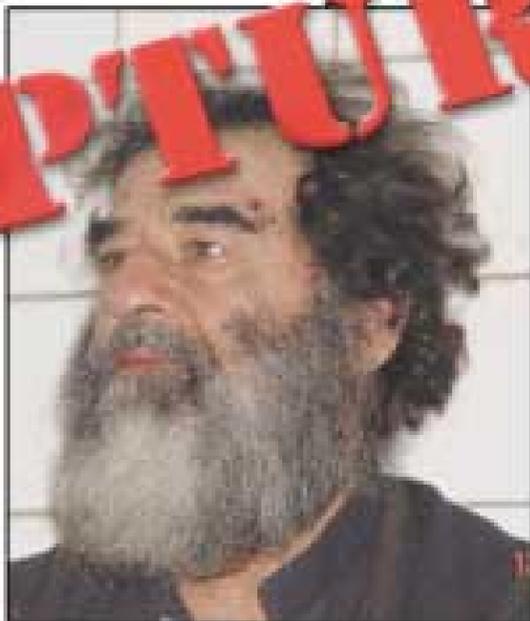


# A WELCOME CHRISTMAS PRESENT!



**CAPTURED**



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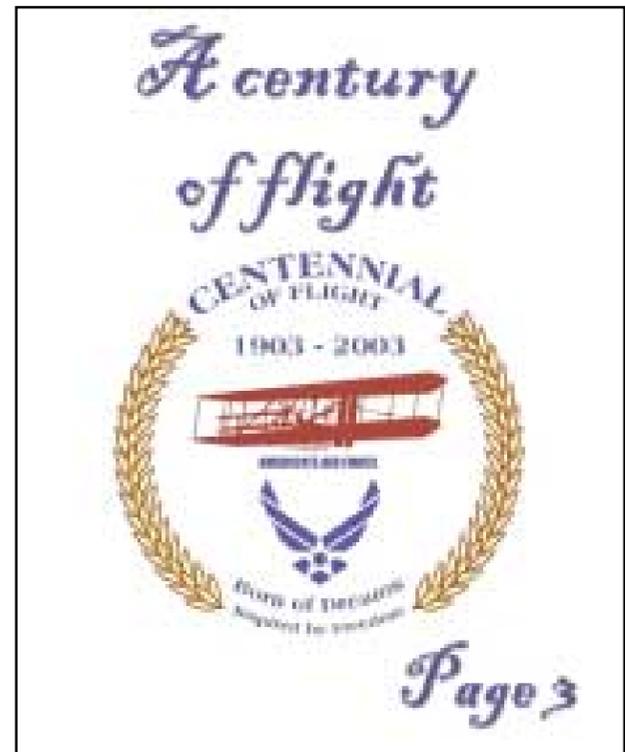


Photo by Joe Fischer

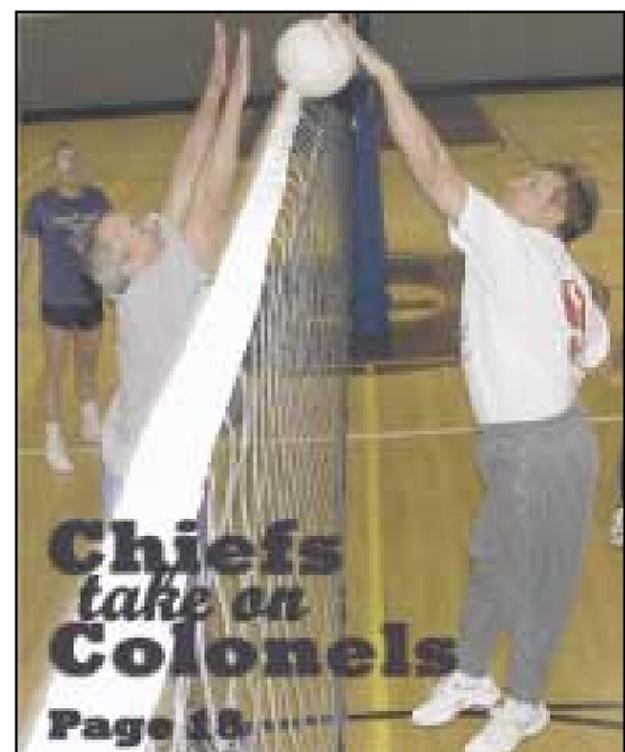


Photo by Rob L. Bussard

See you next year!  
 Look for the next issue of the Space Observer Jan. 8.  
**Happy Holidays from the Space Observer staff!**



# AF leaders send holiday message

By Gen. John P. Jumper and Dr. James G. Roche

Air Force Chief of Staff and Secretary of the Air Force

During this holiday season, Americans have placed their hopes for peace with those who have answered the call to secure freedom: the soldiers, sailors, airmen, and Marines of our nation's armed forces.

Indeed, there is no mission more

vital and no cause nobler than to be a defender of freedom, particularly when the values we cherish are under attack and when our citizens are going into harm's way.

We know this has been a challenging year, as we remain engaged on several fronts supporting the Global War on Terrorism. Over the past year, we have traveled to many places just to look you in the eye and to offer our thanks for what you're doing for the Air

Force and for America. No matter where we go we're always amazed with your talent, dedication and professionalism.

Your service has been stellar. You are why we have the best air and space force the world has ever known.

We are also humbled by the sacrifices made by your families as you work long hours or deploy far from home. Our families are the source of support that enables us to serve with

pride and enthusiasm and defend the democratic ideals of our great country. During this special season, our thoughts and prayers will be with them.

Americans are grateful for your selfless service. You have earned their trust and support through your courage, bravery and sacrifice. And, simply put, we are honored to serve with you.

It is our hope that you will have a joyous holiday season and a safe and prosperous new year.

## Holiday greetings

By Gen. Lance Lord

Commander, Air Force Space Command

As another year comes to an end, Beccy and I want to wish the men and women of Air Force Space Command a happy holiday season.

This holiday season, take a moment to reflect on the value of the gift of service you bestow to every man, woman and child in America and around the world. America thanks you for preserving the precious gift of freedom, both at home and abroad.

Your selfless dedication, courage, commitment and service, along with the soldiers, sailors, Marines, Coast Guardsmen and Department of Defense civilians, make a real difference, and I am proud to serve with each and every one of you.

This is an exciting time to be part of Air Force Space Command! We've shown the world, this year more than ever, what space forces bring to the fight. Space is critical to an essential element in the way the United States conducts military operations around the globe.

Our successes are because of you ... You, the members of the AFSPC team, are responsible for our successes. You've have put in long hours, worked hard to accomplish our assigned tasks, and many of you have deployed. During the height of Operation IRAQI FREEDOM, we had nearly 1,200 AFSPC personnel deployed. Today there are still more than 450 people away from home, as well as many others deployed to our missile fields. As the holidays approach, remember your deployed teammates who are bearing the burdens of freedom.

As you look forward to the coming year, remember your dedication and expertise are vital to maintaining our role as the best space and missile force the world has ever seen. Beccy and I appreciate your efforts and wish you and yours a joyous holiday season, and most of all a safe and prosperous 2004!



Photo by Kara Magana

The U.S. Air Force Academy Band performs jolly holiday jingles Monday for members of Team Pete at the 21st Space Wing Headquarters. The band spread the holiday cheer by performing at various locations throughout Peterson.

## The 'Ghost' of Christmas Past

By Brig. Gen. Duane Deal

21st Space Wing Commander

What thoughts do you have regarding past holiday times? Hopefully, they include pleasant things like memories of family gatherings, to favorite gifts given or received, or perhaps even to thoughts of special foods prepared only at this time of year.

For many of us, such memories involve a combination of those and of service-related situations. For example, my Dad spent holidays away from home during both World War II and the Korean conflict; my brothers-in-law spent Christmases away in Vietnam. In contrast, nearly 40 percent of today's force wasn't even alive at the end of the Vietnam War. Personally, I can vividly recall having been a single young pilot sitting air defense fighter alert at McChord Air Force Base Christmas Day so my married friends could be at home with their families. In contrast, today we have no stateside active duty alert forces, either in air defense or strategic nuclear forces aircraft. Just 13 years ago – like it was

yesterday – I remember being in the Southwest Asia as a part of the massive Desert Shield buildup, preparing to serve "chow" to our tent city residents while the day-to-day detail troops enjoyed their Christmas dinner – unknowingly just weeks away from Desert Storm kicking off. In contrast, nearly 60 percent of our service members were too young to join our ranks at the time of that buildup and war.

This year, hopefully you're as blessed as me to be amongst family and friends at home, and enjoying the holidays along the Front Range. But through it all, we must also think of those unable to be with us or with their families – those from Peterson and the entire military/civilian team scattered across the globe, yet serving proudly. As we maintain contact with them as they place service before self, let's pray and act to make this year a pleasant "ghost" of Christmas past for them to remember.

Regardless of where we are, or of how our Christmas present will transfer into the past, as Dickens' Tiny Tim said, "God bless us, everyone!"



# Space Observer

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### 21st Space Wing Commander

Brig. Gen. Duane Deal

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Staff Sgt. Sue Mrowiec

### Layout and Design

Kara Magana

## A Moment in Time



■ **Dec. 18, 1958** – The U.S. Air Force places the first artificial communications satellite in orbit using the 4-ton Atlas launcher. The next day, the satellite broadcasts President Eisenhower's Christmas message.

■ **Dec. 19, 1971** – The first Minuteman III wing becomes fully operational at Minot AFB, N.D.

■ **Dec. 22, 1964** – The new U.S. Air Force strategic reconnaissance plane, the SR-71 "Blackbird," in its first flight at Palmdale, Calif., exceeds an altitude of 45,000 feet and speed of 1,000 mph. The Air Force team that tested the SR-71 will receive the MacKay Trophy.

■ **Dec. 23, 1974** – The first flight of a B-1 Lancer aircraft is made from Palmdale, Calif., to Edwards AFB, Calif.

# Airmen react to Hussein's capture

By Tech. Sgt. Jeffrey Williams  
506th Air Expeditionary Group Public Affairs

KIRKUK AIR BASE, Iraq – There was cautious enthusiasm here the afternoon of Dec. 14 when rumors began floating that Saddam Hussein, the Ace of Spades in the “55 Most Wanted” deck of cards, might have been captured.

For most people, the sound of gunfire outside the perimeter gate was nothing out of the ordinary, as small arms fire happens here on a regular basis. This; however, would turn out to be anything but an ordinary occurrence.

Senior Airman Heather Gondek, of the 506th Expeditionary Operations Support Squadron, woke up when she heard the celebratory gunfire, but said she thought it was just another firefight.

“I thought, ‘Here comes an alarm red,’” she said. “And then I woke up and heard the giant voice tell us to put on the flak vest and helmet. Then someone else came in and told us that we may have caught Saddam. I was excited. I thought it was really cool that we finally got him.”

Chaplain (Maj.) Pete Lambert, a Catholic chaplain, was in the middle of Mass with 20 people when he heard the gunfire.

“All of a sudden we heard all these gunshots going off. It got so intense that some (people) got up and ran out to see what was going on,” Lambert said. “It must have been about 11:45 a.m. We just continued Mass. At the end of Mass, the group commander announced it was celebratory (gun) fire because there were rumors around town that Saddam Hussein had been captured.

“I was very happy, but cautious because so far it was only (a) rumor,” he said. “I checked the Internet, and there was nothing there. Maybe half an hour after that, they talked about the possibility he had been captured. Later, I went down to the medical tent and there was (a) press conference with the general and the pictures of Saddam. It feels good.”

Reactions from 506th Expeditionary Security Forces Squadron airmen were similar.

“I’m glad they captured Saddam Hussein,” said Airman Ronald Beltran, of the 506th ESFS. “At first, I didn’t think it was true, but I’m glad we got him. I hope we go home soon, but if we don’t, we’ll finish and complete our mission.”

“As soon as the word came out that he had actually been captured, I went over and called my wife,” said Staff Sgt. Raymond Nesbitt, also of the 506th ESFS. “She had just gotten to work. I told her and she just started screaming with excitement. She told all the people in her office, and they couldn’t believe it. They were all excited.”

Nesbitt was patrolling one of the base-defense sectors when he first heard the celebratory gunfire.

“It’s a great Christmas present,” Nesbitt said.

“I was skeptical at first until I heard the confirmation on the news,” said Airman 1st Class Nicholas Tardiff, a bus driver for the 506th Expeditionary Logistics Readiness Squadron. “Then I was pretty happy about it – extremely happy about it, actually.”

Airman 1st Class Amber Taden, of the 506th Expeditionary Services Squadron, said she saw a couple of bullets from the celebratory fire land near her.

“I was walking by one of the bunkers and heard a round hit the bunker. I knew I needed to get my flak vest and helmet. I came back, and we just heard the ‘dink’ of an AK-47 round that we found on the floor of the recreation center,” Taden said.

Senior Airman Nicoal Hunter, of the 506th Expeditionary Civil Engineer Squadron, was working on the airfield when she said she heard the small-arms fire. She said her viewpoint is less about Saddam and more about the importance of the event.

“I’m just enjoying the moment right now,” she said. “Being a young airman in the Air Force, when stuff like this happens, it puts it in perspective of what’s really going on in the world. To be honest, I’m kind of happy because I joined up to serve my country. Right now I’m happy I can tell my family that I was in Iraq at this point of time in history.”

“The long-term consequence (for the base) will be good,” said Col. Dan Peabody, 506th Air Expeditionary Group commander. “I expect some



Photo by Tech. Sgt. Jeffrey Williams  
Senior Master Sgt. Eugene LaDoucer watches as Lt. Gen. Richardo Sanchez conducts a press conference. Sanchez announced the capture of Saddam Hussein on Dec. 14. LaDoucer is assigned to the 506th Air Expeditionary Group Public Affairs here.

short-term backlash to it. Hopefully, after a week or so even that will dissipate. The hope is that it will rapidly lead to the collapse of what resistance there is out there without any indication of a formal leader continuing (the fight).

“Even though we may not have had a direct role, we certainly have contributed significantly to the ongoing activities that led to what happened. I’m very proud of everyone here and all that they contributed,” he said.

# Century of Flight Timeline

By Staff Sgt. Sue Mrowiec  
21st Space Wing Public Affairs

Wednesday marked the centennial of powered flight. One hun-

dred years after the Wright brothers’ ascent into history, the Air Force continues to climb through ever-innovative technology and imagination.



The Wright brothers accomplish the first powered, controlled flight of a heavier-than-air aircraft.

1903

Two-way radio communications between the pilot and ground control is made possible.

1914

The first non-stop, coast-to-coast flight across the United States takes 26 hours and 50 minutes.

1923

Commander Richard E. Byrd journeys to the South Pole.

Jimmy Doolittle accomplishes the first instrument-only flight.

1929

The Tuskegee Airmen take to the skies.

1941

The V-2 rocket is first used in combat.

1944

The Berlin Airlift delivers 80 tons of food to Berlin citizens.

1948



Russia launches Sputnik 1, the first man-made satellite.

1957

Alan Shepard becomes the first American to visit space.

1961

NASA launches the Skylab orbital workshop.

1973

The Predator Unmanned Aerial Vehicles flies over Bosnia in support of allied and U.S. operations.

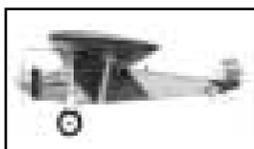
1995

The first crew to board the International Space Station establishes a continuous human presence in space.

2000

1900

The U.S. Army purchases its first military plane from the Wright brothers for \$30,000.



Charles Lindbergh makes the first trans-Atlantic flight aboard the Spirit of St. Louis.

1927

Billy Mitchell sinks the German battleship Ostfriesland, demonstrating the potential of precision bombing.

1921

The Women Airforce Service Pilots is established.

1943



Capt. Charles Yeager breaks the sound barrier while piloting the rocket-propelled Bell X-1.

1947

President Dwight D. Eisenhower signs the National Aero-nautics and Space Act of 1958, creating the National Aero-nautical and Space Administration.

1958

The Concorde carries its first passengers. Astronauts Neil Armstrong and Buzz Aldrin travel to the moon aboard Apollo 11.

1969

The Space Shuttle Columbia embarks on its first orbital flight.

1981





## COMMITTEE SCHEDULES ANNUAL AWARDS BANQUET

The 2003 21st Space Wing Annual Awards Banquet is slated for Feb. 19, 2004. Retired Chief Master Sgt. Bob Gaylor, the fifth Chief Master Sergeant of the Air Force, is the guest speaker. The committee is soliciting prospective themes for this year's event. Though planning for the event has begun, several committee and subcommittee positions remain open. The planning committee meets weekly in the 21st Operations Support Squadron conference room, Building 845. Send theme nominations to [tyler.foster@peterson.af.mil](mailto:tyler.foster@peterson.af.mil). For more information or to volunteer, call the chairman at 556-1339.

## JPPSO CLOSURE

The Joint Personal Property Shipping Office is closed from 11 a.m. to 4:30 p.m. today. For emergency assistance, call 330-5182.

## TOP THREE COUNCIL MEETS

The Pikes Peak Top 3 meets at 3 p.m. today in the Enlisted Club Buffalo Grill. Newly elected executive officer positions will be announced. Membership is open to all Team Pete master sergeant selects through chief master sergeants. Retirees sponsored by an active-duty Top 3 member may also join as associate members. PPT3 actively supports enlisted causes and professional development through a variety of activities. For more information, call Master Sgt. Michael McGraw at 556-6850.

## BASE BLOOD DRIVE AND BONE MARROW DONOR REGISTRATION DRIVE

A Blood and Bone Marrow Donor Registration drive is from 9 a.m. to 3 p.m. Jan. 15 at the Peterson

AFB Chapel. Participants may donate blood, register for the bone marrow donor program, or do both. Only one blood donation is needed to participate. Restrictions are different for each program, so contact the respective point of contact with questions. For information about the blood drive, call Capt. Bill Harris at 556-2808. Marrow donor registration questions should be directed to Master Sgt. Kristin Clark at 556-9158.

## COMMON ACCESS CARD INFORMATION

The Common Access Card is the new identification card for active duty members, contract employees, and Department of Defense civilians created by the Defense Enrollment Eligibility Registry System/Real Automated Personnel Identification System. The system sometimes experiences problems and goes down. Each card takes about 15 minutes to create when the system is running properly. Use of the Public Key Infrastructure will be mandatory in April. For information on wait times and system function, call 556-9214.

## DISTANCE LEARNING TESTING FOR COLLEGES

The Education Office acts as a proctor for examinations from colleges and universities for students enrolled in Distance Learning courses. The courses are usually conducted over the Internet or via videotapes, correspondence material, etc. People needing this type of test proctoring can call the Education Office at 556-4034 to schedule a test.

Testing is currently done at noon on Mondays and Tuesdays. Since a large number of people finish up courses in December, tests will also be administered Fridays at 8 a.m. and noon. CallCarolynn Farrell at 556-5034, or [carolynn.farrell@peterson.af.mil](mailto:carolynn.farrell@peterson.af.mil).

## CHILD CARE ORIENTATION

For people interested in running a family child care business from their home on base, the Family Child Care office offers an orientation class Jan. 21-23. For more information or to register, call the FCC office at 556-4322.

## OLD UNIFORMS NEEDED FOR MOULAGE PATIENTS

The 21st Medical Group needs old uniforms and clothes for moulage patients to wear in exercise scenarios. Medical protocols require cutting the clothing and exposing the area experiencing simulated trauma. Though medical personnel may not do this every time for every patient, they need a stockpile of uniforms for occasions when this is necessary. For more information, call Master Sgt. O. K. Stoll at 556-1153, or Staff Sgt. Bella Smith at 556-1053.

## MILITARY SKI TEAM SEEKS SKIERS

The Front Range Military Ski Team is looking for skiers age 18 and older who have had some racing experience or are strong recreational skiers. The team is a member of TeamSki Inc., a weekend ski race group that sponsors seven weekend races at popular ski resorts. Active duty, Reserve, and Guard members, Department of Defense civilians, retirees, and family members are eligible to race on the Military Ski Team. For more information, call Dan Wilson at 554-9189.

## CORRECTION

The article "Chanukah – the eight-day holiday of miracles" in the Dec. 11 *Space Observer* was written by Louis Steinberg, Jewish Lay Leader. The *Space Observer* staff regrets the incorrect attribution.



## Chapel Schedule

**Protestant**  
**Worship Services:**  
Liturgical Service, 8:15 a.m.  
Traditional General  
Protestant Service, 11 a.m.  
Gospel Service, 12:30 p.m.

**Catholic**  
Weekday Mass, 11:35 a.m. (except Monday)  
Saturdays, 5 p.m.  
Sundays, 9:30 a.m.  
Reconciliation  
Saturdays, 4 p.m.

\*\*For more information -  
Call the chapel at 556-4442 for  
available chapel programs.

# New imager clears cloudy skies

By 2nd Lt. Martha L. Petersante

Electronic Systems Center Public Affairs

The Electronic Systems Center at Hanscom Air Force Base, Mass., with help from a team here at Peterson, successfully completed integrating the Infra-Red Cloud Imager capability into the Ground-based Electro-Optical Deep Space Surveillance System Dec. 8. This upgrade assists GEODSS operators by allowing them to work in extreme cloud cover, a feat not possible before.

For the operators of the Ground-based Electro-Optical Deep Space Surveillance System, cloud watching is just another day on the job.

The GEODSS mission is to “detect and track all deep-space objects orbiting the Earth,” said Lisa Mackesy, Imaging Improvement Branch Chief of the Strategic C2 System Program Office.

GEODSS is a system of nine one-meter telescopes, which are controlled by computer and located three per site at Socorro, N.M.; Mount Haleakala, Maui, Hawaii; and Diego Garcia, British Indian Ocean Territory. These high-powered telescopes track orbiting space objects for the Space Control Center at Cheyenne Mountain Air Force Station.

This system is operated by the 21st Space Wing's 18th Space Control Squadron and supports the United States Strategic Command space control mission.

“Operators now can save valuable time,” Mackesy said, “instead of having to physically go outside and check the sky for

cloud cover one or more times every hour, they now have the IRCI that automatically collects this data and feeds it to the telescope scheduler.”

The telescopes comprising the GEODSS system are sensitive to cloud cover, which obstructs their view of space, rendering them virtually useless for tracking an object hidden behind the clouds.

Before implementation of IRCI, operators had to divide up the sky into 25 sectors and then manually input the cloud cover data into the controlling computer. Now, site operators have a system with an automated connection between the cloud sensor and the telescope.

“This system is fantastic and has greatly increased the productivity of the site operators,” said Capt. Samuel Lowrance, GEODSS Detachment 1 Commander.

“Before, when we were under red weather cloud cover making operations impossible, observations could not be done,” he said. “Now IRCI lets the operators shoot through the smallest breaks in the clouds, allowing for observations to occur during weather previously too bad to operate in.”

This system has “increased the amount of time that we are able to operate, upward of approximately 15 to 20 percent per month,” said Jim Finley, Northrop Grumman Contractor Site Manager.

Along with saving time for the operators, the completed IRCI program has significantly come in half a million dollars under budget and nine months ahead of schedule.

## OSI seeks new agents

ANDREWS AIR FORCE BASE, MD. – Military members looking to cross train into a challenging and rewarding career field should look no further than becoming a special agent with the Air Force Office of Special Investigations.

Headquarters OSI conducts a recruiting briefing at Peterson from 8 a.m. to 4 p.m. Jan. 20, followed by scheduled interviews Jan. 21 from 8 to 10 a.m. Interested individuals should plan on attending Jan. 20, and need to bring a Records Review RIP with them. The RIP can be obtained from the unit orderly room.

Every special agent is a volunteer. They're members of a highly trained team, who investigate crimes against persons and property, defeat and deter base-level and contract fraud, combat threats to our information systems and technologies, and provide the Air Force counterintelligence support for its force protection mission. It's a job that involves excitement and opportunity, and it could be for you.

Applicants with foreign language, computer and technical skills are among those most highly sought after by the OSI.

Senior airmen with less than six years time in service and staff sergeants through master sergeants with outstanding records and fewer than 12 years of military service are eligible. Security Forces members in the grades of staff sergeant select through master sergeant are eligible. Senior airmen must be in their cross-training window of 35 to 38 months for four-year enlistees, or 59 to 62 months for six-year enlistees. Members must have at least 18 months time-on-station, but this can be waived.

Officers must have less than 12 years Total Active Federal Military Service, and less than six years Total Active Federal Commission Service to apply. The Air Force Personnel Center must agree to release the officer applicant in order to apply. More information can be found at <http://afas.afpc.randolph.af.mil/osi/crossflow.htm>.

For more information on OSI special agent duty prior to the team's visit, visit their Web site at [www.dtic.mil](http://www.dtic.mil), or contact the Peterson OSI detachment at 556-4347.

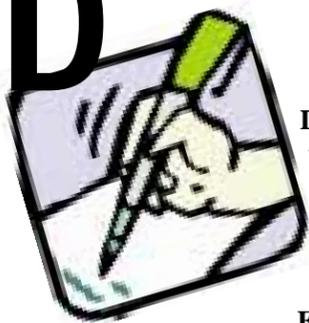
*(Information courtesy of Headquarters, AFOSI)*

# Drive Safely

By Tech. Sgt. Don Finley  
21st Space Wing Safety

Before heading out on the open road this holiday season, remember the acronym D.R.I.V.E.

## D evelop a travel plan



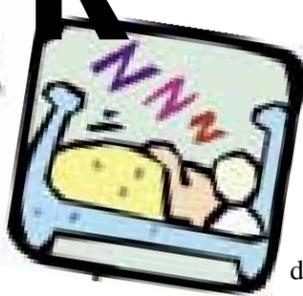
**Date:** Enter the date you will begin your trip.

**Start:** Enter the place you will begin your trip or the start of each leg of the trip.

**End:** Enter the place you will end your trip or the end of each leg of the trip.

**Mileage:** Enter the mileage for each leg traveled. Add up total mileage for trip, and plan when and where you will rest.

## R est before and during the trip



**Stretch:** Pull over and stretch at least every two hours while driving. Find a place to walk around. Avoid secluded areas.

**Sleep:** If you have been driving eight hours, you should pull over and get at least eight hours of sleep before starting the next leg of the trip.

## I nvest in the trip



**Money:** Save up enough money to cover food, gas, lodging, emergencies, etc.

**Food:** Don't snack the whole trip. Proper nutrition can help you stay awake and alert.

**Gas:** Don't wait until the tank is empty to pull over and refuel. Keep the tank above one-quarter full.

**Emergencies:** Prepare for emergencies that might occur, such as a flat tire, empty tank, or accident. Check with your insurance provider for roadside service such as minor repairs and towing.

## V erify the weather conditions



**Inclement Weather:** Check the forecast for the route you're taking. In the winter, some roads may not be passable without tire chains. Take a winter car kit in case you get stranded in the snow. Listen to the radio for alerts, and take shelter when warnings for tornados and floods are issued.

## E ncourage safe driving



**Drinking and Driving:** Lands you in jail or causes mishaps due to impaired judgment.

**Fatigue:** Being too tired can impair your judgment. No marathon driving!

**Speeding:** High speeds contribute to fatal mishaps. Slow down!

**Seatbelt:** Seatbelts save lives ... wear them. They're mandatory for military members.

**Helmet:** Wear a helmet when riding motorcycles – mandatory for military members on or off base.

**Road Rage:** Don't seek revenge toward other drivers. If followed, go to a police station.

**Vehicle Condition:** Defects contribute to mishaps. Make sure your vehicle is serviced.



# USNORTHCOM Chief retires after 31 years

By Tech. Sgt. Devin Fisher  
NORAD/USNORTHCOM public affairs

Like so many people who enlist in the military, Kevin Estrem was going to do his four years and get out.

One of only two in his high school graduating class to join the military, the 18 year-old left his hometown of about 1,500 people Oct. 25, 1972, for Air Force Basic Military Training.

"Four years max and I'm home," thought the Kenyon, Minn., native. "I told my girlfriend I didn't want any commitments ... I just want to go in and have this over with, and then I'll come home."

The first of many changes to these plans came June 5, 1973, when he and his hometown girlfriend, Debbie, were married. The biggest change, however, was that instead of the young man telling the Air Force goodbye after only four years, the service had to tell Chief Master Sgt. Kevin Estrem it was time to retire after more than 31 years of service.

"I always knew when it stopped being fun it was time to get out, but it never stopped being fun, so I didn't want to get out," explained Estrem, whose final assignment was serving as the Command Chief Master Sergeant for North American Aerospace Defense Command and U.S. Northern Command.

And he didn't go down without a fight.

Having reached 30 years of service in October 2002, the chief agreed to stay on beyond the maximum high-year tenure and served an additional 15 months on extensions.

There may not have been a Chief Estrem, or even a Staff Sgt. Estrem, had it not been for the crucial advice of his first supervisor, Staff Sgt. Randy Butler.

"He told me, 'Don't ever tell your supervisor or commander that you are getting out. You could be the best at what you do, but because they know you are getting out, they're not going to waste (the good reports, awards, etc.) on you,'" he recalled. "So, I zipped my lips and I did the job to the best of my ability all the time."

While it was common for people to retire in the 1970s as staff and technical sergeants after 20 years of service, Estrem didn't consider this an option, so he buckled down and studied hard.

It paid off. As a 12-year master sergeant, Estrem was intrigued with the possibility of reaching the Air Force's highest enlisted rank. He looked to the Air Force's senior enlisted member, Chief Master Sergeant of the Air Force Jim Binnicker, for advice.

"I asked him, 'How do I get to be you,'" Estrem recalled. Over breakfast the next morning, Binnicker provided Estrem a blueprint for making chief and "he mentored me much of the way."

Soon thereafter, Binnicker reaffirmed Estrem.

"He sent me one of his stripes



Amn. Kevin Estrem says goodbye to girlfriend, Debbie, at the Minneapolis, Minn., Airport Dec. 20, 1972, before heading to his first duty assignment.

framed with the words 'You have what it takes to one day wear this stripe,'" Estrem said. "I've always kept that stripe on the back of my door ... not many people saw it, but it was my inspiration to be a chief."

Estrem said becoming the Chief Master Sergeant of the Air Force was never a goal; he just wanted to be a "caring chief that focused on taking care of the enlisted force, and mentoring both the enlisted and officer corps to the best of my ability."

After more than 16 years in vehicle operations, then Senior Master Sgt. Estrem got his first taste of shaping

tomorrow's leaders as the 4th Group Sergeant Major at the U.S. Air Force Academy.

"That was kind of the starting blocks for me," he said. "I realized how much I liked mentoring the cadets ... teaching them how the Air Force works."

Pinning on chief Dec. 1, 1990, Estrem didn't give a second thought to getting out after 20 years.

"Debbie and I were still having a great time in the Air Force and I wanted to be an SEA (senior enlisted adviser)

— See CHIEF, page 17

# ALS graduates 34 new leaders

Congratulations to the 33 graduates of Airman Leadership School Class 03-B on their graduation Dec. 11.

The following graduates earned honors:

#### John L. Levitow Award

Senior Airman Andrew Moyses, 1st Space Operations Squadron

#### Leadership Award

Staff Sgt. Rachel Hammer, Air Force Space Command Communications Support Squadron

#### Academic Achievement Award

Senior Airman Kristina Higdon, North American Aerospace Defense Command/U.S. Northern Command

#### Distinguished Graduates

Senior Airman Lakesha Bee, 13th Air Support Operations Squadron

Senior Airman Kristina Higdon, NORAD/USNORTHCOM

The following senior airmen also graduated in Class 03-B:

Jessica M. Arp, 21st Medical Group

Conrad Artis III, 21st Security Forces Squadron

Jason R. Banda, 50th Operations Support Squadron

Maitai L. Boyd, 1st SOPS

Erin E. Brown, 76th Space Control Squadron

Kyle J. Burke, 50th OSS

Jason Casebolt, 21st Civil Engineer Squadron

Jermain M. Compton, Space Warfare Center

Ronald T. Cruz, 50th Civil Engineer Squadron

Michael B. Daingerfield, 21st Space

Communications Squadron

Thomas S. Dye, 2nd Space Operations Squadron

Cari D. Ellis, 21st MDG

Joel E. Houston, 50th Security Forces Squadron

Donald A. Jones, Jr., 2nd SOPS

Jennifer Krampe, 21st Mission Support Squadron

Matthew A. Lofton, 50th OSS  
Lilanae B. Martin, 21st Operations Support Squadron

Rachael A. McMillen, Detachment 5, Electronic Systems Center

Timothy A. Milbrodt, 50th SFS

Susan Mrowiec, 21st Space Wing

Jerome A. Munoz, 50th SFS

Thomas J. Page, 50th Space Communications Squadron

Jeffrey B. Patrick, 13th Air Support Operations Squadron

Nicole E. Pino, 10th Dental Squadron

Jeremy J. Russell, 50th SFS

Andrea F. Sibit, 1st SOPS

Lakesha R. Stewart, Joint Personal Property

Shipping Office

Matthew R. Thompson, 50th SCS

Stephanie M. Weakland, 1st SOPS

## PIKES PEAK TOP 3 COUNCIL



The Pikes Peak Top 3 meets at 3 p.m. on the fourth Thursday of each month in the Enlisted Club Buffalo Grill. Membership is open to all Team Pete master sergeant selects through chief master sergeants. Pikes Peak Top 3 supports enlisted causes and professional development through a variety of activities.

## 16 complete First Term Airman's Center

Congratulations to the following Dec. 12 graduates from the First Term Airman's Center Class 2004-04.

Airman Shaun Bond, 21st Space Communications Squadron

Airman Basic Ronetta Braggs, 21st Medical Group

Airman Basic Damon Bryant, 21st Services Squadron

Airman 1st Class Ferdinand Flaris, 21st Civil Engineer Squadron

Airman 1st Class Michael Grady, 21st Security Forces Squadron

Airman 1st Class Robert Hawes, 21st SFS

Airman 1st Class Mark Martin, U.S. Northern Command

Airman 1st Class Timothy McGee, 10th Dental Squadron

Airman Kara Miner, 10th DS

Airman Basic Katharine Nyenhuis, 21st SFS

Airman Basic Malcolm R. Ord, 21st Medical Support Squadron

Airman Basic Rafael Perez, 21st Operations Group

Airman Basic Michael Ruggiero, 21st MDG

Airman 1st Class Duane Smith, 21st CES

Airman Basic Brandon Stoddard, 21st MDG

Airman Basic Jennifer Voorhies, 21st SFS



**SILVER SPRUCE HOLDS ANNUAL HOLIDAY SALE**

The Silver Spruce Golf Course has its annual holiday sale through Wednesday. Shop for gift items at great prices. For information, call 556-7414.

**FITNESS CENTER'S SHAPE UP FOR THE HOLIDAYS PROGRAM**

The Peterson Fitness Center has a Shape up for the Holidays program, in which participants must lose 5 pounds by Jan. 1. For details, call Mike Coats at 556-1515.

**COMMISSARY HOLIDAY HOURS**

The Peterson Commissary is open Sunday-Tuesday, and open until 3 p.m. Wednesday. The Commissary is closed Dec. 25 and Jan. 1.

**ARMED SERVICES YMCA CRISTMAS DINNER**

Join the Armed Services YMCA on Christmas Day for family fun in the heated indoor pool, and a free turkey dinner. This event is open to military families only. Seating is limited, so call 622-9622 for reservations.

**NEW YEAR'S EVE CELEBRATIONS**

Activities at the Youth Center from 4-6 p.m.  
Food and prayer at the Chapel from 6-7 p.m.  
Bowling at the Bowling Center from 7-8:30 p.m.

**SERVICES HOLIDAY HOURS**

All activities are closed Christmas and New Year's days unless noted otherwise.

**Aragon and Granite Inn Dining Facilities:** open 6-10 a.m., 11 a.m.-5:30 p.m. Christmas and New Year's days.

**Fitness Center:** open 4:30 a.m.-3 p.m. Christmas and New Year's eves, and 9 a.m.-3 p.m. Christmas and New Year's days.

**Officers' Club:** closes at 2 p.m. Christmas Eve; opens at 6 p.m. New Year's Eve.

**Enlisted Club:** closed Dec. 22-Jan. 4.

**Bowling Center:** closes at 4 p.m. Christmas and New Year's eves.

**Golf Course:** closes at 1 p.m. Christmas Eve.

**Aero Club:** closes at noon Christmas and New Year's eves.

**Aquatics Center:** closed through Jan. 26.

**Auto Skills Center:** closes at noon Christmas and New Year's eves.

**Community Activities Center:** closes at noon Christmas and New Year's eves.

**Outdoor Recreation:** closes at 1 p.m. Christmas and New Year's eves.

**Child Development Center:** closes at 1 p.m. Christmas and New Year's eves.

**Family Child Care Office:** closes at noon Christmas and New Year's eves.

**Youth Center:** closes at 2 p.m. Christmas Eve and 1 p.m. New Year's Eve.

**Financial Management Flight:** closes at noon Christmas and New Year's eves.

**2004 Air Force Ball**

The 2004 Air Force Ball will be 6 p.m. Jan. 16, 2004 at the Broadmoor Hotel. This year's theme is "Those Who Serve." Social hour begins at 6 p.m., with dinner at 7 p.m. followed by dancing at 10 p.m.

Dress is Mess Dress or Semi-formal for military

members, and formal attire for civilians.

Contact your organization representative to purchase tickets.

Tickets are on sale through Jan. 2. Payment is by cash or check only. Checks should be made payable to 'AFA Chapter 125.'

21st Space Wing	
Staff Sgt. Donna Alverson-Faulkner	556-4770
21st Maintenance Group	
Tech. Sgt. Dean Mark Sr.	556-8236
21st Space Communications Squadron	
Senior Airman Sean Robbins	556-4547
21st Mission Support Group	
Master Sgt. Valerie Solomon	556-1991
21st Operations Group	
Staff Sgt. Jerome Wesley	556-3474
Air Force Space Command	
Tech. Sgt. Bill Fields	554-5764



Photo by Vicki Crump

**Festive finest**

The Civilian Personnel Flight took first place in the Community Activities Center's holiday door decorating contest. Judging was held Dec. 12. The winners will receive an office party. Second place went to the Finance Office. The second place winners receive a fruit basket.

# Blotter

The following real-life events with real individuals from around Peterson are to inform you of crimes, accidents, and events occurring on base. These entries are from hundreds recorded in the Peterson Police Blotter:

*\*\* Editor's note: Although the Space Observer staff may make light of some blotter entries, the intent is to call attention to our security and law enforcement concerns. However, rest assured, our professional Security Forces treat each incident seriously.*

## MEDICAL RESPONSE #1 – Dec. 5

Security Forces, the Fire Department, and American Medical Response responded to the Base Gym where a military member was complaining of chest pains. AMR transported the member to the U.S. Air Force Academy hospital for further treatment.

## MEDICAL RESPONSE #2 – Dec. 5

Security Forces, the Fire Department, and AMR responded to the Officers' Club, where a military member was complaining of chest pains. AMR transported the member to Memorial Hospital for further treatment.

## MEDICAL RESPONSE #3 – Dec. 5

Security Forces, the Fire Department, and AMR responded to the Base Exchange, where a civilian had fallen and hit her head. AMR transported the victim to the Peterson Clinic for further treatment.

## CONCRETE EVIDENCE – Dec. 5

'Twas three weeks before Christmas, the night was all starred, when a family member heard a loud crack in the yard! She sprang from her chair and what was in store? A huge piece of concrete was lodged in the door! She looked all around, from the roof to the grass, and to her chagrin, more wrongdoing had passed. Those punks had taken her tinsel and lights, and strung them askew on her roof and her ride. The sad lady saw no delinquents around, so she called Security Forces to help track them down.

Hopefully, the vandals may be brought to light, for unlike the tinsel, they're not too bright.

## NO STOP & NO BRAINS – Dec. 6

Security Forces stopped a civilian driver for failure to stop at a stop sign. Turns out the stop sign scorners had expired plates, no valid proof of insurance or registration, was speeding, and wasn't wearing a seat belt. CSPD issued the driving dunces summonses for disobeying the speed limit and expired license plates, and Security Forces issued a citation for excessive speed, failure to wear a seatbelt, and no valid proof of insurance or registration.

## INSURANCE? I DON'T NEED NO STINKING INSURANCE – Dec. 6

Security Forces initiated a traffic stop on a dependent civilian at the North Gate for failing to show valid proof of insurance or registration. Seems the dodo was also wanted for failure to appear. CSPD responded and gave the reckless rambler a duty-free ride to jail.

## MEDICAL RESPONSE #4 – Dec. 6

Security Forces, the Fire Department, and AMR responded to the Base Clinic where a military member was complaining of chest pains. AMR transported the member to Memorial Hospital for further treatment.

## MISSING MAN TURNS UP – Dec. 6

Security Forces at the North Gate stopped a civilian for failure to show valid proof of insurance or registration. Turns out the imbecile was wanted for failure to appear and was also listed as a missing person. CSPD responded and issued the missing motorist summonses for driving without a license, driving under restraint, and no compulsory insurance, then gave him a ride downtown.

## GRINCH GARBAGES GREENERY – Dec. 7

Seems the Peterson Grinch hates the whole Christmas season. He slithered and slunk through base housing with perverse glee, and in someone's front yard, he knocked over a tree. The Christmas tree was damaged with all its delights, tinsel and garland, branches and lights! If you have news of this Grinchy foray, call Security Forces without delay!

## SPIKES-1, FIRETRUCKS-0 – Dec. 8

Security Forces responded to the Building 1 parking lot where a forlorn fire truck had a run-in with a set of tire spikes. The doomed driver didn't notice that the tire spikes at an entry gate had not fully retracted and drove the ill-fated fire truck right over them. Both tires were completely flattened.

## TEA PARTY TURNS TROUBLE – Dec. 9

A civilian employee reported two 10-by-10 inch wrapped suspicious packages under one of the Christmas trees at the Officers' Club. Security Forces and the Fire Department responded and evacuated the area. An Explosive Ordnance Disposal team arrived and swept all the packages and buildings. The problem packages turned out to be seasoned tea bags, and the tea party was terminated.

## DORM DUMMY DISTURBS DWELLERS – Dec. 9

A military member called Security Forces to report loud music coming from a neighboring dorm room. When Security Forces arrived, the acoustic accoster was nowhere to be found. The irritated individual said that when she'd gone to ask the beat blaster turn the music down, he said the music wasn't loud and wanted to know why she always bothered him about his music. Hmmm ... here's a hint – if the neighbors have to ask you repeatedly to turn it down, it's probably too loud. Can you hear me now?

## MEDICAL RESPONSE #5 – Dec. 10

The Fire Department and AMR responded to the West Gate where a member of Security Forces was choking and having difficulty breathing after inhaling fire extinguisher powder. A heater coil at the West Gate exploded, causing a fire. A Security Forces member on duty put the fire out with a fire extinguisher, when the victim accidentally inhaled some of the powder. AMR transported the member to Memorial Hospital for treatment.

## EAGLE EYES – Dec. 10

A Security Forces patrolman reported a suspicious vehicle parked on Airport Road adjacent to the base perimeter fence. The patrolman contacted the driver, who said he was experiencing personal problems. CSPD responded and assumed responsibility for the despondent driver.

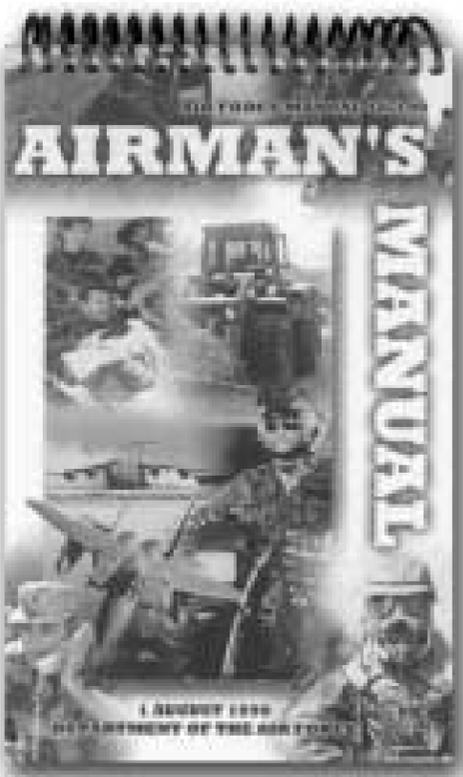
## ALARMING TRENDS CONTINUE:

In addition to these entries, there continue to be too many illegitimate alarm activations on base. Among those noted by Security Forces this week were one from an individual who enabled duress activation accidentally, one motion alarm, two improper card swipes, and one false fire alarm.

*\*\* If you have any information on a crime, report it to Security Forces at 556-4000.*



## Airman's Manual



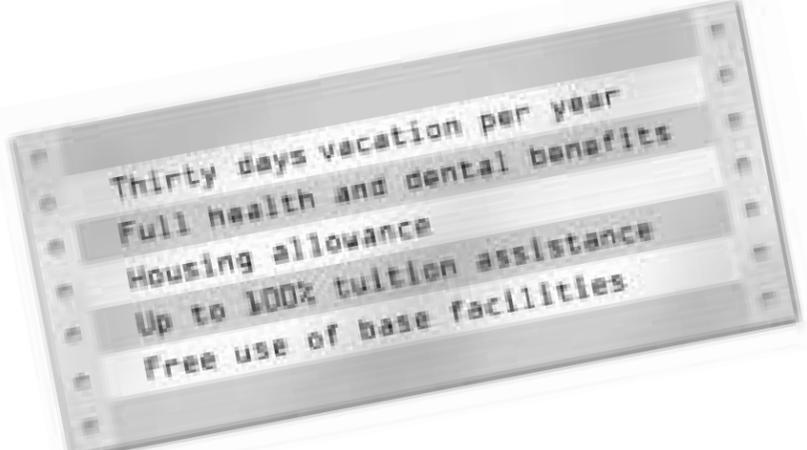
Online



<https://commweb.hill.af.mil/ATM/>

**The complete Airman's Manual is now available online! Browse sections for review or test your knowledge of today's Air Force with online quizzes.**

## WELCOME TO THE AIR FORCE





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CROSS INTO THE BLUE

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# EXERCISE! EXERCISE! EXERCISE! EXERCISE! EXERCISE! EXERCISE! EXERCISE! EXERCISE! EXERCISE!

## Team Pete proves there's no task too large

By 2nd Lt. Jennifer Whitaker  
21st Space Wing Public Affairs

A methamphetamine laboratory in the dorms explodes, two helicopters collide in midair, a drug-running airplane lands on the runway, and there's a terrorist infiltrating buildings on base. Operationally, the 21st Space Wing's geographically separated units have information that China has launched missiles, and the Cheyenne Mountain Operations Center goes under full lockdown.

These scenarios are just some of the issues exercise participants faced during Exercise Condor Crest/Terminal Fury Dec. 8 - 11. The entire 21st Space Wing participated in the exercise, sustaining 24-hour operations with Battle Staff and Disaster Control Group responses.

About 20 volunteer victims added realism to the scenarios, said Vic Duckarmann, 21st SW Inspector General's Office Wing Exercise Director.

The major scenario for this exercise centered around an illegal methamphetamine drug ring on base, said Senior Master Sgt. Charles Turner, 21 SW IG Superintendent of Space Exercises.

"We coordinated with the 721st (Mission Support Group) up at Cheyenne Mountain to get helicopters to be (Drug Enforcement Agency) helicopters," he said.

Turner said the exercise controllers planned an event with the Aero Club to simulate that an aircraft had landed with drugs on it, and that the pilot was going to the dorms to get methamphetamines. The ECs and Fire Department also collaborated their efforts and used the Fire Department's burn house as a simulated exploded meth lab.

Duckarmann said the ECs planned the scenarios 90 days beforehand, including inputs from each base agency to build scenarios that would best test Team Pete's readiness.

"There was massive planning with operational (geographically separated units) and the local base, including the local sheriff's department," Duckarmann said.

This exercise was part of a larger Pacific Command exercise, Terminal Fury. 14th Air Force wings participated in Terminal Fury in an effort to get aligned with Air Force Space Command exercises, Turner said.

"We counted it as our Condor Crest, as a local exercise, but we did have inputs from Terminal Fury," he said.

This is the first time in about two years the wing has combined a local exercise with a 14th AF exercise, but "this will become the standard," Turner said.

"It's a learning experience," Duckarmann said. "During this exercise, we had a lot of new people and did a lot of new things."

"Overall, Team Pete did well," Turner said. "There's always room for improvement, and that's what we'll concentrate on for the next exercise - how to improve in the weak areas that were noted."

Turner said Team Pete's ability to survive and operate is improving, but people need to show a sense of urgency during exercises and treat them as real-world events.

"Take the input seriously and act on it as you would real-world, because that's one of the things the (major command) IG's inspectors are going to look at," he said. "Experience you gain during an exercise may be used real-world, especially ability to survive and operate, and with more and more deployments coming up, this is the time to get some experience before you actually deploy."

Turner said the purpose of the exercise was to fulfill requirements set forth in Air Force Instruction 10-2501, *Full Spectrum Threat Response*, and to prepare for the upcoming Operational Readiness Inspection.



A medic assists a simulated victim of the exercise helicopter crash at Cheyenne Mountain Dec. 10.



Airman 1st Class Brandon Elson, Cheyenne Mountain Air Force Station Fire Department, assists a simulated victim during an exercise helicopter crash scenario at Cheyenne Mountain Dec. 10.

Photos by Joe Fischer



Firefighters from the Cheyenne Mountain AFS Fire Department wrestle with the fire hose to put out a simulated fire during an exercise helicopter crash at Cheyenne Mountain AFS Dec. 10.



Capt. Dawn DePriest and Staff Sgt. Nikki Knipp, 21st Medical Group, move a simulated patient in the hall at the Peterson clinic Dec. 11. The clinic's hallways and primary care clinic turned into a large triage ward when a simulated vehicle accident occurred on base.



Staff Sgt. Steven Whitworth and his partner Nero, 21st Security Forces Squadron, perform a sweep of a simulated drug running plane during the exercise Dec. 10.



The explosion of a simulated methamphetamine laboratory in the Fire Department's burn house causes a fire containing hazardous materials Dec. 9.



Airman Basic Alexis Oehlman awaits treatment in the Peterson AFB clinic following an exercise scenario car accident Dec. 11. She was one of more than 20 volunteers who gave their time to become moulage victims, lending realism to the exercise scenarios.



Capt. (Dr.) Tracy Russell and a nurse tend to a simulated victim at the Peterson Clinic's main entrance during an exercise car accident scenario Dec. 11.



# A T Y O U R S E R V I C E

## This Week

### Today

- Play Group, 10:30 a.m.- noon at the R.P. Lee Youth Center.
- Job Orientation, 1-2 p.m. in the MSC, Room 1016.
- Interviewing class, 1-4 p.m. at the MSC, Room 1016. Designed to help people develop and refine their interviewing skills.

### Friday

- Care & Share 5K/10K Fun Run, 11:30 a.m. at the Fitness Center. There is no cost, but bring a non-perishable food donation for Care & Share. Call 556-1515.

### Saturday

- Thunder Alley, 8:30 p.m. at the Bowling Center.

### Sunday

- Receive a \$2 per hour discount on all aircraft at the Aero Club.

### Tuesday

- Sponsorship Training, 7:30-8:30 a.m. in the MSC, Room 1016. Required for all sponsors of military and civilian employees.
- 2-for-1 Dinner special at the Officers' Club.

### Helpful Numbers

- Family Advocacy 556-8943
- Education Center 556-4064
- Library 556-7462
- Community Center 556-7671
- Aquatics Center 556-4608
- Fitness Center 556-4462
- Officers' Club 556-4181
- Enlisted Club 556-4194
- Youth Center 556-7220
- Family Support 556-6141
- Red Cross 556-9201
- Outdoor Recreation 556-4487
- Golf Course 556-7810

## This Week

## Pace your fitness with the 'Lazy Man Triathlon'

By Margie Arnold  
21st Services Marketing

The Fitness Center's Lazy Man Triathlon got its name not because there isn't much to do but because you have an entire month to do it.

This Lazy Man Triathlon take a little different route than traditional triathlons. This one involves 14,000 feet of climbing on the Versa-Climber or the Treadwall, 112 miles of biking, and 26.2 miles of running. It sounds like a whole lot of exercise, and it is, but you get to spread it out over an entire month.

Doing all of this in one day would be biting off more than most can chew. If you divide it up into bite-size pieces of exercise, it seems pretty do-able over a 30-day period. If you do a little each day, that 112 miles of biking amounts to 3.7 miles a day. That's nothing. You probably would bike way more than that on a nice sunny weekend afternoon. That 26.2 miles of running equates to .87 mile a day for 30 days; the 14,000 feet of climbing equates to little over 466 feet a day for 30 days.

Why have a triathlon spread

out over a month? Well, think about it. You probably have your fitness routine established and you like what you do. Why do anything different?

The reason is, your muscles are accustomed to your routine, too. They know which ones you work on Tues. and Thurs., and which ones you work on Mon., Wed. and Fri. Eventually your muscles will get a little bored and kick back, not working as hard as they should. Think about this when you reach a plateau in your fitness, not making the progress you want. Varying your workout and exercising different muscle groups keep your muscles on their toes, so to speak. Surprise them this month.

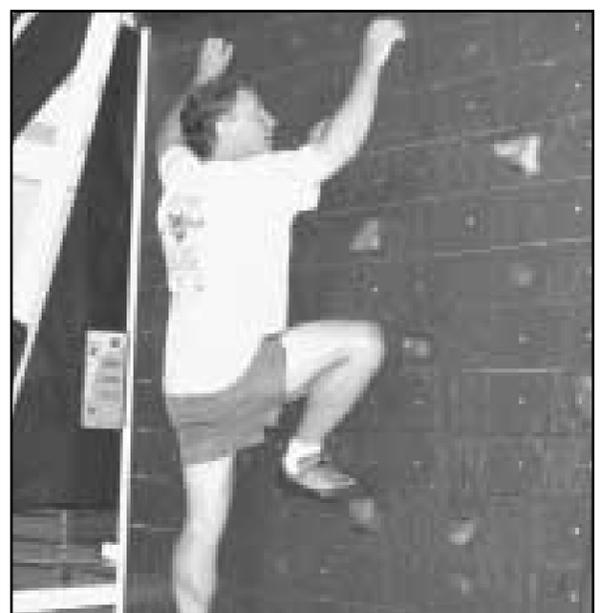
You can still do your routine workout, but add the Lazy Man Triathlon. You have until Jan. 31 to complete it. As a special incentive, you will earn a special edition T-shirt upon completing the Lazy Man Triathlon.

Sign up at the Fitness Center's front desk. The month-long event is free.

For more information, call the Special Programs coordinator at 556-1515.



Courtesy photo  
The Lazy Man Triathlon involves 14,000 feet of wall climbing, 112 miles of biking, and 26.2 miles of running, spread out over the month of January. Participants have until Jan. 31 to complete the Triathlon and, as an incentive, will earn a special edition T-shirt upon completion.



Courtesy photo



Photo by Budd Butcher

## ARAGON DINING FACILITY MENU

Today	Friday	Saturday	Sunday
<p><b>Lunch:</b> Liver with Onions Orange Spiced Pork Chop Tempura Fried Fish Broccoli Peas and Carrots Steamed Rice Rissolle Potatoes</p>	<p><b>Lunch:</b> Beef Corn Pie Seafood Newburg Veal Paprika Steaks Mustard Greens Harvard Beets Potatoes Pea and Pepper Rice</p> <p><b>Dinner:</b> Yankee Pot Roast Simmered Corned Beef Pineapple Chicken Fried Cabbage Carrots Mashed Potatoes Black-Eyed Peas</p>	<p><b>Brunch:</b> Creole Shrimp Savory Baked Chicken Swedish Meatballs Asparagus Creamed Corn Squash Baked Potatoes Noodles Jefferson</p>	<p><b>Brunch:</b> Cantonese Spareribs Mustard Chicken Oven-Fried Fish Broccoli Combo County Style Tomatoes Peas Macaroni and Cheese Boiled Egg Noodles Sweet Potatoes</p>
Monday	Tuesday	Wednesday	
<p><b>Lunch:</b> Baked Stuffed Fish Pot Roast Roast Loin of Pork Cauliflower Combo Green Beans w/ Mushrooms Oven-Browned Potatoes Steamed Rice</p> <p><b>Dinner:</b> Pepper Steak Mr. Z's Baked Chicken Ginger Pot Roast Mixed Vegetables Green Beans Steamed Rice Mashed Potatoes</p>	<p><b>Lunch:</b> Salmon Cakes Teriyaki Chicken Veal Parmesan Fried Cabbage Succotash Parsley Buttered Potatoes Filipino Rice</p> <p><b>Dinner:</b> Chili Mac Southern Fried Chicken Beef Cannelloni French-Style Peas Glazed Carrots Mashed Potatoes Squash</p>	<p><b>Lunch:</b> Sauerbraten Grilled Bratwurst Jaegerschnitzel (Veal) Cauliflower Harvard Beets Spinach Salad Potatoes Au Gratin Sauerkraut</p> <p><b>Dinner:</b> Barbequed Spareribs Lemon Herbed Chicken Stuffed Pork Chops Cauliflower Combo Mexican Corn Steamed Rice Scalloped Potatoes</p>	



# There are no Grinches here:

## Chaplain shares how to avoid the humbugs during Christmas

**Chaplain (Lt. Col.) Michael S. Tinnon**  
*Peterson Installation Chaplain*

Christmas hasn't been the same for the last few years: Dr. Suess is gone.

But, he left us a wonderful cast of characters to keep us company. And none are more enduring than those happy folks of "Whoville." These are the characters from whom the Grinch stole Christmas.

What a loser he was! He had no friends; he had no fun; and he hated Christmas. He hated Christmas because it made people happy. And he was a grinch – a grouch – a real humbug. And, if he was to be miserable, then everyone else must be miserable, too. So, he came up with a "fool-proof" plan for misery – he would steal Christmas.

As the story unfolds, the Grinch and his hapless little sidekick make their way into each home in Whoville where they remove every present; they steal all the goodies; they even undecorated all the trees. They take it all!

Yet, on Christmas morning, when he expects to hear weeping and sadness and all kinds of unhappiness; instead, he hears singing and laughter. His plan didn't work. He stole all the presents, but he could not steal the joy!

All this makes me think about all of us living and serving here at Peterson Air Force Base. In a season of light and joy and laughter, it's easy to give in to frustration, to grumble and complain and become a "grinch" ourselves. A sour attitude, a hasty word, a careless remark can rob another of the joy of the

season. And, all the things in the world may not restore that joy.

On the other hand, a kind word, a warm heart, a sincere smile can make even the most meager Christmas a time of joy and gladness. The spirit of those mythical folks of "Whoville" was what made Christmas special for them. And the grinch could not steal that spirit. Why? It was within them.

God's Spirit in us makes the difference in our lives. He is Emmanuel, God with us, and no one can take Him from us.

May He bring you a joyous season of praise and light! And may you joyfully pass it on to someone this year who desperately needs it.

Blessings to one and all; and to all, a Merry Christmas and Happy New Year!



# ALS Chief tells how to reach one airman at a time

**By Master Sgt. Ronald Luvisi**  
*Airman Leadership School flight chief*

I heard a story of a young staff sergeant who inherited a really bad airman. The airman had a negative stack of paperwork on the first sergeant's desk that had to have been at least an inch thick. The story goes that the staff sergeant turned the airman around by doing nothing more than talking to him (over time, of course). This must be just a story, because there's no way a subordinate would turn around their behavior with nothing more than talk involved. There must have been more to it than that, right?

In the rush of doing our day-to-day jobs, do we sometimes forget the most important part of the mission? The part

I'm referring to is people. If you add up all the computers, tools, equipment, and other resources we use on a yearly basis, they wouldn't add up to the worth of one airman. A computer is useless without an operator. The most sophisticated tester in the inventory is just some electronic device without a technician in front of it.

At the Airman Leadership School, we teach a lesson called Contemporary Military Leadership. It's a complex lesson that is sometimes difficult to grasp but the basic premise is—What does the subordinate need?

When we ask this question, the answers could range from tools to motivation, from direct control to training. Knowing your subordinate and knowing what they need will allow your

job as a supervisor to be that much easier. Every subordinate is different and has their own set of needs and motivators.

I believe one of the biggest mistakes we make as supervisors is that we use the same type of leadership on every subordinate we encounter. While this may work with 99 out of 100, it's the one subordinate we need to adjust for. Because it's that one subordinate who just might make the job easier with a great idea. It's that one subordinate who might save your organization countless dollars with a new way of doing business. It's that one subordinate who might save a life because of your leadership.

If we are asking what they need from us as supervisors, then our job is

that much easier and the mission will be that much more successful. It's when we lose sight of the most important asset in the inventory that we end up not only hurting them, but we also hurt our organizations, our mission, and our Air Force!

The story I told you earlier was true. I was that airman and Capt. Dave Dernier was the NCO. I sit here today as an Airman Leadership School flight chief because he took the time to find out what I needed and helped me fulfill that need.

I'll leave you with a saying I heard many years ago and have adopted as my way of doing business in our great Air Force: "Take care of the people and the people will take care of everything else."



## CHIEF, from page 8

— the representative for all enlisted issues and concerns, a mentor, and a link in the chain of communication between the enlisted force and the commander



Photo by Tech. Sgt. Lawrence Holmes

**Chief Master Sergeant of the Air Force Gerald Murray, right, congratulates Chief Master Sgt. Kevin Estrem and his wife, Debbie, at Estrem's retirement ceremony Oct. 30.**

and senior staff," he said.

Estrem was selected for his first SEA position in June 1993. He spent his last 10 years in uniform serving as the SEA/command chief master sergeant for three wings, one numbered Air Force,

two major commands, two unified commands, and one bi-national command. At Peterson alone, he served in the top enlisted position at Air Force Space Command, U.S. Space Command, NORAD, and USNORTHCOM.

"I focused on doing whatever I could to take care of the enlisted force in any way possible, and to make things better for the future of our great military forces," he said. "I tried to make the

right decisions, fight for things that could be changed, and improve programs, policies, and procedures that affected the majority of people in the most positive way."

While he has many accomplishments to be proud of during his 31-year career, the First Term Airman's Center is his prized accomplishment.

Estrem recalled the less than desirable accounts of his first duty station arrival:

"It was unbelievable how I was treated, and everyone was being treated that way," he said.

He showed up to his first duty section only to find out nobody knew he was coming and nobody really cared.

Estrem and three first sergeants vowed to fix the problem.

"FTAC's goal for first termers is to make sure that Airman Snuffy's needs to in-process and get paid are taken care of ... so when they report to their first duty section, all their required appointments are completed and they are ready to start (on-the-job training)," Estrem said.

"The old system was setting airmen up to fail," he explained. "Not knowing where to turn, airmen were asking the

'barracks lawyers' for advice."

In many instances, they got into the wrong crowd, got in trouble, and too many times it resulted in letters of reprimand and Article 15 actions. But thanks to FTAC, the disciplinary actions dropped dramatically, and the airmen learned teamwork and networking, Estrem said.

After 31 years, Estrem still feels he has more to give. He will remain in Colorado Springs, where he hopes to land a job in the homeland defense, homeland security, or space-related arenas. He also plans to remain active in volunteer work, to include working with the military affairs committee, the Colorado Springs Area Chiefs Group, the Air Force Association, and the Pikes Peak or Bust Rodeo.

After literally traveling around the world the past 31 years, which included being away from home almost 200 days a year the past 11 years, Estrem is ready to spend his days close to home.

"I'm going to golf more, ski more, and travel less," he said.

These are Estrem's plans today, but based on his past, things just might change.



# Bump Set Spike

## Chiefs, colonels battle it out in a friendly game of volleyball



Photos by Rob L. Bussard

**RIGHT:** Lt. Col. Al Kemmet, 21st Mission Support Group Deputy Commander, reaches up to spike the ball.

**LEFT:** Chief Master Sgt. Victor Geary, 21st Medical Group, fields an incoming volley from the Colonels team, as Chief Master Sgt. Kenneth Zito, 21st Mission Support Group, stands ready for action.

**BELOW:** The Chiefs team goes head-to-head with the Colonels team in a friendly volleyball match at the Peterson Air Force Base Fitness Center recently. The Chiefs team won this tournament.

