

Spokesman

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DEPARTMENTS

names in the news

4-15

*MEAR team specialists transform Det. 415
Leadership Lab bridges gap in Alaska
MRSOC holds ribbon cutting for new building
352nd IOS wins base spirit trophy
School supply drives help San Antonio students
San Antonio members spread cheer at local hospital
690th ISS changes ways after Sept. 11
Aggressor squadron celebrates first anniversary
Det. 1, 23rd IOS welcomes new commander
Hornburg takes helm at Air Combat Command
NAIC flag football squad defends title*

AIA heritage 16-18

*Chief of Abwehr: One of
most powerful in Germany*

salutes 19

*Decorations, degrees,
quarterly awards*



photo by Boyd Belcher
TSgt. Cheryl Williams from the 690th Intelligence Support Squadron takes a call from a customer. For more information on the 690th ISS, see story and photos on pages 10 and 11.



Brig. Gen. Neal Robinson
AIA commander

Maj. Steve Doub
Director, Public Affairs

TSgt. Marilyn C. Holliday
Editor

Special recognition goes to AIA unit public affairs representatives who submitted articles and salute inputs for this issue of Spokesman.

1st Lt. William Roschewski
381st IS

SSgt. John Waldron
543rd IOG

A1C Amanda Ollnburg
352nd IOS

Also contributing were fellow public affairs office members:

MSgt. Rick Corral
70th IW

MSgt. Fred Hagans
AFTAC

Rob Young
NAIC

2nd Lt. Toni Tones
67th IOW

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National tactical integration Essential for war on terrorism

By Brig. Gen. Neal Robinson
AIA commander
Lackland AFB, Texas

Sept. 11 was a turning point not only for our nation as a whole, but for the Air Intelligence Agency in particular. The attacks against our nation made brutally clear the reasons for "operationalizing" AIA. Thanks to the foresight of Air Force leadership at all levels, AIA was prepared to face this new threat to our nation.

The many months of operationalizing we had undergone prior to Sept. 11 well prepared us for this new challenge, and resulted in a new information operations doctrine, bringing information operations out of its historic support role and into a full-fledged warfighting role. For the first time there is an air operations desk at the National Security Agency. National tactical integration is now a reality—and it is essential for our success in the war on terrorism.

That fact has not been lost on our national leadership. Shortly after Sept. 11, in response to a national-level tasking, the B.A. Larger Auditorium became the scene for the IO strategic planning meetings to develop the

*Every wing & center
under the AIA
umbrella has made
its own vital
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ongoing war effort.*

military IO campaign for the war on terrorism. More than 136 people representing 32 organizations were involved in that planning effort. We established a new standard for information superiority and fused intelligence, exponentially increasing the value of information as a weapon and the overall effectiveness of joint warfighting operations.

In concert with the IO Strategic Plan, we have also developed the IO Strategic Communications Plan and an IO Business Plan.

The Sept. 11 terrorist attacks also accelerated our development efforts of the HQ AIA Information Operations Center/QUICK DRAW. Thanks to the dedication, hard work and long hours put in by a large number of IO professionals—including members of all branches of our nation's military services, government civilians and contractors—the IOC/QUICK DRAW initiative was immediately activated, several months ahead of schedule. AIA information operations has been supporting Operation Enduring Freedom ever since.

Every wing and center under the AIA umbrella has made its own vital contributions to the ongoing war effort. Let me describe just a few of them.

The 67th Information Operation Wing's support to Operation Enduring Freedom includes all aspects of information operations. Airborne reconnaissance provides real-time support to tactical and national customers, and battle management via links to other airborne assets, supplying information for indications and warning, targeting, order of battle development and direct support to tactical units.

Direct support operators provide



Brig. Gen. Neal Robinson

direct threat warning and situational awareness, and wing analysts support Compass Call operations. Traditional intelligence collection sites are involved in every phase of imagery production from multiple sources, including manned reconnaissance platforms and unmanned aerial vehicles.

Electronic System Security Assessment personnel provide systems security services to commanders through telephone monitoring and other communications systems security services for joint COMSEC monitoring activity and Air Force-only support operations.

The Air Force Computer Emergency Response Team assesses, analyzes, and provides countermeasures for computer security incidents and vulnerabilities for computer network defense and information warfare flight personnel are stationed in the Air Operations Center.

In addition to these core 67th IOW missions, numerous wing personnel are deployed throughout the world, providing their unique expertise at every level from squadron to unified command.

The 70th Intelligence Wing provides information in warfare support through the Air Force National Tactical Integration Air Operations Desk by pushing timely actionable national intelligence directly to warfighter hands by conducting distributed information operations, and leveraging four units worldwide with national intelligence capabilities to provide direct reach-back intelligence reporting to decision makers and warfighters.

The NTI effort has become a standard for exemplifying breakthrough initiatives and 8th Air Force and AIA's desire to most effectively support combat operations. The 70th also spearheaded the establishment of low density language courses, anticipating needs for upcoming theaters of operation. The wing has a number of personnel designed specifically for direct support to OEF in the form of its 24/7 wing battle staff, national-tactical integration cells, remote airborne intelligence operations, and CENTCOM and related AOR deployments.

Air Force Information Warfare Center's support to the warfighting effort includes providing electronic warfare and threat analysis products for aircrew mission planning, operational-level planning and Air Force decisionmakers through the Global Garrison Support Cell.

AFIWC also conducts assessments of computer network vulnerabilities at all U.S. Air Force bases and provides information warfare tools and analytical support to the Information Operations Technology Center to support joint requirements. Further, AFIWC uses CND data provided by the 67th IOW, along with open source information, to tailor analyses for the Air Force Computer Emergency Response Team, Network Operations and Security Centers and Joint Task Force Computer Network Operations.

They installed the Common Intrusion Detection Director System at 11 sites to enhance AFCERT and MAJCOM NOSC capabilities to protect Air Force networks. AFIWC also supplies information to support both kinetic and nonkinetic IW targeting through Sensor Harvest IW target studies and the Constant Web C2 network database, as well as information on electronic warfare vulnerabilities of blue forces versus threat systems. This included producing a study outlining the threat to U.S. aircraft from IR SAMs.

NAIC's contributions include developing forensic-level description of C3 systems in threat countries, including ISR and space communications, as well as detailed capabilities reports on combat aircraft, aero weapons, and airborne and ground-based radars. Another report de-

scribed D&D practices in the region, including those used by Al Quaida, to cue CENTCOM imagery analysts and planners on what to look for, and performs imagery analysis of more than 300 theater targets—an essential part of campaign planning.

NAIC also provides regional situational awareness for J2 on medium-range ballistic missiles, prepares and disseminates air threat summaries detailing threat fighter tactics and offensive counter air threats, and supports Defense Intelligence Agency with third-phase battle damage assessment performed before, during, and after strike.

On Security Hill, the AIA Information Operations Center pushes critical time-sensitive intelligence 24/7 via JWICS, SPRNET, fax, and phone in direct support of both OEF and Operation Noble Eagle.

The IOC distributes daily consolidated Taliban propaganda reports, and Electronic Systems Security Assessments and psychological operations reports received from the 67th IOW, to the information warfare flights.

IOC personnel also develop and distribute cyberwatch reports for global indications and warning entities, developing or demonstrating the capability to conduct offensive IW against the United States and our allies, and analyzes terrorist networks of selected countries to determine the centers of gravity in support of OEF JCS operations.

These are only a few examples of AIA's contributions to Operation Enduring Freedom. Every wing and center has its own critical role.

Although your efforts may not be known by the general public for many years, if ever, they do not go unnoticed by those who rely on you in conducting the war on terrorism.

I want to express my gratitude to each one of you for all you give in support of our great nation. Keep up the great work!

MEAR team specialists transform Det. 415's workplace

Five-building compound in Chiang Mai, Thailand gets facelift courtesy of 668th Logistics Squadron team

By CMSgt. Richard E. Puleo
668th Logistics Squadron
Lackland AFB, Texas

Imagine coming to work in the morning and the paperwork you left on your desk the night before was so saturated with humidity the ink had run.

This was just one of many facility challenges faced by the Air Force Technical Application Center's Detachment 415, a small 23-person detachment responsible for conducting seismic research, located in the foothills of the jungle in Chiang Mai, northern Thailand.

Calling the five-building compound substandard would be quite an understatement. Detachment 415's dedicated members performed their mission day in and day out in an environment of major electrical safety hazards, sub-par air conditioning and structural interiors more at home in a gothic novel than a 21st Century workplace.

That was until one of the 668th Logistics Squadron's Mobile Engineering and Alteration Teams, assigned to Lackland AFB, Texas, entered the picture in late summer 2001.

The MEAR teams specialize in

quick-reaction civil engineering requirements missions worldwide to include sites at some of the most austere and challenging locations imaginable. A typical MEAR team includes members who are specialists in every aspect of renovation and reconstruction that can be accomplished within the interior of a structure.

MEAR team members specialize in carpentry, plumbing, air conditioning, heating, electrical and structural.

A MEAR site survey team led by TSgt. Melvin McGee, team chief, arrived in March 2001 to provide the first-look assessment and develop the overall work plan.

"I knew immediately that we had our work cut out for us," McGee said. "I've seen worse but not much worse." The site survey team identified problems that included hundreds of feet of faulty electrical wiring, exposed power panel boxes, under-gauged wire carrying excessive electrical load, an ineffective air-conditioning system, plus floors, ceilings and walls badly in need of renovation.

The team's efforts set the wheels in motion that resulted in a new multi-building design, a complete list of materials required and a work plan that ensured the safety of assigned people while minimizing any disruption to Detachment 415's mission accomplishment.

Construction materials totalling \$100,000 were purchased and in place by July 9 for the 9-person, multi-skilled MEAR team's arrival.

Working most of the time in temperatures more than 100 degrees and 90 percent humidity, MEAR team members endured the difficult conditions and completed all requirements

of the design plan within the scheduled time frame.

"It was a lot of hard work," McGee said. "But it's always satisfying to reach the finish point and see a smile on the customer's face."

Other members of the team included: TSgt. Timothy Hanco, TSgt. James Turner, TSgt. Dominic Vargas, SSgt. Jeffrey Baronsky, SSgt. Latour Hairston, SSgt. Larry Hurt, SrA. Earl Burgess and SrA. Brian Sayles.

"I can't say enough about the job these folks did," MSgt. Anderson, detachment commander, said. "I can speak for all the facility personnel and say what a tremendous morale boost it will be for all of us to be working in a much improved and more pleasant work environment."



BEFORE: An example of years of neglect.



AFTER: No challenge was too tough for the MEAR team.

Airmen's Leadership Lab in Alaska bridges gaps for 381st members

ALL program designed to highlight positive environmental influences on new airmen

*By MSgt. Michael Walljasper
381st IS
Elmendorf AFB, Alaska*

Professional development is a never-ending process. It's something we all must work at daily because it's our craft.

Leadership skills are shaped by many factors, but one of the most powerful factors is mentorship.

Mentoring is one of many tools available to "grow" effective leaders and ensure a smooth transition of leadership through all the ranks.

We have airmen and lieutenants who are the future of the Air Force and the leadership skills taught to them now will pay great dividends to our future Air Force.

Promotion rates in the Air Force's middle tier have soared over the past few years. To ensure a successful transition into the NCO ranks, Lt. Col. Michael Phillips, 381st Intelligence Squadron commander, in cooperation with the unit's Middle Tier Association and the Company Grade Officer Council, created the 381st IS Airmen's Leadership Lab.

Upon assuming command, Phillips made the men and women of the 381st three promises: first, was that he would fight hard to ensure people had the proper tools to accomplish their jobs; second, a commitment to ensure quality supervision at all

levels; and third, to ensure value was added to the lives of every member in the squadron.

The last promise is one taken very seriously at the 381st IS. There are a number of squadron programs addressing how to add value to the lives of airmen; however, the Airmen's Leadership Lab, or ALL, is special and something the squadron members are very proud of and have taken great pride in establishing. It has taken several months of planning and fine-tuning.

ALL is a unique career enhancement course for the squadron's airmen. The lab's primary goal is to provide an environment of mentorship and professional development for the unit's junior enlisted members.

The intent is to bridge the gaps between basic training, technical school, first-term airmen centers and Airman Leadership School.

The unit's Middle Tier Organization was instrumental in developing specific curriculum, which includes the Air Force's core values, philosophy and standards, morals and ethics, substance abuse, key supervisor responsibilities, unit history, briefing and writing skills—Air Force style, and basic Air Force leadership and followership.

The Company Grade Officer Association was challenged by the commander to develop detailed case studies as well as a list of the top 10 challenges facing 381st IS members in leadership roles. These case studies are openly discussed during an airmen's seminar forum, encouraging group learning and interaction.

A mock board is also a part of the curriculum, encouraging and preparing students for below-the-zone

promotions or quarterly awards. Students and instructors alike gain valuable leadership experience through the ALL program.

The program is aimed at building confidence in airmen and instilling a mindset of excellence and the importance of professional development and professional pride.

The Airmen's Leadership Lab is located on the first floor of the 381st IS building, outside of the sensitive compartmented information facility to ensure maximum benefits to all squadron members. It's supplied with leadership literature, motivational audio cassettes, leadership videos and other leadership resources to aid in mentoring the squadron's future leaders.

The student population is composed of first-term airmen, nominated by their supervisors, who have not yet completed Airman Leadership School.

"This group of airmen is the most impressionable, both positive and negative. The Airmen's Leadership Lab is designed to highlight positive environmental influences on our new airmen," SMSgt. Marv Jackson, 381st IS first sergeant, said.

The instructor corps is made up of seasoned middle-tier NCOs, hand selected by flight commanders and superintendents, and approved by the commander.

Instructor candidates must complete a 4-day training seminar where they present and discuss their specific course material prior to teaching in each ALL.

Immediate feedback and course corrections are immediately made, ensuring learning objectives are met.

Having squadron members who have taught ALS or other PME courses provides oversight for the instructor

training block. The end result is polished instructors capable of personalizing and presenting the curriculum.

No awards are given at the Airmen's Leadership Lab. The emphasis is on teamwork and group dynamics. The final exam is given in the form of a mock board. The intent is to prepare the squadron's young professionals with the board process, thinking on their feet and showing confidence.

At the end of the five-day course,

Airmen's Leadership Lab students receive a graduation certificate from the commander in front of the entire squadron, culminating a week of intense Air Force learning.

Amn. Cleophas Smith, a recent graduate, commented, "... it gives a perspective from the supervisor's point of view ... the interaction with other students was great."

TSgt. Lloyd Raines, instructor and mock board member said, "It enables military training to continue at the squadron level after personnel report for duty."

Amn. Donald McKay commented, "I liked the CGO perspective, it let us know what they go through in leading and managing the unit."

ALL has graduated 12 students, sending them into

their duty sections better equipped with the tools of leadership and followership well in hand.

"Professional development is an essential part of what we do as professionals," Phillips said. "I believe leaders have an obligation to do all we can to prepare a future Air Force. The airmen of today will soon become our front-line supervisors, superintendents and chiefs of tomorrow.

"Getting them off to a great start is our responsibility as leaders. Preparing today for tomorrow is the thrust of ALL—and the unit takes great pride in accomplishing this mission every day," he said. "The most important investment we make will be in ourselves and our Airmen's Leadership Lab is all about that investment. We take the time to teach, mentor, and prepare today for tomorrow. I can think of no higher responsibility for a leader in today's Air Force."

"We take the time to teach, mentor, and prepare today for tomorrow. I can think of no higher responsibility for a leader in today's Air Force."

*Lt. Col. Michael Phillips
381st IS commander*

New building at MRSOC

photo by Boyd Belcher
Members of the 93rd Intelligence Squadron and the 543rd Intelligence Group gathered Oct. 26 to celebrate the opening of Bldg. 331 at Lackland AFB, Texas. The building will serve as a new facility for the Medina Regional Security Operations Center. From left at the ribbon cutting are, Brig. Gen. Neal Robinson, AIA vice commander and director of the Air Force Cryptologic Organization; William McClintock, MRSOC/SCA; Brig. Gen. John Koziol, 8th Air Force vice commander; and Col. Harold Beatty, 70th Intelligence Wing commander.



352nd IOS takes home base spirit trophy

Squadron comes up with plan to surprise, win trophy

*By TSgt. W. J. Robinson
352nd IOS
Hickam AFB, Hawaii*

Outnumbered in assigned personnel by every squadron on Hickam AFB, the little 352nd Information Operations Squadron went into the base-wide October promotion ceremony as the clear underdog to win

the organizational spirit trophy, given to the unit that exhibits the most spirit during the ceremony.

Earlier in the month, Lt. Col. John D'Auria, 352nd commander, contacted two of his proven warriors and directed them to brainstorm a plan to ensure victory.

MSgt. Nate Stephens and TSgt. Bull Robinson were up to the task. Ashley Robinson, daughter of Bull Robinson, was asked to get some of her Radford High School cheerleader teammates to assist in the promotion ceremony. Stephens, Robinson and the cheerleaders worked hand-in-hand for several hours after school for two weeks to come up with the game

plan.

Since everything was top secret, no one knew about "the plan" except the commander, Stephens, Robinson, and the cheerleaders. Squadron members were not briefed on the plan until showtime for the ceremony.

When SrA. Bobby Richardson from the 352nd was called to the club's stage during the ceremony, the five cheerleaders ran across the club up to the stage. They quickly got into formation and began their cheer, followed by a pyramid.

As the cheerleaders held up the 3-5-2 signs, everyone at the ceremony cheered. This one-of-a-kind approach to spirit had never been seen before at Hickam AFB.

In the end, the 352nd took home the organizational spirit trophy and the bar was raised a bit higher for future spirit competitions - with the help of a "plan" and a few cheerleaders.

School supply drive helps local students

San Antonio school district benefits from members' generosity

*By TSgt. Marilyn C. Holliday
HQ AIA/PA
Lackland AFB, Texas*

Members of the Lackland/Kelly Mentor Program, including the Air Intelligence Agency, the 433AW, and AFNEWS, banded together to provide school supplies for the Southwest Independent School District again this year.

About \$500 worth of supplies were collected during the drive. "The outpouring of supplies is amazing," Debbie Torres, AIA mentor program manager, said. "Each year the support from Lackland and Kelly mentors and members seems to grow."

Supplies ranged from paper towels to backpacks. The Mentoring Partnership, which includes about 300 volunteers today, began in 1989. Since the closure of Kelly AFB, AIA has coordinated all volunteer efforts. The school supply drives have been sponsored for the past three years.

The supplies were made available for children of low-income families attending any of the 14 schools in this district.



Photo by Boyd Belcher
Debbie Torres, AIA mentor program manager, sorts through school supplies with Cruz Lopez, fifth grader; and Mark Espinoza, third grader at Sky Harbour Elementary.



In celebration of Veterans Day, 50 people from San Antonio's Security Hill and the Medina Regional Security Operations Center, reached out to local veterans at the Audie Murphy Veterans Hospital.

Lt. Col. John Stauffer, 93rd Intelligence Squadron commander, said the visit gave airmen from his squadron and representatives from Army, Navy and Marines serving at the MRSOC a better understanding of military service.

"I am really proud of our airmen here at the 93rd and the soldiers, sailors and Marines who joined them in this visit," Stauffer said. "They volunteered without fanfare to spend an afternoon with these often forgotten heroes. It is community involvement like this that gives them a clearer sense of professional purpose."

"It was just the right thing to do," SrA. John Mendoza, project coordinator, said. "We need to remember those who have served before us and not take any of their sacrifices for granted."

The visit to the hospital included a chance to talk and mingle with about 100 of the residents.

"We hoped to show the residents that today's military members do care," Mendoza said. "Even though our time spent visiting was minimal, I still think that it was a perfect opportunity for us to show our patriotism and our gratitude."

In addition to the Veterans Day visit, the group visited the hospital again in December.

San
Antonio
military
members
visit
local
veterans
hospital

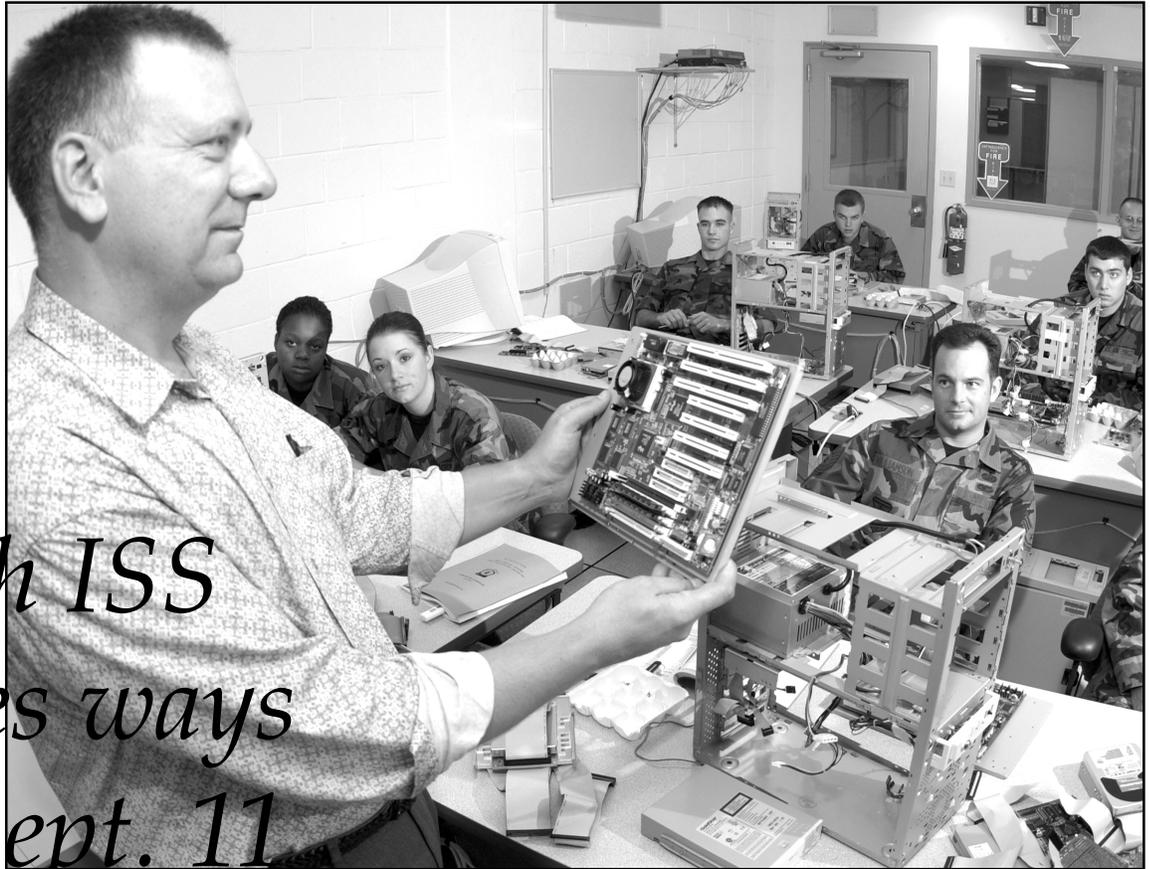


photos by Boyd Belcher

PO3 Amanda Galloup, currently serving with NSGA Medina at the MRSOC, gives a gift to a resident of Audie Murphy Hospital during the visit.

January 2002

photos by Boyd Belcher
Dale Figart, instructs a core computer training class for HQ AIA. Figart is also responsible for work group manager training.



690th ISS changes ways after Sept. 11

Fighting the intelligence war of tomorrow requires the intelligence facilities and organizations of tomorrow.

By 1st Lt. Neil Schroeder
690th Intelligence Support Squadron
Lackland AFB, Texas

September 11, 2001.

On this day, many perceptions on security were drastically altered. It was also the day the Air Intelligence Agency changed the way it conducted its operations.

AIA became an integral part for fighting the first war of the 21st Century.

However, fighting the intelligence war of tomorrow requires the intelligence facilities and organizations of tomorrow.

As a result of the activities that occurred that day, the AIA commander's vision of the Intelligence Operations Center of the future, known as IOC-21, was implemented almost overnight. Within days, this once developmental concept became the premier "one-stop-shop" providing resources and capabilities to the warfighter with unrivaled efficiency and effectiveness.

However, this robust information operations center could not exist without the communications capability and support provided from behind the scenes. One major supporter is the 690th Intelligence Support Squadron, who has the critical task of ensuring the IOC has the capability to provide essential data to the warfighter.

"With the IOC fighting the intelligence war around the clock and communications support requirements increasing to all units, we had to reexam-

ine its old way of doing business," Lt. Col. Robert Pelle, 690th ISS commander, said. "Our squadron and flight leadership quickly pressed ahead with planning that was just a few months old. The plan called for the 690th ISS to reengineer the way it supported its customers by operationalizing the network."

Business process reengineering seeks a complete overhaul of current operations in favor of a new end state that better supports the customer base. A general framework for the end-state already existed in the Air Force's vision of a professional and operationalized network.

The operations flight made its move towards this vision Oct. 1, by completely throwing out the old organizational chart and leaving only one of seven work centers unchanged. The six other centers were moved into process-based groupings and positions, following the general descriptions for manning computer networks provided by new

Air Force instructions.

"Our new structure and procedures provide many benefits to the customer," Maj. Linda Rutherford, 690th ISS Operations Flight commander, said. "In our old structure, the only personnel available after hours were communications center and tech control personnel, who provided support for high precedence messaging and long haul data circuits. They often logged jobs to be completed the next day when the technical experts arrived.

"Now the door is always open with a fully staffed help desk available 24 hours a day," she said. "We have personnel available to troubleshoot phoned-in problems on the spot and to provide walk-in customers support at any time, day or night."

Some benefits of the new structure will not be as easily visible. The new process-based structure adds two major areas of responsi-

bility, security and infrastructure. Over the long term, these areas will ensure that all networks are protected from compromise and corruption. They will also ensure that the network infrastructure is always available to support mission critical intelligence needs. In the past, these were capabilities that were either unavailable or existed at a reduced capacity.

In addition to a manpower restructure, the operations flight underwent a massive physical restructuring of the network operations floor. The project is designed to enhance the ergonomics of the workspace and provide the right tools in the proper locations for effective manpower use.

"Process-based desk grouping will encourage maximum interaction in various work centers and ensure cross flow of information throughout the organization," Rutherford said. "Eight high-definition display

screens will allow technicians to monitor the stability and security of the network in real time and provide proactive responses, ultimately fixing problems before they cause network interruptions."

Other changes, such as relocating and partitioning servers, will reduce background noise and provide a more comfortable work environment. Each of these areas will create a more professional network operations environment for personnel.

This was a major team effort from the 690th Information Operation Group and Headquarters AIA staff. The 690th IOG Commander's Action Office and 668th Logistics Squadron provided insight and support for all funding issues in making the project a reality.

The 690th Computer Systems Squadron provided invaluable support in processing technical solutions for equipment and redesigning the operations floor.

While this overhaul was meant to increase support, there may be minor hurdles in the short run.

"An undertaking like this requires concerted training efforts and time to adjust to the new environment," Rutherford said. "Unfortunately, the realities of present crises demanded immediate action. The coming months may offer some challenges for the personnel as the organization transforms, but the end result will be spectacular."

"The changes of the Operation Flight's restructuring are the first steps to ensuring those who fight the war in the shadows have the communications capability they need, and that the AIA community has full communications support whenever it is needed," added Pelle.

For more information on the 690th ISS and its mission, visit their website at <https://aiaweb.aia.af.mil/homepages/690iss/>.

SSgt. Paul Even and Sgt. Guy Goarin from the 690th's logistics section, install a high speed data interface card in a promina node.



Aggressor squadron celebrates first anniversary

Time capsule opening highlights get together

The 92nd Information Warfare Aggressor Squadron and guests gathered at Kelly USA to celebrate their first anniversary since activating Nov. 1, 2000.

The aggressors are one of five squadrons in the 318th Information Operations Group, operating under the Air Force Information Warfare Center at Lackland AFB, Texas.

After a barbecue lunch with all of the trimmings, the squadron assembled for the opening of an Air Force Museum time capsule left by the 92nd Tactical Fighter Squadron of RAF Bentwaters, England.

The 92nd "Skulls" flew the A-10 Thunderbolt II until they deactivated in 1993. The time capsule contained a wide variety of memorabilia from previous incarnations of the squadron including photographs, plaques, history books, a skull and a "Hoglog"—a freeform journal of pilot banter and brotherly derision.

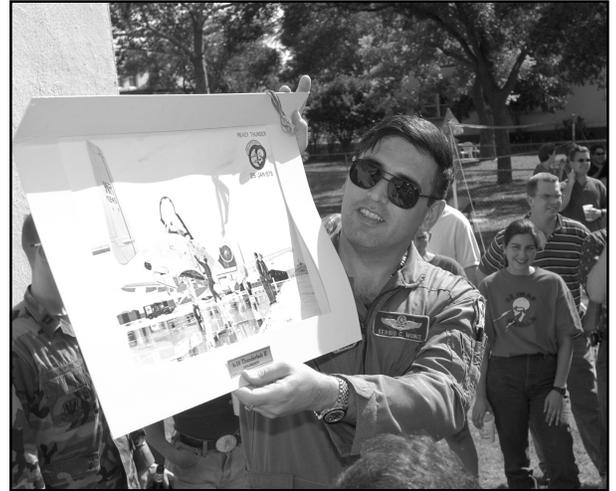
"The anniversary was a chance for all of us, 92nd members and our families, to come together and celebrate how

far we've come," Lt. Col. Sergio Muniz, 92nd commander said.

The 92nd was first activated in 1946 as the 92nd Fighter Squadron (JET) in the territory of Hawaii. Subsequent designations of the squadron include 92nd Fighter Interceptor Squadron and 92nd Fighter Bomber Squadron.

As part of the 81st Fighter Group (JET), the 92nd was transferred from Wheeler Field, Hawaii, to Kirtland AFB, N.M.; then to Larsen AFB, Washington; finally arriving in England at RAF Station Shepherds Grove. Another move in 1955 brought the squadron to RAF Manston. In 1958, the 92nd moved to RAF Bentwaters, Suffolk, where the wing had been headquartered since its arrival in England in 1951.

Originally flying F-84 Thunderjet, the squadron completed conversion to



photos by Ted Koniarec
Lt. Col. Sergio Muniz, 92nd commander, holds up one of the drawings contained in the time capsule.

the F-101 Voodoo in 1958. On July 8, 1958 the squadron was re-designated the 92nd Tactical Fighter Squadron. 1965 brought about the conversion from the F-101 to the mighty F-4C Phantom, which were flown until 1973 when conversion to the F-4D was completed. The 92nd became the first operational A-10 squadron in Europe in 1979.

The 92nd's current mission is to lead the Air Force in assessing vulnerabilities on computer networks to protect information systems from attack. The squadron consists of four flights—the Network Operations Flight, the Systems Vulnerability Flight, the Aggressor Operations Flight and the Counter-Information Programs Flight.

"The fact that the 92nd has shifted from a fighter squadron to an information warfare squadron is an indication of where wars are headed," Lt. Col. Jerry Cummin, operations officer, said.

The anniversary celebration brought to life memories of the past, and hopes for the future of this squadron rich in history.



Members of the 92nd Information Warfare Aggressor Squadron gather around to view the contents of a time capsule containing memorabilia from previous incarnations of the squadron. The 92nd celebrated its one year anniversary Nov. 1.

Det. 1, 23rd IOS welcomes new commander



Photo by Mr. Dave Schaffer

Lt. Col. Stephan Stringham, Det. 1, 23rd Information Operations Squadron commander, accepts the guidon from Lt. Col. Gregory Rattray, 23rd Information Operations Squadron commander. Outgoing commander Maj. J. Eric Claunch is at right, with SMSgt. Alex Gates serving as guidon bearer.

By Maj. Rod Deitrick
Det 1, 23rd IOS/DO
Ft George G. Meade, Md.

During ceremonies Sept. 27, Lt. Col. Stephan Stringham took command of Det. 1, 23rd Information Operations Squadron from Maj. J. Eric Claunch.

Reviewing officer for the ceremony, held in National Security

Agency's Friedman Auditorium, was Lt. Col. Gregory Rattray, 23rd Information Operations Squadron commander.

Stringham joins the detachment from the 563rd Flying Training Squadron where he served in the initial instructor cadre reestablishing electronic warfare officer training in the United States Air Force.

His varied career spans a number of operational flying assignments in

the Rivet Joint, RC-135 V/W and the Cobra Ball, RC-135S programs at Offutt AFB, Neb., and Shemya AFB, Alaska.

He also served at the Defense Intelligence Agency as an electronic warfare-signals intelligence analyst, culminating his service at DIA as a senior military intelligence officer while serving on the Joint Staff, J2 Intelligence Directorate. He is a master navigator with more than 3,600 hours of flight time in the RC-135 and T-43 aircraft, he has flown more than 230 operational missions.

Detachment 1, 23rd IOS was established Aug. 1, 2000, after the reorganization of the Air Force Information Warfare Center,

Det. 1, AFIWC was inactivated and reactivated under the 23rd IOS. The detachment's primary mission is to broker Air Force information operations requirements, while being responsive to needs of the Information Operations Technology Center, by providing coordination and integration of Air Force information warfare concepts and technologies in executing and achieving mission directives, taskings, and goals of the IOTC.

Det. 1, 23rd IOS works with other services, DoD, and intelligence community organizations to provide a synergistic, concentrated effort in developing and applying telecommunications and computer technologies to national security issues in the information operations arena.

Claunch, one of the first six members assigned to the detachment when it stood up in 1997, was appointed the detachment's commander in August 2000. He has served in a variety of technical, acquisition and intelligence jobs in his career, including assignments to the Foreign Technology Division's Data Exploitation Directorate, Wright-Patterson AFB, Ohio, and Phillips Laboratory's Directed Energy Directorate, Kirkland AFB, N.M.



Hornburg takes helm at ACC

By Erin Zagursky

Air Combat Command Public Affairs
Langley AFB, Va.

Gen. Hal M. Hornburg assumed command of Air Combat Command Nov. 14, becoming ACC's sixth commander.

Secretary of the Air Force James G. Roche was the first to speak at the ceremony held here. "I'll be brief," said Roche. "You're going to be hearing from a lot of Texans today."

Also participating in the ceremony were Air Force Chief of Staff Gen. John Jumper and U.S. Army Gen. William F. Kernan, commander in chief of U.S. Joint Forces Command.

Jumper joked about Hornburg's "Aggie" background, calling him a "hyper-Texan" before saying how immensely pleased he is that Hornburg is assuming command of ACC. "Serious times call for the best and brightest. Hal Hornburg's one of those leaders," said Jumper. "ACC will flourish under the Hornburgs."

"Hal is a seasoned, proven commander who knows what 'right' looks like," said Kernan. "He's precisely the caliber of leader we need."

Upon taking command, Hornburg, a 1968 graduate of Texas A&M University's ROTC program, thanked Lt. Gen. Don Cook for his hard work. Cook stood in as ACC's commander after Jumper became Air Force chief of staff in September. The job was especially challenging after the events of Sept. 11, Hornburg said. "But he handled it so well that I don't think anyone missed Johnny" – a quip that got a big laugh from the crowd and the chief of staff.

Hornburg stated the three missions he has for ACC: development of airmen, preparedness to deploy, and readiness to fight. "If there's a call for boots on the ground, we want to be the force that kicks down the door ... so that soldiers and Marines won't have to wade through their own blood as they win this war or the next one," he said.

Hornburg spoke of the various leaders who helped develop him as a young officer, and he encouraged members of the audience to find and develop airmen of every rank. "That is your mark as a leader," he said, "if the people you developed think of you as a mentor, coach and leader."

Speaking before a crowd of 1,000 military members, civilian employees, community leaders and guests, including U.S. Rep. Joann Davis, Hornburg thanked his wife, Cynthia, for her continued support, saying, "I thank my lucky stars for her."



photo by SSgt. Brendan Kavanaugh
Gen. Hal M. Hornburg renders his first salute as the new commander of Air Combat Command. He assumed command in a ceremony at Langley AFB, Va., Nov. 14.

Hornburg comes from Randolph Air Force Base, Texas, where he commanded Air Education and Training Command. Before that he served as ACC's vice commander. He is a command pilot with 4,000 flying hours. He directed air operations over Bosnia, commanded the Joint Warfighting Center, served on the Joint staff, and served as director of operations at Headquarters U.S. Air Force.

As the commander of ACC, Hornburg oversees more than 1,000 aircraft and 100,000 active-duty military and civilian people at 38 major installations in the United States, Iceland and Portugal. ACC organizes, trains, equips and maintains combat-ready forces for rapid deployment and employment while ensuring strategic air defense forces are ready to meet the challenges of peacetime air sovereignty and wartime defense.

NAIC flag football squad defends title

NAIC coach believes team effort made difference

By Brett Turner
Skywriter Staff
Wright Patterson AFB, Ohio

The National Air Intelligence Center's intramural flag football squad played the waiting game throughout the regular season.

Once playoff time hit, the team didn't waste any time defending its tournament championship.

Led by J.T. Rogers, the team rolled into the postseason tournament finals and whipped regular season champ 74th Medical Support Squadron 24-3 at the Kittyhawk athletic field Nov. 7.

"It was our best all-around game of the year," said NAIC coach Seth Perdue. "This was an all-around team effort; it was nice to have this much talent."

It marked NAIC's third consecutive finals appearance, losing to civil engineering two years ago and beating the 74th Medical Group 13-0 in 2000.

Strong talent helped NAIC through the regular season, which saw it finish 7-2, tied for second place. The team lost players due to injuries and other commitments throughout the season and had to make do in other ways.

NAIC lost quarterback Brian Bost to a knee injury early on. Chris Witbrodt, who is normally a receiver, converted to quarterback and didn't miss a beat according to Perdue.

Meanwhile, MDSS had an interesting season as well, but for different reasons. In years past, there was just one medical center team, and the roster was often overwhelmed



photo by Spencer P. Lane

A NAIC player kicks off during intramural finals at Wright Patterson AFB.

with so many people wanting to play.

The decision was made to split into two squads this year, one from the medical support squadron (MDSS) and the other from medical operations squadron (MDOS). Both had successful seasons, with MDSS taking first place with an 8-1 mark, while MDOS tied with NAIC at 7-2 for second. Ironically, both NAIC losses were at the hands of the medical center teams. MDSS beat NAIC 23-16 in the regular season.

The tournament playoffs began Nov. 5. Aeronautical Systems Center's reconnaissance systems program office beat the 88th Security Forces Squadron 14-0. ASC/RA's reward was to play MDSS and ended up losing 23-12.

The other playoff match saw NAIC defeat MDOS 8-0. This set up a rematch of sorts between a med center team and NAIC.

The big key for NAIC was the return of Rogers, who had been absent most of the regular season due to training commitments. It didn't take long for him to get back into the flow.

"I knew if we could hang in and finish off the regular season and make the playoffs that we could get J.T. back in time," said Perdue.

MDSS got the opening kickoff,

but saw its drive stifled early when Tim Cannon picked off a pass. It led to Rogers' first touchdown on a pass from Witbrodt and, with the two-point conversion, an 8-0 lead.

The second score came on a 40-yard touchdown pass from Witbrodt to Rogers about 14 minutes before the half. MDSS had trouble moving the ball, but managed about a 48-yard field goal by Jim Quirke to cut the lead to 16-3 just before halftime.

The NAIC defense held tough all night. The final six games of the season saw the team give up just six points, two field goals, and wasn't about to let up.

That combined with penalties hurt MDSS, which saw several scoring drives killed by infractions.

NAIC's Chad Davis intercepted another MDSS pass that culminated in an insurance touchdown. That final score saw Dennis Reed sprint up the sidelines and beat the safety to the back corner of the end zone where he hauled in Witbrodt's pass.

NAIC held on to keep the tournament championship trophy for the second consecutive year. MDSS didn't go back empty handed, taking the season championship trophy in post-game ceremonies.

"They (NAIC) had a good game plan," said Pabon. "Everybody stood out for us this season. To accomplish what we did for only one guy who had played in this league before, and win the season and to make the finals was great."

Pabon added he hopes this will be the beginning of a friendly, competitive rivalry with NAIC.

NAIC's roster this season also included Chris Northrop, Mike Thomas, Tom Wagner, Cliff Lowry, Scott Wicks, Chad Brooks, Brian Simkins, Andrew Manning and Rob Hopper.

Chief of Abwehr: One of most powerful men in Germany

“I die for my fatherland. I have a clear conscience. I only did my duty to my country when I tried to oppose the criminal folly of Hitler.”

*By MSgt. Anthony Pendleton
HQ AIA/HO
Lackland AFB, Texas*

Adolf Hitler's 1,000-year Nazi Reich lasted just 12 years, but during those 12 years the world was turned upside down, geo-political boundaries changed forever, and 75,000,000 people died.

Nazi Germany offered, at least for a while, a chance for many to realize their dreams of power, fame, wealth and self-gratification, albeit twisted though it was.

The only requirement, aid the Nazi hierarchy realizing its goal of world domination. Of course, it was necessary to subvert your humanity and immerse oneself in the Nazi Party, its propaganda and methodologies – violence, hate mongering and human slaughter.

Slaughter that was, when compared with the historical records of mankind's other brutalities, on an unprecedented scale. Interestingly enough, one man – certainly a rarity in Nazi Germany – stood above such involvements. When this man was named to head the Abwehr, the

intelligence arm of the German High Command, and therefore one of the most powerful men in Nazi Germany, Hitler approved the appointment.

Hitler personally trusted this man, sought his advice and followed much of it. This rare man befriended such fiends as Himmler (head of the Gestapo) and his henchman, Heydrich. Yet this man was never a member of the Nazi Party.

In fact, this man abhorred Nazi methodologies, its propaganda and no less so its leaders whom he considered boorish, uncouth, uneducated louts whose actions went against what was good for Germany. For nine years this man - who refused to join the Nazi party, who hated most members of the Nazi hierarchy - headed the Abwehr and made of it a potent, feared and dangerous enemy of Britain, the United States, and the other allies. That man was Wilhelm Franz Canaris, Admiral, Kriegsmarine.

Wilhelm Canaris was born on New Year's Day 1887 in Aplerbeck, Germany. Although a small and somewhat frail boy he nevertheless enjoyed a normal uneventful childhood. After a public school education, Wilhelm entered the Imperial Naval Academy on April 1, 1905, where his diligent work habits and inquisitive nature made him one of the top students.

This inquisitiveness was a life long trait, in fact as a child he'd constantly question people about their lives, feelings and habits. This seemingly insatiable need to snoop, some said, meant Wilhelm Canaris had been born a spy - his nickname as a youth was Kieker (the snooper). While at the Naval Academy he began documenting his observations in a ledger.

Included in his observations were notes on how people spoke, speech patterns or accents from different areas of the country, individual eccentricities and even table manners. Apparently nothing was too insignificant because almost everything fell under his scrutiny.

Canaris' WW I experience was filled with swashbuckling adventure. His first sea assignment was aboard the light cruiser Dresden, part of Admiral Graff Spee's fleet that the British engaged and destroyed in December 1914 at the Battle of the Falkland Islands. The Dresden was the only German warship not sunk, but its entire crew was taken prisoner. Internment for the crew, and the then Lt. Canaris, was on Quiriquina Island, a desolate place near Valparaiso.

Canaris decided his chances of escape were better if he made it a one-man attempt, and to that end he stole a small leaky boat, rowed it to the mainland and traded it for a horse. He adapted an alias, Reed Rosas, and by using his wits and fluent Spanish crossed the Andes into Argentina where German Embassy officials in Buenos Aires aided his return home. He received a hero's welcome, a promotion to captain and an audience with Kaiser Wilhelm who bestowed on him the Iron Cross, first class.

Canaris would soon be assigned a job which was to inescapably tie him to the world of espionage. By virtue of his excellent Spanish, and his demonstrated skill, cunning and courage at having escaped half way across the South American continent he was ordered to join Germany's intelligence service as their new agent in Madrid.

It was an ideal assignment for

him, and, although the assignment proved to be of a short duration, Germany's hero seemed to thrive. This first exposure to the world of intelligence ended in February 1916 when Canaris was ordered back to Germany for training as a U-boat commander. There was however a brief delay, because while on a final spy mission in Switzerland he was captured by Italian police. Canaris quickly escaped their clutches too, made it back to Germany and eventually spent most of 1917 as a U-boat skipper in the Mediterranean. It was during this time that Canaris met Erika Waag, the sister of a fellow officer. He and Erika married Nov. 22, 1919.

By early 1918, Germany's resources and resolve were on the wane, as was her chance of victory. However, members of the general staff were determined to maintain a strong presence in the affairs and decision making apparatus of post war Germany. With that in mind they began putting selected people in various posts throughout the government.

Canaris, one of Germany's rising stars, who figured prominently in these plans was recalled to Berlin and placed in jobs that furthered his exposure to the world of intelligence. At war's end he was out of uniform and assigned to a job in one of the Weimar Republic's post war political organizations. Such jobs were to fill his time until 1931 when he was put back in uniform, and sent to Kiel as the areas chief of staff for naval operations.

Command of the battleship Schlesien soon followed, a position he held until late 1934, the year he was given the post which made him one of the most powerful men in Germany – chief of the Abwehr.

Konrad Patzig, the man Canaris was replacing, warned the soon to be admiral about attempts by Himmler (Gestapo chief) and Heydrich (SD head and Himmler's crony) to take over Abwehr.

Canaris smiled – he was adept at the back room dealings that were merely part of such a job in Nazi Germany. Both Himmler and Heydrich had serious character flaws, but since Canaris had from his early youth made a study of people he knew well how to use quirks of personality to disarm and neutralize opponents.

He could quote the latest Nazi propaganda, always selecting just the right moment to do so, and his recitations were so convincingly spoken that neither dare even hint they suspected his loyalty to the cause. His flattery stroked their egos, so they included him in their social circles, and by giving parties for their children he disarmed them almost totally, thus protecting his domain.

Canaris did, from the beginning of his tenure with Abwehr, surround himself with a hand-picked staff – all but one of whom were non-Nazi Party members. To counter any concerns that could cause, and to fully cement Himmler's trust in him, Canaris appointed Rudolf Bamler, a Nazi diehard, as Abwehr's chief of counter-intelligence – the ploy worked. However, he tightly controlled every move Bamler made, and by giving him limited access to operational information Canaris negated Bamler's impact. (Later, Bamler was sent to the eastern front where the Soviets captured him. To save his own neck he became a good little communist, fanatical for his new masters just as he had been for the old.) NOTE: Oskar Schindler, about which the movie *Schindler's List* was made, joined Canaris' Abwehr in 1938. He too went on to try to undermine Nazism.

With his Abwehr now safe, Canaris set about fine tuning its operations. He brought in the brightest and best people he could find, and within nine months transformed it into a smooth efficient intelligence agency, one that proved itself to be a very dangerous adversary in WWII.

Abwehr spy networks had

tendrils spread throughout Europe, but the United States came under Canaris' special scrutiny. So concerned was he with America's growing power that he told his staff, "the U.S.A. must be regarded as the decisive factor in any future war."

These concerns, long before WWII and without regard for Hitler's orders, had been the driving force behind the establishment of Abwehr's huge espionage organization in America.

New departments were constantly being created, including the one which developed some of the most sophisticated espionage tools of the day – explosives that could be made from flour and invisible ink. Telefunken, Germany's huge telecommunications company was brought in to the arena and asked to develop compact, easily-concealed radio sets that had the capacity to make long-range powerful transmissions.

By 1937, Abwehr agents were enjoying some huge successes. First they obtained the complete blueprints of America's Norden Bombsight, they then pilfered the drawings of some of the U.S.'s other prized secrets: blind-flying instruments, navigator compasses, bank-and-turn indicators and range-finders. America had top secret plans for a "fireproof plane," along with plans for a pursuit plane that could land on a ship or on the water. Abwehr agents saw to it that these too were passed back through their spy net to Berlin.

The wily admiral had foreseen the need to develop relationships with the intelligence services of both Japan and Italy, and by so doing pre-empted Hitler's pacts with those two countries.

The Admiral's interest in America's capabilities apparently goaded his Italian and Japanese friends into spying on America.

The Panama Canal fairly bristled with their agents who were gathering information on U.S. commerce through it, military forces guarding it,

and the schedules of planes who patrolled it.

Hitler himself came under the admiral's spell, putting his trust in him by seeking his advice. Why? No one really knows since Hitler had no interest in espionage, and would in later years pointedly order that no spies were to be sent to England – a country he greatly admired.

Hitler actually had an abiding contempt for spies, which confuses the issue even more as to why he seemed to like Canaris. The Fuhrer did, however, love to hear juicy gossip about people – particularly their indiscretions – and his friend, Canaris, saw to it that he had a steady supply.

Admiral Canaris was a loyal German, and his efforts on behalf of his country certainly reflect his patriotism, but very soon after the war started something happened that affected him profoundly. Sickened at seeing first-hand some of the atrocities being committed by the SS and Gestapo in Poland, Canaris was determined to confront Hitler with his observations.

General Wilhelm Keitel, Hitler's chief of staff, intercepted Canaris and told him, "this thing has been decided upon by the Fuhrer himself." (Keitel was later tried for war crimes and executed.) His advice may have saved the admiral's life, but it may also have been the spark that ignited Admiral Canaris' efforts aimed at destroying the monster he'd worked to create.

Perhaps Franco's refusal to bring Spain into the war was one such example. Hitler had, on numerous occasions, applied pressure on Spain's Franco, a fellow fascist, to join the Axis. Franco's help could have substantially hindered allied war efforts, but Franco always refused Hitler's requests. Since Admiral Canaris enjoyed a long-standing and close personal relationship with Franco, some have supposed that Canaris advised Franco to remain neutral.

Later in the war Canaris' efforts

to undermine Hitler's government became more brazen. He misled Hitler into believing that the allies would not invade at Anzio, so the additional forces that could have defeated the invasion were not transferred to the region in time.

When Mussolini had been ousted, Canaris fed him tales of how the Italian forces were continuing to resist – in fact the new government was attempting to negotiate a separate peace with the allies. Hitler was able to rescue Mussolini, and reinforce his forces in Italy but both decisions were delayed by Canaris' misinformation campaign.

Even earlier in the war, there were signs that the heart had gone out of the Abwehr chief. Allied efforts were taking place on all fronts, so much so that events began to overtake Canaris' capability to respond making him commit a number of major blunders.

He'd always kept a tight rein on his empire, but had been completely taken aback when the allies invaded North Africa in 1942 – he'd been concentrating on plans to attack Gibraltar. Very early on in the war, the British had compromised his entire cadre of spies. Most of them ended up in prison and were replaced by MI5 agents, while others were fed carefully doctored but plausible intelligence.

Canaris never caught on, and continued to pass on their data to his high command bosses. One Abwehr agent, Hans Hansen, was paid huge sums of money right through the war. Hansen had been a double agent for the British from the beginning. The money helped him finance British counter-espionage efforts.

Canaris was eventually replaced as head of Abwehr in February 1944. From his new position as chief of the Economic Warfare Department, he busied himself with intrigues against Hitler.

He joined the 1944 conspiracy (Black Orchestra) that failed in its attempt to kill Hitler in his field

headquarters – the bomb was incorrectly placed and only injured Hitler.

Thousands were rounded up and imprisoned, Canaris being one. He was in heady company though, one of the conspirators was Field Marshall Irwin Rommel, who to save his family, was forced to commit suicide.

The admiral was sentenced to death, but Himmler, for some unknown reason, instead had him sent to a concentration camp in Flossenberg. Perhaps Canaris had damning evidence on Himmler; evidence that Himmler didn't want to fall into Hitler's hands. The reprieve was only temporary though - not many survived Hitler's wrath.

In March 1945, Hitler, by then frantic to eradicate his enemies, personally signed Canaris' execution order, and on April 9, 1945 the order was carried out.

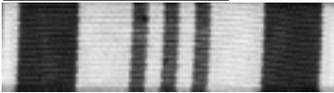
Canaris was dragged from his cell, paraded naked before his SS guards who derided him. Accounts of the hanging differ, with some reporting a botched first attempt.

In any case, Admiral Wilhelm Canaris died that day at the hands of savages who then left his corpse to rot. An ignoble end for a courageous adversary.

Canaris was, even to those who knew him, an enigma. He loved his country, tried to defend it as would any good soldier, but in the end he so despised those who were befouling it that he thought it the lesser of two evils to help bring it down.

It was learned, during the Nuremberg trials, that Canaris had personally intervened a number of times to stop atrocities. When he heard that his execution order had been signed he said, "I die for my fatherland. I have a clear conscience. I only did my duty to my country when I tried to oppose the criminal folly of Hitler."

DECORATIONS



Defense Meritorious
Service Medal

381st IS

TSgt. Ziesmer, Ronny



Meritorious Service Medal

94th IS

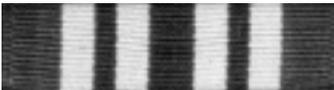
Maj. George, David

70th IW

Maj. Clark-Morrow, Kristi

MSgt. Harshman, Curtis

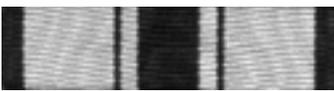
MSgt. Lindsey, Robert



Joint Service
Commendation Medal

381st IS

SSgt. Hoff, Lisa



Air Force
Commendation Medal

91st IS

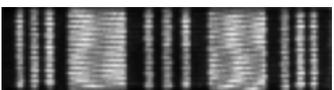
SSgt. James, Scott

381st IS

SSgt. Peterson, Jeffrey

70th IW

TSgt. Priester, Todd



Air Force
Achievement Medal

29th IS

SrA. Case, Brian

381st IS

SrA. Bittinger, Steven

SrA. Southall, Christopher

EDUCATION

CCAF Fall 2001 g raduates

AFTAC

MSgt. Anthony Calenda

TSgt. Bryan J. Duplantis

TSgt. Kenneth Edgecombe

SrA. Keith M. Ewasiuk

TSgt. Vincent Gillen

SSgt. Brandi M. Hicks

TSgt. John M. Howorth

SrA. Duane A. Kupec

MSgt. Scott McMiller

TSgt. Leslie G. Moore, Jr.

TSgt. David C. Straughn

TSgt. Derek Voisin

QUARTERLY AWARDS

70th IW Airman

SrA. Travis Lamb

22nd Intelligence Squadron

70th IW NCO

TSgt. Stephen Masi

29th Intelligence Squadron

70th IW SNCO

MSgt. Curtis Zurcher

29th IS

70th IW Honor Guard
Member

TSgt. Mitchell Ross

694th Intelligence Group

Director of Operations

70th IW Civilian

Mr. Reginald Ducane

694th Support Squadron Civil

Engineer Flight

70th IW CGO

Capt. Scott Hayford

29th Intelligence Squadron

Security Hill Airman/Jr.
Enlisted

A1C James Bulen

690th CSS

Security Hill NCO/PO

SSgt. Daniel Fortune

314th MI Bn

Support squadron wins base trophy twice

By Rob Young

NAIC/PA

Wright-Patterson AFB, Ohio

Wright-Patterson AFB recently awarded the National Air Intelligence Center's Commander's Support Squadron the CSS of the Quarter award, Large Unit category. That was impressive enough, yet this was the second straight quarter the squadron received the coveted award, something not accomplished in unit or base history. These outstanding individuals worked as a true team to earn this impressive honor.

Base officials judged according to six categories, each

worth 20 points. Then, officials deducted 0.5 points for each action that was not completed in a timely manner. The categories included: overdue duty status updates, overdue EPRs/OPRs, overdue updates for sponsor information, missing locator data on assigned personnel, late duty updates, and DSRT file reporting from Air Force Personnel Center.

Keeping on top of these critical areas made the unit function smoother and kept members better prepared.

"These professionals are getting their due recognition," Capt. Jack Allen, squadron commander, said. "No one does the job better!"



photo by Mitchell Albertson

Col. Steven Capenos, National Air Intelligence Center commander, recognizes his commander's support squadron staff for winning best on base honors for two quarters. From left are, Capt. Jack Allen, TSgt. Yolanda Hairston, SrA. Meighan McAnney, Capenos, SMSgt. Calvin McCoy, TSgt. Joseph Kirkeeng and TSgt. Stanley Mallory.

Security Hill SNCO/CPO

MSgt. Shelley Boddie

67th IOG

Team Lackland Jr. Enlisted
Member

A1C James Bulen

690th CSS

Team Lackland NCO/Petty
Officer

MSgt. Shelly Boddie

67th IOG