

Peterson Air Force Base, Colorado

SPACE OBSERVER

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Chief Master Sgt. Wright gives all call at Peterson AFB

By Audrey Jensen

21st Space Wing Public Affairs



(U.S. Air Force photo by Senior Airman Dennis Hoffman)

PETERSON AIR FORCE BASE, Colo. — Chief Master Sgt. of the Air Force Kaleth O. Wright addresses Airmen during an all call at Peterson Air Force Base, Colo., March 6, 2018. Wright spoke on matters concerning Airmen such as new uniforms, professional military education and physical fitness standards.

PETERSON AIR FORCE BASE, Colo. — Airmen arrived early to fill the base auditorium seats at Peterson Air Force Base, Colorado, for an all call with Chief Master Sgt. of the Air Force Kaleth O. Wright, March 6, 2018.

Wright addressed several topics he wanted to emphasize, including Air Force resiliency, being a wingman, new uniforms, an initiative released by the Department of Defense and studying the feasibility of warrant officers.

After asking Airmen their opinion on bringing back warrant officers, Wright said there is a team of researchers studying whether or not this would be beneficial for the Air Force.

“In this day and age when it comes to warfighting, and warfighting excellence, I could certainly see the need for warrant officers in career fields like space operations, contracting, cyber and some parts of aviation,” Wright said. “So if the study reveals that bringing warrant officers back into the United States Air Force makes us a more lethal, ready, fighting force, I think we should be willing to explore it.”

Though Airmen know well what resiliency means, Wright explained why he believes it’s important.

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18th SPCS stands guard over space

By Steve Brady

21st Space Wing Public Affairs

PETERSON AIR FORCE BASE, Colo. — The Air Force relies on Airmen around the globe to monitor space, and maintain the Air Force presence in space.

“Space superiority isn’t a birthright. It must be secured and preserved,” Lt. Gen. David Buck, former 14th Air Force commander, said at the Air Force Research Laboratory space situational awareness conference Sept. 18, 2017. “This requires constant vigilance, strong partnerships and active participation,” he said. “To keep pace in this contested, degraded and operationally-limited environment, real-time orbit determination, change detection and custody are foundational.”

Part of keeping pace in that environment includes tracking the approximately 1,800 active satellites and myriad other man-made objects orbiting the Earth -- a substantial task the Airmen at the 18th Space Control Squadron do not take lightly.

The 18th SPCS is one of the 21st Space Wing’s many geographically separated units, carrying out part of the Wing’s space surveillance mission.

“We deliver foundational Space Situational Awareness to assure global freedom of action in space,” said Lt. Col. Mia Walsh, 18th SPCS commander. Foundational SSA includes maintaining the space catalog by tracking more than 23,000 man-made objects in orbit and detecting activities in space.

See **Guard** page 10



(U.S. Air Force photo by Airman 1st Class Krystal Ardrey)

PETERSON AIR FORCE BASE, Colo. — Airmen of the Joint Space Operations Center monitor computer systems designed to detect, track, and identify all artificial objects in Earth’s orbit at Vandenberg AFB, Calif., Sept. 27, 2014. Its mission is to provide a focal point for the operational employment of worldwide joint space forces and enable the commander of Joint Functional Component Command for Space to integrate space power into global military operations.

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21ST SPACE WING COMMANDER'S CORNER



Mustache March

PETERSON AIR FORCE BASE, Colo. — Many Airmen have heard of the tradition of Mustache March. But how many understand the root of this tradition? Mustache March is a tribute to retired Brigadier General Robin Olds, who was easy to recognize during the Vietnam War due to his distinct handlebar mustache.

However, Olds is known for more than just his mustache. He was also a combat-tested fighter pilot and an innovative leader at a time when the Air Force desperately needed innovative leaders.

Innovation is essential to ensuring mission accomplishment. At home station, innovation drives down resource consumption by finding better ways to accomplish your squadron's functions. It harnesses the intellectual power of your Airmen to improve operations and mission support to get the job done more effectively.

Innovation at home station sharpens a skill that prepares us to fight and win wars. In wartime, innovation is a "must-have" to outmaneuver the enemy. This was especially true in 1966, where the U.S. was engaged in a costly air war over North Vietnam. Olds, who had taken command of the 8th Tactical Fighter Wing, witnessed the failure of the wing to innovate while executing their assigned missions, which was costing lives. Because the MiG-21 was a superior air-to-air fighter than the F-105, but was inferior to the F-4, the North Vietnamese only engaged if the F-105s were flying to conduct bombing raids, and they were highly successful implementing this tactic.

After investigation, Olds discovered the wing was using predictable routes and communication patterns



By Lt. Col. Bobby Schmitt

16th Space Control Squadron

when flying F-105 missions, which allowed the North Vietnamese to routinely shoot them down using their MiG-21s. He needed to find a way to get the North Vietnamese to engage when the F-4s were flying, which would give the U.S. the advantage.

Olds directed his pilots to find a way to bring out the MiG-21s when the F-4s were flying to help the US reduce the capability of the North Vietnamese fleet. His pilots met that challenge head-on, resulting in the development and execution of Operation Bolo. During this mission, the F-4s copied F-105 patterns in an attempt to draw out the MiG-21s.

The ruse worked, and the resulting battle ended with the most North Vietnamese MiG-21 losses of the war. This showed innovation can work when the leader trusted and empowered his people to think of and implement new and better ways to do business, even in a life and death situation.

Innovation is absolutely imperative to mission success. As leaders, it is up to us to follow the lead of General

Olds and to provide an environment where good ideas are encouraged and can thrive. Empowering your Airmen from the top to the bottom of your organization, regardless of rank or experience, to think of better ways to get the job done will ensure the best ideas are brought forward and implemented, and it encourages your personnel to put "skin the game" to drive the success of the whole organization.

The excitement of seeing your great idea implemented across the organization, and even beyond your organization, can be a huge motivator for that Airman and for his or her teammates.

As a leader, you should ask yourself: am I doing enough to encourage my Airmen to bring good ideas to me? Do I carefully consider ideas, no matter how crazy they may seem, and praise my Airmen for thinking of ways to improve the organization's mission? Am I asking my Airmen the right questions to foster the critical thinking needed to innovate? Can I delegate decisions to a lower level to make the cycle of innovation faster?

In summary, when you think of Mustache March, regardless of whether you participate or not, think not just of Olds' famous handlebar mustache, but consider the leader he was during a difficult time for the U.S. Air Force.

Consider Operation Bolo, and how he changed the mindset of a combat wing that was struggling against a determined enemy. Following his lead and developing a culture of innovation now could pay off the next time we need Airmen to think through a difficult life-or-death problem.

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Radar sustainment team earns top honors



(U.S. Air Force Photo by Lonnylee Barrett)

HANSCOM AIR FORCE BASE, Mass. — Thirty five members of the COBRA DANE System Sustainment Team at Peterson Air Force Base, Colo., won the 2017 Secretary of Defense Performance Based Logistics Award at the system level. Their efforts to incentivize the prime contractor resulted in operational dependability and availability, and decreased overall maintenance cost.

By Benjamin Newell

66th Air Base Group Public Affairs

HANSCOM AIR FORCE BASE, Mass. —The Office of the Secretary of Defense singled out the COBRA DANE System Sustainment Team at Peterson Air Force Base, Colorado, for an award for maintaining, sustaining and repairing the stationary COBRA DANE radar.

The team won the 2017 Secretary of Defense Performance Based Logistics Award at the system level. Their efforts to incentivize the prime contractor resulted in operational dependability and availability, and decreased overall maintenance cost.

“This is a big award for a small team,” said Maj. Daniel Barker, COBRA DANE program manager. “The 35 people on this team have worked extremely hard, and you can see that in the results. This asset’s credibility and reliability is

the proof of their efforts.”

The secretary’s award is divided into three levels; system, subsystem and component. The U.S. Navy won subsystem and component level awards for management of fighter aircraft computer subsystems and management of tires, which are considered components.

According to the award package, the Air Force’s whole system award reflects the success of an incentive-based contract approach that prodded the prime contractor to research, plan and propose replacements for aging subsystems and components on the massive radar complex.

“Our team stepped back and looked at this as a multi-level problem,” said Col. Todd Wiest, senior materiel leader for surveillance systems, who oversees COBRA DANE at Peterson. “All of this requires advocacy and funding and this team worked closely with AFSPC (Air Force Space Command) and MDA (Missile Defense Agency) to secure the funding that made this high level of dependability possible.”

The team collected data on the performance of each individual component and planned for appropriate replacements. It also set up on-location maintenance depots specializing in COBRA DANE’s specific technology, speeding up repairs. Lastly, they set up the contract to incentivize the Raytheon Co. to find and fix issues before they reached the critical stage, which they achieved at 10 percent less than the projected cost.

“We have initiated sustainment and modernization projects for COBRA DANE,” said Barker. “We’ve earned this award today, but this capability must work tomorrow, and we’re doing our level best to sustain this capability going forward.”

The team also collects fine-grain data on how the system performs. Reliability and dependability is how the team measures total functional time in a given period. Thanks to the efforts of the team at Peterson, the radar is accomplishing its mission. Now the team is focused on continuing to meet these high expectations.

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Team Pete Senior Master Sgt. selects



(U.S. Air Force photo by Robb Lingley)

PETERSON AIR FORCE BASE, Colo. — Leadership from the 21st Space Wing stand alongside Team Pete's newest Senior Master Sgt. selectees during a promotion release party at The Club on Peterson Air Force Base, Colo., March 1, 2018. Nearly 12 percent of promotion-eligible Airmen were selected, a slight increase from last year.

BASE BRIEFS

NEW DATE AND TIME! PROFESSIONALISM: ENHANCING HUMAN CAPITAL

Do you want to focus on bringing out a better version of yourself as well as a better version of those around you? These are "people skills" that determine the health of our daily relationships both at home and at work. The Colorado Springs Area Chiefs Group and the Profession of Arms Center of Excellence is hosting a seminar to help you excel at people skills at the base auditorium March 9, from 8 a.m. to 2:30 p.m. The PACE Facilitator is Chief Master Sgt. Keith Castille. For more information contact Chief Master Sgt. Rich Parsons, 719-556-4155 or richard.parsons.3@us.af.mil.

TECH EXPO

The Team 21 Booster Club is hosting a Tech Expo at The Club Weds., March 21st from 10 a.m. to 2 p.m. To register, head to their website: www.federalevents.com/petersonafb.

CHAPEL HAPPENINGS

Financial Peace University will be held Thursday evenings at 6 p.m. starting March 15 at the Chapel. The class runs through May 10. Topics include developing a monthly spending plan, how to set financial goals and get out of debt.

Holy Week observances:

- Palm Sunday March 25, Mass at 9 a.m. and Worship at 11 a.m.
- Holy Thursday March 29, Mass at 5:30 p.m. with Adoration to follow
- Good Friday March 30, and Protestant Tenebrae at 7 p.m. and Catholic Service at 6 p.m.
- Holy Saturday March 31, Vigil Mass at 8 p.m.
- Easter Sunday April 1, Protestant sunrise service at 6:30 a.m., Mass at 9 a.m. and Protestant worship at 11 a.m.

For more information on services from Lent - Holy Week please call the Chapel at 719-556-4442.

STORYTELLERS IS BACK

Every Airman has a story. The difference is made when we share our stories. Please join the Storytellers event happening on March 9 at The Club from 8 to 11 a.m. You will hear from seven different Airmen sharing a personal story of resiliency. RSVP here: <https://invitations.afit.edu/inv/anim.cfm?i=381705&k=0169430E7B52>.

HAZING AND PHOTOGRAPHY

You've heard about the new DoD guidance regarding tacking on stripes and pinning on rank being categorized as hazing. The implied act is similarly prohibited. This means for promotion ceremonies, please don't tack on stripes or take a photograph of members pretending to tack on stripes until further clarification is provided.

EXCEPTIONAL FAMILY MEMBER PROGRAM

Please join us for the launch of the new EFMP meet-up group for adults! Come learn, socialize, and share resources. We will meet at 9 a.m. March 27 in King Soopers café on Marksheffel Road.

For more information email Jackie.wickham.2@us.af.mil.

BRIEFLY LEGAL

If you have ever had tax-exempt status with the IRS, please confirm your status has not lapsed. You can accomplish this by going to: <https://apps.irs.gov/app/eos/> and searching by your EIN number. All tax-exempt organizations are required to file annually. Don't let a lapse sneak up on you! You can contact the IRS at 877-829-5500 and ask for Tax Law: Tax Exempt and Government Entities for assistance. Remember, if your status has lapsed, you can request your tax-exempt status be reinstated back to the date of the lapse. Contact 21 SW/JA at 719-556-4871 for assistance.

SOCIETY OF MILITARY WIDOWS

The Society of Military Widows is open to all Military Widows of any branch of military service, regardless of the spouses rank. The Pikes Peak Chapter 15 of the Society of Military Widows meets on the last Wed., March 28 at 10:30 a.m. at The Club. Please call 719-597-0492 or 719-591-9523 for more information.

NEW TIME! RETIREE ASSISTANCE OFFICE

The RAO holds its monthly council meeting on the second Thursday of each month at 11:30 a.m. at The Club. The guest speaker for March 8, 2018 will be Mike Bobbitt, with an overview of the Honor Flight of Southern Colorado. Call 719-556-7153 for more information.



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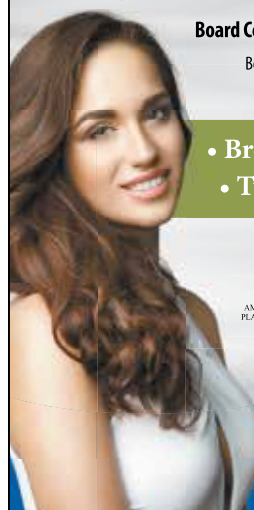
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Army to the rescue

By Capt. Nicholas Thomas

21st Space Wing Public Affairs

CLEAR AIR FORCE STATION, Ala. — The U.S. Army came to the rescue of the Air Force recently at Clear Air Force Station, Alaska, in a true display of Arctic Warrior Spirit

After two weeks of sustained -20 degree Fahrenheit temperatures, a water main supplying the base motor pool froze downstream of Clear AFS's Central Steam Plant, breaking a main valve. Fortunately, the ice in the line acted as a plug and prevented the water main from losing system pressure. Repairing the damage required shutting off the water supply to Clear's CSP, the installation's only heat source.

Engineers determined the only way to keep the offices, support buildings, and massive living area heated was to find an alternate way to provide an uninterrupted water supply to the CSP. A quick search at Eielson Air Force Base, Alaska, determined neither of the two resident wings possessed the specialized equipment needed for the task in the sub-zero Arctic environment. One call to the U.S. Army Forces, Alaska, changed everything.

Within two hours of calling USARAK, the 574th Composite Supply Company was packed and ready to deploy with the specialized equipment and trained personnel needed to do the job. The 574th CSC recently returned from a deployment to Iraq in December and had just finished servicing its equipment.

The Army uses the latest in bulk water distribution technology. This 2,000-gallon Load Handling System Compatible Water Tank Rack is affectionately known as the Hippo. The Hippo provides the Army with the capability to receive, store and distribute clean, drinkable water to warfighting units deployed throughout the battlefield, and can be moved and set up rapidly using minimal assets and personnel. Heated by JP-8 jet fuel, a sophisticated pump system prevents the water from freezing in cold weather environments down to -25 degrees Fahrenheit.

In this case, the Hippo was deployed to central Alaska for use in sub-zero temperatures to provide heat to more than 350 people responsible for executing missile warning and space surveillance missions supporting North American Aerospace Defense Command and the United States Strategic Command.

The 574th CSC team provided a continuous water supply to the CSP during pipe repair and replacement operations, resulting in no interruption to the installation.



(Courtesy photo)

CLEAR AIR FORCE STATION, Ala. — U.S. Army Sgt. Fearon Williams, Spc. Xavier Clay and Spc. Aditya Maddiluri assigned to the 574th Composite Supply Company, operate the Load Handling System Compatible Water Tank Rack, also known as HIPPO, at Clear Air Force Station, Ala. HIPPO provides the Army with the capability to receive, store and distribute clean, drinkable water to warfighting units deployed throughout the battlefield, and can be moved and set up rapidly using minimal assets and personnel.

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C-Band (Holt) Radar: One year on

By Flying Officer Finian Kelly, 1RSU
21st Space Wing

HAROLD E. HOLT, EXMOUTH, Western Australia — No. 1 Remote Sensor Unit has marked a significant milestone for U.S. Air Force — tracking a tiny Australian Satellite known as Buccaneer in orbit.

It was Cpl. Matthew Tillbrook who was able to gain a signal lock on the satellite much to the delight of onlookers who applauded as they witnessed history from Royal Australian Air Force Base, Edinburgh.

The C-Band Space Surveillance Radar System, located at Harold E. Holt Naval Communication Station near Exmouth, Western Australia, is a joint initiative between the United States and Australia. It has recently celebrated a one year anniversary since reaching Full Operational Capability.

It is the first dedicated southern hemisphere low-earth orbit sensor in the US Space Surveillance Network — a worldwide network of telescopes and radars that detect, track, identify and catalogue man-made objects in space.

“The Holt radar not only delivers capability from a situational awareness perspective, it bridges previous relationship gaps between operational users in niche capabilities on both sides of the Pacific, strengthening joint relationships between the two Air Forces, while allowing the transfer of new ideas and innovation between communities,” said Lt. Col. Julien Greening, Commanding Officer Number 1 Remote Sensor Unit, Wing Commander.

“41st Wing is well aware, as the operator of a U.S. asset, that this is an opportunity to build trust, while generating essential integrated Air and Space Defence capability for Australia.”

Information generated by the Space Surveillance Network is used by agencies all over the world to contribute to space-flight safety, and to ensure satellites are not endangered by space debris.

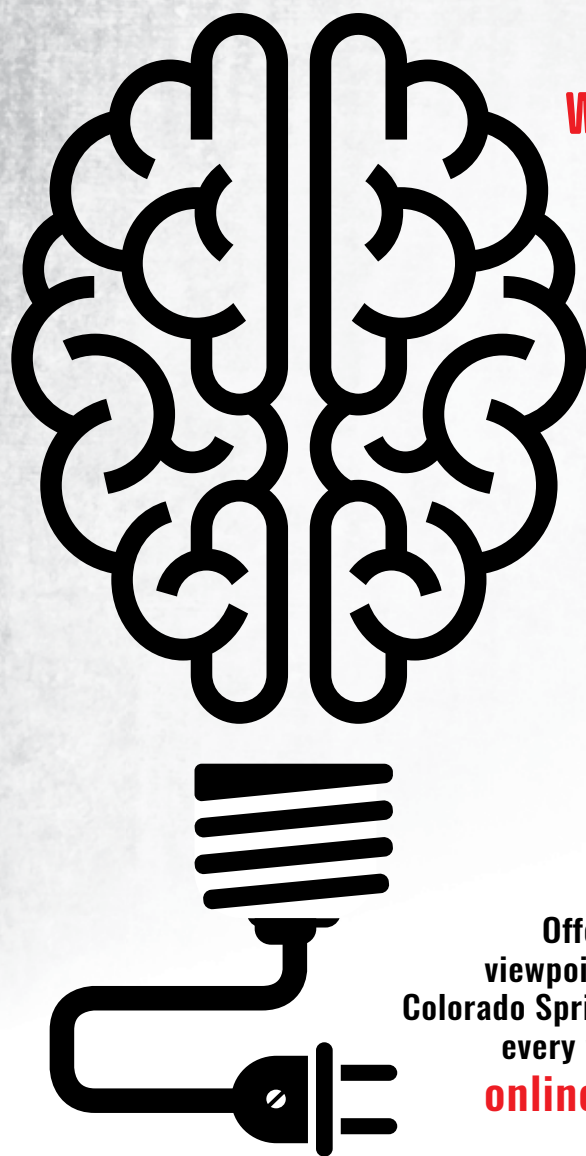
“I am proud of the radar’s contributions to space launch detection and orbital observations in the southern and eastern hemispheres during the past year,” said Col. Devin Pepper, 21st Operations Group Commander. “The 21st Space Wing’s successful partnership with our Australian allies has increased situational awareness of the space domain and has established a solid foundation for operating future coalition space systems.”

It is estimated that more than 40,000 space object tracking events have been conducted in the radar’s first full year of operations, including one of the newest objects to enter Earth’s orbit, Buccaneer.



(Courtesy photo)

HAROLD E. HOLT, EXMOUTH, Western Australia — The No. 1 Remote Sensor Unit marked a significant milestone for the 21st Operations Group at Peterson Air Force Base, Colorado, by tracking a tiny Australian satellite known as Buccaneer in orbit.



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1st Lt. Aleda E. Lutz

(U.S. Air Force photo)

USAFSAM training allows others to follow in footsteps of legendary WWII flight nurse

By Kim Bowden

711th Human Performance Wing

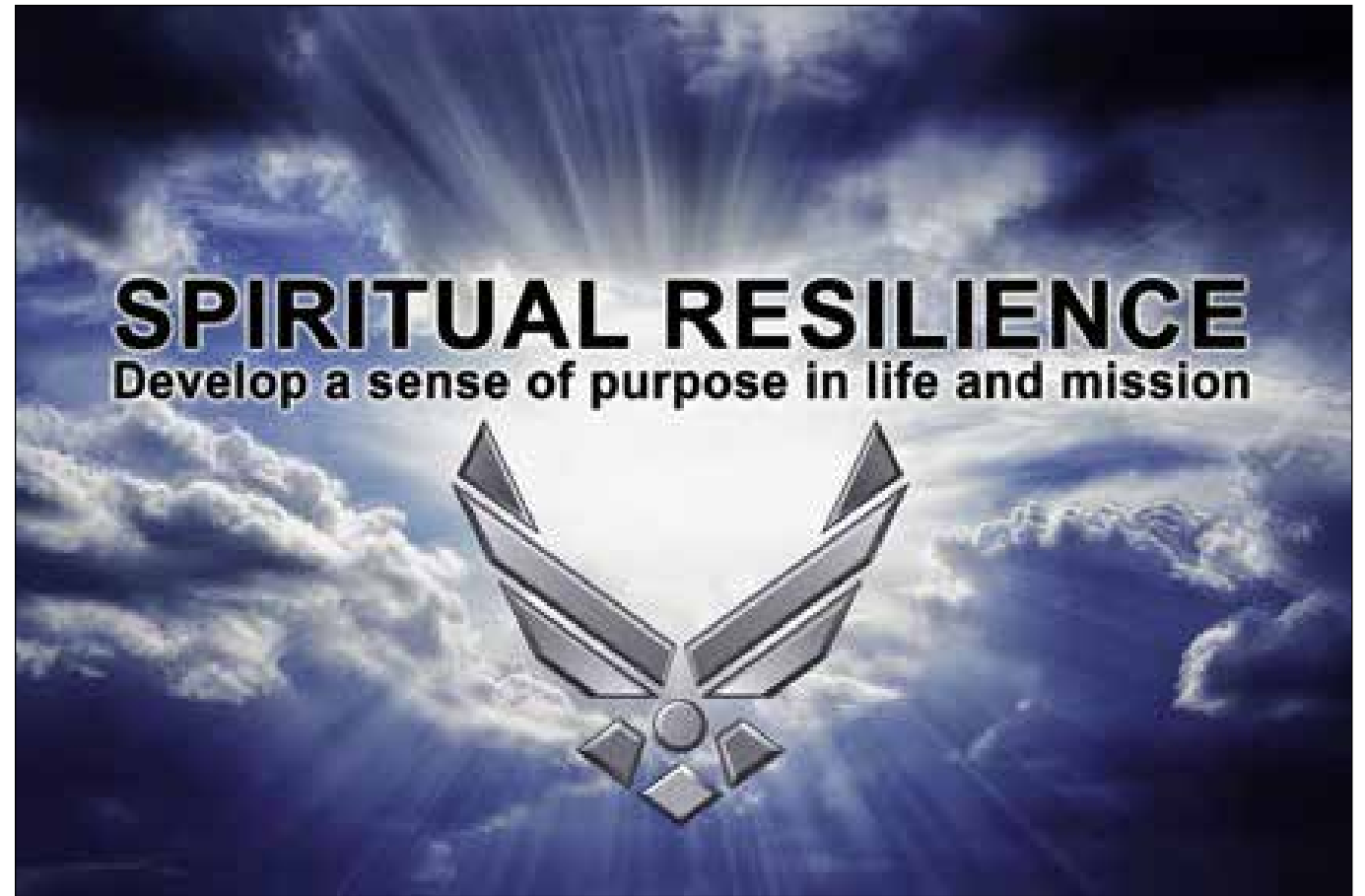
WRIGHT-PATTERSON AIR FORCE BASE, Ohio — One of the most celebrated flight nurses of World War II, 1st Lt. Aleda E. Lutz flew 196 missions and evacuated more than 3,500 soldiers.

Lutz enlisted in the Army Nurse Corps on Feb. 10, 1942, and was commissioned as a second lieutenant. After volunteering for and completing a rigorous training program, Lutz joined an elite two percent of World War II nurses who were qualified flight nurses. On Dec. 17, 1943, she was promoted to first lieutenant and was transferred to the 802nd Medical Air Evacuation Transportation Squadron of the 12th United States Army Air Forces, the first to depart for overseas duty.

In November 1944, during an evacuation flight from the front lines near Lyons, Italy, her C-47 crashed, killing all aboard and making Lutz the first American woman casualty of World War II. At the time of her death, Lutz was considered the most experienced flight nurse in the U.S. military service. She had the most evacuation sorties (196), most combat hours flown by any flight nurse (814), and the most patients transported by any flight nurse (3,500+). Lutz was awarded the Air Medal with four Oak Leaf Clusters and — for her “superior professional skill and courage” and her “selfless devotion to duty and outstanding proficiency” — posthumously received the Distinguished Flying Cross.

Lutz’s dedication to service and care, including her willingness to endure perilous conditions for the sake of her patients, made her a legend of en route care. Her efforts in the field of flight nursing also make Lutz a fitting exemplar of the United States School of Aerospace Medicine — part of the Air Force Research Laboratory’s 711th Human Performance Wing here. As part of its vision to be a global leader in aerospace and operational medicine, the School continues to train the Aleda Lutz’s of the future, enabling a new generations of flight nurses to do what Lutz was called to do more than 70 years ago.

To mark a century of operation, USAFSAM will celebrate throughout 2018. The year will include special heritage events as well as a monthly article highlighting a key “exemplar” from the School’s rich history.



(Courtesy graphic)

PETERSON AIR FORCE BASE, Colo. — Spirituality, which is one of four pillars of the Comprehensive Airmen Fitness, is an Airmen’s set of beliefs, principles and values. The spiritual pillar can help Airmen who are struggling through difficult times; it can give them a sense of purpose and well-being.

Spirituality gives Airmen a reason to keep going

By Audrey Jensen

21st Space Wing Public Affairs

PETERSON AIR FORCE BASE, Colo. — Though all four pillars in the Comprehensive Airmen Fitness are needed, the spiritual pillar can help Airmen cope with a bad day or a traumatic life event.

Just like anyone, Airmen need a way to handle their daily stresses. This is why a team of resiliency trainers at Peterson Air Force Base, Colorado, teach new Airmen and units that request training how to acquire spiritual fitness, which gives Airmen a sense of purpose and well-being.

“The spiritual pillar gives you optimism; it helps you adjust to the adversities of life,” said Lt. Col. Tammy Dotson, 21st Space Wing 21st Mission Support Group deputy commander. “Change is part of life and if you were rigid, stuck in your ways and never able to change, you would not be a good fit for the military. The spiritual pillar allows you that openness, acceptance, flexibility and being able to go with the change.”

The spiritual pillar is the core pillar which brings the mental, social and physical pillars together, said Dotson, who became a resiliency training assistant in December.

“The spiritual is just a belief in something more than yourself,” Dotson said. “Yes, religion is a part of that, but there are other things that ground people, that give them hope or faith. It’s what they believe in — that’s all wrapped up in the spiritual pillar.”

According to Dotson, Airmen should identify themselves with their beliefs, principles and values.

“All of us have our own belief system, we all have our own

values,” said Dotson. “It’s your personal choice, it’s how you define it, but knowing it can give you connectedness, growth, influence, hope and faith. All of those things are attributes to having that spiritual pillar fulfilled.”

For those Dotson has seen experience tough times, she said she was impressed by how they were able to get through their trials.

“I know Airmen who have lost their children,” said Dotson. “To watch them go through that and still come out on their feet, it’s because it’s their belief of, ‘I’ve been called to something higher than that.’”

Dotson said her religion and faith in God is what helps her make it through each day.

“When you’re dealing with separation from family, when you’re dealing with a lot of people and their problems, their issues, their trials and tribulations — a lot of that weight is heavy because we weep with those that weep and we rejoice with those that rejoice,” Dotson said. “When you’re in a position of leadership, it’s very taxing.”

Though religion does not constitute the spiritual pillar, if an Airmen’s spirituality is associated with their religion, Dotson said the Airman can go to the base chaplain, who will connect them with a local resource in Colorado Springs if need be.

“For me, spirituality has been my rock and salvation the entire time I’ve been in the military,” Dotson said. “It has allowed me to stay positive no matter what, because I always know it will get better. No matter what situation I’m facing it will always get better.”

Editor’s note: This is the first of a four-part series on the Comprehensive Airmen Fitness pillars.

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LDC: Providing a premier events center at Peterson AFB

By Cameron Hunt

21st Space Wing Public Affairs

PETERSON AIR FORCE BASE, Colo. — The Leadership Development Center provides a quality event center to support official events on Peterson Air Force Base, Colorado.

It's available for unofficial functions based on availability and can accommodate banquets, conferences, training seminars, promotions, retirements, education/job fairs, and a multitude of other official and unofficial events.

The LDC is mostly used for training and seminars and the staff schedules all events and works with requestors on the set-up of stage, chairs, and tables as needed.

"The LDC was designed to accommodate the shortage of meeting rooms and places to hold conferences here on Peterson AFB. We provide a facility and audio-visual services to help customers with their mission briefing needs," said Jason Al-Jehanni, Air Force Space Command's lead technician for the LDC. "The LDC's main purpose is training our Airmen to be better leaders for the future challenges of the Air Force."

Al-Jehanni serves his Airmen by scheduling and prepping the conference rooms in addition to providing general customer service. The AFSPC Presentations Office manages this facility and it's operated by Al-Jehanni, a nine-year Department of Defense civil service employee.

The LDC is open for use by organizations assigned to Peterson AFB and visiting military organizations temporarily assigned or affiliated with Peterson AFB tenant commands. The center primarily provides unclassified video teleconferencing, phone conferences, dual screen projection and DVD

replay capabilities. They can also host some classified and catered events at the requester's expense. The facility also offers hands-on technical advice to aid with a customer's event.

To schedule a teleconference, meeting or event, customers can contact the LDC for more information at 719-554-3304/3070. To schedule a video teleconference call AFSPC Presentation Office at 719-554-3093. The LDC's hours of operation are from Monday through Friday, 7 a.m. – 4 p.m.

All call

From page 1

"Hopefully you've heard me talk about this before; it's something that's near and dear to my heart," Wright said. "Something I think is important for all of us as Airmen is: how do we continue to be good teammates? How do we continue to take care of not only ourselves but each other?"

From here on out, being in the Air Force will only get more challenging, Wright said, adding the top threat to U.S. National Security is no longer terrorism, but strategic competition from adversary countries.

"It's going to take a very resilient force, not just in the sense of our ability to move forward as an Air Force, but as individual Airmen."

Because of these ongoing potential threats, there will be more deployments, which will affect Airmen and their families, Wright added.

When he visits other bases, Wright said he always asks the Airmen what day their Wingman Day is. His answer: every day.

"Today is Wingman Day, so is yesterday and so is tomorrow," he said. "We need to get into the mindset that every single day is Wingman Day. Every day we have a responsibility to our right and left ... and to a certain extent I believe we've lost a little bit of that."

"I would like to continue to get after some of the non-essential things. Everything in life and everything we do in the Air Force can't be a priority. That's why you've seen an emphasis from us to eliminate some of the additional duties, to continue to eliminate Air Force Instructions and publications to date."

So far, Wright said Air Force senior leaders have rescinded 54 Air Force publications and 66 joint publications were eliminated. This month, another 23 Air Force publications will be rescinded. In addition, plans to remove some of the Computer Based Training requirements are also in discussion, Wright said.

"I want to be able to give you time to spend time with your

family, or your dog," Wright said as Airmen laughed. "So we'll continue to get after that. I'll be busy trying to clear things out so you can focus on training and taking care of each other and taking care of your teammates."

A review of the Enlisted Evaluation System and changes made to the Enlisted Professional Military Education were also spotlighted by Wright.

He also mentioned new uniforms are being explored for Airmen, which Wright said are, "Better uniforms. It's more functional." If a new uniform is approved, squadron and unit patches would also be brought back, while the Air Force would get rid of morale shirts.

Wright opened the floor for questions, and some Airmen asked about the physical fitness test, the Exceptional Family Member Program and leadership roles in the Air Force.

Airmen applauded after Wright spoke his parting words. "There's probably no mission more important than what you do," Wright said. "With space operations, missile warning and all the other things you do here at Peterson AFB in Colorado Springs — from the bottom of my heart — let me just say thank you, thank you, thank you."

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From page 1

The 18th Space Control Squadron maintains the space catalog. This data allows the 18th SPCS to provide a wide range of spaceflight safety services to the Department of Defense, launch agencies, satellite operators, and interagency and Allied partners. The services include launch collision avoidance, launch support, on-orbit conjunction assessment and collision avoidance, end-of-life disposal, de-orbit support, and re-entry assessment.

One of the many objects they have been tracking is Tiangong-1, a Chinese space station launched in 2011. The space station is now in a decaying orbit, and is estimated to return to Earth in April.

"We are tracking the Tiangong-1, as well as 23,000 other objects in space, to ensure the safe and responsible use of space," Walsh said.

The thought of such a large object – approximately 18,000 pounds – re-entering Earth's atmosphere, has caused concern in some circles.

"Depending on the size of the object, it may completely burn up in the atmosphere or break up into smaller pieces that do not survive re-entry. Infrequently, pieces re-enter the atmosphere intact, but 18th SPCS does not track re-entries through earth impact," Walsh said.

Predicting re-entry can fluctuate based on the speed of the object and atmospheric drag.

"We provide a series of predictions of when an object will re-enter the earth's atmosphere, approximately 10 kilometers above the earth's surface. Predictions begin as soon as 60 days prior to re-entry, and are provided more frequently within four days of

re-entry," she said. "As the re-entry date approaches, the predictions become more accurate, however, they can fluctuate dramatically as the speed of the object and atmospheric drag increase and affect the object's re-entry path."

Even after re-entry, objects remain in the space catalog. The 18th SPCS does not remove objects from the space catalog, but will record its decay date – the date that it re-entered the atmosphere – in the catalog.

Tracking objects in the space domain is vital to every-day life, as well as military operations.

"Space is foundational to military operations and the American way of life," she said. "Space capabilities and the technologies they support are woven into the fabric of everyday life through information and conveniences that we consider routine; weather reports, ATMs, maps on your phone, cable television – all of this is enabled by satellites in space, which rely on a safe domain to provide uninterrupted services. The space domain is also vital to national security; space capabilities allow military commanders to see the battlespace with clarity, strike with precision, navigate with accuracy, communicate with certainty, and operate with assurance over global distances."

While keeping track of all the objects in orbit is a large task, it is vital to the safe and responsible use of space.

"All nations benefit from a safe, stable, sustainable, and secure space domain," she said, "so it is imperative that all space actors operate responsibly to preserve the space environment to ensure free access for peaceful purposes."

SUPPORT FROM 18TH SPCS

The 18th Space Control Squadron maintains the space catalog. This data allows the 18th SPCS to provide a wide range of spaceflight safety services to the Department of Defense, launch agencies, satellite operators, and interagency and Allied partners. The services include launch collision avoidance, launch support, on-orbit conjunction assessment and collision avoidance, end-of-life disposal, de-orbit support, and re-entry assessment.

The 18th SPCS supports a variety of Department of Defense priorities, such as space defense and enabling the warfighter in theater, as well as to share data with the global space community to promote the responsible, peaceful, and safe use of space and to strengthen cooperation within the space domain.

Information gathered is shared with satellite operators to avoid collisions. The 18th SPCS constantly monitors tens of thousands of man-made objects in Earth orbit, predicts their future orbits and compares them against all objects in their database, which is based on data collected by the Space Surveillance Network. The SSN uses a combination of terrestrial and space-based radars and optical telescopes to track and characterize objects circling the Earth. The 18th SPCS compares the predicted orbital characteristics of all space objects to determine if two objects are going to closely approach each other in a process known as Conjunction Assessment. The 18th SPCS conducts CA during the launch, on-orbit and end-of-life phases for all satellites and other orbiting objects. This process enhances the long-term sustainability, stability, safety, and security of the space environment.

Information is shared with the global space community to operate safely in space

The 18th SPCS shares Space Situational Awareness information with the global space community at several different levels. Through U.S. Strategic Command's SSA

Sharing Program, 18th SPCS provides basic SSA information to registered users through the website Space-Track.org (www.space-track.org), which is regularly updated with positional information for more than 16,000 objects and decay/re-entry predictions. There are currently more than 130,000 users from 196 countries.

For satellite operators, 18th SPCS provides emergency services, specifically conjunction assessment and collision avoidance. The 18th SPCS screens all active satellites against all other orbital information in the space catalog on a daily basis and delivers notifications to operators when a close approach between two objects is identified.

Finally, entities who have signed SSA Sharing Agreements with USSTRATCOM are eligible for advanced services, which provide more data for specific operations. This support demonstrates the U.S. government's commitment to sharing SSA information and services to enable non-USG entities to operate safely in space. As of Jan. 10, 2018, USSTRATCOM has signed 63 agreements with commercial launch providers, satellite operators and service providers. Additionally, USSTRATCOM has signed 13 agreements with partner nations and two agreements with intergovernmental organizations.

In addition to the SSA Sharing Program, 18th SPCS also supports Joint Force Space Component Commander's Multinational Space Collaboration effort, which focuses on improving the level of cooperation and collaboration among participating partner nations, and the Commercial Integration Cell, which integrates commercial liaison personnel in the JSpOC to advance greater cooperation and synergy in the space environment. The 18th SPCS also works closely with their military counterparts in Canada, the United Kingdom, Australia, France and Germany to advance combined SSA operations through the exchange of data and analysis.



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BUSINESS JOURNAL

Civilian developmental education window for academic year 2019 open through May 1

By Richard Salomon

Air Force's Personnel Center Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas (AFNS) — Eligible Air Force civilians have until May 1, 2018, to submit their civilian developmental education program applications to the Air Force's Personnel Center for the 2019 academic year.

The Air Force Civilian Force Development Program offers more than 25 programs to help civilians develop leadership skills and expand their overall knowledge. They include the Civilian Associate Degree Program, Squadron Officer School, Education with Industry, Air Command and Staff College (in residence or the online master's program), Air Force Legislative Fellows Program, Air War College (in residence), National War College, the Defense Senior Leader Development Program and more.

Three new courses are slated for the 2019 academic year: the White House Leadership Development Program (open to GS-15s), Leading Effectively Through Change (open to GS-14s and GS-15s) and Leading Strategically (open to GS-15s). Leading Strategically is a one-week course that recently replaced the Leadership Development Program.

"These programs provide education and leadership opportunities that help prepare Air Force civilians to successfully meet various challenges across a wide range of operations and missions," said Esther Chavarria, CDE program manager at AFPC. "Professional education enhances one's skills and knowledge and is central to the continuum of learning that spans a civilian's professional career."

Applicants may list up to four CDE program preferences and are required to upload a separate application package for each of the programs listed on the form. Although requirements and eligibility can vary, most intermediate and senior level developmental education programs require a

bachelor's degree from an accredited institution as a minimum, with a few requiring a master's degree. Applicants must be nominated by their leadership and endorsed at the appropriate leadership level. To be eligible, applicants should also have a minimum of two years of federal service by May 1. Applicants should carefully review their program's submission requirements before preparing their application packages.

The CDE board will convene in September and will release primary and alternate candidates later in the year. More than 1,200 civilians will be selected for numerous schools and programs.

For up-to-date CDE information, visit the Civilian Force Development page on myPers from a CAC-enabled computer, or select "Civilian Employee" from the myPers dropdown menu and search "developmental education." Required documents, application instructions, a list of CDE opportunities and other criteria are available on the page.



(Courtesy photo)

JOINT BASE SAN ANTONIO-RANDOLPH, Texas (AFNS) — Eligible Air Force civilians have until May 1, 2018, to submit their civilian developmental education program applications to the Air Force's Personnel Center for the 2019 academic year. CDE offers more than 25 programs to help civilians develop leadership and management competencies.

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719-330-8114

Gorgeous fully treed 4.75 acre lot in sought after Kingswood Subdivision on Baptist Road in the coveted school District 38

Located in a covenant-controlled community. The property offers privacy with several great build sites to choose from with walk-out basement potential. Clear mountain views of Pikes Peak and the Air Force Academy, less than 2 miles access to I-25. Surrounded by custom homes with country living that has shopping, dining, and entertainment only minutes away. Natural gas and utilities available for hook-up with a drilled domestic well. Ready for your new dream home. Take Baptist Road exit off I-25 and drive east up Baptist road approx. 1 1/2 miles...lot located on left (north). **\$395,000.**

Contact 808-256-1293 or 808-687-0855

This Week's Puzzle Answer

K	A	S	H	A		A	T	E	U	P		B	U	R							
I	C	I	E	R		B	A	L	S	A		E	K	E							
D	E	M	B	I	C	Y	C	L	E	S			O	A	F						
						R	O	O	S	T	S		S	O	U	S	E				
A	T	T	E	S	T	S				G	A	R	T	E	R						
D	R	A	W	E	E			D	U	M	B	E	D								
O	U	R	S				P	E	N	A	L			I	S	M					
B	E	T					P	O	R	C	I	N	E		S	T	Y				
E	R	R					U	B	O	A	T				S	C	A	N			
							O	S	S	I	F	Y			T	O	P	E	K	A	
B	L	U	E	S	T					B	E	S	I	D	E	S					
L	U	S	T	Y						S	T	R	E	W	N						
O	N	E								C	H	A	S	E	M	A	N	H	A	T	
O	A	R								A	U	R	A	E			L	E	O	N	E
M	R	S								T	H	I	R	D			D	R	E	A	D

If you have affordable real estate listings, then your home needs to be featured in Welcome Home!

For more information about Welcome Home call 634-5905

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WHEN YOU'RE SERIOUS ABOUT REAL ESTATE

Stagecoach Ranch on the Range – Eastern Plains - \$150,000-167,000

A new upscale equestrian subdivision. 20 covenant protected 35 acre ranch parcels/lots just developed & ready for horses & for you to build your dream home. Located off Peyton Hwy just north of Highway 94 with gorgeous sweeping mountain, range, & Pikes Peak views. Elegant stone entrance. Easements for trails. Classy white vinyl fencing borders every lot. Nothing like it. MLS# 7361545

4571 Gray Fox Heights – Chateau at Antelope Ridge - \$129,900

Beautiful modular rancher.. Light, bright & immaculate 1278 sq. ft. 3 bedroom, 2 bath 1-level modular rancher with attached 2-car garage. Nicely landscaped front & rear yards. Fresh paint inside & out. Central air. Newer appliances, new roof, & new flooring. Complex is close to Powers Corridor & has a club house, pool, picnic area, & playground. MLS# 8341472

13716 Gilbert Drive – 4 Way Ranch - \$542,550

To be built by Charter Craft Homes. Beautiful 4009 sq. ft. 4 bedroom, 4 bath stucco rancher on 3.02 acres. Open great room floor plan. Gourmet slab granite island kitchen with double oven plus microwave, walk-in pantry, bayed eating nook, & LTV flooring. Slab granite 5-piece master bath. 4-car garage. Gas log fireplace. A/C. Covered 26x10 deck. 10' ceilings on main level & 9' ceilings in garden level basement. Call Stephanie 719-210-0480 or Bobbi 719-499-9451 for more info. MLS# 1253603

531 Lucky Lady Drive – Woodland Park - \$995,000

Stunning custom 5000 sq. ft. 5bedrooms, 4 1/2 bath stucco walkout rancher on 40 private acres. Total privacy between locked gates & dramatic sweeping 240 degree mountain, forest, golf course, & Pikes Peak views. Surrounded on 2 sides by national forest. 4 fireplaces. Soaring ceilings. Huge wrap-around deck. 3-car garage. Towering pines & giant rock formations. Cost to build in 2004 was \$1,200,000. Come enjoy. MLS# 3087709

MORE GREAT LISTINGS

- | | | |
|--|---|---|
| <p>14655 Irwin Drive
Park Ridge • \$39,000
Land</p> <p>14385 Park Canyon Road
Park Ridge • \$41,000
Land</p> <p>1650 Aldrin Place
Park Ridge • \$41,000
Land</p> <p>1680 Aldrin Place
Park Ridge • \$41,000
Land</p> <p>1710 Aldrin Place
Park Ridge • \$41,000
Land</p> <p>14705 Irwin Drive
Park Ridge • \$51,000
Land</p> <p>Sunrise Peak Drive
Crystal Park • \$55,000
Land</p> <p>1655 Aldrin Place
Park Ridge • \$59,000
Land</p> <p>1715 Aldrin Place
Park Ridge • \$59,000
Land</p> <p>1740 Aldrin Place
Park Ridge • \$65,000
Land</p> <p>5195 Crystal Park Road
Crystal Park • \$70,000
Land</p> <p>6055 Big Horn Road
Crystal Park • \$70,000
Land</p> <p>331 Panther Court
Woodland Park • \$74,900
Land</p> <p>1352 Sun Valley Lane
Crystal Park • \$78,000
Land</p> <p>6860 Eagle Mountain Road
Crystal Park • \$78,000
Land</p> <p>0000 Waterfall Loop
Crystal Park • \$83,900
Land</p> <p>5655 Founders Place
Crystal Park • \$85,000
Land</p> <p>565 Sunrise Peak Drive
Crystal Park • \$85,000
Land/Under Contract</p> | <p>545 Sunrise Peak Drive
Crystal Park • \$85,000
Land</p> <p>Forest Road
Manitou Springs • \$95,000
Land</p> <p>1521 Monterey Road
Spring Creek Traditional • \$99,900
Land/Under Contract</p> <p>1661 Monterey Road
Spring Creek Traditional • \$99,900
Land/Under Contract</p> <p>1647 Monterey Road
Spring Creek Traditional • \$99,900
Land/Under Contract</p> <p>Steep Road
Crystal Park • \$105,000
Land</p> <p>4640 Pika Point
Chateau at Antelope Ridge • \$134,900
Under Contract</p> <p>454 Palmer Trail
Crystal Park • \$145,000
Land</p> <p>422 Highlands Drive
Canon City • \$149,900
Land</p> <p>18310 Good Life View
Eastern Plains • \$150,000
Land</p> <p>18070 Good Life View
Eastern Plains • \$151,500
Land</p> <p>18791 Good Life View
Eastern Plains • \$153,000
Land</p> <p>19031 Good Life View
Eastern Plains • \$153,000
Land</p> <p>18071 Good Life View
Eastern Plains • \$156,000
Land</p> <p>19030 Good Life View
Eastern Plains • \$156,000
Land</p> <p>18311 Good Life View
Eastern Plains • \$156,000
Land/Under Contract</p> <p>19270 Good Life View
Eastern Plains • \$156,000
Land/Under Contract</p> <p>19271 Good Life View
Eastern Plains • \$156,000
Land/Under Contract</p> | <p>19751 Good Life View
Eastern Plains • \$156,000
Land/Under Contract</p> <p>18386 Prairie Coach View
Eastern Plains • \$157,500
Land</p> <p>18605 Prairie Coach View
Eastern Plains • \$159,000
Land</p> <p>17946 Prairie Coach View
Eastern Plains • \$159,000
Land/Under Contract</p> <p>18385 Prairie Coach View
Eastern Plains • \$163,000
Land</p> <p>9485 Fence Post Court
Mesa Vista • \$179,900
Townhouse/Under Contract</p> <p>1430 Comanchero Drive
Cimarron Hills • \$234,900
Under Contract</p> <p>1997 E. Boulder Street
Central • \$235,000
Under Contract</p> <p>1825 N. Keymar Drive
Pueblo West • \$240,000
New Construction</p> <p>928 S. Harmony Drive
Pueblo West • \$240,000
New Construction</p> <p>5705 S. Yoder Road
Yoder • \$279,900</p> <p>7854 Pinfeather Drive
Mesa Ridge • \$364,500
New Construction</p> <p>7804 Pinfeather Drive
Mesa Ridge • \$372,500
New Construction/Under Contract</p> <p>7864 Pinfeather Drive
Mesa Ridge • \$387,000
New Construction/Under Contract</p> <p>13911 Bandanero Drive
4 Way Ranch • \$419,900
New Construction/Under Contract</p> <p>19510 Good Life View
Eastern Plains • \$781,150
230 Crystal Park Road
Crystal Park • \$995,000
Under Contract</p> |
|--|---|---|

Stagecoach Ranch on the Range — \$150,000-\$167,000

20 35 acre ranch parcels/lots available priced from \$150,000-\$167,000 in this brand new upscale equestrian subdivision near Peyton Hwy & Hwy 94. Mountain views. Build your dream home!

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UNIVERSAL CROSSWORD

By Timothy E. Parker



TAN-GO

ACROSS

- 1 Soft buckwheat dish
- 6 Really enjoyed
- 11 Prickly casing (var.)
- 14 Much less compassionate
- 15 Model wood
- 16 ___ out (just manage)
- 17 Some pol rides?
- 19 Clumsy lout
- 20 Biddies' abodes
- 21 Heavy drinker
- 23 Certifies under oath
- 26 Stocking supporter
- 27 Check signer
- 28 ___ down (made easier to understand)
- 30 Couple's pronoun
- 31 Colony type
- 32 Belief system
- 35 Trifecta, e.g.
- 36 Relating to swine
- 38 Home for 36-Across
- 39 Be goofy-y?
- 40 Sub of old
- 41 Electronic reading
- 42 Become bony?
- 44 City in Kansas
- 46 Like the most clear sky
- 48 In addition to
- 49 Hale and hearty
- 50 Like tossed seeds
- 52 I can mean this
- 53 Guy's windy day activity?
- 58 Blade for the water
- 59 Radiations for mediums
- 60 Western director Sergio
- 61 One of a couple
- 62 Bronze medalist's place
- 63 More than fear

DOWN

- 1 "The Karate ___"
- 2 Top club
- 3 Actor Alastair
- 4 Book of the Bible
- 5 Melodious
- 6 Great depression
- 7 Delicate use of words
- 8 Building extensions
- 9 Put into service
- 10 Like D grades
- 11 Not sell as many CDs?
- 12 Order from a 51-Down
- 13 Consult, as a thesaurus
- 18 Dove's digs
- 22 Miner's score
- 23 Clay brick
- 24 Closer to level
- 25 Road paver's laundry?
- 26 FBI operative
- 28 Become compost
- 29 Condo member
- 31 Campus instructor, briefly
- 33 Tent securer
- 34 Imitating birds
- 36 Owl's nursery rhyme mate
- 37 Words of departure
- 41 Feature of The Game of Life
- 43 Collector's achievement
- 44 Abound
- 45 Name in the Warren Commission report
- 46 Flower's achievement
- 47 Kind of eclipse
- 48 AKC category
- 50 Dress in India
- 51 Ex-leader of Russia
- 54 "Did you say something?"
- 55 Rock-moving tool
- 56 Santa follower
- 57 Slugger Williams

ANSWERS CAN BE FOUND IN THE WELCOME HOME SECTION

1	2	3	4	5		6	7	8	9	10		11	12	13
14						15						16		
17						18						19		
				20							21	22		
23	24	25								26				
27							28	29						
30							31					32	33	34
35					36	37						38		
39					40							41		
			42	43						44	45			
46	47								48					
49							50	51						
52					53	54						55	56	57
58					59							60		
61					62							63		

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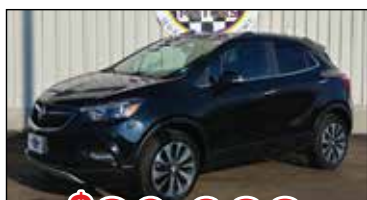
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All prices plus tax. No additional dealer fees.



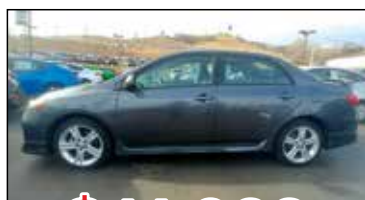
\$20,988

2017 JEEP RENEGADE TRAILHAWK 4 X 4 — Low miles, auto, fully loaded. Awesome color and factory warranty! Stock# 10606



\$20,988

2017 BUICK ENCORE AWD — Super low miles, Preferred II package, auto, leather, alloys, fully loaded & factory warranty! Stock# 10542



\$11,988

2013 TOYOTA COROLLA S Auto, A/C, AM/FM/CD, power moonroof, alloy wheels, rear spoiler, window tint, loaded! Stock# 182423A



\$13,488

2015 KIA SPORTAGE AWD Auto, A/C, AM/FM/CD, alloy wheels, window tint, economical SUV. Stock# 182049A



\$16,488

2013 NISSAN JUKE SL AWD Low, low miles, auto, leather, moonroof, alloys, tint, super sharp! Stock# 183069A



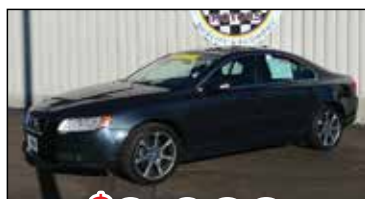
\$37,488

2016 AUDI Q5 PREMIUM PLUS 3.0 SUPERCHARGED V-6 — Auto, panoramic moonroof, navigation. Sharp SUV! Stock# 182477A



\$16,788

2017 KIA OPTIMA Low miles, pearl white, auto, alloy wheels fully loaded and factory warranty. Stock# 10601



\$9,988

2009 VOLVO S-80 AWD — Auto, A/C, AM/FM/CD, leather, moonroof & low miles. Original MSRP was over \$45,000. Stock# 182987A



\$18,988

2017 SUBARU IMPREZA AWD PREMIUM SEDAN — Auto, low, low miles, alloy wheels, heated seats, several colors to choose from. Stock# 10584



\$21,988

2016 CHEVY CAMARO Only 5,000 miles, 6-speed, sport suspension, 275 hp turbo, 20" alloy wheels, technology package, rear spoiler, must see! Stock# 10561



\$30,988

2017 FORD MUSTANG GT Only 3,000 miles, auto, custom black alloy wheels, rear spoiler, fully loaded! Stock# 181771J



\$9,988

2006 CHRYSLER 300 — Only 25,000 original miles, Carfax, 1 owner, auto, loaded. Nice, nice car! Stock# 10592



\$25,488

2013 CHEVY CAMARO SS Super low miles, triple black, auto, leather. Must see. Super sharp! Stock# 180546C



\$22,988

2015 AUDI A3 2.0T PRESTIGE AWD Auto, leather, moonroof, navigation, heated seats, tint. Must see! Stock# 10549A



\$26,988

2016 CHEVY CAMARO CONVERTIBLE 2 LT. W/RS PACKAGE Low, low miles, auto, leather, 20" alloys, tint, spoiler, heated seats, Bose stereo. Wow! Stock# 10523



\$34,988

2016 HONDA PILOT EX-L AWD Only 6,000 miles, auto, leather, moonroof, heated seats, 3rd row seating. Stock# 182466A



\$28,988

2015 FORD MUSTANG GT PREMIUM Only 15k miles, performance pkg., 6-speed, nav., leather, Shaker stereo, heat/cool seats, tint. Must see! Stock# 10544



\$9,988

2013 CHEVY EQUINOX AWD LT Auto, power moonroof, alloy wheels, fully loaded. Value-priced SUV! Stock# 181444A



\$26,488

2014 JEEP WRANGLER 4-DOOR 4 X 4 — Low miles, auto, A/C, Big wheels/tires, fully loaded. Ready for 4 X 4 fun! Stock# 183099A



\$8,988

2008 NISSAN ALTIMA 2 door coupe, low, low miles, auto, alloys, power moonroof, loaded! Stock# 183131A