

# JBSA

# LEGACY

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JOINT BASE SAN ANTONIO

JANUARY 22, 2021



U. S. MARINE CORPS STAFF SGT. ADAM POWELL

*U. S. Marine Corps Staff Sgt. Patrick Doody, 4th Reconnaissance Battalion paraft chief, Marine Forces Reserve, and U. S. Air Force 1st Lt. Denise Johnson, aerospace physiologist assigned to the 12th Operations Support Squadron, complete a tandem freefall jump training exercise at South Texas Regional Airport, Hondo, Texas, Dec. 11.*

## 12th OSS Airmen participate in tandem freefall jump training

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## A 'Tough Conversation' with a focus on bureaucracy

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## First five Master Military Training Leaders selected in 37th Training Wing

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# DOD's 5G experimentation on track

By Defense.gov

The United States Department of Defense has taken historic action to advance the application of 5G communications for America's warfighters.

In October 2020, Acting Under Secretary of Defense for Research and Engineering Michael Kratsios announced \$600 million in award contracts to 15 prime contractors to perform testing and evaluation of 5G technologies at five military installations across the country. This initial Tranche 1 effort represents the largest full-scale 5G test for dual-use applications in the world.

Since then, the Department has made important progress in establishing the Tranche 1 sites and preparing the upcoming Tranche 2 requests for proposals.

"With these testbeds, the Department of Defense is at the forefront of cutting-edge 5G research that will strengthen America's warfighting capabilities and accelerate advancements in commercial 5G technologies," Mr. Kratsios said.

Dr. Joseph B. Evans, principal director for 5G in the Office of the Under Secretary of Defense for Research and Engineering, provided an update on the Department's 5G testing and experimentation efforts, as well as its 5G Strategy Implementation Plan. The latest information can also be found at the newly launched CTO.mil/5G.

"So far, the Department's 5G experiments are coming together as expected," Evans said. "In addition to the Tranche 1 sites getting stood up, we also have the Tranche 2 sites that are in the process of releasing requests for proposals ... the Department is on track for 5G testing in 2021."

Joint Base San Antonio is among the Tranche 2 sites, and their Virtual Industry Day for 5G in Telemedicine & Medical Training is scheduled for Jan. 28 (registration available at [https://ati.zoomgov.com/webinar/register/WN\\_Jq4WGDLMtwW462\\_AIwgk1w](https://ati.zoomgov.com/webinar/register/WN_Jq4WGDLMtwW462_AIwgk1w)). Their Industry Day for 5G Core Security is Feb. 11 (registration available at [https://ati.zoomgov.com/webinar/register/WN\\_5KEu3-7QRt6OuTLKczF7dQ](https://ati.zoomgov.com/webinar/register/WN_5KEu3-7QRt6OuTLKczF7dQ)).

The 5G wireless communications technologies in development now offer great improvements in speed, connectivity and reduced latency, Evans said. He also said it's critical for the DOD to be involved in accelerating the development of that technology, as well as in ensuring those systems are robust, protected, resilient and reliable.

"5G is important to the Department because it will enable new capabilities,"

Evans said.

In the same way traditional telecommunications and the internet have enhanced DOD operations, 5G is going to do the same — but to a much, much greater extent, Evans said.

## Establishing the Tranche 1 Sites

Marine Corps Logistics Base Albany, Georgia; Joint Base Lewis-McChord, Washington; Naval Base San Diego, California; Nellis Air Force Base, Nevada; and Hill Air Force Base, Utah, were designated as "testbeds" where commercial 5G technology would be evaluated for its ability to enhance military and service-specific operational challenges.

Together, the five installations make up "Tranche 1" of the department's efforts.

"We've formulated these experiments as three- to four-year projects," Evans said. "We've built them as multi-year projects with iterative development. After a year, we'll look at the initial experimental results and metrics and then go forward in future years based on how those technologies are evolving, reviewing on an annual basis."

Further down the road, Evans said, the department will be able to identify what particular technologies and systems are able to make a useful transition into the services or the broader Defense Department.

So far, more than \$600 million has been awarded in over three dozen prime contracts, with more than 100 companies participating, to evaluate 5G technology at those testbed installations. There, 5G technology will be applied to problems and challenges identified in collaboration with the military services.

At Marine Corps Logistics Base Albany, experimentation will focus on efficiency improvements within warehouse operations, including receipt, storage, inventory control and tracking, issuance, and delivery. There, Federated Wireless has signed a contract to deploy 5G within and around an existing Marine Corps warehouse to provide the platform for a 5G-enabled "smart warehouse."

Other partners at MCLBA include GE Research, KPMG LLP, Scientific Research Corporation, Virginia Tech Applied Research and Alion Science.

Also involved in smart warehousing is Naval Base San Diego. There, AT&T has signed a contract to deploy 5G infrastructure, including millimeter wave technology. In San Diego, the 5G-enabled smart warehouse experiment will be a proving ground for, among other things,

real-time asset tracking, predictive analytics, environmental sensing, robotics and augmented reality.

Partners there include GE Research, Vectrus Mission Solutions Corporation, Deloitte Consulting LLP, Perspecta, XCOM, Parallel Wireless, Qubitekk, Secure G and GenXCom.

It's early in the Tranche 1 experiments, with contracts just having recently been awarded. The next big step for Tranche 1 installations, Evans said, will be to get those testbeds set up and running. It's expected that all Tranche 1 testbeds will be operational by the fall of 2021, he said.

## Preparing for Tranche 2

The Department has also announced a second set of installations where 5G experimentation would take place. Those installations include Joint Base San Antonio, Texas; Naval Station Norfolk, Virginia; Joint Base Pearl Harbor-Hickam, Hawaii; the National Training Center at Fort Irwin, California; Fort Hood, Texas; Marine Corps Base Camp Pendleton, California; and Tinker Air Force Base, Oklahoma.

"What we are really focused on with Tranche 2 is getting those solicitations out so that we can get the best industry performers and industry players involved in these projects," Evans said.

Already, Evans said, solicitations for some of the Tranche 2 installations have taken place. A white paper solicitation was released for work at Joint Base Pearl Harbor-Hickam, Camp Pendleton, and for Naval Station Norfolk.

Evans said the DOD is also working with the National Spectrum Consortium on solicitations for four other Tranche 2 sites.

"We hope those will be out in a similar time frame, early in the new calendar year," he said.

## The DOD's Strategy Implementation Plan

In addition to launching the test sites, the Department released its 5G Strategy Implementation Plan. The plan discusses DOD's work to carry out its 5G Strategy, signed in May, outlining four lines of effort, including promoting technology development; assessing, mitigating, and operating through 5G vulnerabilities; influencing 5G standards and policies; and engaging partners.

"The strategy is an across-the-board plan for what DOD can do with 5G and how it can advance DOD's capabilities and U.S. capabilities in 5G," Evans said.

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

RACHEL KERSEY

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TYLER MCQUISTON

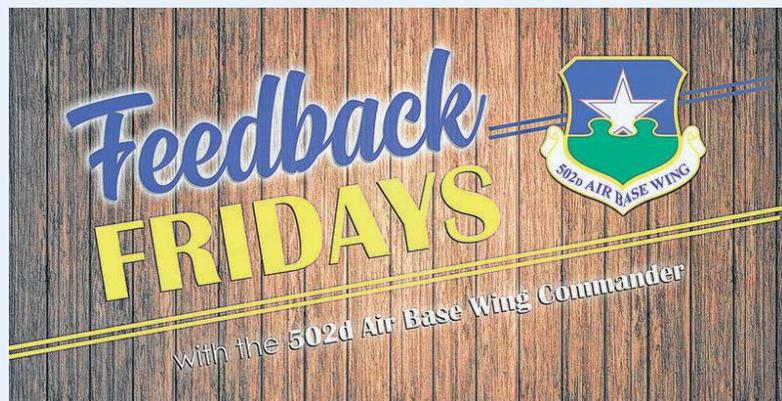
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JBSA LEGACY  
ADVERTISEMENT OFFICE  
EN COMMUNITIES  
P.O. BOX 2171  
SAN ANTONIO, TEXAS 78297  
210-250-2052

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## Feedback Fridays

**Brig. Gen. Caroline M. Miller**

502D AIR BASE WING AND  
JOINT BASE SAN ANTONIO COMMANDER

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

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

**Q. The commissaries at JBSA-Randolph and JBSA-Fort Sam Houston need more electric wheelchairs. Most are in need of repair.**

**Often when I go to shop, the only available electric wheelchairs always need charging. For the last few months I have had nothing but problems finding a chair that is charged.**

**I am a retired U.S. Air Force veteran and I have a hard time walking. They need more wheelchairs and to keep them charged.**

**A. Thank you so much for your service. Sorry to hear you are experiencing difficulty with electrical wheel chairs.**

Both stores will be in contact with the Defense Commissary Agency's equipment branch to seek assistance in obtaining new carts.

JBSA-Randolph and JBSA-Fort Sam Houston currently have six to eight handicap carts operational; however, due to usage throughout the day, some of them may not be allowed enough time in between usage to regain a full charge.

Both stores do have at least two that are not operational and have a work order on them for repair. Aretha Queen is the store director at JBSA-Fort Sam Houston and can be reached at [Aretha.queen@deca.mil](mailto:Aretha.queen@deca.mil).

**Q. Can you watch the Air Force basic military training from afar in a field or from a hotel window? Thank you.**

**A. Unfortunately, due to the location of BMT graduations, you are unable to view them in person.**

Please tune in to watch your loved one graduate online at <https://www.facebook.com/USAFBMT>.

## Army CID offers reward in JBSA Soldier's murder

By U.S. Army Criminal Investigation Command Public Affairs

The U.S. Army Criminal Investigation Command is seeking the public's help and offering a reward of up to \$25,000 for information leading to the arrest and conviction of the person(s) responsible for the murder of Joint Base San Antonio Soldier, Staff Sgt. Jessica Ann Mitchell.

Mitchell was last seen at the 4th Quarter Sports Bar located at 8779 Wurzbach in San Antonio at approximately 2 a.m. Jan. 1, 2021, and was shot to death in her vehicle on Interstate 10 near Vance Jackson Road in San Antonio at about 2:45 a.m., Jan 1, 2021. Mitchell was driving eastbound in her 2019 white Dodge Charger.

"We are actively investigating the circumstances surrounding Staff Sgt. Mitchell's senseless murder and are asking the public to come forward if they have any information on this case, regardless of how insignificant it may seem," said Chris Grey, ARMY CID spokesman.

Persons can contact the JBSA-Fort Sam Houston CID Office at 210-221-1628 or contact their local police department. Persons can also anonymously submit information at <https://www.cid.army.mil/report-a-crime.html>. People wishing to remain anonymous will be honored to the degree allowable under the law and the information will be held in the strictest confidence allowable. The payout of cash rewards to military and federal employees for information is contingent upon the accuracy and value of the information provided, and the action taken based upon that information.



COURTESY PHOTO

Staff Sgt. Jessica Ann Mitchell

# JBSA First Sergeant Diamond Sharp Awards

By the 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.



**Tech. Sgt. Thomas Corral**  
Unit: 149th Aircraft Maintenance Squadron

Duty title: F-16 Crew Chief  
Tech. Sgt. Thomas Corral recently came off a COVID-19 Task Force joint tasking where he was the noncommissioned officer in charge for three different teams of 18 Army personnel each. He managed the logistics, planning, communications, site surveying and overall testing of more than

8,000 people. From his leadership capabilities and charismatic personality to his sharp appearance while in uniform, he consistently embodies and portrays the characteristics that make a great NCO.



**Staff Sgt. Paul Renker**  
Unit: 149th Aircraft Maintenance Squadron

Duty title: F-16 Hydraulic Craftsmen  
After Staff Sgt. Paul Renker purchased a 3-D printer to explore a new hobby, he assessed the demand for personal protective equipment in light of COVID-19 and immediately repurposed his printer to support civilian agencies experiencing shortfalls. He has provided more than 200

3-D printed masks with relief straps for first responders and correction officers located in San Antonio. He also aided frontline health care workers in Abilene, Texas, that were completely depleted of PPE by supplying them with face shields.



**Senior Airman Eve J. Bell**  
Unit: 453th Electronic Warfare Squadron  
Duty title: Programmer

Senior Airman Eve J. Bell took on new responsibility during a software migration in which she monitored an operational program while the senior programming scientist was out of the office. Additionally, during the same software migration she conducted testing of the environment to ensure her programming peers would be able to continue their work. Bell continues

to develop and show phenomenal progression in her core duties at the 453rd Electronic Warfare Squadron.



**Senior Airman Whitley J. Green**  
Unit: Joint Personal Property Shipping Office-South Central

Duty title: Cyber Logistics Technician  
Senior Airman Whitley J. Green conquered 218 service tickets, upgraded 110 Adobe licenses and drove a short-notice software deployment. Additionally, she successfully executed an \$8,000 hard drive update one month ahead of schedule amplifying workflow capabilities for 105 technicians providing personal property support for 31 installations. Green also assisted

the First Sergeant Diamond Tree program by wrapping and distributing gifts as well as orchestrating a food drive, collecting 100 pounds of canned goods in support of the local food bank.



**Senior Airman Izaiah Mathew-Dominguez**  
Unit: 93rd Intelligence Squadron

Duty title: Network Analyst/Training Manager  
Senior Airman Izaiah Mathew-Dominguez is responsible for training personnel and tracking their progress, typically reserved for an NCO. Additionally, he took initiative to in-process four new personnel and ensured members got their accounts and duty schedules. Mathew-Dominguez volunteered to set up and tear down a charity fundraiser that raised \$50,000. He is also the flight safety representative. He ensured

members had all necessary information and handled it with humor to maintain a high-level of morale during trying times.



**Airman 1st Class Jason W. Castillo**  
Unit: 531st Intelligence Squadron

Duty Title: Network Operations Center Technician  
Airman 1st Class Jason W. Castillo managed the efforts to restore the Drug Enforcement Agency's network in coordination with the Defense Information Systems Agency and enabled top secret network capabilities in support of a \$6 billion narcotic fraud case resulting in 345 arrests. Castillo also completed 17 credit hours towards his bachelor's degree in information technology, garnering 2 IT certifications and being awarded his Community College of the Air Force

degree. He used his knowledge to create five standard operating procedures to train a three-man shop for around-the-clock network operations. Castillo led a 14-member project with Habitat for Humanity, devoting 112 man hours towards construction, helping save \$19,000 and was able to house 18 families impacted by the COVID-19 pandemic.

# Army to review discharges, status-upgrade procedures for behavioral health conditions

By U.S. Army Public Affairs

The U.S. Army has agreed to review the discharges of thousands of veterans affected by post-traumatic stress disorder, traumatic brain injury, military sexual trauma or other behavioral health conditions, and to change some of its administrative procedures for individuals who apply to have their discharge statuses upgraded in the future.

This agreement follows a settlement reached in the nationwide class-action lawsuit *Kennedy v. McCarthy*. A federal court preliminarily approved the agreement Dec. 28, 2020.

Under the agreement, the Army will automatically reconsider certain discharge-status-upgrade decisions made by the Army Discharge Review Board between April 17, 2011, and the effective date of settlement that partially or fully denied relief to Iraq- and Afghanistan-era veterans with less-than-fully-honorable discharges. The settlement also expands reapplication rights for eligible applicants who were discharged and received an adverse ADRB decision between Oct. 7, 2001, and April 16, 2011.

In addition, the Army will implement other procedures, including a program to enable applicants to appear telephonically before the ADRB, more training for board members and updated protocols for decision making in cases involving symptoms or

diagnoses of PTSD, TBI, MST or other behavioral health conditions.

Veterans of the Army, including the National Guard and Reserve, who were discharged with a less-than-fully-honorable service characterizations while having a diagnosis of, or showed symptoms of, the conditions listed above

may be eligible for relief.

Discharge upgrades are not guaranteed and applications will be decided on a case-by-case basis.

A video tele-conference hearing on the settlement agreement at 11 a.m. March 24 will address whether to grant

final approval to the settlement, whether to

issue a final order dismissing the lawsuit and other issues. Persons affected by the settlement may submit written comments and/or appear themselves or through counsel to be heard in support of or in opposition to aspects of the settlement. Persons wishing to object must follow specific procedures, which are outlined on the websites listed below.

A court-approved class notice, the full text of the settlement and information about the court's hearing can be found at <http://www.kennedysettlement.com> and <https://arba.army.pentagon.mil/adrb-overview.html>.

For more information, contact the Yale Veterans Legal Services Clinic at [kennedy.settlement@yale.edu](mailto:kennedy.settlement@yale.edu) or 203-364-4588, or visit <https://arba.army.pentagon.mil/adrb-overview.html>.



# M&FRC, Key Spouse partnership helps welcome future JBSA families

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

When military members receive orders to change duty stations, also known as a permanent change of station, their first plan of action might be to investigate the new location. A good place to find answers to the questions incoming Joint Base San Antonio families have is Military OneSource.

Local information on topics such as schools, amenities, and home market values can be found on the Military OneSource — MilitaryINSTALLATIONS webpage, which is updated by Military and Family Readiness Center, or M&FRC, personnel at each location, according to Darlene Taylor, community readiness consultant at the Joint Base San Antonio-Fort Sam Houston M&FRC.

To access the tool, service members and their families should use their Military OneSource user ID and password. Once logged in, members can customize their own printable booklet with key resources and installation information from their new duty location.

Joint Base San Antonio's MilitaryINSTALLATIONS site has more than 130 articles, which are updated quarterly by the three JBSA Relocation Assistance offices, with assistance from their newest partners, the JBSA Key Spouses.

"Spouses know what information they need to make San Antonio and JBSA their home," Taylor said. "Our Key Spouses are our fresh set of eyes, helping us improve our articles and letting us know what information might be missing."

K.C. Erredge, a Key Spouse at



COURTESY PHOTO

*When military members receive orders to change duty stations, also known as permanent change of station, their first plan of action might be to investigate the new location. A good place to find answers to the questions incoming Joint Base San Antonio families have is Military OneSource.*

the 963rd Cyberspace Wing, JBSA-Chapman Annex, said she is glad to assist with ensuring incoming families have all the information they need to make a smooth transition to San Antonio.

"We kind of came upon this by accident," she said of the Key Spouses partnering with the Relocation Assistance offices.

There were several spouses who were trying to pull together a welcome guide for families coming to JBSA on their own when Erredge said she came across an online housing book with great information. That is when she decided to contact the Key Spouse program lead at JBSA-Lackland to request assistance.

"I am so about sharing

information," she said. "I hate recreating the wheel."

The JBSA-Lackland Key Spouse work-life consultant connected Erredge with the JBSA Relocation Assistance offices, and the partnership was started.

Personnel at the Relocation Assistance office now send previews of information and articles to Erredge and other Key Spouses. These volunteers provide feedback about the usefulness of the content and test processes to see if they are working as they should.

"We are trying to find the gaps and fix them so spouses have current and accurate information so they are not struggling when they arrive," Erredge said. "We want to be absolutely sure families have

correct information, correct processes, correct points of contact when they move."

"When you have gone through the transition of packing up and moving to a new place, you want to have accurate information that will not hinder the process," she said.

Taylor is thankful to the Key Spouses for their efforts in ensuring the information provided to newcomers is accurate and complete.

"We are glad to have the JBSA Key Spouses working with our program to enhance the information for newly arriving service members and their families," Taylor said. "They are able to provide us with a new perspective and ensure we are providing

everything our future neighbors will need to make their relocation a smooth one."

The Key Spouses are also putting together a new printed welcome guide for JBSA, which should be completed in the near future. In the meantime, families planning to move to JBSA soon can still find the information they need on the MilitaryINSTALLATIONS webpage.

Erredge said the Key Spouses can always use assistance with their efforts. Military spouses from any branch of service who would like to assist can volunteer by contacting their unit's Key Spouse representative or the JBSA Key Spouse work-life consultants at any of the JBSA Military & Family Readiness Centers.

# A ‘Tough Conversation’ with a focus on bureaucracy

**“I love these discussions as it gives me a chance to see what is going on in the wing from those doing the work and seeing the issues. We plan to continue having these a couple of times a month. The topics change, so feel free to attend again.”**

**Brig. Gen. Caroline Miller, 502nd Air Base Wing  
and Joint Base San Antonio commander**

**By 2nd Lt. Katelin Robinson**  
502ND AIR BASE WING  
PUBLIC AFFAIRS

Brig. Gen. Caroline Miller, 502nd Air Base Wing and Joint Base San Antonio commander, along with Command Chief Master Sgt. Wendell Snider, started off the New Year by hosting their “Tough Conversation” forum at Joint Base San Antonio-Fort Sam Houston Jan. 5 with the topic of bureaucracy within the wing.

The command team has hosted these conversations of varying topics every other week since August, rotating between locations across JBSA to maximize diverse participation. They complete three iterations of the same topic with no more than 10 participants of diverse backgrounds, work experience, service affiliation and rank.

The topic this month focused on Air Force Chief of Staff Gen. Charles Q. Brown’s “Bureaucracy” tenant from his recent action order “Accelerate, Change or Lose,” which discusses the need for the Air Force to speed up its decision-making by cutting out unnecessary redundancy and red tape.

The action order notes that current processes are too slow, allow for soft vetoes without accountability, incentivize unproductive internal conflict and deliver sub-optimal solutions for the sake of compromise and consensus. Brown emphasizes that this must be addressed in order for the Air Force to effectively compete and win the high-end fight.



2ND LT. KATELIN ROBINSON

*Brig. Gen. Caroline Miller (center), 502nd Air Base Wing and Joint Base San Antonio commander, along with Command Chief Master Sgt. Wendell Snider (right), started off the New Year by hosting their “Tough Conversation” forum at Joint Base San Antonio-Fort Sam Houston Jan. 5 with the topic of bureaucracy within the wing.*

“We have a lot of bureaucracy here in the 502d ABW and we need to figure out how to cut through it,” Miller said, echoing Brown’s concerns.

“I want to push the decision making to lower levels and I should only do the things that I can only do,” the general added, noting the unnecessary amount of coordination on documents routed for her signature as an example.

To add to this sentiment, one member discussed the routing process for routine documents such as EPRs, OPRs and

decorations that are especially redundant and unfair, since they are often required to be submitted months in advance of the rating or performance period.

“If there was one thing to cut out in the bureaucratic process to do your job better, what would it be,” Snider asked another participant.

“Speeding up purchasing within my unit would make a big difference,” the person replied, referring to the multiple funding accounts available for events, activities and facility improvements.

Governing documents like Air Force Instructions, career field directives or internal operating document stipulations make identifying the appropriate funding tedious and prolongs execution. “I could easily pull money from this account to fund the request but since there are so many rules, I have to use a different account which requires a longer approval process.”

Another participant identified the in- and out-processing system as an Air Force-wide issue but primarily, due to the sheer size

of JBSA, being a particularly cumbersome system here.

The general echoed that sentiment and assured those in attendance it is one key area her team is looking to streamline, mentioning that there have already been strides made in streamlining finance in-processing, but she will look more into JBSA as a whole.

“I love these discussions as it gives me a chance to see what is going on in the wing from those doing the work and seeing the issues,” Miller said, “We plan to continue having these a couple of times a month. The topics change, so feel free to attend again.”

Miller and Snider plan to tackle the overly bureaucratic processes during their tenure at JBSA to include key areas of focus such as in- and out-processing, empowering decision-making at lower levels and speeding up routine document routing.

The command team concluded the meeting by asking what the members in attendance would change if they were leaders for the day, without worrying about rules. Responses varied between allowing 100 percent telework to improving administrative systems throughout the Air Force.

Participants for these “Tough Conversations” are added to an email distro list from the general that provides a synopsis of the discussion and progress on initiatives taken as a result. The next discussion will be held at JBSA-Lackland Jan. 26. If you would like to participate, discuss with your leadership.

# FORT SAM HOUSTON

## AMEDD Board tests new deployable CT scanner

By Jose E. Rodriguez  
U.S. ARMY MEDICAL CENTER OF  
EXCELLENCE PUBLIC AFFAIRS

The U.S. Army Medical Board recently tested a new deployable computerized tomography, or CT, scanner that allows for better medical imaging, transportability and maintenance.

The test was conducted during the first two weeks of December 2020 at the Deployable Medical Systems Equipment for Training complex at Joint Base San Antonio-Camp Bullis.

The AMEDD Board is a directorate within the U.S. Army Medical Center of Excellence, or MEDCoE, responsible for providing independent operational test and evaluation of medical and medical-related materiel and information technology products in support of the Army and Department of Defense acquisition process.

The board provides assessments of emerging concepts, doctrine and advanced technology applications applied to the delivery of healthcare, both on the battlefield and in fixed facilities.

The new CT scanner is highly accurate in the positive identification of head, neck, chest, abdominal, pelvic and spinal injuries, as well as for providing an angiographic review of the arterial system from the brain (cephalic end) to the feet (plantar end), if necessary.

The military radiologists using this new technology system will have multiple planes to assess and, at the tissue level, serve to provide definitive identification of limb trauma. The enhanced images allow military radiologists to identify unsuspected areas of internal



Sgt. Andrew Aguago, a 68P radiology specialist assigned to Tripler Army Medical Center, Hawaii, prepares to run a test on the new CT scanner on a simulated patient.

JOSE E. RODRIGUEZ

bleeding and to pinpoint issues that require emergency surgery.

This new technology will increase survival rates and improve diagnosis through the comprehensive images produced.

The modernized scanner provides advanced CT procedures across the full clinical spectrum of radiographic imaging through the use of twin-beam dual-energy, patient-centric technologies and streamlined workflows, which are controlled via a tablet and a remote using mobile proprietary technologies.

The CT scanner delivers damage control radiology to the battlefield. During imaging, the X-ray tube circumnavigates the patient so that the detectors receive an array of images from multiple angles to reconstruct a detailed representation of a specific region.

The upgraded system is housed in a lead-lined International Organization for Standardization, or ISO, container, allowing for location greater flexibility at deployment field hospitals. The container walls expand once onsite, allowing for transport on trucks, ships and cargo aircraft.

A manufacturer-certified instructor provided familiarization training to Army 68P radiology specialists on the proper use of the CT scanner and the development of scanning techniques within the system with the assistance of Army 68R diagnostic radiologists.

Col. Roberto Marin, AMEDD Board branch chief of the operational test, stated that military radiologists were trained, operated the system and provided honest, candid feedback on different scenarios

with this new technology system which is designed to mitigate unnecessary exploratory surgeries that could stress patients and decrease windows of opportunity to save patients from sustained injuries.

The new system is easier to maintain for the 68P Soldiers who support the scanner. The system has software-driven diagnostics tools providing maintainers with better feedback to pinpoint potential problems in troubleshooting logs.

During the two-week test, maintainers had the opportunity for hands-on experience with the new system and manuals. As part of the test, the AMEDD Board provided feedback on their experiences to incorporate into field manuals.

Sgt. 1st Class Elijah Williamson, a test and evaluation officer at the

AMEDD Board, stated the system is an upgrade to the current system deployed in 2003.

“This new system is low dose, which makes it safer for the patient,” Williamson said. “The system software is self-modulating, regulating the amount of radiation the patient receives with just enough to give you the best picture without over radiating the patient. It also lets you create 3-D images, where regular X-ray scans are 2-D, and you can rotate your images for a different view. The system is more software-driven.”

The results of the new CT scanner were sent to the U.S. Army Medical Materiel Agency at Fort Detrick, Maryland, for final review and adjustments by the manufacturer prior to the final acquisition, expected this fiscal year.

# Power grid protection at forefront of San Antonio, JBSA electromagnetic defense initiatives

By Lori A. Bultman

502ND AIR BASE WING  
PUBLIC AFFAIRS

In March 2019, members of the San Antonio-Electromagnetic Defense, SA-EMD, and Joint Base San Antonio -Electromagnetic Defense Initiative, JBSA-EDI, mapped out a basic strategy to ensure military operations in San Antonio will continue in a post-electromagnetic pulse, or post-EMP, environment.

Once the strategy was refined, work began to bring the groups' goals to fruition through their four lines of effort by way of working groups.

"The first line of effort is infrastructure resiliency," said Lt. Col. Eddie "Thumper" Stamper, JBSA-EDI's mission coordinator. "We focused on a series of scenarios that could compromise the power grid and cause a long-term regional power outage."

The Alamo Area Council of Governments, or AACOG, worked with JBSA through its Public to Public, Public to Private, or P4, community partnership initiative, to support SA-EMD. On behalf of JBSA, AACOG solicited a Defense Economic Adjustment and Assistance Grant, or DEAAAG, from the State of Texas to harden the power infrastructure supporting JBSA.

In April 2020, Texas Gov. Greg Abbott announced the \$5 million award from the Texas Military Preparedness Commission to AACOG.

Along the way, AACOG worked closely with San Antonio's power provider, CPS Energy, which supplies electrical infrastructure and power to the majority of JBSA's installations, and the energy provider committed \$3.4 million in matching funds and \$600,000 for in-kind contributions for electrical infrastructure improvements

that will affect JBSA.

Paula Gold-Williams, CPS Energy's chief executive officer, said having a secure electrical infrastructure for JBSA is a priority for the public utility.

"CPS Energy participates as the local utility and power grid experts and works with other subject matter experts to support the efforts to create resiliency across our power grid and our community," said Fred Bonewell, chief security, safety and gas solutions officer for CPS. "The goal is to create mitigation protocols and resilience best practices for EMP defense that not only makes our CPS Energy infrastructure more secure and resilient, but can possibly be recreated and rolled out to more of our community and may set a standard of excellence for the entire industry."

Hardening San Antonio's power grid against any type of disruption, natural or fabricated, is of the utmost importance to the city and the military missions located here.

"Nation-states, criminals and terrorists look to the energy system as a mechanism to disrupt and destroy society, and there is an explosion of technology to aid in these efforts," Bonewell said. "To keep up with these growing threats, CPS Energy has leveraged key partnerships to augment our expertise and resources.

"We are working with several partners, including SA-EMD and Electric Power Research Institute, to consider every phase of an EMP and its impact on CPS Energy's critical infrastructure, the likelihood of widespread disruption and our ability to recover," he said. "This includes reinforcing existing defenses, determining the additional mitigations needed to our unique critical infrastructure, prioritizing our mitigation efforts, and partnering to achieve



ADRIAN GARCIA / CPS ENERGY

*CPS Energy's Vice President of Grid Transformation & Engineering, Richard Medina (right), and Chief Security, Safety & Gas Solutions Officer Fred Bonewell evaluate security measures at an area substation. CPS Energy is partnering with Joint Base San Antonio and other organizations to pilot substation hardening efforts to improve security and resiliency for its customers.*

cost-effective solutions as quickly as possible. Our focus is on mitigation, hardening and recovery through security and resiliency."

While SA-EMD and JBSA-EDI members are working all four lines of effort to prepare for an electromagnetic pulse, hardening of the power infrastructure was at the top of their list.

"We are pursuing countermeasures against multiple threats and wanted to immediately mitigate risks from a physical attack," Stamper said.

While CPS officials cannot disclose the specifics of their hardening efforts, their projects are on track to be completed within the projected timeline and within budget, according to Bonewell.

"Increasing the physical security and resiliency of area substations improves the overall security posture of CPS Energy, Joint Base San Antonio, and our service area by enabling more reliable power distribution for

all our customers," he said. "That security and reliability enable our military partners to maintain force readiness to succeed in their missions and empowers our community to thrive and grow."

In addition to providing the needed protections and sustainability to the area's power infrastructure, SA-EMD initiatives will have an economic impact, according to Larry Dotson, the AACOG compatible use program manager who is leading SA-EMD efforts.

"Substation protection projects will infuse the local economy with \$8.4 million in economic construction that will go toward the companies that bid on, are awarded, and complete the work," he said.

Diane Rath, AACOG's executive director, sees the funding from the state and CPS as a win for the Alamo Region and JBSA as well.

"We are grateful to the Governor for funding this initiative to solidify JBSA and the surrounding

neighborhoods," Rath said. "This strengthens our entire community."

Stamper also applauds the area's commitment to San Antonio's power resiliency.

"CPS's commitment to this project makes it a leader nationally in correcting power infrastructure vulnerabilities," he said, adding that he is thankful that CPS Energy is committed to the project to meet a concern expressed by JBSA during the SA-EMD's earliest discussions on pursuing a holistic approach to resiliency of military operations.

"The fundamental principal guiding our combined efforts is, military readiness is enabled by community resilience," Stamper said. "Physical hardening of sub-stations now and electromagnetically hardening them in the near future are components of our community focused process to improve resiliency of all critical infrastructures that support national security, the economy and our way of life."

# BAMC first baby a breath of fresh air for 2021

By Robert Whetstone

BROOKE ARMY MEDICAL CENTER PUBLIC AFFAIRS

After a long and arduous 2020, marked by one of the worst pandemics in history, Brooke Army Medical Center welcomed some good news with the birth of Stella Luna Nolasco at 3:26 a.m. Jan. 1.

The new parents, Air Force Staff Sgt. Jessica Ojeda-Nolasco, a C-5 aviation research manager at Joint Base San Antonio-Lackland, and her husband Isaac Nolasco, a police officer in New Braunfels, Texas, received a special visit from Brig. Gen. Shan Bagby, BAMC commander, and Command Sgt. Maj. Thurman Reynolds. Bagby and Reynolds personally delivered a gift basket and took time to congratulate mom and dad and welcome the baby to BAMC's military family.

This year marked the 21st year in a row local hospitals came together to welcome San Antonio's "Baby New Year" by contributing and presenting gifts to the firstborn after midnight on Jan. 1. This year, North Central Baptist Hospital earned the distinction of the first baby born in the city at 12:53 a.m.

The first baby of San Antonio received several gifts from local hospitals and area businesses, but Stella Luna received a special gift basket prepared by the BAMC Auxiliary upon her arrival.

The Nolasco's daughter was not the firstborn in San Antonio, but they had a night to remember as their first child came into the world.



ROBERT WHETSTONE

*Brig. Gen. Shan Bagby (second from right), Brooke Army Medical Center commander, and Command Sgt. Maj. Thurman Reynolds (right), deliver a gift basket to U.S. Air Force Staff Sgt. Jessica Ojeda-Nolasco, a C-5 aviation research manager at Joint Base San Antonio-Lackland, husband Isaac Nolasco and their daughter Stella Luna at BAMC Jan. 2.*

The evening proved to be a little chaotic. There was a small fire in the basement that required the family to be moved from one ward to another due to some smoke.

"I started smelling some kind of electrical smoke and they ended up moving us out (of the ward)," Nolasco said. "The staff did really well. Their professionalism was really good."

"We have an amazing team of nurses here," Reynolds said. "We got a situation report that the team

did a phenomenal job."

Baby Stella Luna and her mother had their share of excitement during labor. "At one point I was told I might need a C-section," Ojeda-Nolasco stated. "I really wanted to try and have her naturally."

Another complication sent Ojeda-Nolasco to the operating room. "There was one nurse who was like my own personal cheerleader," she said. "That's really what I needed."

When asked if they had any New Year's resolutions, Ojeda-Nolasco said they just want to keep their baby alive and healthy.

Bagby jokingly asked, "You mean there's no manual?" as the new parents laughed and looked proudly at their daughter. Admitting to fears of being first-time parents, Ojeda-Nolasco will have the comfort and experience of her mom to assist them for two weeks.

Normally, when a baby is born, there are comparisons to the parents and debates as to who the baby looks like the most. Reynolds said he could see the likeness of both parents in Stella Luna.

Ojeda-Nolasco said, "Really? I don't see any likeness." Nolasco jokingly said his wife got mad because she did all the work and their daughter was born looking like him.

As 2021 begins with the hope of vaccines countering the effects of COVID, the Nolasco family begins with the joy of a new normal called Stella Luna.

## JBSA-Fort Sam Houston M&FRC holds AFAP Focus Group Jan. 27

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Joint Base San Antonio members will have the opportunity to submit ideas and provide input on the quality of life issues they want to be addressed during virtual monthly focus group sessions hosted by the JBSA-Fort Sam Houston Military & Family Readiness Center.

Military service members, including active, Reserve and National Guard, military spouses, family members, retirees, Department of Defense civilians and survivors are invited to participate in the Armed Forces Action Plan Focus Group online from 11 a.m. to 1 p.m. Jan. 27.

The Armed Forces Action Plan, or AFAP, is a year-round program that gives military members who are normally not in the decision-making process a chance to bring ideas, input and concerns on quality of life issues to the attention of senior military leaders for action and resolution.

Dina Castro, JBSA-Fort Sam Houston M&FRC AFAP coordinator, said the

focus group concept gives military community members a chance to have their voices heard on quality of life issues that they care about.

"The goal is to help improve the lives of our military community," Castro said. "If you have an idea or suggestion and want to tell somebody about it, this is a great place to do that."

Castro said the focus group will be conducted in a Zoom meeting format in which participants present their ideas and concerns that are then discussed by the group.

"We start out brainstorming possible issues," Castro said. "Then we have some discussion, followed by a ranking of the issues that we feel are most important to be raised to leadership."

The Jan. 27 AFAP Focus Group will cover issues of relocation and processing affecting active-duty members and their families and what can be done to make transitions smoother from one duty station to another.

The virtual Zoom AFAP focus groups will be held from 11 a.m. to 1 p.m. on the fourth Wednesday of each month. Each

focus group will have a designated quality of life issue or topic that will be covered.

Castro said the ideas and concerns brought by military community members at the focus groups will be presented to an executive steering committee led by Col. Shane Cuellar, 502nd Force Support Group commander. The committee meets on a quarterly basis.

A quality of life issue or concern which is presented to senior military or JBSA leadership follows a process for it to get resolved. First, a subject matter expert at JBSA writes an information paper on it. Second, once the executive steering committee gets the information, the committee will discuss the issue and make a recommendation or move it through the JBSA chain of command, who will deal with the issue on a local level.

Started in 1983, the AFAP program has led to hundreds of legislative, regulatory and policy changes concerning more than 600 issues that came out of forums throughout the

military. Changes that have come about through AFAP include the distribution of Montgomery GI Bill benefits to dependents, medical entitlements for college-age dependents and increasing the amount of life insurance for service members from \$50,000 to \$400,000 and the elimination of Social Security numbers from ID cards.

To register to participate in a virtual AFAP Focus Group, contact the JBSA-Fort Sam Houston M&FRC at 210-221-2705 or [usaf.jbsa.502-abw.mbx.mfrc@mail.mil](mailto:usaf.jbsa.502-abw.mbx.mfrc@mail.mil).

Information on upcoming AFAP Focus Group sessions is at <https://www.jbsa.mil/Resources/Military-Family-Readiness/> in the Calendar of Events booklet, or by calling 210-221-2705.

JBSA members can also submit a quality of life issue or concern online at <https://www.jbsa.mil/Resources/Military-Family-Readiness/Armed-Forces-Action-Plan/>. Ideas and suggestions can also be submitted in writing and placed in the wooden suggestion boxes located at all three JBSA M&FRCs.

# USAISR collaboration to optimize combat casualty care

By Dr. Steven Galvan

U.S. ARMY INSTITUTE OF SURGICAL RESEARCH PUBLIC AFFAIRS

The U.S. Army Institute of Surgical Research at Joint Base San Antonio-Fort Sam Houston continues to be a driving force behind important advances in combat casualty care.

Contributing to the Institute's success has been establishing and maintaining collaborations with governmental and non-governmental organizations to include industry and academia.

To continue future success on behalf of the combat wounded, USAISR leadership met with leaders from the Medical Capability Development Integration Directorate, or CDID, in November to establish a partnership to help identify capability gaps that must be addressed to deliver the highest level of medical care on the battlefield.

The CDID develops concepts, organizations, materiel, and doctrine for Force Health Protection to the Army across the operational continuum and is the customer advocate and corporate catalyst for integration and synchronization of the Army Medical Department's information management/information technology support systems.

The meeting was to help support the U.S. Army Futures Command's "Team Ignite" concept that encourages processes and engagements to stimulate more active collaboration among internal and external groups to accelerate modernization efforts.

"As the key organization that develops concepts, that once approved, will become doctrine on how the Army will provide health service support during large scale combat operations in a multi-domain environment,



DR. STEVEN GALVAN

*Jose Salinas, Ph.D. (right), chief of Engineering Processes and Product Development at the U.S. Army Institute of Surgical Research at Joint Base San Antonio-Fort Sam Houston, explains the research his team is conducting to Col. Bruce Syvinski (left), director of Medical Capability Development Integration Directorate at the Futures and Concepts Center at JBSA-Fort Sam Houston.*

CDID plays a crucial role in helping identify these capability gaps," said Col. (Dr.) Mark Stackle, USAISR commander.

"While some of these capability gaps can be addressed with changes in organizational structure or new training methods, other gaps will require updates to how we deliver combat casualty care using existing resources, or the development of new materiel products such as a new medication, medical devices or other technologies," he added.

Stackle believes that medical research labs such as the USAISR currently have an opportunity to solve these

capability gaps and teaming up with organizations like CDID will only serve to enhance future success for the warfighter.

Col. Bruce Syvinski, director of CDID at the Futures and Concepts Center at JBSA-Fort Sam Houston, agrees that a partnership between his organization and the USAISR is beneficial to both organizations, but perhaps especially for his staff.

"I think the relationship will provide my people with a tangible example of real scientists and researchers who develop combat casualty care products and knowledge," he

said. "They will know and interact with others who share the same zeal for modernizing our Army's medical capabilities."

Syvinski also believes collaboration between the USAISR and CDID could eventually benefit service members on future battlefields since both organizations are focused on developing concepts and integral conceptual products for the warfighter.

"We are committed to the development and specifications for and gain Army approval for new medical supplies and medical equipment," Syvinski said. "We conduct

experimentation in which we evaluate our new conceptual ideas or prototype medical equipment and then we integrate and ensure that other appropriate organizations know what we are doing and how and what they can do to support our efforts."

The meeting afforded both organizations an opportunity to brief each other on their missions, visions, and capabilities, which in turn led to discussions on how both will benefit from an enduring collaboration.

"The USAISR's team of scientists, clinicians, and support staff are experts in their field, and have a long history of delivering new products and knowledge solutions to some of the most challenging battlefield medicine challenges," Stackle said. "By working closely with each other, CDID and USAISR will have the opportunity to better understand not only what will be required to deliver care on the future battlefield, but also a more comprehensive grasp of what the state of the science is and what military medical research can deliver in support of these efforts."

Both Syvinski and Stackle and look forward to establishing an enduring partnership with an organization that left a positive impression on them.

"I thought the commander and staff were professional, passionate about their mission, and committed to developing products to provide the best possible care for our soldiers and service members," Syvinski said. "I think that a continued collaboration, both in person and virtually, will improve our ability to conceptualize what is possible and feasible to provide the best medical care and solutions to our soldiers and service members on the battlefield."

# LACKLAND

## JBSA Religious Affairs Airmen to answer questions during live recruiting chat

By Lori A. Bultman

502ND AIR BASE WING  
PUBLIC AFFAIRS

In an effort to ensure potential Air Force recruits have all the information they need to make decisions about their future military career, Air Force Recruiting Service offers live social media career chats each month when anyone can ask questions about a specific enlisted Air Force specialty.

On Jan. 27, Joint Base San Antonio-Lackland Religious Affairs Airmen will be in the hot seat for questions regarding their careers.

"We look forward to talking about what the Air Force provides its service members in the way of spiritual care, one of the four domains of the Comprehensive Airman Fitness," said Leslie Brown, Air Force Recruiting Service Public Affairs. "Introducing our service's culture and way of life is an important aspect of our monthly career chats. It helps orient our audience of interested applicants and future Airmen toward what they can expect should they choose to serve our nation. Each month we focus on a different career field or experience one may have in the Air Force."

Senior Airman Tamera Fowler, who will be answering questions during the upcoming chat, joined the Air Force and became a Religious Affairs Airman after completing training.

Chief Master Sgt. Braderick O. Adams, Joint Base San Antonio-Lackland Chapel superintendent, said Fowler is such an exceptional Religious

Affairs Airman that she was asked to advise the career field manager on the career's accession process.

"Her inputs have helped synchronize the process across Air Force Recruiting Command," Adams said. "She has also partnered with Air Force Recruiting Public Affairs to conduct a career field chat which is intended to give future applicants a greater understanding of the Religious Affairs Airman career field and the accession process."

As a Religious Affairs Airman at JBSA, Adams said Fowler assisted with developing the chapel's Basic Military Training Branch plan to record, edit, and distribute worship services and other faith-based content.

"This plan helped preserve religious freedom for 19 faith groups in service to 36,000 Basic Military Training trainees, technical training students, permanent party personnel, and their families," he said.

Fowler also helps provide routine and emergency counseling support during Health Protection Condition Charlie at JBSA.

"She maximized her team's counseling capability by streamlining the scheduling process using an electronic system. As a result, military training instructors can uphold Health Protection Conditions while getting trainees timely triage and care," Adams said. "Taking this innovative approach to scheduling enables our chaplains and Religious Affairs Airmen to assist trainees and return them to training spiritually fit quickly."



COURTESY PHOTO

Senior Airman Tamera Fowler, left, and Senior Airman Lillian Griffith, Religious Affairs Airmen at Joint Base San Antonio-Lackland, stand at the main entrance to the Gateway Chapel. The Airmen will answer questions from potential Air and Space Force enlistees during an Air Force Recruiting Service social media chat session Jan. 27.

Senior Airman Lillian Griffith, who will also participate in the upcoming chat, has also been an excellent asset to JBSA-Lackland and the Chaplain Corps, Adams said.

"From volunteering to fill a short-notice deployment to helping implement the digital services for the Chapel, and even leading the charge on the diversity and inclusion discussions, Griffith has done it all," he said.

"Whenever we needed a volunteer, she is always the first to raise her hand," he said.

"Recently, our technical training section had a manning shortage and we were unsure of how we would move forward with some virtual events," Adams said. "Senior Airman Griffith stepped up to the plate, learned how to maneuver the operating system and ensured our event went on without any issues."

Adams said Griffith embodies the theme of, "Caring for Airmen, more than anyone thinks possible."

"Recently, we had a chaplain returning from deployment and

she put together a group to welcome him back," he said. "She is always caring for the members of our team, and she has a positive attitude that spreads to the other members of the team."

Griffith, who was recently selected for promotion to staff sergeant, also plays a part in selecting future Religious Affairs Airmen.

"She was on the board responsible for vetting new members looking at joining the career field," Adams said. "Her actions have directly led to the JBSA-Lackland Chapel's training branch success, and have also influenced how the Air Force Chaplain Corps operates."

The social media chat being held Jan. 27 just one of many opportunities for interested individuals to learn about U.S. Air Force or Space Force careers. Each month, Air Force and Space Force Recruiting social media channels provide an opportunity for followers to participate in a Q-and-A with real-life Airmen.

"In collaboration with Public Affairs, our subject matter experts answer each question in real time within the allotted hour," Brown said. "Generally, these monthly career chats happen on a Wednesday toward the end of each month."

For information on Religious Affairs careers or other Air Force or Space Force specialties, visit <https://www.airforce.com/>. Follow the social media links at the bottom of the page to view previous chats and follow Air Force and Space Force Recruiting on Facebook, Twitter or Instagram to receive notifications of upcoming chats.

# 960th Cyberspace Wing accelerates change during leadership summit

By Samantha Mathison

960TH CYBERSPACE WING PUBLIC AFFAIRS

Leaders within the 960th Cyberspace Wing gathered in-person and virtually at the Joint Base San Antonio-Chapman Training Annex Nov. 16-19, 2020, to meet and discuss the future of Air Force Reserve Command's only cyberspace wing.

The COVID-19 pandemic predicated the use of virtual platforms for both summits held in 2020. The 960th CW commander, Col. Richard Erredge, said it was important to make them happen, despite the challenges of meeting social distancing requirements and virtually connecting Airmen from all over the world.

The main goal of the last leadership summit was to confirm the wing and groups' mission and vision statements, along with the top three priorities.

Erredge said that for this summit, his goal was to lay the foundation of his leadership philosophy and better align units in the wing with those same strategic priorities.

"Historically we try to get together every six months, with a different focus each summit, because it allows us to synchronize messages, network and ensure alignment," Erredge said. "For this one, we'll get some training down, set the expectations for the unit effectiveness inspection in June, and continue the discussion about what the future looks like for our wing."

Over the course of four days, commanders, chiefs, first sergeants and more, discussed a range of topics falling under the umbrella of the three strategic priorities, which are: empower Airmen and their families, optimize readiness and execute the mission.

For example, on the first day, Tech. Sgt. Demica McIntosh, 36th Medical Operations Squadron Mental Health NCO in charge, successfully facilitated a virtual Four Lenses Assessment from Andersen Air Force Base in Guam, with participants of the leadership summit. During the assessment, they learned their own strengths and weaknesses, along with the strengths and weaknesses of their peers; the goal being to empower and encourage them to embrace diversity and inclusion



SAMANTHA MATHISON

*First sergeants from the 960th Cyberspace Wing lift tires Nov. 19, 2020, in a team-building exercise during the wing leadership summit at Joint Base San Antonio-Chapman Training Annex, Texas.*

initiatives in the Air Force.

Other topics covered were information warfare, professional development, information operations and inspector general UEI progress and vectoring.

Chief Master Sgt. Brian Bischoff, 960th CW command chief, said this was an environment where leaders gained great insight and information on critical topics, but they also exchanged ideas and concepts which allowed them to grow in real-time.

"By having junior officers and enlisted Airmen engaging with senior leaders, it provides context in the decision-making process and gives them a better appreciation of how and why decisions are made," Bischoff said.

For instance, a topic of discussion during the summit was metrics for strategic alignment. Streamlining tracking mechanisms and determining specific analytics and what data to measure can have a direct effect on the decisions made by leaders in the wing. The goal of this discussion was to optimize technology and innovate changes to meet readiness requirements.

"This summit provided an open and ongoing dialogue that will continue to

foster transformative ideas and concepts into reality, impacting the way we fight in the future," Bischoff said. "The people at this summit are our current and future leaders. As we continue to expand their apertures and allow them to have access to similar and different 'tribes' within the wing, they will grow in ways we cannot fully foresee at this time."

The focus wasn't entirely on Airmen and objectives within the wing, however. There were also some keynote speakers invited in virtually who explained how the 960th CW fits into the big picture of Air Force cyber strategy in order to execute the mission.

One such speaker was Lt. Gen. Timothy Haugh, 16th Air Force (Air Forces Cyber) commander, who said he's looking to the Reserve, specifically the 960th CW, to fill the current and future needs of cyber.

"We are a continuum together," Haugh said during his presentation. He also noted that he has seen seamlessness in the integration of how talents that come from the 960th CW are leveraged.

According to Haugh, Air Force cyber is working to posture itself to better address the demands of the National Defense Strategy by driving the Air

Force to operate more in the competition phase, as opposed to waiting until the conflict phase of warfare.

"The main focus should be how our Airmen can help shape what data analytics looks like in the Air Force," Haugh said. "How can we leverage our members to solve the current problems of how to sift through the datasets and make it useable for the command? We have this talent and this talent can accelerate change in our field."

According to the leadership summit logistics team lead, Tech. Sgt. Dominic CalvilloGonzales, 426th Network Warfare Squadron, a part of that growth and accelerating change is the development of culture.

"The leadership summit accelerated the culture of the wing by showing leadership they are supported from the top," CalvilloGonzales said. "I feel our leaders are fostering a culture of compassion and understanding, which will drive us to succeed in accomplishing the mission."

The 960th CW's mission is to "Provide combat-ready Citizen Airmen to dominate cyberspace," and its vision is "Cyber dominance! Any time, any place, any domain."

# Air Force Security Forces leaders add craftsman course for National Guard, Reserve members to its training roster

By Mindy Bloem  
149TH FIGHTER WING  
PUBLIC AFFAIRS

The Air Force security forces career field made an innovative leap recently by creating its first Air National Guard and Air Force Reserve specific 7-level course.

The course, which took place from Dec. 7-18, 2020, is a Total Force initiative with active duty personnel acting as the instructor cadre to a group of 118 Airmen. The program aims to make a dent in the current training backlog that Guardsmen and Reservists face by creating more qualified noncommissioned officers. Seat allocations were split evenly among Guard and Reserve staff sergeants so that they could progress in their careers and maintain important readiness requirements.

Senior Master Sgt. Chanda Conger, 343rd Security Forces Squadron flight chief, serves at the helm for 11 of these total forces courses annually and understands the challenges many Guard and Reserve members must tackle when trying to balance their civilian careers with their military development and service obligations.

“Think about those Guard and Reserve folks who walked away quickly from their civilian responsibilities to be here,” Conger said. “It was great to see how hard they worked and how appreciative they were for the opportunity. I don’t want their sacrifice to be here to go unnoticed. It really

opened my eyes to the need and to how we can make this a part of our normal battle rhythm moving forward.”

With less than 30 days lead time, the class was herculean-like in its efforts and involved support from multiple agencies, units, commanders, chiefs, unit training managers, civilian employers, and students.

Chief Master Sgt. T.J. Hall, the National Guard Bureau’s security forces manager, applauded the Total Force collaboration that made the concept a reality during such uncertain times. He noted that much of the preparation and execution came down to the rallying of the 343rd SFS’s instructors who stepped up in a relatively short window of time to make the course come together.

“The 343rd SFS cadre and instructors made sacrifices to their work and personal schedules to accommodate an additional class, and they did so with willful pride,” Hall said.

From a supervisory point of view, Conger credited most of the course’s success to her team’s diligence. Her senior NCO in charge of

the course, Master Sgt. Branden Gandre, worked a lot of the pre-coordination, making sure cadre were in place and finding certified personnel who could step in as instructors when others had already planned to take leave.

“It was really nice to be the team and the unit to drive this course,” Conger said. “Master Sgt. Gandre and our other instructors are really the most selfless team. They were full of energy and very dedicated to making this happen, and I’m very proud of them.”

Like its instructors, the course itself is leadership-driven and prepares Air Force staff sergeants to take on more responsibilities and ownership as they progress in rank. General course objectives include learning more about forms, reports and other administrative tasks, leading guard mount, performing flight-level exercises, and applying recapture and recovery operations.

“The two biggest things that stood out to me from the course were the versatility of being an NCO and that with every advancement comes greater responsibility,” said Staff Sgt. Tina Ryder.

Ryder is a member of the Air National Guard’s 149th Security Forces Squadron headquartered at JBSA-Lackland. Although she did not attend the most recently held 7-level course, Ryder has attended one during the current pandemic and remarked on how much she enjoyed the leadership focus of the course.

“In order to lead, you must be well rounded and have exceptional communication skills to effectively manage troops,” she said. “I am very hands-on and prefer training that challenges me and takes me out of my comfort zone, and the knowledge gained from my peers was a great asset and learning

different approaches to leadership was invaluable.”

Besides building confidence and various communication skills, Ryder said the course also provided important conceptual skills like reviewing base defense procedures. Even though she may not be responsible for creating these specific technologies or plans, she said it helped her understand the effectiveness of the plans she is responsible for securing and defending.

Ryder also noted leadership’s proactive response in adding this course when considering the needs of many Guardsmen and Reservists.

“Having the course available is extremely helpful to career advancement,” Ryder said. “If a backlog occurs, it creates a delay in our ability to complete upgrade training and to promote.”

During this most recent course, the top two members from their career field — Brig. Gen. Roy W. Collins, director of security forces, and Chief Master Sgt. Brian L. Lewis, security forces career field manager — visited the inaugural class to update the students on the career field, answered many of their questions and showed appreciation for the unique perspective these Airmen bring to the career field.



*Maj. Jaime Hernandez Jr. (left), 343rd Training Squadron commander, speaks to the audience at the ceremony Dec. 11, 2020, where three of the five new Master Military Training Leaders received their aiguillettes.*

ANNETTE CRAWFORD

## First five Master Military Training Leaders selected in 37th TRW

By Annette Crawford  
37TH TRAINING WING

The aiguillette that hangs from a Master Military Training Leader's left shoulder is distinctive. The mixed colors of royal and navy blue signify the superior performance, ethics and leadership that are hallmarks of reaching that achievement, awarded to only the top 10 percent of the MTL corps.

Five noncommissioned officers now have the distinction of being the first MTLs in the 37th Training Wing to wear that aiguillette. The new Master MTLs are Tech. Sgt. Joseph Bengfort, Tech. Sgt. Kevin Davis, and Staff Sgt. Michael Diaz, 343rd Training Squadron; Tech. Sgt. Eric Fileccia, formerly with the 343rd TRS and now assigned to the 37th Training Support Squadron; and Staff Sgt. Rory Kosater, 344th TRS, Detachment 1, Port Hueneme, California.

According to Senior Master Sgt. Kelli Jackson, superintendent of Military Training at the 37th Training Group, becoming a Master MTL is a three-phase process. First is the administrative review: they must have 18 months of front-line experience, score 90

percent or higher on their most recent fitness assessment, meet 8B100 criteria outlined in the Air Force Enlisted Classification Directory, and be recommended by their squadron chain of command. No points are tallied from Phase I in the overall score. If they meet all the criteria, the MTLs go forward to Phase II, which is a 30-question knowledge exam.

"If they pass that, they move to the final phase, which consists of evaluations. MTLs must master the craft of conducting room inspections, open ranks, drill and ceremony, physical training sessions, and an Airmanship 200 session," Jackson explained.

While mandatory requirements are outlined in Air Education and Training Command Instruction 36-2651, the Master MTL program within the 37th TRW was developed by Jackson and three other members of the 37th TRG: Tech. Sgts. Daniel Shortt, Morgan Grebens and Matthew Daum.

Here's a look at the first five NCOs in the 37th TRW to become Master MTLs:

### **Tech. Sgt. Joseph Bengfort**

Bengfort, a native of Sanger, Texas,

joined the Air Force in 2011. His primary Air Force Specialty Code, or AFSC, is 2W071, Munitions Systems. He became an MTL in 2018.

"My greatest rewards [of this job] are the good people I have met along my Air Force journey," he said.

### **Tech. Sgt. Kevin Davis**

Davis, originally from Eagle, Idaho, joined the Air Force in 2011 and became an MTL on Sept. 27, 2018. His primary AFSC is 3DiX3, Radio Frequency Transmission Systems. He said the best part of his job is the chance to help Airmen.

"I've had opportunities to help Airmen going through both great times, like getting married, and tough times, like the loss of a loved one," he said. "I help them navigate what they can and need to do next during this phase of their military career."

### **Staff Sgt. Michael Diaz**

Diaz joined the Air Force in April 2012 and said he distinctly remembers leaving for the Military Entrance Processing Station on Easter Sunday. His primary AFSC is 2FoX1, Fuels.

Originally from Lubbock, Texas, he became an MTL in October 2018.

"The greatest reward of this job is the leadership experience I will take back to my career field," he said.

### **Tech. Sgt. Eric Fileccia**

Fileccia joined the Air Force in 2010. Originally from San Diego, he became an MTL on May 1, 2018. His primary AFSC is 2A6X5, Aircraft Hydraulics.

"The most rewarding part about my job is mentoring young Airmen," he said. "I hope to make an impact on their Air Force careers and guide them into a direction that leads to success."

### **Staff Sgt. Rory Kosater**

Originally from Dayton, Ohio, Kosater joined the Air Force in November 2012. His primary AFSC is 2T3X1, Mission Generation Vehicular Equipment Maintenance, and he became an MTL in June 2018.

"I have a unique opportunity to mentor the next generation of Airmen in the career field," he said. "I can provide insight to the students that wasn't available from MTLs at this location [Port Hueneme, California] previously."

# RANDOLPH

## 12th OSS Airmen participate in tandem freefall jump training

By Airman 1st Class  
Tyler McQuiston  
502ND AIR BASE WING  
PUBLIC AFFAIRS

Three U.S. Air Force Airmen from the 12th Operations Support Squadron had the opportunity to participate in a tandem freefall jump training exercise with members of the 4th Marine Reconnaissance Battalion at South Texas Regional Airport at Hondo, Texas, Dec. 11, 2020.

The training took much preparation and coordination between the 12th OSS, the 4th Marine Reconnaissance Battalion and the Marine Aerial Refueler Transport Squadron.

“Myself and the Airmen involved were very excited to participate,” said 1st Lt. Denise Johnson, 12th OSS aerospace physiologist. “A lot of our mission is routine training briefings, so getting out of the office to experience what we brief is necessary.”

Preparations for the jump began Oct. 3, lasted until Dec. 8, and consisted of checking parachute equipment, verifying the jump log, keeping up with physical fitness, completing swim qualification, and finalizing the training schedule and roster. Marine participants performed all required maintenance and began preparation for load out Dec. 8.

Staff Sgt. Patrick Doody, 4th Reconnaissance Battalion paraloft chief, Marine Forces Reserve, led the exercise and hosted classes to teach the 12th OSS Airmen how to pack a parachute and practice the required transition jumps.

The priority of the training event was to get Marines



U. S. MARINE CORPS STAFF SGT. ADAM POWELL

U. S. Marine Corps Staff Sgt. Patrick Doody, 4th Reconnaissance Battalion paraloft chief, Marine Forces Reserve, and U. S. Air Force 1st Lt. Denise Johnson, aerospace physiologist assigned to the 12th Operations Support Squadron, complete a tandem freefall jump training exercise at South Texas Regional Airport, Hondo, Texas, Dec. 11.

transitioned to a new parachute system, which was developed to be safer and more efficient for all participants. They also trained to advance the proficiency of parachutists, riggers, jumpmasters, and to build the skills and experience within the battalion.

Staff Sgt. Adam Powell, 4th Marine Reconnaissance Battalion freefall jumper, coordinated with Johnson and Airman 1st Class Joselito Umali, aerospace physiology technician, 12th OSS, for the jump from an Air Force C-130. The jump also helped Doody maintain his proficiency as a

tandem offset resupply delivery system personnel master.

“Reading how to fall out of a C-130 is way different than actually falling out of one,” Johnson said. “It was a great overall experience, for the thrill of it and seeing first hand all the aspects of aerospace physiology that we brief.”

Johnson said it was also rewarding to see her Airmen jump.

For this training exercise, due to the ongoing pandemic, transition, refresher, sustained airborne training, and appropriate jump briefings were first conducted in a

20,000 -square-foot. open hangar reserved just for the battalion. At the beginning of each training day, the Marines participating had their temperatures checked and were screened for COVID-19 symptoms. Social distancing was practiced, and when social distancing was impractical, a proper face mask was utilized.

On Dec. 9 and 10, the battalion participated in personnel and aerial delivery parachute insertion progression training, including profiles that incorporate Low-Level Static Line, Joint Precision Airdrop System,

**“Myself and the Airmen involved were very excited to participate. A lot of our mission is routine training briefings, so getting out of the office to experience what we brief is necessary.”**

1st Lt. Denise Johnson,  
12th Operations Support  
Squadron aerospace  
physiologist

Military Freefall, and Tandem Offset Resupply Delivery System Equipment. Marines from the 4th Air Naval Gun Liaison Company and the 3rd Force Recon also conducted parachute transition training.

“Military free fall is a specialized insert method for Reconnaissance Marines,” said Staff Sgt Adam Powell. “This type of training is critical to building, and maintaining the skills needed to conduct military free-fall, combat loaded, at night onto unmarked designated zones.”

“The goal is to have this training more frequently so the officers and Airmen get as much training exposure as possible,” Johnson said. “Qualifying for free fall training is a long process and has a lot of physical requirements and tests to be able to initiate the pipeline.”

# Air Force Recruiting Service rolls out GO Inspire program to increase diversity, attract future leaders

By Master Sgt. Chance Babin

AIR FORCE RECRUITING SERVICE PUBLIC AFFAIRS

The Air Force Recruiting Service announced the establishment of a program designed to increase diversity in the ranks of the two services while attracting the next generation of Airmen and Guardians.

The program dubbed “GO Inspire” began Jan. 1 and rallies general officers to hit the streets with teams of top Airmen and Guardians to inform, influence and inspire young Americans for military service.

“Increasing diversity and attracting the best talent across our Air and Space Forces is a warfighting imperative for our nation, and as such, general officer leadership is critical,” wrote Secretary of the Air Force Barbara Barrett, Air Force Chief of Staff Gen. Charles Q. Brown, Jr., and Chief of Space Operations Gen. Jay Raymond in a memo directing the program.

GO Inspire, with “GO” standing for general officer, is specifically designed for Air and Space Force generals to get out and engage youth and youth influencers from underrepresented groups, or URGs, across the nation. The goal, according to AFRS leadership, is to increase the diversity of its applicant pool in the rated and space communities, as well as the broader Air and Space Forces.

Officials from both services believe that early engagement is key to more diverse leaders in the future.

“We must embrace a culture where every general officer is a recruiter,” the three leaders wrote. “In order to ensure our future force is ready, lethal and reflective of the society which we serve, we must better engage our communities. The responsibility to inspire, engage and recruit the next generation of Air and Space Force professionals starts with senior leaders.”

While the focus of the program is increasing community and youth engagement by the two services’ top leadership, the department is banking on the support team that will accompany the senior leaders to help inspire the younger generation.

“The program is as much about the young, sharp Airmen and Guardians our senior leaders take with them to school and community visits than it is about having a general show up and talk about service in the Air or Space Force,” said the department’s top recruiter, Maj. Gen. Ed Thomas, AFRS commander.

Thomas said the intent of the GO Inspire program is for every youth to have an opportunity to connect with someone they can identify with. That may be based on race or gender but it could also be where they grew up or simply finding someone who’s accomplished their dream.

“GO Inspire gets after this by asking general officers to develop a diverse team of individuals to attend their outreach events with them,” Thomas said. “AFRS’s Aviation Inspiration Mentorship (AIM) team is an asset that GO’s can request to bring with them on their outreach events. AIM members are rated officers



MASTER SGT. CHANCE BABIN

*Then-Col. Peter Bailey, now brigadier general and current Second Air Force Air National Guard assistant to the commander, talks with students during an Aim High Outreach event at Maxwell Air Force Base, Alabama, Nov. 15, 2019.*

trained in youth outreach and how to inform, influence, and inspire.”

The GO Inspire was in many ways motivated by the Air Force chief of staff’s Rated Diversity Improvement initiative tasked to develop a program for Air and Space Force general officers to seek out, when appropriate, and conduct outreach engagements. The goal of GO Inspire is to connect general officers to identified AFRS needs and opportunities that will further attract and recruit high-quality youth from across America.

“GO Inspire is designed to drive a culture change in the Air and Space Forces. Our department leadership has a vision that all general officers would embrace a culture to ‘Earn a star ... become a recruiter,’” said Lt. Col. Annie Driscoll, AFRS Det. 1 commander. “With a comprehensive approach that starts at the top of our chain of command, together we can better reach our nation’s youth and their influencers.”

To ensure the Air and Space Forces continue to recruit the best and brightest across America, Det. 1 seeks to actively inspire, engage and inform youth and those who influence them.

“GO Inspire is the framework that structures general officer outreach efforts, connects them to recruiters and recruiting efforts, and adds precision guidance to where efforts can be placed to reach areas that need it most,” Driscoll added.

The GO Inspire program will be asking general officers from all of the total force components to take part and contribute.

“The program encourages general officers to personally interact and inform youth influencers and youth on training, education, camaraderie and a variety of job opportunities available, as well as share some of the amazing experiences and accomplishments of Airmen Guardians,” said Lt. Col. Lara Wilson, AFRS Det. 1 chief of diversity and inclusion. “All of our general officers, to include active duty, Air National Guard, Air Force Reserve and Space Force are being asked to participate and those who have heard about the GO Inspire program are excited and eager to get started.”

In order to become the most capable force, Air and Space Force leadership feels they must have rated officers and leaders with diverse backgrounds, experiences and thoughts who can see the challenges from different perspectives.

Det. 1 has a goal 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. GO Inspire officers conducting events are encouraged to bring a team that will give a broad representation of Air and Space Force officers.

“We encourage the GOs to use Det. 1’s AIM team,” Driscoll said. “The AIM team can relate and engage well with those we are trying to reach. General officers are highly encouraged to take time to mentor their outreach team.”

While the GO Inspire program is set to kick off in January, some of the benefits of the program — especially when it comes to inspiring young people for service — may not be realized for years.

“The department’s intent is that every Total Force GO will execute one or two events a year,” Driscoll said. “We’ll work with senior leaders to track metrics but the fruits of this labor won’t be measured for years to come. That is the nature of youth engagement. We may still be a decade away from seeing any of these young men or women in uniform. In the meantime, we want every young kid who looks up in the sky and sees an airplane or rocket launch to know that it could be them one day. We also want to help clarify the pathway to that seat in our services for both kids and their influencers.”

While the GO Inspire program is a call to action for general officers, all Airmen are encouraged to do their part to actively recruit for the Air Force.

We Are All Recruiters, or WEAR, is a program that grants active-duty Airmen permissive temporary duty status to participate in an event that helps Air Force recruiting efforts. Approval for WEAR is limited to those events where Airmen are directly speaking to potential applicants or influencers about Air Force opportunities.

“Regardless of rank or position, the Air and Space Force’s greatest recruiters are our service members,” Thomas said. “I encourage each and every Airman to participate in the WEAR program.”

For more information on the WEAR program, visit <https://www.recruiting.af.mil/WEAR/>.