380th Air Expeditionary Wing Commander bids farewell

SAND SCRIPT
EXPEDITIONARY EDITION
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On the cover

The 380th Expeditionary Civil Engineer Squadron Fire Protection Flight sprays the jet as Brig Gen Lawrence Wells, 380th Air Expeditionary Wing Commander, taxis in on his final flight aboard a KC-10 Extender Tuesday. Photo by SrA Ross M. Tweten.

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SAND SCRIPT
EXPEDITIONARY EDITION

Brig Gen Lawrence Wells
380th Air Expeditionary Wing Commander

Capt Martin Gerst
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Submit stories and photos to 380aew.pa@adab.afcent.af.mil. The SAND SCRIPT staff reserves the right to edit all submissions for content, policy and style.

photo by Capt Martin Gerst

One team, one fight!

The 380 Air Expeditionary Wing Group Commanders present Brig Gen Lawrence Wells, 380 AEW Commander, with a token of appreciation for his leadership over the past year. General Wells assumed command of the 380 AEW in June of 2007. See pages 3 and 4 for a look at General Wells' time as the 380 AEW Commander.

Action Line

▶ If you have a question or comment you would like to direct to the wing commander, send an e-mail with subject line "Commander's Forum" to: 380aew.pa@adab.afcent.af.mil. The commander will provide a response by e-mail for most issues; however, Public Affairs may consolidate duplicate questions and print the responses in a future issue of the Sand Script. People are encouraged to work issues through their chain of command prior to using the forum.

The Airman's Creed

I am an American Airman.
I am a Warrior.
I have answered my Nation's call.

I am an American Airman.
My mission is to Fly, Fight, and Win.
I am faithful to a Proud Heritage,
A Tradition of Honor,
And a Legacy of Valor.

I am an American Airman.
Guardian of Freedom and Justice,
My Nation's Sword and Shield,
Its Sentry and Avenger.
I defend my Country with my Life.

I am an American Airman.
Wingman, Leader, Warrior.
I will never leave an Airman behind,
I will never falter,
And I will not fail.

Perspective

Creating winning opportunities

by Lt Col Lou Brundidge
960th Expeditionary Airborne Air Control Squadron Commander

A great deal has been written over the years about achieving success.

Professional libraries and retail bookstores are stocked to the brim with "keys to success" books written by prominent authors and strategists. None are shy about sharing their opinions on how to make winning strategies.

What is often a plethora of detailed recommendations on decision making and analysis can often be summed up with a simple concept of "opportunity."

To succeed at anything, whether it's destroying the enemy in battle, or simply completing the next phase of your professional military education, success is the pure result of actions that create winning opportunities.

Often, when an individual or organization begins planning for a particularly complex task or mission, forward progress is stymied by the seemingly overwhelming assignment. It's at this point in a process regardless of the task, one must focus on the restraints (things we cannot do) and constraints (things we must do). These are the first and the most important steps to creating winning opportunities.

To apply these to our mission here, we must launch airplanes, we must have a place to sleep, we must have a place to eat, and we must have a way to recover when our bodies are not functioning at 100 percent. These are all very simple constraints. We cannot allow unauthorized personnel from outside our base to impact or degrade our ability to carryout our constraints. Nor can we allow our own personnel to conduct themselves in a manner that will prevent us from doing the things that we must do -- a very simple restraint.

> ***"To succeed at anything, whether it's destroying the enemy in battle, or simply completing the next phase of your professional military education, success is the pure result of actions that create winning opportunities."***
> ***- Lt Col Lou Brundidge, 960 EAACS Commander***

When the entire troop-to-task mission analysis is complete, one comes up with an Expeditionary Operations Group to fly the airplanes, an Expeditionary Maintenance Group to launch the airplanes, an Expeditionary Mission Support Group to feed, billet and secure the Airmen, and an Expeditionary Medical Group to keep the Airmen healthy. When these constraints and restraints are carried out properly you get the best Air Expeditionary Wing in the AOR ... the Three-Eight-O.

The 960th Expeditionary Airborne Air Control Squadron Vikings are proud to be part of a team that creates winning opportunities with each and every sortie.

380th Air Expeditionary Wing Commander bids farewell

by Capt Martin Gerst
380th Air Expeditionary Wing Public Affairs Office

Last year, the new commander of the 380th Air Expeditionary wing pledged to take care of our Airmen. Looking back one year later, as he prepares to relinquish command, that's exactly what he's done.

"From my perspective, I put more importance on taking care of our people, and then I trust that if they're taken care of, then they'll take care of the mission," said Brig Gen Lawrence Wells, 380 AEW Commander. "I've never been let down."

During his year in command, the general has overseen many improvements to the living and working conditions of the Wing's Airmen. The 380th Airmen now have wireless commercial internet access, have the ability to make DSN phone calls from their rooms using the Morale Minder system, have improved air conditioning in vehicles and facilities on the flightline, and are now able to take care of most of their out-processing from the base virtually as opposed to carrying their checklist to many locations on the installation.

Another vast improvement is that Airmen no longer work or live in tents.

"Once you get rid of the temporary nature of the facilities, people start embracing their location. We always talk about being an owner not a renter. When you have substandard facilities and you have tents, people don't take as good care of them as when you have something more enduring," the general said

"By removing the irritants, people can concentrate on doing the job, and when they're not doing the job, they can concentrate on themselves," he said.

By making day-to-day tasks more bearable, Airmen can focus on the Wing's valuable mission to the Global War On Terror: Intelligence Surveillance and Reconnaissance, aerial refueling, and battlespace control.

"Our work here is undervalued and misunderstood, but it is what makes the rest of the GWOT successful," said General Wells. "By doing our mission, we enable the fighters and the bombers to do their mission," he said. "I think because we are quiet, because we don't employ kinetic weapons like bombs and bullets, there's not the glory associated with it."

But 380th Airmen know the value of their job here.

"When we don't fly, there's a dramatic impact on the battlespace; targets aren't found, IEDs aren't detected, lives are not saved or they're put at risk, so I think our importance is of the utmost here," said General Wells

The mission here has also gone through changes in the past year. The arrival and beddown of the E-3 Sentry brought a great capability to our Combined Forces Air Component Commander in the Area of Responsibility. Relocating the KC-135 Extender to elsewhere in the AOR changed the tanker mission here also.

The aircraft aren't specifically going to a tanker orbit outside of the battlespace, they're moving throughout it in both Iraq and Afghanistan to where the fighters need them.

The wing has also been supporting a surge in operations in the AOR.

"We have been in a surge since we've been here, ISR and Tanker have

See FAREWELL page 4

FAREWELL

from page 3

increased 25-30 percent, and we've done that with the same amount of people, the same amount of equipment, and the same number of aircraft," General Wells said.

The biggest challenge to the mission isn't the surge, but the constant turbulence and churn caused by the Air Expeditionary Force rotation. "Every time you get everything running smoothly, and everybody focused, it all swaps out and now you've got to start all over again," he said.

"You combat that with standards, both the Community Standards and the expectations that you'll be held accountable to those standards. So when people get here, we all have a common foundation or baseline to work from," said General Wells.

And working at a non-disclosed location in Southwest Asia presents its own challenges.

"Another obstacle is recognizing significant accomplishments, because we don't talk about where we are or where we fly from. So people work really hard, they deserve recognition, but you don't really associate it with a location or a place people can visualize.

"The host nation is great, the location is great, and people coming and going have no issues," said General Wells. "An important thing we do here is understand the culture, understand why we're in the region, and get close to those that we're protecting or those that we're trying to interact with. When we explain to them the mission and the imperative nature of what we do, they tend to support us a whole lot better," he said. "If they don't understand what we're doing or why we're doing it, the support occurs, but it's at a slower rate."

As he sums up his year in command, the commander is able to see the positive changes his Airmen have brought about in the wing.

"It seems to be standard for people to say thank you," said the general, "but I've been very impressed with all the rotational people, all the permanent party, and I think they really understand what they're doing here and how important it is what they're doing. I know their families have sacrificed for them to be here, but I think they're able to explain to them what they're doing and why they're here, and that they are making a difference."

Go ahead, be a quitter ... and make everyone proud

by Capt Jenny McCorkle
380th Expeditionary Medical Group

What is your goal during this deployment?

I've found most people want to lose weight, save money, get fit, or quit smoking.

If you want to be tobacco-free, the 380th Expeditionary Medical Group can help you achieve this goal.

Each person has individualized reasons to quit using tobacco. Perhaps you've noticed a cough that just won't go away, and you're worried about the health risks. Maybe someone has joked that you're slower on the basketball court than you used to be. Maybe you've noticed all the wrinkles around another smoker's mouth and you're secretly afraid you'll start to look the same way. Is there a younger brother, sister, niece, or nephew who looks up to you and you don't want them to imitate your bad habits? Or, maybe a significant other says it tastes like an ashtray to kiss you. Yuck! Imagine the happy homecoming when you re-deploy and no longer taste like an ashtray - how's that for incentive to quit?

If you want to kick the habit, call me, Capt Jenny McCorkle, at 434-2720. I'm located on the second floor of the Medical Clinic and can help with individual or group sessions filled with information, education, and support for tobacco cessation. I can also provide nicotine replacement patches or gum. If you're interested in Zyban, the physicians in the lower level of the Medical Clinic can meet with you about this option. Together, you can decide if this is the best option for you.

For more information about quitting or to develop an individualized Quit Plan, go to www.ucanquit2.org.

courtesy photo

Dirty jobs

SSgt Jesse Slaughter and SrA Brandon Ray, 380th Expeditionary Logistics Readiness Squadron, get dirty while replacing a hydraulic drive pump on a 60,000 Tunner Loader. The Tunner is a critical flightline vehicle used to load and unload combat equipment from airlift aircraft.

courtesy photo

Eagle eyes

A1C Christopher Sharp, 380th Expeditionary Security Forces Squadron, mans the turret gun on a Humvee during a Security Forces patrol recently.

Sensor sprucing

MSgt Jeff Peterson, 380th Expeditionary Operations Support Squadron Weather Flight, cleans a weather sensor out in the field recently.

courtesy photo

Serving up salutes

by MSgt Angela Smith
380th Air Expeditionary Wing Legal Office

You've heard, "When in doubt, whip it out."

From what I've heard and seen lately, I would say there's a lot of doubt going around, and not enough whipping it out.

I'm talking about our salute, fellow Warriors! This has been a burning issue lately, it seems. Maybe it's because on a daily basis I walk with my supervisor, a major, to different places on our base and I see first-hand the lax nature of some of our salutes, and the "bob-and-weave" (explained below).

I've been hearing some interesting answers to the question, "why didn't you salute when you saw the senior officer?" like "I didn't think we were supposed to salute while an officer was talking", "I thought I only had to salute when I was walking directly past the officer", and "I thought it was too late to salute by the time I realized he was an officer" I admit, it's been a while since I completed Basic Military Training, but I don't know what's more disturbing - the answers themselves or the need for the question.

Then there's the "bob-and-weave" problem. Maybe you've seen it. Someone's walking a straight line toward their destination when suddenly they veer off course to take the long way around, all to avoid the on-coming officer or enlisted person who will cause them to have to salute. Do they really think it's not noticeable? It certainly *is* noticed.

A refresher doesn't hurt: Enlisted Airmen can refer to AFPAM36-2241, para 8.6 (our beloved "Professional Development Guide") for a good reminder concerning the who, what, when, where, and why of saluting. Some highlights: When in uniform, salutes are exchanged upon recognition when outside of buildings and designated no-salute areas. Also, AFI 34-1201, *Protocol*, para 8.1.1 states, "all Air Force personnel in uniform are required to salute when they encounter any person or situation entitled to the salute." 8.1.1.1. states, "offer your salute early enough to allow the senior time to return it and extend a verbal greeting before you pass." 380 AEWI 36-2903, *Community Standards*, para 1.6 states, "while wearing the Air Force Physical Fitness gear, hand salutes will be rendered to officers in DCU, ABU or DFU, unless actively participating in an athletic event." It also designates the no hat and no salute areas on our installation.

Saluting is a sign of respect; not saluting is a violation of the Uniform Code of Military Justice. Straight out of AFPAM 36-2241, 7.30.5.2: "Article 89, UCMJ prohibits disrespectful acts or language used toward a superior commissioned officer ... disrespect may include neglecting the customary salute ..."

As a concerned Senior Noncommissioned Officer, I would be remiss if I didn't address what I see as a brewing discipline problem. I have to be honest and tell you I have not been the perfect model citizen of the 380th Air Expeditionary Wing. What really made me look in the mirror at my own shortfalls in this area are the Airmen with the on-the-spot-executed-with-snap-precision salute. You know, the ones with direct eye contact, faces beaming, voices audible and a walk of purpose. It made me realize I had some work to do. I'd say my biggest problem was not looking up all the time when I walk around. I wonder now how many officers I must have missed saluting and for that matter, how many fellow Airmen I have not said "good morning" to or smiled at (not to mention that in a time where situational awareness is critical, I was not being acceptably vigilant!) I also thought about what my body language is saying about me; "I'm in my own world, leave me alone" or "Oh woe is me." But that's not what I want to say about myself. I'm proud to be an Airman, and I'm here to support my fellow Airmen. I've had to focus on doing the walk and not just the talk.

I hope you will check yourself in the area of customs and courtesies as well. We have a war to win, and there is no time like the present to be on top of our game. But we've got to do this together. So, let's not only render salutes as required and because they're required, lets walk tall and proud and show each other our mutual respect -- whether you're an "E" or an "O", civilian, whether a Soldier, Sailor, Marine, or Airman. We're in this together. "One Team, One Fight!"

photo by Capt Martin Gerst

Operation Air Force

The 380th Air Expeditionary Wing welcomes 12 U.S. Air Force Academy cadets who are here for Operation Air Force. The purpose of their visit is to allow the cadets to experience a deployed/wartime environment.

Wild'n Out, 380th style

Airmen bust out some jokes during Wild'n Out, 380th Style at the Pavilion Saturday.

photo by Capt Martin Gerst

King Ramasis

King Ramasis raps for the Airmen of the 380th Air Expeditionary Wing at the Pavilion Saturday.

photo by Capt Martin Gerst

CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC

JUN 1 0 2008

LETTER TO ALL AIRMEN

It has been my highest honor to serve our great country as an Airman for almost 37 years. In peace and in war, I've had the privilege of serving alongside countless outstanding men and women--Airmen, Soldiers, Sailors, Marines--who have pledged themselves to our country's defense. I was honored and humbled to be appointed the Air Force's 18th Chief of Staff and have been proud to serve our Airmen, their families, and the American people in that role. Upon taking the oath of office, I committed myself to Secretary Wynne and to the Air Force to ensure we provided the right forces at the right time so that our Nation and its allies are victorious in the Global War on Terror and ready to meet future challenges. Working to fulfill that commitment and do the right thing for America and its Airmen, at a crucial point in history, has been the most rewarding experience of my life.

Given my pride in our Service and its distinguished history, you can imagine how it pained me to read the recent report concerning lapses in the control of nuclear-related assets. The profession of arms is a demanding one, and the expectations are as high as the stakes of national security. As our Service's senior uniformed leader, I take full responsibility for these events that have hurt the Air Force's reputation and wrongly raised questions about our commitment to our Core Values of Integrity First, Service Before Self, and Excellence in All We Do. The Nation places a sacred trust in its Airmen, and I have a deep personal belief that I am accountable for that trust. Therefore, the honorable thing for me to do is to step aside at this time. Secretary Gates has approved my request for retirement.

You are the strongest and finest Air Force the world has ever known. And you will do whatever is necessary to make the Air Force even stronger. Most importantly, you will continue waging and winning today's fight as part of the Joint Team, even as you take care of our Airmen and prepare for tomorrow's challenges. Before I depart the fix with an unceasing admiration of your devotion to our Country, let me thank you one last time for all you do every day for the Air Force and our great Nation. Jennie and I are immensely proud of having served with each and every one of you, and our hearts remain with you and our Air Force. I am an American Airman, and I always will be.

Fly, Fight, and Win…now and forever!

Sincerely

T. Michael Moseley

T. MICHAEL MOSELEY
General, USAF
18th Chief of Staff

Warrior of the Week

1Lt Stephanie Barnes

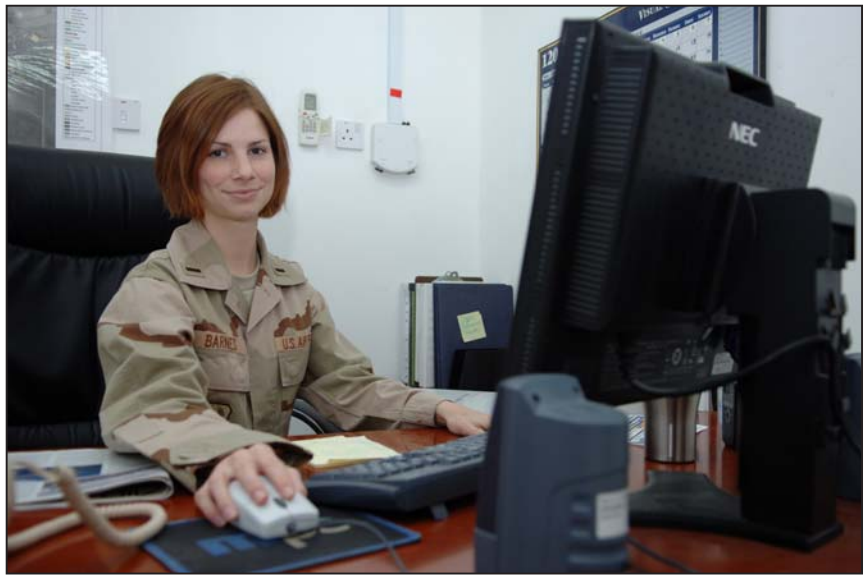

photo by SrA Ross M. Tweten

960th Expeditionary Airborne Air Control Squadron

Duty title: Intelligence Officer In Charge

Home Unit: Tinker Air Force Base, Okla.

Hobbies: Working out, and spending time with my husband and friends

Most fulfilling part of my job: Knowing that the intelligence I provide is supporting my squadron and aircrew's operational capabilities on a daily basis.

Supervisor's Comments: Lieutenant Barnes is a hard-charging, dedicated officer that always goes the extra mile. She leads her shop of specialists in the daily collection, processing, and dissemination of information from multiple agencies. She compiles the mission data and consistently delivers the highest caliber briefings, far beyond the First Lieutenant grade. She's also responsible for the collection of post-mission flight reports, and delivery of that information to the proper agencies. Lieutenant Barnes and her team of specialists excel in every aspect of their performance, due to her drive for perfection and her leadership to get the job done.

Community Standards Tip of the Week

All groups leaving base must have a designated group leader (senior ranking member) who will be responsible for the following:

- ▶ ***Conduct and safety of the group***
- ▶ ***Ensure all travelers comply with off-base rules***
- ▶ ***Must have a working cell phone in his/her possession at all times***
- ▶ ***Ensure all travelers are within community standards before, during, and upon return***
- ▶ ***Must remain with the group and is responsible for reporting incidents such as vehicle accidents, suspicious activity, or disciplinary issues to the unit First Sergeant***

In the event the group leader cannot perform his or her duties, the next senior member of the group will immediately contact Central Security Control by cell phone for instructions on how to proceed.

Winner

"I'm in training to make my father proud, says Atlas Jr."

-TSgt Anson Wightman

380th Expeditionary Aircraft Maintenance Squadron

Other submissions:

"I know that pull-start handle is in here somewhere."
Col Timothy Pendergrass, 380th Expeditionary Medical Group Commander

"Can I get a spot?"
SSgt Reyes Encinias, 380th Expeditionary Logistics Readiness Squadron

"It's amazing what you can do with these new composite materials."
Joseph Miller, 380th Expeditionary Aircraft Maintenance Squadron

"Will you guys please re-attach the engine ... this thing is getting heavy!"
Capt Andrew Cawood, 380th Expeditionary Contracting Squadron

"Hey, did I mention that I'm the new mascot for Gold's Gym? Let me show you."
SrA Breona Rancher-Goodnough, 380th Expeditionary Maintenance Squadron

"Hurry up and tighten the bolts!"
Capt Steve Keifer, 380th Expeditionary Medical Group

"As the weight of the Global War On Terror rests in the palm of my hand ..."
Dewayne Stewart, 380th Expeditionary Communications Squadron

Caption Contest

Send your caption to
380aew.pa@adab.afcent.af.mil
by 1700 Thursday.

Captions should be in good taste and no more than 25 words. The winning caption is published in next week's Sand Script.