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PETERSON AIR FORCE BASE

Space Operators provide TACPs tactical space training

By Staff Sgt. Emily Kenney | 21ST SPACE WING PUBLIC AFFAIRS

PETERSON AIR FORCE BASE, Colo. — Deployed Tactical Air Control Party Airmen expect space effects to work; otherwise pilots get shot down, bombs miss targets, and soldiers die. TACPs may not know how space works, but if it doesn't work well for America and its allies then its results are devastating.

Space operators from the 16th and 4th Space Control Squadrons at Peterson Air Force Base are working to change the TACP community's knowledge of space by developing the first Space Operations Course, Jan. 7-11. The course was an Airman initiative designed to give the TACPs a working knowledge of what space effects from three Air Force Space Command wings do to specifically impact their ground operations.

The week-long course, organized by Airmen of the 21st Space Wing and the 13th Air Support Operations Squadron, allowed TACP Airmen a look into tactical-level space operations with regard to mission planning.

"There are two big reasons why we came together to create this course," said Capt. Ray Reeves, 13th ASOS flight commander and course planner. "The

first reason is that the TACP community is focusing on integrating operations across multiple domains at the tactical level, based on the Air Force Chief of Staff's priorities. The second was based off experiences from my last deployment. On the way out of theater I went by the Combined Air and Space Operations Center and received a brief from the space team in theater. I was surprised to learn there were a lot of capabilities and information that their assets were providing and major effects they could have on the battlefield. At the tactical level within my area of operations, neither myself nor the ground team I was with know those capabilities existed, which could have impacted our operations on the ground in a positive manner."

Upon return from that deployment, Reeves began working with the 21st SW to determine what space brings to the fight and how they can work together to improve battlefield operations.

TACP Space Integration Course 19-01 provided 18 Airmen from 11 units operational knowledge of the 21st SW, 50th SW, 460th SW and the National Reconnaissance Office.

"Space is really at the forefront of deployed operations," said Capt. Chelsea Moss, 16th SPCS weapons and tactics flight commander and course planner. "TACPs are the subject matter experts for air power for the Army. There wasn't any formal instruction on space, so we wanted to be able to provide this course to show the importance of space in mission planning and support."

Topics covered during the course included GPS, communicating in jammed environments, space support in monitoring Remotely Piloted Aircraft, space threats, Intelligence, Surveillance and Reconnaissance threats, and battlespace situational awareness.

"Particularly from the perspective of the 21st SW, we wanted to show how we monitor RPA links and how we can provide support," said Moss. "We wanted to show what we do on a basic level and how TACPs can request space support from the Air Operations Center."

"Working with our Airmen on the ground and showing them how space capabilities can improve their operations is crucial to maintaining our war-fighting superiority," said Col. Devin Pepper, 21st Operations Group commander. "The creation of this course is such an important step for both Air Force Space Command and Air Combat Command."

Equipped with a better understanding of the symbiotic relationship between space and ground operations, TACPs can better integrate space into their training and operations.

"I can't put into words how important this is

See **Tactical space training** page 6



(U.S. Air Force photo by Senior Airman Thomas Barley)

WHITEMAN AIR FORCE BASE, Missouri — U.S. Air Force Tactical Air Control Party Airmen assigned to the 19th Air Support Operations Squadron, Fort Campbell, Kentucky and the 818 Operational Support Squadron, Pope Field, North Carolina perform exercise Talon Fury Dec. 12, 2018 at Whiteman Air Force Base, Missouri. During the exercise TACP Airmen's job were in charge of calling in the B-2 Spirit Stealth Bomber to help provide air support to those who are on the ground.



(U.S. Air National Guard photo by Master Sgt. Matt Hecht)

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. — U.S. Air Force Tactical Air Control Party Airmen with the New Jersey Air National Guard's 227th Air Support Operations Squadron coordinate close air support with U.S. Marine Corps aircraft during joint training on Joint Base McGuire-Dix-Lakehurst, New Jersey, Dec. 6, 2018.

INSIDE

NEWS 1-10 | BRIEFS 4 | CLASSIFIED 11 | CROSSWORD 12



BETTER TRAINING,
BETTER RESULTS
PAGE 3



SNOW REMOVAL AND SALTING
— ENTER THE DIRT BOYZ
PAGE 5



AIRMEN REMEMBER MARTIN
LUTHER KING, JR.
PAGE 7



RECREATION AND
LEISURE EVENTS
PAGE 1B

SPECIAL
SECTION

21ST SPACE WING

COMMANDER'S CORNER



The evolution of U.S. Equal Employment Opportunity program and the role of the Air Force

By Dr. Wynona Y. James | 21ST SPACE WING EQUAL OPPORTUNITY

PETERSON AIR FORCE BASE, Colo. — During the spring of 1963, the world watched as demonstrators, particularly in deep southern states in the U.S., were beaten, attacked by police dogs, sprayed with high-pressure water hoses, and then arrested and jailed. The sight of this kind of brutality against peaceful demonstrators, including children, outraged Americans at home and tarnished the image of the U.S. abroad. Ironically, these images galvanized the nation by confronting it with its own failings.

During the summer of 1963, civil rights protests were at an all-time high, which led to President John F. Kennedy proposing the evolution of federal laws that ensured equal rights for all individuals in the U.S.

The Civil Rights Act of 1964 ensured equality and protection from unlawful discrimination toward blacks and other minorities in America. Although the law was progressive and made strides in leveling equality in American institutions and toward minorities, there were portions of the country that remained resistant to the laws. Civil rights

laws were developed to maintain equality and protection from unlawful discrimination and hate groups. However, during the 1960s, bitterness and hatred remained constant in day-to-day dialogues on racial unrest and any goals toward reconciliation eroded.

Eventually, the federal law was amended to include Title VII of the Civil Rights Act of 1964, which prohibits employers from discriminating against employees on the basis of sex, race, color, national origin, and religion. It generally applies to employers with 15 or more employees, including federal, state, and local governments. In 1964, Congress created the U.S. Equal Employment Opportunity Commission, which was commissioned with the responsibility to also enforce the Age Discrimination in Employment Act, the Equal Pay Act, the Americans with Disabilities Act, and the Genetic Nondiscrimination Information Act.

For the last 54 years and since the original evolution of the Air Force Social Actions Program — today known as the Air Force Equal Opportunity Program — the Air Force has been a valuable contributor and enforcer of civil rights laws and equality. According to Dr. Brooks Hill and Dr. H.

Cummings, “the U.S. Air Force — along with the Department of Defense, often has led our society in efforts to equalize and foster opportunity for its people. With the introduction of social actions, the Air Force launched a major effort to correct injustices. The nature of the problems at the time demanded tactics and strategies which could quickly and strongly curb the racial and social difficulties.”

Today, with an agency population of approximately 629,484 personnel to include military, DOD civilians, reserve and guard personnel, the Air Force is looked upon as a model agency within the federal government by complying with civil rights laws and EO processes that eradicate unlawful discrimination and racial disparities in the workplace. The Air Force continues to be on the cutting edge of not only processing and managing discrimination complaints, but also educating its personnel on EO matters and promoting professional environments where individuals are treated with dignity, respect and personal worth regardless of race, color, religion, national origin, age, disability, reprisal, sexual harassment or genetic information. Other services offered under the Alternative Dispute Resolution program, such as mediation and group facilitation also afford personnel with a number of resources to resolve conflict and disputes in the workplace with individuals and/or groups. The EEO program offers two tracks of services for military and civilian DOD employees to resolve discrimination complaints. For more information on the AF EO program and local services provided at Peterson Air Force Base, contact the 21st Space Wing EO office at 719-556-7693.

“The nature of the problems at the time demanded tactics and strategies which could quickly and strongly curb the racial and social difficulties.”

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Year of the Defender: Better training, better results

By Robb Lingley | 21ST SPACE WING PUBLIC AFFAIRS

PETERSON AIR FORCE BASE, Colo. — Chief of Staff of the Air Force, Gen. David Goldfein, has proclaimed 2019 as the Year of the Defender.

Air Force leadership is putting additional resources into security forces this year, including upgraded kit and weapons, and better training under stressful conditions.

“We must always take integrated and layered base defense to a new level by increasing investment in our defenders with new equipment, new training, new tactics, techniques and procedures, and renewed focus at every echelon of command,” Goldfein said. “This is the Year of the Defender because we don’t project power without the network of bases and infrastructure needed to execute multi-domain operations.”

To start this process, 21st Security Forces Squadron leadership coordinated with the 21st Aerospace Medicine Squadron to utilize their BOD POD to determine body fat composition.

21st SFS instituted the Reconstitute Defender Initiative that was created to direct the planning and organization of efforts to address strategic-level tasks associated with correcting long standing deficiencies within security forces.

The RDI’s objectives are to restore readiness, revitalize squadrons and the security forces enterprise, and to increase lethality and close requirement gaps.

The RDI looks for improvement outcome in the following eight areas:

- Human capital
- Trained and lethal defenders
- Policy
- Equipment
- Weapons
- Facilities
- Instructure
- Technical integration

On Jan. 23, 2019, a group of defenders gathered at the Health and Wellness Center for body fat assessments.

According to the BOD POD website, the machine has an air displacement plethysmograph that uses whole body densitometry to determine fat versus lean body composition. This process involves the measurement of the interior volume of the BOD POD

before a patient is inside it and again after the patient is seated inside the chamber. The difference in volume is then subtracted to obtain the patient’s body volume.

“We have completed around 70 BOD PODs for the defenders so far,” said Bill Goins, 21st AMDS Health promotion flight commander. “We will also be providing educational briefings on fitness, nutrition, sleep, supplement safety several times per month over the next few months.”

As part of the Year of the Defender, 21st SFS will review ways to incorporate improvements into the eight areas listed above.

The Year of the Defender, in conjunction with the RDI, brings focus back to the defender. As part of those initiatives, the 21st SFS will continue incorporating improvements in the eight outlined areas, making 21st SFS defenders capable and prepared to maintain mission readiness.



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



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

PETERSON AIR FORCE BASE, Colo. — 21st Security Forces Airmen wait to have their body composition tested at the Health and Wellness Center on Peterson Air Force Base, Colorado, Jan. 23, 2019. As part of the Year of the Defender and Reconstitute Defender Initiative 21st SFS defenders are incorporating improvements to help them improve their mission readiness.

PETERSON AIR FORCE BASE, Colo. — Airman 1st Class Revell Hicks, 21st Security Forces installation patrolman, sits in a BOD POD at the Health and Wellness Center on Peterson Air Force Base, Colorado, Jan. 23, 2019, while his body densitometry is tested to determine his fat versus lean body composition. This process involves the measurement of the interior volume of the BOD POD before a patient is inside it and again after the patient is seated inside the chamber. The difference in volume is then subtracted to obtain the patient’s body volume.

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BASE BRIEFS

FURNITURE SWAP SHAREPOINT

The 21st Space Wing now has a SharePoint page dedicated to the reutilization of government resources. If your organization has excess furniture or equipment, or you are in need of resources, check out this SharePoint. The premise is similar to Facebook Marketplace and other online yard sale sites, only without any exchange of money. Instead of taking items directly to DRMO or a dumpster for disposal, give other agencies an opportunity to reutilize your excess. If your agency is fiscally responsible, check out this site before you order something.

The link to the SharePoint is: <https://eis2.afspc.af.mil/sites/21sw/ft/SitePages/Home.aspx>

PETERSON AFB COMMUNITY BLOOD DRIVE

There will be a community blood drive, Feb. 7, from 8:30 a.m. — 1:30 p.m. To make an appointment, please visit Vitalant.org and use code 6827. Get a head start by filling out your Health History Questionnaire before you come.

ANNUAL AWARDS BANQUET

The annual awards banquet will take place on Feb. 5 at 6 p.m. at The Club. The theme is "An evening amongst the stars."

Uniform: Military: Mess dress or semi-formal / Civilian: Formal

The event is open to all 21st SW members and their significant others.

TAX ASSISTANCE PROGRAM DISCONTINUED

The Peterson legal office will not be sponsoring a Tax Assistance Program this year. The primary reason for this decision is competing mission requirements (i.e. legal assistance, etc.) and the program's detractor from mission readiness. Second, the Secretary of the Air Force and Chief of Staff's August 18, 2016 "Reducing Additional Duties" memorandum limits the legal office's ability to obtain and train volunteers in each squadron. The minimal number of volunteers over recent years put a significant strain on the legal office. In consideration of the aforementioned factors, the decision was made to discontinue the tax Assistance Program at Peterson AFB.

Numerous tax preparation resources are available. Below are some convenient resources available to Airmen and their families:

- Free digital filing for retirees and active duty available through H&R

Block. For more information please visit: <http://www.unitedway.org/myfreetaxes/resources/hr-block>

- Free IRS Volunteer Tax Assistance (VITA) program offers free help to those making \$54,000 or less, persons with disabilities, and limited English speaking taxpayers who need assistance preparing their own tax returns. In addition to VITA, the Tax Counseling for the Elderly (TCE) program offers free tax help to those 60 years of age and older. Trained VITA volunteers are able to address military specific tax issues. To locate a VITA or TCE center near you, please visit: <https://www.irs.gov/individuals/free-tax-return-preparation-for-you-by-volunteers>

FREE HEALTH AND WELLNESS CLASS

Health Promotion is offering their first weight loss classes of the New Year starting Jan. 3. Classes will be held every Thursday for 12 weeks and last one hour.

Date: Thursday, Jan. 3

Time: Noon and 5 p.m.

Where: Health Promotion Classroom, second floor of the Fitness Center; Building 560, Room. 206

POC: Dana Johnson; 719-556-9642 or dana.l.johnson12.ctr@mail.mil

Classes are open to ALL DOD ID cardholders 18 years and older.

THE ART OF PARENTING

Family Life's "Art of Parenting" course will take place on Wednesday nights from 5:45 — 6:15 p.m. until mid-March. The video-based study gives parents a simple vision and creative ways to lay a solid foundation for their parenting. The course features guidance from more than 20 experts using humor, encouragement, activities, anecdotes and practical advice. For more information, contact the Chapel at 719-556-4442.

WEEKEND TO REMEMBER

Weekend to Remember is a marriage getaway designed to equip couples with the tools and resources to make their marriages thrive. Weekend to Remember will be hosted Feb. 15 — 17 at the Broadmoor in Colorado Springs. Call 1-800-FL-TODAY to register, and use "ColoradoMilitary" as the group name to receive the military discount.



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235 South Nevada Avenue,
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PUBLISHER AND EXECUTIVE EDITOR

AMY GILLENLINE
[Amy.Gillentine@csbj.com](mailto:amy.gillentine@csbj.com)

EDITOR

BRYAN GROSSMAN
Bryan.Grossman@csbj.com

ADVERTISING

Advertising Director
JEFF MOORE

Jeff.Moore@csbj.com

Account Executives

TAMMY FOGALL
Tammy.Fogall@csbj.com

MONTY HATCH

Monty.Hatch@csbj.com

VANESSA NAGEL

Vanessa.Nagel@csbj.com

ANDREW STEUDLE

Andrew.Steudle@csbj.com

ART DEPARTMENT

Art Director

MELISSA EDWARDS

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ROWDY TOMPKINS

ELENA TRAPP

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Staff Writer

ERINN CALLAHAN

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Articles, announcements, news briefs or feedback for the Space Observer should be submitted to the 21st SW/PA via space.observer@us.af.mil. For further information, call 21st SW/PA at (719) 556-5185 or DSN 834-5185 or e-mail space.observer@us.af.mil. Deadline for article submission is noon the Friday one week before publication. All articles, copy and announcements submitted will be edited to conform to AFI Series 35 and the Associated Press Stylebook and Libel Manual.

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Snow removal and salting — Enter the Dirt Boyz

By Cameron S. Hunt | 21ST SPACE WING PUBLIC AFFAIRS

PETERSON AIR FORCE BASE, Colo. — The winter months bring seasonal festivities and cold blustery snow days, but also unsafe driving conditions. When it snows on Peterson Air Force Base, the 21st Civil Engineer Squadron's "Dirt Boyz" will clear the snow and salt the roadways to ensure the day's mission can be accomplished safely.

Snow season for Peterson AFB runs from Sept. 1 – May 31. During this timeframe, some 21st CES personnel are relieved of their normal military duties and assigned to snow removal crews. Snow removal teams consist of two crews working 12-hour shifts. Snow removal personnel are placed in an essential duty status and are subject to recall during adverse weather conditions. The

significance of these teams, and the lessons learned throughout the season, influence safety policies, delayed reporting procedures and base closures, said Master Sgt. Jason Lilley, 21st CES non-commissioned officer in charge of pavements and equipment.

"It is critical to the Peterson mission that the base roadways, parking lots and thoroughfares are continuously maintained," said Staff Sgt. Michael Born, 21st CES heavy equipment craftsman. "Our efforts ensure multinational and joint operational command plans aren't hampered, and safe driving conditions are maintained during inclement weather conditions."

Priority mission areas for snow removal are the Peterson airfield apron, access to taxiways, aircraft rescue and firefighting

lanes, and all access gates to Peterson AFB.

The "Dirt Boyz" is a widely used nickname adopted by Air Force Civil Engineering organizations that applies to the Airmen that work construction and operate heavy machinery including dump trucks, bulldozers, road grinders, excavators and front end loaders. Often times working in extreme weather and for extended duty hours, these Airmen maintain the roadways year-round. "Dirt Boyz" not only work in any seasonal environmental condition, they are also trained to work in combat conditions.

"Dirt Boyz" use multi-purpose snow plow trucks with a front-end plow to move the snow to the shoulder of the road. The trucks also have accessories that aid in snow removal, including a snow blower attach-

ment, a kick broom, and a sand spreader that spreads a mixture of magnesium chloride and sand on the ground. This mixture melts the remaining snow and ice that the plow doesn't initially remove. The grit of the sand provides added traction to tires reducing slippage and increasing safety on the roadways, said Born.

"The most rewarding aspect of this job is gaining a sense of accomplishment of doing something significant that impacts the 21st CES mission," said Lilley. "The dedication of the 'Dirt Boyz' crews is rock solid; they answer the call regardless of the weather conditions or the tasks asked of them."

For more information regarding delayed reporting or base closures, call 719-556-Snow.



(U.S. Air Force photo by Cameron Hunt)

PETERSON AIR FORCE BASE, Colo. — 21st Civil Engineer Squadron "Dirt Boyz" clear and salt roads and thoroughfares at Peterson Air Force Base, Colorado, Jan. 28, 2019. During snow season, the snow removal team is placed in an essential duty status and is subject to recall during adverse conditions.

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Wing Embraces CSAF's Vision with New Flight Leadership Course

By Capt Allison Thomas | 21ST OPERATIONS SUPPORT SQUADRON

PETERSON AIR FORCE BASE, Colo. — In August 2016, Gen. David Goldfein wrote a letter to Airmen emphasizing squadrons as “the beating heart of the United States Air Force; our most essential team. We succeed or fail in our missions at the squadron-level because that is where we develop, train, and build Airmen...”

Developing, training, and building Airmen should start on day one, but many Airmen receive little mentorship before they are chosen for leadership positions. As a new first lieutenant, I was selected to fill a flight commander position. Although I was thrilled for the opportunity, I felt unprepared, and at the time, I was unaware of any flight leadership courses. In order to solve this issue and develop young leaders, the 21st Space Wing has implemented their first-ever Flight Leadership Course.

The intent behind this course is to provide flight commanders and flight chiefs a venue to learn about and discuss leadership topics that may help them in their new roles. Some

of these topics include conflict resolution, followership, ethical leadership, and senior leader discussions. In December 2018, Air University released the Flight Commanders Edge Program, which provides a variety of tools to help wings in developing their local courses. The 21st SW has incorporated tools such as self-assessments, feedback forms and learning aids to develop a robust leadership course.

I would argue that being a flight leader is one of the hardest (albeit rewarding) jobs one can have early in their career. You make decisions and influence the mission, but there is still top cover if and when you make the wrong decision. I am currently on my third flight command position, and I am faced with new situations and challenges every day. Just when I think I have dealt with enough scenarios to be prepared for anything, I find myself questioning what to do when faced with unknown territory. So, how would the

See CSAF's Vision page 8

Tactical space training

FROM PAGE 1

to the TACP community,” said Reeves. “When we start talking about the future fights and what we’re training toward – and we’re talking about major contested operations with a peer enemy – the ability to operate from multiple domains is going to be key to any success on the ground. By us learning what space can provide and being able to integrate it at the ground level, we are going to impact far more than just the TACP community. TACPs are aligned from the lowest tactical echelon

in the Army to three-star headquarters, so if we can help integrate space across those echelons I believe we can have a Department of Defense wide impact.”

TACPs are embedded with Army units and are responsible for planning, integrating and executing Air Force operations worldwide. When properly trained and positioned they ensure the space-based effects are used and integrated to support ground maneuvers.

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Airmen remember Martin Luther King, Jr.

By Erinn Callahan | 21ST SPACE WING PUBLIC AFFAIRS

PETERSON AIR FORCE BASE, Colo. — Dr. Martin Luther King, Jr. ushered America into an era of racial inclusion, desegregation and equal rights with his 1963 “I Have a Dream” speech, speakers said Jan. 23, 2019, during the annual Dr. Martin Luther King, Jr. Observance Luncheon on Peterson Air Force Base.

This year’s theme was “Remember, Celebrate, Act,” as Airmen gathered in The Club ballroom to commemorate King’s life and tireless fight for freedom, which he carried on until his death by an assassin’s bullet April 4, 1968, at a Memphis, Tenn. hotel.

“As we celebrate his birthday and remember Dr. King, we are going to continue to honor his legacy,” said Col. Sam Johnson, 21st Space Wing vice commander.

Members of the military are familiar with answering a call higher than themselves, and King lived out that same selflessness, servanthood and leadership in

his pursuit of racial equality, Johnson said.

“In the military, we signed up to ensure that all Americans have the unalienable rights of life, liberty and the pursuit of happiness, just like he pursued,” Johnson said. “We are all going to stay on the high plane of dignity and discipline, just like he told us to.”

Guest speaker Carlos Wade, 21st Force Support Squadron senior youth sports director, began his speech with a simple question.

“I ask you guys today, ‘Are we still dreaming?’” Wade said. “And if we are dreaming, what are we dreaming about?”

Wade emphasized equality and accountability as he talked about applying King’s principles to today’s society. As other pushes for equality gain steam — such as the #MeToo movement and the LGBT (lesbian, gay, bisexual, transgender) community — it is important not to lose sight of King’s message, Wade said.

“I throw that accountability

to each and every one of you,” Wade said. “You guys are going to hear that over and over again, because a lot of times I feel there’s folks on the sideline watching things happen.”

King’s ultimate goal was to see people of all races, backgrounds and creeds be able to sit together and communicate — a goal everyone on Peterson AFB must help achieve, Wade said.

“I don’t ask you to like who I am. I don’t ask you to like what I do, or who I’m married to, or who my partner is,” Wade said. “All I ask of you is just respect me. I think if Martin was alive today, he would want the same thing.”

The MLK Observance Luncheon kicked off the Black Heritage Committee’s annual Black History Month celebration. A reading at the Peterson AFB Child Development Center is scheduled for Feb. 4-7, 2019, followed by the Deployed Spouses Dinner Feb. 21, 2019, and a Black History Month play Feb. 27, 2019.



(U.S. Air Force photo by Erinn Callahan)

PETERSON AIR FORCE BASE, Colo. — Guest speaker Carlos Wade, 21st Force Support Squadron senior youth sports director, talks about Dr. Martin Luther King, Jr.’s legacy during the MLK Observance Luncheon Jan. 23, 2019, at The Club on Peterson AFB, Colorado.

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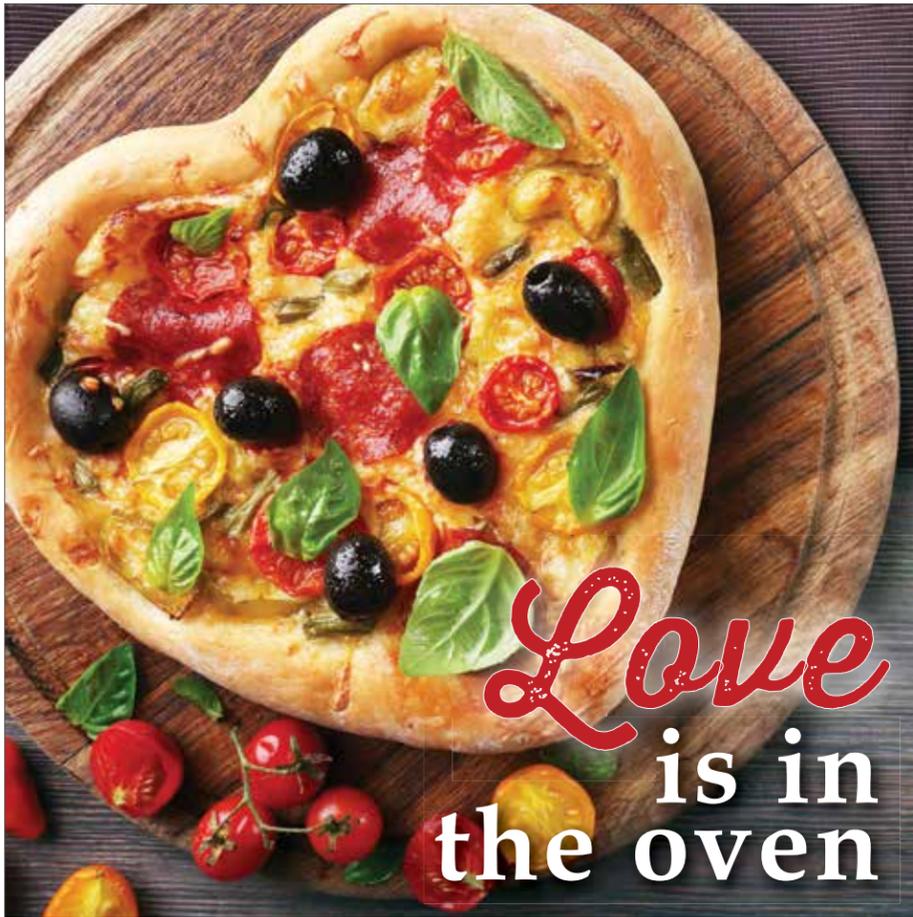
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FROM PAGE 6

Flight Leadership Course have helped me in this challenging role?

First, I would have learned about leading people. I quickly had to learn how to write performance reports, awards packages, disciplinary paperwork, and now all the same on the civilian side. In addition, how I lead people as a flight commander ultimately affects that person's career. It is our job as flight leaders to hold our people accountable and help grow and develop them into the best leaders they can be. This course is the first step to prepare flight commanders and chiefs to help grow their subordinates.

Second, the course would have taught me that it is ok to mess up. An important piece of advice I have been given is there are multiple correct ways to handle a situation, but rarely a wrong way if your approach is moral, legal, and ethical. As a new flight commander, I made choices that were influenced by others, due to lack of mentorship or training that would have allowed me to stand on my own to make an informed decision. The Flight Leadership Course teaches us how to handle different circumstances by hearing from leaders who made poor choices in their own careers and how they overcame those mistakes to lead through failure. It also allows the opportunity to share best practices, lessons learned and personal experiences so we can best serve in our new roles.

Finally, it would have provided me tools to deal with difficult problem sets. I have found the most challenging aspect

of being a flight commander is managing people. The Flight Leadership Course gives an opportunity for Airmen to discuss scenarios with leaders who have years of experience in dealing with a multitude of issues. No two situations will ever be the same, but working through theoretical challenges with experienced leaders in a learning environment can help Airmen when faced with issues at work.

At the end of the day, developing, training, and building Airmen is a continuous cycle. We, as young flight commanders and flight chiefs, will be mentored and trained by squadron, group, and wing-level leaders, and in turn, we will then pass our knowledge to the next generation of Airmen. The Flight Leadership Course is an excellent opportunity for leaders to build their own tool kit so we can continue to succeed with our missions and people.

The next Flight Leadership Course is scheduled for Feb. 6 — 8. The course is available to officers, Non-commissioned officers and civilians who are currently filling or slated to fill as flight commanders, flight chiefs, and equivalents. In addition, officers and NCOs wishing to improve their leadership skills are welcome. For more information or to sign up, please contact Capt. Allison Thomas at allison.thomas.3@us.af.mil or 719-556-6851.

For squadron and group commanders interested in teaching lessons or leading discussions during the course, please reach out to Thomas as well.

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February 21

Erik Wallace heads up the Springs branch of the University of Colorado Medical School. Learn about how he approaches leadership — from his first role as president of his medical school class to leading an entire campus of future doctors. Find out about the new campus and what the future looks like for him and the campus.



US Air Force Academy advertises new enlisted academic instructor positions

By Ray Bowden | U.S. AIR FORCE ACADEMY PUBLIC AFFAIRS

U.S. AIR FORCE ACADEMY, Colo. (AFNS) — For the first time in Air Force Academy history, enlisted Airmen will be deliberately hired for faculty teaching positions.

The Air Force Personnel Center began announcing Jan. 23 the need for senior noncommissioned officers to fill enlisted academic instructor positions at the school.

While enlisted, Airmen have been instructing cadets for decades at the Academy, they have not been directly assigned to the Academy as accredited academic faculty instructors.

Chief Master Sgt. Rob Boyer, Academy command chief, said the move stems from the Academy's investment in the enlisted force, and the development of our future officers.

"This initiative has grown as a result of decades of enlisted educational growth," he said. "We want to leverage opportunities for our enlisted Airmen to utilize their advanced education while still serving to contribute even more to the Air Force mission."

With this move by the Academy, AFPC has created a new duty position.

"This is really exciting for the Academy and the Air Force," Boyer said. "We know the positive impact our enlisted Airmen have had on our cadets and their massive role and influence in fulfilling our mission. I feel like we're really setting the standard here for great things to come at the Academy and for our Air Force."

Master Sgt. Talisa Williams, superintendent of the Academy's Military Personnel Division, said one just-filled position was for a chief master sergeant to manage enlisted instructors at the institutional level.

"The other two faculty instructor positions are open to senior master sergeants and master sergeants, and can be applied for by visiting the Air Force Assignment Management System," she said.

Enlisted faculty instructors will be assigned to an academic department at the Academy.

"They're going to be instructors at an accredited university teaching courses within their degree discipline," Williams said.

Boyer said the push for accredited enlisted instructors is part of a joint effort by Air

University and the Academy to advance the enlisted force education across the Air Force and the modern-day joint-service environment.

"We have to be smarter in how we fight today's wars," he said. "We have to exercise what our Airmen bring to the fight and deploy our lethality from the 'neck up.' This is an additional opportunity to show our cadets our enlisted Airmen are smart, capable and able to get after today's complex mission environment with commanders intent."

Senior Master Sgt. Sadie Chambers, superintendent of the Academy's Center for Character and Leadership Development, holds a master's in human relations. She's been teaching leadership courses to cadets since 2017. She's an accredited instructor authorized by the Academy's Manpower Office and selected by Boyer to teach while the Academy continued to work with AFPC to create the new position. Chambers said teaching helps her fulfill an obligation held by every NCO: developing Airmen.

"I absolutely love and am humbled by the opportunity to teach cadets in an academic setting," she said. "I have the awesome responsibility of helping them grow on their leadership journey. We're here to develop leaders of character and for the past two years, I've had a front row seat."

Just after earning her master's in May 2017, Boyer encouraged Chambers to team up with the CCLD and behavioral sciences and leadership while "the details for creating the new Air Force specialty were being 'plugged in,'" Chambers said.

"I said I'm ready. What can I go teach?" she said.

Before her selection as an instructor, Chambers was the Academy's religious affairs functional manager. Earlier this year, the Air Force selected her for promotion to chief master sergeant.

Visit www.my.af.mil and click the AMS link for more information. Among other requirements, applicants need to have a master's or doctorate. The AMS reporting identifier is 9H000.

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March 14

Following 35 years in business, Pam Keller, CEO of Keller Homes, said there are some lessons learned that have gotten the company this far: Ask questions, build a team that puts integrity above all else, and remember that creating community is more than merely constructing a home.



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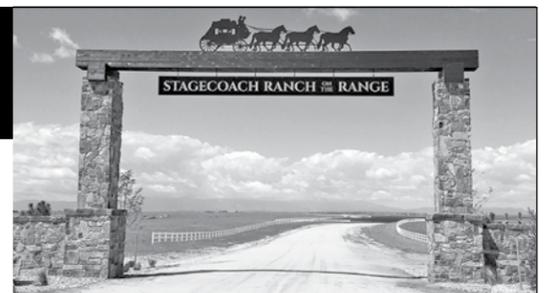
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- 35 Man cave, perhaps?
- 38 Protest gently
- 39 Annan once of the U.N.
- 40 (I'm mad!)
- 41 Bridle strap
- 42 Readies for publication
- 44 Moral police?
- 47 Rose in price
- 49 Thought-provoking
- 50 "Are we there ___?"
- 51 World Cup cheers
- 53 Like sashimi
- 55 Bag groceries as a pair?
- 62 Beneficial berry
- 63 Minute opening
- 64 Demanding standard
- 66 "___ be a pleasure!"
- 67 Constant
- 68 Wear away
- 69 Herb added to havarti
- 70 Musical silence
- 71 County near London

DOWN

- 1 Howl at the moon
- 2 Fashion's Saint Laurent
- 3 Stretch ___ (long ride)
- 4 A, in the Torah
- 5 Classified rectangles
- 6 Become cohesive
- 7 Teen favorite
- 8 Strep of "The Post"
- 9 Like some tennis courts
- 10 Best period, period!
- 11 Stench
- 12 Grain tower
- 13 Bucket of bolts
- 21 Its "P" stands for "pancakes"
- 22 Broken in
- 25 Out of kilter
- 26 Sparkling rock
- 27 Keebler-esque?
- 29 Tattered attire
- 30 Sharp-smelling
- 32 Mani-pedi board
- 33 Sherpa's job
- 34 Dadaist Max
- 36 Elaborately dressed up
- 37 Marine eagle
- 43 Takei's "Star Trek" role
- 45 Richard of "Chicago"
- 46 In hot water
- 48 Black shaker filler
- 52 Kitchen range
- 54 Rotates with a buzz
- 55 "Because I ___ so!"
- 56 Intermission preceder, maybe
- 57 Not just text
- 58 Minerals in veins
- 59 Polite guy
- 60 Boosts may inflate them
- 61 Took a tram
- 65 Tyrannosaurus ___

ANSWERS CAN BE FOUND IN THE CLASSIFIEDS

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				64					
65						66						67			
68						69							70		

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02/02

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\$11,988

2017 NISSAN VERSA SV HATCHBACK
Auto, A/C, AM/FM/CD, fully loaded & value priced. Great M.P.G.! Stock# 11036



\$11,988

2005 TOYOTA TACOMA X-CAB SRS V6 4 X 4 — Auto, A/C, AM/FM/CD, alloys, fully loaded & Toyota quality. Stock# 191976A



\$12,988

2012 CHRYSLER TOWN & COUNTRY
Low miles, auto, leather, quad seats, fully loaded. Load up the kids! Stock# 191826A



\$14,988

2017 MAZDA 3 SPORT
Auto, A/C, AM/FM/CD, alloys, fully loaded. Sporty & economical. Stock# 10967



\$15,988

MITSUBISHI OUTLANDER AWD
Auto, 3rd row seating, alloy wheels, fully loaded. Economical people mover. Stock# 11030



\$15,988

2012 TOYOTA SIENNA XLE — Auto, leather, rear DVD entertainment, fully loaded! Stock# 191715A



\$16,988

2013 LINCOLN MKX AWD
Low miles, auto, leather, navigation, fully loaded, Value priced luxury! Stock# 192124A



\$16,988

2015 CHEVY CAMARO CONVERTIBLE
Low miles, auto, A/C, AM/FM/CD, alloys, rear spoiler, loaded! Stock# 10821A



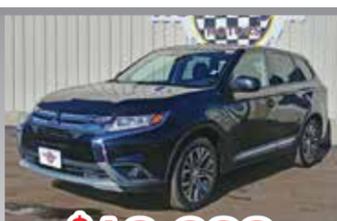
\$16,988

2010 JEEP WRANGLER SPORT — Low, low miles, 6-speed, alloys, ready for 4 X 4 fun! Stock# 191959A



\$16,988

2012 CHEVY SILVERADO X-CAB
Low, low miles, auto, leather, alloys, fully loaded. Sharp truck! Stock# 191609A



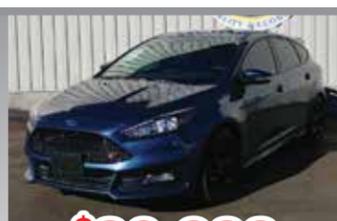
\$18,988

2018 MITSUBISHI OUTLANDER AWD
—3 to choose from! 3rd row seating, auto, fully loaded, factory warranty. Stock# 11051



\$18,988

2013 CHEVY AVALANCHE 4 X 4 Z71 BLACK DIAMOND EDITION — Auto, leather, moonroof, fully loaded. Sharp truck! Stock# 192113A



\$20,988

2018 FORD FOCUS ST
Low miles, 6-speed, "turbo", black alloys, fully loaded. Super sharp! Stock# 191970B



\$21,988

2010 TOYOTA TUNDRA PLATINUM CREW MAX 4 X 4 — Low miles, auto, leather, alloys, privacy glass, loaded! Stock# 11004



\$24,988

2018 CHRYSLER 300 S — Low miles, auto, navigation, panoramic moonroof, heated seats, Appearance Package, must see! Stock# 10960



\$25,988

2018 FORD EDGE TITANIUM AWD
Low miles, navigation, auto, leather, heated seats, alloys, loaded, factory warranty. Stock# 11009



\$27,988

2015 CHEVY COLORADO Z71 OFF-ROAD CREW 4 X 4 — Low miles, auto, A/C, AM/FM/CD, bed liner, privacy glass, loaded! Stock# 192164A



\$29,988

2018 CADILLAC XTS AWD
Low miles, auto, leather, navigation, heated seats, value-priced luxury. Stock# 11033



\$36,988

2016 FORD F-150 CREW CAB LARIAT 4 X 4 — Low, low miles, 3.5 EcoBoost, auto, navigation, moonroof. Wow! Stock # 192103B