

THE Airstream

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COPS: KIRKUK

How do you motivate someone else?

Lt. Col. William Rount

95th Fighter Squadron Commander

What motivates you? Equally important, how do you motivate someone else?

We have a tendency to come up with slogans or processes that attempt to make us better or more efficient, but I believe nothing is more important than getting someone to want to do more or, well ... do less with less.

Embrace change; it will make us more efficient. Computers, slide shows and spreadsheets will make our job easier. They can help us "lean" our processes. These are needed and they're beneficial, but the desire of the worker is more important.

Jack Welch, former chief executive officer of General Electric, talked about "differentiation" and his 20-70-10 categories of people. To paraphrase him, the top 20 are the show ponies, the middle 70 are the normal majority, and the bottom 10 are the slugs.

"Differentiation is about managers looking at the middle 70, identifying people with the potential to move up and cultivating them," said Mr. Welch. "But, everyone in the middle 70 needs to be motivated and made to feel as if they truly belong." Hope for advancement or a chance to enter the top 20 must be provided to the middle 70.

Performance feedback is habitually lacking for those who surround us. Often, even acknowledgement is not there. As a leader or supervisor, do you provide feedback?

Obviously, the Air Force dictates it. Performance feedback worksheets are a great point of departure. But, what about informally? For example, a "Hey, that was exactly what I was looking for" comment as you visit an Airman's workplace or pass them in the hall counts as informal feedback.

If people are never told, "Good job!" or given constructive criticism, expect them to avoid thinking creatively in the future.

Informal and constant feedback is more effective than the required twice a year sessions with your Airmen. Ask yourself if you've

gone home after completing a project and wondered if that was what the boss was looking for. Have you wondered if you overstepped your bounds or stepped out of your lane with some idea you pressed with? Could there be someone who works for you wondering the same?

Recognition comes in a number of different ways. Medals and ribbons are presented. There is the quarterly or yearly awards program. There are nice letters and congratulation notes from bosses. All are truly great but that is not enough. How you communicate with your Airmen needs to extend beyond the monthly commander's call.

Indeed, retired Maj. Gen. Perry Smith put it well: "Leaders should recognize not just the top performers, but also the many others who are competently doing their jobs with good attitudes and a strong commitment to the institutional goals. Making continuous efforts during the morning, at noontime and before leaving in the evening to thank people is an important part of taking care of them."

This cannot be insincere or done flippantly, without thought. Do not coddle or thank someone for showing up to work on time. You can and should, however, recognize their completing a project or job on time.

In our profession we serve our country. That, in and of itself, is worthy of thanks. Nevertheless, everyday thank-yous can get mundane. It is right and should be acknowledged from time to time, but it must be done with honest sincerity.

Next time you look in the mirror, ask yourself, "How have I done with motivating my Airmen?" Smiling when you enter and leave the workplace is nice. Better yet, get up from behind your desk, walk the halls and pat someone on the back.

Recognize true service to one's unit and its mission and goals. Acknowledge someone who put forth his or her effort even if it fell short of how you may have wanted it. Just by talking to that person you will be helping them for future endeavors and motivating further efforts.

Don't stop the formal stuff, for that is just as critical. But, do put forth effort to be there informally for your Airmen.

Operational Readiness Training Program 4, Readiness Safeguard, 14-20 May 07, Volk Field, Wis.

Master yourself by letting your heart rule in all things

Chaplain (Maj.) Daniel Rohan

Wing Chaplain

It is said that Frederick the Great of Prussia was walking along a road on the outskirts of Berlin one day when he accidentally brushed against a very old man.

"Who are you?" the king asked out of idle curiosity as the walk came to an abrupt halt.

"I am a king," the old man answered.

"A king? Over what principality do you reign?" asked the amazed Frederick.

"Over myself," replied the old man. "I rule myself because I control myself. I am my own subject to command."

Every person is created to be a king. When God made man and woman He said to them: "Replenish the earth and subdue it; and have

dominion over every living thing that moves upon the earth." {Gen. 1:28}

One of the greatest things in the world is to be master of yourself by God's grace, so that you do not let any weaknesses overpower you. There is nothing greater than to be what God created you to be: king of yourself!

One of the greatest kings and rulers the world has ever seen wrote, "He that rules his own spirit is greater than he that takes a city." The greatest city of all is to be found in the human heart of a Godly person. He who takes that city, and rules it, is truly a king.



Chaplain Dan Rohan

SF members prepare for Iraq deployment

Capt. Brent Davis
Public Affairs Officer

For the first time since being called up in response to the devastating attacks that occurred on September 11, 2001, the 910th Security Forces Squadron has received the call to duty in support of the Global War on Terror.

Nine members of the 910th SFS were activated January 9 for a six-month deployment to Kirkuk AB, Iraq for a variety of security related duties.

The Airmen are required to attend formal training prior to deploying into this dangerous region of Iraq.

Patriot Defender is an AFRC sustainment training exercise located at Camp Swift near Bastrop, Texas, according to Lieutenant Nathan J. List, 910th Security Forces Squadron Operations officer.

The Ground Combat Skills exercise will hone and refresh the deploying Airmen's skills needed in today's expeditionary force. A combination of classroom, practical applications, and military operations urban training culminates in a realistic three-day field training exercise.

One deploying member, Staff Sgt. Miguel A. Mercado, recently returned from volunteering for a six-month assignment at Eskan Village outside Riyadh, Kingdom of Saudi Arabia as part of a personnel security detail. Some of his duties included, guarding VIPs and providing escort for trips to the medical center.

"I was at least able to see my family for a few weeks over the holidays before going back to the desert. I originally thought I'd be activated for a year and my wife was relieved to know that it's for six months," he said.

Staff Sgt. McLean, a former U.S. Marine infantryman, is the team leader for deployment.

"Most of us have already had some form of desert warfare training through Silver Flag and other courses. I expect Patriot Defender will



U.S. Air Force Photo/Capt. Brent J. Davis

NINE IN LINE FOR A GOOD TIME: Members of the 910th Security forces Squadron enjoy being in their element- outdoors. Staff Sgt. Edward L. McLean (left) discusses with the group the living conditions at Patriot Defense pre-deployment training to that of their temporary home at Kirkuk AB where they will be deploying later this month.

include more extensive training focusing on convoy security," he said.

According to Staff Sgt. McLean, the nine Airmen will train using platoon level weapons such as the M240B light machine gun and M249 squad automatic weapon.

Upon returning home from Patriot Defense, the Airmen will get one final dose of realistic IED training.

"The full time security forces ARTs and AGRs

here are planning on training our guys on detecting IEDs and VBIEs (car bombs)," said Staff Sgt. Everett W. Radcliffe II, 910th Security Forces ART. "We'll hide mock explosives in vehicles, have wires hanging and many other things to prepare them with as much realistic training as possible before they leave," he concluded.

According to Staff Sgt. McLean, several in his group are willing to patrol off base as needed while deployed to Kirkuk AB.

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On the cover...

Airman 1st Class Jared L. Thompson, a 910th Security Forces Squadron fire team member, inspects an M-249 assault rifle prior to deployment to Camp Swift, Texas for two weeks prior to his deployment to Iraq later this month. U.S. Air Force photo/Senior Airman Ann W. Jefferson.

Club renovation improvements are many

Tech Sgt. Ken Sloat
Public Affairs Specialist

Officials at the Eagles Nest Club on base are preparing to unveil several customer-driven improvements to the facility during a special ceremony this spring. The changes are designed to increase customer satisfaction and improve the appeal of the club.

Although details for the event are still pending, a formal unveiling ceremony is planned for the April UTA, said Ms. Jennifer Marhulik, marketing specialist for the 910th Services Squadron.

Many of the changes in the lounge area are a direct result of customer feedback, she said.

The major renovation involving most of the building is now more than halfway complete. Construction on the two-part project, originally conceived in late 2004, began in Nov. 2006.

“The biggest complaint I’d heard was that people couldn’t get service and they couldn’t get it quick during busy periods,” she said. According to Ms. Marhulik, she got proof of this firsthand while working behind the bar serving as the interim manager several years ago.

Change, she said, was necessary.

“The most noticeable change for most people will be the replacement of the old U-shaped bar with a larger L-shaped bar,” said Jason Cohol, manager of the Eagles Nest Club.

He said the new bar will run almost the entire width of the room adding that he expects this improvement to increase seating capacity at the bar by as much as 50 percent.

Other changes include the creation of a “walk-up” order section for customers not seated at the bar. This replaces the old system that forced unseated patrons to squeeze in between seated customers to place orders, he said.

Other changes behind the bar should be equally as important to the goal of improving service, he said.

The addition of a second bartender’s work station will likely double the service capability during busy periods, he said.

“Before, they had to share equipment,” he said.

Another service-related improvement is the relocation of a cash register so bartenders won’t be forced to share space when taking orders, he said.

A large walk-in refrigerator is being placed behind the bar to minimize time spent away from tending to customers while restocking or obtaining little used products, he added.

According to Mr. Cohol, the addition of a printer in the kitchen will upgrade the current order taking system enabling orders to be printed directly in the kitchen.

Currently, orders must be handwritten and delivered on foot to the kitchen. This change should



U.S. Air Force photo/Tech Sgt. Ken Sloat

Joe Hoschar, a contracted carpenter assigned to the Eagle’s Nest Consolidated Club renovation project, prepares the wall in the game room for new drywall.

decrease food preparation time as well as limit the amount of time bartenders spend away from work stations, he said.

“It’s quicker for the next guy to get his food or drink if the bartender isn’t running back and forth to the kitchen,” he said.

Other changes involve appearance and atmosphere.

The complete renovation of the outdoor patio will offer seasonal seating options to patrons who prefer to sit outside, Mr. Cohol said. The previous patio, which was an uneven collection of cement pads, was replaced with a solid concrete patio. The addition of a hardened canopy, much like the one currently in place between the two lodging buildings, will protect customers from the elements. The final addition of new comfort-

able patio furniture will complete the area, he said.

According to Mr. Cohol, access to the patio will be available through handicap-friendly motorized doors as well as a newly constructed 16-foot wide sliding glass door.

“The old arrangement didn’t provide any handicap access to the patio and that was a problem,” he said.

Other esthetic changes are planned to improve the atmosphere as well.

The dance floor, formerly located in front of a fire place, is scheduled to be relocated to the corner of the room which will open up additional seating.

For the complete story, visit the 910th public Web site at www.youngstown.afrc.af.mil

Intelligence value

Tech Sgt. Ken Sloat
Public Affairs Specialist

It's not a classroom, although the Airmen behind its locked door are likely to be sifting through a library of research material looking for little bits of key information. After finishing, they will emerge and share what they've learned with other Airmen in hopes of better preparing those Airmen to stay alive.

"We're educators," said Master Sgt. Brenda L. Zickefoose, an intelligence operations craftsman with the 910th Operations Support Squadron. Researching and studying is usually required to stay current.

"We brief anybody who goes (out of the continental United States)," said Capt. John C. Gaffney, Chief of Intelligence, who oversees 23 Airmen assigned to the office. Typically, he explained, 910th Airlift Wing members are required to visit the Intelligence Office to get a briefing on threats they may encounter at their destination or enroute.

Preparing for that responsibility takes considerable time.

The basic enlisted technical school is more than five months long. Once completed, the newly hired enlisted intelligence operations specialists might expect to attend two or three specialty schools within their first year of assignment, said Master Sgt. Joseph J. Dagenais, NCOIC of the 910th Intelligence Section. When new applicants are interviewed for a vacancy in the office one of the first questions Capt. Gaffney asks is whether or not they like to read and do research.

"Sifting through a lot of information to determine what's important to your audience is what we do," he said.

Many staff members report that on a typical UTA weekend they will spend between eight and ten hours doing research for presentations and studying intelligence to keep current.

"We research, decide what's relevant and disseminate it," said Master Sgt. Zickefoose.

Capt. Gaffney said their goal is not to tell their customers what to do, but rather to give them the information they need so they can make informed decisions that will allow them to accomplish their mission without harm to themselves or other Airmen.

It is a big responsibility and the work load can be heavy.

According to Capt. Youssef Mhemedi, an Intelligence Officer assigned to the Intelligence Section, normally the office will do four or five briefings during an average drill weekend.



U.S. Air Force Photo/Tech. Sgt. Ken Sloat

Capt John Gaffney, Chief of Intelligence with the 910th Operations Support Squadron, points out areas of enemy activity to Tactics Chief Lt. Col. Brian J. Chambers (seated) during a mission planning exercise during the January UTA.

"It's always a learning environment. A new technology or changing world event can require more research," he said, adding that because most briefings are done on Sunday of the drill weekend, intelligence personnel have Saturday to prepare for them.

Senior Airman Anthony J. DiAngelis, an Intelligence Operations Journeyman, spent much of his UTA preparing for three briefings he was assigned to complete over the weekend.

"I'll be here tonight," he said jokingly as he explained that extra hours of duty are occasionally required to stay ahead of the constant availability of information.

Learning the data is just the first part, explained Capt. Mhemedi. Understanding it is another part. Something that might seem like an isolated incident when considered alone may in fact be very significant when combined with other seemingly isolated incidents.

People sometimes ask for his expertise informally by prompting him to explain a story they may have seen on television. He said he usually has to explain to them that he isn't always able to add to what the networks report. The information they share hasn't been analyzed, it's just information. He said his office is more focused on sharing the "most accurate" information rather than merely regurgitating "the most recent information."

There are many ways to get accurate information.

Ninety-five percent of the intelligence information they use when deployed to the U.S. Central Command Area of Operations comes from validated intelligence sources while the

remaining five percent comes from first-hand human sources such as post-flight interviews, explained Senior Airmen DiAngelis.

Almost all of the intelligence operations team members – six officers and twelve enlisted – have been deployed at least once since Sept. 2001, said Master Sgt. Dagenais.

For Senior Airman DiAngelis, who recently completed his third year in the office, the rigors of deployments aren't anything new. As he prepares to depart for his second deployment to Southwest Asia later this year, he must also find study time for his upcoming participation in CORONET OAK, an operation providing airlift support of U.S. Southern Command. The operations tempo isn't likely to diminish in the deployed environment either.

During a recent 120-day deployment to Kuwait, he said he was responsible for conducting more than 600 briefings.

This is a familiar story for Master Sgt. Zickefoose.

Immediately after Sept. 2001 she was placed on what would turn out to be nearly two years of active duty. During that period she was deployed four times, including twice to the CENTCOMAOR.

She said preparing for a deployment can involve a lot of study time especially when there will be several different types of aircraft that she will have to support at the deployed location.

For the complete story, visit the 910th public Web site at www.youngstown.afrc.af.mil

Wing grieves loss of great friend

“Richard greeted me upon my arrival to this command as if he had known me for years. He hugged me around the shoulders and said, “Welcome to Youngstown, Colonel” in that big booming voice of his. He made friends with everybody. That is why so many people from this community showed their respect last week at his funeral service. His impact on this community and this base will be felt for years to come. He was our BCC president, our supporter, our advocate, and, most of all, he was our friend.”

Col. Timothy J. Thomson

“Richard was a true American patriot, one who was not shy about telling anybody who would listen or in fact anyone who didn’t want to listen. More importantly Richard was a very open supporter of the 910th Airlift Wing. He LOVED the base as much as his dear wife Gilda and probably more than he loved his own restaurant.”

Brig. Gen. (Ret.) Michael F. Gjede

“What I will remember most about Richard Alberini is this man’s great love for his country, and his sincere admiration, respect, and appreciation for the military. It seems like every time I saw Richard, sometime during the evening he would get a little choked up, get a few tears in his eyes, and if he told me once he told me a thousand times, “I just love you guys and I can’t thank you enough for the job you people are doing out there at the 910th!” And then he would say, “I have been honored for being able to associate myself with all you fine men and women, and have been blessed for living in such a great country!”

Chief Master Sgt. Robert V. Glus

“Whenever you went into the restaurant, Richard made you feel that you were a long time friend and he made you feel very special. As an advocate for the 910th, when you took visitors there, he made them feel at home too. It was not unusual for him to open up the wine room to us and provide us with a spectacular evening of fine food, good conversation, special stories, wonderful tips on fine wine and great wine-tasting. Richard will be sadly missed by the 910th, the community but he will always have a very special place in the hearts of his friends. Ah Salute, Richard.”

Chief Master Sgt. Arlene Boozer



Courtesy Photo

Richard Alberini was arguably Youngstown Air Reserve Station’s strongest supporter. He served as president of the Youngstown Air Reserve Base Community Council since 1993. He worked closely with former U.S. Congressman James Traficant to secure additional C-130s and infrastructure in the mid 1990s. Mr. Alberini passed away Jan. 1 after a courageous battle with cancer.

“I’ll always remember his booming voice, his enthusiasm, his infectious smile and his stogey. His restaurant was everyone’s meeting place, and even though all customers were greeted and taken care of, he always had a little extra special attention for the military. He was a man proud of his service and proud to support those who served or are serving. I will miss him terribly, he was one of the first friends I made in the this community.” Col. Anna M. Schulte

Safety is not job one but always

The 910th had its first reportable accident January 3 when a civilian aircraft maintenance specialist was injured while working on a C-130. The accident required off-base medical treatment according to Mike Norris, Wing Ground Safety Manager.

“Looking back at the previous year and our accidents, the trend is more towards complacency. We are rightfully mission oriented since that’s why we exist, but we need to think safety while doing the missions,” said Mr. Norris. “Safety is not job 1 but safety is always. The AFIs, Tech Orders, Job Guides and all other

instructions are built with safety incorporated,” he added.

An important daily habit is to assess the working environment.

“Before starting any project look at the work environment, the work area where the task is performed; do a total look, overhead, underneath, both sides and also what is behind,” said Mr. Norris. “Think risk management and remember Murphy’s Law. Doing a quick environmental risk assessment is just a short exercise in knowing the hazards of the area and taking steps to correct them,” he added.

Placing a foot into open air while anticipating support or kneeling down on a screw, nut, or even a small pebble can ruin a good day or more.

“Hurrying to get something done or to get somewhere “on time” and ignoring safety is asking for Murphy’s Law to intervene,” said Mr. Norris. When it does it will take even longer.

For most situations the time saved is seconds or minutes. Shortcuts may work but at some point at the worst possible moment, Murphy’s Law will kick in. Do it right but do it safely at the same time.

RECOGNITION

“Of the Year” award winners announced

Chief Master Sgt. Robert V. Glus Sr., Command Chief Master Sergeant of the 910th Airlift Wing, has announced that the following personnel have been selected as the 2006 “Of the Year” award winners.

Airman of the Year

SRA Courtenay N. Perkins
910th Security Forces Squadron

NCO of the Year

TSgt. Lisa A. List
910th Airlift Wing

SNCO of the Year

MSgt. Korene R. Rooks
910th Mission Support Flight

First Sergeant of the Year

MSgt. Richard M. Lyle
910th Mission Support Flight

NEWCOMERS

910th adds to the family

Capt. Gregory Smaroff, 910th Medical Squadron
Tech. Sgt. Paul J. Tatar II, 910th Maintenance Squadron
Staff Sgt. Travee M. Davis, 910th Medical Squadron
Staff Sgt. Carmen M. Garcia, 910th Maintenance Operations Flight
Staff Sgt. Vaughn JC Mann, 910th Services Squadron
Staff Sgt. Adam D. Miller, 910th Aerial Maintenance Squadron
Staff Sgt. Jennifer A. Nussbaum, 910th Mission Support Flight
Staff Sgt. Christopher M. Simon, 76th Aerial Port Squadron
Staff Sgt. Alpha Smith II, 76th Aerial Port Squadron
Senior Airman Norman W. Brown, 910th Aerial Maintenance Squadron
Senior Airman Delmer A. Copeland, 910th Maintenance Operations Flight
Senior Airman Danny Gross, 910th Services Squadron
Senior Airman Christopher M. Kramer, 910th Logistics Readiness Squadron
Senior Airman Timothy A. Lesley, 910th Aerial Maintenance Squadron
Senior Airman Anthony A. Marrazzi, 910th Medical Squadron
Senior Airman Terrence V. Pride, 910th Airlift Wing
Senior Airman Thomas P. Withem, 910th Security Forces Squadron
Airman 1st Class Justin G. Beckley, 910th Civil Engineering Squadron
Airman 1st Class Kelly M. Kuzminski, 910th Aerial Maintenance Squadron
Airman 1st Class Marlene R. Medvec, 910th Maintenance Squadron
Airman 1st Class Jenelle M. Rodriguez, 910th Maintenance Squadron
Airman 1st Class Steven P. Schmitz, 910th Security Forces Squadron
Airman 1st Class Jason P. Scriven, 910th Aerial Maintenance Squadron
Airman Amber R. Hurton, 910th Logistics Readiness Squadron
Airman Basic Christopher J. Brooks, 910th Medical Squadron
Airman Basic Estefania C. Paige, 910th Maintenance Squadron

PROMOTIONS

The following officers have been selected for promotion to the rank of Colonel. Effective dates of these promotions will be determined by pending U.S. Senate confirmation and individual promotion line numbers.



Lt. Col. Bryan J. Bly
Lt. Col. Peter M. Kazarovich
Lt. Col. Christopher L. Kenny
Lt. Col. Brian M. Spears



James C. Samples III, 910th Aerial Maintenance Sq.
Donn M. Weilacher, 76th Aerial Port Sq.



Jessica N. Boggs, 910th Medical Sq.
Donald C. Cusick, 910th Medical Sq.
Christopher T. Dougan, 76th Aerial Port Sq.
Danielle M. Forkapa, 910th Medical Sq.
Donika R. Hickman, Mission Support Flight
Donna M. Hunt, 910th Medical Sq.
John P. Kelly, 773rd Airlift Sq.
Andrea D. Kirks, 910th Medical Sq.
Samuel C. Laidley, 910th Maintenance Sq.
Thomas A. Skillman, 910th Security Forces Sq.
Lafayette Smith Jr., 910th Airlift Wing
Brian A. Starr, 76th Aerial Port Sq.



Jeremy M. Barker, 910th Maintenance Sq.
Thomas A. Bishop, 910th Maintenance Sq.
Danny L. D'Annunzio, 910th Services Sq.
Jerome W. Fabian, 910th Maintenance Sq.
Julian A. Garcia, 910th Maintenance Sq.
Nicole E. Greaver, 910th Medical Sq.
Gerald K. Groves Jr., 910th Aerial Maintenance Sq.
Jessica L. Hyde, 910th Services Sq.
Adaora Ikwuagwu, 910th Maintenance Operations Flight
Paul M. Komandt, 910th Civil Engineering Sq.
Maritaz Y. Ramirez, 910th Medical Sq.
Rebekah M. Simones, 773rd Airlift Sq.
Thomas P. Withem, 910th Security Forces Sq.



David W. Eck Jr., 910th Security Forces Sq.
Jacob D. Gailey, 910th Operations Support Sq.
Anthony B. Gercar, 76th Aerial Port Sq.
Jessie J. Hill, 910th Aerial Maintenance Sq.
Brian H. Horner, 910th Security Forces Sq.
Megan C. Miglionico, 910th Medical Sq.
Aaron J. Sargent, 910th Aerial Maintenance Sq.
Matthew A. Springer, 910th Maintenance Sq.
Elizabeth A. Quartullo, 910th Medical Sq.
Rocco D. Welsh, 910th Maintenance Sq.

BASKETBALL GAMES

Senior Airman Ann Wilkins Jefferson
Public Affairs Specialist

TIP OFF

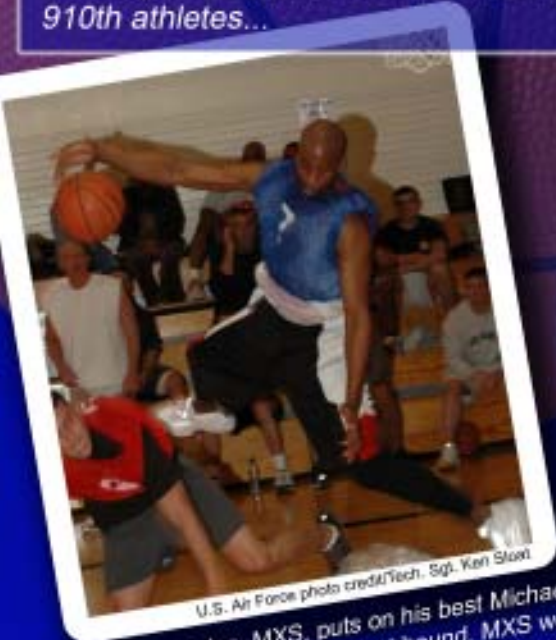
NEW ESPIRIT DE CORPS YEAR

Basketball games started off the Espirit de Corps intramural sports season during the January UTA. Four fast-paced games showed off the talent and comradery of 910th athletes...



U.S. Air Force photo/Sgt. Ann Wilkins Jefferson

Alex Brown, on a combined AW & Recruiting team, fights for a rebound in game one. The Wing won the back-and-forth battle by a single point, 48-47, with the help of a game-high 23 points from Khalid Mulazim, also the night's leading point-scorer.



U.S. Air Force photo credit/Tech. Sgt. Ken Sloat

Michael Golden, MXS, puts on his best Michael Jordan imitation as he goes airbound. MXS won the game, 58-38, led by top-scorer Stephen Crenshaw's 12 points and Golden's 12



U.S. Air Force photo/Tech. Sgt. Ken Sloat

LRS couldn't stop the overall team effort of MDS in game four, where MDS prevailed 44-25. All eight MDS players scored, starting with the game-high 10 points by Scott Smith.



U.S. Air Force photo/Sgt. Ann Wilkins Jefferson

In game three, APS beat out CES in a defensive battle, finishing with a 35-27 score. Although APS was able to take advantage of substitutions, lining up 11 players — nine of whom put points on the board — CES kept it close with all five teammates scoring and playing a full game. Trelayne Edwards, APS, had nine points while CES' Andy Hodovan and Daniel Wyatt each put up eight.

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