

# JBSA

# LEGACY

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JOINT BASE SAN ANTONIO

MAY 6, 2022



*U.S. Air Force Lt. Gen. Brad Webb (left), commander of Air Education and Training Command, passes the guidon to Brig. Gen. Russell D. Driggers during the 502nd Air Base Wing and Joint Base San Antonio change of command ceremony at JBSA-Lackland's Pfingston Reception Center, May 3. When a change of command takes place, the flag is passed to the individual assuming command in the presence of the entire unit. All attending members can witness their new leader assume the responsibility and trust associated with the position of commander.*

TRISTIN ENGLISH

## 502nd Air Base Wing, JBSA welcome new commander

Page 4



## BAMC bids farewell to commanding general

Page 6



## JBSA participates in Military Medical Industry Day

Page 10

# Health of the Force report examines COVID-19 pandemic impacts on Soldier health, public health response

By Douglas Holl

U.S. ARMY PUBLIC HEALTH CENTER

The U.S. Army Public Health Center released the seventh annual Health of the Force, or HOF, report April 18, 2022. The report focuses on Active Component Soldiers and presents Army-wide and installation-level data for more than 20 medical, wellness and environmental indicators.

"This year's HOF report also includes a new COVID-19 metric section for a deep dive into surveillance data and methods, the effect of the pandemic on military healthcare utilization, effects on physical and mental health and local actions focused on Army Public Health Nursing and vaccination efforts," said Dr. Erin Goodell, HOF editor.

The report also continues the discussion from last year's report on health disparities faced by racial and ethnic minority Soldiers and introduces a focus on the unique health needs of female Soldiers.

"These features help to frame conversations and analyses necessary to effect real progress towards health equity," said Dr. Lisa Ruth, HOF project manager.

Goodell pointed out some key takeaways in the report on the COVID-19 pandemic's impact on Soldiers and readiness:

According to a survey of behavioral health outcomes in the context of COVID-19, most Soldiers reported COVID-19 stressors, fears and concerns, with junior enlisted and racial/ethnic minority Soldiers reporting more concerns.

Half of the Soldiers reported some negative financial impact because of the COVID-19 pandemic, and those with greater COVID-19 stressors, as well as those who experienced more severe financial impacts during the pandemic, were more likely to screen positive for depression or anxiety.

One in seven active duty families transitioned from being food secure before the COVID-19 pandemic to marginally food insecure during the COVID-19 pandemic.

"This information emphasizes the need for all of us in Army leadership to acknowledge the impacts on Soldiers' behavioral health, especially for junior enlisted and racial/ethnic minority Soldiers," said Col. Alisa Wilma, APHC director. "Behavioral health services, financial resources and leadership support are important to help mitigate the impacts of the pandemic on Soldiers' behavioral health."

Goodell said it's important for readers to note that the data in this year's HOF report were recorded during the first nine months of the COVID-19 pandemic when lockdowns were more commonplace. These public health measures resulted in reduced training schedules, social distancing, isolation, and less frequent deployment, all of which may have biased estimates upwards or downwards, depending on the metric.

"We caution against direct comparisons to previous Health of the Force reports, but we expect that as operations return to pre-pandemic levels, future reports will continue to accurately characterize the health of the force," Goodell said.

In addition to looking at COVID-19's impact on Soldiers, the report also spotlighted the work of Army Public Health Nurses and Army National Guard members, who were involved in all facets of the COVID-19 response. This included conducting emergency response, setting up field hospitals, comforting patients and driving vaccination efforts, Goodell added.

"These efforts were high-demand, but APHNs and Army National Guard accepted their roles and recognized the impact of public perception to public health," Goodell said. "Their work at the front line of the COVID-19 response undoubtedly raised awareness of their importance by those within the Army medical community and beyond."

Last year's HOF first introduced race and ethnicity data into the report. Goodell says the social-ecological model demonstrates that racial and ethnic disparities in health often take place throughout a person's life.

"Although everyone receives the same medical benefits through TRICARE, the data demonstrate that there are still important disparities for most conditions reported in Health of the Force," said Goodell.

The current report reveals that racial and ethnic minority Soldiers have a higher occurrence of disease across several medical metrics compared to white (non-Hispanic or Latino) Soldiers. Goodell highlighted these findings from the report:

- ▶ Hispanic or Latino Soldiers had the highest rates of COVID-19.
- ▶ Black Soldiers had the highest prevalence of injury, behavioral health diagnoses, sleep disorders, sexually transmitted infections and chronic disease.
- ▶ American Indian or Alaskan Native Soldiers, followed by Black Soldiers, had the highest prevalence of

substance use disorder.

▶ Obesity prevalence and tobacco use was highest among Native Hawaiian/Pacific Islander Soldiers.

"It is important to remind readers that these disparities often pre-date military service and may not be solely attributed to individual health choices," said Goodell.

Goodell said this year's report also had some interesting findings regarding female Soldiers, which comprise about 15 percent of the active component, and whose health needs may sometimes be overlooked across the entire Army enterprise. The current Health of the Force report features numerous vignettes on women's health topics including contraception, menstrual suppression, pelvic floor health and musculoskeletal health during pregnancy, which are critical areas for Army Senior Leaders to understand.

"By gaining a more detailed understanding of women's health, Army Senior Leaders can ensure that their entire force is provided with appropriate resources to optimize their health and readiness," Goodell said.

This year's Health of the Force report — and the inaugural Health of the Army Family report released in November — recognize the need to look at Soldiers holistically, which includes the family unit.

"Spouses of Soldiers reported job loss, involuntary furlough and reduced hours during the pandemic," Goodell said. "In addition, numerous childcare centers were closed, forcing Army spouses to provide childcare during normal business hours. Therefore, the health of the force cannot be separated from the health of the Army Family, and Army leaders at all levels should continue to be cognizant of how disease and economic-related factors may impact force readiness."

Readers are encouraged to provide feedback or seek more specific consultative services by contacting the APHC Health of the Force team through the "Contact Us" button on the APHC Health of the Force website, which also provides links to all previous year reports.

Read the 2021 Health of the Force report at <https://phc.amedd.army.mil/Periodical%20Library/2021-hof-report.pdf>.

The Army Public Health Center enhances Army readiness by identifying and assessing current and emerging health threats, developing and communicating public health solutions, and assuring the quality and effectiveness of the Army's Public Health Enterprise.

JBSA LEGACY

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# Feedback Fridays

Brig. Gen. Russell D. Driggers

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 502ABW.PA.official@us.af.mil com using the subject line "Feedback Fridays."

Questions will be further researched and published as information becomes available.

**Q: I have a concern about activating new prescriptions at the JBSA-Randolph Main Clinic pharmacy. They give you the number to call, 210-652-4127, and to press either Option 5 or 6.**

**When you press 5, an automated voice comes on the line and it eventually disconnects you from the call. When you select option 6, it will either be a busy signal or the phone will ring then disconnect.**

**This is a very frustrating process. What is the point in calling to "activate" your prescriptions if you can never get a hold of anybody. Can this issue be addressed? Thank you.**

**A:** Thank you for sharing your concerns with us through Feedback Friday. We appreciate your willingness to bring this to our attention.

You have voiced a concern that many others in our community are experiencing and we are happy to address it. The bottom line is that the phone system is not broken. It is working as intended, but there is not a queue for callers.

This worked fine before COVID-19, but when we wanted to discourage people from standing in line, we offered the option for patients to call to activate a prescription. Unfortunately, the phone system can only handle two callers and then the third call is disconnected.

We have submitted a funding request for a phone system upgrade. The process just takes longer than any of us would like. In the meantime, patients may come in person to activate a script, but we know the lines are long, so we are also working on other technological solutions. Coming soon, there will be an option to scan a QR code to start the prescription activation process.

To answer another question that many people ask, "Why don't you just fill all the prescriptions that are ordered instead of me having to activate it?" You might be surprised to learn that a lot of people never pick up an ordered medication.

If the pharmacy were to fill everything that was ordered, we would run out of shelf space. You'd be waiting in line for us to fill scripts that no one planned to pick up.

JBSA is also quite complex. Prescriptions prescribed to one JBSA pharmacy may be filled at any other JBSA pharmacies. It's not possible for the pharmacy to know in advance which one a patient intends to use. A high percentage of our patients use multiple pharmacies depending on where they were seen or what is convenient at that time.

Thank you again for allowing us the opportunity to address your concern. It is our honor to provide care for you!

# JBSA Legacy ceases production

By Steve Elliott

502ND AIR BASE WING PUBLIC AFFAIRS

The JBSA Legacy will cease publication as of Friday, May 6, 2022. This decision has been made in agreement with the publisher of the paper, the San Antonio Express-News.

As a commercial enterprise newspaper that depends on advertising revenue to keep it as a free publication, the JBSA Legacy is no longer a viable commercial endeavor.

News will always be available via the official JBSA website at JBSA.mil, as well as on other internet and social media outlets. We have also brought back the "Announcements" section under the "News" heading on JBSA.mil, to allow short bulletins to be publicized.

As the editor of the JBSA Legacy for the past 5 ½ years and editor of the Fort Sam Houston News Leader for six years before that, I would like to thank all our writers, photographers, graphic artists and mission partners for all their incredible work over the years and want to assure them that we will still publicize their events and photos at JBSA.mil.

To stay on top of JBSA news, also visit the following:

- ▶ Facebook: @JointBaseSanAntonio
- ▶ Instagram & Twitter: JBSA\_Official
- ▶ Youtube: <https://www.youtube.com/user/JointBaseSanAntonio>
- ▶ Flickr: <https://www.flickr.com/photos/jbsapublicaffairs/albums>

# JBSA Allspark collaborates in spreading innovative ideas

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Leaders of innovation cells at Joint Base San Antonio are opening the lines of communication in order to share ideas that can benefit units and organizations throughout the installation.

Since July 2021, innovation cells led by members of various JBSA wings, major commands and units have had informal meetings quarterly to discuss how they can collaborate in sharing ideas and solutions to help JBSA as a whole, said David Hill, 502nd Air Base Wing innovation coach.

Innovation, or spark, cells "enable Airman and Guardians to connect,

collaborate, and tap into the growing body of knowledge around innovation" in the Air Force, according to AFWERX, the innovation arm of the Air Force supported by the Air Force Research Laboratory.

Hill said an innovation cell allows any Airman or Guardian an avenue to present an innovative idea, have it reviewed and if it's workable, find ways to spread it to the organizations and units throughout JBSA.

Additionally, innovation cells help small businesses who have innovative ideas find, connect and collaborate with potential military customers, Hill said.

Hill gave one example of how an innovation cell works. For instance, a member who works with the 502nd

Logistics Readiness Squadron came up with a new idea for cleaning gas masks, using a simple water pump. The idea was reviewed by the innovation cell and was then passed on throughout JBSA.

The innovation cells which have been meeting since last year have come up with a name for their group: JBSA Allspark.

There are at least 12 innovation cells within JBSA, including those with the 502nd ABW, 37th Training Wing, the Air Force Personnel Center and the Air Education and Training Command.

Hill said the next step in fostering innovative ideas is developing a JBSA Allspark section on the JBSA.mil website, which will provide information on events, organizational

links for the different innovation cells within JBSA, stories about innovative ideas at JBSA and a page for small businesses seeking military customers through the Small Business Innovation Research Program, or SBIR, a competitive awards-based program through AFWERX which allows small businesses to explore their technological potential.

"What I want the website to do is to channel innovators to one place, so people can get a hold of each other easily," Hill said.

Hill said he hopes the website will be up in the near future.

For more information on innovation cell meet-ups at JBSA, contact Hill at 210-808-0174 or David.Hill.76@us.af.mil.



# 502nd Air Base Wing, Joint Base San Antonio welcome new commander

Lori A. Bultman

502ND AIR BASE WING PUBLIC AFFAIRS

The 502nd Air Base Wing and Joint Base San Antonio welcomed Brig. Gen. Russell D. Driggers as their new commander May 3, as Brig. Gen. Caroline Miller departed for a new assignment as the Air Force's deputy chief of staff for manpower, personnel, and services at the Pentagon.

The incoming commander for the Department of Defense's largest joint base is ready to guide the "Beast Wing" into the future, post-COVID-19.

Driggers focused on three themes during his remarks upon receiving command: appreciation, partnerships, and purpose.

Family, friends, and God were among those he expressed appreciation for, and he looks forward to growing the partnerships essential to JBSA's success.

"I am thrilled to have the chance to deepen our solid partnerships so we can get after those tough challenges we will face tomorrow," he said. "Nobody, I mean nobody, can challenge the depth, the breadth, and the energy and the support this community provides the military."

The new commander also recognized Miller for her accomplishments.

"I want to thank Gen. Miller for the amazing work she has done for this Beast," he said. "I will do my best to take this Beast onward and upward. Untamed and unrivaled."

Driggers comes to JBSA from his assignment as the director of Air, Space and Cyberspace Operations at Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, where he was responsible for shaping the workforce and cyber infrastructure to test, field and sustain agile war-winning capabilities.

Commissioned in May 1995, Driggers was a distinguished graduate at the U.S. Air Force Academy. He holds master's degrees from Texas A&M University, the U.S. Army's School of Advanced Military Studies, and the National War College.

Driggers, the seventh commander of JBSA, is also a command pilot with more than 2,300 hours in the F-15C/D



PHOTOS BY TRISTIN ENGLISH

*U.S. Air Force Brig. Gen. Caroline Miller (right) passes the guidon to Lt. Gen. Brad Webb, commander of Air Education and Training Command, during the 502nd Air Base Wing and Joint Base San Antonio change of command ceremony at JBSA-Lackland's Pfingston Reception Center, May 3. The change of command ceremony represents the formal passing of responsibility, authority and accountability of command from one officer to another.*

and T-38A/C.

Miller, who led the wing throughout the pandemic, historic snow storms, and the recent airshow which hosted over half a million visitors, thanked those who supported her during the last two years.

"I'm going to truly miss the Beast that is JBSA, but I know that all the hard work and effort the team has put in over the years is being passed to undeniably capable hands," she said.

Miller, who has been nominated for promotion to lieutenant general, looks forward to her future at the Pentagon, but will miss the Beast Wing.

"We have been through a great deal during this tour," she said. "What we accomplished to ensure zero mission degradation was astounding. We didn't just survive the pandemic, we thrived."

Like Driggers, she also recognized the outstanding community partnerships at JBSA.

"Military City USA has cracked the code on Public-Public, Public-Private partnerships," she said. "I have never been at an installation with so much community support."

In closing, Miller thanked all JBSA team members for their hard work during her tenure.

"To the men and women of the 502nd, it has been an honor to be your commander," she said. "It has been an honor and privilege to serve with all of you."

"We now have an identity. We are the Beast," she said. "We are untamed and unrivaled, and we are the best joint base in the Department of Defense."

The Air Force is the lead agency for JBSA, which is comprised of three primary locations, JBSA-Fort Sam Houston, JBSA-Lackland, and JBSA-Randolph, plus eight other operating locations and more than 260 mission partners.



*U.S. Air Force Brig. Gen. Russell D. Driggers, the new 502nd ABW and JBSA commander gives remarks during the 502nd Air Base Wing and Joint Base San Antonio change of command ceremony at JBSA-Lackland's Pfingston Reception Center, May 3.*

**"I am thrilled to have the chance to deepen our solid partnerships so we can get after those tough challenges we will face tomorrow!"**

**Brig. Gen Russell D. Driggers,  
502nd Air Base Wing and  
Joint Base San Antonio commander**

The Department of Defense's largest joint base, JBSA services more DOD students than any other installation, more active runways than any other installation, houses the DOD's largest hospital and only level one trauma center, supports more than 250,000 personnel, including 425 retired general officers, and interfaces with 1,000 civic leaders, 20 smaller communities, four counties and four Congressional Districts.

# JBSA celebrates Asian American and Pacific Islander Heritage Month

By Maria F. Rodriguez

802ND FORCE SUPPORT SQUADRON CIVILIAN PERSONNEL SECTION

In observance of Asian American and Pacific Islander Heritage Month, or AAPIHM, which takes place from May 1-31, 2022, members of Joint Base San Antonio are encouraged to celebrate!

The observance was established by Title 36, U.S. Code, Section 102, and celebrates the service and sacrifices of Asian/Pacific Islanders throughout the United States. The Federal Asian Pacific American Council, or FAPAC, has identified this year's theme for the Asian American and Pacific Islander Heritage Month as "Advancing Leaders Through Collaboration."

This observance celebrates the service and sacrifices of Asian/Pacific Islanders throughout the United States. Such service and sacrifices are evident in the stories from the Library of Congress' Veteran's History Project: Asian American, Native Hawaiian, and Pacific Islander American veterans. Visit <https://asianpacificheritage>

.gov/ to read and watch digital collections of shared stories highlighting World War II, Korea, Vietnam, and Iraq.

Asian American Pacific Islander Heritage Month was introduced in the House of Representatives in June 1978. This joint resolution was passed by the House and Senate and was later signed by the President on Oct. 5, 1978. This law directed the President to declare a seven-day period, beginning May 4, 1979, as 'Asian/Pacific American Heritage Week.' It wasn't until 1992 that Congress designated May as 'Asian/Pacific American Heritage Month.'

In celebration of AAPIHM, Joint Base San Antonio will display AAPIHM posters across Joint Base San Antonio. Posters will be displayed at all JBSA libraries and commissaries.

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

For additional information, contact the Civilian Personnel Section at 210-221-1408.



COURTESY GRAPHIC



# FORT SAM HOUSTON

## BAMC bids farewell to commanding general

By Lori Newman

BROOKE ARMY MEDICAL CENTER  
PUBLIC AFFAIRS

Brooke Army Medical Center bid farewell to Commanding General Brig. Gen. Clinton Murray during a relinquishment of command ceremony at Joint Base San Antonio-Fort Sam Houston April 22.

Murray, an infectious disease doctor, took the reins of BAMC eight months ago. He will move on to serve as commander, Regional Health Command-Europe, director of Defense Health Region-Europe and command surgeon, U.S. Army Europe and Africa.

"It is an absolute pleasure to be here to honor an outstanding leader, and his family, for everything he's accomplished in a particularly challenging time," said Brig. Gen. Shan Bagby, Regional Health Command-Central commanding general.

Bagby also recognized BAMC staff members for working "tirelessly" in a COVID-19 environment, helping the local community by taking on additional trauma patients and providing world-class healthcare to more than 250,000 beneficiaries.

"BAMC has served as the center of gravity among all medical treatment facilities, for the past several years, in the DOD with an average daily census of 14 traumas, 37 surgeries, 57 admissions, 245 ER visits and 3,680 outpatient visits," Bagby said. "In fact, BAMC's case mix index is the highest of all Department of Defense military hospitals.

"You do amazing work, but as you know, healthcare isn't about the numbers, it's about us being able to care for people and meeting the human need," he added. "It's quality and safety, so when patients walk through the doors, they know they are in good hands."

Bagby thanked Murray for his leadership and the entire Murray family for their support, resilience and understanding.

"You can be justifiably proud of so



PHOTOS BY JASON W. EDWARDS

*Brig. Gen. Clinton Murray, outgoing Brooke Army Medical Center commanding general, addresses attendees during his relinquishment of command ceremony at Joint Base San Antonio-Fort Sam Houston April 22.*

many accomplishments and successes that you have been able to achieve with this team in such a short time," he said. "Clint, as a leader, you truly exemplify the Army priority of 'People First.'"

During his remarks, Murray praised BAMC personnel for their ability to lead from the front, and set the example of what to "do right."

"The profession of arms and the profession of medicine are the two most noble professions out there ... and I got to work with you each and every day — to see you be successful," Murray said. "It's not only about the profession of arms and profession of medicine, but it's also about people. That's what you do and that's why it's so incredibly exciting to be here each and every day, because that's what it's about.

"The only thing I regret is that I will not be here to continue to move it forward," he added.

Murray also thanked his wife and parents for their guidance, love and support.

"BAMC will be in good hands with Army Col. Kimberlie Biever, BAMC deputy commanding officer, who will serve as acting commander until



*Brig. Gen. Clinton Murray (right), Brooke Army Medical Center Commanding General, passes the guidon to Brig. Gen. Shan Bagby (left), Regional Health Command-Central Commanding General, symbolizing his relinquishment of command during a ceremony in BAMC's Carolyn D. Putnam Auditorium at Joint Base San Antonio-Fort Sam Houston April 22.*

Army promotable Col. Deydre Teyhen takes command later this summer," he noted. Murray praised Teyhen, saying "she is the right

person at the right time.

"This has been an amazing nine months," he concluded. "As you all know, I wish I could be here longer."

# JBSA-Camp Bullis receives coveted Sentinel Landscape status

By Lori A. Bultman

502ND AIR BASE WING PUBLIC AFFAIRS

The Sentinel Landscapes Partnership recently announced the designation of the area surrounding Joint Base San Antonio-Camp Bullis as a Sentinel Landscape, a decision that could have a major impact on the viability of the installation in the years to come.

With the rapid northward expansion of the City of San Antonio recent years, the additional development has begun to affect the invaluable field training and maneuver areas vital to JBSA-Fort Sam Houston and the multi-service medical training taking place there.

“Both nighttime light pollution and the displacement of endangered species onto the installations nearly 28,000 acres have already contributed to the need to impose limitations or modifications to the training missions,” said Michael Waldrop, JBSA-Camp Bullis director.

Thanks to the new designation, more resources will be available to willing landowners to help ensure military training operations can continue unimpeded, but it will be a team effort.

More than 40 organizations now comprise the Camp Bullis Sentinel Landscape Partnership, a locally-led partnership that will focus on conserving natural resources, strengthening military readiness, and bolstering agricultural productivity around JBSA-Camp Bullis.

“Collaborative work will especially focus on supporting private landowners with technical and financial resources that align with their stewardship goals,” said Daniel Oppenheimer, Land Program manager for the Hill Country Alliance and CBSL coordinator. “Thoughtful land stewardship provides rippling benefits, not only for the private landowner, but for society and future generations. Land stewardship can help mitigate drought, flood, and wildfire threats while sustaining compatible land uses around Camp Bullis.”

Landowners whose property falls within the Sentinel Landscape boundary may also be eligible for priority consideration for easements, grants, and assistance programs.

The outgoing commander of the 502nd Air Base Wing and Joint Base San Antonio, Brig. Gen. Caroline M. Miller, is



*U.S. Air Force Airmen sweep an area during convoy training at Joint Base San Antonio-Camp Bullis. With the recent designation of the area surrounding JBSA-Camp Bullis as a Sentinel Landscape, more resources will be available to willing landowners to help ensure military training operations can continue unimpeded.*

DAVID TERRY

excited for the future of JBSA-Camp Bullis under the new designation.

“I am very grateful for the efforts of our community partners who waded through the complicated process of applying for the designation,” she said. “We recognize their tireless effort to safeguard the training grounds which are so crucial to our country’s military readiness.”

Moving forward, Camp Bullis Sentinel Landscape consortium will work toward its six goals, which are in line with the seven federal mission priorities for Sentinel Landscapes.

- ▶ **Goal 1** — Increase long-term sustainability of JBSA-Camp Bullis by addressing encroachment risks
- ▶ **Goal 2** — Build community resilience to climate change

- ▶ **Goal 3** — Maintain and improve agricultural productivity
  - ▶ **Goal 4** — Increase the viability of threatened, endangered, and at-risk species
  - ▶ **Goal 5** — Promote installation resiliency through water quality and quantity protection, and reduce the risk of wildfires
  - ▶ **Goal 6** — Support or expand access to public recreation opportunities
- One of the partners involved in the CBSL is the Alamo Area Council of Governments, a long-time supporter of JBSA.
- “AACOG is proud to be part of the Camp Bullis Sentinel Landscape team,” said Diane Rath, AACOG’s executive director. “The opportunity to protect vital military missions, support the

ranchers and farmers of the Texas Hill Country, and conserve natural resources in cooperation with so many Federal, state, and local agencies, nonprofits, and landowners is an honor. We look forward to a long and fruitful partnership with JBSA and the CBSL team.”

Deputy Assistant Secretary of Defense for Real Property Ron Tickle said the DOD is proud to support the growth of Sentinel Landscapes Partnerships, noting that landscape designations leverage DOD funding and programs to protect missions at key DOD installations and ranges, protecting essential testing and training operations, enhancing resilience to climate change, and preserving the nation’s natural resources and working lands.



# MEDCoE conducts casing ceremony symbolizing return to one training brigade configuration

By Tish Williamson

U.S. ARMY MEDICAL CENTER OF EXCELLENCE  
DIRECTOR OF COMMUNICATIONS

U.S. Army Medical Center of Excellence Commander Maj. Gen. Dennis LeMaster hosted the casing ceremony for the Medical Professional Training Brigade April 20 at Joint Base San Antonio-Fort Sam Houston, Texas.

Col. Shannon Shaw, the chief of the department of leader training at MEDCoE, was the final MPTB commander before its deactivation in 2021 and participated in the ceremony meant to symbolize the dissolution of the training brigade. Command Sgt. Maj. Gilberto Colon, 32nd Medical Brigade Commander represented the MPTB command sergeant major position during the ceremony.

Shaw, who accepted the MPTB Command position in July 2019, knew that one of her major duties would be overseeing the orderly discontinuation of the Brigade during her tenure.

“In an almost counterintuitive way, something that I didn’t expect at all, the reorganization and our impending discontinuation, bonded us in a way that would not have been possible otherwise,” Shaw said. She recognized many Soldiers and leaders, by name, in her speech, who she said were instrumental to the MPTB’s success. “We became a family. So today is all about honoring and thanking that family.”

Prior to the initiation of the MPTB in 2015, which intended to distribute the training load, the 32nd Medical Brigade was the school’s sole training brigade responsible for all four training battalions. Originally named the Academy Brigade (Provisional), the official orders to reflag the brigade as the MPTB was published March 14, 2017, with an effective date of June 1, 2017; the official reflag ceremony was conducted July 1, 2017. The MPTB was comprised of the 187th and 188th Medical Battalions, two of MEDCoE’s four training battalions.

Col. William Scott Drennon, the brigade’s first commander, and his team started the painstaking process of developing procedures and logistical



JOSE E. RODRIGUEZ

Maj. Gen. Dennis LeMaster (left), U.S. Army Medical Center of Excellence commanding general, looks on as Col. Shannon Shaw, the chief of the department of leader training at MEDCoE and the final Medical Professional Training Brigade commander, along Command Sgt. Maj. Gilberto Colon, the 32nd Medical Brigade command sergeant major and representing the MPTB, fold the unit colors at the MPTB casing ceremony April 20 at Joint Base San Antonio-Fort Sam Houston.

requirements to bring the brigade to fruition. The MPTB overcame countless barriers including a lack of functional unit identification codes, geographic dispersion across four different states, key position vacancies, Tables of Distribution and Allowances challenges, budget constraints, organizational resistance to change, and other growing pains that come with new business practices.

In its relatively short lifespan, MPTB had an impressive tenure, comprised of two battalions, six companies, and four detachments with a total workforce of more than 2,700 members and a daily average student population of over 2,000 Soldiers.

The MPTB had direct oversight of 11 academic teaching departments with an additional 30 sub-departments and branches responsible for more than

200 courses. These programs include all MEDCoE Officer Professional Military Education courses, graduate-level courses, and Advanced Individual Training for Initial Entry Training Soldiers in 15 different medical military occupational specialties.

As part of the realignment of the MEDCoE to the U.S. Army Training and Doctrine Command from the U.S. Army Medical Command, the MPTB was officially discontinued on June 1, 2021. With the deactivation of the MPTB came an opportunity to synchronize MEDCoE academic and support operations, once again, under one brigade headquarters: the 32nd Medical Brigade. Final discontinuation by Headquarters, Department of the Army was official, however, operations tempo and the

COVID-19 pandemic delayed the casing ceremony.

Though MEDCoE is back to one training brigade, with the creation of the Office of the Commandant, teaching departments formerly aligned under the MPTB are now organized under the OTC allowing for increased academic oversight and information flow between teaching departments. The MEDCoE Commandant helps maintain this oversight, mainly leaving the singular brigade commander with direct responsibility for personnel.

There were only three MPTB commanders and four command sergeants major since its inception in 2015. The commander between Shaw and Drennon was Col. Shauna Snyder, who was in command from July 2017 to July 2019. The command sergeants major were Henry Chapman, Carlisle Jones, Jody Stanley, and Jennifer Redding.

LeMaster, who assumed command of the MEDCoE in January 2020 when the unit’s reorganization was well underway, spoke of the achievements of MPTB as a whole, and Shaw in particular, as the last MPTB commander.

“The one thing that has always resonated about the MPTB is its teamwork,” LeMaster said. Teamwork was especially important during the lengthy deactivation and unit reorganization process that consumed the last two years. “The agility, resilience, and optimism that radiates from Col. Shaw permeated the entire formation.”

LeMaster and Shaw both acknowledged the bitter-sweet moment of the day though the discontinuation and consolidation into the 32nd Medical Brigade were necessary to align with the TRADOC construct.

“Shannon, you were at the helm at the right time and in the right place to make sure all of the proper elements of your brigade had the proper landing place within the MEDCoE,” LeMaster said. “The effects of Col. Shaw’s attention to detail, superior planning and diligence will help rudder our command in the right direction: forward.”



# JBSA shines spotlight on volunteers

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Joint Base San Antonio recently shined a light on those individuals and groups who have impacted many lives through their volunteerism in the military community during the Volunteer of the Year Awards ceremony April 20 at the JBSA-Fort Sam Houston Military & Family Readiness Center.

Awards were presented to 10 individual winners and two groups for their volunteer service in 2021. The winners were selected from a total of 41 nominations, covering three award categories: Volunteer of the Year, Volunteer Excellence Award and President's Volunteer Service Award. Nominations were submitted by various agencies throughout JBSA.

Presenting awards and sharing remarks at the ceremony were Lt. Gen. John Evans Jr., U.S. Army North (Fifth Army) commanding general; Brig. Gen. Caroline M. Miller, 502nd Air Base Wing and JBSA commander; and Capt. Shannon Johnson, Naval Medical Forces Support Command deputy commander.

Awards were presented in the following categories:

» **Active Duty Service Member Volunteer of the Year:** Maj. Elizabeth Marlin, International Military Advisory Board, Wreaths Across America

» **Family Member Volunteer of the Year:** Karen Mann, U.S. Air Force Basic Military Training Flight Photograph Project, JBSA-Lackland

» **Retiree Volunteer of the Year:** Retired Col. Lisa Skopal, Military Officers Association of America, Alamo Chapter

» **Civilian Volunteer of the Year:** Elvira Rojas-Morales, Beads of Courage Program at Brooke Army Medical Center

» **Youth Volunteer of the Year:** Kevina Phillips, JBSA-Fort Sam Houston Youth Program

» **Volunteer Family of the Year:** Richardson family, Brooke Army Medical Center Troop Command, San Antonio Food Bank

» **Small Group Volunteer of the Year (less than 50 people):** First Class Petty Officers Association, South Texas Region;

» **Large Group Volunteer of the Year (50 or more people):** United Services Organization of San Antonio.

Recipients of the Volunteer Excellence Award were retired Col. Sharon Disler, Sharon Earley and Lawrence Hilbrich, with Tech Sgt. Gregory Watson receiving President's Volunteer Service Award.

Evans said he was amazed by the stories of selflessness, sacrifice and dedication shown by JBSA volunteers.

"You are a bright shining testament of who we are here in the military community of San

Antonio," Evans said. "I will tell you that shines outside our gates. When I talk to members of the community here, they talk about what our volunteers do for the community."

Johnson said volunteerism helps to strengthen the military community and bolsters both individual and family resilience.

"We get to shine a light on those of you who have served and inspired us throughout the year," Johnson said.

In 2021, JBSA members volunteered a total of 87,366 hours, which came out to a monetary value of over \$2.5 million. According to Independent Sector, an organization of nonprofits, foundations and corporations, the estimated value of volunteer time is \$28.54 per hour. This value was reflected in the oversized check presented by Col. Shane Cuellar, 502nd Force Support Group commander, and Lt. Col. Marjorie Barnum, 802nd Force Support Squadron commander, during the ceremony.

In thanking the volunteers, Miller said she was amazed by the number of volunteer hours given by JBSA members to their community.

"We could not do our mission without you, we couldn't do it," Miller said. "I can only say thank you. You make our jobs so much easier; you make this community stronger and tighter. I will tell you this is my favorite thing to do, it awes me."

## NAMRU San Antonio, 59th MDW, USAISR participate in Military Medical Industry Day

By Burrell Parmer

NAVAL MEDICAL RESEARCH UNIT SAN ANTONIO  
PUBLIC AFFAIRS

The City of San Antonio, the San Antonio Economic Development Department Corporation and VelocityTX hosted the third Military Medical Industry Day at the Henry B. Gonzalez Convention Center April 19.

This year's MMID featured San Antonio's leading military medical research missions including the Naval Medical Research Unit San Antonio, the Air Force's 59th Medical Wing, and the U.S. Army Institute of Surgical Research.

Attendees heard welcoming remarks from San Antonio Mayor Ron Nirenberg and a keynote presentation from U.S. Army Brig. Gen. Katherine Simonson, the Defense Health Agency's Research & Development Directorate deputy assistant director.

According to the mayor, bioscience and healthcare is an \$1.3 billion dollar industry in the region that employs more than 157,000 people.

"The City of San Antonio, the San Antonio Economic Development Department Corporation and VelocityTX are excited to host this event again," Nirenberg said. "San Antonio — Military City USA — is at the intersection of military, commercial and academic assets that help us grow our bioscience ecosystem."

Simonson was appreciative to have been provided the opportunity to share information regarding changes within DHA and how changes impact the services, industry and academia.

"As DHA is evolving, our mission has not changed; however, as a combat support agency, the DHA leads the military system in integration of readiness," Simonson said. "Medical readiness responsibility from combatant commanders to the services span the gamut of research and development, information technology support, pharmacy, logistics, public health and force health protection.

"We are looking very forward to partnering with industry and academia who are working hard, as well as our military services, to development

solutions, knowledge products and collaborate to bring solutions for capability gaps to our service members," Simonson added.

Dr. Sylvain Cardin, NAMRU San Antonio's chief science director, briefed the attendees on the mission, organizational makeup, and importance of NAMRU San Antonio while Dr. Scott Walter, 59th MWD director of technology, and Lt. Col. Ronnie Hill, USAISR Research Directorate executive officer, briefed their organizations' mission and capabilities.

Informational/instructional presentations were featured during the morning session while the afternoon session provided opportunities for attendees to meet semi-privately with panels of subject matter experts from all three services to ask questions and receive immediate feedback about proposal submissions and requirements, pitch ideas, and clarifications on preferred research approaches.

Conceived as part of the City of San Antonio's Military Life Science Commercialization Action Plan, the MMID events bring together military researcher organizations, industry, academia, non-profit organizations, and other organizations to exchange ideas and enable collaborative medical R&D, discuss military needs, obtain information on funding opportunities, and enable community commercialization opportunities to address needs and create lifesaving technologies.

NAMRU San Antonio's mission is to conduct gap-driven combat casualty care, craniofacial, and directed energy research to improve survival, operational readiness, and safety of Department of Defense personnel engaged in routine and expeditionary operations.

NAMRU San Antonio is one of the leading research and development laboratories for the U.S. Navy under the Department of Defense and is one of eight subordinate research commands in the global network of laboratories operating under the Naval Medical Research Center in Silver Spring, Maryland.



BURRELL PARMER

*Navy Cmdr. Drew Havard (left), Naval Medical Research Unit San Antonio's deputy director for craniofacial and restorative medicine, speaks with attendees during the third Military Medical Industry Day hosted by the City of San Antonio, San Antonio Economic Development Department Corporation and VelocityTX at the Henry B. Gonzalez Convention Center April 19.*



# Brooke Army Medical Center's C-suite's culture of care

By Elaine Sanchez

BROOKE ARMY MEDICAL CENTER PUBLIC AFFAIRS

It can be a balancing act, but senior leaders at Brooke Army Medical Center make it a priority to carve out time for clinical care.

When asked why they do it, their responses share a common theme: "It's all about the patients."

"We have to have an attitude in the command suite just like everywhere else in the hospital that patient care comes first," said Air Force Col. Heather Yun, deputy commander for medical services and an internal medicine and infectious disease physician. "I put clinical time on the calendar first and then work everything else around it."

Yun is just one of several senior leaders at BAMC who sees the benefits of staying clinically active despite a demanding position and back-to-back meetings. While her job overseeing all outpatient and outlying clinics keeps her busy, she still works in a half-day of clinic every week or two, and dedicates a week a month to infectious disease consults or seeing inpatients in internal medicine wards.

"Staying clinically active helps me to stay current on the context and issues across the organization," she explained. "This first-hand experience helps to better inform an organizational response."

## Leading from the front

Whether in the military or private sector, "leading from the front" is important as it instills trust and confidence among staff, noted retired Army Col. (Dr.) Evan Renz, deputy to the commander for quality and safety and a general surgeon specializing in the treatment of burn patients.

"Being present is foundational to successful leadership and ensures the director's staff remain current and in-tune with frontline issues and challenges," Renz said. "It builds rapport and strengthens confidence."

Clinical time also sets a positive example for other healthcare leaders, added Army Col. Jody Brown, deputy commander for inpatient services and a family nurse practitioner.

"If I can get on scrubs and be at the bedside with our nurses, any other nurse can do the same," she said.

## Clinical touchpoints

Army Brig. Gen. Clinton Murray, former BAMC commanding general and an infectious disease physician, agrees that patient care provides an important perspective.

"Being hands-on allows you to fully understand the problem set and to speak from the position as a subject matter expert," he said. "It also enables people in patient care to have more direct



GARRON WEBSTER

*U.S. Army Col. Kimberlie Biever, deputy commanding officer and a nurse practitioner, examines her patient, U.S. Navy Seaman Diana Hoo, at the McWethy Troop Medical Clinic on Joint Base San Antonio-Fort Sam Houston April 8.*

engagement with senior leaders to build trust and improve communication."

Murray approaches many of his clinical shifts with a dual-hat perspective. After infectious disease consults, he often takes the opportunity to visit staff in various clinics and inpatient wards throughout the hospital.

"I am able to better understand issues and concerns this way and bring them to the leadership table so together we can affect change," he said.

These touchpoints proved crucial during BAMC's recent transition to MHS GENESIS, the military health system's new electronic health record. MHS GENESIS replaces numerous legacy systems and is being adopted as a common platform across the Departments of Defense and Veterans Affairs.

"My clinical time helped me to understand the challenges firsthand, and my leadership role ensured I'd be able to address them at a decision-making level," Murray said.

Hands-on care also leads to increased empathy for patients and their unique challenges, noted Army Col. Kimberlie Biever, deputy commanding officer and a nurse practitioner. Despite one of the busiest schedules in the hospital and an ever-present line of people at her door, Biever has never considered skipping an opportunity for patient care.

"Working in the clinic offers me an opportunity to keep my clinical skills sharp while ensuring I keep my finger on the pulse of patient concerns," said

Biever, who often raises patient issues, such as lab or pharmacy wait times, at leadership huddles to initiate improvements.

Readiness and leadership engagement are key aspects of Ready Reliable Care, a Defense Department initiative that builds on best practices across the enterprise to ensure optimal outcomes for patients and staff.

"The fact that BAMC's leaders remain engaged clinically highlights our commitment to prioritizing the DHA's Ready Reliable Care model throughout the San Antonio Market," Renz said.

## Balancing act

While there are significant benefits, the study also emphasizes that balance is key to ensuring both clinical practice and leadership efficacy is maintained.

To help ensure leadership continuity, Yun relies on her colleagues to fill in for her at meetings and huddles when she's in clinic. This enables her the flexibility of time for patient care, while offering her colleagues an opportunity to hone their managerial skills and broaden their scope of experience.

"Everything we do, we do as a team — whether it's patient care or leadership, and between all of us we can make it happen," she said.

## Committed to care

Another common theme for BAMC leaders is their passion for their profession.

Army Col. Sean Hipp, chief medical officer and a pediatric hematology-oncology physician, said he followed in his father's pediatrician footsteps to care for families. While he enjoys affecting change for families on a system level, he finds it just as important to personally impact families in the clinic.

"I spent my whole life wanting to become a physician; it is my passion and interest," he said. "Losing that part of my life would leave me less fulfilled."

Yun was also inspired to become a physician by her father, who was an internist in a rural Colorado town. "I saw the fulfillment he gained from taking care of his patients and the incredibly important role he played in the community."

Like her father, Yun said she benefits just as much from clinical time as her patients. "It's incredibly important for me to spend time seeing patients, some of whom I have decades' long relationships with, and teaching medical students, residents and fellows."

Balancing leadership and patient care can be challenging, but is well worth the effort, Hipp said.

"It's not always easy to find time, but it's worth it to stay connected," he said. "It's easy to get lost in daily leadership meetings and emails. Clinical care keeps me grounded and centered on why I want to be a physician leader."

# LACKLAND

## AFIMSC arms joint base leaders with ready, capable installations

By Malcolm McClendon

AIR FORCE INSTALLATION AND MISSION  
SUPPORT CENTER PUBLIC AFFAIRS

More than 40 joint base and installation support leaders from across the Department of Defense are more capable of executing their missions as a result of cross-talk and resource discussions at the inaugural Joint Base Commander Summit held at Joint Base San Antonio-Lackland April 19-20.

Hosted by the Air Force Installation and Mission Support Center, the goal of the summit was to have discussions among joint base leaders, Office of the Secretary of Defense, Army Installation Management Command and AFIMSC leadership about installation and mission support issues that are unique to joint bases.

“We’re taking extra steps to make sure we provide everything joint base commanders need for the Airmen, Soldiers, Sailors and Marines at their bases,” said Steve Shea, AFIMSC Installation Support Directorate Mission Activity Integration Division chief. “Our policy is to meet individually with the leadership from each joint base twice a year to discuss their issues and concerns. However, the joint base commanders seldom hear about these issues from each other, and so we organized this summit to provide a forum for them to share experiences, concerns and best practices, and hear from our experts.”

AFIMSC is the lead installation and mission support element to seven joint bases and represents the Air Force in three for total equity in 10 of the DOD’s 12 joint bases.

“These are very large bases with very complex missions,” Shea said. “One example is Joint Base San Antonio, which is home to the Air and Space Forces’ basic training command, as well as the Army’s main enlisted medical training command. These leaders have to ensure those missions happen. If they fail, then the Air Force



MALCOLM MCCLENDON

*Randall Robinson, left, executive deputy to the commanding general of the Army Installation Management Command, talks with Col. Paul Birch and Brig. Gen. Jeremy T. Sloane, the incoming and outgoing commanders of Joint Base Marianas, Guam, at the Air Force Installation and Mission Support Center’s Joint Base Commanders Summit at Joint Base San Antonio-Lackland April 20.*

doesn’t meet its manning requirements and the Army doesn’t produce medics, and then you have no combat power. So AFIMSC is literally helping the joint-war fight.”

Command teams at the 10 Air Force led and supported joint bases including leaders from sister services, such as Army Col. Harry Hung, who is the vice commander of the 633rd Air Base Wing at Joint Base Langley-Eustis, Virginia.

“I’m one of the few who has commanded an Army base and now a joint base, so I’m seeing it from both sides, and culture certainly plays a big role in how you deliver services,” Hung said. “I have two four-star headquarters, one on the Air Force side and one on the Army side, and so I have to translate how resources are equitably divided, especially since all of our funding comes from the Air Force. This summit has given me some

insights on how to best communicate that and other concerns with leaders back home.”

Civil engineering and services were two of the main topics of discussion — the programs that take care of infrastructure and military members and their families, respectively.

“We mainly focused on these core functional areas, because they are areas that have a lot of touchpoints and a lot of command activity, and they impact how well the joint base can deliver its mission,” Shea said. “We also wanted to show them the governance structure that’s above us, so we invited leaders from OSD and Headquarters Air Force to speak, and to get an appreciation about how problems are worked and solved at that level.”

Randall Robinson, executive deputy to the commanding general of the Army Installation Management

Command, provided a presentation to give attendees a different perspective about how the Army teams with the Air Force and Navy promote and support Joint Basing. Other topics included strategies for success, getting the most out of infrastructure funding, DOD policy news, the role of AFIMSC detachments, and updates about housing, environmental, leasing and real property programs.

AFIMSC achieved its inaugural summit objective by giving leaders a better understanding of the installation and mission support capabilities at their disposal while arming them with information to help them maximize their resources, Shea said.

“If we can help commanders at these very large bases deliver that, it’s a win for the joint warfighter,” he said.

Organizers plan to hold the summit again next year.



# AETC's chief learning officer visits SWTW, observes human performance training

By 1st Lt. Xiaofan Liu

SPECIAL WARFARE TRAINING WING

Members of the Special Warfare Training Wing welcomed Dr. Wendy Walsh, Air Education and Training Command chief learning officer, for an immersion tour at the SWTW at Joint Base San Antonio-Chapman Training Annex April 4-5, 2022.

The visit showcased how members of the SWTW leverage various learning techniques and human performance technology to ensure that operators graduating from the SWTW are prepared to solve the nation's most complex problems under high-pressure situations in austere environments.

"My visit to the Special Warfare Training Wing was inspiring and enlightening," Walsh said. "The instructors have designed a learning environment to ensure the lessons taught are understood to create a strong foundation."

The training that takes place at the SWTW is unique in that it must reflect the needs of operational job performance, which requires AFSPECWAR operators to perform under extreme physical and mental stress in dangerous environments that are often changeable. Such distinctive training dictates that AFSPECWAR training situations present more levels of ambiguity, hazards, and unpredictability than typical technical training. The success of this training is owed to SWTW instructors, many of whom have extensive combat experience from the Global War on Terror.

"SWTW instructors must be skilled in developing learners in realistic training environments, and therefore must have keen situational awareness," said Dr. Karal Garcia, Special Warfare Training Group training advisor. "They must use that situational awareness, paired with good judgement, to make appropriate instructional decisions about pedagogy and risk management within the curricular framework. Part of that good judgement is understanding how people learn and which instructional practices to use to facilitate learning."



1ST LIEUTENANT XIAOFAN LIU

Dr. Wendy Walsh (near center), Air Education and Training Command chief learning officer, and Dr. Brian Davis (third from right), Second Air Force chief training officer, observe the Special Warfare Training Wing Pre-Dive Course with Maj. Kevin Epstein (second from right), 350th Special Warfare Training Squadron commander, and Dr. Karal Garcia (far right), Special Warfare Training Group training advisor, at Chaparral Pool on Joint Base San Antonio-Lackland April 5.

Walsh also participated in an interactive tour of the SWTW's interim Human Performance Training Center, spearheaded by the Special Warfare Human Performance Support Group members. Walsh learned more about how members integrate research, technology, strength and

conditioning, performance nutrition, physical and occupational therapy and psychology to allow synergy of efforts in every aspect of a student's health, promoting a holistic well-being.

"When constructed, the Human Performance Training Center will revolutionize training for future Air

Force Special Warfare operators," Walsh said. "In the wing's current facility, they have integrated cutting-edge technology and elite human performance professionals in one location. Having seen the training that candidates undergo and the support systems in place for them, it's clear we are holistically developing the Airmen we need from the beginning of their careers to establish a culture of continuous learning and development."

Members of SWTW provide initial training for all U.S. Air Force Special Warfare training specialties, to include, combat controllers, pararescue, special reconnaissance and tactical air control party Airmen.

To learn more about SW Airmen or other U.S. Air Force Special Warfare career opportunities, go to: <https://www.airforce.com/careers/in-demand-careers/special-warfare>.

**"SWTW instructors must be skilled in developing learners in realistic training environments, and therefore must have keen situational awareness. They must use that situational awareness, paired with good judgement, to make appropriate instructional decisions about pedagogy and risk management within the curricular framework. Part of that good judgement is understanding how people learn and which instructional practices to use to facilitate learning."**

Dr. Karal Garcia, Special Warfare Training Group training advisor

# AFIMSC command team seeks Innovation Rodeo ideas

Air Force Installation and Mission Support Center  
Public Affairs

The Air Force Installation and Mission Support Center is seeking ideas for the fourth annual AFIMSC Innovation Rodeo.

The call-for-topics campaign, open through June 6, gives military and civilian members of the Department of the Air Force's mission and installation support community a chance to win part of an expected \$1 million or more in funding and resources to pursue their ideas.

The year's theme is Accelerate Change through Innovation.

Back in person after going virtual during the pandemic, the 2022 AFIMSC Innovation Rodeo will bring finalists to San Antonio for a week in August to learn from leading innovators, collaborate with industry partners and network with peers, senior leaders, and innovation teams. Finalists will pitch their ideas to a panel of senior leaders at the end of the week.

To submit an idea, visit <https://gain.apps.dso.mil/usaf/afimscmsg>.



The Air Force Installation and Mission Support Center is seeking ideas for the fourth annual AFIMSC Innovation Rodeo.

COURTESY GRAPHIC



COURTESY PHOTO

Lucy Del Gaudio, Pink Berets chief operations officer, teaches a mindfulness yoga class to 960th Cyberspace Wing Airmen and families, April 21 at the Endeavors Veteran Wellness Center, San Antonio. The event was part of a women's resiliency day in support of Sexual Assault Awareness and Prevention Month.

## 960th Cyberspace Wing Airmen, families tour Endeavors Veteran Wellness Center

### 960th Cyberspace Wing Public Affairs

The 960th Cyberspace Wing participated in a women's resiliency day April 21 in support of Sexual Assault Awareness and Prevention Month for female Airmen and family members at the Endeavors' Veteran Wellness Center in San Antonio.

The Pink Berets, an organization that assists military women with post-traumatic stress disorder and other invisible injuries, and the Endeavors organization invited

several 960th CW Reserve Citizen Airmen, civilian employees and family members to tour the Veterans Wellness Center and participate in a mindfulness yoga class.

Kimberly Anderson, Endeavor's director of wellness, conducted the tour to provide information on services and resources that are available to service members, veterans and their families in the San Antonio area.

Pink Beret CEO and founder, Stephanie Gattas, led the visiting members as they discussed the importance of help-seeking

behaviors and services available to the community.

Frances Martinez, 960th CW director of psychological health, coordinated the event for wing members and their families.

"The importance of getting our service members and their families out in the community to experience what our team experienced today is a step in the right direction to getting help," Martinez said. "It sheds light on what is available to our Airmen and families so they may be more inclined to seek help in the future."



## CIVIC LEADERS TOUR ALAMO WING

*Tech. Sgt. Joshua Green (right), 68th Airlift Squadron loadmaster, speaks with United Services Automobile Association employees during a tour of the C-5M Super Galaxy aircraft at Joint Base San Antonio-Lackland April 20. USAA staff participated in the tour to get familiarized with the Air Force and the 433rd Airlift Wing's mission.*



AIRMAN 1ST CLASS MARK COLMENARES



## C-5M SUPER GALAXY BRINGS TANK TO THE GREAT TEXAS AIR SHOW

*Tank crewmen assigned to the 1st Armored Brigade Combat Team, 1st Cavalry Division, guide an Abrams M1A2 System Enhancement Program Version 3 tank assigned to the 2nd Battalion, 12th Cavalry Regiment, onto a 433rd Airlift Wing C-5M Super Galaxy aircraft at Robert Gray Army Airfield, Fort Hood, Texas, April 20. The Abrams M1A2 SEPv3 was flown to Joint Base San Antonio-Randolph to be displayed as part of The Great Texas Air Show, April 23-24.*

AIRMAN 1ST CLASS MARK COLMENARES

# RANDOLPH

## Innovation, technology, gaming collide May 24-29 at FORCECON 2022

By Dan Hawkins

AIR EDUCATION AND TRAINING COMMAND  
PUBLIC AFFAIRS

Airmen and Guardians from across the U.S. Air Force and U.S. Space Force are invited to take part in FORCECON 2022: Innovation – Technology – Gaming, an interactive industry and academia collider event and gaming competition being held at the Tech Port Center and Arena in San Antonio May 24-29, 2022.

Air Education and Training Command and the Air Force Installation and Mission Support Center personnel, in partnership with and hosted by the University of Texas-San Antonio's SBDC Center for Government Contracting, will participate in a two-day event with industry May 24-25 to share the service's current force development, innovation and installation management gaps and challenges in a concerted effort to change design processes to improve effectiveness and efficiency.

The collider event is part of a deliberate action to align efforts with Air Force Chief of Staff Gen. Charles Q. Brown Jr.'s Action Order - Airmen, focused on developing the force, and Action Order - Bureaucracy, which outlines the need to speed up decision-making processes with a goal of allowing more space for innovation.

"We must widen our network of collaborators to accelerate the ways we develop the force," said Col. Thomas Wegner, AETC's Director of Analysis and Innovation. "We know that, for the Air Force to outpace an adversary's decision cycles, we have to increase the speed and efficiency with which we work with industry. The private sector is an integral partner to meet some of our most pressing talent development and operational priorities."

During the AETC Innovation Day and the Force Development and

**May 24-29, 2022  
San Antonio, TX**

**TECH PORT  
CENTER + ARENA**

Join us as Airmen/Guardians, industry & academia join forces at FORCECON 22. Together we will collaborate, learn & discover innovative solutions for training and installation support challenges. The event culminates with members from each of the military services facing off in the Armed Forces E-Sports Championships!

**EVENTS**

- \*\*May 24** - AETC Innovation Day featuring AFWERX, Gov't Small Business Advisors and Det. 23 special announcement
- \*\*May 25** - AETC Force Development and AFIMSC Industry Day featuring live panels & expo
- May 28** - Armed Forces E-Sports Championships, featuring Halo Infinite
- May 29** - AF Gaming Minor League Worlds Championship

**Hosted by** SBDC CENTER FOR GOVERNMENT CONTRACTING

**UTSA** In collaboration with PORT SAN ANTONIO AFWERX

Airmen from across the U.S. Air Force and U.S. Space Force are invited to take part in FORCECON 2022: Innovation – Technology – Gaming, an interactive industry and academia collider event and gaming competition being held at the Tech Port Center and Arena in San Antonio, Texas, May 24-29.

Installation & Mission Support Industry Day, Airmen will have the chance to learn how to connect with industry and small business advisors, as well as learn from both the AFWERX and Defense Innovation Unit teams. Additionally, the winners of the AETC iChallenge will be announced May 24 and AETC's Detachment 23 will host a special presentation outlining how they support and assist with force development initiatives across the Air Force enterprise.

FORCECON 2022 will also feature the Air Force Gaming team hosting the Armed Forces E-Sports Championships May 28 (featuring Halo Infinite) and the Air Force Gaming Minor League Worlds Championship May 29.

The goal for AETC is to modernize

**“We must widen our network of collaborators to accelerate the ways we develop the force.”**

Col. Thomas Wegner, AETC's Director of Analysis and Innovation

force development with commercially available solutions, strengthen military, industry, and academia relations in order to accelerate change, foster successful teaming with Small Business Innovation Research (SBIR), and synchronize efforts across major commands and

service innovation entities.

During the event, AFIMSC looks to collaborate on technologies in the following focus areas that support augmented reality/virtual reality/extended reality; artificial intelligence/machine learning; data transformation; operationalizing small unmanned aerial systems for installations; and robotic process automation.

The United States Air Force Gaming League is an inclusive organization of Air Force and Space Force for all ages, ranks, and backgrounds. USAFGL has established a unified hub for community and competition, to allow Airmen and Guardians to build resiliency through competitive leagues while promoting retention, teamwork, and mental well-being for service members around the world.

DAN HAWKINS



# AFPC accepting applications for officer instructor, recruiting duty

By Toni Whaley

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS

The Air Force Personnel Center will accept applications from active duty line of the Air Force officers for the calendar year 2023 Officer Instructor & Recruiting Special Duty, or OI&RSD, Nomination Board from April 11 to May 14.

The board selects officers in the ranks of first lieutenant to lieutenant colonel to serve in formal training instructor, Air Force Recruiting Service and Air Force Reserve Officer Training Corps detachment commander (Det/CC) positions. Selectees will receive assignments with reporting dates from June 2023 through May 2024. Guardians interested in serving in these positions will compete in a separate U.S. Space Force process.

To be eligible, applicants must have a minimum of 24 months' time on station by the initial reporting period if serving stateside, or a DEROS within the reporting period. Officers cannot have any derogatory data (Unfavorable Information File, Referral Officer Performance Report) within the last five years prior to the board. AFPC assignment functional release is not required to apply.

Officers on the winter Vulnerable to Move List (VML) or with a projected assignment, an approved retirement or separation date, or an Assignment Availability Code (AAC) expiration date beyond the reporting period are not eligible to compete; however, officers projected to a short tour assignment or currently assigned to joint duty positions will be considered.

"Instructor and recruiting special duty nomination does not prevent an officer from also being nominated for command, developmental education, or other competitive processes," said Sophia Barnard, OI&RSD & United States Air Force Academy assignments. "AFPC will work with commanders to deconflict these selections on a case-by-case basis, so we strongly encourage officers to apply if they are interested."

Officers who meet the minimum eligibility criteria will receive a myPers link to apply or decline consideration



TREY WARD

*1st Lt. Katie Littlefield, 24th Training Squadron Officer Training School instructor, discusses course material with officer trainees during class. Eligible active duty Line of the Air Force officers can apply for the calendar year 2023 Officer Instructor & Recruiting Special Duty Nomination Board until May 14.*

for the program using MyVector.

"There is no penalty for declining consideration and officers are not automatically opted-in," Barnard said. "This is a nominative process and requires senior rater endorsement to ensure we have the right talent to find and develop future Airmen and Guardians."

Board-selected candidates will volunteer for OI&RSD positions in Talent Marketplace (TM) prior to the normal summer 2023 assignment window. Officers matched via TM will be placed on assignment with report dates during either the summer or winter assignment cycles. AFROTC Det/CC assignment matches occur outside of TM.

AFROTC (Det/CC and instructor) and Recruiting Service positions are located nationwide. Other instructor positions are located at Maxwell Air

Force Base, Alabama; U.S. Air Force Academy, Colorado; and Joint Base San Antonio-Lackland, Texas.

For Capt. Joseph Smiley, Chief, Strategic Outreach and Program Integration at Squadron Officer School, SOS was his number one instructor position on his OI&RSD preference list.

"When I came through SOS as a student, I saw how close-knit and almost family-like the faculty members were with each other," Smiley said. "I was interested in being a part of SOS and asked my instructor at my final feedback what I had to do to come back. The schoolhouse is a great place to be assigned and if you want to have a positive, lasting impact on the Air and Space Forces I highly encourage every individual to apply for SOS instructor duty."

Upon her arrival to Officer Training

School as an instructor, 1st Lt. Katie Littlefield also noted the family atmosphere and camaraderie within the 24th Training Squadron.

"The work environment almost has a feeling of being deployed in the sense that its mission is one that drives a team together to achieve a common goal and objective," Littlefield said. "As much as I enjoy the fellowship, I genuinely feel I found my niche in instructing. Being an instructor is a demanding position. But the energy and investment poured into the men and women who will be our nation's sword and shield pays dividends when seeing the students reach and realize their full potential first-hand."

Due to their vital role in training and developing the Department of the Air Force's future officer corps, these positions are exempt from deployment and can positively impact an officer's career path. The special duty is highlighted in the member's Officer Selection Brief and emphasized in the Secretary of the Air Force Memorandum of Instruction to the promotion board members, Barnard said.

"There are also many benefits and incentives that come along with being selected for this program to include a close-knit work family environment, faculty opportunities to grow personally and professionally, predictable daily schedules, family time, and the opportunity to meet and interact with a wide range of people and AFSCs," Smiley added.

Capt. Trenidy Thomas, 24 TRS flight commander and former OTS instructor, said anyone who wants to be a better leader and follower should apply.

"Judge each day not by the harvest you reap, but by the seeds you plant" is a quote I use as my guiding principle," Thomas said. "As instructors, we plant seeds for how officers should lead and follow and care for their Airmen and the mission. We may never see the fruits of our labor but we know we have planted the right seeds. If you need your cup filled, come to OTS. The trainees will teach and inspire you more than you could ever possibly return."