

JBSA LEGACY

WWW.JBSA.MIL

JOINT BASE SAN ANTONIO

MARCH 18, 2022



SAMANTHA MATHISON

Keldon Johnson, a San Antonio Spurs basketball player, stands for a photograph with members of the 433rd Airlift Wing and their families at Joint Base San Antonio-Lackland, Texas, March 2, 2022.

San Antonio Spurs player visits Alamo Wing

Page 8



433rd Airlift Wing conducts C-5M Super Galaxy study

Page 10



187th Medical Battalion signs Adopt-A-School charter

Page 4

Top military health leaders discuss future readiness

By Claudia Sanchez-Bustamante
MHS COMMUNICATIONS

Top military health leaders recently highlighted the importance of preparing for the future to ensure both a medically ready force and a ready medical force.

Representatives of the surgeons general for the Army, Navy and Air Force along with the Joint Staff surgeon and the director of the Defense Health Agency discussed their vision for sustaining and improving readiness in the face of continual change.

These five military health leaders spoke at a virtual event hosted by AMSUS, the Society of Federal Health Officials, on Feb. 23.

“Being ready today is not good enough if it comes at the expense of being ready for future conflicts,” said Air Force Maj. Gen. (Dr.) Paul Friedrichs, the Joint Staff surgeon.

“As clinicians, we know that the practice of medicine is changing rapidly,” Friedrichs continued. “And we have to stay on top of that. But the character of war is changing as well.”

A new national security strategy is likely to be published soon and that may impact the discussions and plans about what the military needs to be prepared for, Friedrichs added.

Air Force Lt. Gen. (Dr.) Robert Miller, surgeon general of the Air Force, said his primary focus is the Air Force medical community’s vision to remain the world’s elite medical service in the air and in space.

“We need to continue to recruit and train medical Airmen who can deliver reliable and safe care anytime, anywhere, no matter the environment that they find themselves in,” said Miller, whose office oversees health care for both Airmen and the Space Force Guardians.

“Secondly, we must continue to equip our medics with the latest skills and tools to do their job safely in uncertain conditions. And, finally, we need to optimize the human performance of our Airmen and Guardians, developing more capable medics through dynamic training educational opportunities, and finding new ways to rapidly modernize.”

Navy Rear Adm. (Dr.) Bruce Gillingham, Navy surgeon general and chief of the Bureau of Medicine and Surgery, agreed. He noted the importance of setting priorities.

For Navy medicine, the four priorities are people, platforms, performance, and power, he said.



AIRMAN 1ST CLASS ERIN BAXTER

U.S. Army Soldiers with the 18th Medical Command Deployment Support board a U.S. Air Force C-17 Globemaster III at Joint Base Pearl Harbor-Hickam, Hawaii, April 13, 2020.

“Our goal is to have highly qualified, highly trained medical experts who can go downrange and do their job,” he explained. “That requires identifying what those requirements are and making sure that we’re meeting them.”

A future conflict could be very different than recent war operations from the post-9/11 era, he said.

“For the Navy, in the maritime environment, that means being able to operate in a very distributed environment, working against the tyranny of time and distance in that theater. So that means developing new capabilities.”

In defining Army readiness, Army Maj. Gen. (Dr.) Telita Crosland, Army deputy surgeon general, said she sees the challenge through two lenses.

“One is keeping soldiers ready and getting them out to the fight. And the second is how our surgeon general looks at his priorities to make sure that the medical force is ready,” she said.

The mission is to balance and address both challenges at the same time, she said.

“There’s not one approach to that. There’s not one solution,” she said. “So, we look at our military hospitals and clinics that generate those opportunities, not just by keeping soldiers and their families ready, but also to keep our medical force in an environment where they can train and maintain their clinical competencies.”

Army Lt. Gen. (Dr.) Ron Place, the DHA

director, highlighted the DHA’s role as a combat support agency. The DHA supports the combatant commands and the individual military departments in their core mission of training, manning, and equipping the force.

“As a combat support agency, it’s all about support,” Place said. “The medical force requirements come from the services.”

The DHA can support readiness efforts in many ways, especially in the training programs.

“Much of the obtaining and sustaining of what that readiness looks like happens at the Medical Education and Training Campus,” Place added. “It happens inside the military hospitals and clinics, but the services set the requirements.”

Place pointed to numerous Military Health System organizations under the DHA that play an important role in supporting readiness, including the Armed Services Blood Program, the Armed Forces Medical Examiner, the Armed Forces Health Surveillance Division, and the Joint Trauma System.

Place noted that coordination between the DHA and the military departments occurs at “all echelons.” Preparing the Military Health System for the future will take “integration along the entire spectrum” to ensure the Defense Department is utilizing the full breadth of the different experiences and expertise across the force, he said.

JBSA LEGACY

Joint Base San Antonio
Editorial Staff

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

502nd ABW/JBSA
Public Affairs Director
LT. COL. GINA “FLASH” MCKEEN

Editor
STEVE ELLIOTT

Staff

LORI BULTMAN
DAVID DEKUNDER
JASON WILKINSON
SENIOR AIRMAN
TYLER MCQUISTON

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

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

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

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

Feedback Fridays

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

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

Q: Why are the front desk clerks at Budge Dental Clinic at JBSA-Fort Sam Houston providing unsatisfying customer service? I've noticed that they lose dental records and use provoking behavior and speech towards service members.

I scheduled an appointment in early December for the end of that same month. I was called on the day of my appointment and asked if I would be willing to arrive an hour early and I agreed.

When I arrived, I was greeted in



COURTESY GRAPHIC

a very unprofessional manner, and I was told that I was late. I was told that I needed to be rescheduled.

I asked why I would need to be rescheduled when my original appointment was at 1:30 p.m. and I was there at 12:30 p.m. A different staff member then stated that I never had a 1:30 p.m. appointment. I called home and got a photo of the

original appointment. Someone in the back had booked me incorrectly.

I would like to reiterate how rude and unprofessional both staff members were to me. I asked one of them for their first name three times. On the third request, they asked me, "Why do you need to know my first name?"

I have noticed that a few members have been extremely rude and unprofessional to people every time I have been in this clinic.

Perhaps it's because they are used to dealing with students, and their behavior goes unchecked.

A: Thank you for taking the time to submit your experience to us through Feedback Fridays.

We would like to sincerely apologize for the miscommunication and behavior of this encounter. As a whole, we strive to treat our patients with the utmost care and respect.

All of our staff are regularly trained and continually reminded to treat everyone with complete dignity and professionalism.

It is never acceptable for our members to be rude or unprofessional to a patient. The individual(s) and staff members involved will be approached by their leadership, and appropriate action to remedy this type of behavior will be taken.

We hope you will find your next encounter with us to be a large improvement. We value all of our patients and want to continue to create an environment of care and respect in our clinics. Thank you for your patience and feedback.

Stage 1 water restrictions implemented across JBSA

By Steve Elliott

502ND AIR BASE WING PUBLIC AFFAIRS

Joint Base San Antonio has begun Stage 1 water conservation measures effective March 10.

JBSA Stage 1 water conservation measures are triggered when the 10-day average measurement at the SAWS Well Head J-17 drops below 660 feet and/or when the Comal Springs 10-day average flow drops below 225 cubic feet per second and/or when the San Marcos Springs 10-day average flow drops below 96 cubic feet per second.

JBSA is committed to preserving Edwards Aquifer water and preventing adverse impacts to the aquifer's endangered species and habitats.

The following water conservation activities will help to ensure an adequate supply of Edwards Aquifer water:

- ▶ Continue Stage Normal water use measures, except as noted or replaced by Stage 1 rules.
- ▶ Landscape watering with an irrigation system, sprinkler or soaker hose is allowed only once a week before 10 a.m. or after 8 p.m. on your designated watering day, as determined by your address or facility number.
- ▶ Reduce water consumption by any means available.
- ▶ New turf or landscaping may be watered as identified in Stage Normal until adequate growth is maintained.
- ▶ Privately owned vehicle washing is allowed once per week on Saturday or Sunday as long as there is no water waste. A positive shutoff nozzle must be used with hoses to prevent water waste. Don't let water run into the street.
- ▶ All swimming pools must have a minimum of 25 percent of the surface

area covered with evaporation screens when not in use. Inflatable pool toys or floating decorations may be used.

- ▶ Hand watering with a handheld hose, soaker hose, drip irrigation, bucket or watering can is permitted any time and any day.

- ▶ Washing impervious cover such as parking lots, driveways, streets or sidewalks is prohibited except in order to correct life, health or safety concerns.

- ▶ Irrigation of athletic fields is permitted only as required to maintain turf viability/safety. Athletic fields continue Stage Normal water use measures.

- ▶ Landscape on golf courses are required to follow one day per week watering

- ▶ Use of fountains, waterfalls or other aesthetic water features outdoors or indoors is prohibited unless a variance has been granted for 100 percent

non-potable water use.

In Stage 1, the watering days are as follows if the address/facility number ends in 0 or 1, Monday; 2 or 3, Tuesday; 4 or 5, Wednesday; 6 or 7, Thursday; and 8 or 9, Friday.

All water restriction measures and details are listed in the JBSA Critical Period Management Plan available online at <https://www.jbsa.mil/Resources/Environmental/>.

JBSA personnel should not confuse the JBSA water restrictions with the SAWS restriction levels. The JBSA water restrictions are more stringent and begin sooner than SAWS restrictions.

Call 210-652-2392 to report water abusers. Those found not abiding with the JBSA Critical Period Management Plan may face potential disciplinary measures. Reports will remain anonymous.

FORT SAM HOUSTON

187th Medical Battalion signs Adopt-A-School charter with Davenport High School

By Jose Rodriguez

U.S. ARMY MEDICAL CENTER OF EXCELLENCE
PUBLIC AFFAIRS

The 187th Medical Battalion signed with Davenport High School as part of the Joint Base San Antonio-Fort Sam Houston Adopt-A-School Program.

Lt. Col Dennis Segui, 187th Medical Battalion commander, signed the charter with Matthew DeLoach, Davenport High School Principal, at a ceremony held on the school campus March 5, held in conjunction with the Davenport High School Junior Reserve Officer Training Corps (JROTC) two-mile color fun run.

On hand for the signing were Maj. Gen. Dennis LeMaster, U.S. Army Medical Center of Excellence commanding general; Joseph Bray, Civilian Aide to the Secretary of the Army Texas (South); Col. Marc Welde, 32nd Medical Brigade commander; Command Sgt. Maj. Gilberto Colon, 32nd Medical Brigade; and Command Sgt. Maj. Deanna Carson, 187th MED BN. Also attending were administrators, teachers, and parents from Davenport, along with 187th MED BN cadre.

MEDCoE's participation in the JBSA-Fort Sam Houston Adopt-A-School Program is not new, all of the MEDCoE's battalion and above units have adopted at least one elementary school that they support. The Davenport Charter, however, marks the first high school to be adopted by MEDCoE in recent years.

The partnership with the MEDCoE and Davenport High School first began when the school invited LeMaster to be the guest speaker at their Veterans Day event in November 2021.

Afterwards, LeMaster meet with Davenport Junior Reserve Officer Training Corps, or JROTC, students and asked what he could do for to further the relationship. That began the process of MEDCoE working with the 187th MED BN to establish an



JOSE E. RODRIGUEZ / U.S. ARMY MEDICAL CENTER OF EXCE

MEDCoE Commanding General Maj. Gen. Dennis LeMaster (right) takes a selfie with the Davenport JROTC Color Guard and 32nd Medical Brigade Commander Col. Marc Welde during the Davenport High School Adopt-A-School charter signing ceremony with the 187th Medical Battalion on March 5 at Davenport High School.

Adopt-A-School charter with the school that is located in the Comal Independent School District.

"JROTC programs produce good citizens for the United States of America, and that's what fundamentally this is about," said LeMaster as he addressed the audience at the signing ceremony. "Great opportunities for our young folks to go onward and upward and reach their goals and dreams."

Located on FM 3009 and Schoenthal Road in the Garden Ridge area, Davenport High School opened in August 2020. DeLoach said when the school first opened, one of the goals was to make Davenport a community hub.

"This charter assists in reaching that goal," DeLoach said. "We're involving more of our community and expanding out, so this is great today."

The purpose of the charter is to outline terms and areas of responsibility in order to establish and maintain a cooperative effort between JBSA-Fort Sam Houston units and San Antonio area school districts to improve the citizenship and learning experiences of children in elementary, middle, and senior high schools.

The program consists of three components: unit-school partnership, tutorship program, and leadership program. Sponsoring units conduct regular school visits, coordinate mentoring and tutor students, assist in organizing school visits to JBSA-Fort Sam Houston.

The 187th Medical Battalion has an existing charter with Briscoe Elementary School, making Davenport High School their second school under

the Adopt-A-School program.

The 187th MED BN is a diverse unit responsible for the Army Trauma Training Detachment, U.S. Army Medical Department Student Detachment, Department of Leader Training, the MEDCoE Graduate School, and Department of Operational Medicine.

"We are honored to begin a path of unity and partnership," said Segui when speaking about the school charter. "We stand here before you committed to this relationship for years to come, charged with transporting both organizations to amazing heights on numerous fronts. The charter we sign symbolizes our mutual commitment to our community, bringing together the Davenport 'Wolves' and the 187th 'Wildcats.'"

MEDCoE E3B conference focuses on three expert badges

By Jose E. Rodriguez

U.S. ARMY MEDICAL CENTER OF EXCELLENCE
PUBLIC AFFAIRS

The U.S. Army Medical Center of Excellence recently hosted the first semiannual Expert Badge, or E3B, conference with assembly of the expert badge test management offices, test control offices, and the proponent leadership to discuss areas of variability between three Army badges to explore aligned standards.

The two-day conference, hosted by MEDCoE at Joint Base San Antonio-Fort Sam Houston Feb. 23-24, focused on topics for further expert badge alignment of the Expert Field Medical Badge, or EFMB, the Expert Soldier Badge, or ESB, and the Expert Infantryman Badge, or EIB.

Command Sgt. Maj. Clark Charpentier, MEDCoE Command Sergeant Major, hosted the conference in conjunction with Command Sgt. Maj. Daniel Hendrex, U.S. Army Training and Doctrine Command. Other key attendees included Command Sgt. Maj. Scott Beeson, U.S. Army Center for Initial Military Training; and Command

Sgt. Maj. Roberto Colon, Leader Training Brigade, along with a dozen other representatives from other Army commands.

Cspt. Alyssa Schlegel, MEDCoE Expert Field Medical Badge Test Control Office officer in charge, said aligning standards for the three badges is expected to achieve benefits and efficiencies by consolidating resource and personnel requirements for combined events and tasks, resulting in cost reduction for hosting units and reduced personnel requirements.

“It will also allow for increased testing opportunities,” Schlegel said. “Units that regularly execute EIB and ESB can more easily add EFMB into the concept.”

This initiative will also provide opportunities for Soldiers to train alongside other military occupational specialties, which will hopefully lead to increased understanding of each MOSS role in accomplishing the Army’s mission.

“We planned the E3B conference with the goal of getting all three proponents in the same room to not only discuss

BADGES continues on 6



JOSE E. RODRIGUEZ

(From left) U.S. Army Medical Center of Excellence Command Sgt. Maj. Clark Charpentier; Command Sgt. Maj. Scott Beeson, U.S. Army Center for Initial Military Training; and Command Sgt. Maj. Roberto Colon, Leader Training Brigade; listen to briefings during a conference that focused on topics for further expert badge alignment of the Expert Field Medical Badge, the Expert Soldier Badge and the Expert Infantryman Badge.

BAMC campaign aims to build back grit, resilience

By Elaine Sanchez

BROOKE ARMY MEDICAL CENTER
PUBLIC AFFAIRS

Healthcare professionals have taken center stage in recent years as COVID-19 swept across the nation and the globe. They donned head-to-toe protective gear, worked long shifts and stepped up when others fell ill.

While the quality of care didn't falter, the challenging months took their toll on these healthcare heroes. In a renewed effort to fortify a team of nearly 9,000 healthcare and support personnel, Brooke Army Medical Center has dedicated the month of March to "building back grit and resilience."

"Team BAMC has faced every obstacle with agility, professionalism and a can-do attitude," said Brig. Gen. Clinton Murray, BAMC commanding general. "Even as they faced resource and personnel constraints, they sustained the highest level of care both here and in support of military missions around the world.

"However, this sustained operation tempo can lead to burnout and exhaustion," Murray added. "We want to remind our teammates this month that self-care is just as important as the care they provide to others."

BAMC kicked off "Grit and Resilience Month" with leadership lining the halls to welcome the morning and night shifts to work.

Throughout the month, information on military and family resources will be featured at booths in the medical mall, and the hospital will host resilience-related briefings, roundtables and panels. BAMC is also releasing daily resilience tips on social media to remind people to take time out for themselves.

The information is all centered on the five dimensions of resilience, which are physical, emotional, social, spiritual and

family. "Sustaining healthy behaviors within and across these dimensions is essential to personal readiness," according to the Army Resilience Directorate's website.

Resilience is a process that requires the adoption of productive thoughts, actions and habits that, if not innate, can absolutely be learned, the directorate said. "Resilience is not just about 'bouncing back' from major life challenges, it prepares you to deal with life's challenges by giving you the ability to cope with adversity, adapt to change and thrive under new conditions."

A common practice to foster productive thoughts is to "Hunt the Good Stuff," often practiced by writing down positive things that happened that day. Experts laud this practice for its relaxation and decompression effects. Rather than dismiss difficult feelings, it's a reminder to acknowledge them and to remember the good that's present each day, experts noted.

Practicing resilience can take many forms. It can be as simple as calling or texting a friend or loved one to maintain social connections or taking a walk to foster wellness and relaxation. To help spark additional ideas, BAMC leaders shared their personal grit and resilience tips:

- ▶ "I foster personal resilience by understanding my personality, my passions and my priorities, and ensuring I dedicate the appropriate time and energy to keep them balanced in my life. I ensure I get quiet time, hot tea, and a good workout early in the morning, and then maintain mindfulness of the people and environment around me during the day." — Army Brig. Gen. Clinton Murray, BAMC commanding general.
- ▶ "When I do something that provides joy in my life, I tend to do my best to do more of that: quality time with my wife and kids, seeing them happy and

smiling, working out and being physically fit, kayaking, and developing others to do the same are some examples." — Army Command Sgt. Maj. Thurman Reynolds, BAMC command sergeant major.

▶ "I try to maintain balance in life. Along with the physical realm (working out regularly and watching what I eat and drink), mental realm (I read for study and for fun), I am very intentional about my faith. Every morning, I spend time praying and reading scripture. I recently started lighting a candle and incense while I do this. It is not a 'normal' part of my faith tradition, but I have been practicing this as it reminds me to 'slow down' in my morning devotional times and not rush my time with God." — Army Chaplain (Col.) Stanley Smith, BAMC command chaplain.

▶ "I try to focus on what I can presently control or influence vs. things that I have no control over, or that may or may not happen in the future. I block out time at work to mentor and invest in individuals, which is something that gives me personal satisfaction. My faith is important to me, and when I'm feeling less resilient, it means it's time to look at what I'm doing to invest in that. And I'm deliberate about spending time, laughing and playing with the people that I love the most, my family and close friends." — Air Force Col. Heather Yun, Deputy Commander for Medical Services.

▶ "Faith and family centered on an enduring relationship with my wife/best friend and our children is the basis of my personal resilience." — Dr. Evan Renz, Deputy to the Commander, Quality and Safety.

▶ "I prioritize, adjust when needed, and remind myself of the why. When I'm tasked with a number of things to accomplish and more are added to that list, sometimes I have to step back and

determine which is most important. At times they are all important, but there is always a ranking order of importance, and I remain flexible, readjust the priority, and press on. I remind myself of my personal why when it comes to everything I do, and that is my daughter." — Air Force Master Sgt. Barbara J. Lay, enlisted advisor to the Deputy Commander of Health Readiness.

Leaders hope the self-care reminders and resilience tips shared throughout the month will have a lasting impact on BAMC's most important asset, its people, Murray noted.

"Team BAMC is phenomenal, and I have no doubt they will continue the mission without skipping a beat no matter what the challenge," he said. "But, it's all too easy to put yourself on the backburner to take care of others. I hope this month serves as a gentle reminder to place renewed importance on your health and wellbeing."

This month also serves as a reminder to keep an eye out for those who may be struggling to stay resilient and to encourage them to get help if needed, the commander said.

"If you're feeling burned out or exhausted, please reach out to someone, whether it's a colleague, supervisor, your chain of command, chaplain or counselor. Don't suffer in silence. We all need support and a helping hand at times."

For information on Joint Base San Antonio military and family programs and services, visit <https://www.jbsa.mil/Resources/Military-Family-Readiness/>.

For behavioral health resources, visit <https://www.jbsa.mil/Resources/Medical/Mental-and-Behavioral-Health-Services/> or for immediate assistance, call 911 or contact the National Suicide Prevention Lifeline at 1-800-273-8255 or <https://suicidpreventionlifeline.org/>.

BADGES

From page 5

topics where alignment would benefit all three badges, but to enable our leadership to make informed decisions regarding those topics by providing them the time, place, and information to do so," Schlegel added.

During the conference, a team from Combined Arms Center-Training provided a brief on the Digital Job Book, and discussed plans to incorporate

expert badge tabs in the months to come.

The Digital Job Book enables Soldiers using PCs or handheld devices to review their training and qualification information recorded in Digital Training Management System such as Army physicals; Army Combat Fitness Test scores; height and weight; weapons qualifications; and completed training tasks or viewing tasks assigned to them by their squad or team leader.

Briefers explained that all Soldiers are able to view their Digital Job Book

from any device without the need for a system account or training by checking this information in their Individual Training Record in the Digital Job Book. Soldiers can ensure their records are up to date, research tasks they need to train on and provide feedback to their leaders.

Throughout the conference, working groups discussed 45 topics and agreed on badge alignment in more than 20 separate areas. Proponent leadership emphasized how important and valuable the conference was and how

imperative it is for the expert badge proponents to keep developing strong working relationships, and committed to executing an E3B conference twice a year.

"One of the most important things that has come out of the last day and half is the cross talk," Charpentier said. "As we move forward knowing the impact we'll have on our nation and our Army is what's really important are the relationships that are being built today between those of you who will continue to move this forward."

LACKLAND

USTRANSCOM patient movement exercise at JBSA strengthens aeromedical skills, partnerships

By Laura Fogerty

U.S. TRANSPORTATION COMMAND
PUBLIC AFFAIRS

U.S. Transportation Command conducted Exercise Ultimate Caduceus at Joint Base San Antonio Feb. 23 through March 8.

The annual field training exercise is designed to test the ability of USTRANSCOM to move a large number of medical patients by air from overseas locations to treatment centers in the U.S.

“Our ability to safely and rapidly transport injured or sick service members from overseas theaters to world-class medical facilities is second to none,” said U.S. Air Force Gen. Jacqueline D. Van Ovost, commander, USTRANSCOM.

“Exercises like UC22 enable military and interagency partners to work together to train and improve upon current capabilities. And this exercise affords us opportunities to train on new platforms and ensure readiness across the spectrum of conflict,” Van Ovost said.

One of those new platforms in this exercise was the U.S. Air Force’s KC-46 next generation air refueling aircraft. Aside from its primary air refueling role, it was designed to accommodate a mixed load of passengers, aeromedical evacuation patients and cargo.

“We purposely requested this airframe for participation in UC22. The more AE crews we train on this aircraft, the better prepared we’ll be for actual missions,” said U.S. Air Force Col. Rudy Cachuella, USTRANSCOM’s command surgeon and director of Global Patient Movement Operations.

To sustain the amount and type of patients requiring care, the Air Force moved away from a dedicated aircraft to aircraft of opportunity. Any available cargo or refueling aircraft can be configured with standardized medical equipment. AE teams (two nurses and three medical technicians) are taught how to configure this equipment and utilize power in each type of aircraft.



PETTY OFFICER 1ST CLASS DAVID KOLMEL

Rear Adm. Cynthia Kuehner (center), commander of Naval Medical Forces Support Command, and other senior medical representatives from the other services listen to briefs from U.S. Transportation Command personnel about exercise Ultimate Caduceus 2022.

Critical Care Air Transport Teams, which are specialized medical teams comprised of one doctor, an intensive care nurse, and a respiratory therapist, also trained in UC22. CCATTs assist AE as a rapidly deployable resource by treating critically ill and injured patients who require continuous stabilization and advanced care.

“Our AE and CCATT teams are amazing. They have to understand a patient’s condition and stabilize them for what could be a trip from the other side of the globe to a hospital in the U.S.,” Cachuella said.

Cachuella explained UC22 was conducted within a contested environment training scenario. “We

wanted to reset the approach to patient movement training so that we respond with skillsets anticipated in future campaigns and contingencies.”

“The UC22 scenario simulated receiving injured troops from overseas, triaging them to a U.S. base, then moving them to longer-term and advanced care centers known as Federal Coordinating Centers,” Cachuella said.

“Getting our ill and injured service members to the best level of care is complex. It can involve multiple government and civilian agencies,” he said. “We’re training on that interagency coordination piece in this exercise. It’s as important as training and assessing AE crews.”

Approximately 370 military and civilian personnel supported UC22, including U.S. Air Force, Army, and Navy active duty and Reserve members, and representatives from the Department of Health and Human Services, the Department of Veterans Affairs, the Defense Health Agency, and the Texas Department of State Health Services.

“At the end of the day, this is about saving the lives of our warfighters. Every ill or injured service member should know that under the care of the world’s finest medical professionals, we will move mountains to bring them home as expeditiously as possible,” Van Ovost said.



PHOTOS BY SAMANTHA MATHISON

Keldon Johnson, a San Antonio Spurs basketball player, stands for a photograph with members of the 433rd Airlift Wing and their families at Joint Base San Antonio-Lackland, Texas, March 2, 2022.

Spurs player visits Alamo Wing

By Samantha Mathison

433RD AIRLIFT WING PUBLIC AFFAIRS

Keldon Johnson, a member of the San Antonio Spurs basketball team, visited the 433rd Airlift Wing at Joint Base San Antonio-Lackland March 2 to meet Reserve Citizen Airmen and learn the capabilities and missions of the C-5M Super Galaxy aircraft.

During his tour, Johnson received and wore an Air Force aircrew flight jacket, met 433rd AW Commander Col. Terry McClain, and piloted a C-5M Super Galaxy aircraft simulator.

Col. James Miller, 433rd Operations Group commander, guided Johnson's experience in the flight simulator.

"We loved having Keldon Johnson come visit us," Miller said. "It raised our Airmen's morale and also gave us a chance to showcase the C-5M Super Galaxy aircraft. Highlighting our mission to the local community is always a pleasure, because we are always ready."

Afterwards, Johnson went to the flight line to tour a C-5M aircraft and to sign autographs for Reserve Citizen Airmen and their families.

"We did appreciate Keldon taking time out of his busy schedule to visit



Keldon Johnson stands in front of a C-5M Super Galaxy aircraft during his visit to the 433rd Airlift Wing March 2.

our amazing team," Miller said. "Based on his experience with the Alamo Wing team, I know he will be a huge champion for the Alamo Wing both on and off the court."

Registration opens for I-WEPTAC 2022

By Malcolm McClendon

AIR FORCE INSTALLATION AND MISSION
SUPPORT CENTER PUBLIC AFFAIRS

Registration is now open for the Installation and Mission Support Weapons and Tactics Conference, the main innovation and collaboration forum for installation and mission support to the Air and Space Forces.

Now in its fifth iteration with a year off in 2020 due to COVID-19, the Air Force Installation and Mission Support Center-hosted I-WEPTAC examines challenges to identify deficiencies, shortfalls and developmental gaps that limit the Air and Space Force's ability to execute and operate efficiently.

Register at www.afimsc.af.mil/News/I-WEPTAC-2022/.

"I-WEPTAC has proven to be a great platform for innovation and critical thought. The solutions these Airmen and Guardians provide come from their own experiences in garrison and downrange, so they're addressing real-time challenges and future needs," said AFIMSC Commander Maj. Gen. Tom Wilcox. "I'm looking forward to what this year's teams bring to the fight."

Cross-functional Mission Area Working Groups have met since December to study and develop courses of action for this year's problem sets. Those teams will present their recommendations virtually to Air Force senior leaders April 6.

"Over its six-year history, we've evolved the week's events to ensure the conference remains viable and value-added to continue to meet that same intent," said Col. Lance Clark, AFIMC's Expeditionary Support and Innovation director. "Perhaps no other I-WEPTAC evolution has done more to cut the timeline from innovation concept to fielded capability than the I-WEPTAC Review Board."

The IRB is chaired by Headquarters Air Force Logistics, Engineering and Force Protection Directorate and includes I&MS leadership representation from across the Department of the Air Force, as well as advisory members with equity in the topics being discussed.

The IRB meets quarterly to review MAWG recommendations and oversee their adoption, ensuring continued progress on improvements. In the past year alone, IRB oversight has ushered more than a dozen MAWG-developed

I&MS improvements into the DAF portfolio.

Despite the in-person meeting restrictions due to COVID-19, the 2021 I-WEPTAC took advantage of virtual meeting platforms to maximize the conference's reach.

"After having to cancel I-WEPTAC 2020, we debuted virtual out-briefs for our MAWGs in 2021," Clark said. "Last year's virtual MAWG out-briefs broadcast to an audience of more than 800 Airmen and Guardians, I-WEPTAC's largest ever. We'll virtually broadcast our MAWG out-briefs again this year and are looking forward to reaching an even larger audience."

I-WEPTAC 2022 will focus on I&MS challenges at the tactical level in response to input from stakeholders. Each of the four teams will address an issue installation leaders are currently struggling with by exploring opportunities at all levels, strategic to tactical, to resolve these challenges.

This year's event will also debut the I&MS Summit, an evolution from previous years' separate mission

support and general officer/senior executive service-level summits.

"We're excited about this new forum as it will host a dialogue amongst stakeholders at the GO/SES level on current I&MS programs and issues," Clark said. "While both targeted a similar audience, the GO/SES Summit was more of an update on AFIMSC activities and capabilities. AFIMSC and our I&MS enterprise have matured beyond the marginal benefit gained from a mere information update, and we're looking forward to working together to make progress on the I&MS challenges facing our enterprise."

The theme for I-WEPTAC 2022 is "Adaptive Operations through Expeditionary Combat Support," and its topics and MAWG chairs are:

- ▶ Transition the Agile Combat Support Deployment Model from the Air and Space Expeditionary Force to Air Force Generation, chaired by Capt. Randi Brown, Expeditionary Engineering Branch Chief, Air Combat Command Headquarters, Langley Air Force Base, Virginia.
- ▶ Mission Risks Associated with IT

Support Transition to Cyber Operations, chaired by Donald Lewis, Cyberspace Systems Support Branch Chief, AFIMSC, Joint Base San Antonio-Lackland, Texas.

- ▶ Leveraging Remote Sensing and sUAS for Installation and Mission Support, chaired by Capt. Kristin Ober, Operations Branch Chief, AFIMSC Detachment 4, Ramstein Air Base, Germany.
- ▶ Passive Defense for Adaptive Operations, chaired by Maj. Kendall Benton, Policy Branch Action Officer, Headquarters Air Force Security Forces Directorate, Pentagon, Arlington, Virginia.

"Our installations are the weapon systems that set our Air and Space Forces apart from other services," Clark said. "They're the platforms from which all our Airmen and Guardians operate; the better they are, the better we are."

"Come be a part of I-WEPTAC and our yearlong innovation cycle. We're eager to partner with you."

For more information about I-WEPTAC and to register, visit: <https://www.afimsc.af.mil/News/I-WEPTAC-2022/>.

The graphic is a shield-shaped emblem with a dark background. At the top, it says "REGISTRATION NOW OPEN" in large, white, bold, sans-serif capital letters. Below that, "I-WEPTAC 2022" is written in a similar font. The center of the shield features a circular logo with a globe, a jet, and a satellite, surrounded by silhouettes of various military personnel and equipment. The text "I-WEPTAC 2022" and "AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER" is written around the globe. Below the shield, the words "ADAPTIVE OPERATIONS" are written in a bold, white, sans-serif font. Underneath that, in smaller white text, it says "THROUGH EXPEDITIONARY COMBAT SUPPORT". At the bottom left of the shield is the AFIMSC logo, which includes a globe and the text "AIR FORCE IMSC". At the bottom right, "OUTBRIEF 6 APRIL" is written in large, white, bold, sans-serif capital letters. At the very bottom, a white banner contains the text "FOR MORE INFORMATION VISIT: <https://www.afimsc.af.mil/News/I-WEPTAC-2022/>".

COURTESY GRAPHIC

C-5M Super Galaxy undergoes anthropometric study

By Airman Mark Colmenares

433RD AIRLIFT WING PUBLIC AFFAIRS

Airmen from the Headquarters Air Force Aircrew Task Force and contractors from the Airmen Accommodation Laboratory conducted an anthropometric study at the 433rd Airlift Wing at Joint Base San Antonio-Lackland recently to determine new height and stature measurements for career enlisted aviator positions on a C-5M Super Galaxy aircraft.

Currently, Air Force aviator applicants who are outside the required height range need special screening to ensure they can safely perform operational duties.

The study is intended to open doors for applicants who do not meet current height requirements, which were last researched in the early 1990s, according to Master Sgt. Christopher Lewis, 356th Airlift Squadron instructor flight engineer.

Lewis worked with the anthropometric study program associates as the 433rd Airlift Wing liaison to organize a C-5M and local volunteers to participate in the study.



AIRMAN MARK COLMENARES

Max Grattan, Airmen Accommodation Laboratory contractor, uses a portable coordinate measuring machine to get a 3D representation of a C-5M Super Galaxy flight deck at Joint Base San Antonio-Lackland Feb. 28.

Volunteers performed multiple aircrew duties during the study. These tasks included sitting in the pilot's chair, pulling and replacing the nose landing gear pin, and

opening emergency doors and exits.

"When carrying out tasks in the aircraft, the aircraft manual states what the crew must do, but sometimes it does not state who necessarily does that

action," Lewis said. "Hopefully with this new study, they can see if the Air Force needs to designate a certain type of individual who can press that button or pull that lever."

During the anthropometric study, Sarah Hollis, AAL lead engineer, recorded body measurements and conducted 3D body scans of volunteers.

Hollis took more than 40 different measurements of the test participants, which are then aligned with the participant's performance on the actual aircraft.

"Originally, the career enlisted aviator positions height standards used to be over 5 feet 4 inches, and those were just arbitrary standards that were put in place based on pilot data collected in the 1990s, but we have seen individuals who can perform the job who are under the height requirement," Hollis said.

Hollis and her team compiled the information to find new requirements for the career enlisted aviator positions.

"This will open up more opportunities to the population and make sure all aircraft are accommodating for aircrew," Hollis said.

688th Cyberspace Wingman embodies 'a legacy of significance over success'

By Nadine Wiley De Moura

688TH CYBERSPACE WING PUBLIC AFFAIRS

U.S. Air Force Staff Sgt. Christine Robinson, 33rd Network Warfare Squadron quality assurance non-commissioned officer in charge, recalls some of her earliest memories of shadowing her mother at her IT and Cyber workplace and watching her work in the cold server rooms.

The experience had a lasting impact on Robinson as she witnessed her mother navigate an environment where she was the only black female in her career field and office.

"I was privileged enough to have someone who works in STEM close to me," Robinson said. "She is a vice president of IT operations at her company, so I got to see this is possible and I know not everybody sees that so close to them."

Despite her remarkable and early exposure to the cyber field, Robinson said she never planned to be a cyber operator.

After graduating high school in 2012, the San Diego, California, native weighed her options on finding a career or going to college and chose the Air Force. She took the ASVAB the same day that she reported to the recruiter's office and scored high enough to be selected for the cyber career field.

"It was kind of a learning curve for me," Robinson said.

"What I was really proud of was when I became the subject matter expert at Ramstein Air Base, Germany, for doing backups and restorations for all of USAFE file and data resource."

As it turns out, her mother didn't find her placement in a STEM career field a coincidence.

Tina Robinson Mitchell, senior vice president of Enterprise Security, remembers some of her first memories of her daughter's problem solving.

"It still makes me laugh when I think of a time when she was about seven or eight months old playing with a stacking toy," Robinson Mitchell said.

"She cried when I tried to show her how to place the rings. She grabbed the rings from me and turned her back so she could do it herself. Little did I know that it was a glimpse into our future."

Robinson Mitchell, who started her career as the only woman and person of color in her work place, said that it was important for her to involve Christine in her journey navigating her career field since she knew there was not a lot of diversity and representation.

"I knew there was a missed opportunity for an entire population of brilliant individuals, but I really didn't know how I could make a difference," Robinson Mitchell said.

"When I'm asked what I've done to bring more women into STEM, my response is that not everyone can be the big hero, so I try my best to influence one individual at a time. They just don't know I'm referring



NADINE WILEY DE MOURA

U.S. Air Force Staff Sgt. Christine Robinson, 33rd Network Warfare Squadron quality assurance non-commissioned officer in charge, stands for a photo Feb. 15 at Joint Base San Antonio-Lackland.

to my daughter—it is an excellent and rewarding career that I hope Christine can encourage others to join," Robinson Mitchell added.

Robinson said that one way she navigated the career field was by seeking out mentorship and putting herself in situations when she was afraid.

"When you put yourself into those uncomfortable situations, good things can happen," Robinson said. "That benefited me. It is important because a lot of times people have an idea of what someone in cyber looks like and we might not always have someone who looks like us in a career field like this."

One of her mentors was U.S. Air Force Senior Master Sgt. Jermaine Wilson, Security Forces Superintendent.

Robinson met Wilson in May 2021 while operating as the Team Lackland Career Advisor.

She was one of the first applicants for the First Term Airman Course NCOIC position and won the Lackland

"When you put yourself into those uncomfortable situations, good things can happen. That benefited me. It is important because a lot of times people have an idea of what someone in cyber looks like and we might not always have someone who looks like us in a career field like this."

**Staff Sgt. Christine Robinson,
33rd Network Warfare Squadron quality assurance
non-commissioned officer in charge**

Top three NCO's of the Year.

"Ironically, she had the first interview and her drive to excel and passion to develop our Total Force Airmen radiated throughout our session," Wilson said.

"Needless to say, she was the runaway selection. Christine is the consummate professional that possesses the innate ability and cultural intelligence to connect with any teammate."

Wilson reviewed her records and was impressed with how she championed diversity, equity, and inclusion before it reached today's current amplification.

"She is deliberate about staying true to her morals and values and eager to reach and help guide those who need direction especially in the STEM realm," said Wilson.

"I foresee Christine reaching the top one-percent of our enlisted force, chief master sergeant," Wilson said.

"Additionally, I'm expecting her to have a lasting impact on our Total Force Airmen – significance over success will be her legacy."

True to her mentor's testimony, Robinson said her journey of transforming and mentoring isn't over.

She has plans to continue holding mentorship sessions for peers, senior non-commissioned officers and company grade officers. She also wants to apply to be a non-commissioned officer cadre for a ROTC program.

"I would love to be an Air Force ROTC instructor and work with cadets that are going to be officers in the military," Robinson said.

Reflecting on women's history month and black history month Robinson said it is important to recognize what is happening now.

"Black people are very diverse and have a lot to bring to the table and I think that there is success in diversity and greatness in diversity," Robinson said.

Women's History Month: Airman 1st Class Julia Montgomery

**Air Force Installation and Mission Support Center
Public Affairs**

March is Women's History Month, a time to commemorate and celebrate the vital role of women in American history. Women within the #IAMIMSC team were invited to tell us a little about themselves and their views on the importance of Women's History Month.

Airman 1st Class Julia Montgomery is a personnel specialist with the Air Force Installation and Mission Support Center's commander's support staff in San Antonio.

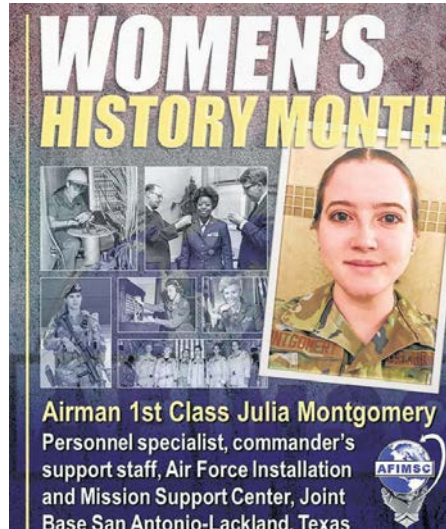
Montgomery, who has 2 years in uniform, contributes to the Air Force's lethality and readiness "by ensuring that our members' records are properly updated, maintaining accountability and supporting our commander."

» **Why do you feel we need a Women's History Month?**

To ensure that we take the time to appreciate the often overlooked contributions and successes of women through history.

» **Tell us about a female coworker or friend you admire?**

One of my female coworkers who is also my friend is Airman 1st Class Logan Moran. She's kind,



COURTESY GRAPHIC

generous, intelligent, driven and never takes no for an answer when it comes to going after her goals.

» **Who do you see as a good historic female role model and why?**

In my own life, my mom is probably the most influential female role model to me. She was a single mom and had undiagnosed depression and anxiety for most of her life, but despite that, no matter what challenges life threw at her, she always came up on top and always provided a safe loving healthy environment for me to be in. She's just an incredible woman all around.

» **What would you say to a little girl in elementary school about what she can achieve as an adult?**

She can achieve absolutely anything she wants because every goal, every desire, every dream we have, I believe we have the power within ourselves to fulfill that. It may be hard at times but you don't need to let the doubts of others stifle your flame.

» **If you could have a conversation with your 6-year-old self, what would you tell her?**

Be loud, have strong opinions, be thankful often, apologize less, treat yourself the same way you treat your best friends and last but not least, if a boy is mean to you, it doesn't mean he likes you. Go tell his momma how he is acting.

Sixteenth Air Force Mission Modernization Office ready for multi-cloud customers

By Capt. Hayden J. Djuric

SIXTEENTH AIR FORCE (AIR FORCES CYBER)

The Sixteenth Air Force's (Air Forces Cyber) Mission Modernization Office is one of 17 agencies charged with acting as a broker for Intelligence, Surveillance, and Reconnaissance units and programs working to migrate to the cloud via services provided by the Central Intelligence Agency as a part of the Intelligence Community multi-cloud contract Commercial Cloud Enterprise.

This new multi-cloud contract will bring together world-class cloud providers and their unique capabilities, and have a 15-year period of performance. The cloud service providers will compete for task orders at various levels of classification, up to top-secret.

"As the Air Force begins to migrate and modernize their programs, M2O is working to provide a streamlined, transparent process for accelerating the Air Force ISR communities' ability to access commercial cloud services for all classifications," said Jim Rose, M2O branch chief.

The C2E contract will give M2O the ability to provide a competitive environment for Air Force IC/ISR units to leverage multi-cloud and multi-classification environments to smartly migrate and modernize their networks and applications. By using a cloud service broker like M2O, units are able to get on contract with a cloud service provider rapidly, while inheriting security controls and at reduced resource utilization rates and cost.

M2O is able to provide these cloud infrastructures by providing business operations support, security engineering, and cloud engineering. Business operations support manages potential customers as they prepare to acquire a task order for cloud services with project management and requirements analysis as well as manage financial services as it relates to budgeting and cloud



services.

Security engineering ensures a secure cloud infrastructure through maintaining inherited security controls for all customers and managing infrastructure security services.

Lastly, cloud engineering provides specific technical customer support with issues as well as initially deploying the customer's cloud environment.

"M2O, the Air Force IC/ISR community, and our partnered cloud providers intend to continue to bring new service offerings and capabilities to customers that will increase the scalability, elasticity, automation, security, and on-demand compute capabilities for the enterprise," Rose said.

To contact the Mission Modernization Office, email ACC25AF.ACCA2YM.AFICITEC2S@us.af.mil or visit the official CAC-enabled webpage at <https://intelshare.intelink.gov/sites/isrcloud/SitePages/Home.aspx>.

37th Training Wing names 2021 annual awards winners

37th Training Wing Public Affairs

The 37th Training Wing recognized its top award winners for 2021 at a luncheon at Joint Base San Antonio-Lackland Feb. 11.

All nominees were presented with a medallion by Col. Rockie K Wilson, 37th TRW commander, and Chief Master Sgt. Mike Morgan, 37th TRW command chief.

Congratulations to the winners:

- ▶ **Junior Enlisted:**
Senior Airman Shane Filley, 737th Training Group
- ▶ **Noncommissioned Officer:**
Tech. Sgt. Austin Meier, 37th Training Group
- ▶ **Senior Noncommissioned Officer:**
Master Sgt. Roslyn Ball, 637th Training Group
- ▶ **First Sergeant:** Master Sgt. Keyla Watt, Inter-American Air Forces Academy
- ▶ **Company Grade Officer:**
Capt. Jennifer Rockwell, 343rd Training Squadron
- ▶ **Field Grade Officer:**
Lt. Col. (Dr.) Kieran Dhillon, Wing Staff Agencies
- ▶ **Civilian, Non-supervisory, Category I:**
Consuelo Hummons, 737th TRG
- ▶ **Civilian, Non-supervisory, Category II:**
Kelly Welbricht, 737th TRG
- ▶ **Civilian, Non-supervisory, Category III:**
Anita Conder, IAAFA
- ▶ **Civilian, Supervisory, Category III:**
Von Whelchel, WSA

All nominees are as follows:

- ▶ **Junior Enlisted**
Senior Airman Jessica Dixon, 343rd Training Squadron
Senior Airman Shane Filley, 737th TRG
Senior Airman Odalis Garcia, 637th Training Support Squadron
Senior Airman Brittany Adams, WSA
- ▶ **Noncommissioned Officer**
Tech. Sgt. Austin Meier, 37th TRG
Tech. Sgt. Derek Sizemore, 322nd TRS
Tech. Sgt. Ernesto Cruz Barquero, IAAFA
Tech. Sgt. Michael Janzen, 637th TRG (now assigned to the 23rd Maintenance Group, Moody AFB, Georgia)
Tech. Sgt. Ashley Heaton, WSA
- ▶ **Senior NCO**
Senior Master Sgt. Chanda Conger, 341st TRS
Master Sgt. Michael Galindo, 324th TRS
Master Sgt. Victor Alvarez, 318th TRS
Master Sgt. Roslyn Ball, 637th TRSS
Master Sgt. Adam Schumacher, WSA
- ▶ **First Sergeant of the Year**
Master Sgt. Taylor Rogal, 341st TRS
Master Sgt. Michael Barrows, 737th TRG (now assigned to the Air Force Life Cycle Management Center, Det. 6)
Master Sgt. Keyla Watt, IAAFA
Master Sgt. Daniel Mason, 637th TRG
- ▶ **Company Grade Officer**
Capt. Jennifer Rockwell, 343rd TRS
Capt. Tommy Voie, 326th TRS
Capt. Marissa Gaytan, 837th TRS
Capt. Jude Santiago, 332nd TRS
- ▶ **Field Grade Officer**
Maj. Elizabeth Combs, 344th TRS
Maj. Elise Ocelnik, 737th TRG
Lt. Col. Margaret Serig, IAAFA
Maj. Rebecca Belongia, 637th International Support Squadron
Lt. Col. (Dr.) Kieran Dhillon, WSA
- ▶ **Civilian, Non-supervisory, Category I**
Patrick Darby, 343rd TRS
Consuelo Hummons, 324th TRS
Cedric Williams, 637th ISS
- ▶ **Civilian, Non-supervisory, Category II**
Monica Geiser, 344th TRS
Kelly Wilbricht, 737th TRG
Joseph Gangemi, WSA
- ▶ **Civilian, Non-supervisory, Category III**
Cesar Rivera-Delgado, 37th TRSS
Anita Conder, IAAFA
Lon Jackson, 637th ISS
Annette Crawford, WSA
- ▶ **Civilian, Supervisory, Category III**
John McKinney, 341st TRS
Javier Peraffan, IAAFA
Carla Benson, 332nd TRS
Von Whelchel, WSA

433rd Mission Support Group welcomes new commander

By Airman Mark Colmenares

433RD AIRLIFT WING PUBLIC AFFAIRS

Col. Wayne M. Williams transferred command of the 433rd Mission Support Group to Col. Jeanne E. Bisesi during a change of command ceremony held at the 68th Airlift Squadron auditorium at Joint Base San Antonio-Lackland March 6.

Col. Terry W. McClain, 433rd Airlift Wing commander, was the ceremony's presiding official and delivered opening remarks welcoming Bisesi.

"As a wing commander, one of the most important things we do is to select subordinate commanders," McClain said. "I couldn't ask for a better one than Jeanne."

Williams spoke of his confidence in Bisesi's ability to lead the 433rd MSG.

"Jeanne comes with experience, skill and a better understanding of our flying mission than I had — and some valuable connections across the command," Williams said. "So, Jeanne, I am so excited to know that when I step away



AIRMAN MARK COLMENARES

Col. Terry W. McClain (left), 433rd Airlift Wing commander, presents the 433rd Mission Support Group guidon to Col. Jeanne E. Bisesi (right), during the 433rd Mission Support Group change of command ceremony at Joint Base San Antonio-Lackland March 5.

from this command, someone of your caliber is going to step in right behind me."

During Bisesi's tenure as the Reserve Advisor to the Director of Logistics, Engineering and Force Protection, Air

Mobility Command, at Scott Air Force Base, Illinois, she provided logistic, engineering and force protection support to units, including the mobility Air Force sustainment enterprise, 18th Air Force and the 618th Air Operations Center.

Bisesi said she's honored to accept the 433rd MSG flag and to continue to lead and serve the men and women of the mission support group.

"The importance of your mission and what you do here every day for the Air Mobility Command and United States Transportation Command cannot be overemphasized and I'm really thrilled to be a part of it," she said.

As the new commander of the 433rd MSG, Bisesi will direct more than 900 Reserve Citizen Airmen who provide diversified support for the wing. The group provides overall command and staff management to the 433rd Force Support Squadron, 433rd Civil Engineer Squadron, 433rd Security Forces Squadron, 433rd Logistics Readiness Squadron, 26th Aerial Port Squadron and 74th Aerial Port Squadron.

AFCEC's new culture of continuous improvement focuses on supporting installations

By Steve Warns

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER PUBLIC AFFAIRS

The Air Force Civil Engineer Center aims to sharpen mission readiness and strengthen installations by implementing a culture of continuous improvement.

"Our people are our greatest resource and are best positioned to identify and suggest improvements," Maj. Gen. John Allen, AFCEC commander, told attendees at a Continuous Process Improvement event in San Antonio recently. "Instituting a culture where they are trained, engaged and empowered at all levels not only benefits us at AFCEC but supports the Air Force Installation and Mission Support Center and the Air Force enterprise."

The AFCEC-sponsored Continuous Process Improvement for Executives training event earlier this month focused on how to best deliver civil engineering expertise and services to installations in a constantly changing environment. The

event stemmed from a course Allen attended in 2021, and he wanted his senior leaders to attend the same training.

"We want commitment to continuous improvement to be part of the DNA of AFCEC," he said. "At the end of the day, we owe it to our stakeholders and taxpayers to provide the most effective and efficient services we can."

"That culture of continuous process improvement will do just that," said Tammy O'Neill, chief of AFCEC's Planning and Integration Directorate Requirements Identification and Development Division.

"To quote Air Force Chief of Staff Gen. CQ Brown, 'We must empower our incredible Airmen to solve any problem,'" O'Neill said. "As the Air Force faces increasing budget pressure based on growing costs of sustainment for current and aging force structure, continuous combat operations and long-deferred modernization, we need to revolutionize CE solutions to enhance readiness and increase lethality."

Allen stressed unity of purpose to AFCEC senior executives during the CPI event where a management framework was established as a baseline to measure the effectiveness of CPI implementation.

Two days of formal training, where attendees learned about CPI concepts and methodology, led to a specific discussion amongst the leaders that resulted in five lines of effort needed to implement CPI throughout AFCEC.

The five lines of effort and their leaders are:

- ▶▶ Develop Tailored Education and Training Program, led by Dr. Tim Sullivan, AFCEC Facility Engineering Directorate Technical Services Division chief;
- ▶▶ Develop AFCEC Management Plan and Dashboard to measure AFCEC's Measure of Effectiveness and Performance, led by Ben Kindt, AFCEC Environmental Directorate Operations chief;
- ▶▶ Develop CPI Metrics and Dashboard, led by O'Neill;

- ▶▶ Build Strategic Communication Plan, led by Erica Becvar, AFCEC's Business Information Systems and Requirements Directorate deputy director;
- ▶▶ Build CPI Transformation Integrated Master Schedule and Battle Rhythm/Governance, led by Dr. Ivette O'Brien, director of AFCEC's Business Information Systems and Requirements Directorate.

"The baseline in place that allows quicker response times while delivering the same high-quality service to the installations benefits the Air Force enterprise from a time and financial standpoint," said Kelly Osvold, AFCEC CPI alternate process manager.

"For example, there are folks putting out fires 80 percent of the time and spending 20 percent on improving the process," Derrick Le, AFCEC CPI support staff member added. "If they could dedicate more time instead to CPI that gives time back to Airmen to focus on activities such as readiness training, reducing the overall lead time to support installations."

RANDOLPH

Get ready to check out the 2022 Great Texas Airshow

502nd Air Base Wing Public Affairs

After a long hiatus, the 2022 Great Texas Airshow is finally happening at Joint Base San Antonio-Randolph April 23-24. The free show begins at 11 a.m. and wraps up at 4:30 p.m. each day.

With the base prepared to host thousands upon thousands of guests for the two-day event, get a jump on enjoying the activities by visiting the official JBSA Airshow and Open house website at <https://greattexasairshow.com/>. If you've never been to the JBSA airshow, then this is just what you need to help take your experience into the stratosphere!

The Great Texas Airshow will allow attendees to get up close and personal with some of the equipment and aircraft the U.S. military uses. There will be plenty of static displays to check out and take pictures of, and then keep your eyes on the sky for a wide variety of flying exhibitions, including the world-famous U.S. Air Force Thunderbirds.

Remember, there is no admission to the airshow, but VIP tickets are available for purchase.

The Reserved Seating option gives you up-front, flightline seating and a tented area to catch reprieve from the hot Texas sun while enjoying the sights and sounds of The Great Texas Airshow. The Beer Garden Seating option welcomes you with up-front, flightline seating and a tented area to catch reprieve from the hot Texas sun while enjoying two craft beer beverages, with the option to purchase more.

Purchase your VIP tickets at <https://event.etix.com/ticket/v/13449/>. Prices vary from \$30 to \$50 for one-day tickets.

It's also a good idea to know what you can and can't bring with you.

There are several items that are not permitted at the air show area and are subject to confiscation. These items include, but are not limited to, weapons (regardless of permit, to include firearms, knives, multi-tools, pepper spray, stun guns, etc.), non-clear backpacks (small diaper bags ok), laser pointers, umbrellas, tents, ice chests/coolers, remote control devices (drones, cars, planes), pets (other than service animals), fireworks, flammable liquids, bicycles, rollers skates/roller blades, scooters, skateboards, Segway style human transporters, glass containers, outside food or drinks (other than those for babies or kids), and other items listed at https://www.etix.com/ticket/online/performanceSale.do?method=restoreToken&performance_id=2763241&method=restoreToken.

What you will want to bring are as water bottles,



COURTESY GRAPHIC

sunscreen and hearing protection. Chairs, wheelchairs, strollers and wagons are allowed, but note that purses or backpacks will be searched.

With huge crowds expected for the air show, you can't afford to take the wrong exit! Get directions to JBSA-Randolph at <https://greattexasairshow.com/directions-parking-info/>.

While the U.S. Air Force Thunderbirds are the main attraction at the Great Texas Airshow, but they are not the only ones who will be flying in Texas skies over the two days.

Also performing demonstrations will be the MV-22 Osprey, F-35II Lightning demonstration team, Shockwave, Tora! Tora! Tora!, C-17 Globemaster III, and more. Additional performances will include a combat battle demo, medical extraction demo, military jump team, and an awesome 21-gun salute by the U.S. Army North. Military static displays from all services will be available for all to view, along with exhibitions from STEM organizations.

Follow the conversations using the hashtag #GreatTexasAirshow

Two-part Spring Developmental Special Duty cycle kicks off

By Toni Whaley

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS

Airmen wishing to hone their leadership skills while mentoring and molding future Air Force leaders have the opportunity to apply for a special duty assignment during the Spring Developmental Special Duty, or DSD, cycle.

The DSD Enlisted Instructor & Recruiter Special Duty, or EI&RSD, process for the spring 2022 cycle opened March 16 and runs through April 8, and is the central selection process for USAFA Military Trainers and NCO Academy PME Instructors. Airmen can apply through March 25 in myVector and commanders endorsements are due by April 8.

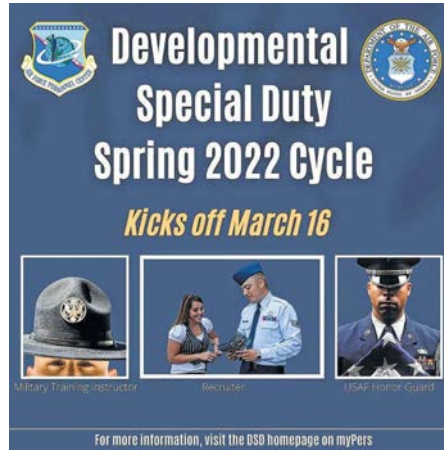
The window for traditional nominations for other DSD opportunities opens April 18 and runs through May 30.

Those selected will receive assignments with Report No Later than Dates of October 2022 through March 2023.

"The spring cycle has two mini cycles within one," said Master Sgt. Darlene Rust, Special Duty and DSD Assignments manager. "One is automated and uses MyVector as the platform to select USAFA Military Trainers and PME instructors. The other cycle is run through the traditional legacy process."

Long term, the goal is to make DSD a fully automated, central selection process managed by the Air Force's Personnel Center using MyVector.

"The objective of the EI&RSD process is to provide a predictable, sustainable and explainable process by fusing Talent Management methodology into the DSD program," Rust said.



"That methodology blends the art of mission needs with the science of assignment policy, while increasing transparency and flexibility without losing focus on mission requirements."

DSD offers a developmental career path for staff, technical, and master sergeants who serve in positions for a period of up to three or four years. The Air Force has identified 10 special duty identifiers as enlisted developmental positions due to their unique leadership roles in building the future force.

Those 10 SDIs are: Career Assistance Advisor (CAA), Military Training Instructor (MTI), Military Training Leader (MTL), U.S. Air Force Academy Military Training NCO (AMT), Airman and Family Readiness Center NCO (RNCO), First Sergeant, USAF Honor Guard NCO, Airman Dorm Leader (ADL), Enlisted Accessions Recruiter, and Professional Military Education (PME) Instructor.

"We want Airmen who are eager to take on this responsibility to mentor and mold future leaders," Rust said. "In order to assign the most qualified Airmen to these critical positions, we also solicit the approval and endorsement of commanders because they know their members' personality, skillset and potential. Their insight is key to ensuring a successful tour for Airmen."

From the unit, through the MAJCOM/A1s to AFPC and Headquarters Air Force, we know that the DSD program executes more effectively and efficiently when communication is clear and frequent, Rust added.

"One way we are communicating directly to Airmen is the DSD Matrix," Rust said. "Airmen can find updates on where we are in the process here. The document, updated weekly and published to the myPers website and the AFPC Facebook page, is our way of providing transparency during the matching process."

Airmen looking for more information on DSD can go to the DSD MyPers homepage at https://mypers.af.mil/app/answers/detail/a_id/27577 or view the DSD Spring 2022 video at <https://www.facebook.com/AirForcePersonnelCenter/videos/53174398269133>.

AF Competency Modeling Handbook provides Airmen with roadmap

By Dan Hawkins

AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS

In line with Air Force Chief of Staff Gen. Charles Q. Brown Jr.'s Action Order — Airmen effort to find and enhance universal skillsets that are important to all Airmen regardless of their specific Air Force Specialty Code, the Air Force Competency Modeling Handbook is now available to Airmen after officially being published Feb. 8.

Developed by the Headquarters, Air Education and Training Command A3J team, AFH 36-2647 includes a validated competency-modeling framework that is scalable, reliable, and repeatable to assist career fields in developing their occupational competency models. It

also outlines the service's 24 foundational competencies, which are a combination of knowledge, skills, abilities, and other characteristics that manifest in an observable, measurable pattern of behaviors that improve an Airman's performance.

"Our competencies are the bedrock to developing the Airmen we need and they provide Airmen with a roadmap to become future-ready, critically-thinking warfighters," said Brig. Gen. Brenda Cartier, AETC director of operations and communications. "The occupational competency model integrates technical capabilities with the foundational competencies, along with the leadership, combat, joint, social mastery, and all-domain skills needed to be successful in a career."

In the attachments of AFH 36-2647,

Airmen can find detailed definitions for the 24 foundational competencies, which are grouped under four buckets of developing self, others, ideas and organizations.

"The foundational competencies are those competencies that are valued by the Air Force and are universally applicable to all Airmen," said Vincent Villanueva, AETC's Occupational Competencies branch chief. "These competencies are the core of Airmen development and enable them with tools, pathways, and capabilities to improve their performance in any job, specialty, or situation."

Competency models support organizational vision, mission, and priorities by identifying the behaviors needed to maintain a competitive advantage and meet strategic objectives.

"The competency model framework enables Airman-centric, mission-focused, competency-based Air Force learning, and as we add career fields, we scale the enterprise-level benefits," said Villanueva. "It also identifies the competencies needed for key positions, and informs decisions for the right person and right job."

Other features in the handbook include application of competency assessments based on real-world environments and expectations to help Airmen have the right tools and resources in terms of training, education, and experience, Villanueva said.

To access a copy of AFH 36-2647, visit static.e-publishing.af.mil/production/1/af_a1/publication/afh36-2647/afh36-2647.pdf.

Joint Base San Antonio hosts 2022 Air Force Trials March 19-27

By Shannon Hall

AIR FORCE WOUNDED WARRIOR PROGRAM

With a New Year comes many the potential for many challenges and changes. While the world still deals with restrictions due to the COVID-19 pandemic, the Air Force Wounded Warrior, or AFW2, Program strives to continue providing wounded warriors an avenue to showcase their use of adaptive sports as part of their recovery journey.

To do this best, AFW2 personnel are bringing the 2022 Air Force Trials to Joint Base San Antonio March 19-27.

Air Force Trials is a competitive event used to select Team Air Force to go on to compete at the annual Department of Defense Warrior Games. Normally, the Air Force Trials are held at Nellis Air Force Base, Nevada, with the last in-person competition held there in 2019. However, this year there are big changes to location, with venues looking different, but the training, competitions and successes will all be the same.

“Due to the current COVID-19 restrictions at Nellis, and in order to keep Air Force Trials in-person versus virtual, the decision was made to move the event to San Antonio,” said Marsha Strawderman, Warrior Care Support branch chief.

Although COVID-19 is still a concern for many warriors, caregivers and staff members, there are necessary precautions being put in place to ensure the event is safe for all who attend.

Not only are all attendees required to be fully vaccinated and have a negative COVID-19 test prior to coming, but there will also be extensive sanitation of all equipment, limited passengers in vehicles, limited people inside the venues and other processes to ensure the safety of everyone’s health.

AFW2 understands that traveling right now can be stressful, scary and uneasy but all precautions are being taken care of, and the excitement of having Air Force



COURTESY GRAPHIC

Trials in person for the first time since 2019 is overwhelming.

“We’re implementing strict COVID-19 protocols to make this the safest event possible, while still fulfilling the desire of every warrior-athlete to compete in person. Although Air Force Trials has never been hosted anywhere other than Nellis, we are extremely excited to host it in San Antonio this year,” Strawderman said.

AFW2 staff, coaches and medical teams are working hard behind the scenes to ensure this event is successful for everyone. They remain available, and adaptable, to make any last-minute changes necessary that can come about with the constantly changing COVID-19

environment.

“The fact that we were able to come up with a plan to bring our athletes together is truly a testament to the hard work and dedication of the staff and coaches at AFW2 to make this a memorable experience for each athlete involved,” Strawderman said. “It will showcase the power of adaptive sports as part of these Wounded Warriors’ recovery and will bring to life our motto of Care Beyond Duty.”

For more updates on 2022 Air Force Trials, to refer an Airman or Guardian, and to access resources and tools from other programs offered within AFW2, visit the website at www.woundedwarrior.af.mil.

AETC, STARCOM commanders discuss training, readiness

Air Education and Training Command Public Affairs

U.S. Air Force Lt. Gen. Brad Webb, commander of Air Education and Training Command, and Air National Guard Brig. Gen. Shawn Bratton, commander of United States Space Force Training and Readiness Command, discussed wartime readiness during a panel at the 2022 Air Force Association Warfare Symposium in Orlando, Florida, March 4.

The theme of “Warfighter Training and Readiness” is significant to both commanders, charged with similar responsibilities — to develop, educate and train, from accessions to

separation or retirement and at every career milestone in between.

“We develop Airmen of character and we are the foundation for the lethal force,” Webb said. “A fundamental advancement to developing the Airmen we need is that we’ve identified specific foundational competencies across four buckets: developing self, developing others, developing ideas and developing organizations.

“These build the agile mindset we talk about and are going to be the key for AETC going forward.”

Unlike the 80-year span of AETC’s legacy, STARCOM’s history began Aug. 23, 2021.

“The STARCOM mission is pretty straightforward: prepare every

Guardian for competition and conflict,” Bratton said. “That foundation existed in the squadrons that transferred over and we are leveraging everything that AETC does.”

The connection and partnerships between AETC and STARCOM are strong with regular discussions on basic military training, ROTC activities, professional military education and test and training activities.

“From policy to doctrine it’s been a nonstop build but what we owe to all of our Guardians is that when they come into conflict in the space domain, they’re prepared,” Bratton said.

“Laying that foundation and then reinforcing it throughout a career is what we’re all about. We’re getting after

it every day.”

Webb added that when it comes to training, while it’s easy to get into discussions on production and meeting a number, “as cliché-ridden as it may sound, quality is job one.”

Both Webb and Bratton emphasized that warfighter readiness is about developing the most important weapons system - the Airmen and Guardians who execute the mission. “Culturally in the Air Force, when we talk about near peer adversaries, we like to talk about weapons,” Webb said. “The Air Force’s asymmetric advantage is our Airmen and Guardians and it’s about being comfortable with uncertainty and having an agile mindset.”