew firsthand the lack of diversity within the pilot ranks.

"Det. 1 was very much in the experimental phase when I arrived," said Armandie, the second Det. 1 commander and current chief of rated diversity at Headquarters Air Education and Training Command A3/6. Her goal for the detachment was to determine which of these programs would be scalable and sustainable to most effectively reach the desired audiences.

Once Det. 1 became established and had a known mission, the goal became to expand its reach.

The third and current Det. 1 commander, Lt. Col. Annie Driscoll, an experienced HH-60 helicopter pilot who worked in combat search and rescue, is now tasked with an even more progressive order to assure rated diversity is at the forefront. She is thankful for the groundwork that has been laid to help her team meet this challenge.

"Our Air Force senior leaders have valued diversity for a long time," Driscoll said. "I'm grateful that two years ago they recognized the need to put resources toward this critical deficiency."

From Driscoll's standpoint, while there's a new leader, the message has remained the same.

In just two short years, Det. 1 has made a big impact reaching a diverse audience. In total, Det. 1 has conducted 165 events with over 355,000 attendees, directly mentoring more than 39,000 youth. On social media, Det. 1 has nearly 8,500 followers, with 3.2 million impressions, and had more than 390,000 engagements. With just 30 Det. 1 posts on Air Force Recruiting Service sites, they have garnered 2.43 million in reach, 210,000 video views, 863,000 social impressions, and nearly 32,000 in total engagements.

Driscoll has some lofty goals and a vision for what she expects to see during her tenure as Det. 1 commander.

"By the summer of 2022, I expect to see us as a fully manned, well-oiled machine," she said. "I want to see both the demand for Rated Diversity Improvement initiatives and the demand to come to AFRS Det. 1 so high that the detachment grows to a squadron."

Each of the previous commanders remains committed to Det. 1 and plan on participating in future events.