



Photo by Dennis Howk

Moving the past, building the future

Workers move the C-121T Warning Star to its new static display location on a recently poured cement pad east of the Peterson Air and Space Museum. The C-121 is just one of 10 aircraft to be moved as part of a construction project to create a Peterson Air Force Base Historic District. The project is scheduled to be completed and open to the public by June 4.

New BAH rates take effect

AF Space Command sees 10-12 percent increase in most areas

By Master Sgt. Austin Carter
AFSPC Public Affairs

Many Peterson Complex military members will find more money in their wallet to pay for a place to live thanks to basic allowance for housing rate increases that went into effect Monday.

The Air Force announced Dec. 18 that the rates mean increases in 75 percent of the military housing areas across the country. The rest remain stable. Lower ranking enlisted and officers will experience the largest increases. Although the rates took effect with the new year, they won't show up in your paycheck until Jan. 15.

"This is great news for the Air Force," said Technical Sgt. Raymond Nivens, noncommissioned officer in charge of command personnel programs and entitlements. "We saw statistics go up about 10 to 12 percent on average in most command housing areas."

According to Nivens, E-1s through E-6s and O-1s through O-3s will see the highest increase. "We targeted lower ranks for the increases," he said.

Some of the rate increases are sizable. In Colorado Springs, E-1s and E-2s with dependents should see a 30 percent raise. Vandenberg AFB will see a rate increase of 28 percent for E-6s and E-7s with dependents.

Most of those assigned to more rural areas, such as Montana and North Dakota, won't see a rate increase but they will be rate-protected at their current level.

The goal for fiscal 2001 is 15 percent median out-of-pocket expenses for service members, compared to 19 percent last year. Nivens said the goal is zero out-of-pocket expenses by 2005, possibly sooner.

A Department of Defense contractor, Runzheimer

Inc., annually studies certain military housing area rents, as well as data collected from realtors, newspapers and housing offices. Runzheimer findings determine the rates.

BAH was created in 1999 as a successor to basic allowance for quarters and variable housing allowance. BAH combines all housing allowances into one lump payment. Last year, the program came under criticism for declines in BAH throughout the country. Congress stepped in to give rate protection to military members who were losing money.

Since then, Sergeant Nivens said, number crunching has become more sophisticated.

"Last year, for example, in Colorado Springs they just looked at the south part of town, closer to the military installations, where there is much cheaper rent," he said. "This year, they looked at the northern part of Colorado Springs as well. Everyone has gotten smarter on the process."

All military members in Colorado Springs are considered to be in the same military housing area and share the same rate.

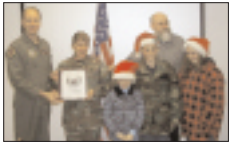


Rates are calculated from local median rental housing cost for a particular military housing area to include rent, average utilities and renter insurance, within 25 miles of the duty location.

Housing standards used to establish median costs were derived from affordable, adequate, quality housing where comparable civilians reside. Median housing costs were derived from a specific dwelling size rental cost with average utilities and renter insurance included.

For more information, contact the military personnel flight customer service section or visit www.dtic.mil/perdiem/bahform.html.

Colorado Springs area 2001 BAH rates compared to 2000

2001 Grade	Single	w/dependents
E-1,2,3	594	681
E-4	594	713
E-5	653	762
E-6	687	868
E-7	725	905
E-8	783	946
E-9	816	1009
O-1E	762	913
O-2E	808	964
O-3E	868	1033
O-1	681	774
O-2	748	865
O-3	830	970
O-4	914	1109
O-5	934	1206
O-6	978	1216
O-7+	995	1230
2000 Grade	Single	w/dependents
E-1,2,3	408	523
E-4	417	563
E-5	467	683
E-6	505	809
E-7	592	852
E-8	708	899
E-9	747	954
O-1E	683	861
O-2E	738	920
O-3E	813	970
O-1	530	714
O-2	649	806
O-3	767	927
O-4	914	1047
O-5	920	1102
O-6	978	1164
O-7 +	995	1185

Inside	News	Feature	Miscellaneous
<p>From the Top Page 2</p> <p>News Page 3-5</p> <p>Feature Page 6</p> <p>Commentary Page 7</p> <p>People Page 8</p> <p>FYI Page 9</p> <p>Miscellaneous Page 10</p> <p>Sports Page 11-12</p>	 <p>SSgt. receives STEP up Page 3</p>	 <p>6th SWS Honor Guard Page 6</p>	<p>Where to recycle your Christmas tree</p> <p style="text-align: right;">Page 10</p> 

In recognition of a safe holiday season, Team 21 will take Jan. 12 off as a goal day!

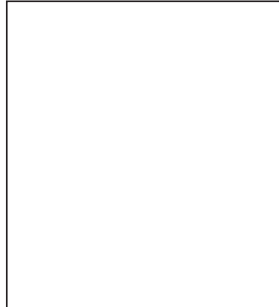
Action line

Q. Why are people who use the fitness center required to wear shoes dedicated for gym use only? They resurfaced the floor at the fitness center and now the policy is that shoes can only be worn in the fitness center. I don't necessarily have a problem with that, but why did they redo the floors? They were fine they way they were and they wasted a lot of money.

A. Thank you for your concern. To the untrained eye, the floors probably appeared to be fine. However, the surface of the floors and paint were peeling and in some spots had worn through to the wood, which can severely damage a wood floor if not taken care of. Now that the floors have been refinished, we have renewed our request that you hand-carry your shoes into the fitness center. This will help us ensure everyone's shoes are clean and free of debris and will hopefully preserve our investment in the floor. You can wear street shoes into the fitness center, but please change into clean, debris-free athletic shoes before you step onto the wooden floor. Most fitness and sports centers in the Air Force enforce this policy to protect our government resources.

Q. Can something be done about the attitude of the staff at the youth center? I've been here for over four years and have seen the youth center go from "the place to be" to "don't want to go there." The hours change from day-to-day and no one seems to know what's going on. In the past, on any given Friday night or Saturday, the center would be filled with kids and parents. Now there may be one or two kids during the weekend. I've talked with other parents and the feeling is that the staff does not want to be bothered with the kids or parents. I know that they are short on staff, however, in the past parents like me and others volunteered our time to help. We are still available to help, but our perception is that the staff wants us to go home.

A. The youth center historically experiences lower levels of participation during the summer and increases during the school year. Overall, the program has experienced a significant increase in the youth sports and open recreation areas. The hours of operation have not changed, but on occasion, the center has



Brig. Gen. Bob Kehler

Submitting Action Lines

The Action Line (556-7777 or by fax: 556-7848) is your direct link to me. It provides an avenue for you to voice concerns over unsolved problems, share good ideas or provide some constructive criticism.

As a reminder, the Action Line is not a replacement for using your chain of command. Action Lines can help make the Peterson Complex and the wing a better place to live and work.

closed early on a Saturday to save labor costs. I apologize for this – it wasn't the right decision and in future we will ensure the center remains open as advertised. We've also reminded the youth center staff to be courteous and professional. We want parents to volunteer as coaches, advisory council members, chaperones for trips and pre-teen and teen activities. Please contact Jane-Marie Kopycinski or Sonny Campbell at 556-7220 if you're interested in volunteering. Thanks for calling.

Q. How can I get a schedule for the youth center? Why have activities at the youth center declined?

A. Thank you for your questions and interest in our youth center. The center publishes a monthly calendar listing all planned activities for the month, and calendars are located in the flyer bin as you enter the center. If there is a specific schedule you want, please contact Sonny Campbell at 556-7220 and he will be glad to get it for you. I'm sorry you feel that center activities have declined. We are providing the same level of activities that we did a year ago and, in fact, we are about to begin a \$6 million renovation and expansion project that will double the size of the facility. I think we all will be pleased with the result for our children.

Martin Luther King Memorial Service

12:30 p.m. Wednesday at the base chapel.
Guest speaker will be Chaplain (Col.) David M. Park.

Sponsored by the Peterson Complex Black Heritage Committee.

Waivers and Air Force recruiting

Editor's note: During several site visits and commander's calls prior to the holiday season, 21st Space Wing commander, Brig. Gen. Bob Kehler, and wing Command Chief Master Sgt. Fred Schoettler, were asked about Air Force recruiting practices by a number of military members. Lieutenant Col. John Corrigan, local recruiting squadron commander, has provided information to explain recruiting restrictions and waivers. His comments follow.

By Lt. Col. John F. Corrigan
Recruiting Services

Because of questions asked during a recent conversation on recruiting practices, I want to share some information on our Air Force recruiting standards and waivers. First, per Air Force Chief of Staff mandate, the Air Force has not reduced our qualification standards for officers or enlisted members. In fact, our standards are still the highest of all the services.

Having said that let me add that we DO provide waivers for applicants under some circumstances and those waivers are provided on a case-by-case basis. There's no blanket waiver. Waivers usually fall into one of the following categories: test scores, financial status, dependency issues, and morals.

Although test score waivers are possible, our test score standards are the highest in the military service. Our minimum general score is 40 (compared to a 25 or lower score requirement in our sister services). However, I can waive that minimum IF the other scores (electronics, mechanical, etc.) are strong. Such a waiver must be approved at the recruiting group

and headquarters levels.

In addition, we require our USAF applicants to be in good financial standing. Again, waivers are possible but ONLY for those who fall within the Air Force's established debt-ratio, and who are making positive efforts to reduce that debt prior to entering the service.

Our guidance regarding dependency issues is very clear. We will not allow applicants to enter the Air Force if they cannot properly provide for their dependents.

In the area of morals waivers, we also have very clear guidance. The Air Force will not accept those who have been convicted of a felony, drug use or drug distribution or who have admitted to narcotics/drug use. The only possible exception would be simple possession or use of marijuana. I'm required to personally interview any applicant who has had a DUI or DWI, or who has admitted to using marijuana. If I deem that a waiver is warranted in most cases my decision must still be approved at group or headquarters level.

Here are some statistics on waivers from the entire recruiting service: Of the 34,369 airmen who entered active duty in fiscal year 2000, only seven percent were granted waivers. The bottom line is, we're working very hard to ensure the quality of our incoming force remains high. It's a very challenging task, for many reasons, and we wage a daily battle to ensure we accept only the best and brightest.

We will continue to wage that battle, and we will continue to rely on every Air Force member to support our goal of recruiting those higher quality people upon whom we will be able to depend.

Q. Can the recycle bins behind the commissary be emptied more often? I am an enthusiastic recycler and I appreciate very much the center behind the commissary. Sometimes, though, I have to take my recycleables home because the bins are full. We need to encourage recycling.

A. Thank you for your interest in the recycling program. We're currently constructing a new recycling

drop-off center, located behind Bldg. 1324. The new center will have additional recycling containers with room for future expansion. It will also provide easier access than the current containers allow by providing a drive through approach. Estimated completion date for the new center is May. Until then, we will look at increasing the pickup frequency for the bins behind the commissary. Thank you for your interest in preserving the environ-

Construction update

Winter weather conditions will delay completion of the project to widen Peterson Boulevard until this spring because workers will need at least six days of warm weather (50 degrees or more) to finish milling and overlay paving operations.

This project has taken longer than expected due to several factors. The construction start date was delayed in September for the Air Show/Open House. Unexpected poor soil conditions, unusually cold November weather, and a damaged communication cable also extended the original 60-day construction period.

Following repairs to the communication conduit, which will include future expansion capabilities, the contractor will construct the bottom asphalt mat in the median and main gate areas. Representatives from the 21st Civil Engineer Squadron would like to thank the base cooperation and patience. For the time being, the contractor will install a beveled edge between new and existing pavements to provide a smoother traveling surface. All temporary traffic controls have been removed, and all three inbound traffic lanes and extended left turn lanes into Building 1, Headquarters Air Force Space Command, are available for use. (Courtesy 21st Civil Engineer Squadron)



Photo by Airman 1st Class Shane Sharp

A STEP in the right direction

Brig. Gen Bob Kehler presents Staff Sgt. Tammy J. Miller, 21st Security Forces Squadron with an early promotion to technical sergeant through the Stripes for Exceptional Performers program Dec. 22 while her family looks on.

Things to remember when filing taxes

By Dianne Smith
21st Space Wing Legal Office

Tax season is upon us and because April 15 falls on a weekend, taxes are due April 16 this year. While working at the Internal Revenue Service Center in Ogden, Utah, I noted that some tax returns were not completed correctly. Incorrect or missing information delays refunds and in some cases generates a penalty, so it's important your tax return be accurate and timely.

As a Volunteer Income Tax Assistant last year, I encountered a young couple who had never prepared their own tax return. They weren't sure which form to use or which numbers were significant on their W-2.

They didn't know which credits they qualified for or if their withholding was accurate. They thought they were entitled to a bigger refund and wanted a second opinion.

Sadly, they had already paid a preparer \$50 for a 1040EZ form that could have been done in 15 minutes, free, by a VITA representative.

VITA support is available here at no cost to active duty members, their dependents, and retirees. So whether you are filing 1040EZ or 1040 with schedules, we can help.

Many events during the year affect your taxes, so it's smart to take action before the tax season arrives. Two of the most common changes in taxpayer status are name changes and dependent status changes.

Name changes: During calendar

year 2000 did you or your dependents have any name changes due to marriage, divorce, adoption or birth? You must report name changes to the Social Security Administration.

The IRS database is linked to the Social Security Administration. If you have a name change and don't report it to SSA two things happen.

First, the wages you are reporting under your new name may not be credited to you, and second, the IRS will reject your electronic filing because the names on your tax return won't match their master file.

Make sure SSA has your new legal name on file and the correct social security number. The Social Security Administration office is located at 1049 N. Academy Blvd., and the phone number is 574-9279.

Dependents: If you have a child born in the year 2000, a social security number will be issued to him or her. You cannot claim the child as a dependent on your tax return until you receive the social security number.

A child born during the year is considered to have lived with you for 12 months and qualifies as your dependent.

There are five tests to determine whether you can claim a person as your dependent and all five tests must be met.

Member of Household/Relationship Test – The dependent must be a relative or live in the taxpayer's house all year, except for temporary absences for school,

vacations, or hospital stays.

Joint Return Test – The dependent can't file a joint return with someone else unless it is only to claim a refund of tax withheld.

Citizenship Test – The dependent must be a US citizen or resident of Canada or Mexico.

Support Test – You provide more than half the total support (includes food, clothing, shelter, education, medical and recreation) to the dependent. Two exceptions are multiple support, and children of divorced or separated parents. The custodial parent is considered the provider of more than half the child's support if all the following are met:

1. The child received more than half of his or her total support from one or both parents.
2. The parents are divorced, legally separated, or have lived apart the last six months of the year.
3. The child was in the custody of one or both parents for more than half the calendar year.

The custodial parent will not be considered the provider of more than half the child's support if any of the following exist:

1. More than half the support of the child came from third parties, such as relatives.
2. Custodial parent signed Form 8332, *Release of Claim to Exemption for Child of*

Divorced or Separated Parents, allowing noncustodial parent to claim the child. This form must be attached to the noncustodial parent's return.

3. A decree or agreement that went into effect after 1984 unconditionally states the noncustodial parent can claim the child as dependent.

4. A qualified pre-1985 agreement provides that the noncustodial parent is entitled to claim the child, and pays \$600 towards the child's support during the year, unless pre-1985 agreement is modified after 1984 to specify that this provision will not apply.

Gross Income Test – The dependent must have a gross income less than the amount of a personal exemption, \$2,800 for tax year 2000.

The exception is if the taxpayer's child is under age 19, or a full-time student (five months of the year) under age 24.

If you have tax questions you can access the IRS web site at www.irs.gov.

New publications and forms for tax year 2000 have been added, including Publication 17 for

Spotlight on Justice

Base legal officials recently announced the court-martial and Article 15 actions for November.

Courts Martial

□ A senior airman assigned to the 13th Air Support Operations Squadron was tried by summary court martial for violation of Article 112a, Uniform Code of Military Justice, wrongful use of a controlled substance. The sentence adjudged was for the member to perform hard labor without confinement for a period of 45 days, and a reduction in grade to airman first class.

Articles 15

□ A senior airman assigned to the 721st Communications Squadron received an Article 15 for violation of Article 92, UCMJ, dereliction of duty. The member received a suspended reduction to the grade of airman first class and forfeiture of \$200 pay.

□ An airman assigned to the 721st Security Forces Squadron received an Article 15 for violation of Article 113, UCMJ, misbehavior of a sentinel on lookout. The member received a reduction to airman basic and suspended forfeitures of \$502 pay.

□ An airman first class assigned to the 13th ASOS received an Article 15 for violation of Article 86, UCMJ, failure to go. The member received a suspended reduction to airman and 30 days extra duty.

□ A master sergeant assigned to Air Force Space Command received an Article 15 for violation of Article 111, UCMJ, drunken or reckless operation of a vehicle. The member received a reduction to technical sergeant and a reprimand.



Courtesy photo

Toy drive

The 21st Logistics Group sponsored Operation Holiday Kids, donating more than 175 gifts to the American Red Cross homeless shelter and the local Boys and Girls Club this holiday season. The gift drive was to help some of the more needy children in the Colorado Springs area. Keyworkers pictured left to right are staff sergeants Marcus Webb and Dale Kautz, Lt. Col. Ray Scott, Capt. Joe Finotti, Staff Sgt. Denise Clardy-Sawyer and Joe Poniatowski.

Peterson Clinic to end dermatological care

By Capt. Kevin Watson
10th Medical Group

Dr. John R. Hayden, Jr., civilian dermatologist at the clinic here, retired in December after 10 years of service to the Peterson community.

Due to the high demand for dermatologists in the local area, the 10th Medical Group is unable to hire a replacement for Dr. Hayden

and will no longer provide dermatology services.

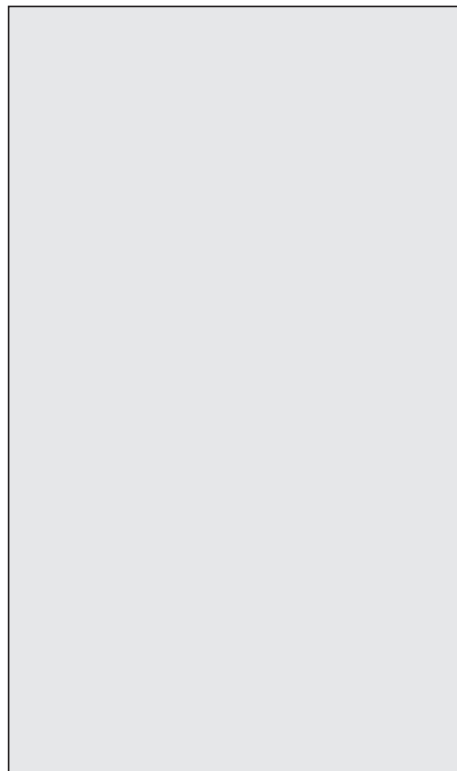
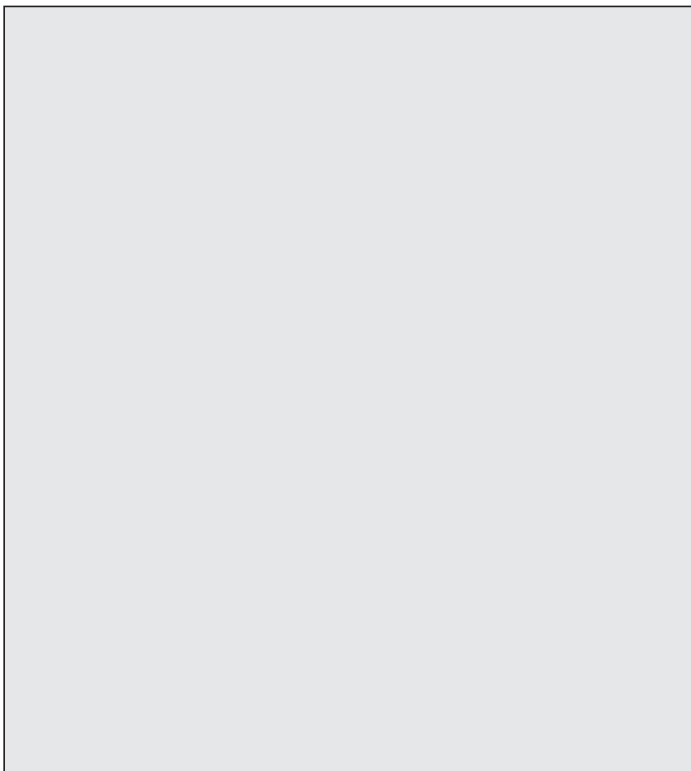
Dermatological care for Peterson Clinic enrollees will be provided at Evans Hospital on Fort Carson, and through the TRICARE network.

If you require dermatological treatment, please call the TriWest appointment line at 264-5000 to schedule an appointment with your primary care manager. Your PCM will coordinate treatment for you.

Remember, dermatological care is not a self-referred type of appointment.

You must schedule an appointment with your PCM who will review your case and schedule a referral.

If you receive treatment on a routine basis as part of on-going care, you must schedule an appointment with your PCM to ensure uninterrupted care.



AF law school programs

Are you a company grade officer who wants to go to law school but are worried that you can't afford it? If so, the Air Force has two programs that could make your dream a reality.

The Funded Legal Education Program is a paid legal studies program for active-duty Air Force officers in the grade of O-3 and below. During the program, participants receive their normal pay and allowances while attending a three-year law school program. The Air Force also picks up the tab for tuition (up to \$6,000 per year) and provides a book allowance. During summer breaks, participants perform internships at base or higher headquarters legal offices and, upon graduation, join the Judge Advocate General Department.

Graduates incur a service obligation of two years for every year of law school.

The Excess Leave Program is an unpaid legal studies program. Participants pay their own tuition and do not receive pay and allowances while in school, but continue to accrue time for promotion and retirement. During summer vacations, participants perform internships and upon graduation enter the Judge Advocate General Department. Students incur a service obligation of one year for every year of school.

The 21st Space Wing Legal Office has two JAGs who have been through the programs. Maj. Joe Jacobson, a former electronic warfare officer, attended law school on the FLEP program. Capt. Terri Saunders, a former squadron section commander, attended law school under the ELP for one year before being offered the FLEP for her second and third years. Both JAGs are available to talk to interested CGOs about the programs and career opportunities as an Air Force attorney. Give them a call at 834-4500 or see AFI 51-101, *Judge Advocate Accession Program* for more information.

Applications will only be accepted through March 1, for the FY 2001 program, and applicants must show proof of acceptance into an accredited law school before their application will be considered. (Courtesy 21st Space Wing Legal Office)

Congratulations

These captains were selected for promotion to major

1st Command & Control Squadron

Larry D. Adkins
Karl M. Barden
Frank D. Nicholson
James C. Penrod

2nd Space Warning Squadron

John R. Beny
Lloyd A. Buzzell
Tracey L. Hayes
Christopher A. Leach
David T. Mallarnee

5th Space Surveillance Squadron

Ronald P. Gilbert

11th Space Warning Squadron

Stephen T. Gibson

13th Space Warning Squadron

Wayne E. Doherty

18th Space Surveillance Squadron

James M. Forand

20th Space Surveillance Squadron

Terry O. Dickinson

21st Operations Group

Donley Silbaugh

21st Operational Support Squadron

Daniel A. Dant

21st Security Forces Squadron

Robert S. Gray

21st Space Wing

Richard J. Forristall

*Joseph M. Gambrell

**Thomas E. Hancock

821st Operational Support Squadron

Daniel E. Blake, Jr.

821st Support Group

Thomas S. Tingley

* Member has PCA'd to AFSPC

** Member has PCA'd to USSPC

Air Force Space Command

Marie Olukemi Kokotajlo Raymond Tsui
Brian Bohannon Elizabeth A.

Roper

Debra K. Rose William B. Thomas
Frank C. Mills Karyn E. Wright

Rodney A. Houser Jeffrey A.
Davis

Theodore S. Koch Ross L. Lukkason
Raymond H. Smith Jr. Dale R. Austin

Richard G. Allen

US Space Command/ NORAD

Christopher S. Weldon Scott B. Granado
Jeffrey L. Geozeff Christopher C. Shannon

These colonels were selected for a wing or group command

Space/Missile Wing

Col. Rob Worley, 30th SW

Col. Larry James, 50th SW

Col. Tom Shearer, 90th SW

Air Base Wing

Col. Jim Sands, Buckley ABW

Operations Group

Col. Mike Rampino, 21st OG

Col. Cameron Bowser, 45th OG

Col. Frank Gallegos, 90th OG

Col. Al Kirkman, 341th OG

Support Group

Col. Steve Prebeck, 50th SG

Col. Barry Kistler, 341st SG

Col. Benjamin Osler, 721st SG

Col. Les Brockman, Buckley SG

Logistics Group

Col. Al Strait, 21st LG

Medical Group

Col. Charles Campbell, 30th MDG

Col. Charles Mackett, 45th MDG

Col. Jon Pearse, 90th MDG

From Foxboro to 42nd Street

**By Master Sgt.
Clifford S. Anderson**
6th Space Warning Squadron

Performing ceremonial duties in venues from opening day kickoff at the New England Patriots' Foxboro Stadium to New York City's Nation's Day Parade, Cape Cod's honor guard is completing one of its busiest years since its 1997 inception.

Composed of men and women from the 6th Space Warning Squadron, Cape Cod Air Force Station, Mass., the honor guard started with six volunteer security forces members augmenting a host-base honor guard at Hanscom Air Force Base. Today, the self-supporting team totals 14 members from the space operators and security forces fields,

with an officer-in-charge, a noncommissioned-officer-in-charge and a director of scheduling, training, equipping and recognition programs.

Calendar year 2000 started with answering the Secretary of Defense challenge to have two active duty members present during all veteran's funerals. Previously, no such requirement existed. The 6th SWS team accepted all 43 invitations to perform details this year, most of which were for funeral duty.

"Approximately 70 percent of our details are for funerals, mostly at the Massachusetts Military Reservation National Veterans' Cemetery, but also in Boston," said Airman 1st Class Ray Polasky. "If the team gets called for funeral detail and I'm not working, I go — it's moving.

"What keeps bringing me back is knowing that (these veterans) deserve it, and that someday, I hop, someone will do the same for me," he said.

"My honor guard does the Air Force proud," said Lt. Col. Cal Hutto, commander of the 6th SWS. "They do these duties on their own time. I don't give them time off for this, and if you saw them perform, you'd know they do it with unsurpassed patriotism, honor and dedication."

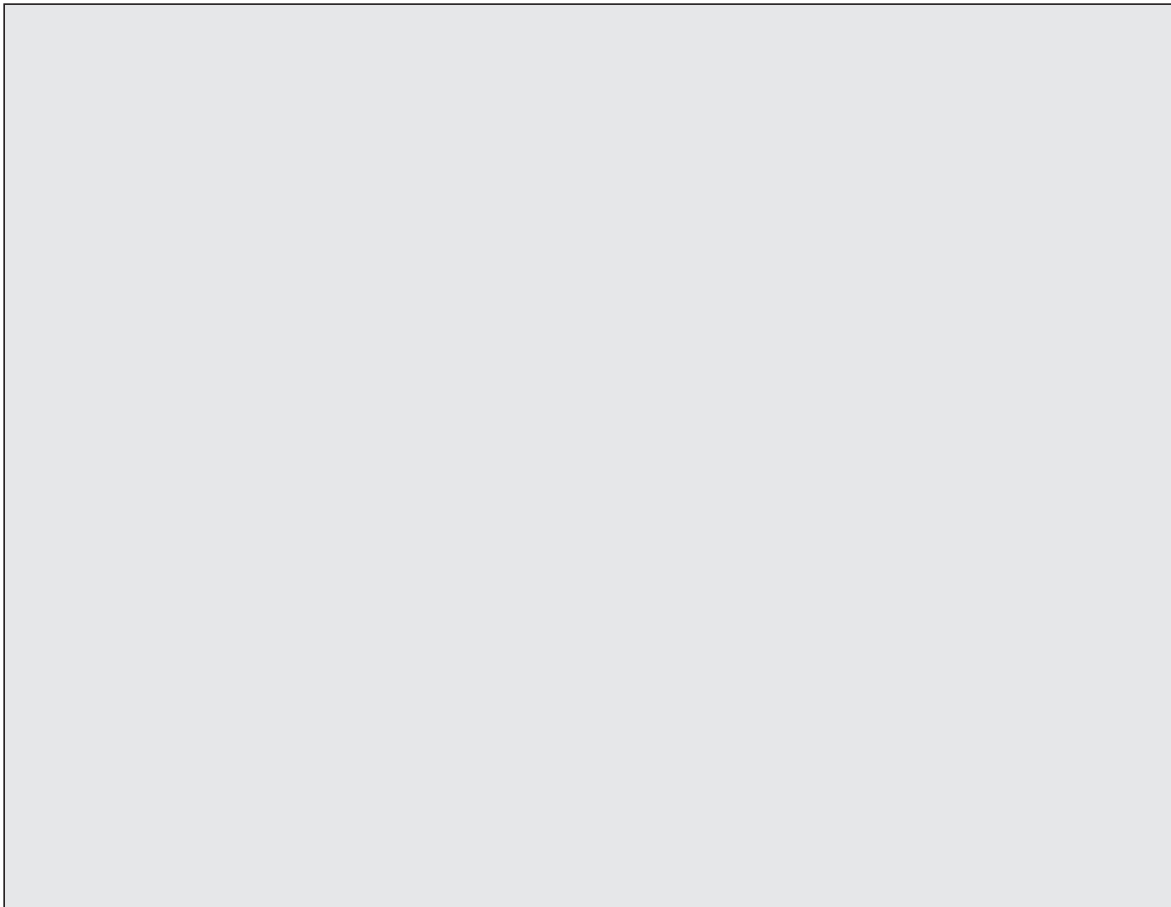
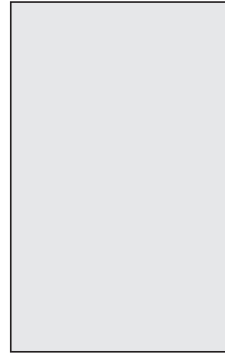
Another indicator of the team's professionalism is the inordinate number of personal awards garnered this year. Six members were awarded individual in-place Air Force Achievement Medals. Four members were promoted to senior airman below-the-zone. Several members won quarterly and annual awards at

the squadron, group and wing level.

One of the honor guard's most exciting invitations this year came from Bob Kraft, owner of the New England Patriots football team, to post the colors during opening day ceremonies at Foxboro Stadium. Afterward, the team was invited back for opening day 2001.

Three members of the Honor Guard finished off the year by carrying the colors November 12 while marching in New York City Nations' Parade, honoring the 50th Anniversary of the Korean War.

The 6th SWS Honor Guard answered every call last year, representing the military in both exciting and somber ceremonies with their continued commitment to the Air Force's core values.



Is there life after outsourcing?

By Chief Master Sgt.
Danny Brock
721 Civil Engineer Squadron

All over this great Air Force of ours, units with long and proud histories are seeing their warriors replaced by civilians, either civil service or contractors. Tasks once accomplished by dedicated airmen or a seasoned NCO are now accomplished by new faces.

To help young airmen who are arriving at their new duty stations in time to be told they are no longer needed, we must depend on the leadership, strength and mentoring from leaders in the trenches ... the NCOs.

The crisp chevrons we proudly wear are more than just a pay grade. They represent the leadership and experience that our young folks can look to when they may be disillusioned by outsourcing.

The decision to outsource a unit is not an easy decision to be made at any level. The Executive Office of the President released this statement: "In the process of governing, the government should not compete with its citizens. An inherently gov-

ernmental function is a function which is so intimately related to the public interest as to mandate performance by government employees." When the decision is made to outsource, our NCO corps needs to step forward.

Our first effort needs to be to reassure our people that our mission was and is still important. As military members we will move on to another organization tasked with defending our nation.

Outsourcing allows us to commit our limited resources to the forefront of national policy. We leave our former workplaces in very capable hands, whether it's government employees or a private commercial activity.

As career members we also need to share our knowledge of what lies ahead to young airmen. The Air Force has always been and still is a great organization to belong to.

It's important for supervisors to discuss assignment opportunities and special duties that will enhance airmen careers and futures.

Outsourcing should be looked upon as an opportunity to explore new challenges and to rejuvenate those rea-

sons that led to our initial enlistment. There's more to the Air Force than the current home station.

Finally, thank your troops for the contributions they make toward accomplishing the mission. Sometimes it's easy to lose track of how each task we do makes a difference in our Air Force.

If you don't think what you do is important, see what happens when you don't do it. The role military members play here will be equally important at their next duty location.

Are we at the end of the outsourcing highway? I don't think anyone has that answer. Until we hit the exit ramp, we as NCOs need to keep the traffic flowing.

If you don't have the answer to a particular question, find the person who does. Strong leadership is needed to keep the faith.

Not everyone will like the answers, but as long as they understand the reasons, you will be successful.

The Air Force will continue to thrive, and so will those who wear Air Force blue. Outsourcing does not present limitations, it presents opportunities.

Command — leading versus managing

By Maj. Dan Costello
721st Civil Engineer Squadron

America has some of those expectations but are usually a little more "voluntary" than the military.

Compensation within the military is another hotly debated area, significantly different from our civilian counterparts.

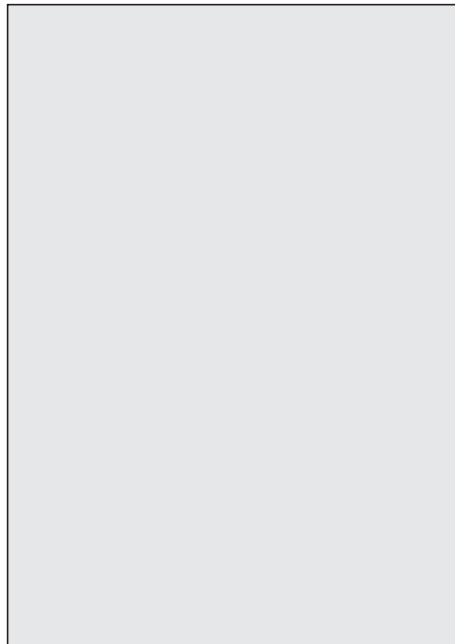
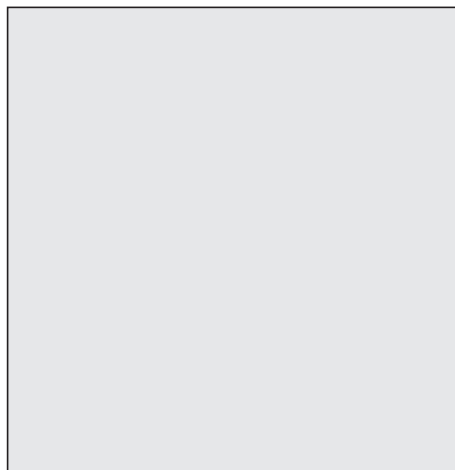
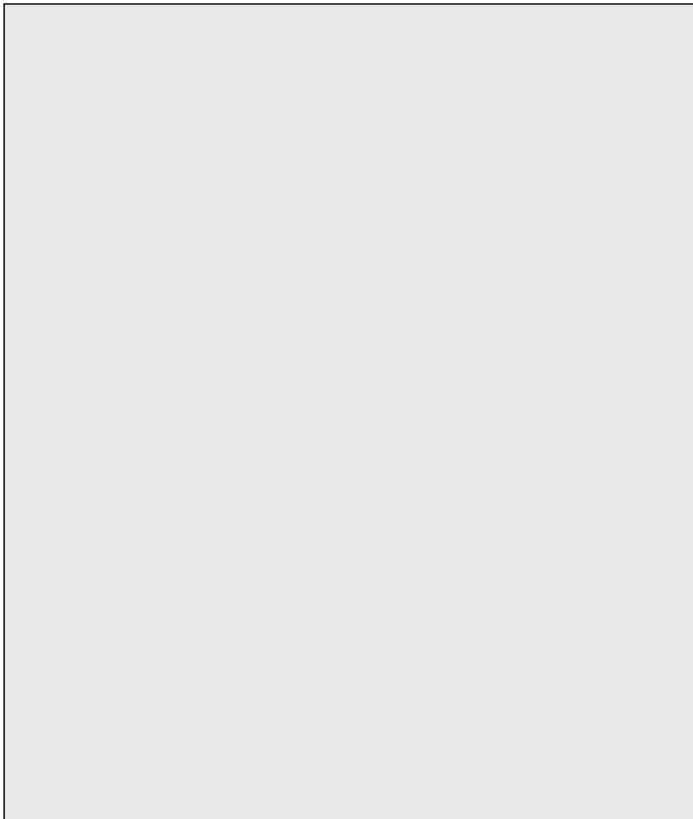
Some say we don't make enough while others say we make too much. I contend it's not pay and travel that separate us.

Ours is an institution in which our members have sworn to support and defend the Constitution, and we take an oath swearing we will do everything in our power to accomplish that number one objective. We've been given the authority and

See COMMAND, Page 8

Have you ever wondered why civilians call their leaders "managers" and the military calls their leaders "commanders?" Command is defined as "to bid, charge, direct, instruct, dominate, preside or reign over." Now compare the definition of manage, "to lead, oversee, indicate, designate and instruct."

We belong to an institution that demands a great deal. Frequent moves to far ends of the world and extended separations from family and friends are very stressful. Corporate



Star Performer

NAME: Staff Sgt. David L. Howland, Jr.
UNIT: 721st Civil Engineer Squadron
HOMETOWN: Phoenix, Ariz.

TIME IN SERVICE: 10 years, one month
ABOUT HOWLAND:

Howland has been assigned to the 721st CES, Cheyenne Mountain Air Force Station, since November 1996. As an Uninterruptible Power System technician, he's responsible for the inspection, operation, maintenance and repair of 17 UPS systems and 3,590 batteries assigned to the largest UPS work center in the Air Force inventory, worth more than \$25 million. This UPS equipment is the sole provider of all critical electrical power for critical mission center equipment throughout the Cheyenne Mountain Complex. He additionally establishes UPS in-house training requirements, directs operator training and certifies emergency response personnel trainee qualifications along with providing special briefings and tours to visiting military dignitaries on the importance of UPS systems and the role they play in accomplishing the mission.

Howland entered the Air Force in 1990 as an electrical power production apprentice, and was assigned to the 7th CES, Carswell Air Force Base, Texas; 49th CES, Holloman AFB, New Mexico; and the 607th Air Support Operations

Squadron, Camp Casey, Korea prior to arriving at Cheyenne Mountain. His outstanding technical knowledge of electrical and electronic systems and initiative led to his in-house selection as a member of the critical UPS work center.

This is a coveted position considering he's one of only 10 known Air Force-wide 3E0X2 technicians currently working outside of his normal Air Force Specialty Code on UPS systems due to its deletion from the career field in 1996.

Even though Howland has worked outside his primary career field for the past four years, he personally volunteered and has deployed two times for a period of seven months to support Air Force Space Command Air Expeditionary Force manning shortages in support of Operation Southern Watch, Prince Sultan Air Force Base, Saudi Arabia.

He was responsible for directing 12 airmen and NCOs in the dispersal and operation of 123 prime/standby diesel engine driven power generators ranging in size from three to 340 kilowatts and valued at more than \$1.5 million. These units were essential in providing critical emergency electrical power to priority facilities in the event of power loss from PSAB's main power plant.

Howland was recently handpicked by the AFSPC Civil Engineer Functional

Manager to be AFSPC's 3E0X2 representative at the U.S. Army Comminations Electronic Command seminar at Fort Belvoir, Virginia.

Howland was the calendar year 2000 721st Support Group nominee for the 21st Space Wing Stripe for Exceptional Performers program. He's also the 721st CES NCO nominee for the CMAFS Super Performer award program for his outstanding job performance and technical expertise. Additionally, he played a major roll in the UPS work center being awarded the 721st SPTG Most Valuable Player award for June, July, and November.

He's a graduate of the demanding three-week civilian Level 1 & 2 Exide Powerware UPS Technicians Course and is within three semesters of completing his Community College of the Air Force degree in electrical/mechanical technology. His exceptional technical knowledge and outstanding duty performance recently resulted in his selection for transfer to the AFSPC UPS team, responsible for maintenance and emergency repair of 180 UPS systems at 31 geographical sites around the world.

Howland is married with two daughters and spends his free time working with the Pueblo Girl Scouts of America Brownie Troop 38 and supporting Sierra Vista Elementary School holiday activities.



Photo by 2nd Lt. Mike Andrews

For the needy

Rita Harper, commissary director, presents Chaplain (Maj.) Vic Toney, wing chapel, with checks totaling \$1,450 to help families in financial difficulties.

ALS graduates 28

Twenty-eight senior airmen graduated from Airman Leadership School here Dec. 14. Maj. Gen. William R. Looney III, 14th Air Force commander, was the guest speaker.

Johnathon W. Johnson, 21st Civil Engineer Squadron, earned the John L. Levitow Award and the Leadership Award. Jarrett P. Ellis, 2nd Space Warning Squadron, and David L. Fulkerson, 50th Civil Engineer Squadron, were named Distinguished Graduates. Fulkerson also received the Academic Achievement Award.

Class 01-B's graduates

included Wendy L. Benefield, Sara C. Bridges, Ruben R. Cardenas, Jr., Gregory Cross, Francisco Q. Cruz, Jr., Joseph F. Damico III, Michelle A. dela Victoria, Carisa J. Garcia, Chase W. Gatlin, Will L. Gordon II, Scott W. Graves, Kyle D. Guertin, Anthony Hooks III, Clay A. Hudson, Hector Huguet, Linda S. Y. Humphrey, Linwood G. King, Jr., Erin M. Lutterman, Daniel K. Mabry, Tameka L. May, Eva Merced, Thomas A. Milliorn, Jr., Tina R. Pepper, Jo-Anna L. Piper and Lance W. Thibault.

COMMAND, From Page 7

responsibility to take human lives or to sacrifice our own in support and defense of our country and our Constitution. That's a heavy responsibility none should take lightly.

Defense of our nation is one of the fundamental requirements of the Constitution and it's critical in national and global freedom. Not only do the American people pay with their tax dollars for this service, they pay with the lives of their loved ones. I'm not just talking about "payment" in terms of death. I am talking about giving one's self in service to our country through years of dedicated commit-

ment.

No other institution has the authority to reach into the very depths of its members' personal lives. We're so different and our standards are so much higher, we even have our own judicial system to enforce those standards (who else can be sent to jail for not doing their jobs?). Our commanders bear the responsibility and authority to enforce these standards. Integrity, service before self, and excellence in all we do are not just catchy advertising slogans or leadership eye-wash.

Our loyalty must be to the institution and we must ensure our members have or develop these values. Our number one objective is just too important.



Photo by Airman 1st Class Shane Sharp

All I want for Christmas ...

Senior Airman Crisanto Quinto receives the oath of enlistment from Brig. Gen. Bob Kehler two days before Christmas. Quinto just returned from a temporary duty assignment to Southwest Asia and aspires to become an officer.

New Items

Flu shots: Active-duty members can receive a flu shot from 8 a.m. to 4 p.m. Monday at the base auditorium. Call 556-1118 for more information.

Vehicle pass and registration: Visitor center representatives request you take a look at your installation vehicle registration to see if it requires updating. If the expiration tab next to the base decal is a white "00" tab, stop by the center between 6 a.m.-5 p.m. to update your registration. Bring your identification card, state registration form and proof of insurance. Call 556-6406 for more information.

White House Communications Agency Opportunities: The WHCA needs dedicated professional airmen to provide communications support to the president of the United States. Communications, audio-visual, administrative and support fields are needed.

Applicants must also be able to travel, work with little supervision, and be extremely responsible. Applicants must be able to obtain and keep a top secret security clearance, have no history of derogatory information and be able to serve in a four-year presidential support duty billet.

WHCA provides the opportunity to directly support the president, vice president, first lady, and senior White House staff, receive civilian clothing allowance, earn special duty pay, and earn the Presidential Service Badge.

The WHCA nomination team will visit Peterson Air Force Base for an orientation Jan. 17 8 a.m.-4 p.m. in the base auditorium. The team will review records, and identify, interview, select and nominate qualified airmen possessing specialties utilized in this presidential support agency. Interested personnel of any grade, in AFSCs 2E1X3, 3COX1, 2E1X3, 2E1X1, 2E1X4, 2E2X1, 2E3X1, 2S0X1, 3COX1, 3COX2, 3E4X3, 3N0X2, 3V0X1, 3V0X2, 3V0X3, 6COX1, or 6F0X1 are encouraged to attend the briefing. For additional information, contact Sgt. Lillard at (202) 757-5150 or DSN 284-2000, ext. 75150.

Miscellaneous

Pike's Peak Top-3: Meetings are the fourth Thursday of each month in Club 21 at 3 p.m.

Membership is open to all senior noncommissioned officers of all services (E-7 to E-9) and Canadian Forces (WO and above) assigned to the Peterson complex. Call Master Sgt. Gordon Wilkins at 556-4140 or Master Sgt. Carl Vetter at 474-3597 for more information.

General Henry H. Arnold Education Grant Program: The Air Force Aid Society's General Henry H. Arnold Education Grant Program awards \$1,500 grants to sons and daughters of active-duty, retired or deceased Air Force members, spouses of active duty stationed stateside and widows of deceased members, retired Reservists, Title 10 Air National Guard/Reservists on extended active duty and Title 32 ANG performing full-time active duty. Call AFAS at 556-6141/9266 or visit the AFAS Web site at www.afas.org for details.

Education Center 556-4064

Regis University: Registration is underway for the spring term. To ensure placement in your desired course, register now. Classes offered at Peterson include computer science fundamentals, computer programming and death and dying. Courses in other subjects are available at the Colorado Springs Campus on Woodman Road. Stop by the education office, e-mail lsmith@regis.edu or call 597-1112 for more information.

Pikes Peak Community College: Registration for Pikes Peak Community College spring classes at Peterson is underway at the education center.

Air Force Institute of Technology: The Air Force Institute of Technology offers master degree programs in areas such as engineering and environmental management, military meteorology, operations analysis, space operations, and systems engineering. See the AFIT Web site at www.afit.af.mil for more information.

Federal Employee Scholarships: Did you know that the Federal Employee Education and Assistance Fund provides college scholarships exclusively to federal and postal employees and their family members? Scholarship applications are available January through March each year. For the application and more information, go to <http://www.feea.org/scholarships.shtml>.

Family Support Center 556-6141

Sponsorship Training: Weekly classes are Tuesdays from 7:30 - 8:45 a.m. This training highlights sponsor responsibilities, relocation resources available both on and off base, and the effect that sponsorship has on the overall mission. Training is required for all sponsors of military and civilian employees. Registration is required. Call the family support center for details.

Culturegrams: Moving overseas? Being prepared is the key to a successful move. For information on the country to which you're moving, ask for a Culturegram. These useful handouts contain information on the nation, its people, customs, courtesies, and lifestyle. Stop by the Family Support Center and ask for the Relocation Assistance Program, between 8 a.m.-4 p.m. Monday through Friday, Building 350, or call 556-6141. Registration is required. Call the family support center for details.

Family Advocacy 556-8943

Common sense parenting: This six-session workshop offers fun, practical and skills-based training in raising responsible kids and building happy families. Class dates are Thursday and Jan. 18, 25 and Feb 1, 8, 2-4 p.m., at the PAFB Chapel.

Stress management: Learn basic techniques for managing stress. Course takes place Tuesday and Jan. 16, 23, 30, 2-3:30 p.m., at the PAFB Education Center.

Blended family parenting: Learn more about the unique challenges of how a stepfamily functions. Class dates are Wednesday and Jan. 17, 24, 31, 2-3:30 p.m., at the PAFB Library.

Commissary 556-4500

Hours of operation: The Commissary will be open Jan. 16 and Feb. 20 regular hours: 9 a.m.-8 p.m. Extended Commissary operating hours are in place to improve customer service.

Community Activities Center 556-7671

Day trips and tours: Tuesday - Rosemont Victorian Home Museum & Pueblo mall, \$20/adult, \$15/child (ages 4-12). Sign up by Jan. 6. Jan. 12 - Denver Pavilion & 16th Street Mall, \$15/person. Sign up by Jan. 9.

Ski the Summit, Jan. 12-15, at Keystone, Breckenridge and Copper Mountain Resort. Call now for details on this exciting holiday weekend ski trip. Call Bill Flagler at 556-1733.

Tickets: Avalanche ticket sales will be limited two per customer per game.

Get tickets for Ocean Journey, Colorado Rockies, IMAX Theater, Denver Zoo, Colorado Springs Sky Sox, and more. For tickets, call the Community Activities Center first and save money.

SnoFest 2001: Buy your SnoFest!!! 2001 packages now while great deals on lodging are still available. Packages include lodging and lift tickets for SnoFest!!!, military ski weekend, at Copper Mountain Resort March 2-4.

Call now and you can get packages for as little as \$128/person for a two night stay in an eight-person condo and two days of lift tickets and entrance to both parties.

There is also a 4.5 percent resort tax that will be added to lodging only. For information and reservations, call 556-1733.

Youth Center 556-7220

Basketball practice: Today from 8-11 p.m., tomorrow from noon-5 p.m., Monday and Wednesday from 5-7 p.m., and on Fri., Jan. 12, from 8-11 p.m.

Martial arts: Tuesday and Thursday from 5-7:30 p.m. For information about Youth Center events, call 556-7220.

Military Personnel Flight 556-7377

Enlisted Aide Requirement: The Air Force General's Group is soliciting applicants to fill requirements at Osan Air Base, South Korea.

Individuals with culinary experience are highly desirable, but a "can-do" attitude and ability to interact with senior officers. Call customer service at 556-7377, for more information on bulletin #18.

Uniform Tip: AFI 36-2903, Table 2.4, Combat Boots must be black, with or without safety toe, plain rounded toe or rounded capped toe with or without perforated seam; zipper or elastic inserts optional, smooth or scotch-grained leather, or man-made material, and may have a high gloss or patent finish.

Also, white socks may be worn with boots. However, during exercises and contingencies, wear black socks or black socks over white socks to preclude white socks from showing.

Direct any questions to customer service at 556-7377.

Officers' Club 556-4181

O' Club closed temporarily: The Officers' Club is closed for maintenance and is tentatively scheduled to reopen Jan. 17.

Members are invited to attend a complimentary heavy hors d'oeuvres party Jan. 26, 5-7 p.m. in the club ballroom. Cornerstone will entertain in the Lounge. Call 556-4181 for more information.

Enlisted Club 556-4194

2-for-1 Prime Rib: Today from 5:30-8 p.m. only \$16.95 per couple. Reservations requested, call 556-4194.

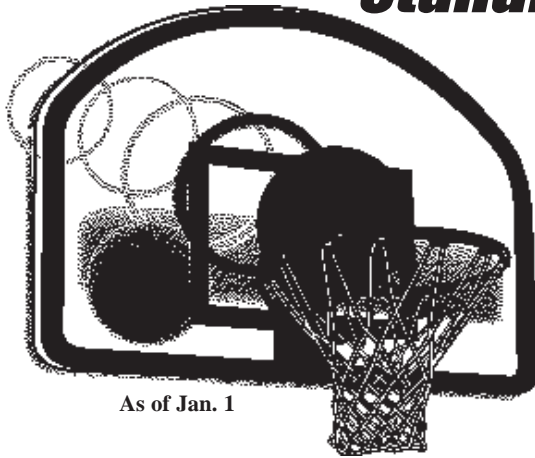
Tuesday Night Family Buffet: Tuesday 5-7 p.m., chicken buffet; Adults \$5.95, children 6-12 \$2.50, children 5 and younger eat free.

Take-Out Rotisserie Chicken: Whole chicken, two side dishes and rolls for just \$6.95. Wednesday. Pick up an order between 4:30-6 p.m. at the club.

Legal Office 556-4500

Legal Services: Legal assistance is offered Mondays, Wednesdays and Thursdays by appointment.

Intramural Basketball Standings



As of Jan. 1

Over 30 Tuesday, Thursday:

	<u>Wins</u>	<u>Losses</u>
1. AFS "C"	7	0
2. 721 CES	7	1
3. AFS "A"	6	1
3. J2	6	1
5. AFS "B"	3	1
6. 21 CES	4	4
7. CMOC	2	4
7. J6	2	4
9. 367 RCS	2	6
10. NORAD/J5	1	6
11. 21 SW	1	7
11. 21 SVS	1	7

Competitive Tuesday, Thursday:

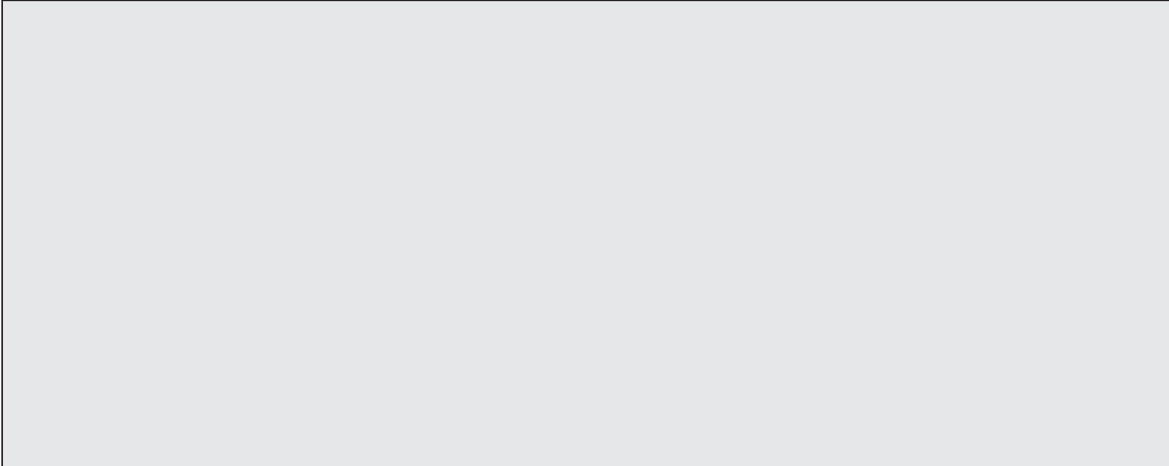
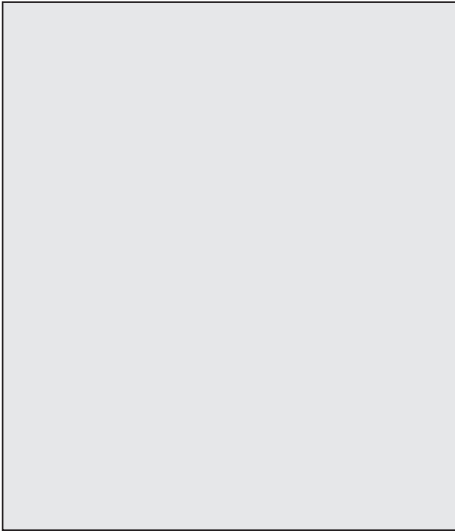
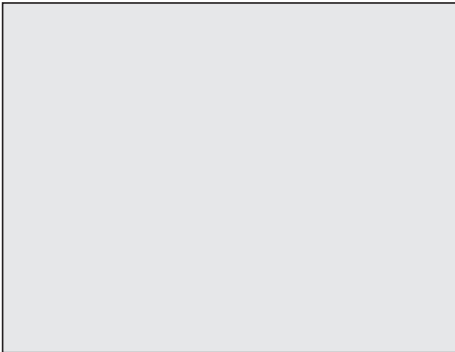
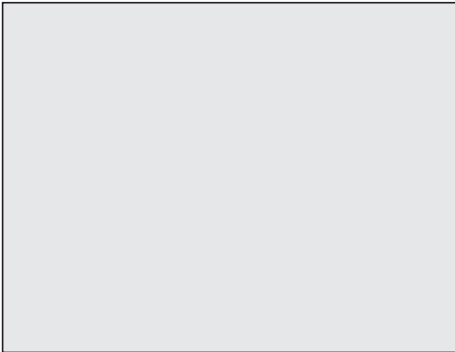
	<u>Wins</u>	<u>Losses</u>
1. 2 SOPS	7	0
2. 721 CS "A"	6	2
2. 10 MDG	5	1
4. 721 CES	5	2
5. 13 ASOS	4	2
6. 50 OSS	3	3
6. AFMC	4	4
8. 1 SOPS	3	5
9. 1 CACS	2	5
10. 3 SOPS	1	6
11. 21 CES	0	10

Over 30 Monday, Wednesday:

	<u>Wins</u>	<u>Losses</u>
1. AFMC	5	0
1. AFS "A"	5	1
3. 21 CS	4	2
4. JPPSO	2	3
5. 76 SOPS	1	4
5. AFOTEC	1	4
7. AFS "B"	1	5

Recreational Monday, Wednesday:

	<u>Wins</u>	<u>Losses</u>
1. AFSPC	6	0
2. 11 SW	6	1
3. 21 SFS	4	2
4. 21 CES	3	4
5. 84 ALF	2	4
6. 721 SFS	2	5
7. 721 CS	0	7



Intramural Racquetball Standings

As of Jan. 1



Monday, Wednesday League:

	<u>Wins</u>	<u>Losses</u>
1. AFOTEC	2	0
2. 21 SVS "A"	1	1
2. Team Colorado A	1	1
4. 21 SFS	0	2

Monday, Wednesday League:

	<u>Wins</u>	<u>Losses</u>
1. 721 CS	2	0
1. Team Colorado B	1	0
3. 21 SVS "B"	1	2
4. 511 IOG	0	1
5. LG	0	0

Sports Short

Sports council

There will be a sports council meeting for all squadron sports representatives at 10:30 a.m. Monday at the sports and fitness center.

Volleyball coaches meeting

There will be an intramural volleyball coaches meeting at 10:30 a.m. Jan. 24 at the sports and fitness center.

Hockey

Any active-duty, reserve or civilian members interested in playing pick-up ice hockey, can call Chris Spacone at 556-4507.

Aquatics Center

Aquaboxing, kickboxing in water, 11 a.m.-noon Mondays, Wednesday and Fridays. Call 556-4608 for details.

Silver Spruce Golf Course

Modified winter hours are in effect. Golf course: 8:30 a.m.-dark; pro shop: 8 a.m.-4 p.m.; driving range: 8 a.m.-4 p.m.; 19th Hole Grill: 7:30 a.m.-2 p.m. The golf course is open seven days a week unless the temperature is below freezing or the course is snowcovered, when the course will be closed. Call 556-7810 to check playing conditions.

Bowling leagues

The men's and women's bowling leagues need bowlers. Men's league is Tuesday and Thursday nights. Women's league is Tuesday and Thursday evenings. Call Danny Butcher at 556-4607 for details.

Tennis and racquetball games

The sports and fitness center is compiling a list of tennis and racquetball players for matches against other competitors. Call Chris Hicks at 556-1515 for more information.

2001 Martin Luther King Basketball Tournament

Jan. 12-14 at the Sports and Fitness Center

Cost is \$175 per team
(10 players, one coach)

Prizes awarded for 1st, 2nd and
3rd places.

Call Tech. Sgt. Frances Seider at 556-5755, or Master Sgt. Randolph Hunt at 567-4184.