



Space Observer

"2003 AFSPC Best Large Wing PA Office"

Thursday, April 15, 2004

Peterson Air Force Base, Colorado

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Photo illustration by Kara Magana

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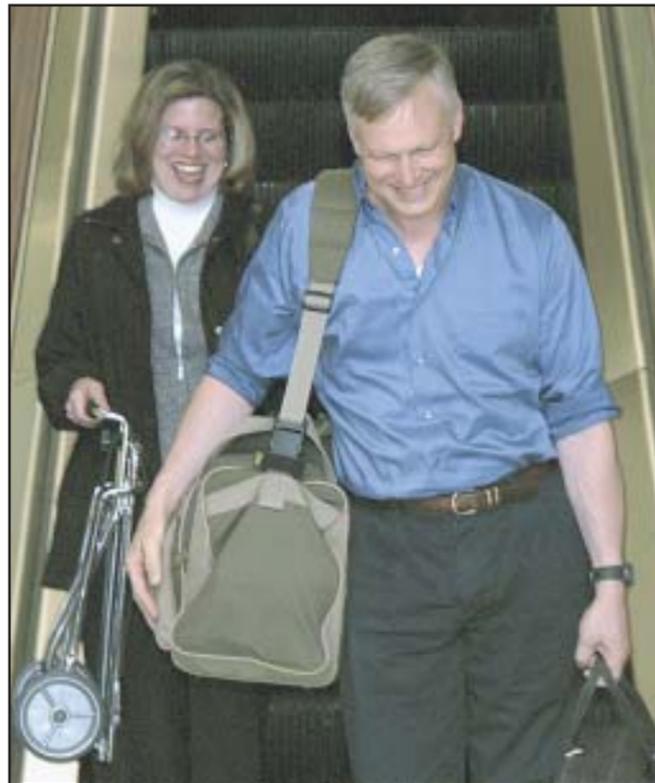
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Photos by Camilla Smith

Hail to the Chief

Chief Master Sgt. Vance Clarke, the 21st Space Wing command chief, received a surprise welcome at the Colorado Springs Airport April 7. Members of Team 21, including Brig. Gen. Richard Webber, the 21st Space Wing commander, and the chief's wife, Pam Clarke, were there to meet the chief as he returned from his deployment to Southwest Asia in support of Operation IRAQI FREEDOM.



821st Air Base Group commander visits Greenland's capital, meets with local officials

By Col. Thomas C. Walker
Thule Air Base commander

THULE AIR BASE, Greenland – Commander Holmer Sogaard, Thule's Danish Liaison Officer, and I visited Nuuk, Greenland's capital, in March to meet with members of the Danish and Greenland Home Rule governments. While there, we met with many key officials discussing Thule operations and ways in which the base can, and does, support communities in northwest Greenland.

When I arrived, I was surprised to see how closely the city resembled a skiing community – as if somebody plucked a skiing town out of Colorado's Rocky Mountains and placed it in Greenland. Large apartment buildings and houses of different colors populate Nuuk's jagged landscape. Near the city's airport is a small downhill ski slope as well as miles and miles of cross country ski trails. However, Nuuk foremost is a harbor city – home to Royal Arctic Line, which has participated in Thule's resupply operations, as well as many private-

ly owned boats for hunting and pleasure.

Nuuk's population of 15,000 may be small compared to other cities, but the capital city is huge in its own right. The city hosts the Greenland Home Rule government, cultural and artistic attractions, and is also a center for commerce.

I had the pleasure to meet Jonathan Motzfeldt, chairman of the Greenland Home Rule parliament as well as a former premier of Greenland. Motzfeldt is recognized as a key figure in the formation of the Home Rule government in 1979. I also had an opportunity to meet Josef Motzfeldt, chairman of the Home Rule's foreign and security policy committee.

Both gentlemen hosted separate lunches for the DLO and me in Nuuk's Hans Egede house, the oldest building in the city, built in 1728. Incidentally, the house was also the location where Danish, Greenlandic, and American officials gathered a year ago February 20 to sign the memorandum of understanding resulting in the return of the Dundas Peninsula to the Home Rule

government – an important agreement fostering positive relations among the United States, Denmark, and Greenland.

During my visit, much was accomplished in discussing how all members of Team Thule are working to support the nearby communities in northwest Greenland. Some of accomplishments I highlighted were our near-record year raising money for Operation Julemand, an annual program where Team Thule buys Christmas gifts for children in the surrounding communities, as well as Air Greenland being awarded the contract to provide passenger service to Thule – a significant contract that directly impacts the Greenland Home Rule economy.

I also had the chance to meet High Commissioner Peter Lauritzen, the top Danish official in Greenland. The high commissioner's office is an important liaison between the Home Rule and Danish governments. I had the opportunity to sail on the high commissioner's ship into the Nuuk fjord, where we weighed anchor about 30 kilometers inland and went ashore for a hike. The

sights were beautiful and serene – small wonder many Greenlanders have built summer homes in the area.

Touring the sites in and around the city was great, as was meeting some of Nuuk's citizens and seeing their accomplishments. Just as I challenge all members of Team Thule to make Thule a better place, it was evident that many carry the same philosophy in Nuuk. An example of this came in a performance at Katuaq, the city's cultural center, where some 100 children from six different countries were giving a capstone musical and dance performance concluding what was a two-week cultural diversity camp planned and coordinated by Nuuk's citizens.

My experiences in Greenland have been great – the visit to Nuuk was just one more example of that. Though the United States, Denmark, and Greenland Home Rule continue to negotiate a new defense agreement, one which may impact Thule's future, there is no doubt that a common vision exists for continued cooperation and relationship building.

Space Observer

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Kara Magana

A Moment in Time



■ **April 15, 1952** - The YB-52, eight-jet Stratofortress prototype, the first all-jet intercontinental heavy bomber, makes its first flight.

■ **April 16, 1949** - The Berlin Airlift delivers a record 12,940 tons in a 24-hour period.

■ **April 18, 1942** - 16 B-25B Mitchell bombers, led by Lt. Col. James Doolittle, strike Tokyo, Kobe, Nagoya, and Yokohama. "Doolittle's Raid" inflicts little physical damage to Japan, but gives a lift to morale in the U.S.

■ **April 18, 1951** - An Aerobee research rocket flies a monkey into space, the first primate in space, from Holloman AFB, N.M.

Cooking up victory

21st SVS team up to challenge at Vandenberg AFB

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

The Guardian Challenge Chefs Team is preparing to serve up a challenge for their competition at this year's Guardian Challenge event at Vandenberg Air Force Base, Calif. on May 2-7.

Team members from the 21st Services Squadron have been working hard at sharpening their skills in field cooking and marksmanship as they prepare to face off with services squadrons from around Air Force Space Command.

"We put a lot of time into training for this," said Staff Sgt. Jason Shaw, 21st SVS. "We're ready to get out there."

Sergeant Shaw and teammate,

Airman 1st Class Frederick Guild from the 21st SVS, both volunteered to go to Guardian Challenge. Both said they are looking forward to the competition, but are aware of the challenges ahead.

Field cooking will probably be the most challenging part because the scenario isn't given until the day of competition, Sergeant Shaw said.

Airman Guild also said the field cooking portion may be difficult, but he is looking forward to doing his best to give the judges a good meal in the field.

The duo will represent Team Pete against AFSPC services squadrons from Malmstrom AFB, Mont., F.E. Warren AFB, Wyo., and Minot AFB, N.D.



Photos courtesy of 21st SVS

TOP LEFT: Staff Sgt. Jason Shaw and Airman 1st Class Frederick Guild, 21st Services Squadron, have been selected as the Guardian Challenge Chefs Team.

BOTTOM LEFT: A caution sign is placed near the M-59 field oven to warn people of the hazard.

ABOVE: Staff Sgt. Jason Shaw and Airman 1st Class Frederick Guild, both from the 21st Services Squadron, will be using the M-59 field oven for cooking outdoors and immersion gear for cleaning utensils in the field during Guardian Challenge.



Air Force Assistance Fund

Team Pete goal - \$74,580.66
Contributed so far - \$75,192.04



0%

101%
GOAL



GC COINS, PINS, PATCHES

Guardian Challenge coins, pins, and patches are now on sale. There are both 2003 and 2004 items for sale. The 2004 coins are \$5, the 2004 pins are \$3, and the 2004 patches are \$3.50.

For those interested in the 2003 collectors' items, the coins are \$1, pins are \$1, and the patches are 50 cents. For more information, call Capt. Lance Willoughby at 556-4570.

LAW DAY

The Peterson Legal Office will host its annual Law Day celebration April 30 at the Officers' Club. For more information, call Capt. Andrew Dunnaville at 556-4871.

VITA AWARDS

The Peterson Legal Office will host its annual VITA awards celebration at 10 a.m. April 23, in the atrium of the Mission Support Center.

CLINIC ROOF

Work on the 21st Medical Group roof has been postponed for two weeks. The new project completion date is May 28.

CHAPEL MUSICIANS NEEDED

The Peterson Chapel is seeking qualified applicants to bid on positions now open. The positions are for a Contemporary/Inspirational Service Praise Team leader and a Contemporary/Inspirational Service pianist. Bids will be accepted through 4:30 p.m. April 23. For more information, call Ch. (Maj.) Bruce Glover at 556-4442.

PETERSON WRITERS' GROUP

The Peterson Writers' Group will meet at 4:45

p.m. Tuesday in the atrium of the MSC. For more information, call 556-7919.

YOUTH CAMP EXPO

There will be a Youth Camp Expo from 10 a.m. - 2 p.m. Friday at the Enlisted Club. Parents can sign their children up for summer camps at the expo.

SPORTS DAY MEETING

There will be a Sports Day Organization meeting at 2 p.m. Tuesday at the Enlisted Club.

RING OF FAME

The Peterson Sports and Fitness Center is requesting nominations for the Ring of Fame. The Ring honors distinguished Team Pete athletes with a photo and plate inscribed with their accomplishments displayed in the main hallway of the Fitness Center. The deadline for nominations is May 10. For more information, or to nominate someone, call 556-7092.

7 HABITS SEMINAR

There will be a seminar on "7 Habits of Highly Successful Air Force Families" from 9 a.m. - 4 p.m. April 16 and April 23 at the Southeast YMCA. Call the Family Support Center at 556-6141 for more information.

RED CROSS SPONSORS CHARITY GOLF TOURNEY

The American Red Cross office is hosting a charity golf tournament Friday at the Silver Spruce Golf Course. Check-in time is 8 a.m. The four-man scramble tournament begins at 8:30 a.m. with a shotgun-style start. Cost is \$20 to enter plus green and cart fees. Participants must register by Friday. For more informa-

tion, call the American Red Cross office in the Mission Support Center at 556-7590.

FAMILY CHILDCARE PROVIDERS MUST BE LICENSED

Military spouses who provide childcare, or who want to care for children other than their own for a total of 10 hours or more per week, must be licensed to do so in quarters on base. The Mission Support Group Commander may revoke the housing privileges of individuals who provide childcare, but refuse to become licensed. To learn more about Family Child Care, call 556-4322.

BOOK REVIEW

Retired Chief Master Sgt. Bob Vasquez of the U.S. Air Force Academy has just completed *7 Basic Habits of Highly Powerful Lieutenants and How to Employ Them*. All ranks are welcome to attend. The briefing will be from 8 a.m.-noon April 19 in Building 350, room 2137. Contact 2nd Lt. Susan Ruby at 556-8912 or 1st Lt. Kevin Dewever at 556-2752 to schedule attendance.

FSC VOLUNTEER LUNCHEON

The Family Support Center will host a luncheon at 11 a.m. April 22 at the Enlisted Club for all volunteers who have given time to on-base agencies.

For more information, call Jim Reynolds at 556-6141.

AFROTC INSTRUCTOR DUTY

The Air Force ROTC program has instructor openings for technical and master sergeants.

If you are interested or need more information,



Chapel Schedule



Protestant Worship Services:

Liturgical Service, 6:30 p.m. Sat.
Traditional Worship Service,
8 a.m. Sun.
Sunday School 9:35 a.m. Sun.
Contemporary/Inspirational Service,
11 a.m. Sun.

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.

50th Anniversary of Space: *The 5th Space Warning Squadron*

By Dr. David L. Bullock
21st Space Wing History Office

The 5th Space Warning Squadron gave fifty years of loyal service to the United States Air Force before being inactivated on Oct. 12, 1999. Originally constituted as the 5th Communications Strategic Reconnaissance Squadron on July 1, 1949, the unit was activated at Mountain Home Air Force Base, Idaho as part of the 5th Air Base Group on July 16 of that same year. The squadron moved to Fairfield-Suisan Air Force Base, California (which became known as Travis Air Force Base in November 1949) and was renamed the 5th

Communications Squadron while at Travis in March 1950. The unit first inactivated on Feb. 10, 1951, but firefly activated again as part of the 5th Strategic Defense Wing at Travis on February 14, 1952 before once more facing inactivation a few months later on June 15.

After eighteen years of inactivation, the unit activated on July 1, 1970 as the 5th Defense Space Communications Squadron at Woomera Air Station, South Australia under Aerospace Defense Command. Further assignments followed, without change of station, to 14th Aerospace Force on April 31, 1971, to the 26th Air Division



Courtesy photos

The Australian "Outback" and the road to Woomera, home of 5th SWS.

on Oct. 1, 1976, to Headquarters, Aerospace Defense Command on Oct. 1, 1979, to the 1st Strategic Aerospace Division, Strategic Air Command on Dec. 1, 1979 and to the 1st Space Wing, Air Force Space Command on May 1, 1983. Finally, on May 15, 1993, the squadron redesignated as the 5th Space Warning Squadron assigned to the 21st Space Wing, Air Force Space Command.

The squadron spent its early years, from 1970-1999 at Woomera situated 300 miles northwest of Adelaide, Australia, as a geographically separated unit of the Defense Satellite Program. The 5 SWS operated in association with the Australian No. 1 Joint Communications Unit at the Joint Defense Space Communications Station at the Nurrungar facility just west of Woomera village. Initially conceived as a joint American-Australian effort in 1968, construction teams managed to finish the Nurrungar facility on July 1, 1970, and the full contingent of American per-

sonnel began arriving in January 1971. In 1988, the facility was renamed the Joint Defense Facility Nurrungar and given a mission that would provide American and Australian leaders a highly available, ready and reliable satellite-borne surveillance system to detect and report missile launches, space launches and above ground nuclear detonations in near-real time.

The decision to inactivate the 5 SWS and close the Joint Defense Facility Nurrungar transpired as part of the overall strategy to upgrade the existing Defense Satellite Program satellite constellation to the more modern program known as the Space Based Infrared System. The 5th SWS had been a part of the 21st Space Wing for just under eight years. The "welcome" briefing for visitors to the complex had included the vision statement: "A cohesive, professional team of Australians and Americans, providing for the best possible space warning for our nations and allies."



The Joint Defense Space Communications Station, home of 5th Space Warning Squadron operations.



Victims' rights: America's values

America commemorates the 24th anniversary of National Crime Victims' Rights Week

Sunday through April 24th, crime victims and survivors, victim service providers, and criminal and juvenile justice and allied professionals, will join together across America to commemorate the 24th anniversary of National Crime Victims' Rights Week.

This year's theme, "Victims' Rights: America's Values," helps us recognize that when we value equal rights for all Americans, safety and protection for those who have been victimized, and justice for all, we value crime victims' rights and services.

This year also marks the 20th anniversary of the Crime Victims Fund established by the Victims of Crime Act of 1984, which, over the past two decades, has provided more than \$5.5 billion for victim assistance programs that offer a wide range of services to crime victims, and victim compensation that helps victims cope with the financial impact of crime. VOCA is not derived from taxpayers' dollars but, from federal criminal fines, forfeited appearance bonds, and special assessments on federal convictions.

Since 1972, victim assistance providers have worked to ensure that crime victims are treated with compassion and respect; that they are informed of

their rights and involved in justice processes as more than just witnesses; and that they are aware of victim assistance and compensation programs that can help them cope with the aftermath of crime. More than 30,000 laws have been passed at the federal, state and local levels that promote victims' rights and services, including constitutional amendments in 33 states, including Colorado.

Today, there are more than 10,000 organizations that provide help and hope to victims of crime in our community and throughout our criminal and juvenile justice systems.

America's shared values relevant to victim assistance include equality, safety, and justice for all people in our nation, said Kathy Nelson, Victim Witness Assistance Liaison here.

"As Albert Einstein said, 'Try not to become a person of success, but rather try to become a person of value,'" Ms. Nelson said. In America today, a 'person of value' is aware of the threat of violence and victimization, and is prepared and willing to respond to its impact on individuals and communities by offering to provide a kind word, support, or assistance in accessing victim services to crime victims and survivors."

John W. Gillis, Director of the Office for Victims of Crime within the U.S. Department of Justice, encourages all people in America who share the core value of equal justice for all Americans to join in the commemoration of 2004 National Crime Victim's Rights Week.

"Nobody asked to be victimized by violence and, when a crime occurs, victims need to be aware that they have rights within our justice system and many services to help them cope with the victimization," Mr. Gillis said. "When we are informed and aware of victims' rights and services, we are committed to shared values of justice for all, and assistance and support for our family members, friends, co-workers and neighbors who are hurt by crime."

Members of the community are encouraged to join together during 2004 National Crime Victims' Rights Week, and honor not only victims of crime, but also those who bring assistance to victims on a daily basis.

If you or someone you know is a victim of crime or needs assistance, call Kathy Nelson, 21st Space Wing Legal Office, at 556-4472. (Courtesy of 21st Space Wing Legal Office)



Do you have an interesting or important job?

Everyone on Peterson Air Force Base has a unique mission. We would like to feature your office or shop in the "A Day in the Life" series, so people can learn more about how you contribute to Team Pete. To nominate your workplace, call the editor at 556-4351 or e-mail the Space Observer at space.observer@peterson.af.mil.

It doesn't take a hero

One Marine's account of the Jessica Lynch rescue

By Merrie Schilter Lowe

NORAD and USNORTHCOM
Public Affairs

Following the war against Iraq in 1991, a former "Desert Storm" Army commander wrote an autobiography entitled: "It Doesn't Take A Hero."

On April 12, 2003, it did not take a hero but it did take 35 Marines to rescue the seven American soldiers who were being held prisoners in Iraq.

Almost a year after the rescue, Maj. Gordon D. Miller was awarded the Navy and Marine Corps Commendation Medal (with Combat Distinguishing Device) in part, for leading his company into Samarra, Iraq, to free the soldiers captured in "Operation Iraqi Freedom."

Now assigned to U.S. Northern Command here, Major Miller is a planner with the Bi-National Planning Group writing land and civil support contingency plans to respond to threats, attacks or other situations in the U.S. or Canada.

Since his arrival last summer, Major Miller has guarded against recognition for his part in the rescue. Primarily because "we did it, and that was it," he said.

But during "Sea Services Call" March 15, Major Miller captured center stage as Col. Gene Pino, director of

training and exercise and the senior Marine Corps officer at U.S. Northern Command, read the citation accompanying the medal.

In part, the citation states: "During the movement and actions within the objective area, his presence at the lead of each raid element provided for the safety of the prisoners of war."

People outside the Army may not recognize the names of those rescued but nearly every American will recall the circumstances leading to their capture since five of the seven were members of the 507th Maintenance Company from Fort Bliss, Texas. The soldiers were part of the convoy on its way to support allied forces when ambushed March 23, 2003, near Nasiriyah, Iraq.

Major Miller and his team did not know it when they burst into an Iraqi home, but they were about to rescue PFC Patrick Miller, of Park City, Kan.; Spec. Edgar Hernandez, of Mission, Texas; Spec. Joseph Hudson, of Alamogordo, N.M.; Spec. Shoshana Johnson, from Fort Bliss, Texas; and Sgt. James Riley, of Pennsauken, N.J.

Also in the house were Army Chief Warrant Officers David S. Williams and Ronald D. Young. The two had been flying an AH-64D Apache Longbow mission when shot down

March 23 near Karbala, Iraq, which is 60 miles southwest of Baghdad. Oddly, the 1st Calvary Division aircrew from Fort Hood, Texas, had been captured the same day as the ambushed soldiers.

For nearly two weeks after they had captured the Americans, the Iraqis had moved their prisoners every few nights. They moved them for the last time – to Samarra – just two days before the rescue, according to Major Miller. His award covered the period of January to April 2003, during which time he took part in 15 combat missions and three "sustained" enemy attacks.

"On several occasions, and at decisive times, he selflessly exposed himself to enemy fire to ensure critical tasks were accomplished," states his citation. "Furthermore, in the vicinity of Samarra, Iraq, with little combat information or guidance, he personally led a successful mission to rescue seven American Prisoners of War."

During the recent Sea Services Call, "Silence fell across the room when the rescue of the seven POWs was mentioned," said Heather Miller, the major's wife. "Then a huge burst of applause and 'ooh rahs' rang out across the room," she said. "I was so overcome with emotion and pride, I could barely make it up to the front of the room for a picture."

About 150 sailors, Marines, Coast Guardsmen, and members of the Canadian Navy attended the ceremony. "About 98 percent of those who were there had no clue Gordon had rescued the POWs," Mrs. Miller continued. "He is so quiet about the rescue." She said when asked why, her husband's usual response is "all that matters is that the POWs are home."

"But that is just like Gordon," continued Mrs. Miller, "and one of the many reasons I am so proud and extremely honored to call him my husband."

At the time of the rescue, Miller was a captain and commander of "D" Company, 3rd Light Armored Reconnaissance Battalion, 1st Marine Division. His original mission was leading and providing forward reconnaissance and security for a military task force heading north to secure Saddam Hussein's ancestral hometown of Tikrit.

"We were in Samarra in case there were any enemy forces there that tried to attack the task force," said Major Miller. He said his unit had been stopping traffic and searching vehicles for weapons and ammunition when they learned that "friendly forces" were being held captive in the city by Iraqi guards who wanted to surrender the prisoners.

– See Rescue, Page 18



Team Pete warriors fight to be fit

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

Airmen at all levels of command are picking up the pace under the Fit to Fight program.

The proof is in the numbers as participation in unit physical training sessions increased significantly at the Fitness Center in recent months.

Members of Team Pete are taking the call to fitness seriously. One Fit to Fight warrior leading the charge from the top is Lieutenant General Dan Leaf, the Air Force Space Command vice commander.

The Air Force has long demonstrated its commitment to fitness, he said.

“Taking care of our people not only includes providing them with good dormitories and adequate pay, but also giving them the opportunity to be fit.”

The Health and Wellness Center and the Fitness Center can help people maximize their workouts.

Tech. Sgt. Melaine Wilson, a 21st Contracting Squadron contracting specialist, said participating in various classes offered through the HAWC has helped her improve her fitness level. Currently, she is focusing most of her energy into improving her run time.

“The HAWC’s running program is great,” she said.

Sergeant Wilson also regularly attends the spinning classes and back to basics course.

The classes at the Fitness Center are only one aspect of the assistance available through the HAWC. General Leaf said he credits the center with giving him an accurate assessment of his health and providing helpful nutritional guidance.

“The Fitness Center is not just a gym,” he said. “It’s more than the equipment, the weights, or the track. It’s the personnel – those teaching the classes

and the personal trainers – that help make it effective.”

Since training with the HAWC, Sergeant Wilson has increased her Fit to Fight score by 15 points over a six week period.

General Leaf also noted a turning point in his fitness level after about six weeks of training.

“It took a few weeks of training before the results showed,” the general said. “It was frustrating at first, but I didn’t quit. After about six weeks, I turned a corner.”

General Leaf acknowledged that staying motivated to maintain a beneficial workout program can be challenging at times. He described what he said are three major impediments to staying fit: illness, travel and injury.

“If you catch a cold, it’s easy to quit,” he said. “You may just have to decrease the intensity of your workout.”

As for the limitations travel can place on a good workout, General Leaf emphasized the importance of making accommodations in advance, such as taking along mobile fitness equipment like resistance bands.

Illness and travel can both alter one’s routine. Likewise, injury can prove to be a limiting factor, but not a factor that kept Sergeant Wilson from being fit to fight.

She used to be a fitness trainer until she injured her back – a condition that also rendered half of her left leg paralyzed for some time. Now, the sergeant is striving to be fit to fight, scheduling time to exercise and working out with her unit three times a week.

Unit training is a big part of the Fit to Fight program.

“It’s a team-oriented effort,” General Leaf said. “If someone is struggling, we can all help them become better.”



Photo by Arva Adams

Lt. Gen. Dan Leaf, vice commander of Air Force Space Command, works out on the leg press machine April 12 at the Fitness Center.

“Everything I do, I do better when I’m fit,” he said. “I sleep better, I work better, and I am less prone to injury.”

The benefits of being fit are particularly crucial with wartime operations underway.

“Our entire nation is at war,” General Leaf said. “There are no unrelated duties, whether your job demands a sharp mind in the office or a sharp mind and body while under fire in combat.”

Both Sergeant Wilson and General Leaf stressed the necessity to make fitness a priority in spite of busy



Officials discuss new civilian system in open letter

WASHINGTON – A letter signed by Defense Department leaders asks Department of Defense civilian employees to be patient as teams work to make the new National Security Personnel System a reality.

The April 1 letter, signed by David S.C. Chu, undersecretary for personnel and readiness, and Navy Secretary Gordon England, stresses that DoD sees the new personnel system as a combined effort. The system, passed as part of the fiscal 2004 National Defense Authorization Act, allows DoD officials to transform the civilian personnel system to make it more agile and responsive.

Defense Secretary Donald H. Rumsfeld said the new system would make it easier for the department to make new hires and keep highly skilled employees. It also would allow DoD to move workers to shortage specialties as national security concerns change, he said.

In the letter, Mr. Chu and Secretary England state, "We are determined to take the time necessary to do the job right."

Taking time will allow the department to consult with employees, managers and unions, a DoD spokeswoman said. The letter encourages people interested in the system to present their thoughts, ideas, views and concerns.

Department officials are also working with other government agencies as they develop the new system. They are consulting with people at the Office of Personnel Management, the Office of Management and Budget and the Government Accounting Office as the new system takes shape. They are also taking lessons from the Department of Homeland Security, which built its own personnel system after it was formed last year.

Five teams within DoD are looking at process,

personnel, programs, requirements and communications, officials said. A sixth team will draw recommendations from these five together in one package. That proposal is scheduled to be presented to Secretary Rumsfeld and other senior leaders in April. Once approved, senior leaders will work with Congress on implementing the system.

Mr. Chu and Secretary England said that the system still is being formed, and few details about how the system would work are available because there is no system yet. Concepts and proposals will change over time and department leaders will do their best to keep employees informed, they said.

Information will be available on the DoD and DefendAmerica Web sites, the Pentagon Channel and local commanders' television programs. The new system also has its own Web site.

(Courtesy of Air Force Print News)

New medals recognize units for combat support, heroism

RANDOLPH AIR FORCE BASE, Texas - Secretary of the Air Force Dr. James G. Roche recently approved two new medals recognizing units for outstanding heroism in combat and for achievement or service in direct support of combat operations.

The Gallant Unit Citation and the Meritorious Unit Award can be awarded to Air Force active-duty, Reserve and Guard units for actions or service while directly supporting combat operations.

The Gallant Unit Citation is awarded to units for extraordinary heroism in action against an armed enemy of

the United States.

The action must be while engaged in military operations involving conflict with an opposing foreign force on or after Sept. 11, 2001.

This ribbon is worn immediately before the Joint Meritorious Unit Award. Subsequent awards will be denoted by oak leaf clusters.

"The unit must have performed with marked distinction under difficult and hazardous conditions in accomplishing its mission so as to set it apart from other units participating in the same conflict," said Tech. Sgt. Jeff

Simmons, awards and decorations branch superintendent at the Air Force Personnel Center. "The degree of heroism required is the same as that which would warrant award of the Silver Star which is awarded for gallantry and heroism of high degrees, including risk of life in action."

Meritorious Unit Awards are awarded to units for exceptionally meritorious conduct in the performance of outstanding achievement or service directly supporting combat operations for at least 90 continuous days.

The military operations must be

against an armed enemy of the United States on or after Sept. 11, 2001.

"The degree of achievement required is the same as that which would warrant award of the Legion of Merit," Sergeant Simmons said. "Service in a combat zone is not required, but service must be directly related to the combat effort."

This ribbon is worn immediately before the Air Force Outstanding Unit Award. Subsequent awards will be denoted by oak leaf clusters. Both medals are currently in the design phase, which may take several months



ICBM security forces deploy every four days

By Tech. Sgt. Gino Mattorano
Air Force Space Command Public Affairs

MINOT AIR FORCE BASE, N.D. – Security forces Airmen at Minot and at F.E. Warren Air Force Base, Wyo., and Malmstrom AFB, Mont., constantly



Photo by Tech. Sgt. Gino Mattorano

Airman 1st Class Stanley Graham conducts a sweep of a missile launch facility to ensure the area is secure. Airman Graham is a security response team member assigned to the 91st Missile Security Forces Squadron at Minot Air Force Base, N.D.

deploy, but not overseas.

Their deployments are to the nation's international ballistic missile fields. These Airmen provide security for the U.S. ICBM arsenal around the clock, 365 days a year.

The missiles they guard are spread over thousands of square miles of central and north central United States. Because of this wide area, the security forces typically remain at their deployed locations four days at a time.

"Their truly awesome and complex mission (of protecting the nation's most powerful nuclear weapon systems has them fully deployed every day across 45,000 square miles of [the] austere missile complex," said Col. Ken Van Sickle, 20th Air Force vice commander.

"Their daily deployments to the missile fields help provide the top cover that allows (air and space expeditionary forces) to operate around the globe," he said. "Because of their vital force-protection mission at their home bases, ICBM security forces are no longer tasked with worldwide AEF deployments. This critical decision was made at the assistant to the secretary of defense-level in November 2001."

"There is no question that we deploy in the missile field," said 1st Lt. John Schaible, a flight commander with the 91st Missile Security Forces Squadron. "The difference between this and a typical deployment is that here, the deployments last throughout your tour. A major challenge for us is to keep our people motivated for such an extended period of time." Regardless of what is going on in the world, the ICBM force remains on alert, deterring aggression against America, and the security forces assigned to the missile field maintain a constant vigil.

"The outstanding men and women of the 91st Security Forces Group are one of the best representations of 'service before self' you will ever witness,"

said Col. Jimmy McMillian, 91st Security Forces Group Commander. "They work in a very demanding environment protecting our nation's most lethal arsenal, and their performance has to be perfect every time. The security of America and its allies is very much dependant on the security of our assets that protect our national interests."

Whether the Airmen are assigned to a missile alert facility or a mobile fire team, or they are providing security for a missile maintenance team, security forces spend every four days in the field, living and working together. Between deployments, they normally have three days off, followed by a day of training – then it starts all over again.

"I've deployed to many different places in my career," said Staff Sgt. Barbara Barron, a flight security controller assigned to the 91st MSFS. "The challenge here is having to do it every four days.

The security forces group here is divided up into two squadrons responsible for providing security for 15 missile alert facilities and 150 launch facilities spread throughout North Dakota's prairie land.

The 91st MSFS is primarily responsible for providing security to missile alert facilities, or MAFs, and for responding to alarms at the missile launch facilities. Each MAF is a "home away from home" for approximately six security forces members, a facility manager, a chef and a two-person missile launch crew, who are responsible for 10 ICBMs. The crew relies on security forces to be their "eyes and ears" at the MAF and at each of the launch facilities.

"We rely on the cops to verify what our alarm messages tell us," said 1st Lt. James Ware, a missile crew commander with the 740th Missile Squadron. "When we get an alarm message from a launch site, they investigate it for us and ensure that no one is attempting to gain access to the site. We've never had a nuclear weapon stolen in our nation's histo

Simulator prepares Airmen for combat

By Rebecca Anne Fritz

5th Bomb Wing Public Affairs

MINOT AIR FORCE BASE, N.D. — Your mission, should you choose to accept it, is to infiltrate enemy territory in the cover of darkness. Sentries will be posted at various checkpoints throughout your path to offer additional assistance. Armed with night-vision goggles, weapons and wits, your mission will be

trying and perilous.

To prepare Airmen for a risky task like this, new skills must be mastered. Airmen at the 91st Security Support Squadron's combat-arms tactics and training simulator give students the feeling of being on a mission.

"We deal with everything from marksmanship training to squad-engagement techniques," said Staff Sgt. Matthew Thomas, a 91st SSPTS securi-

ty forces trainer. "For example, we can simulate a multiple-adversary situation, teaching trainees both fire control and conservation of ammunition."

While in the training, Airmen are confronted by three types of instructional simulations. Using computer-generated imagery, students practice on an artificial-firing range with their M-16A2 rifle, M-203 grenade launcher, M-9 pistol or MK-19 automatic-grenade launcher. They also work as a 12-person team during a full-screen scenario and practice squad engagements in video scenarios.

Using the videos, students simulate movements through hostile terrains such as river crossings, village takeovers and use-of-force techniques. With a video-auditing station, Airmen here will be able to interact with locally customized scenarios soon, Sergeant Thomas said.

"Troops will be able to practice in the same environments they work in. Seeing where things might happen and how to apply their training in the real world [makes] this new (equipment) a great training tool," he said. "We're the first base to open its own video-authoring station."

Once the first video is finished, it will be forwarded to F.E. Warren Air Force Base, Wyo. and Malmstrom AFB, Mont., where missile crews will use the individualized settings.

"The videos give a pretty accurate

training experience," Sergeant Thomas said. "The only unrealistic side is troops don't have to deal with [real] bullets coming back at them."

To add realism, Airmen also learn how to maneuver with their night-vision and thermal-imaging equipment in the night-operations room. Filled with artificial trees and foliage, two-person teams learn to work their way through the room easily.

"The problem with night vision is that it eliminates the users' depth perception, so they must learn to maneuver with the equipment on," Sergeant Thomas said. "Over the past three years, we have been slowly building up the facility in a self-help project to offer the most realistic experience possible."

Keeping Airmen trained not only requires realistic facilities, but also time. Currently, simulator officials train more than 700 Airmen from the 91st Security Forces Group, who are required to complete two hours of training per month. They also train Airmen who have difficulty qualifying on weapons and people tasked for deployment and are not required to carry weapons in their everyday jobs.

"Our main function is to provide combat-marksmanship training to all members of the 91st Security Forces Group," Sergeant Thomas said. "But we're willing to help out any squadron that may have troops who need our help."



Photo by Rebecca Anne Fritz

Staff Sgt. Jonathan Tourville uses night-vision goggles to maneuver through a darkened course at the combat-arms tactics and training simulator here April 2. He is assigned to the 91st Security Support Squadron.



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.*

TWO LEFTS DON'T MAKE A RIGHT – April 2

Two vehicles, both making left turns, collided when the driver of one vehicle decided to make a u-turn and go the other way. The colliding car suffered damage to the front bumper, bumper assembly, and tires.

ITCHY AND SCRATCHY – April 2

A servicemember in search of an education noticed his silver Ford Explorer had been scratched while he was in the Education Center. The damage was a one-foot long faint scratch along the passenger side rear door.

MEDICAL RESPONSE #1 – April 2

Security forces, the Fire Department and American Medical Response personnel responded to a call of someone experiencing severe stomach pains at Dormitory 1270. AMR took the individual to Memorial Hospital for treatment.

GAS-N-GO – April 3

A would-be racecar driver completed a \$48.06 pit stop at the Army Air Force Exchange Services Service Station when he pumped his gas and drove off. The gas thief was driving a newer model blue and white Chevrolet pick up truck.

MEDICAL RESPONSE #2 – April 3

Security forces, the Fire Department and AMR responded to the report of an individual with a knee injury at the Supply and Equipment Warehouse. The individual was transported to Memorial Hospital for treatment.

HANGING AROUND – April 3

The base Lodging Office notified Security forces that a servicemember checked out of their room, but continued to stay there. Security forces entered the room to find that the military transient had damaged the room and left his belongings there. The incident is under investigation.

NOT HANGING AROUND ANYMORE – April 3

The individual who had checked out of his room called security forces to escort him back to the scene of the crime to collect his belongings. The troubled transient was detained and turned over to an investigating officer.

JUST PLAIN DUMB – April 4

Security forces responded to a noise complaint at Dormitory 1154, where someone had complained about arguing and loud voices coming from one of the rooms. Responders made contact with the ruckus-raiser, who appeared to be intoxicated and had cuts and bruises on his face. The Fire Department also responded to assess his injuries. The drunken dummy was so out of sorts that he declined treatment for a broken finger. Responders noticed the dorm room was vandalized with writing on the walls and

floor. Inside the room were empty cases and bottles of alcohol. The sloshed suspect admitted to getting into a fight that evening, and was found to be under the legal drinking age. He was taken into custody by security forces.

EAGLE EYES – April 4

An Eagle Eyes report was completed regarding a suspicious taxi driver asking numerous military related questions and where he could get a security forces uniform.

STICKY FINGERS – April 5

A family member was detained by the AAFES store detective for stealing a piece of jewelry valued at \$24.45 from the Base Exchange. The Colorado Springs Police Department was notified and issued the jewelry jacker a summons for shoplifting.

BUMP AND RUN – April 5

Security Forces responded to a report that someone hit a 2003 blue Honda Accord in the parking lot of a base supply and equipment warehouse between 1- 3 p.m.

FENDER BENDER – April 6

Two cars got to know each other at the intersection of Stewart Avenue and Otis Street when one rammed into the other. The first vehicle sustained a bent front bumper and dent on the front quarter panel, the second vehicle had a crushed hood and quarter panel. The driver of the first vehicle was issued a citation for failure to yield the right of way.

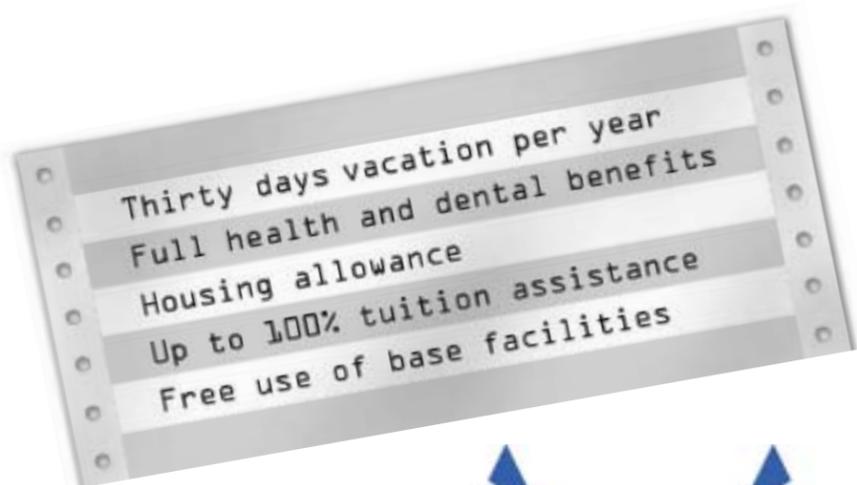
ALARMING TRENDS CONTINUE:

In addition to these entries, there continue to be too many illegitimate alarm activations on base. Among those noted this week were seven activations due to human error.

*** If you have any information on a crime or any of these blotter entries, report it to Security Forces at 556-4000.*



WELCOME TO THE AIR FORCE



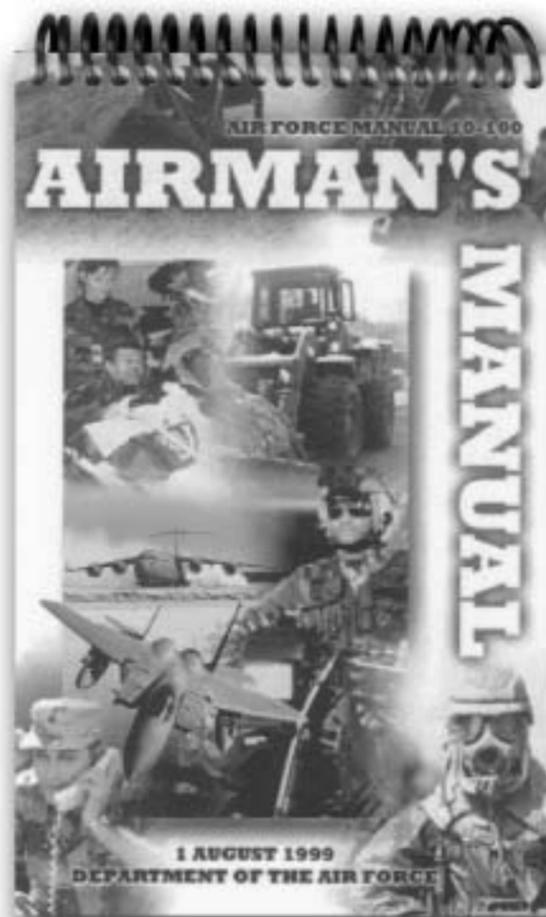
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Airman's Manual

Online

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



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.

Earth Day

Planting for the future

Earth Day/Arbor Day ceremony to be held on base



Smokey the Bear assists a child in digging a hole to plant a tree.

Here are some ways to make a difference and make every day Earth Day:

Save water and power

- Don't let the water run while shaving or brushing teeth.
- Scrape, rather than rinse dishes before loading into the dishwasher; wash only full loads.
- Repair all leaks; a leaky toilet can waste 200 gallons a day.
- Water the lawn or garden during the coolest part of the day. Early morning is best.
- Turn off appliances and lights when leaving a room.

Reduce:

- Buy permanent items instead of disposables.
- Buy and use only what is needed.

Reuse:

- Use cloth napkins or towels instead of paper towels.
- Use empty jars and bottles to hold leftovers.

Recycle:

- Recycle paper (printer paper, newspapers, mail, etc.), plastics #1 & #2, cardboard, toner cartridges and aluminum cans.

The base will be celebrating Earth Day and Arbor Day at 10:30 a.m. April 22 with an award ceremony recognizing Peterson Air Force Base's continued participation in the Tree City U.S.A. program. A tree planting ceremony will be held on the east lawn of the Base Clinic.

The National Arbor Day Foundation, in cooperation with the National Association of State Foresters and the United States Department of Agriculture Forest Service, named Peterson AFB a Tree City U.S.A. Community for the tenth consecutive year. In addition, the base will also be awarded the Tree City U.S.A. Growth Award for the third consecutive year.

These awards will be presented by a representative from the Colorado Division of Forestry to Col. Diann Latham, the 21 Space Wing vice commander.

After the awards are presented, children from the Child Development Center will plant trees in the east lawn of the clinic, with assistance from command representatives from the 21st Space Wing, 21st Mission Support Group and 21st Medical Support Group in observance of the holiday.

Educational materials and pamphlets about Earth Day, Arbor Day and recycling will be available after the ceremony.

(Information courtesy of the 21 CES)



Smokey the Bear teaches children how to plant a tree and take care of it during an Earth Day celebration.

Courtesy photos

How to plant a tree

To plant a tree, first unpack it and soak the roots in water for three to six hours. Do not plant with any packing materials attached to the roots.

Dig a hole three to five times larger than the root ball. Make sure that the hole is deep enough to set the root ball even with ground level.

Partially fill in the hole, firming the soil around the roots. Shovel in the remaining soil. The soil should be firmly but not tightly packed. Give the tree plenty of water. After the water has soaked in, place a two-inch deep layer of mulch around the tree. Water the tree generously every week for the first year.

(Information courtesy of the 21 CES)



at your SERVICE

This Week

Today

- Job Orientation, 1-2 p.m. at the Mission Support Center, Room 1016.
- Overseas briefing, 8-9 a.m., at the MSC.
- Smooth move, 9-11:30 a.m., at the MSC.
- Estate planning, 11 a.m.-12:30 p.m., at the MSC.

Friday

- Social Hour, 5-7 p.m. at the Enlisted Club.

Saturday

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

Tuesday

- Sponsorship Training, 7:30-8:30 a.m. in the MSC, Room 1016.
- Home buying, 1-4 p.m., at the MSC.
- Women Helping Women, 11 a.m.-12:30 p.m., at the Life Skills Center.

Wednesday

- Pre-separation Briefing, 3-4 p.m. in the MSC, Room 1016. This is a mandatory briefing for those retiring or separating from the military.
- Anger management, 2-4 p.m., at the Education Center.

Thursday

- Play group, 10:30 a.m. - noon, at the Youth Center.
- How divorce and separation affects children, 2-4 p.m., at the Library.

April 22

- Overseas Briefing, 8-9 a.m. in the MSC, Room 1016.
- PREP couples communication, 8:15 a.m.-3:30 p.m., at the Enlisted 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

Youth camp expo

There will be a Youth Camp Expo from 10 a.m.-2 p.m. Friday at the Enlisted Club. Parents will have the opportunity to sign their children up for summer camps at the expo.

SPORTS

All Youth Sports Camp participants receive a T-shirt, equipment and a water bottle for free. There are no refunds. For details, call Youth Sports at 556-5242.

Adventure, \$150, \$100 Youth Camp member, June 8-11, 8 a.m. -noon, July 20-23 8 a.m.-noon. For ages 7-12. Limited to 12. Includes ropes, fishing, camping, cooking and rafting.

Archery, \$50, \$25 YC member,

June 28-July 1, 8-10 a.m., July 12-15 8-10 a.m., July 26-29 8-10 a.m. For ages 6-18. Each camp limited to 12.

Baseball, \$50, \$25 YC mem., July 12-15, 8-10 a.m. For ages 6-18. Limited to 24.

Basketball, \$50, \$25 YC member, July 26-29, 8-11 a.m. For ages 7-18. Limited to 24.

Cheerleading, \$50, \$25 YC member, July 26-29 6-8 p.m. For ages 7-14. Limited to 24.

Golf, \$100, \$75 YC member, June 28-July 2 8-11 a.m., July 12-16 8-11 a.m., Aug. 2-6 8-11 a.m. For ages 7-18. Each camp limited to 12.

Major League Soccer, \$50, \$25 YC

member, July 19-22 5:30-7:30 p.m. For ages 5-18. Limited to 50.

National Football League, \$50, \$25 YC member, Aug. 2-5 8-10 a.m. For ages 5-18. Limited to 24.

Tennis, \$50, \$25 YC member, June 28-July 1, 8-10 a.m., July 12-15 8-10 a.m., July 26-29 8-10 a.m. For ages 6-18. Each camp limited to 12.

Volleyball, \$50, \$25 YC member, June 28-July 1, 6-8 p.m. For ages 7-14. Limited to 24.

BOWLING

Say no to drinking and drugs offered June 1-Aug. 31. This fantastic bowling program entitles each kid who enrolls one free game of bowling every day during this three-month period this summer. Great to do with friends.

Kids Summer Bowling League is open to kids and their parents, the cost and dates will be announced later. Bowl for 14 weeks in our Cartoon Network or Marvel Comics bowling league and receive a new Sponge Bob, Hulk, Spiderman or Disney bowling ball and bag. You must bowl for the entire 14 weeks.

Birthday Program for Kids 11 and younger, free. Sign up and on or about your birthday, we send you a birthday card with a coupon for two games of bowling, a beverage, hot dog and chips - all free!

RP Lee Youth Center Membership costs \$30 per year for first child; \$10 for each additional child.

(Information courtesy)



Courtesy photo

Peterson youth learn how to play tennis during a youth camp.

ARAGON DINING FACILITY MENU

Today	Friday	Saturday	Sunday
<p>Lunch: Herbed Baked Chicken Stuffed Cabbage Rolls Southern Fried Catfish Black-eyed Peas with Rice Mashed Potatoes Fresh Sweet Potatoes Mixed Vegetables Peas</p> <p>Dinner: Roast Loin of Pork Jaeger W/Mush Sauce Glazed Cornish Hen Potatoe Halves Orange Rice Carrots Simmered Pinto Beans Corn Combo</p>	<p>Lunch: Mexican Baked Chicken Swiss Steak with Tomato Sauce Stuffed Green Pepper Baked Macaroni and Cheese Steamed Rice Corn on the Cob Spanish Style Beans Peas & Carrots</p> <p>Dinner: Lasagna Spaghetti with Meat Sauce Sweet Italian Sausage Mashed Potatoes Broccoli Polonaise Cauliflower Italian Style Baked Beans</p>	<p>Brunch: Crispy Baked Chicken Cajun Meat Loaf Ribeye Steak Baked Potatoes Mashed Potatoes Broccoli French Style Peas Glazed Carrots</p>	<p>Brunch: Tuna and Noodles Sauerbraten Chicken Breast Parmesan Au Gratin Potato Steamed Rice Cauliflower Combo Peas Fried Cabbage</p>
	<p>Monday</p> <p>Lunch: Chili Mac Beef Cannelloni Southern Fried Chicken Cottage Fried Potatoes Mashed Potatoes Steamed Squash Glazed Carrots Peas</p> <p>Dinner: Pot Roast Baked Stuff Fish Roast Loin Of Pork Oven Brown Potatoes Steamed Rice Cauliflower Combo Succotash Green Beans with Mushroom</p>	<p>Tuesday</p> <p>Lunch: Country Captain Chicken Meat Loaf Turkey a La King Steamed Rice Mashed Potatoes Harvard Beets Mustard Greens Okra and Tomato Gumbo</p> <p>Dinner: Teriyaki Chicken Veal Parmesan Salmon Cakes Filipino Rice Parsley Buttered Potatoes Fried Cabbage Succotash Mixed Vegetable</p>	<p>Wednesday</p> <p>Lunch: Beef Sukiyaki Szechwan Chicken Sweet & Sour Pork Steamed Rice Pork Fried Rice Fried Cabbage Glazed Carrots Vegetable Stir Fry</p> <p>Dinner: Barbecue Ham Steak Turkey and Noodles Beef Ball Stroganoff Egg Noodles Mashed Potatoes Calico Corn Spinach Lima Beans</p>



– Rescue, From Page 7

platoon and go get them (the POWs).” That was easier said than done, according to Major Miller.

Directions to the house were not clear. And the hastily sketched map supplied by the informant proved equally confusing. Major Miller and his men headed toward Samarra in six light armored vehicles (LAV-25s), but instead of turning left at the bridge, they turned right. They had been told to look for a tower. There are several towers in Samarra, Major Miller said. The one the informant meant was the famed “Tower of Babel,” which was located on the other side of town.

About half way down the road, Major Miller said they realized the mistake. About the same time one of his men called in saying “he had spotted a guy with an (rocket propelled grenade),” the major said. “All of us started thinking the same thing: ‘what’s going on?’ And, ‘we need to get out of this area.’”

The six armored vehicles were turned around and headed back to the spot where the group had veered off course. This time, they reached the correct area but stopped one street away from where they needed to be.

Major Miller told his scouts to dismount and follow him. He told the other half of the group to hold their positions.

“As we went up the street, we counted the doors,” Major Miller said. At the seventh door, which should have been the right address, his interpreter said, “this isn’t the house.” They were looking for No. 13 but were standing in front of

No. 31.

While the interpreter queried the people next door, Major Miller got word that “people were on the roof of another building gesturing for us to come over to the other street.”

He said he grabbed his rifle and told the interpreter and another Marine to accompany him. As they approached the area, Major Miller said they still doubted they were in the right location. However, about that time, “a scarecrow of a person in striped pajamas was standing at the gate to the (correct) house motioning for me to come over there,” said Major Miller. The group advanced and in the process “scared the guy” so badly, he tried to close the gate in their faces. The man in pajamas turned out to be Warrant Officer Williams, who had apparently heard the LAVs coming.

“The LAV makes a distinct sound – different than any other vehicle out there – because of the engine, the muffler, and the brake,” Major Miller said. “Apparently Dave Williams heard us coming and was able to get out of the house.”

When they reached the right house, Miller said they knocked on the door three times – as instructed by the informant – but nothing happened. One of the Marines tried to kick down the door. By then, another Marine found an open door and the group rushed into the building. Once inside, Major Miller and his men made everyone lie face down on the floor.

Although armed, the Iraqis made no attempt to draw their weapons, said

Major Miller. And throughout those first few minutes, the soldiers kept shouting at their rescuers not to harm the guards. “Apparently, the guards had treated them humanely,” said Major Miller.

Major Miller and his men hustled the soldiers out of the building and into the back of one of the LAVs. He said they then offered the guards a choice: “come with us as prisoners or stay behind and escape.” The guards choose to stay behind, Major Miller said.

The rescue operation that Sunday morning in April had taken less than half an hour from start to finish. But within that time, Major Miller said there were several harrowing moments. The first occurred when the group spotted the Iraqi with the RPG. The second occurred while searching for the right house.

“As we were moving around the houses, Iraqi civilians started massing – some of them were atop their houses,” said Major Miller. “All of us started reliving scenes from (the movie) ‘Black Hawk Down,’ where Somalis started coming out of everywhere – and each of them had weapons – and a small team (of U.S. soldiers) got mowed down. But as soon as we saw Dave Williams, those scenes left our minds,” said Major Miller. “We knew we’d achieved our objective and could fight our way out if we had too.”

Major Miller said they wanted very much to avoid a firefight before rescuing the prisoners. A fight, he said, might have forced them to leave behind the POWs. Fortunately, that did not happen.

Once the soldiers were safely

housed at the Marine base of operation, they were given food, water and medical attention. “Some of the guys gave up portions of their uniforms and other clothing,” said Major Miller. He said the soldiers were dressed only in the night-clothes provided by the Iraqis.

Most of soldiers were in good shape though Specialist Johnson had sustained gunshots in both ankles and Specialist Hernandez had been shot in the arm.

Major Miller said his unit called in two CH-46 helicopters to “pick up casualties.” It was the only way to radio for help from their location, he explained. “Obviously the pilots were elated to find that their passengers were alive,” he said. The former prisoners were flown to a secure airfield, code named “Three Rivers Stadium,” where they boarded a C-130 for Kuwait City.

For the soldiers, an ordeal that had started three weeks earlier had ended. They were on their way home. But for Major Miller and his company, it was back to the mission. “We still had to get to Tikrit,” Major Miller said. His unit would remain in Iraq until June 8, 2003, when they finally returned to home base at Twenty-Nine Palms, Calif.

Two other members of Millers platoon also received the Navy and Marine Corps Commendation Medal – with Combat Distinguishing Device: 1st Lt. Craig Douglas, executive officer; and 1st Lt. Darren Fischer, weapons platoon commander. Additionally, 2nd Lt. Bret Eubank, platoon commander, received the Bronze Star – with CDV—for his actions during the rescue and especially



Teams work faster, cheaper, smarter

Teams that need help with workshops or meetings can save time and money with GroupSystems in attendance.

GroupSystems creates an environment that allows team members to come together and generate more ideas than ever before, evaluate their relative merits, make decisions and reach consensus. GroupSystems can cut the time for a traditional meeting in half.

"This process gives participants the ability to quickly collect and organize a large number of ideas in a collaborative atmosphere free from intimidation," said Paul Brown, 21st Manpower Office.

The program, sponsored by 21st Space Wing Manpower and Organization, can help teams quickly and easily brainstorm ideas and prioritize and sort them into categories.

"Group Systems is successful because its wide variety of tools enables participants to reach consensus on new

programs," Mr. Brown said.

Key features of GroupSystems include anonymity, simultaneous contribution, and a complete record of meeting proceedings. Anonymity eliminates factors like persuasive or dominant personalities, and also removes the rank factor. All members are free to contribute ideas without fear of embarrassment or intimidation.

Simultaneous contributions allow everyone to contribute at once. Each person sees other member's ideas in real time stimulating more ideas. This approach reduces time spent generating ideas by up to 90 percent.

GroupSystems also captures all that is said, providing an accurate record of the why and how of meeting outcomes.

GroupSystems MeetingRoom offers a rich suite of tools that can accelerate projects and reduce costs for strategic planning, product development, problem solving and other business

processes. These tools include:

Agenda

The MeetingRoom Agenda provides a framework for team activities. It prompts the team leader to develop a plan for the business process, specifying the intended results, the information needed, and the list of participants.

Electronic Brainstorming

This idea-generating tool enables team members to share ideas anonymously and simultaneously in response to specific questions posed to the team. The system captures every idea – even multiple ideas entered simultaneously – saving the leader from having to record items by hand.

Categorizer

The Categorizer assists in three common team activities: developing lists of ideas, collecting comments about ideas, and creating categories for managing ideas. After generating ideas in an Electronic Brainstorming session, teams – even teams as large as 100 – can use

the Categorizer to quickly sort the ideas and manage them.

Vote

Teams can use the MeetingRoom Vote tool to make decisions and determine degrees of consensus or conflict.

Alternative Analysis

Alternative Analysis extends voting with additional power and flexibility. Team members can rate a list of alternatives against a list of criteria, which can use a variety of metrics.

Topic Commenter

By enabling groups to easily comment on a list of ideas, this tool encourages more focused idea generation than Electronic Brainstorming.

The command has many success stories from using this powerful tool, and 21st SW/MO professional facilitators.

To use this tool in your meetings or workshop, call 21st SW/MO at 556-7823 or 7897.

(Courtesy of 21st Space Wing Manpower Office)

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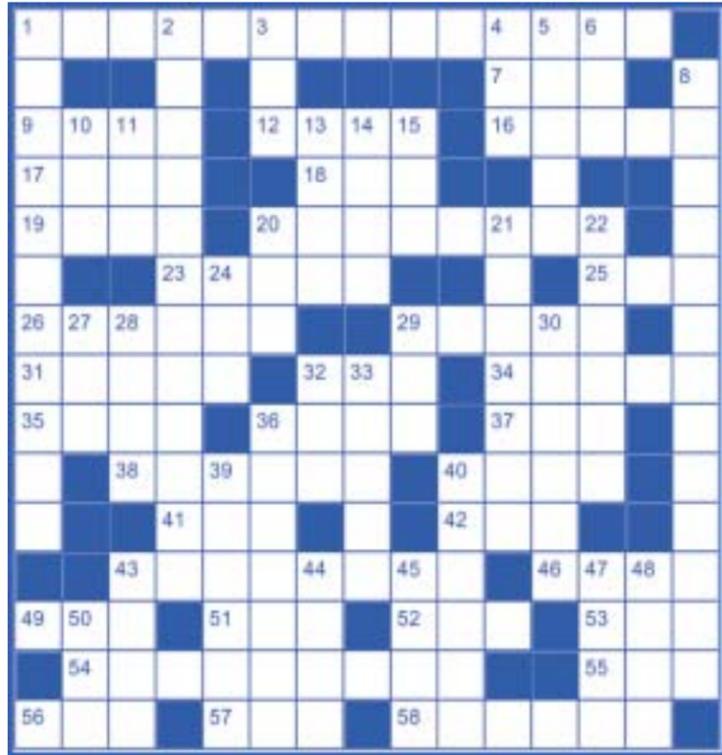
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Hometown USAF

ACROSS

- 1. North Carolina AFB home to 4th FW; a/c tail marking of SJ
- 7. Used to indicate understanding of a statement



- 9. Org. concerned with civil liberties
- 12. Singer Fitzgerald
- 16. (Army) NASCAR driver
- 17. Light up a sign?
- 18. Basketball play, alley-____
- 19. Used as an escape?
- 20. Mississippi AFB home to 14th FTW; a/c tail marking of CB
- 23. Heart artery
- 25. Center of activity
- 26. Keeness
- 29. Michael Jackson informally
- 31. French and Trumpet
- 32. High-speed Internet access (abbrev.)
- 34. A people in northeastern Afghanistan
- 35. King of Queens star Remini
- 36. Late night host
- 37. Joint Pub 1-02 acronym for a type of depository account
- 38. Scene
- 40. Equal
- 41. Army equivalent to AFSC
- 42. Writer Rand
- 43. Wyoming AFB home to 90th SW; a/c tail marking of FE
- 46. Wiley E. Coyote's supplier?
- 49. Fed. org. concerned with flying safety
- 51. School in Be'er Sheva, Israel (abbrev.)
- 52. Aloha gift?
- 53. Linseed or vegetable
- 54. Kansas AFB home to 22nd ARW
- 55. Former California fort
- 56. Perfect
- 57. Agreeable answer

DOWN

- 1. German AB home to 52nd FW; a/c tail marking of SP
- 2. Idaho AFB home to 366th FW; a/c tail marking of MO
- 3. Southwest Native American tribe
- 4. Persona ____ grata; unwelcome
- 5. Seaworld attraction
- 6. Rumsfeld's office symbol
- 8. Florida site home to 16th SOW
- 10. Company head
- 11. Mauna ____
- 13. Steal
- 14. Run ____ Run (1999 film)
- 15. The Simpsons character
- 20. Sob
- 21. Colorado AFB home to 140th FW; a/c tail marking of CO
- 22. Ram's horn
- 24. USAF commissioning source
- 27. Olympic gold medal runner Sebastian ____
- 28. Russian mountain range
- 29. Nickname for Jennifer Lopez
- 30. Japan AB home to 18th WG; a/c tail marking of ZZ
- 32. State home to Dover AFB
- 33. Scowl
- 36. Garfield's favorite food?
- 39. Dallas player
- 40. Boards
- 43. Visage
- 44. Gallops
- 45. Fashion magazine
- 47. Henhouse
- 48. Marsh
- 50. USAF MAJCOM tasked with airlift