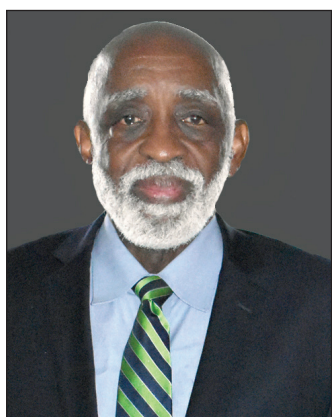




## Rank, titles don't make leaders

By HENRY BROWN  
AFGE Local 987  
henry.brown@afgelocal987.org



Henry Brown

The Air Force Reserve Command established its headquarters on Robins Air Force Base on Feb 17, 1997. Its mission: "Our value to the force derives from our Service and Learning. We are a service organization that is responsible for helping others, be they leaders, colleagues, teammates, Airman, or the interested public.

"We are a learning organization that draws on the past to inform the present, that learns itself through trial and error, that thinks and teaches others to think historically. Our value proposition is that we draw on the past, preserve the present, and shape the future in a way that enhances the ability to make more informed decisions."

When you mention the Air Force Reserve Command (AFRC), you would think that it's an organization that is laden with talent up and down the chain of command. In a command such as this, or any institution that serves the greater good of this nation, the key defining feature would be ethical leadership, leadership that enriches every member of

the organization, including the leader. It should also benefit the organization, helping it to fulfill its mission, thereby benefiting the collective, or in this instance the men and women of the Reserve Command. Typically, staff assignments are where you find the best of the best.

Ethical leadership is oriented towards personal good and the common good of a select few either in command or serving in positions of authority. I might add, that leadership that is worth exercising and supporting, the only one that is in the best interest of the organization, regardless of what morals, trends or fashion might say.

See LEADERS, page 6

## Let your voice be heard

As we prepare for the upcoming runoffs in the state of Georgia and especially the Middle Georgia area please remember to let your voices be heard all over the state.

We need to keep Georgia BLUE. Please let your voice be heard by voting in the runoffs for city, county, state and federal positions. The elections will Jun 18, 2024 and early voting will be held from June 10-14, 2024 at various location. There will only be one week of early voting and no Saturday voting this time.

AFGE Local 987 will be looking for volunteers to do phone banking, canvassing and texting as we prepare for the 2024 Presidential campaign. If you're interested please contact Jeanette McElhaney 478-397-0212 or email jlam3687@gmail.com jmac@afgelocal987.org.

Remember we working to keep Georgia BLUE. The starting point is the upcoming runoff.

- Jeanette McElhaney, Treasurer, AFGE Local 987



Jeanette McElhaney

## Announcement: AFGE Local 987 officer reelection process

AFGE Local 987 is gearing up to rerun the election for all of its officers and delegates.

The new election will be conducted by secret mail ballot to provide a convenient and secure way to cast your vote and the ballots will be tallied on Monday, July 8.

Election packets were mailed out on Monday, June 10, so be on the lookout for it in the mail. In the packet you will find the election announcement, ballot, and instruc-

tions detailing how to properly cast a vote.

If you do not receive an election packet you can reach out to confirm your address at [AFGEL987EC24@GMAIL.COM](mailto:AFGEL987EC24@GMAIL.COM). Make sure to vote and return your ballot as soon as possible to ensure it is received by 9 a.m. Monday, July 8.

Casie Flowers Nation  
National Representative  
District 5 AFGE, AFL-CIO

# elections

## Memorial Day remembrance



AFGE Local 987 Treasurer Jeanette McElhaney, center, stands with 78th Air Base Wing Commander Col. Deedrick Reese and Warner Robins Mayor LaRhonda Patrick. The three were in attendance for the Memorial Day ceremony held in Magnolia Park Cemetery. Reese and Patrick both spoke during the event. Patrick said to all those in attendance – it organized by American Legion Post 594 – and said they – all - were there because of the "One point three million individuals who served in our military who gave it all for what we enjoy, so we can raise our hand to the flag of the United States of America." Reese gave a number of examples throughout history, as well as added additional comments before closing with: "As we honor the memory of our fallen heroes, I encourage each of you to reflect on their sacrifices and consider how much we can all contribute to their legacy," he said. "Whether through acts of service, supporting veterans or simply remembering their stories, we can all play a part. I invite everyone to participate in acts of remembrance, such as visiting memorials, attending ceremonies, or reaching out to veterans and their families to express gratitude ... On this Memorial Day, let us come together as a community and as a nation to remember and honor the sacrifices of our fallen heroes. Let us reaffirm our shared commitment to the values they defended and to supporting those who continue to serve." (Courtesy photo)



## For the best - make it Union-made

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**Tools**  
Armstrong  
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S-K Handtool  
SnapOn Tools  
Stanley Hand Tools  
Stilleto Tool Co.  
Wilde Tool  
Wright Tool

**Sporting Goods**  
American Athletic  
Louisville Slugger  
Nordic Track  
Spalding  
Standard Golf  
Top-Flite Golf Balls

**Tobacco**  
ACID Cigarillos  
Swisher  
International

**Bourbon**  
Basil Hayden  
Benchmark  
Blanton's  
Bulleit  
Eagle Rare  
Bourbon  
Elijah Craig  
Evan Williams  
Fighting Cock  
Four Roses  
Heaven Hills

**Brands**  
Henry McKenna  
Jim Beam IBT  
Kentucky  
Gentleman  
Knob Creek  
Old Grand-Dad  
Van Winkle

### AFL-CIO

Hugo Boss  
Jim Beam  
Joseph Abboud  
clothing  
Klein Tools  
Knob Creek® whiskey  
Louisville Slugger  
Naturalizer shoes  
Old Spice  
Pierre Cardin  
cologne  
Red Wing Shoes  
Spalding basketball  
Stella Artois beer  
Timex watches  
The Union Boot Pro

You could also spring for some game-day tickets to watch your favorite MLB Players Association baseball players, and make sure dear old dad gets a cup of Budweiser beer, made by the Teamsters and IAM.

Text MADE to 235246 for more union-made gifts.



### Membership meeting

Local 987 will have a membership meeting June 20 at 5 p.m. (Doors open at 4 p.m., with refreshments/available.) It will be held at Union Hall, located at 1764 Watson Blvd. (It will also be on Zoom.) As always, membership will be verified before admittance into the meeting. You can make updates to your contact information - address, phone, email - by calling Union Hall at 478-922-5758 or by emailing Linda Baxter at [linda@afgelocal987.org](mailto:linda@afgelocal987.org) or Jeanette McElhaney at [jmac@afgelocal987.org](mailto:jmac@afgelocal987.org).

### In memory ...

Ward Stephens  
Member since July 16, 2010  
Passed away April 19, 2024

# Empowering change through FEVS, DEOCS

By **BRIAN DIETRICK**  
Air Force Materiel Command

WRIGHT-PATTERSON AIR FORCE BASE, Ohio - The perspectives and experiences of a workforce are invaluable to the mission of every organization.

Air Force Materiel Command recognizes this, and it uses data from the annual Federal Employees Viewpoints Survey to gather feedback on employee work-life balance, job satisfaction, engagement, performance management, and communication.

The 2024 FEVS survey opened to Air Force civilian employees on May 13 and closes on June 28. All eligible civilian employees will receive a survey invitation and reminders throughout the open timeframe. Official time may be used to take the survey, and most participants complete it in 20-30 minutes.

As of May 30, only 9.2% of AFMC civilians completed the survey.

"Participation in and feedback from the FEVS is paramount within the AFMC enter-

prise," said Kathy Watern, Director, Manpower, Personnel and Services Directorate, Headquarters, AFMC. "It's not just a survey; it's our compass, guiding us towards understanding our team's pulse, addressing concerns, and fostering a culture of excellence and empowerment."

Taking the survey and encouraging others to participate is an opportunity to be a catalyst for positive change. The data collected through the survey directs leaders and decision-makers toward informed and targeted improvements.

"The FEVS is one of the most powerful platforms for sharing perceptions of how effectively their agency manages its workforce.

Feedback from the FEVS provides the entire chain of command with valuable information needed to drive positive change," said Secretary of the Air Force Frank Kendall in a memo released to the Air Force civilian workforce.

AFMC military and civilian employees are also encouraged to be on the lookout for and

participate in the Defense Equal Opportunity Climate Survey later in the year.

The DEOCS is a critical instrument that provides a platform for personnel to voice their experiences and perceptions regarding relationships and trust within their work center, harassment and discrimination, diversity and inclusion, and other aspects of organizational climate.

"The DEOCS actively shapes our Air Force and AFMC culture," Watern said. "Each response is a voice heard—a step towards fostering an environment where every military and civilian Airman feels valued, respected, and empowered to excel. Commanders and directors at every level use this information to address organizational concerns and enhance our work centers."

Your voice matters, and your insights are crucial in creating an environment that reflects the values and aspirations of the entire Air Force community. Seize this chance to drive positive change—take the surveys and make your voice count.

# How to erase negative self-talk, feel better

(StatePoint) It's been four years since the collective trauma of the pandemic created widespread grief, anxiety and isolation, but the psychological wounds of this period have not fully healed.

The American Psychological Association reports continued elevated rates of anxiety and depression among Americans, and mental health experts say that negative self-talk plays a large role in these conditions and other psychological issues.

The good news? Individuals can work on subtracting a harmful inner monologue from the equation.

"Simple tools can help people break the cycle of negative self-talk and find some inner peace," says Elizabeth Scott, PhD, a wellness coach, health educator and author of "8 Keys to Stress Management."

That's why Pilot Corporation of America (Pilot Pen) is supporting the Erase Self-Negativity Initiative in partnership with key mental health and wellness experts, including Scott, and with guidance from America's largest grassroots mental health organization, the National Alliance on Mental Illness.

As part of the initiative, Dr. Scott and NAMI have created a guided exercise to help individuals begin their journey toward erasing the disempow-



PHOTO SOURCE: (c) JackF / iStock via Getty Images Plus

ering influence that negative self-talk has on their lives.

The exercises include writing down the negative beliefs one holds about themselves and then destroying or erasing the writing, a practice that has been found by research to be helpful in minimizing those beliefs.

"Simply externalizing these negative thoughts empowers us to rewrite our narrative and opens the door to giving ourselves more grace," says Dr. Scott.

Scott stresses that similar to maintaining physical health, consistency is key with mental health. Here's what's needed to get started:

1. A quiet, restful location,
2. A desire to create change
3. Paper

4. An erasable pen, which offers more than just the ability to write and erase completely; but also symbolizes the power individuals have to change things and write more positivity into their story.

For additional resources to understand how common, and treatable mental health issues can be, visit nami.org.

"While we can't control the negative messages we might receive from the outside world, we can work on what we tell ourselves. With just a few minutes of quiet time, we can harness the transformative power of writing in a way that will challenge the damaging assumptions we hold about ourselves and foster more self-compassion," says Scott.

# BBB Alert: Scammers are impersonating road toll collections services

If you have been on a road trip, then you're probably familiar with modern tolling systems allowing you to pay your toll fees online.

If you anticipate paying for any outstanding tolls, watch out for this text message phishing scam where fraudsters impersonate toll collection services, trying to trick consumers into paying for fake outstanding tolls.



Kelvin Collins

## How the scam works

You receive a text message from what appears to be a state tollway collection service, like the Illinois Tollway or the Florida Turnpike. The text message says you owe a road toll fee of around \$12, but you need to pay it immediately to avoid a late fee of \$50.

The message includes a link to settle your balance, which appears to be from the state's toll service, making the message look legitimate.

However, if you click the link and provide your personal and payment information on the website, scammers could now have access to that information, and you may have lost some money.

BBB Scam Tracker has received reports of text messages that appear to be from toll collection services. One consumer recently shared, "I received a text message that stated I owed funds from using a tollway. It was not specific and since I do not use a tollway I knew it was a fraud. I deleted the message right away and blocked the number, but I believe it had included a web link."

Another consumer shared, "I was sent a text message that I owe the Florida Turnpike fee of \$12.51 or face a late fee of \$50. I nor my husband have been anywhere near the Florida Turnpike."

**How to avoid text message phishing scams**  
*Verify your outstanding toll balance with the legitimate agency.* Instead of clicking on the link in the text message, go to your web brows-

er, find the toll service's actual website, and log in to your account to verify if you have any outstanding toll payments. Another way to verify this is by calling the toll service's customer service line.

Do not call the phone number that texted you or any phone numbers included in the text message. Instead, find the toll service's legitimate phone number on their website.

**Know the warning signs of a fake text.** If you receive an unusual text message, there are several things to look for to help you identify if it's fake. Read BBB's tips on spotting the red flags of fake text messages.

Don't click on links or download files that are unexpectedly texted to you. It may be hard to identify if a link sent in a text message is safe. Scammers can disguise a URL to appear legitimate when it isn't.

**Block the number and delete the message.** Do not engage with the scammer if you think you received a fake text message. Instead, block the phone number and delete the text message. Refusing to engage and blocking the phone number can help prevent scammers from contacting you again.

If you receive a text message impersonating a road toll collection service, report it. You can file a report with BBB Scam Tracker to help warn others about this new scam. In addition, file a report with the FBI Internet Crime Complaint Center (IC3) at ic3.gov.

You can read the IC3's recent alert about this scam at www.ic3.gov and learn how to report these scams to IC3.

Learn more about how to spot a scam by identifying common red flags in various scam types at BBB.org.

## Medal of Honor spotlight

# Navy Lt. Orson Crandall

By **KATIE LANGE**  
DoD News

Thanks to World War I and the advent of the submarine, U.S. naval divers mastered how to make and survive deep ocean dives. But by the 1930s, they were still trying to figure out how to successfully rescue survivors from sunken vessels.

They finally figured that out in 1939, when Navy Lt. Orson Leon Crandall and three other master divers used a new piece of equipment to rescue nearly three dozen sailors from a sub that sank during a training incident. Crandall's expertise and calmness under pressure earned him the Medal of Honor.

Crandall was born on Feb. 2, 1903, in St. Joseph, Missouri, to Marshall and Bertie Crandall. He had two brothers and a sister, all of whom were older.

Crandall enlisted in the Navy in 1922 when he was 19. For the next decade, he served on several ships before going into diver training in 1932. By March 1939, he held the rank of chief boatswain's mate and was designated a master diver, the highest level a diver can attain.



Photo courtesy defense.gov  
Navy Lt. Orson Crandall

Only a few months later, a disaster off the coast of New Hampshire would require Crandall to utilize his expertise in the most harrowing of conditions.

On May 23, 1939, a diesel-electric submarine called the USS Squalus was practicing submerging at high speeds near the Isle of Shoals, an island chain off the coast of southern Maine, when it suffered a catastrophic valve failure. The sub — which carried 56 crew members and three civilian contractors — quickly filled with water and sank about 240 feet to the ocean floor.

Crandall was serving on the

USS Falcon, which was tied up at New London, Connecticut, when the call for help came in. The Falcon was one of several salvage ships with divers that hurried to the scene to try to save anyone who was still alive inside the Squalus.

It took nearly a full day to prepare for the dangerous mission, but by the morning of the 24th, Crandall and about three dozen other divers were ready to get started.

"I remember that the water was rough and that the wind was pretty stiff, but after a while it calmed down some," Crandall recalled in a 1952 article in the Baltimore Evening Sun newspaper. "The descent was pretty fast — it took only about seven minutes to drop down to the 240-foot level where the submarine lay with her stern in about 12 feet of mud."

Shortly before noon, the Falcon lowered into the water a newly developed rescue device called the McCann-Erickson Rescue Chamber. Up until then, the chamber had only been used in training.

In theory, rescuers planned to lower the chamber via cables to the sub's deck, then seal it to one of the Squalus' hatches, according to Naval Institute archives. The crew would then blow the water out of the sub's chamber, open both hatches, and pull out the trapped submariners.

The process worked, but it took a long time.

See HONOR, page 3

# Running a local race? How to keep your feet healthy

(StatePoint) Whether you're a novice jogger embarking on a couch-to-5K program or a marathoner serious about racking up finishers' medals, it's critical you take great care of your feet.

"Running is an amazing form of cardiovascular exercise, but because it's a high-impact sport that involves repeated trauma to the feet, everyone from long-distance runners to casual joggers is at risk for developing painful and debilitating foot conditions," says Bryce A. Paschold, DPM, FACFAS, a board-certified foot and ankle surgeon and a Fellow Member of the American College of Foot and Ankle Surgeons.

To help you identify signs of some of the more common foot issues associated with running so you can get proper treatment before the condition keeps you from the activity you love, the foot and ankle surgeon members of ACFAS are offering the following insights:

- **Plantar Fasciitis:** Plantar fasciitis is perhaps the most common complaint from runners. Presenting as heel pain, it's caused by inflammation of the ligament that holds up the arch. At the first sign of heel pain, Paschold advises runners to stretch the calf, wear sturdier shoes and use arch supports. In some cases, icing and anti-inflammatory medications, such as ibuprofen, are helpful.

Should pain continue, visit a foot and ankle surgeon, who might recommend custom orthotics, injections and physical therapy.

- **Neuromas:** A neuroma is a pinched nerve between the toes that can cause pain, numbness and a burning sensation in the ball of the foot.

Overly flexible shoes are often the cause, and padding, orthotics or injections are usually effective treatments.

- **Tendonitis:** Runners can be sidelined with tendonitis if they ignore the warning signs of this overuse condition. There are several forms of tendonitis that affect the Achilles and other areas, and all are treated with rest, icing, strengthening, stretching and anti-inflammatory medications, and sometimes with orthotics and physical therapy.



PHOTO SOURCE: (c) JackF / iStock via Getty Images Plus

See FEET, page 3

**As he lapsed into unconsciousness, he started to call out football signals - something he did as a quarterback of a shore-based football squad.**

# THE UNION ADVOCATE

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Please submit articles, photos, etc to don.moncrief@afge-local987.org. For questions about story content, to pass on story ideas or to request coverage, please contact the aforementioned.



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY


MEMORANDUM FOR RECORD

FROM: SAF/MR  
1660 Air Force Pentagon  
Washington, DC 20330-1660

SUBJECT: Privatization of the Department of the Air Force Lodging Program

In accordance with the authorities established in Headquarters Air Force Mission Directive 1-24 *Assistant Secretary Of The Air Force (Manpower And Reserve Affairs)*, I approve the privatization of Department of the Air Force Lodging program within the United States, its territories, and possessions.

My point of contact for this matter is Mr. Michael Coltrin, SAF/MRR, michael.coltrin@us.af.mil.

  
ALEX WAGNER  
Assistant Secretary of the Air Force  
(Manpower and Reserve Affairs)

**Note from AFGE Local 987 in regard to the above: "We will engage and be negotiating as this moves forward and will keep you abreast of any changes as they become available. If you should have any questions you can reach out to Vice President At Large Sharon Kornegay at sharon.kornegay@afgelocal987.org."**

AIR FORCE SERVICES CENTER

FREQUENTLY ASKED QUESTIONS ABOUT PRIVATIZATION

AIR FORCE SERVICES CENTER LEADERSHIP

Commander: Col Carolyn Ammons  
Executive Director: Mr. Brian Roush  
Chief Enlisted Manager: CMSgt Maria Lloyd  
Business Operation Director: Ms. Vicki Fragomeli  
Air Force Lodging Division Chief: Ms. Janae Sergio  
Air Force Lodging Workflow: afsva.svoldistro@us.af.mil

The Department of Air Force (DAF) has elected to privatize its lodging operations in the United States, its territories and possessions. This list of Frequently Asked Questions (FAQs) provides answers to anticipated questions and concerns about this transition. The Air Force Services Center's (AFSVC) goal is to facilitate a smooth transition and successful plan implementation by providing clear, transparent, and timely communication with all customers and stakeholders.

1. WHAT IS PRIVATIZATION?

Privatization is the leasing of all CONUS lodging facilities and land interests withing the United States and its territories to a third-party entity for a proposed duration of time. The third-party entity, which is typically led by a prime contractor, orchestrates a collaborative effort involving a developer, asset manager, brand, and management company. While some functions may be internally managed by the prime contractor, any outsourced functions are subcontracted under their oversight. Room rate regulations are defined within the lease agreement, with provisions for renegotiation if necessary. Throughout the process, the DAF retains an oversight function to ensure compliance and effective management of the lease.

2. HOW WILL PRIVATIZATION BENEFIT THE DAF?

Most DAFL buildings have had maintenance and/or replacement deferred for many years. By leasing DAFL buildings within the United States and its territories to a private sector entity, the required facility improvements can be completed much faster. The private sector has much better access to the capital required to make the improvements, while significantly reducing risk to the Department of the Air Force. By updating buildings using a private sector brand and replacing buildings were required, we will be better able to meet the quality of facilities, service standards and amenities our Airmen, Guardians and families have told us they desire.

3. WILL ALL INSTALLATIONS BE PRIVATIZED?

No, only installations in the United States and U.S. territories will be affected. Public Law 104-106 only authorizes privatization on or near military installations within the U.S. and its territories and possessions.

ONE TEAM DELIVERING PREMIER SERVICES CAPABILITIES  
TO AIRMEN, GUARDIANS, AND FAMILIES

FREQUENTLY ASKED QUESTIONS ABOUT PRIVATIZATION

4. WHAT IS THE TIMELINE FOR THE TRANSITION?

The full transition of DAFL facilities is expected to take about five to eight years. A more accurate timeline will depend on factors such as: lodging facility sizes; transition and contracting complexities; and any legal or regulatory requirements which must be met. The privatization process is broken down into various stages such as planning, soliciting proposals from private companies, negotiating contracts, transitioning operations, and ongoing oversight. Each stage will be allocated appropriate amounts of time to ensure careful planning, stakeholder consultation, and legal compliance.

5. HOW WILL PRIVATIZATION AFFECT THE QUALITY OF LODGING FACILITIES AND PROVIDED SERVICES?

The success of improving the quality of lodging facilities and provided services will depend on effective oversight, clear performance standards, and accountability mechanisms to ensure the needs of service members and their families are prioritized by the lessee. While privatization does not guarantee improved quality, the DAF will take upfront actions to mitigate potential risks and challenges to ensure a success transition.

6. WILL THERE BE ANY COST CHANGES FOR DAF LODGING PRIORITY ONE OR PRIORITY TWO GUESTS?

Room rates may be adjusted to ensure operational costs are met and capital requirements are fulfilled. This will be determined by the operator. However, the leasing agreement will specify that rates remain at or below U.S. General Services Administration (GSA) approved Department of Defense (DoD) lodging rates to ensure official travelers are properly reimbursed while on official travel.

7. WHAT ACTION WILL BE TAKEN TO ENSURE A SMOOTH TRANSITION FROM GOVERNMENT-RUN TO PRIVATIZED LODGING?

The Air Force Installation and Mission Support Center (AFIMSC) will create a Program Management Office (PMO) led by the Air Force Civil Engineering Center (AFCEC) and supported by the AFSVC. This PMO will utilize a cross-functional personnel to oversee various objectives supporting privatization efforts led by the office of the Assistant Secretary of the Air Force for Installations, Environment, and Energy (SAF/IE). A strategic communication plan has been developed at the SAF, Headquarters Air Force Air Force Services Directorate (HAF/AIS), and AFIMSC levels to ensure timelines, responsibilities, and milestones are properly communicated to customers, employees, and stakeholders throughout the transition. AFIMSC will communicate with internal and external stakeholders, lodging customers, and local communities, during the transition process to provide full transparency and to alleviate concerns. DAFL will continue to ensure lodging facilities remain safe, functional, and well-maintained.

8. WILL THERE BE ANY CHANGES TO THE AMENITIES AND SERVICES OFFERED AT PRIVATIZED LODGING FACILITIES?

Yes. The DAF's expectation is that the operator will incorporate their brand standards that meet or exceeds the needs and expectations of service members and their families.

9. WHAT ROLE WILL THE DAF PLAY IN OVERSEEING AND REGULATING THE PRIVATIZED LODGING PROGRAM?

The DAF's role in overseeing and regulating the privatized lodging program is to ensure that it operates efficiently, effectively, and in the best interests of the military community. By fulfilling these responsibilities, the DAF can help to maintain the quality, accessibility, and affordability of lodging services for service members and their families.

ONE TEAM DELIVERING PREMIER SERVICES CAPABILITIES  
TO AIRMEN, GUARDIANS, AND FAMILIES

FREQUENTLY ASKED QUESTIONS ABOUT PRIVATIZATION

10. WILL ANY LOYALTY PROGRAMS OR DISCOUNTS BE OFFERED?

The DAF cannot predict what loyalty programs or discounts the operator may offer; however, once the leasing process is completed, there will be greater opportunities for these benefits to be pursued. The expectation is that the operator will implement the same loyalty programs, service, and facility standards offered at their brand locations off-base.

11. WILL THERE BE ANY CHANGES TO THE EMPLOYMENT STATUS AND BENEFITS OF CURRENT DAF LODGING EMPLOYEES?

Yes. However, changes will not occur during the planning phase of privatization nor prior to the transition of specific DAFL programs to the lessee (full transition is expected to take five to eight years). Once an installation transitions from DAFL's portfolio to the operator's portfolio, employees at that location will no longer fall under the NAF construct. We expect that our DAFL employees will be offered positions with the new partner as was done when the U.S. Army privatized their lodging program over 12 years ago. It will be critical for the DAF and partner to work closely together to ensure a fair and transparent process for affected employees during the transition to privatized lodging operations. This may involve consulting with employees, providing clear communication about changes, and offering support services to mitigate any adverse impacts on employment status and benefits.

12. WILL THERE BE OPPORTUNITIES FOR CURRENT EMPLOYEES TO TRANSITION TO EMPLOYMENT WITH THE PRIVATIZED COMPANY?

Yes. The expectation is that DAFL employees will be offered positions with the new partner, similarly to PAL. It is critical that the DAF and the private operator work closely to ensure a fair and transparent process for affected employees during the transition to privatized lodging operations. Some of the current NAF employees may elect to retire or relocate during this transition.

13. HOW WILL THE TRANSITION TO PRIVATIZED LODGING IMPACT THE STAFFING LEVELS AT LODGING OPERATIONS?

None in the immediate future. After transition, staffing levels will be determined by the partner and their service, program, and staffing requirements. OCONUS operations will remain within the DAFL portfolio and changes to staffing will be determined as needed and based on the scope of work.

14. WILL THERE BE ANY CHANGES TO THE COMPENSATION AND SALARY STRUCTURE FOR EMPLOYEES THAT WILL TRANSITION TO THE PRIVATIZED LODGING OPERATION?

Employment terms will be based on the new operator's policies.

15. WHAT TRAINING WILL BE PROVIDED?

DAFL lodging employees who transition to the private operator should expect to be trained on brand requirements for the positions they will hold.

ONE TEAM DELIVERING PREMIER SERVICES CAPABILITIES  
TO AIRMEN, GUARDIANS, AND FAMILIES

FREQUENTLY ASKED QUESTIONS ABOUT PRIVATIZATION

16. HOW WILL THE DAF SUPPORT EMPLOYEES WHO MAY BE AFFECTED BY PRIVATIZATION, SUCH AS PROVIDING JOB PLACEMENT OR SEVERANCE PACKAGES?

The AFSVC will follow the established personnel processes to support team members affected by this transition, whether through individual counseling, benefits briefings, relocation opportunities, or as provided by the Human Resources Offices (HRO).

17. HOW WILL PRIVATIZED LODGING AFFECT DAF OFFICIAL TRAVELERS?

The DAF expects minimal impact to official travelers. Communication of impacts to travelers will be made through appropriate channels. Possible changes to reservation systems (for leisure travelers) and contact information will be communicated in advance and often to maximize outreach.

18. HOW WILL DAFL PRIVATIZATION AFFECT MISSIONS AND REQUIREMENTS AT INSTALLATIONS?

Privatization may provide benefits to installations, such as improved quality of life and cost savings. However, ensuring continuity to DAF requirements will require strategic planning, oversight, and coordination to mitigate potential risks and to ensure each installation's mission requirements are effectively met. The implementation process will require data collection from all affected installations; this data should include each installation's specific or unique mission requirements.

19. HOW WILL PRIVATIZATION AFFECT CONTINGENCY PLANNING? I.E. PANDEMIC, NATURAL DISASTERS.

The lessee agreement is expected to include provisions and processes for installation contingency planning and response to emergencies, or national support for U.S. and DAF requirements.

20. CAN I BLOCK ROOMS FOR MAJOR EVENTS?

Yes. The reservation policy for major events will be outlined by the private operator in accordance with the terms established in the privatization agreement.

ONE TEAM DELIVERING PREMIER SERVICES CAPABILITIES  
TO AIRMEN, GUARDIANS, AND FAMILIES

FEET

From page 2

Because overzealous training is usually the cause, especially among beginners, it's important to ramp up mileage and speed gradually. A running coach can tailor your training plan to your current fitness level.

• Broken bones: Don't assume that because you're able to run,

your foot is not fractured. Signs of a stress fracture can include pain, swelling, redness and possibly bruising.

If a fracture is suspected, remember to practice RICE (Rest, Ice, Compression and Elevation). You should also see a foot and ankle surgeon for an X-ray and proper diagnosis.

• Lisfranc injuries: One misstep can lead to a sprain, fracture or dislocation of the Lisfranc

joint. Consider wearing a headlamp in low lighting for surer footing. It is also a good idea to incorporate exercises into your regimen that will keep ankles and feet mobile and strong.

For more information on foot care or to find a foot and ankle surgeon near you, visit FootHealthFacts.org, the patient education website of the American College of Foot and Ankle Surgeons.

HONOR

From page 2

Thanks to the skilled work of Crandall and three other master divers — Chief Petty Officer William Badders, Lt. Cmdr. John Mihalowski and Lt. James Harper McDonald — 33 men who survived the sinking were separated into four groups and rescued over the span of 13 hours.

At one point, Crandall narrowly escaped death. According to his Tampa Bay Times obituary, during one of his dives, carbon dioxide gas formed in his suit. As he lapsed into unconsciousness, he started to call out football signals — something he did as the quarterback of a shore-based Navy football squad. Thankfully,

other crew members heard the strange chatter through his diving suit telephone and knew something was wrong, so they pulled him to the surface, according to the Tampa Bay Times.

Over the next three months, divers and salvage crews worked to bring the Squalus back to the surface and retrieve the remaining 26 men stationed at the rear of the vessel who didn't survive. Crandall made more than 60 dives as part of that effort. The submarine was finally raised on Sept. 13, 1939. All but one of the sailors' bodies were found.

For Crandall's leadership, bravery and devotion to duty during the hazardous Squalus rescue, he was awarded the Medal of Honor on Jan. 19, 1940, during a ceremony in Washington, D.C. His

fellow master divers during the mission — Badders, Mihalowski and McDonald — also received the honor.

Crandall remained in the Navy through World War II, and he became a commissioned officer and took part in several salvage and diving-related missions. He transferred into the Fleet Reserve in June 1946. He retired in December 1952 to St. Petersburg, Florida, where he decided to lay down roots.

At some point along the way, Crandall married a woman named Mary. According to the Tampa Bay Times, he operated a fishing guide boat out of Johns Pass during his retirement.

Crandall died May 10, 1960, and was buried in Arlington National Cemetery.

# Volunteering *Together*



## Building friendships and strengthening bonds

### FAMILY FEATURES

Volunteering has always been a big part of Shelley Brosnan's life, whether she was serving in her children's school or in their Fairfax, Va., community. When Brosnan retired, increasing her volunteer efforts was a natural next step. Serving with Volunteer Fairfax, an AmeriCorps Seniors RSVP program, she spends about 10 hours a week teaching new volunteers about helping older adults age in place, providing food for those in need and extending the capacity of local nonprofits.

"There's so much to love about volunteering," Brosnan said. "Providing purpose and serving the community are obvious reasons, but the connections I make with others are one of the greatest benefits. I just really love helping people and I've made friends through volunteering."

Brosnan's experience with volunteering is backed by science. According to the Mayo Clinic, having a solid social network improves both physical and mental health as it can boost happiness, increase your sense of belonging and improve self-confidence. As people age, many social avenues from earlier phases of life, such as school and work, no longer exist and making friends can be difficult. The Mayo Clinic suggests volunteering as a beneficial way to make friends and improve social well-being.



"Volunteering fosters more connected and less isolated older adults," said Atalaya Sergi, director at AmeriCorps Seniors. "Our research, focused on the impact of our programs, finds volunteering can provide positive health and well-being outcomes. In our study, 84% of participants reported stable or improving health and 88% had lower feelings of isolation within one year of volunteering. Each year, we match more than 143,000 Americans with volunteer opportunities, helping build connections and address societal issues, nurturing real relationships that help people become both happier and more fulfilled."

Adults ages 55 and up, like Brosnan, can be matched with local volunteer organizations fitting their interests, skills and availability through AmeriCorps Seniors, the nation's largest national service program for older adults, which offers three signature programs. Brosnan and other volunteers nationwide play crucial roles in community resilience and connectedness.

"RSVP volunteers, such as Shelley, take on diverse activities based on community need such as delivering meals, supporting veterans and military families, cleaning parks or helping with tax prep and financial literacy," Sergi said. "Our Foster Grandparent Program pairs volunteers with youth,

in mentoring and tutoring relationships. Lastly, the Senior Companion Program is a way to give a helping hand to other older adults and those with disabilities, assisting them with day-to-day tasks, such as grocery shopping and transportation to appointments. They also support caregivers through respite services."

The time commitment for all programs is flexible, ranging from a few hours to 40 hours per week.

Research studies like the Harvard University Study of Adult Development, found that older adults who invest in, care for and develop the next generation are three times as likely to be happy as those who did not. Volunteers Francois Mwabi and Jerome Menyo, based in Kentwood, Mich., are two more examples of the difference it can make to serve.

Mwabi and Menyo attest to the joy of impacting youth by passing on their wisdom and sharing their culture and language with students, many of whom are refugees from different parts of Africa just as Mwabi and Menyo themselves were several years ago. The two volunteers are so popular among the students and staff that teachers had to work out a schedule for all their students to be able to spend time with them.

One of the reasons the program has such a positive impact is the intergenerational connections it helps establish. Benefits abound not only for the young, but particularly for the volunteers.

"We love being here because of the environment and the students who study here," Menyo said. "The teachers like us. I help students who speak my language. I enjoy it and they enjoy it, too."

Intragenerational pairings are fruitful and fulfilling, as well.

Masa Hunley of Philadelphia eagerly anticipates the time she spends with Deborah Washington, a Senior Companion Program volunteer.

Washington, a retired mail carrier with the U.S. Postal Service, was active before retirement and saw no reason to slow down after leaving full-time work. She was paired with Hunley three years ago.

Washington thinks of Hunley warmly, "almost as a grandma." She spends a few hours twice a week with Hunley, helping her with meal prep, getting to appointments, watching television or playing cards together.

Serving as a companion to Hunley is "just something that I enjoy doing, as if it was my mom or my grandma, who have both passed," Washington said. "It's like serving them and praying that, if it was my mom or my grandma, someone would be doing the same thing. It has to be in your heart."

Washington is also thankful for the opportunity Hunley provides for "loving up on her" and feels fortunate to be able to soak up the wisdom that Hunley has learned and earned.

To be matched to rewarding volunteer opportunities near you, visit [AmeriCorps.gov/YourMoment](https://www.americorps.gov/YourMoment).



## YOUNG

### Young Organizing Unionists for the Next Generation

The AFGE Young Organizing Unionists for the Next Generation program seeks to mobilize young union mem-

bers to become leaders and activists for social change within AFGE and the Labor Movement. AFGE members

who are under the age of 40 and those mentors that are over 40 work together to include younger workers into the

union structure and keep them engaged in what's at stake for working class Americans.

For more information, or

to get involved at the Local 987 level, contact Brandon Respress at [brandon.respress@afgelocal987.org](mailto:brandon.respress@afgelocal987.org).