

JBSA

LEGACY

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JOINT BASE SAN ANTONIO

JANUARY 29, 2021



PHOTO BY TRISTAN ENGLISH

Work crews made up of members of the 802nd Civil Engineer Squadron, Joint Base San Antonio Natural Resources Office, Texas A&M Natural Resources Institute and the JBSA Wildland Support Module burn golden bamboo and cedar mulch chunks in an air curtain incinerator from at JBSA-Camp Bullis.

Biologists, fire crew clear invasive species at JBSA-Camp Bullis

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Army leaders talk ethical leadership

By Jim Hoeft
TRADOC COMMUNICATION
DIRECTORATE

Ethical leadership was the topic of discussion Jan. 13 as retired Army Gen. Carter F. Ham, president and CEO, Association of the United States Army, visited U.S. Army Training and Doctrine Command during its monthly leader professional development webinar.

Ham and TRADOC Commanding General Paul E. Funk II took a hard look at how the Army builds trust in its leaders, develops its ethics, trains its personnel to make difficult decisions, and instills values in all its professionals.

"It's important for Army professionals, uniformed and civilian, to every now and then take pause and think seriously about the profession of arms. Think about what it is you have committed yourself to. And have a serious conversation about what that Army ethic is," Ham said about why he wanted to participate in the webinar.

Funk felt Ham was an ideal guest to bring clarity to the topic.

"Professionals study their profession. Ethical leadership is the bedrock of our Army Profession. There is no guy better to do that than Carter Ham," Funk said.

He also said that the Army is based on values and trust. "We get the privilege to wear the cloth of our nation. Every day we have to lead. And this is the jersey of the greatest team on earth."

With more than 1,400 people watching live, the generals shared how ethics

has played a role in their careers as well as improving the Army, including developing organizational transparency, and highlighting the importance of diversity in creating an organizational ethic.

In explaining how a diverse force can have a common ethic, Funk said, "You have doctrine to start with. And then from there you do training and try to discuss some of these [ethical] dilemmas before you have them." He also mentioned the importance of training exercises, simulations, and the after-action review.

"We have to build on these diverse experiences to show the richness and depth of the expertise we have in our force," Funk said.

Ham added that there is an institutional recognition that "the backgrounds, experiences, cultures, beliefs, practices of a very diverse Army brings tremendous strength to that Army."

But he also added that doctrine can only take the profession so far in terms of understanding Army values.

"It is important for Army professionals, uniformed and civilian, to understand doctrine; the doctrinal underpinning for what the Army does, what the Army is, and for particular aspects of Army operations. But that's not enough. That's the baseline of what each Army professional must possess," he said.

"When you combine that doctrinal knowledge and understanding, which is facilitated by small group discussions, and then you combine it with the examples

like [Medal of Honor recipient Staff Sgt.] David Bellavia...when you combine that doctrinal understanding with personal examples of the Army values, that's when you really start to get something."

Ham also added that creating a culture within units to have open and respectful conversations is important.

"The senior leader has to make it clear by actions and by words that it is ok to have this open and free dialogue," he said.

The two also discussed several important initiatives changing the Army over the course of the webinar, including the "first 100 yards" at Basic Combat Training and the Integrated Personnel and Pay System-Army. They explained how each of those programs are intended to improve the development of Soldiers, which adds to the lethality and effectiveness of the Army.

Both generals also agreed that ethical leadership requires personal presence.

"If you don't find time — if you don't purposely make time to be with those that you lead — then the transparency isn't there," Ham said. "Leaders have to be engaged."

"Leadership is a contact sport," Funk added. "You've got to be there every day!"

"And you're not going to get it right every day, but you have to get in the game."

As the conversation concluded, the generals reflected on their participation in Operation Desert Storm. The 30 year anniversary of the air (Jan. 17, 1991) and ground (Feb. 24,

1991) campaigns are being observed this year.

"I learned the value of allies and partners," Ham said. "It was an extraordinary coalition effort that was put together."

He added that as he has served with other nations in subsequent multinational operations that American Soldiers are held up in almost every country as the aspirational ideal of professionalism and ethical behavior.

"In almost every country they look to you for the model of what the behavior of a soldier should be," he said. "Competence, to be sure. Courage? Absolutely. But a strong moral component to your behavior as well."

The U.S. Army Center of Military History is commemorating Operation Desert Storm at <https://history.army.mil>.

Gen. Funk remains committed to the LPD program and its ongoing mission to educate the Army workforce on driving cultural change, developing people of character, and promoting inclusion.

"Renewing and continuing our campaign of the study of the profession remains critically important," Funk stated.

To watch the full webinar, all previous LPDs, and supplemental videos, visit <https://vimeo.com/showcase/usarmytradoc-lpd>.

TRADOC's next scheduled LPD is on resiliency — "Adapt and Overcome" — with J.P. Lane, Feb. 17, 11 a.m. EST. The LPD can be viewed through the TRADOC website, DVIDS, LinkedIn, or Facebook.

JBSA LEGACY

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Feedback Fridays

Brig. Gen. Caroline M. Miller

502D AIR BASE WING AND JOINT BASE
SAN ANTONIO COMMANDER

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

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

Q. I have been trying for two days to talk to someone at the Clinic Pharmacy or the Base Exchange Pharmacy at JBSA-Randolph to activate my prescription sent in early January by my doctor.

I live in New Braunfels and if I could do that by telephone, it would be better than having to wait to have it filled after it was activated. The lines are either busy all the time or it continues to ring and no one answers it. Then, it gets

disconnected.

We really appreciate the service we get on refills at the BX Pharmacy, but since COVID, we have had to go to the Clinic Pharmacy to get newly written prescriptions filled, even for continuation of a medicine I have been taking for years.

Please let me know if my prescription has been received in the clinic pharmacy, so I don't have to get a written one to hand carry to the pharmacy and wait someplace else while it is filled. Thank you very much.

A. Thank you for your honest feedback. Phones are answered from 8 a.m. to 4:30 p.m. Monday through Friday, and patient volume is the only factor that controls how quickly phones are answered. We get hundreds of phone calls per day at JBSA-Randolph pharmacy and have been looking into some infrastructure changes for a few months now to address this exact concern.

Please consider looking here: <https://militaryrx.express-scripts.com/find-pharmacy> to see all your options for Tricare network pharmacies. Some may save you time on your commute while we continue

to work toward improving.

Q. I think you are doing an excellent job with the new COVID-19 vaccine rollout.

For those opting to receive it, could you work out some efficiencies with the waiting process?

When I went to get the vaccine, the line was so long; it likely would have been at least a two- or three-hour wait. The wait was not a show stopper for me, but the lack of social distancing while waiting was given the scenario. It made me feel uncomfortable.

We are the world's best Air Force; there has to be a better, more efficient way. Happy New Year! Go JBSA!

A. We appreciate the feedback. We continue to make process improvements as vaccinations continue at Wilford Hall Ambulatory Surgical Center.

Recent changes include staggering first-dose appointment times from second-dose appointment times to reduce wait times. In addition, we have changed the waiting line flow and check-in location to aid in social distancing and wait times.

New active threat training mandatory at JBSA

By Sabrina Fine

502ND AIR BASE WING
PUBLIC AFFAIRS

Can training save your life? Brig. Gen. Caroline Miller thinks so, and as a testament to that, signed an operation order in November 2020 directing significant changes to active attack training, sometimes called active shooter training, requirements for members of Joint Base San Antonio.

"Active attack training can mean the difference between life and death," Miller said. "Every commander needs to delegate a representative from their unit to complete the training. That representative will need to share active shooter protocol with their unit to ensure that everyone knows how to handle an active shooter situation."

This training will be provided quarterly, at a

minimum for Wing Inspection Team members, unit antiterrorism representatives, and others appointed by commanders.

Those mandated to attend the training will be expected to pass the life-saving knowledge to everyone in their unit.

"It's not just a requirement to check a box," said Robert Vickers, 502nd Security Forces Group plans and program manager. "It is information you can actually use to save your own life. You can pass it on to your family; your loved ones. The more you understand what you can do, the greater ability you have to control your own safety and save your life."

Vickers teaches the active attack course and explains the dynamics of "escape, barricade and fight" to his students.

"In my 30 years of federal service, this was the best active shooter training I have

taken," said Bernadette Gast, protocol advisor for JBSA, who facilitated the course for her office.

The training was intense, Gast said, noting that hearts were pumping and there were no glazed-over eyes or sleepy faces during the class.

"I felt like people were really focused on learning what to do," she said. "I think we're going to have this training more frequently so it will stay fresh in people's minds. I think that this will help people not freeze up in fear; it will help them remember how to react."

Vickers agreed that the training can help people react more quickly in stressful situations like an active shooter incident.

"What we do in this training is, we help you process information as rapidly as possible so that you can take

TRAINING continues on 8



SABRINA FINE

Senior Airman Gaige Bullard, 902nd Security Forces Squadron, scans a hallway during an active shooter exercise on Aug 28, 2019, at Joint Base San Antonio-Randolph.

DHA director visits JBSA vaccination sites, discusses medical market certification

Lori A. Bultman

502ND AIR BASE WING
PUBLIC AFFAIRS

Joint Base San Antonio's role in Operation Warp Speed, the whole-of-nation response to COVID-19, and ongoing vaccination efforts were the highlight of a visit by U.S. Army Lt. Gen. Ronald Place, director of the Defense Health Agency, Jan. 19-21.

Place visited medical facilities and vaccination operations at Brooke Army Medical Center, or BAMC, and Wilford Hall Ambulatory Surgical Center, where he was impressed by the efficiency of their efforts in protecting others.

"The COVID-19 vaccine is incredibly important to the safety and security of the United States of America, and there are a couple of reasons for that," Place said. "There have been almost 400,000 deaths in America in less than a year from this particular virus, and we have within our hands, as Americans, a methodology to markedly reduce the risk of infection, and if infections are reduced, markedly reduce the risk of death in America. That's huge."

Place said it is important to realize COVID-19 vaccinations are mission essential to the Department of Defense.

"With this vaccine, we are increasing the Department's mission capabilities by preventing internal infections among small teams, crews, and critical national infrastructure," he said. "That makes us all more mission capable. It is not only important from the aspect of reducing the number of people who are sick and saving lives, it also reinforces our national security."



JASON W. EDWARDS

Army Lt. Gen. Ronald Place (left), Director, Defense Health Agency, talks with Spc. Aaron Neuenschwander, health care specialist, at Brooke Army Medical Center, Fort Sam Houston Jan. 20. While visiting JBSA, Place noted that he was inspired by the service members he met along the way, referring to them as exceptionally motivated.

Distributing the volume of COVID-19 vaccine allocated to JBSA is no small task, Place said, noting that the allotment is among the highest sent to any specific location.

"If you look at the challenges of ultra-cold storage that this particular vaccine (Pfizer-BioNTech) requires; the fact that we are a multinational organization, and the logistics that come with that; and the additional personal protective equipment that is required by every single one of our health

care practitioners as we perform this mission; and do it within a schema in a vaccine-constrained environment — the Department has vaccinated a large number of people, and we are in pretty good shape," Place said.

The DOD strategy is to prioritize, distribute, and administer the vaccine through a phased approach to all Active Duty, Reserve, and National Guard members, as well as all mission-essential DOD civilian

employees and other personnel performing mission-essential functions, including healthcare, emergency services personnel, and critical support.

The Department's goal is to use all of the allotted vaccine before resupply shipments arrive while following their schema, or model for distribution, which is meant to match the Centers for Disease Control model, Place said.

As the vaccine supply increases, JBSA medical facilities will announce the

start of the next phase of vaccinations, which will include high-risk beneficiaries. The first group of high-risk beneficiaries will be those 75 and older, followed by those aged 65-74, and then beneficiaries with high-risk conditions ages 16-64.

Another stop during Place's visit was to U.S. Army North, where their commanding general, Lt. Gen. Laura J. Richardson, provided him with an update on military

DHA DIRECTOR continues on 18

COVID-19 hinders blood donations during National Blood Donor Month

By Military Health System Communications Office

Getting people to donate a pint of their potentially life-saving blood has never been easy. And, like almost every aspect of modern life, COVID-19 has made it even harder.

With strong recommendations from the Centers for Disease Control to keep one's distance from others and always wear a mask in public, volunteering to go to a facility for about 40 minutes to have blood drawn has not been a priority for many. And then there were the blood drive cancellations — too many to count, for months at a time.

"The public health guidelines to reduce interaction with others, social distancing, reducing time outside the home ... it translates into a decreased donor turnout," said Army Col. Jason Corley, director of the Army Blood Program, from the U.S. Army Medical Command at Joint Base San Antonio-Fort Sam Houston. "We're no different from our civilian blood agency counterparts. They've been experiencing the same things since March. Everybody's trying to do the right thing. Commanders and donors want to be safe and healthy. It makes it difficult to continue and schedule blood drives. It's just harder to meet our required quota numbers."

Blood donations followed the wave of the pandemic, he said. Things got better, if not back to normal, during the summer months, only to rapidly drop off again in the fall.

"Now with the resurgence of COVID that really started in November, it's been going on since," he said, adding that blood drive cancellations have again increased and that where some have gone ahead as planned, the number of donors



COURTESY PHOTO

Juanita Vidales (right) collects blood from Pfc. Ariella Sacks, a combat medic student from Company B, 232nd Medical Battalion, at the Akeroyd Blood Donor Center at Joint Base San Antonio-Fort Sam Houston.

is again down.

So, while January is always a good time for National Blood Donor Month, it is especially true this year.

"In December and January, historically, even without COVID, that's always a low turnout period due to the holidays, people going on vacation, and due to the weather," Corley said. "It just is a low time period for collections overall, and then overlay on top of that the third or fourth wave of COVID."

There are other factors as well for the 21 military donor centers around the world.

"With organizations going into and out of quarantine, service members being placed on 'restriction of movement' and changes in our health protection levels, it's harder to schedule blood drives and make appointments for donors," said Mark Salcedo, a blood donor recruiter with the

Armed Services Blood Program, or ASBP, at JBSA-Fort Sam Houston. "I was talking with a fellow recruiter and she reminded me of all the commands who have their staff teleworking."

Salcedo said that when the ASBP cannot collect enough blood from donors, the blood bank must reach out to other military donor centers for blood, or even try to buy blood from the civilian market.

Collecting COVID-19 convalescent plasma meant blood collection during 2020 took on a new urgency. In April of last year, the FDA approved guidance for manufacture and transfusion of COVID-19 convalescent plasma, Corley explained.

"That has definitely been a product that the military and civilian blood industry has made in great numbers in order to support COVID patients," he said. "Without a doubt, that

blood product is having a great impact. For our standard blood products that we were already making, overall, there isn't a large blood use for COVID patients — for red blood cells, or platelets, or for whole blood. But for COVID convalescent plasma, it has been approved by the FDA under an Emergency Use Authorization as a COVID treatment option."

The convalescent plasma comes from recovered COVID-19 patients whose antibody levels are at a certain level mandated by FDA, Corley said. Demand for that product has grown as the COVID-19 pandemic continues.

Air Force Tech. Sgt. Mark Friskel, an independent duty medical technician and flight chief at Arnold Air Force Base in Tennessee, has given blood regularly for the past eight years or so.

The process is "super easy," he said, adding that he was not

at all concerned about giving blood during the COVID-19 pandemic. "Basically, you lay down and relax watch a movie — you don't have to do anything, really."

But Friskel, a 14-year veteran, is concerned that information is lacking about blood donations and blood banks. He added that mentorship of new troops, such as during the First Term Airmen Course, would be an ideal time to explain the ease of blood donation and its value.

Friskel also suggested senior enlisted personnel getting the message out to fellow airmen over social media more often, or through individual videos aimed at his fellow airmen and women who have never donated before.

"I know when I was deployed, we needed blood all the time," Friskel said.

These days, deployments are often domestic and include the Reserves and National Guard. And that's another aspect of giving right now that's a bit different for service members. Accustomed to protecting American citizens while abroad on the battlefield or on ships at sea, during times of COVID-19 that job can be much simpler with the humble act of a blood donation that could protect a civilian battling the virus in a hospital just down the street.

"Is there light at the end of the tunnel? Who knows? Is the vaccine going to solve our donor shortage? Only time will tell," said Salcedo.

"I've been at this nearly 40 years both in and out of uniform," Salcedo added. "I can say this has probably been one of the toughest years for the blood program and for many donor centers. But our leadership and our staff members continue to fight every day because they know the value in what we do for our health care mission."

FORT SAM HOUSTON

Biologists, fire crew members clear invasive species at JBSA-Camp Bullis

By David DeKunder

502ND AIR BASE WING

PUBLIC AFFAIRS

From December to January, Joint Base San Antonio partners helped to protect native vegetation and provide a safer training environment for service members by clearing out a section of JBSA-Camp Bullis from an invasive plant species and cedar debris.

The 802nd Civil Engineer Squadron and the JBSA Natural Resources office led a work crew of 12 members who cleared a one-acre site of golden bamboo and cedar mulch chunks at a training area on JBSA-Camp Bullis.

The crew consisted of five members of the 802nd CES/JBSA Natural Resources office, three members of the Texas A&M Natural Resources Institute and four firefighters from the JBSA Wildland Support Module, a fire crew of the Air Force Civil Engineer Center located at JBSA-Randolph.

Jim Peterson, 802nd CES/JBSA Natural Resources office biological scientist, said the work crew started chopping down the golden bamboo by hand Dec. 2. Utilizing clearing saws and lopping shears, he said it took the work crew three weeks to cut the golden bamboo down.

Peterson said the presence of golden bamboo is detrimental to the natural habitat at JBSA-Camp Bullis because it grows and reproduces rapidly, preventing the growth of native plants which are a food source for wildlife.

"We're just trying to get rid of the bamboo, but still leave



TRISTAN ENGLISH

Work crews made up of members of the 802nd Civil Engineer Squadron, Joint Base San Antonio Natural Resources Office, Texas A&M Natural Resources Institute and the JBSA Wildland Support Module burned golden bamboo and cedar mulch chunks in an EPA-approved air curtain incinerator from Jan. 7-9 at JBSA-Camp Bullis.

beneficial vegetation for animals that are out here," Peterson said.

According to the Texas Invasive Species Institute, golden bamboo is a non-native perennial reed plant capable of growing as high as 40 feet in thick monocultures, which are areas of single plant species. It was brought to the U.S. in 1882 as an import for ornamental purposes and has been used as a privacy, sound, and light barrier in gardens.

Peterson said the area where the bamboo was cut and removed was the site of an old farmstead before it became part of JBSA-Camp Bullis.

Since JBSA-Camp Bullis is located at the headwaters of

Salado Creek, which flows through San Antonio, including JBSA-Fort Sam Houston, Peterson said it is important to control invasive species such as golden bamboo so it's seed will not get into the creek and spread further.

"It's important that we take care of this at the headwaters of Salado Creek, and we do our part to help the community," Peterson said.

Also at the site, work crews cleared out debris from mulched cedar trees, which were the result of a previous vegetation management plan. Peterson said the cedar mulch prohibits vegetation growth and prevents water from going into the ground, creating a barren

landscape. Plus, cedar mulch left on the ground prohibits water from entering the recharge area of the Edwards Aquifer, a main source of water for the City of San Antonio.

Peterson also said some of the cedar mulch chunks were quite large and could become a safety hazard for service members training in the area.

The bamboo and cedar mulch cleared from the site in December was put into several piles to be burned.

Work crews burned the materials Jan. 7 through 9 in an air curtain incinerator utilized by the JBSA Wildland Support Module and designed to burn land-clearing debris. During the process, smoke particles are

"We're just trying to get rid of the bamboo, but still leave beneficial vegetation for animals that are out here."

Jim Peterson, 802nd CES/JBSA Natural Resources office biological scientist

trapped and reburned, reducing the smoke particles to an acceptable limit permitted under Environmental Protection Agency guidelines.

Peterson said eight piles of golden bamboo and cedar mulch, each measuring 30 feet across, 6 feet high and 10 to 15 feet deep, were burned in the air curtain incinerator.

The effort to clear the golden bamboo will continue as Peterson said it will take two to three years, with regular treatment, to stop any regrowth of the bamboo that has been cleared out.

The project to clear and burn the golden bamboo, and remove the cedar mulch at JBSA-Camp Bullis is the first time an air curtain incinerator has been utilized at JBSA, Peterson said, adding that the performance of the incinerator could determine whether it can be utilized in future operations.

"It was great to have all the people come together as a team," Peterson said. "The positive results were readily visible. All around, it was a really good project for us and for the environment."

Fort Sam Houston Independent School District posts FY 2020 financial statement

FORT SAM HOUSTON INDEPENDENT SCHOOL DISTRICT
Exhibit C-3

Statement of Revenues, Expenditures, and Changes in
Fund Balances - Governmental Funds
For the Year Ended August 31, 2020

Data Control Codes	General Fund	Capital Projects	Other Funds	Total Governmental Funds
Revenues				
5700 Local and Intermediate Sources	\$ 192,968	\$ -	\$ 2,427,462	\$ 2,620,430
5800 State Program Revenues	13,994,096	-	115,673	14,109,769
5900 Federal Program Revenues	12,225,925	275,984	1,150,096	13,652,005
5000 Total Revenues	26,412,989	275,984	3,693,231	30,382,204
Expenditures				
Current:				
0011 Instruction	12,249,514	-	1,903,726	14,153,240
0012 Instructional Resources and Media Services	303,873	-	-	303,873
0013 Curriculum & Instructional Staff Development	620,548	-	31,363	651,911
0021 Instructional Leadership	262,117	-	376,631	638,748
0023 School Leadership	1,415,199	-	10,111	1,425,310
0031 Guidance, Counseling, and Evaluation Services	563,667	-	543,099	1,106,766
0033 Health Services	299,628	-	980	300,608
0034 Student (Pupil) Transportation	433,984	-	4,131	438,115
0035 Food Services	21,150	-	728,459	749,609
0036 Extracurricular Activities	831,396	-	34,463	865,859
0041 General Administration	1,124,572	-	46,643	1,171,215
0051 Plant Maintenance and Operations	2,746,610	-	56,706	2,803,316
0052 Security and Monitoring Services	78,359	-	1,500	79,859
0053 Data Processing Services	948,792	-	19,690	968,482
0081 Facilities Acquisition and Construction	-	3,579,455	-	3,579,455
0093 Payments to Fiscal Agent/Member Districts of SSA	888,536	-	-	888,536
6030 Total Expenditures	22,787,945	3,579,455	3,757,502	30,124,902
1100 Excess (Deficiency) of Revenues Over (Under) Expenditures	3,625,044	(3,303,471)	(64,271)	257,302
Other Financing Sources (Uses)				
7915 Transfers In	-	3,303,472	101,729	3,405,201
8911 Transfers Out (Use)	(3,487,929)	-	-	(3,487,929)
7080 Total Other Financing Sources (Uses)	(3,487,929)	3,303,472	101,729	(82,728)
1200 Net Change in Fund Balances	137,115	1	37,458	174,574
0100 Fund Balance - September 1 (Beginning)	14,244,262	178,525	109,890	14,532,677
3000 Fund Balance - August 31 (Ending)	\$ 14,381,377	\$ 178,526	\$ 147,348	\$ 14,707,251

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TRAINING

From page 3

the actions needed to help save your own life,” he said.

The course also goes into detail about the psychology behind responses to active shooters.

“It’s more than just teaching,” Vickers said. “That alone is simply not enough. People need to understand how they are going to react when something like this happens.”

The goal of the course is to create a community of informed, prepared and resilient personnel at JBSA who are capable of surviving an active attack incident.

“We are all taught since childhood how to react in case of a fire. Same thing with a tornado,” Vickers said.

“One thing about these incidents is, there is a time frame in there in which you have to react. With an active shooter, it’s almost instantaneous. That’s why it’s so important to know ahead of time.”

Vickers said that in 2015, an active shooter entered an Armed Forces recruiting center in Chattanooga, Tennessee. He had previously trained those service members’ leaders and believes that training made a difference in the responses to the shooter, and possibly saved lives.

Like Vickers, Gast said she feels the training has prepared her to respond well if she is ever caught in the middle of a suddenly life-threatening incident.

“Hopefully, we never have a real-life active shooter situation,” Gast said. “But if we do, at least with this training we will be prepared for it.”

Brooke Army Medical Center celebrates Dr. Martin Luther King Jr. with virtual observance

By Lori Newman

BROOKE ARMY MEDICAL CENTER
PUBLIC AFFAIRS

Brooke Army Medical Center honored the life and legacy of Dr. Martin Luther King Jr. during a virtual presentation on BAMC's Facebook page Jan. 14.

The Baptist minister and activist became the spokesperson and leader in the civil rights movement from 1955 until his assassination in 1968. He is best known for advancing civil rights through nonviolence and civil disobedience, inspired by his Christian beliefs and the nonviolent activism of Mahatma Gandhi.

The national recurring theme of Martin Luther King Jr. Day is "Remember! Celebrate! Act! A Day On, Not A Day Off!" It calls upon the American people to engage in public service and promote peaceful social change.

"Dr. King was a servant of humanity who lived a life dedicated to the service of others," said Army Brig. Gen. Shan Bagby, BAMC commanding general. "We owe Dr. King and so many others who spearheaded the civil rights movement a tremendous debt of gratitude. If it were not for their unwavering commitment, our nation and our world might be a much different place; and one we might not want for our children and grandchildren."

Retired Army Col. (Dr.) Kenneth Kemp, BAMC pulmonary and critical care medicine physician and ordained Baptist minister, was the keynote speaker for the event.

Kemp said King's life epitomized service, honor and sacrifice. "The work of Dr. King was a work that lifted all of America, particularly the marginalized, disenfranchised, and systematically demoralized



JASON W. EDWARDS

Brig. Gen. Shan Bagby (left), Brooke Army Medical Center commander, and Command Sgt. Maj. Thurman Reynolds (right) present a certificate of appreciation to retired Army Col. (Dr.) Kenneth Kemp, BAMC pulmonary and critical care medicine physician, and ordained Baptist minister, Jan. 14. Kemp was the keynote speaker for BAMC's virtual observance of Dr. Martin Luther King Jr. Day.

of this nation."

The son of a prominent pastor in Atlanta, King was afforded a first-class education, graduating from Morehouse College when he was just 19 years old and afterward Crozer Theological Seminary in Pennsylvania. King earned a Ph.D. in Theology from Boston University at the age of 26 and entered his first pastorate at Dexter Avenue Baptist Church in Montgomery, Alabama. He was not yet 27 when he became a leader of the Montgomery Bus Boycott and subsequently rose to prominence internationally as the leader of the Southern Christian Leadership Conference.

"Dr. King showed us that agape love is the type of love

that one shows for human dignity," Kemp said. "It is an unconditional love that is above romantic, family, friendly, or even self-love. Agape is that kind of love that says I will respect you as a human being in all circumstances, even if I don't like what you do. With agape love, Dr. King and his constituents marched throughout the nation advocating for freedom, justice and peace."

Kemp said he was only 5 years old when King was assassinated. "I was too young to remember the deep, dark grief and anger that permeated the nation afterward. However, I can remember how in the 1970s and the early 1980s, we were inspired by what he did

and we wanted to be like him.

"I can honestly say that he has been one of the most influential characters of my life," Kemp said. "I have tried to emulate his scholarship, model his love, attain his lofty heights in oratory, and come close to his selflessness in sacrifice. Sadly, I have come up short in most of those endeavors, but his life is a shining light in the distance that still gives aspirational direction to my journey. He was not perfect. He was not divine. Yet, his life and the lives of others like him have inspired me to be better."

Kemp quoted King saying, "Returning violence for violence, multiplies violence, adding deeper darkness to a night already devoid of stars.

"I can honestly say that he has been one of the most influential characters of my life. I have tried to emulate his scholarship, model his love, attain his lofty heights in oratory, and come close to his selflessness in sacrifice."

Retired Army Col. (Dr.) Kenneth Kemp, BAMC pulmonary and critical care medicine physician and ordained Baptist minister

Darkness cannot drive out darkness, only light can do that. Hate cannot drive out hate, only love can do that."

He also touched on recent events in our country including the deaths of George Floyd and Breonna Taylor and rioting at the nation's Capitol.

"We have discovered that while we have come a long way, we still have a long way to go," Kemp said. "Given that unalterable reality, let us use the example of Dr. King and learn again to unite, to heal, and to rebuild through love."

BAMC Command Sgt. Maj. Thurman Reynolds closed the presentation by thanking Kemp for his inspiring words.

"We should all strive to emulate what Dr. King stood for, working together to drive out the darkness of hate with the light of love," Reynolds said.

Combined Arms Center commanding general visits MEDCoE

By Tish Williamson

U.S. ARMY MEDICAL CENTER OF
EXCELLENCE PUBLIC AFFAIRS

The U.S. Army Medical Center of Excellence hosted Lt. Gen. James Rainey, commanding general, U.S. Army Combined Arms Center and Fort Leavenworth, Kansas, at Joint Base San Antonio-Fort Sam Houston Jan. 19-20.

In a visit planners described as “battlefield circulation,” Rainey met with key MEDCoE leaders, received an update brief on Army Medicine in large-scale combat operations and conducted leader professional development, or LPD, sessions with unit command teams and Medical Captains Career Course students.

Previously aligned under the U.S. Army Medical Command,

MEDCoE realigned from MEDCOM to the U.S. Army Training and Doctrine Command, or TRADOC, with operational control under the CAC that began Oct. 19, 2018, and was completed Oct. 2, 2019.

MEDCoE is one of the 10 centers of excellence under CAC and TRADOC to include aviation, fires, cyber and intelligence.

Before the first LPD session, Rainey — in command since December 2019 — recognized several Soldiers and civilians who were nominated by the command for excellence. He then thanked attendees for their service and noted that less than one percent of Americans have volunteered to serve something greater than themselves as they all have through their military service. Rainey explained that, if

those who serve are the best America has to offer, then those he is being asked to recognize for excellence must be truly outstanding.

“That is why I never miss a chance to recognize excellence,” Rainey said. “You are really in the presence of greatness when you talk about the best of this group of people who are willing to serve their country.”

The Combined Arms Center is the U.S. Army’s lead organization for several modernization initiatives to include managing the Army Leader Development and Army Profession Programs.

“Leaders should focus on doing well personally and developing others,” Rainey said to the MEDCoE company, battalion and brigade command teams.



JOSE RODRIGUEZ

Lt. Gen. James Rainey, commanding general, U.S. Army Combined Arms Center and Fort Leavenworth, Kansas, addresses U.S. Army Medical Center of Excellence commanders and leaders Jan. 20 at Joint Base San Antonio-Fort Sam Houston.

NAMRU-SA participates in first virtual SA postdoctoral research forum

By Randy Martin

NAVAL MEDICAL RESEARCH UNIT SAN ANTONIO PUBLIC AFFAIRS

Naval Medical Research Unit San Antonio, or NAMRU-SA, was one of five academic or scientific research institutions in San Antonio to provide presenters, judges, organizers and attendees for the annual San Antonio Postdoctoral Research Forum, Dec. 7-11, 2020. Due to COVID-19, it was the first time the program went virtual in its eight-year history.

The University of Texas Health Science Center at San Antonio was SAPRF’s host. According to its website, SAPRF is a research and networking symposium that showcases postdoctoral research fellows from institutions across San Antonio.

For NAMRU-SA, it was an opportunity to highlight the unit’s battlefield health and trauma care initiatives.

“SAPRF is an excellent opportunity to share information among professionals, in turn broadening perspectives throughout a network of scientists from very diverse institutions,” said Cmdr. (Dr.) Linda Smith, a Navy Medical Corps doctor and NAMRU-SA’s executive officer. Smith said that NAMRU-SA’s staff raised involvement by contributing research material so that the nonmilitary, scientific research community knows of NAMRU-SA’s initiatives.

Dozens of NAMRU-SA’s scientists, engineers and support staff adapted for the new format.

Smith said that during the convention three scientists presented posters on topics including the application of phage display to develop a molecular probe for snake venom identification, improving



RANDY MARTIN

Cmdr. (Dr.) Linda Smith, a Navy Medical Corps doctor and Naval Medical Research Unit San Antonio’s executive officer, works at her desk Jan. 8 at Joint Base San Antonio-Fort Sam Houston. Smith increased NAMRU-SA’s participation in the San Antonio Postdoctoral Research Forum.

envenomation outcomes by inhibiting systemic distribution factors, and physical, chemical, and biological comparison of clinically available products for their use in alveolar ridge preservation.

For all participants, this year’s SAPRF was unique.

In the computer-generated format, attendees transited the virtual convention space as an avatar. Each could pause and view any of the more than 85

posters, the tools that scientists routinely use to present, describe, and promote their work. One hundred preselected judges provided feedback and projects were ranked within contributing institutions to give an element of competition. According to Smith, the number of entries broke previous participation records.

Among the judges were several of NAMRU-SA’s senior scientists.

“We were able to review the posters ahead of time to familiarize ourselves with the material and prepare to pose questions to presenters via a chat program,” said Dr. Ashley Dacy, a biomedical engineer in NAMRU-SA’s Biomedical Systems Engineering and Evaluation Department. “The additional time meant I could offer even more meaningful feedback than in a live presentation.”

Other NAMRU-SA staff members served as panelists for question and answer sessions regarding topics affecting careers in science.

“SAPRF was a good opportunity to let the science community in San Antonio know the excellent scientific research that goes on in NAMRU-SA,” said Dr. Yoon Hwang, a Department of Defense scientist of the year award winner and member of NAMRU-SA’s Maxillofacial Injury and Disease Department.

“It’s also good for the potential collaboration with universities or biotech companies and recruiting highly qualified postdoctoral fellows and research scientists,” Hwang said.

The format for 2021’s SAPRF isn’t set, but NAMRU-SA is already planning to expand its role.

LACKLAND

Information Warfare Airmen rise up to break COVID-19 virus kill chain

By Joshua Rodriguez

SIXTEENTH AIR FORCE (AIR FORCES CYBER) PUBLIC AFFAIRS

More than 300 enlisted personnel, officers, civilians and contractors from the Sixteenth Air Force (Air Forces Cyber) received the COVID-19 vaccine administered at Wilford Hall Ambulatory Surgical Center at Joint Base San Antonio-Lackland in support of a Department of Defense-wide effort to vaccinate the workforce Jan. 15.

U.S. Air Force Lt. Gen. Timothy Haugh, Sixteenth Air Force (Air Forces Cyber) commander was among those who received the COVID-19 vaccination.

"This is a tremendous moment for our Airmen," Haugh said. "I am honored to be here with the Airmen of the Sixteenth. Receiving the shot is about us as Airmen doing our part to break the COVID kill chain."

JBSA-Lackland is in the first phase of vaccine distribution, which gives vaccines to health care workers, then first responders, followed by critical national capabilities personnel who volunteered for the vaccine.

Due to their mission set, Sixteenth Air Force Airmen are considered mission essential. Receiving the vaccine is in addition to recommended COVID-19 safety procedures already in place: physical distancing, washing hands and using masks. The combined use of these efforts helps ensure the health and readiness of cyber Airmen and the protection of those around them.

Reasons for receiving the



SHARON SINGLETON

U.S. Air Force Lt. Gen. Timothy Haugh (seated at right), Sixteenth Air Force (Air Forces Cyber) commander, and various members of the Sixteenth Air Force receive their last COVID-19 vaccine dose Jan. 15 at Wilford Hall Medical Center at Joint Base San Antonio-Lackland.

COVID-19 vaccine vary from Airman to Airman.

Some Airmen felt the vaccine would increase their safety, others desire to protect their family and friends who are at high risk, but the majority want life to get back to normal and felt it was the responsible thing to do for their country. Every Airman who volunteers is making a contribution to end the global pandemic.

An Airman attached to the 688th Cyberspace Wing took pride in receiving the vaccine

and would like to inspire others to follow his lead.

"I did this for my family who are high risk," said the Airman. "It will ease my mind knowing that I am protecting them and we can end this pandemic."

The Federal Drug Administration issued an emergency use authorization, or EUA, for the Pfizer-BioNTech COVID-19 vaccine.

According to CDC.gov, "Messenger RNA vaccines — also called mRNA vaccines —

are the first COVID-19 vaccines authorized for use in the United States. mRNA vaccines teach our cells how to make a protein that triggers an immune response. The mRNA from a COVID-19 vaccine never enters the nucleus of the cell, which is where our DNA is kept. This means the mRNA cannot affect or interact with our DNA in any way. Instead, COVID-19 mRNA vaccines work with the body's natural defenses to safely develop immunity to disease.

"I am proud everyone is

rising up to the COVID-19 challenge. It has never been more important than right now to follow CDC guidance: wash our hands, wear a mask, physical distance, stay home when sick and get tested if feeling symptomatic," Haugh said.

For facts and information about the COVID-19 vaccine go to the CDC COVID-19 Facts. Get more information on the DOD's COVID-19 efforts and distribution plan from the Military Health System.

737th TRG named AETC's 2021 Verne Orr Award winner



JOHNNY SALDIVAR

A Basic Military Training graduation is held April 9, 2020, at the 321st Training Squadron at Joint Base San Antonio-Lackland. The 321st TRS falls under the 737th Training Group, which was recently selected as Air Education and Training Command's 2021 Verne Orr Award recipient.

By Joe Gangemi

37TH TRAINING WING
PUBLIC AFFAIRS

The 737th Training Group at Joint Base San Antonio-Lackland has been selected as Air Education and Training Command's 2021 Verne Orr Award recipient. The award, established by the Air Force Association in honor of former Secretary of the Air Force Verne Orr, recognizes an Air Force unit that makes the most effective use of its human resources.

The 737th Training Group underwent its largest transformation in 60 years, fighting through a pandemic, safeguarding and shaping 30,000 civilians into Airmen and Guardians.

"This award highlights how Basic Military Training continues to improve, innovate and thrive throughout this COVID-19 pandemic," said Col. Michael Newsom, 737th TRG commander. "We couldn't be more proud of our BMT personnel — they truly represent the best of our Air Force as we continue to building lethal and ready Airmen to defend our nation's interests around the world."

The 737th TRG experienced groundbreaking success with reducing training operations, establishing an alternate training site, and developing the first civilian transition program and first enlisted accessions force development board. The group will now compete at the Air Force level.

Career Enlisted Aviator Center of Excellence wins AFA award

By Agnes Koterba

37TH TRAINING WING
PUBLIC AFFAIRS

The Career Enlisted Aviator Center of Excellence, 344th Training Squadron, has been named the recipient of the 2021 Air Force Association Aerospace Award in the David C. Schilling category at the Air Education and Training Command level.

The AFA Aerospace Awards annually recognize Air Force civilians, units or groups for exceeding performance standards and outstanding contributions to national defense in several fields.

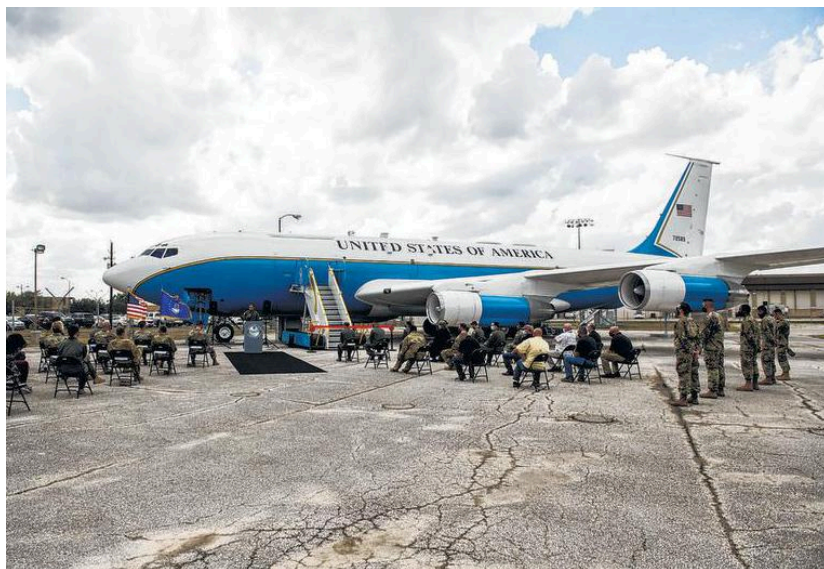
Chief Master Sgt. Michael A.R. Arroyo, the CoE commandant, said he is honored to work with the "phenomenally talented men and women" on his team.

"Every day, our cadre trains tomorrow's aviators with a pride that cannot be silenced," Arroyo said. "They skillfully guide our newest and cross-training Airmen and

international partners to earn their wings by teaching theory, components, operations, and procedures fully immersed in aviation culture and heritage."

Some of the CoE's accomplishments over the past year include: completing 56,000 undergraduate flying training hours; implementing an aviation immersive training environment; converting a static VC-135E aircraft into an active training device; and carrying out a \$77 million Air Force-wide virtual training initiative.

"We are so proud of the 37th Training Group's Career Enlisted Aircrew schoolhouse. This group of amazing professionals continually impress those not just in the aviation fields, but those in all AFSCs," said Col. Joyce Storm, 37th TRG commander. "This win serves to spotlight the diversity of the 37th Training Group, as well as its exceptional achievements across our 22 career fields."



SARAYUTH PINTHONG

The conversion of a static VC-135E aircraft into an active training device is one of the achievements the Career Enlisted Aviator Center of Excellence has been recognized for as the recipient of the 2021 Air Force Association Aerospace Award in the David C. Schilling category at the Air Education and Training Command level.

DLIELC delivers innovative English language training to Army trainees

By Maj. Gloria Sanchez
DEFENSE LANGUAGE INSTITUTE
ENGLISH LANGUAGE CENTER

More than 80 U.S. Army trainees at Fort Sill, Oklahoma, are completing English Language Training, or ELT, without interruption thanks to a partnership between the Defense Language Institute English Language Center at Joint Base San Antonio-Lackland and the Army post.

The trainees completed their ELT through a Virtual Training Team, or VTT, effort that began Nov. 9, 2020, and continues through January. They are members of the U.S. Army English as a Second Language, or ESL, program that helps initial entry trainees from various parts of the world learn the language that will take them to the next level. They normally accomplish this training at JBSA-Lackland, but were not able to travel here due to procedure changes related to COVID-19.

VTTs have become an innovative solution to COVID-19 restrictions in a school environment. In this



ANNETTE CRAWFORD

U.S. Army trainees are enrolled in the Virtual Training Team offered through a partnership between the Defense Language Institute English Learning Center at Joint Base San Antonio-Lackland and Fort Sill, Oklahoma.

case, it helps reduce the backlog of approximately 350 trainees awaiting slots for ELT at DLIELC. Additionally, the initiative highlights Air Education and Training Command's commitment to supporting U.S. Army Training and Doctrine Command and ensuring the continuation of the Army training pipeline.

Carla Benson, supervisor of advanced English at DLIELC,

was instrumental in setting up the VTT site at Fort Sill in Lawton, Oklahoma. She provided logistical support, testing and student placement, overall program management support, orienting students and drill sergeant staff with Zoom, and best practices.

"As the current DLIELC U.S. Army Echo Company liaison, completing a TDY to Fort Sill was a great opportunity to gain

a better understanding of the various stakeholders involved as well as further unite our partnership," Benson said. "This VTT is important because it allows us to continue the ELT mission with U.S. Army recruits."

The instructors are all based at DLIELC. Through the current distance learning platform, Zoom, classes are conducted either from the

instructors' home location or on campus. The majority of instructors are currently teleworking from home.

"The VTT was a mission essential endeavor with our Fort Sill partners," said Army Lt. Col. Luis Martinez, Deputy Commandant, DLIELC. "My appreciation and thanks go to all involved at DLIELC and Fort Sill for making this a positive course for our troops."

DOD extends deadline for Tenant Satisfaction Survey

By Zoe Schlott
AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER
PUBLIC AFFAIRS

The Department of Defense is extending the deadline for Air Force housing residents to complete the annual Tenant Satisfaction Survey to Feb. 5 to ensure residents have an opportunity to voice their opinions.

"The more residents who respond, the better we can gauge what is happening at our housing projects, and continue improving our programs," said Robert E. Moriarty, Deputy Assistant Secretary of the Air Force for Installations, Headquarters Air Force. "This is a chance for residents to directly speak to Air Force

leadership about their housing needs."

In December 2020, a third-party firm hired by the Air Force to distribute the survey and collect data sent a total of 60,684 electronic survey invitations to residents in privatized and government-owned housing. To date, an average of 24.3 percent of residents across 66 housing projects have responded to the survey. For the 14 government-owned projects, the average response rate sits at 18.8 percent. With not much time left to respond, Air Force leadership is urging residents to take the time and complete the survey.

"The Air Force Civil Engineer Center, project owners and Military Housing Offices are working tirelessly to provide safe, healthy homes in which

Airmen want to reside," said Col. Sara Deaver, Air Force Housing Division chief. "We know where to put our efforts based on the data residents provide annually via the satisfaction survey."

Deaver said the anonymous feedback serves to make the Air Force more conscientious stewards of taxpayer dollars by ensuring the housing program budget is allocated to provide and sustain quality homes for Airmen and their families today and in the future.

If a resident wishes to provide feedback, but has not yet received the survey link via email, they are encouraged to email CEL & Associates at AirForceHousingSurvey@celassociates.com for assistance. The Office of Management and Budget control number for this survey is OMB 0704-0553.

RANDOLPH



Lt. Col. Derek McCafferty, 99th Flying Training Squadron director of operations, waves to retired Master Sgt. James Bynum, a documented Original Tuskegee Airman, during his 100th birthday celebration Jan. 9 at the Grandview Assisted Living Facility in San Antonio. To celebrate the milestone, the Tuskegee Airmen San Antonio Chapter held a drive-thru car parade where close to a 100 cars showed up to wish him a happy birthday.



PHOTOS BY BENJAMIN FASKE

Retired Master Sgt. James Bynum, a documented Original Tuskegee Airman, watches a car parade being held in his honor for his 100th birthday celebration Jan. 9 at the Grandview Assisted Living Facility in San Antonio.

99th FTS participates in Tuskegee Airman's 100th birthday celebration

By Benjamin Faske

12TH FLYING TRAINING WING PUBLIC AFFAIRS

Members from the 99th Flying Training Squadron at Joint Base San Antonio-Randolph participated in a drive-through car parade Jan. 9 to honor the 100th birthday of retired Air Force Master Sgt. James Bynum.

Bynum, a documented Original Tuskegee Airman, lives at the Grandview Assisted Living Facility in San Antonio. Due to the ongoing pandemic, cars drove by the facility, waving and wishing Bynum well.

Although it's been almost 80 years since the Tuskegee Airman last took to the skies, their heritage lives on at

the 99th Flying Training Squadron at JBSA-Randolph.

The mission of the 99th FTS is to train the world's best instructor pilots and combat systems operators in the T-1A Jayhawk aircraft. The T-1A tail is painted red to signify their heritage to the Red Tail pilots who flew during World War II.

"This is all about staying connected to our past and realizing where we came from" said Lt. Col. Eric Peterson, 99th FTS commander. "This is an opportunity for the squadron to celebrate a man who overcame and helped break significant barriers in his lifetime. We are proud to be part of the Tuskegee Airman heritage and

legacy as Bynum reaches the centenarian milestone."

Hitting the century mark is no small feat, but to Bynum, breaking barriers is what he's always done. He first enlisted in the U.S. Army in 1941 and later joined the U.S. Army Air Corps in 1945 serving under then-Capt. Daniel "Chappie" James at Tuskegee Airmen headquarters at Lockbourne Air Force Base, Ohio.

"He showed his patriotism and enlisted in the U.S. Army when World War II topped the headlines and he survived the rugged conditions as he participated in the construction of the 1,600-mile Alaskan Highway through Canada that was designed to resupply

troops against potential Japanese invaders," said San Antonio Tuskegee Airmen chapter president Rick Sinkfield.

"The Tuskegee Airmen were significant for their insistence on fighting against fascism overseas AND fighting racism here in the United States," Sinkfield added. "They were successful at war and gave early life to the civil rights movement."

To those who know him, Bynum's secret of endurance consists of a nutritious diet, moderation when called for, exercise and plenty of rounds of golf. He retired from the Air Force in 1971 as a postmaster from then-Lackland Air Force Base.

Happy Anniversary: At the age of 79, AETC continues to build on its incredible heritage

By Air Education and Training Command Public Affairs

Air Education and Training Command, the U.S. Air Force's oldest active command, marked its 79th anniversary Jan. 23, 2021, making it the First Command as well as the first command to which Airmen are assigned.

AETC traces its roots to the Air Corps Flying Training Command, which was activated nearly eight decades ago on Jan. 23, 1942.

The first iteration of AETC flying training was consolidated under then-Vice Chief of the Air Corps Lt. Gen. Barton K. Yount. With an urgent, operational need for even greater authority and direction during World War II, technical training was folded into Yount's command in July 1943.

According to the command's history, the earliest Airmen learned their trades outside the service with little standardization and institutional control. Much of the training was decentralized and executed by contractors. Formal training was accomplished at Chanute Air Force Base in Illinois, or then Randolph Air Force Base, Texas, or accomplished by training on-the-job.

It was not until World War II and the expansion of American airframes, that training was scaled to win the largest air war of all time, and the beginnings of the First Command's enduring legacy was cemented in history we celebrate today.

By the end of World War II in 1945, the command had produced nearly 200,000 pilots, 48,000 navigators and aircrew, 1.9 million technical training graduates, and 2.8 million basic military training graduates — Airmen who proved decisive in every theater of war and dominated the world's skies.

To accommodate this



COURTESY PHOTO

At the age of 79, AETC continues to build on its incredible heritage.

unprecedented expansion, BMT and flight schools were expanded and geographically dispersed, according to Gary Boyd, AETC command historian. Midwesterners would find themselves on a train to then-Sheppard Field, complete indoctrination training, and then begin airplane and engine mechanics school at a neighboring facility before proceeding to a nearby factory for a technical rating, he said.

On July 1, 1946, Army Air Forces Training Command became Air Training Command. The early Airmen of the command oversaw the world's most complex technical training and flying program before becoming part of the newly formed U.S. Air Force in September 1947.

According to Boyd, the anticipated peace dividend following World War II ended quickly, and ATC began a surge in readiness and operations in response to world events.

ATC earned its reputation as the premier training establishment of the world's air forces and the most successful and flexible industrial-scale training operation of all time. Instructors trained Airmen on

emerging technologies like computers and missiles while providing the essential instruction on standard courses of study from basic flight training to medical administration.

On July 1, 1993, Air University merged with ATC and the command was renamed Air Education and Training Command.

According to command history, while the force inevitably reduced during peacetime operations, the mission became even more robust. Distance learning, cyber warfare and expeditionary training throughout AETC evolved with the advent of technological innovations, and its Airmen continued to train for the 21st century.

During 2020, innovative approaches to developing Airmen took center stage, including the integration of advanced capabilities, technology, and Airmen-centric instruction to expeditiously develop high-quality Airmen, made this past year one of the most momentous in the command's history, said Chief Master Sgt. Erik Thompson, AETC command chief.

"Our successes this year are directly attributed to the tactical leadership of our instructors, educators, medical professionals, support personnel, and all those who had a hand in training and educating across our command," Thompson said. "We could not have overcome the challenges we have faced without an innovative, dedicated force, who have fought through adversity, day-in and day-out to make the mission happen."

At the onset of the COVID-19 pandemic, AETC members were essential to continuing to recruit, train and educate the force during unprecedented times, said Boyd.

"AETC's most noteworthy feat this year was fighting through the pandemic and doing it safely," Boyd said. "Many plans envisioned halting training operations during the pandemic, but the command's leadership realized immediately that the lethality of the Air Force depended on the continuation of the pipeline. The command looked to the past and stood up an additional BMT location, as it had done in the '50s and '60s. Flying training was modularized to allow for

social distancing, quarantine protocols and distance learning. AETC instilled confidence in the rest of the Air Force and organizations that watched members of the command in action. AETC showed, as it always does, what right looks like."

Another noteworthy training milestone this past year has been the command's increased efforts to improve opportunities for all Airmen and potential recruits. In 2020 alone, AETC officials sponsored several policy changes to cultivate a diverse and inclusive force — updating anthropometric guidance to accurately reflect the nation's population, eliminating height requirement waivers, and reducing restrictions on pregnant Airmen who perform flight duties, to name a few.

"The greatest evolution in training has been increasing opportunities for all Airmen," Boyd said. "Every year our command removes more barriers and is thus more capable, because of the strengths that a dynamic and diverse population of Airmen bring to the fight."

"Today, AETC continues to build on its incredible heritage as the First Command, marked by exceptional Airmen and dedicated professionals who are ready to perform the mission anywhere, anytime," said Lt. Gen. Brad Webb, AETC commander.

"This year has been marked by our incredible efforts to advance force development and transform learning to discover, develop, and deliver lethal, ready Airmen and Guardians," Webb said. "We are proud that today's force stands on the shoulders of bold Airmen that came before us, and we look to the future with clear eyes, charged with accelerating change and maintaining our warfighting competitive advantage."

‘My biggest dream’: LEAP prepares Airmen for dream jobs

By Rachel Kersey

502ND AIR BASE WING PUBLIC AFFAIRS

Hundreds of Airmen across Joint Base San Antonio are currently enrolled in the Language Enabled Airman Program.

The program, known as LEAP, has trained enlisted Airmen and officers since 2009 through language courses in order to provide scholars with a working level of foreign language proficiency.

Tech. Sgt. Nikola Bozic, Capt. Daniel Bergstresser and Capt. Victoria Villa are three of the many participants at JBSA who are honing their skills through this career-spanning program, which opens new doors of opportunity.

Bozic is the force help management chief and NCO in charge of Public Health at JBSA-Randolph. He is studying Serbo-Croatian with LEAP.

“I would love to work as a defense attaché. That would be my biggest dream,” he said. “In any country that speaks the Serbo-Croatian language, I would love to be an asset to the ambassador in the region and be able to help out the United States diplomatic mission, or I’d like to be an international health specialist. I just want to help.”

In addition to being an instructor pilot, Bergstresser is the 12th Operations Group executive officer at JBSA-Randolph. He is studying Japanese through LEAP and has been doing so for almost 10 years.

“My primary goal is to become a foreign area officer and utilize my Japanese language skills to continue strengthening the bond and alliance between the U.S. and Japan,” he said. “There are other opportunities like the Military Personnel Exchange Program that would allow me to work directly with the Japanese Self-Defense Air Force. I am also looking at applying to the Mansfield Fellowship Program, which would allow me to spend one year working with and learning from Japanese government officials.”

Villa is the logistics readiness officer functional area manager at JBSA-Lackland and JBSA-Kelly Annex. She is studying Farsi as a



COURTESY PHOTO

Air Force Staff Sgt. Nikola Bozic (left) visits Pula, Croatia, with a Croatian Area Studies Immersion group May 2019. Bozic participated in this opportunity as a Language Enabled Airman Program scholar to sharpen his Croatian language skills and learn more about the history of the area.

LEAP scholar.

“Any opportunity to use the language while in the military would be great. I have always thought it would be nice to teach in a school with a larger Persian population to serve as a resource for those families,” she said. “I thoroughly enjoyed learning Farsi and about the Iranian culture in college, so I applied for LEAP to continue my studies on active duty.”

One of the prerequisites for joining the program is having some level of background in the language. Bozic emigrated from Bosnia and is a native speaker, but he joined LEAP because he wanted to learn to speak his original language in professional contexts. Bergstresser studied Japanese at the Air Force Academy.

“I wanted a way to continue studying and improving my knowledge of the Japanese language and culture, and LEAP was a great way to do that,” Bergstresser said. “Not only does LEAP provide structured, online

“I definitely have learned a lot from LEAP, and I’ve sharpened my skills in my language. It’s very in-depth, very hands-on. And it has broadened my horizons concerning the mission of the Air Force.”

Tech. Sgt. Nikola Bozic, force help management chief and NCO in charge of Public Health at JBSA-Randolph

classes with a native-speaking teacher, called eMentor, it also provides opportunities to spend four weeks attending a language school in-country.”

These month-long courses are called

Language Intensive Training Events. Students who attend traditional LITEs get to stay with a host family and be thoroughly immersed in the culture they are studying.

“I definitely have learned a lot from LEAP, and I’ve sharpened my skills in my language,” Bozic said. “It’s very in-depth, very hands-on. And it has broadened my horizons concerning the mission of the Air Force.”

The Air Force Culture and Language Center will identify and select approximately 400 new LEAP scholars per year. Airmen and Space Professionals with a background in a foreign language listed on the Air Force Strategic Languages List may apply. The list of languages is available from any installation’s education office.

For additional program information, visit <https://www.airuniversity.af.edu/AFCLC/Language-studies/> or send a request for information directly to the Air Force Culture and Language Center at afclc.language@us.af.mil.

AETC innovators start 2021 with virtual collaboration

By Air Education & Training
Command Public Affairs

Innovators across The First Command convened virtually for the third AETC iSummit Jan. 21, 2021. The event brought together innovators from more than 130 locations to collaborate, problem-solve and learn about the latest innovations happening around the command.

Lt. Gen. Brad Webb, commander of Air Education Training Command, kicked off the iSummit and said, "The mindset we have here in AETC is one of always embracing innovation and having a mentality of change. These are very easy words to say, but you and I all know that change is hard. We must change to ensure we answer the charge laid down for us by the chief of staff of the Air Force, which is accelerate change or lose."

Embracing change was expressed by many presenters during the iSummit who shared initiatives being worked on, available innovation resources and excitement for future plans, all under the theme of "Immersive Learning and Training



COURTESY GRAPHIC

Transformation."

"Innovation is alive and well within AETC," said Col. Bill Mamourieh, AETC's Analysis and Innovation director. "We are at a moment in time where we must capitalize on these great ideas and concepts being generated across

our AETC installations. We want to provide them the opportunity to work through their ideas and connect with like-minded visionaries to turn concepts and ideas into reality."

Presenters shared innovative concepts and pathways used within

their units and how members of the Analysis and Innovation Directorate (AETC/A9) can connect them with resources to bring ideas to fruition.

To further facilitate collaboration, AETC/A9 officials announced the launch of an updated and dynamic AETC Innovation Dashboard. The AETC Innovation Dashboard connects anyone interested in the innovation activities happening across the command, providing them with data and networking capabilities for their own innovation ambitions.

"As we continue to navigate the AETC innovation landscape, this platform provides one-stop shopping for AETC's innovation ecosystem," said Mamourieh.

The AETC Innovation Dashboard can be viewed by visiting the AETC Innovation Community found at <https://community.af.mil/wg/aetc/>.

Innovators interested in learning more about how HQ AETC/A9 can help are encouraged to visit the All Partners Access Network (APAN) site or contact the HQ AETC/A9 innovation experts at aetc.A9A.workflow.2@us.af.mil.

DHA DIRECTOR

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medical personnel supporting federal and state COVID-19 efforts as part of the whole-of-America response to the pandemic. The two also discussed military medical matters important to the JBSA-Fort Sam Houston community.

Place also visited U.S. Army South, the Air Force Personnel Center, Medical Center of Excellence, Nineteenth Air Force, and Air Force Recruiting Service, and met with San Antonio's mayor, Ron Nirenberg.

"I think San Antonio's support is among the best in the world," Place said of the city's support to the military medical community. "Their support for the huge amount of military medicine here, both the health care part and the training part, is truly fantastic."

That continued support will be important in the coming months as members of the San Antonio military medical community join together to

become the San Antonio military medical market as authorized by the 2017 National Defense Authorization Act.

A medical market is a group of military hospitals and clinics working together in one geographic area, operating as a system to support the sharing of patients, staff, budget, and other functions across facilities to improve readiness and the delivery and coordination of health services.

"The idea behind a military medical market is to share resources, money, staff, equipment, administrative support capabilities, and potentially patients, within a defined geographical area with the idea that we can spend less and get better outcomes," Place said. "By that, I mean bringing the right care to the right person at the right time at the right location."

The DHA will eventually establish 19 medical markets in the continental U.S. which will be centered on large medical centers, establishing centers of excellence for specialty care that meet the needs of beneficiaries.

The goal of the new medical markets is to make the care better, make the cost of care less, and continue to support the national defense strategy, Place said.

Throughout his visit to JBSA, Place said he was inspired and always felt more motivated by the service members than they were by him.

"They are exceptionally motivated," he said on the last day of his visit. "This particular location is particularly impressive, just based on the sheer volume of patients who have been treated in this market."

"If you look at the many locations around the DOD, there has been significant investment by the medical staff members in providing exceptional care to COVID-positive patients," Place said. "Whether it be outpatient care and testing, to those with mild to moderate symptoms, or even those who become critically ill; no matter where we go, we see fantastic care given by the young men and women who care so much about supporting their brothers and sisters in arms."

Place said there is no location in DOD that has seen more COVID positive cases or COVID positive workload than the medical facilities at JBSA, also giving credit to the support staff members who he also considers part of the healthcare delivery team.

"And furthermore, the relationship between the military health system here, their involvement in the community, and the ability of Brooke Army Medical Center to accept trauma patients from medical facilities in local small communities to free up beds for COVID-19 patients — they have been remarkable in what they have been able to accomplish," he said.

"Our responsibility as the Defense Health Agency is to support the Secretary of Defense's priorities, and certainly, the number one priority is to protect our people," Place said. "The best way to protect our people is to develop our schema and vaccinating against it, getting the maximum bang for the vaccine buck, protecting our people, and protecting the mission set within the Department of Defense."