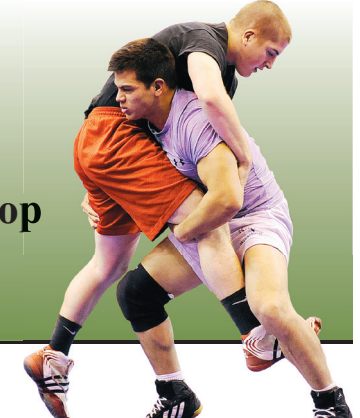




**Photo feature**  
**Fire response**  
 JBER firefighters fight a blaze in housing for more than four hours, Page A-2

**Sports**  
**Wrestling action**  
 Sixteen wrestlers compete in the JBER wrestling meet to vie for top honors in four weight classes, Page B-4



[www.jber.af.mil/news](http://www.jber.af.mil/news)

# ARCTIC WARRIOR

Volume 2, No. 39

Joint Base Elmendorf-Richardson

September 30, 2011

## TRAILBLAZERS TRANSFORM The 2nd Engineer Brigade stands up at JBER

By 2nd Engineer Brigade Public Affairs

The colors of the 2nd Engineer Brigade were uncased for the first time in 56 years during an activation ceremony, Sept. 21, at Joint Base Elmendorf-Richardson's Pershing Field.

Army Col. Thomas Roth, 2nd Engineer Brigade commander, and Command Sgt. Maj. James Dickens, 2nd Eng. Bde. command sergeant major, formally ushered in the next chapter of the unit's history with help from Maj. Gen. Raymond Palumbo, commanding general of U.S. Army Alaska.

The guests of honor were Jack Reed, a World War II veteran who served with the brigade's original incarnation, the 2nd



"We had to change because the enemy's changed and we had to meet the new challenges that the enemy's presenting us around the world. That's why we had to introduce this engineer brigade into our Army formation, to bring yet another capability that we need on the battlefields." – Maj. Gen. Raymond Palumbo, USARAK commanding general



### Sgt. Timothy D. Sayne Two Stryker Soldiers killed in Afghanistan

USARAK news release

A noncommissioned officer assigned to the 1st Stryker Brigade Combat Team, 25th Infantry Division at Fort Wainwright was killed Sept. 18, in Kandahar Province, Afghanistan, by the blast from a pressure-plate improvised explosive device.

Sgt. Timothy Douglas Sayne, 31, from Reno, Nev. was assigned to the 5th Squadron, 1st Cavalry Regiment, 1-25th SBCT at Fort Wainwright where he served as a cavalry scout.

Sayne joined the Army in February 2008, graduated from Basic Training and Advanced Individual Training at Fort Knox, Ky. and arrived at Fort Wainwright in August 2008. Sayne had one previous combat tour of duty in Iraq – from September 2008 to September 2009 in support of Operation Iraqi Freedom.

A Soldier assigned to the 1-25th SBCT died Sept. 18 in Kandahar Province, Afghanistan, of injuries sustained when insurgents attacked his unit using an improvised explosive device while on a dismounted patrol.

Spc. Ryan J. Cook, 29, from Fort Walton Beach, Fla. was assigned to the 3rd Battalion, 21st Infantry Regiment, 1-25th SBCT at Fort Wainwright where he served as an infantryman.

Cook joined the Army in March 2008 and graduated from Basic Training and Advanced Individual Training at Fort Benning, Ga. He arrived in Alaska in May 2009. Cook had one previous combat tour of duty in Iraq – from September 2008 to September 2009 in support of Operation Iraqi Freedom.

A photo of Cook was not available.

One other Soldier from the brigade was wounded in the same incident.

The Soldiers' 4,000-Soldier brigade deployed to Afghanistan in mid April 2011 for a one-year tour in support of Operation Enduring Freedom.



ABOVE: Army Col. Thomas Roth, commander of the 2nd Engineer Brigade, unfurls the newly activated brigade's colors with help from U.S. Army Alaska Commanding General, Maj. Gen. Raymond Palumbo, Sept. 21, at Joint Base Elmendorf-Richardson. The 3rd Maneuver Enhance Brigade, which activated in fall 2009, was inactivated during the ceremony to make way for the new unit. The 2nd Eng. Bde. will command the same units formally headquartered by 3rd MEB. LEFT: Ed Leard, grandson of a 2nd Engineer Amphibious Brigade Soldier killed in World War II, chats with World War II veteran Jack Reed and U.S. Army Alaska Commanding General, Maj. Gen. Raymond Palumbo after the 2nd Engineer Brigade's activation ceremony, Sept. 21, at Joint Base Elmendorf-Richardson's Pershing Field. With a rich history – including 82 combat landings with 15 different assault divisions during World War II – the 2nd Eng. Bde. activates 56 years after the unit last cased its colors. (U.S. Army photos/2nd Engineer Brigade Public Affairs Office)



## Sergeant Major of the Army visits USARAK Soldiers

By Army Staff Sgt. Trish McMurphy  
 USARAK Public Affairs

The Army's highest-ranking noncommissioned officer, Sgt. Maj. of the Army Raymond F. Chandler III, visited the Soldiers and families of U.S. Army Alaska to talk about proposed policy changes and to answer questions on a variety of topics ranging from retirement, a drawdown of Army personnel and what the repeal of the military's "Don't Ask, Don't Tell" policy means for Soldiers.

Chandler's first stop on his Alaska tour was Fort Wainwright, the Army's northernmost military post, where he spoke at a forum with more than 100 Soldiers and spouses about some of the top issues and concerns of Soldiers and families in Alaska and around the world.

Retirement was one of the main topics of discussion. In the current economic state of the country, many Soldiers worry about their benefits and wonder if they will be able to support themselves and their families upon retirement.

"Retirement is not something the Army has control over, but the entitlements (like retirement) are paid for by the Army's budget," Chandler said. "There are some decisions that need to be made. Decisions will be for those who come later, not those that currently serve."

"This is about trust," he said. "The Soldiers (now) serving trust the American people to provide their quality of life, pay and allowances in exchange for the trust (the American people) place in the Soldiers to defend our country."

Chandler asked the Soldiers attending the forum at Fort Wainwright if they would be interested in alternative retirement options and mentioned several that may be available in the future.

One is a lump sum payment at retirement.

Chandler cited the example of a sergeant first class retiring at 20 years who could receive a lump sum of about \$1.4 million and asked how many would be interested.

See SMA Page A-3



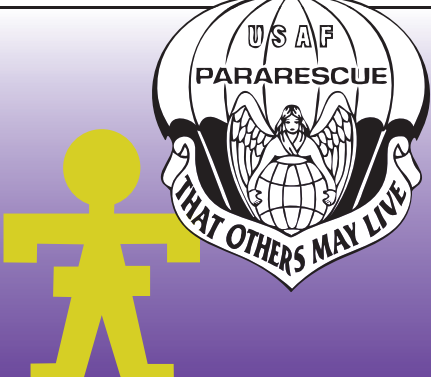
Sgt. Maj. of the Army Raymond F. Chandler III speaks with Basic Mountaineering Course Instructor Army Staff Sgt. Peter Notkin during a Sept. 22 visit to the Northern Warfare Training Center at Black Rapids. (U.S. Army photo/Staff Sgt. Brehl Garza)

PERMIT NO. 220  
 ANCHORAGE, AK  
**PAID**  
 U.S. POSTAGE  
 PRESORTED STANDARD

**Index**

- USARAK CSM talks resilience.....A-2
- Briefs and announcements.....A-8
- CSAF talks budget concerns.....A-11
- Victims can find help.....B-1
- Rosh Hashanah observance.....B-2
- Community calendar.....B-3
- Movie times.....B-6

**Joint training**  
 212th Rescue Squadron Airmen train rescue operations with 3rd Battalion (Airborne), 509th Infantry Regiment Soldiers, Page A-3



# A commitment we must keep

Commentary by  
Command Sgt. Maj.  
David O. Turnbull  
U.S. Army Alaska

Years ago a command sergeant major told me, "there were no such things as problems in the Army, only challenges," and as leaders it's our job to find positive solutions to overcome these challenges.

If we (Soldiers, leaders and family members) use this thought process when facing our everyday stresses, we may better realize every "challenge" provides an opportunity for a positive solution.

However, we may not always be able to solve these challenges on our own.

That's when we need to turn to our leadership and the multiple agencies across our installations trained and prepared to assist and guide Soldiers and family members through a tough period in their life.

Seeking help when feeling distressed or stepping in to help someone you feel is at risk is a sign of strength and courage.

Leaders throughout the Army and here in U.S. Army Alaska are committed to the health and well-being of our Soldiers and family members.

That commitment is at work every day, in every unit, and at every level. It requires a team effort to be successful.

Continued focus on mentoring and training our leaders and service providers is the key to our ability to provide the best care and support.

As September is Suicide Prevention Month, USARAK has put together various activities throughout the month to reemphasize the importance of suicide prevention and awareness.

We have invited guest speakers to share their personal stories, con-



Though Suicide Prevention Month ends this week, suicide prevention and resilience are important year round, especially during the winter months which provide environmental challenges of their own. (U.S. Air Force photo illustration/Steve White)

ducted SafeTALK training focused on identifying at-risk persons, and will wrap up the month with a four-mile fun run and my breakfast discussion with Soldiers.

My goal is for every Soldier and family member to realize they are an important part of the USARAK and Army team, and every Soldier understands he or she is not alone.

There are almost 12,000 Soldiers in USARAK, so there is always someone to turn to for help.

Lastly and most importantly, there is no shame in seeking professional mental health treatment. Know that a Soldier's career will not be ruined by seeking help.

The sad truth is, an at-risk Soldier's career will most likely fall apart when they don't seek the

help they need.

It's a fact; suicide affects us all. The Army lost 160 Soldiers to suicide in 2009, and some of these unfortunate losses were from our ranks in USARAK. Each of these losses had a profound impact on the unit, friends and teammates left behind.

The loss of even one Soldier is too many. We can do better and will

do better. We will never stop doing all we can to connect our Army family with quality care. Part of leadership is creating an environment where it's okay to ask for help – and where it's our duty to extend a helping hand. This, too, is in the spirit of the Army Warrior Ethos to never leave a fallen comrade.

That's a commitment to one another that we must keep.



## TRIAL BY FIRE

JBER firefighters respond to house fire

ABOVE: A Joint Base Elmendorf-Richardson firefighter takes a breather during a four-hour response to a fire in base housing, Wednesday, National Fire Prevention Week, which promotes fire prevention and safety, is Oct. 9 to 15.

RIGHT: JBER firefighter Airman 1st Class Andrew Morris removes his self-contained breathing apparatus after emerging from a house fire, Wednesday. FAR RIGHT: JBER firefighter Mr. Kirk Gibbs offers a thumbs up after emerging from a house fire, Wednesday. (U.S. Air Force photos/Maj. Joseph Coslett)



Alaskan Command/  
11th Air Force  
Commanding General  
Lt. Gen. Dana T. Atkins (USAF)

U.S. Army Alaska  
Commanding General  
Maj. Gen. Raymond P. Palumbo (USA)

Joint Base Elmendorf-Richardson/  
673d Air Base Wing Commander  
Col. Robert D. Evans (USAF)

Joint Base Elmendorf-Richardson/  
673d Air Base Wing Vice Commander  
Col. Timothy R. Prior (USA)

## ARCTIC WARRIOR

The Arctic Warrior is published by Wick Communications, a private firm in no way connected with the Department of Defense, the Department of the Air Force or the Department of the Army, under exclusive written contract with the Joint Base Elmendorf-Richardson Public Affairs Office.

This civilian enterprise newspaper is an authorized publication for members of the U.S. military services. Contents of the Arctic Warrior are not necessarily the official views of, or endorsed by, the U.S. government, Department of Defense, the Department of the Air Force or the Department of the Army.

The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by U.S. government, the Department of Defense, the Department of the Air Force, the Department of the Army, or Wick Communications of the products or services advertised.

Everything advertised in this publication shall be made

available for purchase, use or patronage without regard to race, color, religion, gender, national origin, age, marital status, physical handicap, political affiliation, or any other non-merit factor of the purchaser, user or patron.

To advertise in the Arctic Warrior, please call (907) 561-7737. Editorial content is edited, prepared and provided by the Arctic Warrior staff.

Editorial office: Building 10480, Suite 123; Mailing address: JBER Public Affairs, 10480 22nd St., Suite 123, Elmendorf AFB, AK 99506; telephone (907) 552-8918.

Send emails about news stories to Arctic.Warrior@elmendorf.af.mil and luke.waack@elmendorf.af.mil.

Deadline for article and photos is 4:30 p.m., Monday, for the week of publication. Articles and photos will be published on a space-available basis and are subject to editing by the Arctic Warrior staff. Submission does not guarantee publication.

JBER Public Affairs Officer  
Maj. Joseph Coslett (USAF)

Command Information Chief  
John Pennell

Arctic Warrior staff  
Luke Waack - managing editor  
David Bedard - news editor  
Chris McCann - community editor  
Ed Cunningham - webmaster

Photographers  
Staff Sgt. Brian Ferguson (USAF)  
Steve White  
Justin Connaher

# THAT OTHERS MAY LIVE



## 212th Rescue Squadron Airmen train jointly with 3 Geronimo Soldiers



**ABOVE:** Air Force Staff Sgt. Bill Cenna, 212th Rescue Squadron pararescueman, looks for more information on the B Company, 3rd Battalion (Airborne), 509th Infantry Regiment, simulated patient he's working on during a training scenario at Joint Base Elmendorf-Richardson on September 21. The scenario focused on quick-care-under-fire and also gave training to B/3-509th Inf. on how to react when pararescuemen arrive. **LEFT:** Tech. Sgt. Jeremy Maddamma (left) and Staff Sgt. Bill Cenna (right), 212th RQS, drag a patient while under simulated fire. **FAR LEFT:** An HH-60G Pavehawk helicopter prepares to land during joint training. (U.S. Air Force photos/Staff Sgt. Zachary Wolf)

## Trailblazers

From Page A-1

Engineer Amphibious Brigade, and Ed Leard III, whose grandfather Edwin Leard was killed in action during World War II while serving with the unit.

During his remarks, Palumbo highlighted the brigade's new role.

"The Army has been transforming lately," Palumbo said. "Especially, since 9/11. We had to change. We had to change because the enemy's changed and we had to meet the new challenges that the enemy's presenting us around the world. That's why we had to introduce this engineer brigade into our Army formation, to bring yet another capability that we need on the battlefields."

The engineer brigade is a modular deployable headquarters able to function as a higher headquarters for several subordinate engineer units and could potentially function as a joint headquarters including Army, Navy, Air-Force or Marine components.

"The 2nd Engineer Brigade becomes the sixth of its kind in the Army," Palumbo said. "It's capable of planning and controlling diverse missions associated with assuring mobility, enhancing protection by building things, enabling logistics and developing infrastructure."

Palumbo thanked the troops and their families.

"Today, an engineer brigade is reborn and proudly begins a new chapter in an already long and illustrious history," Palumbo said.

Roth acknowledged the good weather, which belied the rainy forecast.

"I couldn't ask for a better day," Roth said. "The sun wasn't going to show up, but here it is. I think that's an indicator."

"I'm very excited to welcome Mr. Jack Reed," Roth said. "As General Palumbo addressed, he is a World War II veteran of the 2nd Engineer Special Brigade, having traveled from San Diego, California to spend



**Command Sgt. Maj. James Dickens of the 2nd Engineer Brigade, furls the 3rd Maneuver Enhancement Brigade's colors, signaling the 3rd MEB's inactivation Sept. 21 at Joint Base Elmendorf-Richardson. (U.S. Army photo/2nd Engineer Brigade Public Affairs)**

time with us. Sir, your presence today is very special to me. You represent without question, the greatest generation our nation has produced and having had a chance to speak with you, you truly embody the importance of history, of lineage, of tradition within our profession of arms. I'm also very happy to have Mr. Edward Leard the third, again the grandson of Edward Leard, a Soldier in a coxswain, in the 2nd Engineer Special Brigade, who died during one of the amphibious operations that unit was involved

in at Lae Papua, New Guinea, on the sixth of September 1943, when a Japanese Zero scraped his landing craft."

Leard donated several 2nd Eng. Bde. historical artifacts to the brigade.

Roth reviewed the accomplishments of the 3rd Maneuver Enhancement Brigade.

"All I can say is what a great privilege for me to have commanded this brigade for over two months," he said, "but I'm equally honored to open the next chapter on the 2nd Engineer Brigade, the Arctic Trailblazers

which again is one of six war-fighting active engineer brigades in the Army. The engineer brigade headquarters will actively train and prepare to serve the nation's needs. We stand dedicated to leading, training, preparing our subordinate commands to do likewise."

The 2nd Eng. Bde. still maintains garrison command of the former 3rd Maneuver Enhancement Brigade units: the 6th Engineer Battalion, the 17th Combat Sustainment Support Battalion and the 793rd Military Police Battalion.

## SMA

From Page A-1

Several raised their hands. Even more raised hands when medical benefits were added.

An enhanced 401K with matched funds is another option under consideration, according to Chandler.

"Right now it's a one size fits all," he said. "You serve for 20 years and you get something."

Chandler said the Army would continue to push Congress to "retain the current benefit" for those currently serving and said changes would be made for those who join the service in the future.

Along with retirement and current economic woes, Chandler also talked about a drawdown in the size of the Army.

"We are going to reduce the size of the active component," Chandler said, "from 570,000 to 520,000 over the next five years."

"We are going to do that in four ways," Chandler said. "We are going to bring less people in service."

Chandler said this has already been implemented and would

continue for the next several years.

"We are also going to retain less people," he said, "have selective early retirement boards for those that are retirement eligible and not offer the opportunity to continue to serve for those that are not performing to standard."

Chandler said this did not affect those wounded in combat who cannot perform to their normal standards, but to those who failed to put forth the effort to meet standards.

### DADT repeal

Chandler addressed the recent repeal of the military's "Don't Ask, Don't Tell" policy, emphasizing that standards of conduct remain the same.

"It's our job to enforce the standard, to ensure and maintain that sexual orientation is not part of what we consider to be important in the Army," Chandler said. "It is a private matter."

"What we are concerned with is a standard of conduct," he said. "Inappropriate or public displays of affection in other activities are inappropriate no matter what your sexual orientation is." Chandler said. "You know what right looks like."



**Spc. Vernon Friday, 1st Squad, 1st Platoon, rifleman from Chevak, Alaska, is coined by Sgt. Maj. of the Army Raymond F. Chandler III, Sept. 22 during a visit to see B Company, 1st Battalion, 143rd Infantry (Airborne) Regiment, during their final pre-deployment training in Alaska. The Soldiers conducted pre-deployment training at Fort Greely before they mobilize in November for a deployment to Afghanistan in February. (U.S. Army photo/Staff Sgt. Karima Turner)**









# Stryker brigade commander gives Afghanistan update

By Army Staff Sgt. Trish McMurphy  
USARAK Public Affairs

FORT WAINWRIGHT — More than 6,000 miles away, Army Col. Todd Wood, commander of the 1st Stryker Brigade Combat Team, 25th Infantry Division based here, leads his unit in assisting the Afghan police and army in securing and stabilizing Afghanistan.

Wood spoke to Alaska media via teleconference Sept. 13 about the brigade's mission.

The unit's primary mission in Afghanistan, according to Wood, is assisting and training the local police and Army units in security so that they are able to create a stable country for their people, but they have also assisted in economic development and other projects.

"We are making a difference," he said.

He said roads are being built, schools are being established and a variety of economic development projects are assisting the people of Afghanistan to be more self-sustaining and self-sufficient.

Although the 1-25th SBCT leaders may not be experts in every field, like agriculture, engineering or construction, Wood said, they are trained to think on their feet and come up with "workable solutions" to the problems the people in the area face.

"We were able to tap into an agricultural team that taught us things as diverse as poultry farms and how to set a check dam to save water for better irrigation," he said. "We have provided assistance to almost every walk of life that a developing society would need help with, including medical and

security. This place is so undeveloped and the need is so great ... that you can make a big difference in the lives of many just by providing them a safe way to get to and from the market.

"The people have the ability to grow food and get that food to market without having to pay a tax to the Taliban," Wood said. "They can come and go with relative ease and freedom with us here and the Soldiers see that and they get the appreciation from the locals that they run into," Wood said. "It is very rewarding to see the impact that Soldiers can have on this population, it's almost immediate. We have formed a very close bond with the people we are living with here."

The more than 4,000 troops of the 1-25th SBCT have also helped train and assist the Afghan police and Army to become self-sus-

taining and gain the confidence and knowledge needed to take their roles in maintaining the security the U.S. and coalition forces have helped them establish.

Wood gave his condolences to the families of those who have lost loved ones during the unit's deployment as well as those who have been injured and said their sacrifices have not been in vain.

"This country is grateful in having the U.S and the coalition forces over here helping them," Wood said.

The unit's losses are felt equally at home in Alaska and in Afghanistan, Wood said, and his Soldiers have committed themselves to continuing their mission in honor of their fallen comrades.

Wood expressed his gratitude for Alaska's support to 1-25th SBCT Soldiers and their families.

"I would like to thank the entire state of Alaska for absolutely opening their arms up to our families while we are deployed over here," Wood says. "We sure appreciate the great support from home."

Army Lt. Col. Mark Adams, commander of the 1-25th Brigade Troops Battalion also spoke at the teleconference. He noted progress in the fight against improvised explosive devices.

"Soldiers are getting smarter and more resilient (in locating Improvised Explosive Devices)," Adams said. "They see the indicators, how people act along the road. They stop and question them and a lot of the locals will point out IEDs when asked."

"We have been very successful in recent weeks. Our find rate is well over 90 percent," he said. "The Soldiers are getting better and they are very confident in what they do."

With the experience gained in such a short period of time, the Soldiers are able to operate more safely and with fewer losses of life or injuries.

Wood said the overall unit morale was high and the Soldiers are genuinely committed to their mission.

"The Soldiers are working very hard to accomplish their mission," Wood said, "which is to provide that kind of security which is going to allow this country to transition to complete independence."



Soldiers of A Battery, 2nd Battalion, 8th Field Artillery Regiment, 1st Stryker Brigade Combat Team, 25th Infantry Division, fire an M777 155-mm howitzer during calibration for combat operations at Forward Operating Base Wolverine, June 12. The Fort Wainwright based brigade deployed to Afghanistan in April. (U.S. Army photo/2nd Lt. Brandon Cox)

## Briefs and Announcements

### Disposition of effects

Air Force 2nd Lt. Jeremy Geidel, 3rd Aircraft Maintenance Squadron, is authorized to make disposition of personal effects of Airman 1st Class Jonathan Villamarin, 3rd AMXS, as stated in Air Force Instruction 34-244.

Any person or persons having claims for or against the estate of the deceased should contact Geidel at 552-1776.

### Air Force ID card changes

Due to long wait times for walk-in customers, effective Monday, all military members or Department of Defense civilians will be required to schedule an appointment via the Military Personnel Section Customer Service Appointment website at <https://673fssmpscustomerser.clickbook.net>.

The MPS will only see military members on a walk-in basis if their card is lost, needs to be unlocked, certificates need updating, or it ceases to function.

It is also highly encouraged appoint-

ments be made for civilian, dependent, Reserve and retiree ID cards.

### Dining facility closure

The Iditarod Dining Facility is scheduled to close, Tuesday and remain closed until December for renovations.

Food service operations will shift to Kenai Dining Hall for three months and shuttles will be available for transportation from the dorms.

The flight line food service Provisions on Demand facility, Building 16710, is open and provides meals for Airmen working on the flight line.

### Travel charge card changes

Effective immediately, personal use of the controlled spend account government travel charge card is not authorized. The CSA card may only be used for expenses related to official government travel.

Payments in excess of overall expendi-

tures placed on the CSA card, after completion of official travel (credit or residual balance), can be obtained by the traveler through electronic transfer to a personal account through Citi's on-line access system or by phone, request check by Citi, a check automatically mailed to cardholder after 60 days of activity, or ATM withdrawal (two percent fee).

### Campus-style dining available

Starting Monday, Aramark will allow Airmen to use meal cards at Paradise Café, Warehouse Grill and Eagle's Nest.

Not all menu items are available for meal card use. Eligible items will be marked on the facilities' menus.

### Home schooling

Interior Distance Education of Alaska provides home schooling parents with educational tools, high-quality materials, workshops, advice and guidance. The Regional Parent Advisory Committee provides an

avenue of communication between parents and the district.

Students must have physically resided in the state and be between the ages of 5 and 19 as of Sept. 1, to enroll.

At least 50 percent of the coursework the student takes must be in the core subject areas of English, math, social studies, science, technology or world languages.

For more information about IDEA, contact support staff at the Anchorage office at 562-4332 or visit [www.ideafamilies.org](http://www.ideafamilies.org).

### Shred for free

The Better Business Bureau of Alaska is offering free bulk shredding services to Alaska residents, Oct. 22, from 10 a.m. to 2 p.m. at Wells Fargo, 16600 Centerfield Drive, Eagle River.

Drive up and drop off up to three bags of unwanted documents per person. No cardboard or three-ring binders will be accepted. Items will be shredded immediately by Shred Alaska.





# Air Force will preserve 'core contributions,' Schwartz says

By Mitch Gettle  
Air Force Public Affairs Agency

NATIONAL HARBOR, Md. — Air Force leaders are focused on managing potential budget constraints so the service can continue to provide its unique contributions to national security, according to the Air Force chief of staff.

Speaking before hundreds of attendees at the Air Force Association's 2011 Air & Space Conference and Technology Exposition, Sept. 20, here, Gen. Norton Schwartz said service leaders will not allow budget pressures to create a future force that "merely appears on paper to be effective, but in reality is reduced substantially in depth and breadth."

Schwartz said the Air Force's core contributions reside in four main areas: control and exploitation of the air and space domains, as well as mission assurance in cyberspace; global strike; rapid global mobility; and worldwide intelligence, surveillance and reconnaissance.

These four contributions are enhanced by the Air Force's superior command and control networks, Schwartz said.

"In any budget scenario, we will be required to continue providing capabilities that offer the nation's leaders a wide range of strategic options for rapid and flexible power projection," Schwartz said. "Our core contributions enable America's global perspective and result in appropriately tailored effects at times and places of our choosing."

The Air Force's unique capabilities are essential for the nation's strategic interests, economic prosperity and military readiness, Schwartz said, describing the United States as an "air and space nation."

"So as we may have to carefully consider reduced capacities in some areas while maintaining, and perhaps increasing investment in others, we must carefully consider and calibrate our acceptance of risk, manifested in a force that's smaller in size and scale," Schwartz said.

Such "difficult choices," as Schwartz called them, will extend into the Air Force's procurement programs. Future development efforts will have to be less ambitious, and government and industry must appraise and adhere to genuine operational requirements and evaluate manufacturability early.

"We require straight talk from everybody," Schwartz said. "Government must ensure stable requirements and reliable funding streams, while industry must bid according to realistic estimates, and resist offering to sell more than what is operationally required."

The Air Force's acquisition corps is ready for such challenges given the progress it has



**ABOVE:** A 3rd Wing F-22 Raptor takes off from Joint Base Elmendorf-Richardson, Sept. 21. The F-22 is the world's only fully operational capable fifth-generation fighter. With aging fourth-generation fighters like the F-15 Eagle and F-16 Fighting Falcon, the Air Force is looking to recapitalize its fighter fleet with the remaining production schedule of F-22s, while it simultaneously prepares for serial production of the upcoming F-35 Lightning II Joint Strike Fighter. Among deep and uncertain budget cuts, the Air Force aims to balance austere funding and new technologies while meeting mission requirements. (U.S. Air Force photo/Staff Sgt. Brian Ferguson)

**LEFT:** Air Force Chief of Staff Gen. Norton Schwartz speaks to attendees Sept. 20, at the Air Force Association's 2011 Air & Space Conference and Technology Exposition at National Harbor, Md. Schwartz said Air Force leaders are focused on managing potential budget constraints so the service can continue to provide its unique contributions to national security. (U.S. Air Force photo/Airman 1st Class Melissa Goslin)

made over the last three years, Schwartz said.

"Although we will always be accountable for responsibly expending hard-earned and precious taxpayer dollars, we can regard our acquisition processes and procedures as having achieved a notable restoration of effective control and oversight," Schwartz said.

Another area the Air Force has made similar progress in since 2008 is the nuclear enterprise, Schwartz said.

"Without resting on our laurels, we can be proud of the result: a nuclear enterprise that is renewed and focused on its commitment to avoiding critical performance shortfalls," Schwartz said. "Our work in this critical area remains worthy, valued and

essential to our nation's security."

To maintain such excellence across the Air Force, Schwartz said the service will intensify its efforts to develop Airmen deliberately, "arming them with intellectual and experiential strength that is on par with the advanced capabilities that our weapon systems provide."

Schwartz acknowledged the excellence displayed by all Airmen by recognizing the achievements of Staff Sgt. Robert Gutierrez Jr., a joint terminal attack controller who, despite suffering serious wounds, helped save his special forces team in Afghanistan during a Taliban attack by expertly calling in air strikes.

Secretary of the Air Force Michael Donley recently approved the awarding of the Air

Force Cross, the service's highest military honor, to Gutierrez, Schwartz announced during his remarks.

While Airmen face a future of fiscal and operational challenges, Schwartz said he remains confident that the Air Force will remain ready to defend the nation and its freedoms.

"The U.S. Air Force will be prepared for whatever the nation requires of us," Schwartz said. "We will provide the many utilities of airpower, as only Airmen can provide it: vital in the national context and indispensable in the proud pursuit of our nation's interests."

"We will be there for our joint teammates and for the nation," he said. "We will do it, or we'll die trying."

