

JBSA

LEGACY

WWW.JBSA.MIL

JOINT BASE SAN ANTONIO

OCTOBER 8, 2021



Airmen stand in formation during the 37th Training Wing Drill Down Competition regulation drill at Joint Base San Antonio-Lackland Sept. 18.

JOHNNY SALDIVAR

37th TRW talents on display during drill down competition

Page 11



ARNORTH concludes military wildland fire response operations

Page 6



149th Fighter Wing hosts Spouse Taxi program

Page 16

JBSA Fire Department reminds residents to 'Learn the Sounds of Fire Safety'

902nd Civil Engineer Squadron

The Joint Base San Antonio Fire Department is teaming up with the National Fire Protection Association®, or NFPA®, — the official sponsor of Fire Prevention Week for more than 90 years — to promote this year's Fire Prevention Week campaign, "Learn the Sounds of Fire Safety."

This year's campaign, which runs Oct. 3-9, works to educate everyone about simple but important actions they can take to keep themselves and those around them safe.

"What do the sounds mean? Is there a beep or a chirp coming out of your smoke or carbon monoxide alarm? Knowing the difference can save you, your home, and your family," said Lorraine Carli, NFPA vice president of outreach and advocacy.

The JBSA Fire Department encourages all residents to embrace the 2021 Fire Prevention Week theme.

"It's important to learn the different sounds of smoke and carbon monoxide alarms. When an alarm makes noise — a beeping sound or a chirping sound — you must take action," said Darrin Tannert, JBSA Assistant Chief for Fire Prevention. "Make sure everyone in the home understands the sounds of the alarms and knows how to respond. To learn the sounds of your specific smoke and carbon monoxide alarms, check the manufacturer's instructions that came in the box, or search the brand and model online."

The JBSA Fire Department wants to share safety tips to help people "Learn the Sounds of Fire Safety:"

- ▶ A continuous set of three loud beeps—beep, beep, beep—means smoke or fire. Get out, call 9-1-1, and stay out.
- ▶ A single chirp every 30 or 60 seconds means the battery is low and must be changed.
- ▶ All smoke alarms must be replaced after 10 years.
- ▶ Chirping that continues after the battery has been replaced means the alarm is at the end of its life and the



NATIONAL FIRE PROTECTION ASSOCIATION®

The Joint Base San Antonio Fire Department is teaming up with the National Fire Protection Association®, the official sponsor of Fire Prevention Week for more than 90 years — to promote this year's Fire Prevention Week campaign, "Learn the Sounds of Fire Safety."

unit must be replaced.

- ▶ Make sure your smoke and CO alarms meet the needs of all your family members, including those with sensory or physical disabilities.

The JBSA Fire Department is hosting a series of events in support of this year's Fire Prevention Week campaign, "Learn the Sounds of Fire Safety," including visits to the elementary schools, CDC's, AAFES, etc.

To find out more about Fire

Prevention Week programs and activities within JBSA, contact the JBSA Fire Department at each operating location at JBSA-Fort Sam Houston at 210-221-2244, at JBSA-Randolph at 210-652-6915, or at JBSA-Lackland at 210,671-2921, and ask for a Fire Prevention Inspector.

For more general information about Fire Prevention Week and fire prevention in general, visit www.fpw.org.

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. GINA "FLASH" McKEEN

Editor
STEVE ELLIOTT

Staff
LORI BULTMAN
DAVID DEKUNDER
SENIOR AIRMAN
TYLER MCQUISTON
DRESHAWN MURRAY

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

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

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

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

Feedback Fridays

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 had to wait in line for 2 1/2 hours at finance this week, despite getting in line at the time they opened. The last time I was here, a month or two ago, I had to wait for more than an hour.

I have back problems so it's very difficult for me. I would like for the finance office to find ways

to reduce the wait time by having more than one person at the window to help or to offer callbacks.

I'm sure there is some sort of solution that can happen so this doesn't keep happening.

A: Thank you for the feedback. As we continue to communicate the hours changes the Comptroller Squadron can support based on recent deployment tasking, we are emphasizing the use of our virtual customer platform, Comptroller Services Portal, or CSP, which is now the Air Force standard at all active duty installations.

A flyer is posted near the door to the customer service lobby at each JBSA location so permanent party employees who have access can get their questions to us and save the trip and wait in line.

JBSA was the third base in the Air Force to turn on CSP back in May 2020, as we adapted our operation in response to COVID-19 and the

volume of work at JBSA. We've found success with the CPTS team's ability to focus on one stream of customers as much as possible while keeping the conversation with the customer clearly written for historical research.

Our analysis shows to handle customer inquiries via phone would take at least 11 technicians, which is an unsupportable number. Additionally, CPTS members would still have to write down the issue and coordinate documents for member signatures, as we need to verify member information and maintain auditable documents to make updates to individual pay records.

This is where CSP helps accelerate change clearly as the conversation is never lost in translation or in one person's ability to quickly scribe notes on the question.

Customers can re-open inquiries for up to 21 days after resolution if questions remain. This enables customers to not start the

conversation over again as CSP maintains documents and the discussion.

Furthermore, we've posted 23 Knowledge Articles with required documents and templates on a variety of civilian, military, and travel pay topics. Customers who begin by reading Knowledge Articles first submit more actionable inquiries and see faster updates to their pay. We continue to add Knowledge Articles each month so always check there first before submitting a question as the answer may already be out there.

Finally, using CSP means you can get inquiries to us anywhere you have an Internet connection and CAC reader, 24/7/365.

We continue to push information and updates through mission partner forums, command, and first sergeant channels steadily as our ops have changed. This will help everyone stay mission-focused while saving the trip and not wait in a physical line.

Service members should review Survivor Benefit Plan before retirement

By Derrick Harris
and Patricia Wittenborn

The Survivor Benefit Plan, or SBP, is a voluntary program that provides the survivors of participating retirees a monthly income that starts when the member dies and retired pay stops.

Although some may not be aware of it, automatic SBP spouse coverage became effective Sept. 10, 2001, under the National Defense Authorization Act of 2002. While on active duty, the government provides this protection at no cost to spouses. Before retiring from the Air Force, however, the member must decide whether or not to continue the SBP.

By law, spouses and eligible dependents are protected by maximum SBP coverage after retirement unless the spouse and retiree, elect not to enroll in the SBP or elect coverage at a reduced level.

However, once the member retires, SBP financial protection will no longer be free. If the member chooses to enroll in the SBP, a monthly premium will be deducted from their Air Force retired pay. The premium cost is 6.5 percent of covered retired pay, or less for some lower levels of coverage. The monthly cost is subject to cost-of-living adjustments, or COLAs, but the percentage does not increase.

The amount of SBP annuity a spouse receives at the time of the retiree's death depends on the level of



COURTESY GRAPHIC

coverage elected prior to retirement. The level of coverage or "base amount" may be as low as \$300 but cannot exceed full retired pay. The cost for the coverage is deducted from retired pay until the retiree's death. The surviving spouse receives 55 percent of the base amount.

The value of the annuity increases by COLAs before and after the retiree's death, keeping up with the effects of inflation. In addition, the SBP allows the member to exclude the spouse and elect child-only coverage.

Although child-only coverage costs less than SBP coverage for the spouse, a child's eligibility is limited to age 22, unless incapable of self-support. If the retiree dies after the children are age 22, the spouse will not be entitled to receive any payments. The only way to ensure spouse coverage is to select that option.

Because families may be significantly affected financially by their SBP decision, it is important they understand the program. The Air Force strongly encourages members to attend the SBP briefing with their spouses. The SBP briefing is a mandatory briefing for the member, and the DD 2536 is a mandatory checklist item for final out-processing.

Please call 229-257-3265 to schedule your SBP appointment in building 105, room 153. Members may not have an opportunity to enroll in the SBP after retiring, so the decision before retirement will be final.

Once again, retired pay stops when the retiree dies. The only way the survivor can receive a monthly check from Defense Finance and Accounting Service is through the SBP. The Air Force urges the military member and their spouse to carefully weigh the many advantages of the SBP before making a decision.

Joint Base San Antonio recognizes National Disability Employment Awareness Month

By Maria F. Rodriguez
AFFIRMATIVE EMPLOYMENT
PROGRAM MANAGER

National Disability Employment Awareness Month, or NDEAM, runs from Oct. 1-31 and this year's theme is "America's Recovery: Powered by Inclusion."

The purpose of National Disability Employment Awareness Month is to educate people about disability employment issues and celebrate the many and varied contributions of America's workers with disabilities. Held annually, NDEAM is led by the U.S. Department of Labor's Office of Disability Employment Policy.

"Our national recovery from the pandemic cannot be completed without the inclusion of all Americans, in particular people with disabilities," said U.S. Secretary of Labor Marty Walsh. "Their contributions have historically been vital to our nation's success, and are more important today than ever. We must build an economy that fully includes the talent and drive

of those with disabilities."

In observance of NDEAM, Joint Base San Antonio will have Reasonable Accommodation and Schedule A Hiring Authority Training for Air Force civilian personnel as well as NDEAM poster displays throughout JBSA.

The Schedule A Hiring Authority & Reasonable Accommodation training for Air Force personnel will be held Oct. 27 via Meet Me Conference at 210-466-4667 or DSN 450-4667 from 9:30-11 a.m.

There will be NDEAM poster displays at commissaries across JBSA, in libraries at JBSA-Lackland and JBSA-Randolph, as well as at the CAC/ID office at building 4023 at JBSA-Fort Sam Houston.

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

For more information, contact the Civilian Personnel Section at 210-221-1408 or at usaf.jbsa.502-abw.mbx.jbsa-fsh-cps@mail.mil.



COURTESY GRAPHIC

Changes to Army's retention program slated to begin soon

By Devon L. Suits
ARMY NEWS SERVICE

Three changes to the Army's retention program took effect Oct. 1, as the Army looks to simplify aspects of the reenlistment process and give Soldiers more flexibility before their expiration term of service date.

A modification to the Career Status Program, formerly known as the Indefinite Reenlistment Program, an adjustment to the Reenlistment Opportunity Window, or ROW, and to one of the extensions will all take effect starting the fiscal year 2022, said Sgt. Maj. Tobey J. Whitney, the Army's senior career counselor.

"These changes are being made with the intent of increasing predictability for

Soldiers and their families while also reducing turbulence within Army organizations," Whitney said.

Career Status Program

Soldiers ranked E-6 and above and with 10 years or more of active service will now be eligible for the Career Status Program, reducing the time in service threshold from 12 years, Whitney said.

"We found through collected data that staff sergeant and above with more than 10 years of service were required to reenlist at least twice to make it to retirement," Whitney said. "That doesn't seem like a logical solution to keep Soldiers in the Army."

The update to the CSP will not change any of the Army's voluntary separation policies,

which allow Soldiers to request a discharge or enter into the Career Intermission Program, he added.

Under CIP, Soldiers can take a break in service while receiving their benefits and a portion of their pay for up to three years, Army G-1 officials said earlier this year.

"We want to ensure that [qualified] Soldiers understand their eligibility for the Career Status Program," Whitney said. "If Soldiers can just reenlist for an indefinite term of service, they can go and continue with their careers."

ROW changes

The change to the ROW policy will give Soldiers 12 months before their ETS to review their reenlistment options and make a final

decision, Whitney said.

"The ROW is currently set at 15 months, but we are changing it to 12 for two main reasons," he said. "First, it is simple for Soldiers, leaders and families to understand when they are 365 days from their ETS."

"Second, the analytics over the past several years [show] that the vast majority of Soldiers wait until they are between eight to 11 months before they reenlist."

The adjustment to the ROW extension would increase the minimum term length from 12 to 18 months, Whitney said.

The transition process can create a lot of turbulence in a Soldier's life, he said, as well as impact their organization as they navigate the Soldier for Life program and finish their

out-processing tasks.

As the Army continues to operate during the COVID-19 pandemic, he said the ROW extension change would remain a short-term retention option for Soldiers. Further, changes to the program will not impact those who need to reenlist for promotion, reassignment, selection, or other requirements.

"We found that it is pretty common for Soldiers to extend," Whitney said. "We are adding six additional months to provide a little more predictability for Army units, the Soldier, and their family."

Many other short-term extension options remain available for Soldiers who need additional time and meet the requisite qualifications, he added.

TRICARE pharmacy copayments to increase in 2022

By TRICARE Communications

Do you get your prescription drugs through TRICARE Pharmacy Home Delivery or at a TRICARE retail network pharmacy? If so, you'll pay anywhere from \$1 to \$8 more in copayments starting Jan. 1.

"Congress and the Department of Defense worked together on these cost changes as part of the National Defense Authorization Act for Fiscal Year 2018," said U.S. Public Health Service Cmdr. Teisha Robertson, a pharmacist with the Defense Health Agency's Pharmacy Operations Division. "The changes are part of a larger effort to help fund improvements in military readiness and modernize the TRICARE health care benefit."

These costs changes won't affect all beneficiaries. If you're an active duty service member, or ADMS, you'll still pay nothing for your covered drugs at military pharmacies, retail network pharmacies, and through home delivery. Copayments for survivors of ADMSs will remain the same. Medically retired service members and their family members also won't see a change in their copayments next year.

As described in the TRICARE Pharmacy Program Overview, TRICARE groups prescription drugs based on the medical and cost-effectiveness of a drug compared to other drugs of the same type. The cheapest, most widely available category is generic formulary drugs. This is followed by brand-name formulary drugs and non-formulary drugs. You'll see cost increases in all three of these categories. The new cost will depend on the type of pharmacy.



Tech. Sgt. Hannah Harris, 18th Medical Support Squadron registered pharmacy technician, fills a prescription bottle from a machine at Kadena Air Base, Japan, July 8.

Here are the new copayment changes:
TRICARE PHARMACY HOME DELIVERY (Up to a 90-day supply)

- » Generic formulary drugs will increase from \$10 to \$12
- » Brand-name formulary drugs will increase from \$29 to \$34
- » Non-formulary drugs will increase from \$60 to \$68

TRICARE RETAIL NETWORK PHARMACIES (Up to a 30-day supply)

- » Generic formulary drugs will increase from \$13 to \$14

- » Brand-name formulary drugs will increase from \$33 to \$38
- » Non-formulary drugs will increase from \$60 to \$68

It's important to note that you may only fill some brand-name maintenance drugs twice at retail network pharmacies. These are drugs that you take for long-term conditions. After the second refill, you must use home delivery or a military pharmacy. This doesn't apply when you fill short-term use drugs at retail network pharmacies.

NON-NETWORK PHARMACIES (Up to a 30-day supply)

Non-network pharmacy costs remain the same if you use a TRICARE Prime plan. With a TRICARE Prime plan, you'll pay a 50% cost-share after you meet your point-of-service deductible for covered drugs. For all other health plans, non-network pharmacy costs are as follows:

- » Generic formulary drugs and brand-name formulary drugs will cost \$38 (up from \$33) or 20% of the total cost, whichever is more, after you meet your annual deductible
- » Non-formulary drugs will cost \$68 (up from \$60) or 20% of the total cost, whichever is more after you meet your annual deductible

Keep in mind, if you can use a military pharmacy, this remains your lowest cost option. There's still no cost for covered generic and brand-name drugs at military pharmacies.

Have more questions about your TRICARE pharmacy benefit? Go to TRICARE Pharmacy to learn more.

Department of Defense: Time to renew extended ID cards

By C. Todd Lopez
DOD NEWS

The Defense Department is asking as many as a half-million ID cardholders to go online now and make appointments to renew their IDs — many of which are past the expiration dates printed on them.

The DOD extended the expiration dates electronically to account for the challenges of renewing them in a COVID-19 environment.

Last year, when it became apparent that COVID-19 was going to dramatically affect the ability of individuals to congregate or wait in line at ID card offices, the Defense Department electronically extended the expiration dates for many ID cards for several months to allow cardholders a greater amount of time to get those cards renewed.

The extensions primarily benefited the dependents of active duty service

members, Reserve and National Guard service members and their dependents, as well as retirees and their dependents.

Currently, there's a backlog of more than a half-million people who have ID cards that are past the expiration dates printed on them, and it's time to go online and schedule an appointment to get those cards renewed, said Stephen Wellock with the Defense Manpower Data Center.

Right now, the previously extended ID cards for dependents of active duty service members, as well as Reserve and National Guard service members and their dependents, can be used until Oct. 31, 2021. The cards of retirees and their dependents can be used until Jan. 31, 2022.

But Wellock also said some might not have the time they think they have.

For those service members and their dependents and retirees and their dependents whose ID cards expired after July 31, 2021 — there is no extension.

"You have no extension, your ID card is expired," he said. "You need to get it replaced, for both active duty, Guard and Reserve dependents, and for retirees. So, if a service member's dependent is out there, and their ID card expired on Sept. 7, they don't have until October to get it replaced; their ID card has expired, and they need to make an appointment as soon as possible."

While some family members may have an expired ID card, Wellock said that just because an ID card expires doesn't mean health benefits expire. Those benefits are managed by a different system, he said.

"Their health care is managed by the fact that they're enrolled in DEERS, in the Defense Enrollment Eligibility Reporting System. That's what determines their eligibility for health care. So if somebody's ID card expires on Aug. 7, they don't automatically lose their health care because their card is expired."

An additional change is that while currently cards were previously issued to dependents as young as 10 years old, going forward, cards will only be issued to those dependents who are 14 or older.

Wellock said the department is not planning any further extensions on the renewal of expired ID cards. He said cardholders should begin scheduling appointments now to get their cards renewed. Appointments can be made online to renew ID cards, he said, and cardholders don't need to limit their appointment to the card office they typically visit — there are many locations that can handle renewals, and many provide a "walk-in" service capability. The DOD ID card facilities are managed and operated by the local installations, so if service members are having difficulty making appointments, they should inform their chain of command.

For more information, visit <https://idco.dmdc.osd.mil/idco/>.

FORT SAM HOUSTON



SPC. ASHLEIGH MAXWELL

U.S. Army Soldiers from 23rd Brigade Engineer Battalion, 1-2 Stryker Brigade Combat Team, assigned to Joint Base Lewis-McChord, Washington, gather for a photo at Nervino Helibase in front of a civilian aircraft used to carry supplies to and from fires in support of the Department of Defense wildland firefighting response on the Dixie Fire in Plumas National Forest, California, Sept. 14.

ARNORTH concludes military wildland fire ground response operation in California

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

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

Approximately 200 Soldiers from the 23rd Brigade Engineer Battalion and the 2-3 Infantry Battalion, both from the 1-2 Stryker Brigade Combat Team, 7th Infantry Division, I Corps, who supported the Dixie Fire in Northern California, returned to Joint Base Lewis-McChord, Washington, after a month-long mission that

began Aug. 30.

"As defenders of the homeland, it is our duty and our honor to support the

National Interagency Fire Center's efforts to suppress the Dixie Fire and protect those threatened by it," said Lt. Gen.



SGT. DEION KEAN

U.S. Army Soldiers from the 2-3 Infantry Battalion, 1-2 Stryker Brigade Combat Team, walk down a vehicle trail as they hold a containment line while deployed in support of the Department of Defense wildland firefighting response operations in Plumas National Forest, California, Sept. 4.

John R. Evans Jr., ARNORTH commander. "I am incredibly proud of our Soldiers for adapting so quickly to this new environment and unique mission, and achieving, alongside our interagency partners, 94 percent containment of the fire."

The Dixie Fire, which started July 13, 2021, is the second-largest wildfire in California's history. It has burned just shy of one million acres across the Plumas National Forest, Lassen National Forest, Lassen Volcanic National Park, and in five counties.

Active duty Soldiers supporting the Dixie Fire worked under the command of Army Brig. Gen. Jeffrey Smiley as the Joint Task Force California commander.

Additionally, across the state, the California National Guard provided several hundred Soldiers and Airmen as part of Type II hand crews, as well as multiple rotary-wing aircraft for water bucket operations, and military police ground units for traffic control and security. First Air Force also provided eight C-130s equipped with Modular Airborne Fire Fighting Systems to help fight fires from the air across the Western states.

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



U.S. ARMY SOUTH HOSTS BRAZILIAN ARMY LEADERS AT JRTC

Lt. Gen. Gustavo Dutra (center), Brazil Army Chief of Land Force Preparation, receives a brief from Col. Mark Federovich, (right) commander, 3rd Infantry Brigade Combat Team, 101st Airborne Division (Air Assault) at North Fort Polk ahead of the Rakkasans' air assault into the box. The Brazilian Army delegation visited the Joint Readiness Training Center at Fort Polk, Louisiana, Sept. 16-19 to get an overview on training in preparation for bilateral training between the U.S. and Brazilian armies. These partnerships are vital to security and prosperity in the hemisphere and to the collective ability to meet complex global threats and challenges.

COURTESY PHOTO

U.S. ARMY SOUTH G2 PERSONNEL CONDUCT INTELLIGENCE WORKING GROUP WITH SALVADORAN MILITARY INSTRUCTORS

Stephen Cartwright (left), U.S. Army South Information Security manager, answers questions from El Salvadoran intelligence professionals regarding INFOSEC, at the Escuela Nacional de Inteligencia Militar in San Salvador, El Salvador, Sept. 21. U.S. Army South G2 personnel conducted a working group with El Salvadoran intelligence instructors Sept. 21-25 to enhance the readiness of El Salvadoran intelligence professionals, increase interoperability between the U.S. and Salvadoran armies and strengthen national partnerships. Defense partnerships with U.S. Army South are vital to security and prosperity in the hemisphere and to our collective ability to meet complex global challenges.



1ST LT. DAVID REYES

Army tests new EFMP system, targets assignment process

By Devon L. Suits

ARMY NEWS SERVICE

The Army is currently piloting a new Exceptional Family Member Program online enrollment process to improve the assignment research and selection process for EFMP participants, G-9 officials said Sept. 9.

Close to 300 Soldiers and family members participated in the initial test of the integrated Army Enterprise EFMP system, or E-EFMP, from Aug. 27 through Sept. 30, said Paul Grossman, EFMP lead for Soldier and Family Readiness, Army G-9.

The new system should reduce the time Soldiers and families dedicate toward

investigating care and support options during the permanent change of station process, Sgt. Maj. of the Army Michael A. Grinston said recently during the 2021 Fires conference, hosted by Fort Sill, Oklahoma.

Families often have to research a gaining installation and surrounding community to determine if they have the necessary services to meet their EFMP requirements, Grinston said. They then have to repeat the process if denied their initial assignment, resulting in undue stress.

“Why does a family member have to research an assignment all on their own?” Grinston said. “We are better than that in this day

and age. I got that task and working on it extremely hard.”

In June, Grossman said that the Army awarded a contract to develop the E-EFMP to support the service’s EFMP families by the fiscal year 2022.

Under E-EFMP, Soldiers can access a range of medical and assignment information, along with an overview of installation and military treatment facility capabilities, he added. The program will also operate as the Army’s centralized EFMP case management system, allowing Soldiers to initiate a Department of Defense Form 2792, or Family Member Medical Summary, and manage their enrollment

online.

Once the pilot is complete, G-9 officials plan to leverage user feedback to improve the program, Grossman said. The goal is to design a system that is both transparent and easy to use.

The E-EFMP will eventually link to the Active Duty Officer Assignment Interactive Module Version 2, or AIM 2.0, or the enlisted assignment process to streamline future PCS efforts, Grinston said.

The Department of Defense’s Office of Special Needs and Military OneSource has also supported EFMP families with the launch of the online tool EFMP & Me, Grinston mentioned during an

interview in February.

Through EFMP & Me, Soldiers have access to medical and educational resources, along with step-by-step assistance during the EFMP enrollment process, PCS preparation, deployments, and other military life events, according to the Military OneSource website.

On the EFMP & Me homepage, users answer a few questions to select the types of information they want to receive. The tool, available on computers or mobile devices, will also generate customizable checklists for users to follow. Lists include essential items to complete, along with tips and other resources.

U.S. ARMY SOUTH BIDS FAREWELL TO PARTNER NATION LIAISON OFFICER

Maj. Gen. William L. Thigpen (left), U.S. Army South commanding general, recognizes Colombian Army Col. Raul Medina Valenzuela (right), the Colombian liaison officer to U.S.

Army South, at the U.S. Army South headquarters Sept. 24. During a farewell ceremony, Medina was recognized for many accomplishments, as well as for his leadership skills and mission focus, which greatly strengthened the relationship between the Colombian and U.S. armies. U.S. Army South is home to five partner nation liaison officers to include Argentina, Brazil, Chile, Colombia and Peru, to assist in the coordination of security cooperation activities and increase awareness of our partner nation armies’ capabilities and strengths.



COURTESY PHOTO

Exceptional Family Member Program hosts Halloween Howl Down Oct. 22

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

The Joint Base San Antonio Exceptional Family Member Program hosts its annual Halloween event for children and families, which includes treats, entertainment, a resource fair and a drive-thru Trunk-or-Treat, at JBSA-Fort Sam Houston Oct. 22.

The Halloween Howl Down will be held from 6 to 8 p.m. in the parking lot across from the JBSA-Fort Sam Houston Military & Family Readiness Center, located at 3060 Stanley Road, building 2797. The free event is open to all JBSA members and their families.

Sally Gonzalez, EFMP manager at JBSA-Fort Sam Houston M&FRC, said the event will provide a fun and safe time for JBSA children and families while providing information on community resources for families.

"The purpose is to celebrate the holiday (Halloween) and offer a creative recreational event for the community, with the primary intent of educating the EFMP community on resources and service providers on JBSA and in the San Antonio area," Gonzalez said.

Volunteers from JBSA units, volunteer organizations and San Antonio community partners will distribute candy to children and families in the drive-thru Trunk-or-Treat, with vehicles entering the parking lot across from the JBSA-Fort Sam Houston M&FRC at Worth Road.

For the safety of children and families, Gonzalez said the event will be conducted following COVID-19 protocols.

"We're asking all of the volunteers to wear masks and they will be passing out the candy with gloves at a safe distance," Gonzalez said. "We'll also ask the families to wear masks since we will be having people distributing the candy to them."

Each JBSA unit and community partner participating in the Trunk-or-Treat will have their elaborately decorated trunks on display where they will give out their treats. The 802nd Force Support Squadron command team will be present to judge and award a trophy to the unit or community partner with the best-decorated trunk.

In addition, an invitation-only resource fair, which will also take place in the parking lot across from the JBSA-Fort Sam Houston M&FRC, will be held for the benefit of EFMP, Hearts Apart program and Gold Star families.

During the fair, hundreds of resource bags with information on service providers within the JBSA and San Antonio communities will be handed out to the families invited. EFMP, Hearts Apart and Gold Star families can register to receive an invitation at usaf.jbsa.502-abw.mbx.502-fss-efmp@mail.mil.

Providing entertainment will be the Cole High School drumline and dance team and the



COURTESY GRAPHIC

Patch/Chafee Youth Center DJ Club at JBSA-Fort Sam Houston.

Gonzalez said the Halloween Howl Down has become a longtime JBSA tradition as EFMP has hosted the event since 2014. Even last year's event, in which activities had to be scaled down to a Trunk-or-Treat because of COVID-19 restrictions, was well attended by JBSA members and families.

"From the Military & Family Readiness perspective, it's the largest and most popular event we host every year," Gonzalez said. "We get anywhere from 800 to 1,000 people. Last year, because of COVID-19 and safety precautions, we

hosted it as a drive-thru Trunk-or-Treat but we still had great participation with more than 300 cars with about 750 people driving through."

JBSA units and community partners who want to volunteer and host a Trunk-or-Treat display can send their request to usaf.jbsa.502-abw.mbx.502-fss-efmp@mail.mil.

Donations in-kind of treats and candy for Halloween Howl Down can be brought to the JBSA-Fort Sam Houston M&FRC. JBSA-Fort Sam Houston M&FRC hours are 7 a.m. to 4:30 p.m. Monday-Friday; 7 a.m. to 1 p.m. the first and third Thursdays of the month.

Mission and Installation Contracting Command members dominate contracting excellence awards

By Daniel P. Elkins

MISSION AND INSTALLATION CONTRACTING
COMMAND PUBLIC AFFAIRS OFFICE

Three members nominated by the Mission and Installation Contracting Command won their award categories as part of the fiscal 2020 Army Contracting Command Annual Awards for Excellence in Contracting.

The awards were announced to the command during a MICC-wide town hall Sept. 2 conducted virtually from Joint Base San Antonio-Fort Sam Houston.

The three winners among 11 total MICC Soldiers, civilians and teams came away with more winning entries than any other ACC subordinate contracting organization.

"These outstanding MICC contracting and support professionals demonstrate this command's effectiveness in overcoming the uncertainty and disruption brought on by the COVID-19 pandemic in fiscal 2020," said Clay Cole, the deputy to the MICC commanding general at JBSA-Fort Sam Houston. "Their extraordinary efforts in support of our



Karina Haddix



Jennifer Hastedt



Emory Cowan

installation and garrison mission partners evidence not only recognition by our higher headquarters but also their dedication to ensuring the needs of our Soldiers and their families are met."

MICC members at JBSA-Fort Sam Houston earning the excellence in contracting distinction include Karina Haddix, Jennifer Hastedt and Emory Cowan.

Haddix, from the MICC-Fort Sam Houston contracting office, was named the ACC Outstanding Contract Specialist.

She executed the full foodservice portfolio of contracts at Fort Gordon, Georgia, and Fort Bliss, Texas, enabling more than five million meals annually for Soldiers across the Army. She helped pioneer the centralized execution of approximately \$2.4 billion worth of Army full food service contracts across the continental United States in support of Army's category management initiatives, which saved an average of 17% compared to the previous FFS contracts.

Haddix also assisted with the award and administration of the high visibility Mobile-Federal Law Enforcement Enterprise Technical Services contract, which ties into the FirstNet wireless network enhancing Installation Management Command emergency response communications capabilities for Army public safety officers, first responders and emergency officials during national emergencies when wireless services may be impacted.

Hastedt, from the MICC Field Directorate Office, earned the ACC Outstanding Mission Support Business Operations award for other than major weapons systems.

As a supervisory procurement analyst, she managed the business operations division that supports three geographically separated offices and the FDO-Fort Sam Houston staff with personnel actions, logistics support, training guidance, management of the government purchase card program, quality assurance oversight, and operational direction.

Having filled a position that was vacant for almost a year, Hastedt immediately implemented systematic processes and procedures ensuring the timely completion of weekly headquarters significant action reports, standardized bi-weekly director update briefs, and taskings.

The implementation of business process improvements resulted in the timely completion of 100% of mandatory training and continuous learning points, and the review of 99% of individual development plans. She also served as the procuring contracting officer for a vital COVID-19

contract that provided government agencies the ability to contract for logistic and medical support under one contract.

Cowan, now assigned to the 410th Contracting Support Brigade JBSA-Fort Sam Houston, is the ACC Outstanding Workforce Development Specialist.

While previously serving as an IT specialist with FDO-Fort Sam Houston, his technical knowledge led to the selection to support the Army North COVID-19 mission, where he designed a dual-purpose SharePoint portal for contract requirements submission and tracking as well as a training and reference repository for the Defense Support to Civil Authorities mission.

Cowan also volunteered to assist in the onboarding and training of the ARNORTH operational contract support integration cell, developing a career-broadening program to standardize training for Soldiers in the 51 Charlie contracting MOS and record their progress. He was responsible for mentoring 51C Soldiers in the development of training packages for market research, which is required by supported mission partners before soliciting offers for all federal government contract requirements.



COURTESY GRAPHIC

LACKLAND



JOHNNY SALLIDVAR

Airmen showcase their talents during the freestyle drill during the 37th Training Wing Drill Down Competition at Joint Base San Antonio-Lackland Sept. 18.

Talents on display during 37th TRW drill down competition

By Agnes Koterba

37TH TRAINING WING
PUBLIC AFFAIRS

Airmen from the 343rd and 344th Training Squadrons and the 59th Training Group performed practiced march routines during the 37th Training Wing Drill Down Competition Sept. 18.

Teamwork, dedication, and innovation were on full display during regulation and freestyle drills with teams demonstrating their diverse skills.

"At the start of my service, I learned that 'Drill is the backbone of discipline.' The student's time management outside of class to become proficient in not only their specialty but also in an area

some find too difficult to excel in, reinforced that," said Master Sgt. Thomas Liscomb, 344th TRS, a special missions aviation instructor who served as an exhibition drill coach. "Their performance is the epitome of our core values and shows that even with limited time our new Airmen will find a way or make a way to succeed."

Airmen presented in formation as judges assessed the overall accuracy and presentation of competing teams. Professionalism, showmanship, and performance difficulty were a few categories evaluated.

Military Training Leaders from the 37th Training Group who organized this year's

"Their performance is the epitome of our core values and shows that even with limited time our new Airmen will find a way or make a way to succeed."

**Master Sgt. Thomas Liscomb,
344th Training Squadron**

event were Senior Master Sgt. Kelli Jackson, and Tech. Sgts. Morgan Grebens, Matthew Daum, and Takhia Christensen.



BRITNEY WARWICK /

Airmen stand in formation during the open ranks inspection at the 37th Training Wing Drill Down Competition at Joint Base San Antonio-Lackland Sept. 18.

Alamo Wing flight surgeon receives prestigious fellowship

By Senior Airman
Brittany Wich

433RD AIRLIFT WING PUBLIC AFFAIRS

A 433rd Aerospace Medicine Squadron flight surgeon at Joint Base San Antonio-Lackland recently received the prestigious honor of qualifying for a Royal Society of Arts fellowship in August.

Lt. Col. Ivan Edwards, who is also a physical medicine and rehabilitation physician, and a first-generation Uganda-born American citizen, was anonymously nominated to apply to the RSA.

"The panel said they look at how many years of experience a candidate has in terms of helping other people," Edwards said. "They base it on that and also the potential for them to be someone who is going to influence social progress in other people's lives."

According to the RSA website, the organization is an inclusive community committed to finding ways of thinking, acting and delivering change through providing platforms and opportunities for shared ideas and pioneering research.

As an RSA fellow, Edwards will be able to connect with others to discuss ideas, receive funding and implement plans.

Edwards said he has been a physician and member of the U.S. Air Force Reserve for more than 17 years with a focus on helping people get better, despite their condition or illness.

"When I was a kid I used to try and fix little animals," Edwards said. "When there was a frog that was hurt, I would try to splint the leg."

According to Edwards, the desire to help disadvantaged people led him to immigrate to the United States to pursue his dream of becoming a medical doctor.



SENIOR AIRMAN BRITTANY WICH

Lt. Col. Ivan Edwards, 433rd Aerospace Medicine Squadron flight surgeon, stands for a photograph at the 433rd Medical Group building on Joint Base San Antonio-Lackland Sept. 21. Edwards emigrated from Uganda to the United States and became a physical medicine and rehabilitation physician.

"In Uganda, during the wars, I saw untold suffering," Edwards said. "It impacted me and my family. When I came to the United States and became an American, I put that chapter behind me, and I was proud to become a member of the best Air Force the world has ever seen."

Edwards joined the U.S. Air Force Reserve in 2004 as a flight surgeon, while he finished his medical degree. Once he obtained that degree, he joined his first unit, the 934th Airlift Wing at Minneapolis-St. Paul Air Reserve Station, Minnesota. After two years, in 2010, he transitioned to the 433rd Airlift Wing.

He said the Air Force

brought him mentorships that encouraged him to be a better person. According to Edwards, he considered the late Maj. Gen. Homer Lewis, former Air Force Reserve Command commander, and retired Col. William Bailey, former squadron commander in the 433rd Medical Group, as mentors throughout his career.

"Gen. Lewis said, 'Don't be afraid to take calculated risks to do more for yourself, better yourself and enrich others,'" Edwards said. "So that's what I'm doing. I am trying to do the best I can to enrich other people because somebody did it for me."

One of Edwards' initiatives was to supply oxygen

concentrators to the people of Uganda in response to COVID-19, which helped highlight the relationship between health, economics and the education of marginalized people, according to Edwards.

COVID-19 prevention education is important in certain parts of Uganda because the majority of people live in close proximity to one another due to economic enterprise and the oxygen concentrators were an important contribution, he said.

Edwards was featured in the June 2021 issue of Top Doctor Magazine for his holistic approach to medicine, was involved in Multiple Sclerosis

"In Uganda, during the wars, I saw untold suffering. It impacted me and my family. When I came to the United States and became an American, I put that chapter behind me, and I was proud to become a member of the best Air Force the world has ever seen."

**Lt. Col. Ivan Edwards,
433rd Aerospace Medicine
Squadron flight surgeon
and a Royal Society of Arts
fellowship qualifier**

and Parkinson's disease initiatives and delivered a lecture on Parkinson's disease in a webinar.

Edwards said he is also involved in humanitarian and community activism work, in addition to his medical and military career. He was a special keynote speaker at the Uganda Diaspora Gala 2017, worked as a physician for the San Antonio Fire Department and received the Military Outstanding Volunteer Service Medal award.

"I found my passion and I can tie it in with my quest to improve humanity, to make things right, to make things worthwhile for somebody, regardless of who they are," he said.

IAAFA sends mobile training team to Jamaica

By Vanessa R. Adame

37TH TRAINING WING
PUBLIC AFFAIRS

Twelve years since their last engagement in Jamaica, the Inter-American Air Forces Academy returned to the country June 14-25 to instruct its Defence Force during Mobile Training Team 21-15.

IAAFA teamed up with the 571st Mobility Support Advisory Squadron to assist 12th Air Force in teaching four of eight classes at Up Park Camp and the Caribbean Military Aviation School in Kingston, Jamaica. It was the first deployment for the 318th Training Squadron since the Coronavirus outbreak in 2019.

“That was a hallmark of flexible problem-solving entities of both the JDF and ourselves of being able to make it happen despite a lot of restriction,” said Lt. Col. Margaret Serig, 318th TRS Operations Training Flight commander.

The engagement was conducted to help students learn fixed-wing system components by conducting aeromedical training, humanitarian assistance and disaster relief operations. The training also helped enhance JDF capability and counter-threat operations.

Sixteen students participated in the IAAFA-led courses that included the Aircraft Maintenance Superintendents Course, Fixed Wing Aircraft Maintenance Crew Chief, Aircraft Structural Maintenance Course and Aircrew Operations.

“It was a good first-go,” Serig said. “I think it went well for not having been out and about.”

The MTT proved successful, however, it was not without problems.



COURTESY PHOTOS

A member of the Jamaican Defence Force prepares for a survival and recovery exercise in Up Park Camp, Kingston, Jamaica, June 25.



Lt. Col. Margaret Serig, 318th TRS Operations Training Flight commander, creates a rivet pattern using an impact driver during Aircraft Structural Maintenance Technician instruction with the Jamaican Defence Force at Up Park Camp, Kingston, Jamaica.

IAAFA instructors faced challenges when one of the courses was canceled at the last minute and another class required more instruction than originally planned.

According to Staff Sgt. Manuel Lalane Tristan, 318th TRS Crew Chief instructor, the instruction was facilitated by adding more examples to help students develop their understanding.

“On MTTs you kind of have to adapt because you want to give them the best we have to offer, without breaking any rules,” Lalane Tristan said. “We were there to give them what they needed.”

Although the Corrosion Control Course was canceled, JDF students were able to use the new mobile paint simulator as part of another

course. The two-week engagement concluded with a search and rescue exercise that tested students on the skills taught in class.

“What they found most helpful was the ability to understand how we operate and the things that they can do to improve what they have,” Lalane Tristan said.

The engagements with partner nations provide an exchange of information not only for the international military members but also for IAAFA.

“Security cooperation is huge for us. They help our instructors get familiar with what partner nations need, therefore when they come back and rewrite our course they can incorporate those learned lessons,” Lalane Tristan said.

Accession pipeline entities meet on 'Bridging the Gap'

By Annette Crawford

37TH TRAINING WING
PUBLIC AFFAIRS

Nearly 100 attendees from across the accession pipeline gathered at Joint Base San Antonio-Lackland Sept. 14-16 to give members of the training community an opportunity to cross-talk.

The idea to host the Bridging the Gap conference was borne from feedback and discussions at the Air Education and Training Command Senior Leader Conference, known as Gathering of the Torch, at Keesler Air Force Base, Mississippi, in May.

"During our visit [at GOT] we discussed feedback on how the 37th Training Wing is doing in bringing in Airmen through Air Force Recruiting Service, graduating them from BMT, and then sending them off to tech training," said Col. Rockie K Wilson, 37th TRW commander.

"This falls in line with one of our strategic plan objectives in institutionalizing a feedback mechanism between Basic Military Training, Technical Training and the Air Force Recruiting Service," Wilson added. "We need to get continued feedback in terms of the trainees that we are producing. Up until now, we have either just deferred providing feedback to each other or given feedback only after experiencing some form of frustration. Most of the time it's just a lack of communication and aligning expectations and reality."

According to Chief Master Sgt. Michael R. Morgan, 37th TRW command chief, Bridging the Gap was designed to "synchronize expectations, outcomes, and feedback across the accession enterprise." It pulled together elements from

strengthen the teams that generate future generations of Airmen and Guardians," Morgan said.

Planning and organizing the conference fell to Capt. Allegra Frolow, 331st Training Squadron flight commander, and Senior Master Sgt. Kelli Jackson, 37th Training Group, Military Training superintendent.

They built a schedule that included presentations from the pipeline principals, tours of BMT processing and the Airmen Training Complex, and attending a BMT graduation ceremony. The final afternoon featured inputs from the technical training units at the 17th, 81st, 82d and Special Warfare Training Wings, and the 37th and 59th Training Groups, culminating in a "way ahead" discussion led by Wilson and Morgan.

"It was rewarding to see the excitement this initiative created," Wilson said. "Bridging the Gap aligned with AETC's priority to 'Cultivate an Environment of Excellence' and 2nd Air Force's vision of 'delivering exceptional Airmen and Guardians who power the world's greatest Air and Space Force.' There is already talk of the next conference, which tells me we did the right thing by getting this off the ground."

The colonel added that while the feedback is positive, he felt "we are just scratching the surface in terms of aligning the training pipelines through collaboration and cooperation. In time, we can have a huge impact on our current Strategic Competition efforts and pacing challenges by focusing on both agility in updating our training curriculum more rapidly and in terms of scalability with regard to the number of Airmen and Guardians we can produce on demand."



PHOTOS BY ANNETTE CRAWFORD

Master Sgt. Darryl Williams, 737th Training Support Squadron, gives a tour of the Pfingston Reception Center to attendees of the Bridging the Gap conference at Joint Base San Antonio-Lackland Sept. 15.



Col. Rockie K Wilson, 37th Training Wing commander, gives closing remarks during the "way ahead" session at the Bridging the Gap conference Sept. 16.

Second Air Force, AFRS, BMT and technical training. "Bridging the Gap allowed

us the opportunity to discuss core processes, provide a formal venue and opportunity

for cross-talk, and establish a formal feedback process throughout the enterprise to



PHOTOS BY STAFF SGT. RYAN MANCUSO

Spouses of 149th Fighter Wing members got the chance to taxi in an F-16 at Joint Base San Antonio-Lackland Sept. 21. The spouse taxi program is a unique opportunity to experience suiting up and being inside of an operational F-16.

149th Fighter Wing hosts Spouse Taxi program

By Staff Sgt. Ryan Mancuso

149TH FIGHTER WING PUBLIC AFFAIRS

Spouses of 149th Fighter Wing members got the chance to taxi in an F-16 at Joint Base San Antonio-Lackland Sept. 21.

The 149th Fighter Wing, a unit of the Texas Air National Guard stationed in San Antonio, offered spouses of its active duty and Guard service members the opportunity to experience a fighter aircraft by suiting up and climbing into the cockpit for a high-speed taxi down the runway as part of the Spouse Taxi program.

The spouses don the appropriate equipment, are secured into the back seats of the jets and are taxied down the runway at speeds just below those required for the jet to take off.

Although the jets never make it off the ground during spouse taxis, each participant was able to experience the view from the cockpit as the jet accelerated down the flight line.



Above: Spouses of 149th Fighter Wing are fitted for helmets before heading out to taxi in an F-16 at Joint Base San Antonio-Lackland Sept. 21.



Right: Spouses of 149th Fighter Wing members got the chance to taxi in an F-16 at Joint Base San Antonio-Lackland Sept. 21. The spouse taxi program is a unique opportunity to experience suiting up and being inside of an operational F-16.

RANDOLPH

New AETC Deputy Commander passionate about empowering Airmen

By Capt. Allison Kirk

AIR EDUCATION AND TRAINING COMMAND
PUBLIC AFFAIRS

Members of the First Command welcomed Maj. Gen. Andrea Tullos as their new deputy commander as of Aug. 27, 2021.

Tullos joins the headquarters team after serving as the Second Air Force commander at Keesler Air Force Base in Biloxi, Mississippi. She entered the Air Force in 1991 and received her commission through Officer Training School. She is a career Security Forces officer and has also completed command tours at the squadron, group, and wing level.

"I'm most excited to learn and experience the enormity of the First Command mission," said Tullos. "From our flying training units to recruiting to what our medical teams are doing - not just for the military, but for the nation, helping Americans in civilian hospitals - to what we're doing right now at Holloman for our Afghan partners, it's amazing. When we are asked to do something, we do it. And generally speaking, we do it extremely well."

That said, Tullos is not new to the training mission set. Prior to joining the AETC headquarters team, while serving as the Second Air Force commander, at the start of the pandemic, Tullos was responsible for basic military training and technical training Airmen. She describes that responsibility as "taking the best civilians our country has to offer and transforming them into exceptional Airmen of character."

Fighting through COVID-19

"Giving our subordinates the confidence to lead and reassuring them in something like COVID-19 was humbling to be a part of," Tullos said. "Watching how quickly Airmen embraced what we were asking them to do under very difficult conditions is not something that I believe is organic to

Second Air Force, I think it happened all over the command."

Amid the pandemic, not only did basic military training continue to develop the Airmen we need, meeting production requirements, but a secondary location for BMT was executed, verifying surge capability and agility of the training pipeline.

Looking back at her time in command, Tullos noted her appreciation for citizens and officials from the state of Mississippi and their pride in our nation's military. She specifically recognized members of the Mississippi National Guard for their support in executing BMT at Keesler Air Force Base. She also highlighted the relationships with sister service counterparts and the teamwork across AETC that enabled fighting through COVID-19.

"We're in a global pandemic, and what a blessing that we had Maj. Gen. John DeGoes (59th Medical Wing commander at the time) with the experience of the Ebola pandemic behind him, along with his operational experience," said Tullos. "To be able to pick up the phone anytime and say, 'Ok tell us how you think we should do this.'"

"That culture of teamwork across the AETC headquarters, 59th Medical Wing, Air University, Nineteenth Air Force, Second Air Force, 502nd Air Base Wing and Air Force Recruiting Service, and how that translated down to the teamwork across the wings, and the teamwork across the groups, was amazing to watch."

Ultimately, she credits the command's accomplishments to the NCOs of the command. Ninety-three percent of the Air Force's enlisted career fields are represented in Second Air Force with technical training schoolhouses relying on staff sergeants, technical sergeants, master sergeants and their civilian equivalents to create the foundation for Airmen.

"The noncommissioned officers that



COURTESY GRAPHIC

Maj. Gen. Andrea D. Tullos

form our instructor cadre, our military training instructors, and military training leaders, are the envy of our partner nations," she said. "Their pride in their craft and the amazing amount of passion they have for what they do, that was the secret sauce. It's our professional NCO corps and the level of responsibility we give them that makes us successful."

Training Transformation

Beyond the response to the pandemic, Tullos shared her pride in how Second Air Force and AETC have reimaged the classroom to accelerate change across the training enterprise.

Technical training "flipped" the classroom, embraced student-centric learning by changing the role of instructors from someone who lectures from behind the podium to someone who's a facilitator of learning and is much more engaged. This allows students to learn at their own speeds and become followers and leaders in the classroom.

"Ultimately, that's how we fight. We need our Airmen to be leaders and

followers in any operational setting we place them in," Tullos said. "And now that begins in the classroom, however you define it."

Reflecting on the Second Air Force's accomplishments during her time in command, Tullos explained how a classroom is no longer only defined as a room with four walls and rows of desks.

"I think there will always be a place for a traditional classroom, but a classroom to us could be the flight line. It could be inside an aircraft like you'll see the hurricane hunters go fly in the Gulf and we have medics in the back training and the back of that aircraft is their classroom," Tullos said. "A classroom could be a mountainside or a ridgeline where our Special Warfare Airmen are learning to conduct dismounted patrols. This is where an instructor is able to stop them and tell them to take a knee right there. Then they're recreating the scenario again, outside in a forest on a ridgeline or in a valley, weather conditions and all. That is a classroom."

The classroom is being reimaged, not only in Second Air Force but throughout AETC at Nineteenth Air Force in flying training and Air University across professional military education.

"What I will take with me is that they [the training instructors] did an amazing job of believing, trusting, doing what we asked them to do, and then telling us how to make it better," said Tullos. "This transformation is still underway, and I don't think it will end. We will continue to reimagine training, not based on what we have at our fingertips, but based on what will be required of an Airman to win a future fight."

Continuing the Transformation

Transitioning to the deputy commander position, Tullos is eager to

AETC continues on 18

Air Force Recruiting Service NCOs reach new heights

Air Force Recruiting Service Public Affairs

Two new members of the Air Force Sergeants Association Board of Directors are Air Force recruiters.

This summer, Master Sgt. Blake Manuel, 348th Recruiting Squadron Officer Accessions flight chief in Clearfield, Utah, was elected as international vice president, the second-highest position in the AFSA. One of his recruiters, Master Sgt. James Zwiebel, was just assigned Division 6 president.

“Having two recruiters serving on the board of directors makes me proud, and I’m happy to represent our command across the globe,” said Manuel. “I am continuing to expand the reach and impact that recruiters have across our 125 chapters, through networking and making them aware of how their unique skill sets can improve their local AFSA chapter. At this time we have five recruiters that are serving as chapter presidents or vice presidents, and I am hoping that recruiters’ influence and impact continues to expand and aid AFSA’s mission of improving quality of life.”

Manuel has been involved with AFSA since 2015 and eventually became chapter president at Tinker Air Force Base in 2017. Since being stationed at Hill Air Force Base, Utah, in 2018, he progressed from a division trustee to Division 6 VP, president, and then just recently was elected to international VP all in the span of two and a half years.

AFSA, headquartered in Suitland, Maryland, is governed by a 14-person

“Having two recruiters serving on the board of directors makes me proud, and I’m happy to represent our command across the globe.”

**Master Sgt. Blake Manuel,
348th Recruiting Squadron Officer Accessions flight chief**

board of directors which consists of an international president, vice president, seven division presidents, and trustees for uniformed services, family matters and retired and veteran’s affairs, as well as a senior adviser and an executive director who serve as non-voting members. There are seven divisions and 125 chapters throughout the world with a membership strength of 75,000

“AFSA is an important organization because we are all about advocating for, and improving quality of life for our Airmen, Guardians, and their families through advocacy and education,” Manuel said. “We do this at the local level through chapters at every base and also through the legislative process on Capitol Hill. Quality of life issues and benefits affects each and every member of the uniformed services and their families, so the reach and impact of our efforts are vast.”

As the Division 6 president, Zwiebel directly leads 21 chapter presidents at Air Force and Space Force bases in six Southwest U.S. states: Arizona, California, Colorado, Nevada, New Mexico and Utah.

“I have been lucky enough to be a

part of successful teams at each level of my AFSA experience with a heavy emphasis on ‘lucky,’” Zwiebel said. “These teams have kept me motivated. They encouraged me and elected me to serve at the next level. As a chapter president, I was able to serve 500, however, as a division president I am able to serve 10,000.”

All members of the board of directors are volunteers, with the exception of the executive director and his staff in Washington, D.C. The division structure allows for leadership, development, and management of the 125 chapters.

“This is a huge responsibility for International Vice President Manuel and me,” Zwiebel said. “We have had great men and women in AFSA mentoring, coaching, sponsoring and investing in us. These selfless servants guided our motivation, encouraged our attitude, and pushed us toward opportunity. As recruiters we have skill sets that are valuable to any professional organization, go apply them to an organization that you believe in.”

Zwiebel said he was inspired by former Chief Master Sgt. of the Air

Force Robert Gaylor, who he remembers saying aptitude defines what you are able to do, motivation defines what you will do, attitude defines how well you will do it, and opportunity is when the door opens and they call your name.

“Having passionate members in our AFSA is first and foremost,” said retired Chief Master Sgt. Kerry Wright, AFSA International President. “Having passionate Air Force recruiters as part of our association only makes us a stronger association due to their outreach, connections and diversity. Having Air Force recruiters in AFSA leadership positions provides our association with relevant, up-to-date, leaders that understand and advocate for quality of life issues that are important to our enlisted force and their families.”

Manuel said AFSA was started by four noncommissioned officers in 1961, but throughout the 1980s and 1990s, a majority of the leadership was of an older, retired generation. Recently, the annual conventions have been filled with a majority of active-duty uniformed members.

“I recognized that the uniformed delegates at the annual convention wanted someone to represent them who was one of them, someone currently serving in the Air Force,” Manuel said. “The last uniformed international president or international vice president was over 35 years ago. I hope my election to international VP is the start of a new wave of more uniformed members wanting to serve at the highest levels of leadership within the AFSA.”

AETC

From page 17

reinforce the First Command’s role in developing multi-capable Airmen.

“We should be working on critical decision making, how we issue mission-type orders, how we communicate effectively with each other, and how we operate as a team,” Tullios said. “I don’t think it’s just about moving faster, we have to move at the speed of our competency.”

Tullios elaborated that it all starts with foundational airmanship, specifically the core values and critical thinking.

“This is a high-risk business and we have to set the

foundation correctly, right from day one,” she stated. “If we do it right, it will be much easier for our operational commanders to place those multi-capable Airmen into an agile combat employment construct and let them be successful.”

AETC personnel play a unique role in setting the foundation of the force, but also continuing training and education throughout an Airman’s career. The command’s overhaul of training includes Airmanship 400, an on-demand resource of consolidated reference materials and videos.

“Training doesn’t stop after an Airman leaves AETC,” said Tullios. “We owe the rest of the Air Force a toolkit that no matter where you are, or what rank you are, or what skill level you’re at, you can access us and continue to learn. As a supervisor, as a leader,

a civilian, we should be the toolkit out there with you. And, you should be able to grab the torch when you need it. That’s what you’ll find in Airmanship 400.

“We’re all different leaders,” she said. “Some people will want one section of Airmanship 400 and never have to use another section, and that’s fine. We want everyone to know that it’s there for you if you need it, that it’s relevant, accurate, and it’s actually helpful.”

With her experience in training and first-hand understanding of AETC’s current priorities, Tullios is ready to expand her aperture on the diverse mission sets across the command.

“I get up in the morning and I think ‘what can we do for our Airmen today.’ And that’s AETC in a nutshell,” Tullios said. “There’s an opportunity at every door in this command. Let’s get after it.”