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7th SOPS makes the grade in Denver MATHCOUNTS

by Tech. Sgt. Scott Farley
310th Space Wing Public Affairs

DENVER -- Air Force Reservists from the 7th Space Operations Squadron dusted off their middle-school math skills to grade exams for the Colorado MATHCOUNTS state competition at the Driscoll Center Ballroom at the University of Denver on March 12.

Seven 7 SOPS members joined with other volunteer graders to judge the work of 173 students from 71 schools around Colorado, who advanced from Colorado regional MATHCOUNTS competitions. The winning individual and team participants advanced to the national competition in Washington, D.C., and also receive a partial scholarship to the University of Denver.

This was the second time volunteering for Tech. Sgt. Chanda Zazi, a 7 SOPS mission planner for TACSAT-3 satellites, who also graded exams in the February regional contest in Denver.

Sergeant Zazi said volunteering for MATHCOUNTS is an interesting way to volunteer and encourage kids to excel in mathematics. "I did (MATHCOUNTS) in 6th grade when I was a little kid," said Sergeant Zazi. "It is important that we are doing this, because we are showing that math and science are important."

Sergeant Zazi said volunteer activities such as MATHCOUNTS are also great ways to build relationships with workmates, while making a difference in the community.

MATHCOUNTS is a national math enrichment, coaching and competition



Tech. Sgts. Chanda Zazi and Tim Baptist score test sheets during the 2011 MATHCOUNTS state competition at Denver University in Denver on March 12. Individual and team winners from regional MATHCOUNTS events across Colorado competed for a shot at the national competition May 5-8 in Washington, D.C. (U.S. Air Force photo by Tech. Sgt. Scott P. Farley)

program that promotes middle school mathematics achievement in every U.S. state and territory. MATHCOUNTS topics include algebra, probability, approximation, geometry, and statistics. Problems fit in 6th, 7th and 8th grade curriculums across the country, and are designed to accelerate students' interest and achievement in mathematics.

MATHCOUNTS' mission for 25 years has been to increase interest and involvement in mathematics among middle school students to assist in developing a technically literate population essential.

According to Bryan Kohlenburg, a civil engineer with the Urban Drainage and Flood Control District, volunteers are the backbone of MATH-

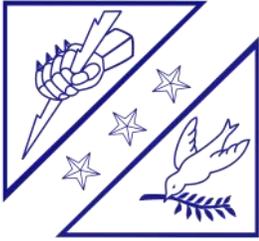
COUNTS that relies on the generosity of people in holding the national competition each year.

Kohlenburg, who has been involved

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Waking Up Old – Three Things The Air Force Took Its Sweet Time Teaching Me

by **Lt. Col. Damon S. Feltman**
19th SOPS Commander

This past Friday something interesting happened. A good friend of mine, Lt. Col. Scott Shuttleworth, retired from active duty.

“So what?” you might say. “People retire all the time.” What makes Scott’s situation unique, at least for me, was that he was an ROTC classmate of mine. In fact, we were commissioned on the same day. But on Friday, Scott was the first of my classmates to retire after 20 years of service. It’s official – I’m now an “old guy.”

Recognizing that it’s been 20 years since my commissioning made me stop and reflect on my career. For all the formal training I’ve received, beginning when I first walked into Middleton Hall in 1987 and all the way through today, it’s amazing what’s not taught in a classroom; or at least not taught early enough.

We’ve all been there – facing a confounding event when an “old guy,” be it an Senior NCO, squadron commander, or the secretary who’s been around forever, offers that tiny bit of insight that suddenly makes a problem manageable. “Geez, I wish I had known that sooner,” you’ve probably said. Well, since I now fall into the “old guy” category, I thought I’d offer some of the nuggets of insight I’ve picked up along the way.

What’s the difference between leadership and management? This is a classic question you’ve all probably been asked in your PME courses. I can still remember Col. Jerry Padgett, my Professor of Aerospace Studies, smoldering cigarette in one hand (yeah, there was a time in the Air



Force where not only was smoking ok, but you could do it indoors around co-workers) and a cup of tar-black coffee in another, asking the class that question to a bunch of 19-year-old cadets. After a long debate we came up with the answer that’s probably pretty familiar: “You manage things and lead people.” While that answer may have gotten us cadets through the lecture that day, I’ve learned since then that we were pretty much wrong. The answer is “decisions and strategy.”

I’ve learned that leadership is the ability to make decisions based on incomplete information and in the face of limited resources or high risk of failure. It is also about setting a strategy and motivating key subordinates to execute the decision. How one plays their part in this process becomes the “-ship” and “-ment” part of leadership and management. I’ve learned

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WING SCHEDULE

2011

May
14-15 UTA
June
4-5 UTA
July
9-10 UTA
August
6-7 UTA
September
10-11 UTA

WAKING UP OLD

From Page 2

that very few decisions outside of combat are time-critical; deliberation and counsel with trusted aides helps make better decisions and strategies for execution.

On the management side, I've also learned that as a manager there comes a point where my opinion no longer counts. After being offered a chance to speak on a matter, that's it. The decision rests with the leader. Gripping about a decision I don't like not only wastes time, but it also undermines a leader's authority. So, circling back to the familiar PME question, I think the answer really is, "Leaders decide, managers execute decisions."

The second fact I've come to appreciate is the fact that the military is a political pawn, subject to the collective decisions of 536 people (president, senators and representatives) and key appointees, all of whom are influenced by millions of constituents, budget realities, and 200 neighbor countries. We all are aware of this fact but I'm not sure we understand it as well as we should. How many times have you said, thought or heard, "I wish those politicians would get out of the way and let the military decide how to handle this." Unfortunately, this is not the hallmark statement of a democratic republic; it's the philosophy of juntas and military dictatorships. Granted, we typically only hear (or say) these statements out of frustration and desperation, but these are the exact times when we need to remind ourselves of the genius (and

consequence) of our how our republic is organized and why the military was deliberately made subordinate to the other branches of government.

We all recently felt the effects of our pawn status during the recent threat of a government shutdown. Many of you were directly impacted by decisions to end or disapprove orders. For several units in this wing training and readiness took a hit. The good news is that through our collective professionalism and decisions of our wing leaders we made it through ok. The bad news is that the budget battle ain't over. Our government is facing crushing debt which will drive political decisions that will directly affect us all, certainly in the next fiscal year and perhaps sooner. When the decisions occur it will certainly be aggravating and personal. Try to remember that the military's status as one of many political pawns has a purpose and greater national benefit.

The last learning point I want to share is another one of those topics we all think we know when we join the service but in reality don't fully understand until much later, and that's the key characteristic of our profession – unlimited liability. I first heard this phrase while an instructor at the Air and Space Basic Course where I thought it was just a bumper-sticker phrase offered by the school commandant. I've since learned that 'unlimited liability' was coined by British General Sir John Hackett in the 1960s. It captures the essence of what sets the military profession apart from other civilian professions; namely, the fact that we can be ordered and expected to per-

form actions we do not want to do or support, even up to the point of giving our lives. Hackett said that so long as the military member serves, he or she will always be a citizen, but they will never be a civilian because of their unlimited liability.

I find it interesting Hackett's distinction between 'citizen' and 'civilian.' Pay attention the next time you get AFRC's bi-monthly public affairs magazine. Notice that it's named Citizen Airman. I'm not suggesting the choice of title is to honor Hackett, but it's important to recognize the importance of it not being titled Civilian Airman. America has plenty of Civilian Airmen; they're called airline pilots. However, we have but a precious few Citizen Airmen. While we often times refer to our time away from the unit as 'civilian status,' I would offer that as reservists we are all still military professionals, always subject to our nation demanding unlimited liability from us until we retire or separate. If Hackett's premise is true, as I believe it is, then reservists are never in 'civilian' status, but 'citizen' status instead. It's a change of perspective that can dramatically affect how you think about the nature of your reserve status.

As my friend heads back to Mississippi to start his second career, I know he's left the Air Force a little better than when we entered service 20 years ago. I hope my tidbits and thoughts will help you do the same. More importantly, I hope it will inspire you to capture some of the lessons learned over your career and share them with the 'young guys' in your unit.

The Five Priorities

by Lt. Col. Michael A. Assid
380th SPCS Commander

I first learned the concept of the Five Priorities back in 2000, when I was contemplating leaving the regular Air Force for the Air Force Reserve.

I was a young captain when I interviewed with then-Maj. Kyle Charles, who was assembling a team to stand up the new 14th Test Squadron.

At one point in the conversation, he said, “Mike, I think you’ll find that Reservists have a little different outlook than our active duty counterparts, and I think it’s easiest to sum it up in terms of five priorities. It’s a good checklist for maintaining a healthy life balance...”

“**First** and foremost, is your faith – whatever that faith may be... or if not faith, per se, whatever you do to take care of your soul, your spiritual being. This is first, always, because life’s greatest challenges will strip away everything of the material world and leave you with just yourself and what you believe. It’s what’ll carry you through the darkest of times. Don’t forget that... and don’t neglect it.

“**Second**, is your family – the family that brought you into the world and the family you’ve been fortunate to create since. No matter what you accomplish in life, no matter how high you climb up the corporate ladder, no matter how much material wealth you accrue... your family will always be your life’s greatest accomplishment. You have to take care of them now, and always. Don’t forget them in your pursuit of career success because, like it or not, you only get 20 or so years in uniform, and a limited number of years after that before you retire from the civilian workforce. The last thing you want, when you hang up your uniform or business suit for the last time, is to come home to a house full of strangers. You can never, ever go back and make up for lost time. Like the saying goes, no man ever lay on his deathbed and said, ‘Gee, I wish I’d spent more time at work.’

“**Third** are those things I collectively call your ‘Life’s Passions,’ the pursuits that give your life meaning beyond anything you’ll do in the squadron. Maybe you volunteer with the Boy Scouts or a church youth group, maybe you coach a hockey team or compete in triathlons... maybe you build computers, read ancient western literature, or paint. It can be any number of things, but each or all give you ‘food for the soul.’

Maybe these pastimes provide just a ‘mental health break’ today, but they’ll keep your mind sharp and your soul nourished in the years after you retire and your children have ‘left the nest.’ That may seem like a long, long time from now, but trust me: ‘someday’ has a frightening habit of becoming ‘tomorrow’ if you lose track of it. Nurture those things that make you, ‘you.’

“**Fourth**, for a traditional Reservist, is your civilian employer. As much as you love your Reserve squadron and mission, this isn’t the job that’s going to pay the mortgage or feed your kids. That’s your civilian employer, and you owe the man



or woman who gives you a job every ounce of loyalty and dedication you can muster. The Reserve will never take your employer for granted – make sure you never do, either.

“**Fifth**, and finally, is your Reserve job, and you need to understand that you have to take care of priorities one through four before you ever sign in at the squadron. Faith, family, life’s passions, and your civilian employer have to be squared away before you put on the uniform. They have to be... because, if they aren’t, your head’s not going to be in the game when you’re here on orders; if they aren’t, you’re not much use to me – that’s the bottom line. Don’t ever doubt it: if I ever suspect you’re not tending to the priorities I’ve listed here – in the order I’ve listed them – I won’t hesitate to send you home to get yourself sorted out. I’ll roll you back into the fight when I believe you’re ready.

“Any questions?”

In that very brief conversation (which I’ve certainly embellished over the past decade), now Col. Charles articulated something I’d always understood to be true, yet it was also something of a radical departure from “ops normal” for the regular Air Force. I knew the idea of a decision matrix (like the old “LEWSFO” model in ICBMs: Life – EWO – WSSRs – Security – Faults – Other”), but I’d never had a “LEWSFO Model for Life” spelled out so frankly for me.

It made such perfect sense, and I tried to apply it...not only to my military life, but to life, in general. The Five Priorities became one of the underpinnings to Detachment 1, 310th Space Group and her descendant, the 380th Space Control Squadron.

The first 30 or so hires into the 380th got to hear me give the speech one-on-one. It didn’t always resonate with folks at first but, in time, most saw that our words and actions were consistent. Those who didn’t react with skepticism often remarked “I’m glad the 380th’s priorities are in the right place” (or something like that). I’d like to think those priorities are just a part

Questions about Don't Ask, Don't Tell repeal

by Col. Robert Leivers
310th Space Wing Chaplain

As our unit members take their Tier 3 training for the DADT repeal, I have been asked a number of questions about how the changes will impact my job as your chaplain.

These are valid concerns and I appreciate the sensitivity of our members in addressing the issues. The short answer to how the repeal of DADT affects my work as a chaplain is: It doesn't. Here is why.

As chaplains, our number one job is to assure the free exercise of religion for all military members. This means we are constitutionally mandated to make sure all military members have the right to practice their faith. As chaplains we don't have to agree with (or practice) your faith, but we do have to make ways available for you to participate in your faith tradition. This does not change under the DADT repeal.

As chaplains, we are never asked to go against our conscience or the teaching of our faith group. As a mild example, if a family wanted to have a baby baptized we would never ask a chaplain whose church only accepts adult

baptism to perform this sacrament. In this case, we would secure a chaplain whose tradition allows infant baptism to do the service. The same applies in all matters of conscience and teaching...this does not change under the repeal of DADT.

As chaplains, we are expected to treat all people with respect. Personally, I might not agree with a person's faith tradition, but it is not my job to 'convert' them, but rather to assist them with the free exercise of their faith. Additionally, if I'm in conversation with a person who does not profess a faith background, it is not my job to convince them differently. Rather it is my job to respect their direction in life and assist them in any way I can. This may sound like chaplains are 'muzzled' in our faith, but I think not. If someone asks me about my personal faith or questions of faith, I am totally free to share my views and convictions. All of this does not change under the repeal of DADT.



Finally, some have asked about the change in the law affecting what we as chaplains are allowed to present in sermons. During a worship service, we follow the teachings of the religious group who endorses us to be chaplains. In other words, nothing in this realm changes under the repeal of DADT.

Hopefully, these short answers help with the concerns some of you have expressed. Again, I am thankful you are asking good penetrating questions. If you have further comments or concerns, stop me when you see me walking around – I love to visit with folks and look forward to delving deeper on this subject. All the best.

PRIORITIES

From Page 4

of Blue Squadron's culture, now, and will carry on long after I'm gone (common sense has a way of transcending leadership rotations, after all).

The Five Priorities, however, aren't just applicable to Blue Squadron (though maybe they have special resonance in an expeditionary outfit) – they can apply to anyone. The key, as always, is you. The Five Priorities only work when they are applied in good faith by good people who are intensely self-aware and unfailingly circumspect. People like you: Citizen Airmen.

Of course, most of this goes out the window if there are bullets flying and bombs dropping in the parking lot. In that situation, you have to focus on priority number five. I'm going to trust that you've taken care of the other four. Barring evidence to the contrary, I will. Truth told, I always will, because you're

310th. 'Nuff said.

Folks, I hope you'll give some thought to how you can apply the Five Priorities to your life. Despite Col. Charles' analogy, it's not really a checklist (Col. Charles, like me, is a recovering Missileer, so checklist orientation is to be expected); rather, it is a list of guiding principles that may provide some insight when you're feeling a little overwhelmed by the everyday. It's been a great help to me over the past decade, and especially so as a squadron commander. I'd love to hear your thoughts on the topic – as always, my office door is open. Lamp is lit at 1530.

1. Faith
2. Family
3. Life's Passions
4. Civilian Employer
5. Reserve

As always, Jennifer and I would like to thank you for your service to our nation. Rally up, and let's get to work. - Drop



Members of the 380th Space Control Squadron and 16th SPCS returned from deployment in January from a 120-day deployment to southwest Asia. From left, Lt. Col. Paul Tombarge, 16th SPCS commander; Lt. Col. John Maser, 380th SPCS deployment commander; Master Sgt. Steven Janiszewski, AFSPC maintenance technician; Tech. Sgt. Kevin Broyles, 380th SPCS maintenance technician; Master Sgt. Shannon Heimbach, 380th SPCS operator; Capt. Rex Vickers, 380th SPCS crew commander; Col. Karen Rizzuti, 10th Air Force vice commander; Lt. Col. Robert Claude, 380th SPCS director of operations; and kneeling, Master Sgt. Sack Sounakhene, 380 SPCS intel; and Senior Airman Anthony Leaks, 16th SPCS operator. (U.S. Air Force photo by Master Sgt. Scott Westfall)

MATHCOUNTS

From Page 1

with MATHCOUNTS since 1983, said the program relies on volunteers in their mission of spreading the joy of math.

"We wouldn't be able to have (MATHCOUNTS competitions) without volunteers," said Kohlenburg. "With competitions for different chapters and state, we are always looking."

Kohlenburg said MATHCOUNTS volunteers allow kids with an interest in mathematics to flourish in the sport.

"These kids are just as much athletes and as talented as any physical athlete," said Kohlenburg. "The tremendous support we get from the military really allows these kids to have a passion for mathematics."

"It is nice because we are giving back and being a part

of the community," said Sergeant Zazi. "I really enjoy the 7 SOPS comradery. After we volunteer we will eat lunch together. It is great to see everyone in a non-military setting making a difference in the community."

When the grading was finished at the end of the day, the winners were chosen based on the grading of the volunteers, who were quite precise in their work on that day, a fact that wasn't lost on the volunteers from 7 SOPS.

"They call me Iceman, because I grade ice cold, no mistakes," said Tech. Sgt. Giovanni Carotti, a 7 SOPS volunteer.

The top finishers in the state competition were, Jesse Zhang Southern Hills Middle School, Casey Zhang Southern Hills Middle School, Angela Song Mountain Ridge Middle School, and Christine Soh Summit Middle Charter School. Summit Middle Charter School and Southern Hills Middle School were the top two teams of the 2011 competition.

310th Space Wing members volunteer for Habitat for Humanity

by **Tech. Sgt. Scott Farley**
310th Space Wing Public Affairs

DENVER -- It is not every day in which volunteers walk away from a day of hard work with not only a sense of accomplishment, but also a new-learned skill.

Air Force Reservists from the 310th Space Wing experienced exactly that after working on a house for the Pikes Peak chapter of Habitat for Humanity in Colorado Springs, Colo., April 7. The 310th Space Wing Junior Enlisted Council and Schriever Air Force Base 5/6 Council employed an abundance of Reservists and active-duty Airmen volunteers to help Habitat for Humanity in the construction of homes at Woodmen Vistas in eastern Colorado Springs.

"We had more volunteers than we needed, so we had to split them up," said Tech. Sgt. Thip Andrus, the 310th Junior Enlisted Council secretary, who scheduled two shifts of volunteers. "We had more people than we had originally hoped for, and I got great feedback after."

Since 1976, Habitat for Humanity has partnered with families to build over 400,000 homes for more than 2 million people worldwide. The non-profit organization builds homes with carefully selected partner families through donations of money and materials, as well from labor from not only volunteers, but also the future homeowner.

Following a safety briefing, Habitat for Humanity workers and volunteers with varying degrees of construction skills began the day's mission of hanging drywall. The volunteers were broken into smaller groups led by Habitat for Humanity leaders and more the experienced Airmen, each group tackling different parts of the house.

Airman 1st Class Nolden J. Soerensen, a Det. 1 8 Space Warning Satellite systems operator, spent the last 10 years working on custom stairs and homes before entering the Air Force. Airman



Tech. Sgt. Germaine Miller, 380th Space Control Squadron, trims drywall while volunteering with the 310th Space Wing Junior Enlisted Council for the Pikes Peak Habitat for Humanity on April 7. The 310th JEC teamed up with the 50th Space Wing 5/6 Council to assist in building a local home for a family in need. (U.S. Air Force photo by Tech. Sgt. Scott P. Farley)

Soerenson works in home construction in his civilian profession. His experience qualified him to lead a group of Airmen to tackle the elaborate task of drywalling in the bathroom.

"It was the perfect opportunity to help out where I can," said Airman Soerensen, who said he grew up doing this kind of work before taking it on as a civilian profession. "I enjoyed it. There were great people, and it was well organized. I feel like I got more from it than I put in. I'll do it as much as I can in the future."

Airman Soerensen and Habitat for Humanity leaders worked with the Airmen showing them the intricacies of properly setting screws in drywall, working around electrical boxes and pipes, cutting the drywall to fit window and door openings, and measuring and hanging the drywall.

Sergeant Andrus, who was part of a group learning and hanging drywall in the kitchen and living rooms, said having little experience in drywall didn't prevent her from getting a lot from the experience.

"I have definitely never worked with drywall to that extent," said Sergeant Andrus. "But I really enjoyed it. We really left our imprint on the house. I wish I could have stayed longer. I felt like they were teaching us instead of us volunteering for a worthy cause." Being a worthy cause doesn't mean that Habitat for Humanity always has enough volunteers.

Nikki Richardson, the development and communications director for the Pikes Peak Habitat for Humanity said they are always looking for volunteers, especially during the week.

"We get a ton of military volunteers because the Habitat experience is a little unique," said Richardson. "We sometimes have to turn groups away, because Saturdays are tricky to schedule, but otherwise weekdays are good, so we are always looking for volunteers."

To volunteers or for more information about Habitat for Humanity, visit the Habitat website at www.pikespeakhabitat.org or call Pikes Peak chapter volunteer manager Lindsey Desmarais 719-475-7800.

Deployers and their families learn communication, deployment skills at Yellow Ribbon event

by Tech. Sgt. Scott Farley
310th Space Wing Public Affairs

PHOENIX — Air Force Reserve members and their families tackled communication strategies and a myriad of deployment issues during the western regional Yellow Ribbon event held at the Pointe Hilton Squaw Peak in Phoenix, Ariz., April 15-17.

Eighty-one Reservists from 15 different bases nationwide who are either preparing to deploy or returning from a deployment attended the event which focused on preparing themselves and their 126 attending family members for the day-to-day challenges experienced throughout the cycle of the deployment process.

These challenges not only face the returning and pre-deployers, but their family and friends who are the foundation of support during the whole process.

"In today's economy, to be able to give back to these people for the sacrifices they've made it huge," said Lazette Bretthorst, the resource advisor for the Yellow Ribbon program. "Allowing them to spend time as a family, even if it is just for 72 hours, brings down their stress levels and give them special moments, especially for pre-deployers."

Maj. Gen. Kelly McKeague, the assistant to the chairman of the Joint Chiefs of Staff for National Guard Matters, kicked off the event speaking about the many hurdles facing Guardsmen and Reservists and the value of the breadth of experience and skills these men and women bring to the military, which he pointed out has become one of the most respected professions in the United States.

General McKeague, who has attended Yellow Ribbon events for the Navy Reserve, Air National



Maj. Gen. Kelly K. McKeague, the assistant to the Chairman of the Joint Chiefs of Staff for National Guard Matters, and Chaplain (Capt.) Kevin Rash listen to questions from the crowd following the key note speech at the western region Yellow Ribbon event at the Pointe Hilton Squaw Peak in Phoenix. General McKeague spoke to the group about deployment issues their profession as military members. (U.S. Air Force photo by Tech. Sgt. Scott P. Farley)

Guard, Army Guard, as well as his first Air Force Reserve event in Phoenix, also fielded questions from the audience about many of the problems facing deploying Reservists and Guardsmen.

General McKeague said he welcomes this type of open forum because attending Yellow Ribbon events brings him a lot of insight in recognizing the needs of the Reserve component warriors.

"In order for us to do our job, we need to know what is happening where the rubber meets the road," said General McKeague. "The only way to do that is to come out into the field and to interact with citizen warriors and their families and to hear firsthand the challenges they're facing. We need to hear what's working and what's not, to help us go back and shape our engagements with Adm. (Michael) Mullen, the secretary of defense, and the Reserve

'Total Force 21' paper offers new force mix, DOD savings

WASHINGTON (AFNS) -- Air Force Reserve officials recently announced new guidelines that may help combat planners better access reservists, make the Air Force more efficient and save money.

Called "Total Force 21," this new approach refocuses planning efforts on how many reservists can be mobilized instead of traditional planning methods of trying to calculate how many reservists have historically stepped forward as volunteers.

"This is a defining moment for the total force," said Lt. Gen.

Charles E. Stenner Jr., the chief of Air Force Reserve at the Pentagon and commander of Air Force Reserve Command at Robins Air Force Base, Ga. "After nearly 10 years of combat operations, our nation relies on our reservists to accomplish critical daily operations as well as strategic surges. This new effort will integrate our people and units into future plans that will rebalance the total force mix of regular and Reserve component Airmen."

In February 2010, Department of Defense officials issued DOD Instruction 1235.12, Accessing the Reserve Components, which required the services to adopt new policies to institutionalize their reliance on the Reserve component as a daily operational force. General Stenner's Total Force 21 paper proposes new methods that will align Air Force planning efforts with this instruction.

"These enterprise-wide actions will make Air Force reservists more accessible," General Stenner said. "I'm extremely proud of how our reservists have stepped up and served wherever and whenever our nation needed them. Now we have to find ways to be as effective and efficient as possible."

Today, Air Force reservists are serving in every combat zone and mission area. Currently, there are approximately 4,300 Air Force reservists activated in support of military missions around the globe. Since 9/11, more than 60,500 Air Force reservists, which

equates to 76 percent of the current force, have answered the nation's call and deployed or supported combat operations on active duty orders.

Although Total Force 21 focuses on how many forces may be mobilized as a critical planning element, the paper stresses that volunteerism is still a key part of any plan's execution. In fact, through calls for volunteers, officials expect to reduce the need for involuntary mobilizations and to reduce the dwell ratios for regular Air Force Airmen.

Dwell ratios are the amount of downtime an Airman gets between deployments. In line with the DOD instruction, Total Force 21 sets a goal of 1:5, or one deployment period followed by five periods at home for reconstitution, training and professional development. The fifth period is targeted on readiness training to prepare for the Airman's next deployment.

"In an increasingly limited fiscal environment, reservists remain efficient and cost-effective solutions to our nation's challenges," General Stenner said. "Reservists are called to active duty when the nation needs them. Afterward, they return to their civilian lives. While the cost of personnel and operations are about the same for regular and Reserve Airmen during deployed duty, these costs are much lower for reservists during their dwell periods when their participation returns to normal training levels of 30 to 60 days per year."

Since regular Air Force Airmen are on paid, active-duty status for 365 days per year, reservists cost significantly less during their dwell periods.

"Military planners face difficult choices as they try to balance resources to achieve an affordable mix of regular and Reserve forces," General Stenner said. "Total Force 21 offers assured access, potential cost savings and operational efficiencies."

YELLOW RIBBON

From Page 6

component chiefs."

The Yellow Ribbon program is part of that shaping process and evolution to ease the difficulty for Reservists as they transition to and from civilian life.

The two days of break-out sessions included topics such as stress management, couples enrichment, parenting, and communications.

The attendees also received briefings from the Department of Veteran's Affairs, Military One Source, military finance, and TRI-

CARE.

Master Sgt. Randy Pantle, who attended the event with his wife Michaela, said that returning back to normal life was fairly easy after his deployment, but he and his wife still were able to garner a lot of valuable information from the Phoenix event.

"Yellow Ribbon is a really good program," said Sergeant Pantle. "It helped us discover what tools are available to us. What is available to us is unbelievable, but we also have been able to meet other people who've been through the things we have been through."

According to Bretthorst, since

the Yellow Ribbon program has taken on a more regional concept in this fiscal year, it has allowed the program to focus more on the programs, including the youth programs.

"We have grown our youth program. Our youth programs have become very standardized. It isn't just child care," said Bretthorst.

"They have an agenda and they have activities that revolve around having their ownership into the deployment process from the 5-year-old to the 18-year-old.

The next western regional Yellow Ribbon event will be held May 12-14 in Tempe, Ariz.



Staff Sgt. Conrad Jones, 310th Force Support Squadron, accepts the 310th Space Wing Quarterly On-The-Job Training Award from Lt. Col. Patrick Walsh, 310th Mission Support Group. Sergeant Jones distinguished himself in the large unit competition by meeting every quarterly requirement for unit training managers. Master Sgt. Patrick Hampton (not photographed) also won the 310 SW Quarterly OJT award for small units. (U.S. Air Force photo/ Staff Sgt. Desiree Economides)

Upcoming road construction

For those impacted by the upcoming road construction on US 94, Marksheffel and Space Center, below is a schedule of the upcoming projects occurring this month and into June. The road construction is slated for completion by middle of June in these areas.

May 2 - May 13

* Install underground vaults and duct from Intersection of State Hwy 94 and Marksheffel Road.

May 14 - May 18

* Road Closure at State Hwy 94, traffic will be re-directed to Space Center

* Install underground duct across

Hwy 94

* Trax to complete repaving and road work

May 16 - May 27

* Install underground vaults and duct from Intersection of Marksheffel Road and Space Village Ave

May 30 - June 3

* Lane closures across Marksheffel Road

* Install underground duct across Marksheffel Road

* Trax to complete repaving and road work

June 6 - June 10, 2011

* Wire Pulling

March Discharge Board

Five discharge boards were held in March. A Major was discharged with a UOTHC for a civilian conviction where he pled guilty to defrauding the Air Force of over \$35,000. A captain was discharged with a general service characterization for unsatisfactory participation. A senior airman was discharged with a general service characterization for being delinquent in paying his Government Travel Card. An airman first class was discharged with a UOTHC for a civilian conviction for armed robbery and unsatisfactory participation. An airman was discharged with a UOTHC for marijuana use and misrepresentation on his SF86.

310th Space Wing & ESGR **EMPLOYER'S DAY**

Saturday, June 4, 2011

This year's Employer's Day will be taking place at Buckley Air Force Base, Colo.
Nominations being accepted until May 27!

For applications or information, contact 310th Space Wing Public Affairs DSN 560-7094, Commercial 719-567-7094

310SW Promotions

Chief Master Sgt.

Sidney R. Birch
9 SOPS

Senior Master Sgt.

Preston Teneyck
710 SFS

Technical Sgt.

Sean Curtis
8 SWS

310 SW JEC Meeting

The 310th SW Junior Enlisted Council needs you. Without your support, membership, time and donation we cannot exist. Hope to hear or see you at the meeting! Meetings will be held every UTA Sunday, from 1130-1230 in Bldg 406, 2nd floor, OG conference room.



CCAF Graduates The 310th Space Wing's graduates of the Community College of the Air Force gathered before the graduation ceremony April 2 at Buckley Air Force Base, Colo. Airmen who earned their Associates in Applied Science include (from left to right) Tech. Sgt. Kasey Grinrod, Senior Airman Aaron Hunt, Tech. Sgt. Eric Vesey, Senior Airman Ashley Powell, Staff Sgt. Kelly Sisavaddy, and Master Sgt. Anthony Tocco. (U.S. Air Force photo by Staff Sgt. Desiree Economides)

710th Security Forces Squadron hits the dirt

by Staff Sgt. Desiree Economides
310th Space Wing Public Affairs

CAMP GUERNSEY, Wyo. -- A layer of dust and crisp grass tumbled across the rolling countryside, as a team of Airmen armed with rifles and heavy backpacks descended from a UH-60 Blackhawk helicopter and took cover in the field.

Once the air cleared and the helicopter departed, the Airmen appeared, lying prone in an organized circle scoping out their surroundings through the sights on their weapons.

Such was the scene at the 710th Security Forces Squadron's inaugural field training exercise on April 1 at Camp Guernsey, Wyo.

The training objective: Enter into a mock Afghanistan village with known enemy activity, establish relationships with the locals and determine humanitarian needs.

"Today, we were putting our annually required training into practical application while identifying deficiencies for future instruction," said Tech. Sgt. Nicholas Lyle, Junior AGR (Active Guard Reserve) 710th SFS.

To accomplish this training, the 710th partnered with the Colorado Army National Guard's 2-135th General Support Aviation Battalion from Buckley Air Force Base, Colo., for their transit and insertion into the exercise.

The 460th Security Forces Squadron, from Buckley Air Force Base, Colo., took part by playing the insurgents in the village, while the 302nd Aeromedical Staging Squadron from Peterson Air Force Base, Colo., provided medical support for real-world injuries.



710th Security Forces members Tech. Sgt. Donald Williams (middle), Staff Sgt. David Arne (left) and Tech. Sgt. Philip Boyles (right) meet with a sheik of a mock Afghanistan village at Camp Guernsey, Wyo., as part of a training exercise. During the meeting, Sergeant Williams discussed the needs of the village with the sheik to determine the aid coalition forces could provide. (U.S. Air Force photo by Staff Sgt. Desiree Economides)

"This was a great opportunity to work jointly with the Colorado National Guard, the 460th Security Forces and the 302nd," said Sergeant Lyle. Although the field exercise was only a small part of the training weekend at Guernsey, it was a worthwhile exercise for many of the security forces Airmen. "As a Reservist, you don't see each other much, so when you do it's about getting your computer-based training completed and catching up on what people have done since you last saw them," said Tech. Sgt. Donald Williams. "It's good to get in the dirt with your buddies, so you know when you are out in the real world you'll be safe." The Security Forces Airmen worked on the skills they will use when deployed, performing duties such as clearing rooms, patrolling and establishing

health and welfare of the village, to name a few. These skills are vital to field operations and need to be practiced regularly to maintain proficiency. "The reality of having training like this is that it helps with team building and trust. You'll never get the reality of training until you go out there and do it, mess it up and then relearn it," said Staff Sgt. Mitch Armbruster. Though this was the first major exercise for the 710th SFS, it is only one of many according to their commander, Capt. Donovan Cody. "This was the first of many field training exercises I hope we have in partnership with our active duty security forces counterparts at the 460th and even with our fellow Reservists at the 310th security forces," said Captain Cody.



310TH SPACE WING AT A GLANCE

The 310th Space Wing, the only space wing in the Air Force Reserve, is located at Schriever Air Force Base, Colo., and has units assigned to Schriever, Peterson and Buckley Air Force Bases, Colo., and Vandenberg Air Force Base, Calif.

Vision Statement

World's best citizen Airmen bringing unrivaled expertise to secure space and cyber superiority for U.S. and Allied global interests.

Mission

Provide optimized, scalable combat ready forces, delivering space and cyberspace power for faster, more lethal, more accurate effects everyday, everywhere.

Organization

The wing is composed of 17 units, under the 310th Operations Group, 310th Mission Support Group and two direct-reporting units, that support various military and other government organizations including, but not limited to, the Department of Commerce, Air Force Space Command, Air Combat Command, the Space Innovation and Development Center, 14th Air Force, 24th Air Force, 50th Space Wing, 21st Space Wing, and 460th Space Wing.

<http://www.310sw.afrc.af.mil>



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For the family of:

310th Space Wing — "A Family of Professionals"