

Spokesman

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Lackland Air Force Base, Texas

Air Intelligence Agency



Two
Airmen
selected
as 2006
Ambassadors



Maj. Gen. Craig Koziol
Commander, Air Intelligence Agency

Maj. Regina Kelker
Director, Public Affairs

Staff Sgt. Kenya Shiloh
Editor

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Special thanks also to fellow PA offices:

Master Sgt. David Donato
70th Intelligence Wing

Master Sgt. Bill Lindner
Air Force Technical Applications Center

Rob Young
National Air and Space Intelligence Center

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Leadership philosophy key to mission success

*By Col. Jim Keffer
70th Intelligence Wing commander*

FORT GEORGE G. MEADE, Md. — Legendary New York City Mayor Rudolph Giuliani once said that “great leaders lead by ideas.” I believe this is one of the most important jobs of a leader. A leader must be able to develop a vision that serves as the guiding principles for the people of an organization. This vision should be created with a set of beliefs and values that will equip and inspire people.

Upon taking command of the 70th Intelligence Wing at the end of September, I knew it was important for me to present a leadership philosophy and set overall expectations for the men and women of America's Cryptologic Wing.

Before I put pen to paper, I took time to think for a few days. I thought about what the Air Force expects of our Airmen, I thought about the experiences that I've had during my career that have shaped me as an Airman and most significantly, I thought back on all the officers, enlisted and civilian Airmen and sister service counterparts that I've been privileged to work with over the years and who have had a significant impact on me—both good and bad.

After a few days of introspective thinking, I wrote my leadership philosophy and expectations to guide the 70th Intelligence Wing Airmen and further develop them as Airmen and warrior leaders. I released my leadership philosophy the day I took command and have since briefed it to each of the 16 squadrons in this global wing.

For this commentary, I've generalized my philosophy a bit more to make it universally applicable. I've found this leadership philosophy translates directly to high mission success, a Wingman culture and high morale. It has worked for me over the years and I hope you'll find some benefit in reading through it and applying its principles:

Adhere to Air Force Core Values of Integrity First, Service Before Self, and Excellence in All We Do. Let these core values guide your performance, interactions and decisions. If you do, you can't go wrong.

Execute “Mission First, Airmen Always.” We are cryptologic operators, warriors and leaders. Our mission is to execute national and tactical signals intelligence and information assurance missions for military and civilian decision makers as part of the Air Force and Nation Security Agency team.

We excel at conducting those missions because our people are the best in the world at what they do. We are also an expeditionary Air Force and must be prepared to deploy when called upon. We all must develop our Air-

men to provide the world's best cryptologic operators and warriors.

Promote Teamwork. We are a team and are much stronger when we operate together than when we operate independently--be that as individuals, flights, squadrons, groups or wings.

Look outside of your immediate areas and team with operators, warriors and leaders in sister units/ organizations/services to

strengthen your mission areas. Help your teammates reach higher levels of achievement. Only through teamwork will we be able to achieve a global, integrated, self-aware and self-synchronizing capability. Team achievements are typically more impressive and have more impact than individual accomplishments.

Be accountable and responsible. Accountability is fundamental. Be accountable for your actions, to your people and to your supervisors and chain of command. Work your boss's problems and take personal responsibility for your actions and decisions. Clearly communicate expectations, set high standards, and then enforce them--without apology.

When your people do well, recognize them by submitting them for an award or shaking their hand for a job well done. When they don't do well or don't meet standards, take corrective action. If you need to take administrative or disciplinary action--do it, setting the bar high and getting them on the right path. We are not a one mistake Air Force. If you see a problem, fix it. If you see an opportunity, jump on it. Being accountable and responsible means doing the “right” thing because it's the “right” thing to do. The Air Force invests much in our Airmen; follow your “gut” instinct and you'll do the “right” thing.

Be professional. We are all members of the best Air Force in the world ... and it's not because of our technology or our weapon systems ... it's because of our Airmen. Be proud of being an Airman--be professional, know your job, lead, be disciplined, take initiative, be a team player, take care of your buddies, have a positive attitude, look sharp, study your professional development material, shine your



Col. Jim Keffer

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■ **Leadership** *Continued from Page 3*

shoes/boots, be fit and set the example for all others.

Supervisors — take care of your people. First line supervisors are the key to successful mission operations and developing future leaders. All supervisors must take this responsibility seriously, know their people inside out and show active interest in them. Supervisors at all levels must lead, train, inspire, motivate, mentor, reward and discipline their people. Sometimes that requires “tough love.” Make sure Airmen are doing what they need to do to develop further.

Be sure they understand how they contribute to the mission. Ensure they successfully complete their Career Development Courses. Give them leadership opportunities, encourage self-improvement (PME, education, training) and involvement in unit, installation and community affairs.

Recognize your top performers and teams. Supervisors need to provide direct and honest formal feedback (as a minimum) and know when performance reports and awards/decorations are due and complete them on time.

Use “One-Minute” feedbacks--both positive and constructive--they help groom and mentor our Airmen. Being a supervisor at any level is a tremendous responsibility--take care of your people, prepare them to replace you, develop them into future leaders.

Communicate — up, down and all around! Communication is absolutely essential--up, down and laterally. Effective communication makes every Airman a key team member because they'll know what we are doing, where we are headed and where

they fit in.

Use daily roll calls/shift changes to verbally pass information. Communicate three levels deep and try not to use e-mail as your primary means--face-to-face, roll calls or phone calls are much more effective.

Remember that communication is a two-way street ... be receptive to others ... if you're talking, you're not listening or learning. Communicate bad news early ... it doesn't get better with age.

Make decisions at the appropriate levels. The Air Force invests a great deal of effort in your development.

We do that so we have well educated and informed leaders that can make decisions at their levels. If a decision is yours to make and you're unsure of what to do, then ask for advice, but the decision is still yours to make. If it's not your decision to make, then pass it up the chain.

Look for new opportunities and Improvements. If you don't shoot, you can't score. Seize opportunities for improving mission or taking care of people, but not at the expense of safety or unnecessary risk. If you've done your best to take things into account that are reasonably foreseeable, you're covered.

Don't walk by problems; show initiative and create opportunities to improve our missions. If you can't implement an improvement at your level, pass it up the chain of command for action.

Be safe. Adopt a safety mindset in all you do and instill that mindset in your people and other Airmen. If you see a dangerous situation, take action. If someone is about to make an unsafe decision, take action. If

you ride a motorcycle, always have situational awareness, don't exceed your capabilities and watch out for the other guy.

Our Airmen are way too valuable and important to our nation, our Air Force, our units and especially to our families to not take safety seriously. Let's all turn safety into a habit.

Zero tolerance. We must have zero tolerance for any form of discrimination, prejudice, harassment, assault, abuse or criminal behavior. Every Airman must treat people with dignity and respect and to take care of themselves and each other.

Any Airmen offended by someone's behavior should immediately confront that behavior, through that person, the chain of command, or other available avenues like MEO, Chaplain, Lifeskills, etc. for resolution. We will maintain professional working environments.

Take care of yourselves, your family and your teammates. Lead a balanced life ... one where your spiritual, physical, social and emotional needs are met. Plan ahead and take all of your annual leave. If you don't take care of yourself, you won't be able to take care of your family and you won't be in top shape at work. Remember, the Air Force recruits the Airman but retains the family.

Strive to achieve balance and growth in both your professional and personal lives. More importantly, take care of your teammates and the families of your deployed teammates. Your personal involvement might just prevent a suicide, a DUI, an abuse, an unprofessional relationship or some other tragic event.

Whether you are enlisted, officer or civilian—we are a one team, one Wing. If we all follow these simple guidelines, we'll all make the right decisions and move this great Air Force forward and do our part to win the fight each and every day while developing our Airmen.



Tie down your four dimensions of wellness

Physical, emotional, social, spiritual

By *Chaplain (Maj.) Michael Heuer*
70th Intelligence Wing Chaplain

FORT GEORGE G. MEADE, Md. — Although I have worked in joint environments both stateside and overseas in the past, this is the first time in my career that I have actually been assigned to an Air Force wing on an Army installation. I am excited to be the new wing chaplain for the Air Force wing here. Since I arrived at Fort Meade, I have noticed daily reminders of some of the small adjustments an Air Force officer needs to make when working among a large number of Army soldiers: I now work on a “post” instead of a “base;” “first sergeant” is a rank and is always an E-8, instead of a title held by E-7s, E-8s, or E-9s; staff sergeants are E-6s rather than E-5s; and master sergeants are E-8s instead of E-7s.

In spite of some of the differences, we have a tremendous commonality with the Army. Much of the Air Force’s history and many of its traditions come through the Army, since after all, we were the Army’s aviation branch until 1947. Together, all of today’s Soldiers, Sailors, Airmen, Marines and Coast Guardsmen share the privileges and the burdens of supporting the Global War on Terror. The pace of current operations can take a toll on personal and family life and health. One way to look at staying healthy and keeping our teammates healthy is a model called “Four Dimensions of Wellness.”

The “Four Dimensions of Wellness” is an evidence-based model that incorporates four aspects or dimensions: physical, emotional, social and spiritual. A positive “wellness” focus in each of these domains empowers us to face the inevitable challenges that we will encounter in life and deters harmful behaviors. Just as the tie-downs firmly anchor an aircraft to the ramp to keep it stable through a storm, we need tie-downs in each of the four dimensions to anchor our lives and families, so that we’re stable in spite of life’s storms. Are you missing any of these tie-downs?

Physical wellness involves managing our weight, diet, exercise and appearance. Physicians and medical staff, personal trainers, and Health and Wellness Center staff can help us here.

Emotional wellness can include cognitive or thinking patterns as well as our feelings. It involves having an accurate view of ourselves and our contributions, leading to a positive self-image and good self-esteem. Being emotionally well also empowers us to express our feelings in

appropriate ways - whether we’re sad, mad, glad or afraid. Communicating our feelings steers us away from the extremes of either ignoring our feelings or exploding and saying things we wish we hadn’t. If you need advice, chaplains or even a wise, trusted friend can assist.

Social wellness incorporates family, friends, and work relationships, as well as groups to which people belong - sports teams, private organizations, parent-teacher organizations, congregations or spiritually-oriented small groups and more. Army Community Services, Family Support Centers, Mental Health/Life Skills staff, chaplains and friends can bring improvement in this area.

Spiritual wellness involves actively practicing a spiritual life that provides meaning and purpose for both the good and bad in life - the joys and the sorrows that we experience as human beings. Faith in a higher order or a personal relationship with the God who is in control provides spiritual strength for facing life’s challenges, and to quote the Hebrew prophet Jeremiah, can give us a sense of “hope and a future” (Jeremiah 29:11). Try an Internet search of associated words like “religiosity,” “spirituality,” “emotional/physical health” and “relationships.” You’ll see hundreds of research articles on how an active spiritual life - especially in congregations or other groups - contributes to longer life, physical health, better relationships and emotional health.

While military chaplains are also equipped to contribute to individual, family and unit wellness in the emotional and social dimensions through pastoral counseling and specially focused programs and small groups, the “Fourth Dimension” - spiritual wellness - is our specialty. In fact, it’s the primary reason we’re here - to “support the free exercise of religion for all members of the military services, their dependents, and other authorized persons” (Air Force Instruction 52-101).

The chapel runs a robust chapel program that all chaplains of all uniforms on the installation support. Perhaps we can help strengthen your spiritual tie-down, so that this important dimension can bring stability and strength to your life. Go where you may never have gone before - explore the “Fourth Dimension.”



Chaplain (Maj.) Michael Heuer

Two Airmen selected as 2006 Ambassadors

*By Staff Sgt. Kenya Shiloh
Air Intelligence Agency Public Affairs*

Staff Sgt. Simon K. Mace, one of the 2005 Ambassadors, passed on ambassador duties to two new Airmen who will represent the Air Force and AIA in 2006 during a reception held Jan. 4 in the B.A. Larger Auditorium, Lackland Air Force Base, Texas.

"This program is incredible. I did things this year I never thought I would. It's not everyday you get to sit next to a 'King' and have lunch," Sergeant Mace said. "This community has cared for and honored our military since that first Battle of Flowers Parade and their treatment of the AIA Ambassadors has followed in that trend. This year was maybe one of the greatest in my life because the group of people who serve their country often in the shadows and often unrecognized allowed me to see some sunshine and represent the Air Force and this incredible agency. That opportunity is second to none and I want to thank everyone for the opportunity."

This year's ambassadors, Senior Airman Amanda E. Belden and Tech. Sgt. Torree M. White, will represent 13,000 AIA members worldwide to promote the Air Force and military way of life during community activities held throughout San Antonio and surrounding areas.

Airman Belden is a command and control warfare analyst at Air Force Information Warfare Center. She maintains and authenticates command and control information on target-country database records in the Department of Defense Modernized Integrated Database. She also performs multi-source analysis on C2W systems and correlates and verifies data for entry in Constant Web.

Hailing from West Farmington, Ohio, she entered the Air Force in 2001 and has been assigned to Lackland since August 2003.

As an active member of the community, Airman Belden participated in the Big Brother/Big Sister program and is a member of the base mentor program. In addition to mentoring duties, she is the secretary of the Lackland Military Against Drunk Driving Program and dances with the Encore Dance Dimensions group who recently performed a ballet recital for the physically impaired and the elderly.

"My experience as an Ambassador will definitely stand out as one of the highlights of my career, Airman Belden said. "There is a lot of pressure representing an agency with so many professional and diverse people, yet knowing that my leadership believes in me has already given me more confidence. I am looking forward to meeting many of the great people who make up this city, as well as representing the Air Force."

Sergeant White is the NCO in charge of operations intelligence requirements with the 33rd Information Operations Squadron. His duties include managing, researching, analyzing and identifying intelligence gaps and shortfalls. He ensures information operations intelligence are generated, submitted to national intelligence agencies and tracked in direct support to Joint Chiefs of Staff operation plans and combatant commander requirements. He conducts intelligence training and general intelligence briefings to maintain geo-political situational awareness for squadron leadership and senior decision makers.

A native of Warrenton, N.C., he entered the Air Force in 1990 and has been assigned to the 33rd IOS at Lackland since August. He is deeply involved in the Deeper Life Ministries and volunteers at the Habitat for Humanity Store and Goldsboro Soup Kitchen. Sergeant White also teaches art classes to local high school students and teaches a weekly lunchtime Bible class as well as travels the country with a performing arts ministry.

"I applied for the Ambassador program because the program provides an opportunity for a person to make a significant impact in the Air Force, AIA and San Antonio," Sergeant White said. "This opportunity has unlimited potential that deserves my best effort. I am humbled that AIA leadership would select me from such a competitive group of nominees to represent the Air Force and more than 12,000 of the world's best intelligence professionals."

The AIA ambassadors, along with their counterparts from other military installations in San Antonio, will participate in more than 50 events during Fiesta Week as well as take part in community events such as parades; school activities during Career Day, and the Audie L. Murphy Hospital during the Annual National Salute to Hospitalized Veterans Program.



Senior Airman Amanda E. Belden



Tech. Sgt. Torree M. White

70th Intelligence Wing nearly aces UCI

*By Master Sgt David Donato
70th IW Public Affairs*

The Fort Meade-based unit and staff of the 70th Intelligence Wing sailed through their recent Unit Compliance Inspection, earning an almost perfect score along the way.

The 70th IW received an overall 97 percent compliance rating out of a possible 100.

Col Jim Keffer, 70th IW commander, said the rating is indicative of the superior attitude and hard work of unit members.

"The outstanding showing on the UCI is a great credit to the men and women of the 70th," he said. "They showed tremendous professionalism in working with the inspectors from the minute the UCI team landed."

More than 30 inspectors from the Air Intelligence Agency and Air Combat Command spent Nov. 7-18 at Fort Meade evaluating the wing staff, the 70th Operations Group and the 70th Mission Support Group.

The two-week joint inspection focused on validating the wing's compliance with public law, Department of Defense, Air Force, ACC and AIA directives.

The team evaluated 153 of the wing's key processes, procedures and programs using Compliance and Standardization Requirement Lists, Critical Compliance Objectives and Command Interest Items.

"The inspection occurred at a perfect time," Colonel Keffer said. "We just stood up the 70th MSG and the 70th OG in May, so this UCI was the inspectors' first look at them. The overall 97 percent confirms that they build compliance into their day-to-day program management activities."

During the UCI, the team rec-



Photo by Staff Sgt. Robert Maki

Master Sgt. William Carter (right), a financial management inspector from the Air Intelligence Agency at Lackland Air Force Base, Texas, reviews financial processes with Tech. Sgt. Bruce Johnson, 70th Intelligence Wing Financial Management Office.

ognized 66 individuals as superior performers.

"Our Airmen impressed the inspectors," Colonel Keffer said, "and the superior performers really displayed superstar performances."

In addition, two programs nabbed rarely given best practice honors and five teams were noted for their exceptional programs.

"This inspection resulted in many commendable achievements from people across the wing," Colonel Keffer concluded. "It is proof that the men and women of this unit are making a great wing even better with each passing day."

IG Coin Recipients

Capt. Jeffrey Gross, 70th MSG
MSgt. Terry Rillo, 70th OSS

Best Practices

70th ISS Mentorship Program

70th IW Excellence Sustainment Program

Team Awards

22nd IS – Training Team
22nd IS – AF NTI Central Flight
70th CS – Privacy Act Team
70th MSG/CE – 70 IW HQ Renovation Project
94th IS – Standardization and Evaluation

Superior Performers

70th IW
MSgt. David Donato
TSgt. Virginia Matulentas
TSgt. Lucinda Pine

70th OG
Mrs. Tracy Rich

70th OSS
TSgt. Corey Garner
SrA. Beth Ann Lotsbom

See UCI, Page 8

Thunderbirds need volunteers

By Staff Sgt. Josh Clendenen
Thunderbirds Public Affairs

NELLIS AIR FORCE BASE, Nev. — The United States Air Force Air Demonstration Squadron is looking for professionals to join an elite team known world-wide for precision flying and community involvement.

Volunteers are needed in eight career fields.

"The Thunderbirds have more than 34 career fields represented in the squadron," said Chief Master Sgt. Ted Field, chief enlisted manager of the Thunderbirds. "We have a job for just about everyone out there."

The Air Force Specialty Codes needed are 2A3X2 Avionics, 2A3X3B Crew Chief, 2A6X3 Egress, 2A6X4 Fuels, 2A6X6 Electro/Environmental, 2A7X3 Structures, 3N0X1 Public Affairs, 3V0X1 Graphic Artist and 8F000 First Sergeant.

For information on the application process, visit www.airforce.com/thunderbirds.

"Even if (a) career field is not listed, we are accepting applications," Chief Field said. "Anyone can submit an application for a job in one of the (34) career fields we have. We'll keep the application on file for six months, and if a job comes open we will look at the applications we have and we'll try to fill them with those."

One of the common misconceptions about the Thunderbirds is the team is gone all the time.

"We do travel across the United States and in some cases across the world," Chief Field said. "But we're not gone all the time. We have a good amount of time at home, but we do travel."



Photo by Tech. Sgt. Justin D. Pyle
Staff Sgt. Scott Grabham, crew chief for the United States Air Force "Thunderbirds", fills out forms after a successful day of flying in New York on May 27, 2005.

During the season, a typical week begins on Thursday when the team travels to its show site. Pilots fly their aircraft and support personnel typically travel in a C-17. As soon as the jets touch down, technicians recover their aircraft and perform post-flight tasks. Meanwhile, the public affairs office prepares for enlistment and re-enlistment ceremonies, media interviews and orientation flights.

Communications specialists videotape the arrival and landing. The advance pilot, having arrived the day before,

See **Thunderbirds**, Page 10

■ UCI Continued from Page 7

70th ISS

TSgt. Daryl Baldosser

SrA. Chenika Jones

29th IS

SSgt. Demetrius Wells

22nd IS

TSgt. Phillip Fortin

TSgt. Jacqueline George

TSgt. Larry Hays

SSgt. Jason Deem

SSgt. Heather Lea

SSgt. Christopher Nemece

SSgt. Nathan Peck

SSgt. Sarah Schley

SSgt. Roger Zollner

SrA. Kenisha Pickney

SrA. Robert Wilson

A1C Letrell Taylor

32nd IS

70th MSS

Ms. Wanda Simms

MSgt. Tammie Green

MSgt. Robert Kelliher

MSgt. Cindy McCullough

MSgt. Michelle Moreno

MSgt. Keith Wade

TSgt. Tara Brown

TSgt. Von Simon

SSgt. Latisha Davis

SSgt. Gary Harris

2nd Lt Gina Black

MSgt. William Hendron

TSgt. Christopher Fowler

TSgt. Mathew Moore

TSgt. Casey Patrick

SSgt. Aieron Howard

SSgt. Brandy Kimbrell

SSgt. Jessica Moreno

SrA. Genevieve Carnes

SrA. Laura Kety

94th IS

1st Lt. Mathew Hencke

MSgt. Dusty West

TSgt. Jonathan Birge

TSgt. Mary Bourque

TSgt. Jessica Clancy

TSgt. Jeffery Edens

TSgt. Alexiz Johnson

TSgt. Keri Knott

TSgt. Susan Rogers

SSgt. Sally Foster

SSgt. Nancy Markus

SSgt. Heather McWilliams

70th MSG

Mr. David McGuire

MSgt. Leslie Geshwander

TSgt. Chiquita Walston

SSgt. Sean Gunning

SrA. Elizabeth Garcia

70th CS

MSgt. William Lentz

TSgt. Jermaine Evans

TSgt. Tyson Newton

TSgt. Janice Smith

SSgt. Racquel James

SrA. Nathan Karle

Air Force declares F-22A operational

LANGLEY AIR FORCE BASE, Va. — The Air Force's most advanced weapon system is ready for combat, Air Force officials here announced in December.

In reaching initial operational capability, the F-22A Raptor has been certified ready for employment. Declaring the transformational fighter IOC means the Raptor's proven capabilities are now available for use in combat around the globe and are supported by a properly trained and equipped force. It also means the aircraft is qualified to perform homeland defense missions when required. In the words of Gen. Ronald E. Keys, Air Combat Command commander, "If we go to war tomorrow, the Raptor will go with us."

"F-22A IOC means our warfighters now have an unprecedented lethal mix of air-to-air and air-to-ground capabilities at their disposal," General Keys said. "The Raptor's cutting edge technology brings us continued joint air dominance despite advancing enemy threats."

Reaching the IOC milestone culminates a collaborative effort between various Air Force organizations and the service's industry partners during the past 25 years. The road to IOC included the F-22A System Program Office turning Air Force requirements into a successful acquisition program; developmental flight test and evaluation, simulation and ground testing at Edwards AFB, Calif., and Eglin AFB, Fla.; engine testing at Arnold AFB, Tenn.; missile testing at Holloman AFB, N.M., and over the Pacific Test Range; tactics development at Nellis AFB, Nev.; pilot and maintenance training at Tyndall AFB, Fla.; and deployability here.

"The F-22A fulfills a long quest to bring fifth generation capabilities of stealth, supercruise and precision to the warfighter today and 30 years



Photo by Tech. Sgt. Ben Bloker
Crew chief Staff Sgt. Adam Murtishaw guides an F-22A Raptor into its parking space after a Dec. 14 mission. The 27th Fighter Squadron earned initial operating capability today, which means the stealth jet is combat ready. Sergeant Murtishaw is with the 27th Aircraft Maintenance Unit.

from today," General Keys said. "Now that we have met our first promised milestone of a fully capable, multi-mission platform ready for combat, we are already focused on furthering our integrated tactics development, refining our deployability, and growing and training our force. To add to what we learned on our successful first operational deployment to the Utah Test and Training Range to drop JDAMs, fly against double-digit SAMs at Nellis, and work (close air support) with F-16 FAC-As, we will conduct our first routine peacetime exercise deployment by taking 12 Raptors to Alaska in June for Northern Edge."

Designed to ensure America's air dominance for years to come, the F-22A will ensure U.S. Joint Forces' freedom from attack and freedom to attack, even as our adversaries continue to advance their weapons and technologies.

"As I told (Air Force Chief of Staff) Gen. (T. Michael) Moseley, he and I have spent our lifetime executing, instructing, and providing Air Dominance for the Joint Force. Lam-

entably, we have never been privileged to hold a weapon like this in our hands. After reviewing our test results, seeing our operational deployment performance, and talking to the pilots that will go to war with it, I am confident that the F-22A joins the combat force at a far more mature and capable level than any of our previous great aircraft, and will take its rightful place in a long line of U.S. Air Force legends of the air," General Keys said.

The first combat-ready Raptors currently are assigned to the 27th Fighter Squadron, one of three squadrons assigned to the 1st Fighter Wing here.

The current 27 FS combat deployment capability with the F-22A is a 12-ship deployable package designed to execute air-to-air and air-to-ground missions.

Editor's note: The initial operating capability (IOC) declaration indicates the F-22A has completed its testing and achieved predetermined capability and supportability thresholds, and continues on its path to achieving full operational capability.

Air Force releases new mission statement

By Master Sgt. Mitch Gettle
Air Force Print News

WASHINGTON (AFP) -- The realities of the world have changed dramatically since the creation of the Air Force in 1947 and continue to change almost daily.

With these changes in mind, Air Force leaders released a new mission statement Dec. 7 that defines the current and future direction of the Air Force.

"Today, our world is fast paced, constantly shifting and filled with a wide range of challenges," Secretary of the Air Force Michael W. Wynne and Air Force Chief of Staff Gen. T. Michael Moseley wrote in a joint Letter to Airmen. "Our mission is our guiding compass, and it must be clearer than ever before."

The mission statement defines the "where and what" the Air Force accomplishes on a daily basis.

The statement includes two new concepts, "sovereign options" and "cyberspace," which the secretary and chief defined.

They said having sovereign options is the essence of being a superpower.

"Our task is to provide the National Command Authority and the combatant commanders with an array of options ... options that are not limited by the tyranny

of distance, the urgency of time, or the strength of our enemy's defenses," they said. "With one hand the Air Force can deliver humanitarian assistance to the farthest reaches of the globe, while with the other hand we can destroy a target anywhere in the world."

The term cyberspace includes network security, data transmission and the sharing of information.

"We have quite a few of our Airmen dedicated to cyberspace ... from security awareness, making sure the networks can't be penetrated, as well as figuring out countermeasures," Secretary Wynne said. "The Air Force is a natural leader in the cyber world and we thought it would be best to recognize that talent."

Adversaries of the United States will use any method or venue necessary to contest America, and it is an Airman's calling to dominate air, space and cyberspace, the leaders said.

"If we can decisively and consistently dominate our assigned commons, then we will deter countless conflicts," they said. "If our enemies are foolish and underestimate our resolve, then we will fly, fight, and destroy them."

Using past air power pioneers as examples of understanding the mission, they said, "Our new mission statement has evolved over time, but it does not change the nature of who we are or what we do."

*The New Air Force Mission:
The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests - to fly and fight in Air, Space, and Cyberspace.*

■ Thunderbirds *Continued from Page 8*

briefs the team on subjects including transportation and the weather.

Friday is usually a practice day, giving the Thunderbird pilots an opportunity to become familiar with the terrain and local landmarks. Crew chiefs and their assistants attend to pre-flight tasks.

After the practice flight, the team meets with members of the community whose special needs might prevent them from attending a crowded show. On Saturday and Sunday, the team

flies its full show and meets with the crowd to sign autographs for 20 minutes.

On Monday, the team heads back to Nellis AFB, Nev., then goes back to work Tuesday.

"It seems really busy, and to some extent it is, but the people you get to meet with on the road make it all worthwhile," Chief Field said.

"The bottom line is an assignment to the Thunderbirds is the chance of a lifetime," the chief said.



U.S. AIR FORCE
Thunderbirds

100-plus graduate in Fall CCAF ceremony

*By Master Sgt. David Donato
70th Intelligence Wing Public Affairs*

More than 100 Airmen from the 70th Intelligence Wing received college degrees Nov. 3.

The Airmen were recognized as the newest graduates of the Community College of the Air Force in a graduation ceremony at Fort George G. Meade's McGill Community Center.

The 70th Mission Support Squadron hosted the event which attracted more than 100 attendees.

"A true education is knowing what you want, knowing where to get it and knowing what to do with it after you get it," said Master Sgt. Carl Dudley, who served as one of the event's masters of ceremony. "These are students who knew what they wanted and got it from the Community College of the Air Force."

Chief Master Sgt. Janette Brewer, 70th Operations Group superintendent and guest speaker for the event, told the graduates to use their educational qualifications as tools to face challenges that lie ahead in their military careers.

"The CCAF has helped you to meet these demands and achieve your personal goals by realizing your academic potential," she said. "In turn, as your academic potential continues to be realized, both as a result of this experience and other academic opportunities that lie ahead, you give the Air Force significantly greater strength to serve our nation."

Col. Jim Keffer, 70th IW commander, presented the graduates with associate degrees in applied sciences.

The highlight of the ceremony was the presentation of the Pitzsenbarger Award, a one time \$500 grant to selected graduates who intend to pursue a bachelor's degree. The recipients were Staff Sgt. Tedra Juwena, from the 94th Intelligence Squadron; Staff Sgt. Lisa Remnet, from the 70th Communications Squadron; and Senior Airman Sharon Hazel, 70th IW Finance Office.

The CCAF was activated in 1972. Its primary purpose is to enhance Air Force skills of enlisted members and prepare them for increased technological, managerial and leadership responsibilities by providing opportunities for personal and professional growth afforded by degree programs relevant to the role of the noncommissioned officer.

The college is the only federally chartered military college of the United States that awards college degrees solely to Air Force people. (*Petty Officer 2nd Class Igo Wordu contributed to this article*)

CCAF Graduates

Kenneth Ake	Jason Jordan
Jennifer Allain	Tedra Jurena
Keshia Anderson	Matthew Kimery
Daniele Ard	Erica Krier
Stephanie Austin	Jeffrey Lontoc
Richard Babin	Robin Manning
Leilani Balbin	Ronald Martin
Lesley Bastura	Madra Martinez
David Bauer	Ryan McCormick
Cassia Beagle	Joshua Miller
Brian Benderson	Michael Morris
Brian Brewster	Nathan Moyer
Peter Brown	Angela Myrick
Jonathan Burnett	Jill Nelson
Jacqueline Burton	Joshua Nichols
Tony Ceraolo	Clarence Patterson
Hon Chan	David Perry
Shanika Chapman	Laura Peyton
Jason Cherry	Kandy Pham
John Collins	Joshua Placek
Daniel Comrey	Casey Pontious
Constantine Dangas	David Rafsky
Darryl Davis	Michael Redente
Brian Denslow	Karmisha Reeb
Eric Ditrich	Tawana Reeves
Teresa Dize	Lisa Remnet
Brian Dotson	Mario Reyes
Steve Espinosa	David Roach
Clark Faint	James Sabol
Sacajawea Fanning	Sara Schleicher
David Faul	Megan Scott
Jeremiah Fillmore	Ryan Short
Melanie Francis	Dannella Smith
Anthony Frazier	Gwendolyn Snider
Shane Garringer	Abigail Stanley
Christina George	Richard Staton
Jill Godzilevsky	Stephanie Stewart
Christopher Golda	Mark Thomas
Michael Grochal	Karen Thompson
Russell Haffner	William Thompson
John Harper	Jason Vottero
Nicole Harris	Christine Washington
Michelle Harte	Misty West
Sharon Hazel	Richard Westover
John Henderson	Calvin Williams
Sean Hickey	Prima Williams
Sean Hodgins	Stephen Willson
Vernon Humble	Dawn Wilson
Daphne Ingraham	Kristoffer Winemiller
Monique Jacob	Lori Withers
Joseph Johnson	Robert Wolfe
	Demetric Zinnermon

Sensor Spotlight grooms future leaders

*By 2nd Lt. Malinda Singleton
Air Intelligence Agency Public Affairs*

Twice a year, a handful of selected captains and civilians between the ranks of GG-9 to GG-12 have the honor of attending Sensor Spotlight at the Air Intelligence Agency, Lackland Air Force Base, Texas. This professional development seminar gives those who are chosen the opportunity to receive mentorship from AIA leadership, as well as receive an enterprise-wide orientation.

Throughout the two-and-a-half day seminar, attendees learned about the interoperability between AIA assets, as well as the agency's role in the intelligence community and the Department of Defense. Some of the topics discussed in panels, briefing, socials and round-table forums include intelligence, information operations, homeland security, joint operations, the global war on terrorism, plans and policy and the integration of emerging technology.

"As a communications officer, I was not previously aware of the expanse of mission that the enterprise provides," said Capt. Anita Edmonds, an attendee from the National Air and Space Intelligence Center. "The areas covered were great and the people who briefed had an amazing amount of knowledge."

The larger goal of Sensor Spotlight is to focus more on mentorship that senior leaders can provide. Maj. Gen. Craig Koziol held an open-forum discussion with the participants. Attendees also got the chance to sit down and discuss the most important strategic and operational issues in one-on-one candid conversations with other senior AIA leadership.

"I was amazed that the senior leaders spent that much time with us," said Capt. Katharine Barber, an attendee from the 67th Information Operations Wing. "I really enjoyed hearing General Koziol's current issues, goals and concerns."



Courtesy photo

Col. Bruce Oksol, Air Intelligence Agency Surgeon General, speaks to Capt. Nasima Dada, 94th Intelligence Squadron, Fort George G. Meade, Md., during a Sensor Spotlight working lunch in December.

Each AIA associate unit has the opportunity to submit up to four nomination packages to HQ AIA for Sensor Spotlight selection consideration. A board consisting of AIA senior leaders then convenes to rank all of the nominations received. Only the top 16 are selected to attend each seminar.

"The entire AIA enterprise benefits from Sensor Spotlight," said Capt. Chris Augustin, organizer for this year's seminar. "The value gained by AIA from their attendance will not merely be realized through encouraging their retention in the Air Force, but through professional and personal connections that attendees will take back to their individual units, and maintain throughout their careers and beyond."

The AIA command staff wanted to create a semi-annual professional development course that took the best components of other, more established professional development programs from several MAJCOMs, and create a similar, yet distinct program for AIA. The first session held in May 2005, was an immediate hit with both attendees and AIA leadership.

Seminar attendees included:

Capt. Katharine Barber, 67th Information Operations Wing; Capt. Brian Batson, Capt. Nasima Dada, Capt. Celina Noyes and Capt. Chad Searle, 70th Intelligence Wing; Capt. Layla Daniels, Air Force Technical Applications Center; Capt. Christopher Duffley, Capt. Cody Jacobs and Capt. Jeremiah Whisenhunt, 55th Wing; Capt. Anita Edmonds, National Air and Space Intelligence Center; Capt. Susan Loveland, Capt. Walter Napoleon, Capt. Paul Rozumski and Capt. Ryan Wheeler, 480th Intelligence Wing; Ms. Raquel O'Connor and Ms. Christine Trolley, Air Intelligence Agency.

"I think this was so much more than learning about the enterprise," Capt. Walter Napoleon, an attendee from the 480th Information Wing said. "Leadership, mentorship, command responsibilities! I feel I've been 're-blued'. It feels good."

The next Sensor Spotlight session will take place in June 2006. Units can find more information about the program at <https://aiaweb.lackland.af.mil/homepages/cc/sensorspotlight/>.

Money Matters:

Getting a handle on your credit

By Joe N. Wiggins
Air Intelligence Agency Public Affairs

While most Airmen have come to think of it as a normal part of life, consumer credit debt has become higher than ever while alarming customers and credit experts alike.

The numbers show that concern is for good reason; the average credit card debt swelling to nearly \$9,000 per American in 2002, while Americans paid more than \$50 billion in credit card interest in 2001. In 2003, consumer debt hit an all-time record high of \$1.98 trillion, and that does not include mortgages. The average consumer now carries eight cards, with 20 percent of them at their maximum debt limit.

Many people don't know just how deep of a hole they are in with credit card debt. For years, banks have encouraged people to spend more and pay smaller monthly payments. While recent changes in the laws governing credit cards will require higher minimum payment, a \$2,000 charge at 18 percent with only minimum monthly payments will still take nearly 10 years to pay off the balance and will add about \$1,100 in interest.

While the new laws will pay down balances faster, making the monthly minimum payments may be harder for some families. A family with 4-5 cards could see their total monthly minimum payment increase \$300 to \$400 per month.

Among all the sources of information available today, there is one man that has been where many military families are today, and has found a way out.

Dave Ramsey is a personal money management expert, host of a national radio show heard on 260 stations across the country with more than 2 million listeners, and author of several best-selling books on money management. His latest book, *The Total Money Makeover*, made the New York Times bestseller list. Two previous books, *Financial Peace* and *More Than Enough* have also been national best-sellers.

When asked about what Airmen and civilians should do to better handle their debt, he recommended what he calls a Total Money Makeover.

"The Total Money Makeover is the sold out, 100-percent, attack-with-intensity-way that people are getting out of debt. It's what you go for when you're sick of having too much month left at the end of the money. It's what you do when you are tired of asking, 'How am I going to send my kids to college, or retire, or enjoy life, or stop worrying about money?'"

Ramsey recommends a change in actions and well as attitude.

"You see, winning with money is 80 percent behavior and only 20 percent head knowledge. The problem with your money is you! If you accept that and do something about it you can get out of debt, start building wealth and change your family tree," he said.

One part of that makeover deals with managing credit card debt after the holiday season spending bills arrive in January. When asked what should they do with it, Ramsey had a candid response, "Don't consolidate; it only hides the problem, it doesn't help."

When asked about moving debt around to find a lower inter-

est rate, he only recommended using this as a temporary step.

"You can move your debt to cards with smaller interest rates to help temporarily but the only way to get out of the mess is to attack the problem head on. Use the debt snowball and knock it out," he said.

One part of his advice in managing credit card debt does not have to do with credit cards, but with using a series of steps to make a systematic change in your lifestyle as well as your debt.

"After years of doing counseling and talking to people on the radio I have a proven plan for a Total Money Makeover. It's broken down into what I call 'Baby Steps' and



Courtesy photo

Dave Ramsey is a personal money management expert and host of a national radio talkshow as well as a best-selling author.

See **Credit**, Page 17

Tops In Blue dazzles Team Meade

*By Master Sgt. David Donato
70th Intelligence Wing Public Affairs*

People who witnessed the Tops In Blue show Nov. 1 got a taste of old school and new school music.

With explosive energy and spectacular showmanship the Air Force's premier entertainment group dazzled a crowd of more than 200 spectators at Fort George G. Meade's Murphy Field House.

"This is not radio, and this is not TV," Col. Dennis Larm, 70th Intelligence Wing vice commander, told the crowd as he introduced the group. "This is live, live, live."

The 90-minute non-stop extravaganza, themed "And the beat goes on," featured a variety of finger snapping music from legendary performers like Ray Charles, Billy Joel, Gladys Knight and The Pips and the Platters.

The cast kicked off the show in a 1940s nightclub called the Ritz. They performed music from that era and then 45 minutes later, converted the stage to a modern day club called Divas.

That's when one of the 70th IW's very own took center stage. Staff Sgt. Ceterika Lomas, a linguist assigned to the 22nd Intelligence Squadron, performed a duet with Staff Sgt. Fernando Alejandro. The two revved up the crowd with an energetic rendition of the Latin number "Caprichosa."

"I was really excited to show my unit what I've been doing for the past six months," she said. "This has truly been an incredible experience."

Sergeant Lomas is one of 32 Airmen selected for this year's squad. Each year, active-duty men and women with military duties as diverse as aircraft mechanics, electronic technicians and other career fields begin at base-level competing in talent shows. The most talented are selected to compete at the Air Force Worldwide Talent contest. From this competition, a group of Airmen are chosen to represent the best of the best.

"This has been a dream come true for me," said Sergeant Lomas. "To be able to go around the world and put on shows for military mem-



*Courtesy photo
Staff Sgt. Cetericka Lomas, from the 22nd Intelligence Squadron, performs "Caprichosa" with Staff Sgt. Fernando Alejandro in the Nov. 1 Tops in Blue production.*

bers and their families."

Tops In Blue began in 1953. Throughout its history, the group has performed in films, produced albums and has even been featured on national television. Their most recent appearance was at the 2005 NBA finals.

"Our goal is simple," said Lieutenant Becker. "We are military ambassadors that provide morale to military members and their families. We bring something that we love to the family that we love."

In traditional fashion, the cast ended their show with a patriotic tribute to the men and women in uniform.

"I thought the performance was fabulous," said 12-year-old Jessica Rich, daughter of Senior Master Sgt. Peter Rich. "I enjoyed the entertainment."

Erinn Bell, daughter of Tech. Sgt. Robert Kaestner, agreed. "It was excellent. Great music and amazing performers. "It was overall fabulous."



Photo by Master Sgt. David Donato

Male vocalist Senior Airman Clifton Newell and three backup vocalists sing a compilation of some of today's greatest hits.

Remembering those who served

AFTAC sponsors Pearl Harbor ceremony

*By Master Sgt. Bill Lindner
AFTAC Public Affairs*

On Dec. 7, 2005, the Air Force Technical Applications Center honored those Americans who survived the Japanese attack on Pearl Harbor on Dec. 7, 1941 and answered the call to defend our nation. Eighteen survivors of the attack attended the ceremony, which was held by AFTAC for the 11th straight year.

The weather for the ceremony was overcast and damp, adding a solemn touch to the proceedings, which brought back memories from that terrible day in 1941.

The event began on a formal tone as members of the 45th Space Wing Honor Guard posted the colors and Tech. Sgt. Rebecca Lehnerz of AFTAC sang the national anthem.

While the nation was being honored, the Pearl Harbor survivors, each more than 80 years old, stood as straight and tall as the active duty Airmen from AFTAC who were formed into two large flights to the left of the flag.

Col. Guy D. Turner, AFTAC commander, praised the veterans for their service: "Friends, colleagues, brothers-in-arms; all of you enabled this nation to continue to exist as defined by our founding fathers," he said.

The guest speaker for the event, retired U.S. Navy Capt. Richard P. Jeffrey, was serving on board the USS Maryland in 1941, and was on duty when the attack began. He described the Navy's response to the attack.

"Our ship was damaged when a Japanese bomb exploded nearby, but we were prepared to sail in record time," said Capt. Jeffrey.

He added that while Japanese leaders assumed the

attack would keep most American naval vessels out of the war for more than a year, many were back in service within two months.

Despite the formality of the ceremony and the weather, the day was brightened by the smiles of the Pearl Harbor survivors as they met with their fellow World War II veterans and the members of AFTAC whom they had met during previous years' ceremonies.

Another bright spot, and perhaps the highlight of the event, came when the arriving veterans were presented with authentic Hawaiian leis.

Senior Airman Charlene Mateo, who is from Hawaii, and is assigned to the 45th Security Forces Squadron, came up with the idea to make the leis and managed every part of the effort, from gathering donations to pay for the flowers, to gathering all the supplies. Several days before the ceremony, Airman Mateo met with several friends who are also of Pacific Island descent and they constructed the leis out of more than 500 carnations.

"The attack on Pearl Harbor affected

everyone on Hawaii; not just the military," said Airman Mateo. "Making the leis gave us a chance to give something back to the veterans. I think they were very happy to receive them."

In something of a growing tradition, AFTAC also invited Army JROTC Cadets from Cocoa Beach Jr./Sr. Highschool to the ceremony for the third year in a row. The cadets assisted by escorting the veterans to their seats and presenting them with certificates thanking them for their service.

Editor's note: The Air Force Technical Applications Center is the Air Intelligence Agency's administratively



Photo by Jim Laviska

Air Force Technical Applications Center commander, Col. Guy Turner, greets retired U.S. Navy Capt. Richard P. Jeffrey, guest speaker for the ceremony.

Wing CGOs make a difference in Baltimore

By Capt. Terence Powell
70th Information Support Squadron

FORT GEORGE G. MEADE, Md. — During the week, 70th Intelligence Wing company grade officers at Fort George G. Meade, Md., work as communications officers, intelligence officers, engineers and physicists. But on one recent Saturday, eight of these CGO's became instant heavy lifters and sanitation specialists while supporting their local community.

These junior officers used their Saturday to travel to the "Pig Town District" of Baltimore City and do volunteer work for the Chesapeake Habitat for Humanity of Baltimore.

Since this was the first Fort Meade CGO-sponsored trip, none of them knew what they were in for until that morning.

At the work site, which was an abandoned three-story row house, they contended with more than a ton of trash, a variety of insects, and an extended family of rodents in the backyard alone.

Also, the house suffered major fire damage to the roof and most of the interior walls. This meant they needed to gut the inside of the house

After eight hours of work, they cleared out the backyard, removed all of the plaster and insulation of the

interior walls, and relocated the family of mice living in the backyard to a different part of the neighborhood.

Throughout the day, residents of the neighborhood showed their appreciation by saying "Thank you" and "I'm glad you are here."

After seeing this house, the officers agreed that it would be hard to imagine someone wanting to purchase such a house. That's where the Chesapeake Habitat for Humanity comes in.

The Chesapeake HFH buys abandoned houses from the city for a relatively low price, renovates the property, then sells it to a qualified family. The family is given a zero percent mortgage and agrees not to sell their new house within five years after the purchase.

Karen Etzel, Habitat for Humanity volunteer coordinator, said that the family also has to invest 300 hours of "sweat equity" that serves as the down payment on their new home.

"Sweat equity means the new homeowners have to work on either their house or another CHFH house as a volunteer," she said.

By the end of the day, the CGO's were covered with dirt; but they were spotless in the eyes of "Pig Town"'s residents. There is still a lot of work to do on the house, but thanks to the efforts of these eight individuals, a lot of the dirty work is complete.

MSOC named 2004 Travis Trophy winner

By Staff Sgt. Stephen Rich
301st Intelligence Squadron

MISAWA AIR BASE, Japan — Members of the Misawa Security Operations Center were recently notified that they were the recipient of the 2004 Travis Trophy.

The Travis Trophy is a Department of Defense-level award and the highest award any intelligence unit can win. It is awarded annually to the organization, unit or site whose activities contributed most to a specific national policy or security interest. This year, the MSOC has that honor.

MSOC's mission today is to provide warfighters and policymakers actionable time-critical information

operations support.

Unit personnel develop and apply techniques and materials designed to ensure that friendly command and control communications are secure and protected from hostile countermeasures.

They also advise U.S. and Allied commanders concerning procedures and techniques that could be used to counter enemy command and control communications.

"I am very proud of the men and women of the MSOC," said Col. Gary Bender, MSOC commander. "This award solidifies the tireless efforts they have put forth over the past year transforming our legacy "Cold War" mission to meet modern day threats. By partnering, teaming, and sharing

knowledge, techniques, and ideas, we were able to transform our unit through rapid deployment of new technologies, application of innovative techniques, and the embracement of development as a new approach to advancing our mission.

"The civilian and military men and women of the MSOC have demonstrated time and again, exemplary expertise and constant innovation to provide invaluable intelligence to national and theater leadership. They built a robust network of partnerships and applied innovative application of limited assets to achieve a level of success greater than the sum of its collective parts and are deserving of this award."

■ *Credit* Continued from Page 13

Baby Step 1 is to save \$1,000 as fast as you can to cover life's little emergencies," he explained.

"That way when you get a flat tire you won't go further into debt to fix it," he said. "You can't dig your way out of the bottom of a hole. You have to stop using credit cards and pay cash or you'll never get out of debt."

Ramsey added that once you have the money to handle life's little emergencies, you can then start working on reducing, or what he calls, dumping debt.

"Once you have your starter emergency fund, then Baby Step 2 is the debt snowball. List all your debts, smallest to largest. Pay minimum payments on everything except the smallest and put every dime you can find toward paying off the smallest," he said.

He further explained the process of paying off debt continues as each account is paid off.

"Once that one is paid, keep paying minimum payments on the others and put everything toward the second debt, and so on until you have paid off all your debts except for the house."

Asked when a military member should start getting out of debt, he had a very clear answer. "Right now. As soon as you have the emergency fund in place, start knocking out the debt. Don't wait another second. It is never safe to carry debt," he said.

His next step probably takes many people where they have never gone before in their financial plan-

ning—saving significant amounts of money for bigger challenges.

"Baby Step 3 is to save three to six months of expenses for the larger emergencies," he said.

While he acknowledges this is not an overnight process, he urges people to keep going to make even more significant changes in how their family manages and uses their money.

"Once you've done that then move on to Baby Step 4 and start investing 15 percent of your income in retirement. Baby Step 5 is start investing for your kids' college fund and Baby Step 6 is to pay off your home mortgage early."

While working the plan, Ramsey urges people to work the plan in the order he recommends.

"You need to start Baby Steps 4, 5 and 6 in that order but you'll continue to work on them all at the same time. Once you have your house paid for then you have control of your greatest wealth-building tool; your income.

Ramsey also realizes some people may be enticed to take a seemingly quick or easy way out of credit card debt, such as by using one

of many heavily-advertised companies offering debt consolidation or reduction.

"Debt CONsolidation is just a con because it makes you think you are doing something," he said. "In reality all you are doing is moving the debt and prolonging the time it will take to pay it off. You aren't saving anything and you aren't learning from the experience. You have to change your behavior and in order to do that you have to do the work to get

rid of the debt."

He also warned of many of the credit and money traps waiting for military people and the importance of avoiding them.

"Debt consolidation is definitely one to avoid. Cash Advance, Payday Loans, Rent-to-own, Title Pawning and Tote-the-Note Car Lots are all examples of predatory lending designed to take advantage of the consumer and benefit only the owners of the companies making the loan, he stated.

"The ads make them sound like they are helping you but in reality they are only helping themselves. Ninety-days-same-as-cash is not a bargain. There are three reasons ninety days is not the same as cash: one, if you will flash cash in front of a store manager who has a sales quota to meet you will likely get a discount you won't get with credit. Two, most people don't pay off the debt in the allotted time and get charged huge fees. Three, you are playing with snakes, and you will get bitten," he explained.

While working on making over debt and managing your money, Ramsey urges people to not slip back into the habit of using credit cards due to attractive incentives.

"Again, when you play with snakes, you get bitten. The card companies offer you airline miles, bonus points, discounts, hats, t-shirts and other stuff to get you to sign up for a credit card. Ask yourself why they work so hard to get you involved. The answer is you lose and they win. Consumer reports says 75 percent of the airline miles are never redeemed," he continued.

He further explains that managing debt will free you to take even greater steps toward true financial peace.

"Now you're ready for Baby Step 7, which is to build wealth."

Editor's note: This is a continued series on money management techniques. 'Understanding and planning investments' will be featured in the next issue of the Spokesman Magazine.



Courtesy photo
An average American may carry eight credits and 20 percent of them may at their maximum credit limit.

32nd IS conducts Warrior Day

By Staff Sgt. Brian Brewster
32nd Intelligence Squadron

FORT GEORGE G. MEADE, Md. — With the war in Iraq an all too familiar future for most military members in the Air Force, the 32nd Intelligence Squadron decided to continue refining its war-fighting skills late October, preparing to deploy if required.

Taking lessons from the Airman's Manual (AFMAN 10-100), Tech. Sgt. Casey Patrick, the 32nd IS project lead for Warrior Day, designed a full day's activities to help assess the Blue Knights combat skills in a simulated war-time environment.

The Blue Knights started the day with a 6 a.m. six-mile Warrior Run — with participants wearing desert camouflage uniforms, Kevlar vests and carrying mock (rubber) M-16s. The 32nd warriors were led in this event by Col. Wayne "Chip" McCoy, 70th Operations Group commander, and by their squadron leadership: Lt. Col. Jim "Birdog" Lance, 32nd

IS commander; 1st Lt Jennifer Goetz, 32nd IS Commander Support Staff; and Senior Master Sgt. Ken Goetzke, 32nd IS first sergeant.

This event was followed by a timed race through the obstacle course, a practice grenade throwing event, a Self Aid and Buddy Care practical exam, and other tasks vital to the unit's success.

Warrior day has become a 32nd IS tradition. It is scheduled twice a year and provides a perfect opportunity to remind unit members they are all warriors first and specialists second.

"Warrior Day challenges our abilities to survive in a combat environment," said Staff Sgt. Amanda Gray, 32nd IS Flight 10. "It's a great reminder of what we're all about".

Blue Knight Airmen had high praise for how the 32nd IS staff were able to revise the various exercise stations and make them more challenging than encountered during previous Warrior Days.

"I was given a lot of compliments praising me on how much more fun

and challenging the grenade assault station was compared to last year," commented Staff Sgt. Paul Farr, a member of the 32nd IS's Flight 10 and one of the staff volunteers/exercise evaluators.

Each warrior team was awarded a score on how well they performed during each exercise event. The events were specifically designed to stress group dynamics, leadership and most importantly — teamwork. Most of the squadron's 12 flights fielded a five-person team. At the end of the day, the team with the most points had the honor of taking home the coveted Commander's Cup trophy.

In the closest margin of victory in the 32d's Warrior Day history, 32nd IS Flight 5, led by Master Sgt. Vernon Mimms, a recent Sensor Olympics Gold Medalist, nudged out Flight 10 for first place.

As the 32nd IS commander stated, and Sergeant Mimms reiterated, during the conclusion of Warrior Day, "as in actual combat, there is NO trophy for second place!"



Courtesy photo

Running that extra mile

The number 26.2 isn't a great number, nor is it a round number, but it is the distance in miles from the start to finish line of a marathon. Recently Senior Airman Noah Powers (left) and Airman 1st Class Jared Bush (right) from the 426th Information Operations Squadron, Vogelweh Air Base, Germany, took on the challenge and earned the title of marathoners at the annual Frankfurt Messe Marathon. Airman Powers and Airman Bush finished the marathon in 4:00:10 and 4:23:00 respectively. "It was a great experience to run the marathon, and difficult to dwell over your pain when other people in the world are experiencing far worse," Airman Powers said following the marathon.

The mystery of Olga Chekhova

By Dr. Dennis Casey

Air Intelligence Agency History Office

The future star of European stage and theater was born with an unusual parental background. Her German father, Konstantin Kniper, had made a substantial sum of money during the 19th-century boom years of the Russian economy as a railway engineer. He was able to afford a lifestyle with five servants who worked in a large home with a grand piano in a drawing room. He also sent his children to expensive private schools.

Despite official NKVD records that show Olga Chekhova being born at Pushkin, the former Tsarskoe Solo near St. Petersburg on 26 April 1897, her actual birthplace was Aleksandropol in the southern Caucasus.

Olga's brother Lev unhappily studied engineering to follow in their father's footsteps. Olga, who had little aptitude for mathematics and the sciences, concentrated in languages, music and voice. Her announcement that she wanted to become an actress hardly received the enthusiastic support of her father who regarded a career on the stage as unthinkable for his daughter. In his mind only the lowest class in society aspired for a career in the theater.

By chance, Anton Chekhov, the former writer, doctor and playwright, married Olya Kniper in May 1914 making Olga a niece of the famous Russian. This tie to Anton Chekhov did little to help young Olga with her grades in school. She possessed many of the qualities one might expect in an artist but her grades in an assortment of academic courses were much lower. She, however, excelled in art. Because of this talent and the Chekhov name Olga matriculated with a well-known art school in Moscow in 1916.

As an art student, Olga attracted attention quickly. She was described by fellow students as an enchantingly beautiful young woman who exhibited the naiveté to be expected of a 17-year-old. She married at this age to Misha Chekhov, Anton Chekhov's nephew. The fact that Olga was a Lutheran did not seem to bother the Russian Orthodox priest who married them. Regrettably the marriage did not last long. Olga quickly became bored with sharing her apartment with a mother-in-law who hated her and a husband who seemed preoccupied with avoiding conscription into the Russian Army.

World War I and the Russian Revolution threatened all that Olga had grown up with and become accustomed to. Her husband, Misha, became increasingly unable to cope with the demands of a jealous mother and a miserable young wife. By May 1917 Misha had become so dominated by nervous depression exacerbated by heavy drinking

that he could no longer work. At this point, Olga decided to make her own way, revolution or not. She divorced him several years later.

The disruption caused by the Russian Revolution affected everyone. Thousands of industrial laborers, without food or work and thrown out of the newly expropriated factories, returned to their peasant beginnings in the countryside. In these days when city residents spent days looking for food, Olga did not lose her ambition to become an actress.

In the middle of this depression and economic stagnation, Olga secured, much to her surprise parts in several silent movies, the first being *Anya Kraeva*. To Olga's benefit the new movie industry was largely unchecked by state ministers. In contrast, the Russian theater received frequent visits from the Bolsheviks who seemed determined that plays performed would not all be critical of the new regime.

What Olga soon realized was that you either supported the regime or you did not. In the latter case, your treatment was often life-threatening or life-ending. Olga learned to live out-of-the-spotlight as she witnessed the struggles of the new Bolshevik regime to gain control and the inhumanity that was so often associated with those struggles. For nearly four years Olga lived on the edge, occasionally traveling by train to Kostrona on the Volga to barter vegetables for potatoes and occasionally some meat. This pattern of just eking out a living would soon change.

In 1921 Olga secured her first movie role that would bring international recognition. The film was shot in Germany, which got Olga out of Russia. There is some evidence to suggest that she agreed to supply information about the Germans to the NKVD or Russian intelligence.



Courtesy photo

Olga Chekhova appeared in more than 100 films between the Russian Revolution and the outbreak of World War II.

See Olga, Page 20

■ Olga *Continued from Page 19*

The NKVD, translates into English as the 'Commissariat for Internal Affairs.' They were the secret state police created by Joseph Stalin in 1934 and became central in his conduct of the purges in the 1930s, especially the great purge of 1937.

At a time when virtually no one left mother Russia, Olga received exit visas for her mother and daughter and agreed to help her brother Lev. He had become an active part of the NKVD. Scholars have speculated that Olga became a sleeper at this time, an agent who would only be called upon when needed to help Russian intelligence.



Courtesy photo

Ms. Chekhova appeared opposite Will Forst in "Bel Ami."

During the 1920s Olga's growing career captured most of her attention and energy. She played in more than 40 silent movies during the decade. Needless to say, her career had skyrocketed. She worked non-stop to perfect her German accent. How fortuitous all of that effort had been because in 1930 she was ready for her first "talkie." She also accepted several theater roles during the 1930s.

Her performance as Nora in Ibsen's *Doll House* and as a fishwife in *The Sea*, set on an island off Brest spotlighted her career as an accomplished actress in Germany.

As Germany's economy worsened, the popularity of Olga's films provided an escape from the sometimes crushing reality. She became determined to earn enough money so she would never have to return to those earlier days in Moscow when one's next meal was in doubt.

Shortly after Adolf Hitler was announced as *Reichschancellor* in January 1933, Olga unexpectedly acquired new prominence in Germany. In April 1933 she received an invitation to a reception given by Propaganda Minister Joseph Goebbels in honor of Hitler. At the elaborate reception she met Hitler for the first time. He expressed an interest in her films and remarked how much he had enjoyed them. The interest in Olga actually came from the intense interest both Goebbels and Hitler had in the cinema.

Goebbels was reported to have watched over hundreds of films during his tenure as propaganda minister and Hitler would often remain up until the early hours of

the morning watching movies. For both Nazi leaders, movies provided a make-believe world of intoxicating powers.

The Nazi regime needed Olga Chekhova, probably much more than she needed them. Olga who was famous for her movie roles as a baroness, gave the Nazi gatherings a sense of respectability. Cosmopolitan Olga made the regime more acceptable internationally. Goebbels frequently referred to Olga in his diary as the charming *Frau* and extolled her limitless beauty. He was known to have visited Olga's apartment on several occasions when he needed to be away from Nazi activities in progress.

Olga continued to grow in prominence in the 1930s. Finally in the autumn of 1936, she was appointed "Actress of the State" by the Nazi regime and made a German citizen. Riding on a wave of popularity, Olga decided to marry Marcel Robyna, a wealthy Belgian businessman. On the day before the wedding during an intimate breakfast reception at the *Reichschancellery*, Hitler gave Olga permission to retain her German nationality.

The real challenge for Olga Chekhova focused on the Great Terror. As Stalin methodically eliminated his army officer corps, sent thousands to collective farms and sent millions of others to work camps in Siberia, the security of her family still in Moscow loomed foremost in her mind. Not only were the Knipers in Moscow seen as foreign because of their name, they were already suspect because some of them were artists. Through much of the purges, Olga remained busy and essentially unaffected personally.

She did earn some measure of mistrust from the Soviet Embassy in Berlin. They saw her as the *prima dona* of the Nazi film industry. This view was certainly supported by the Nazi press which frequently showed Olga attending Nazi functions and being seen with Goebbel and other high ranking officials. Although scant and uncertain, evidence suggests that she had been asked by the Soviet Union at this point in her career to report on senior German officers who did not strongly support Hitler's idea of a war with Russia. If any information was passed by Olga to Soviet officials on this subject, it cannot be confirmed.

The opening of World War II catapulted Olga's career to even greater heights. In September 1940 during the Battle of Britain she visited a Luftwaffe wing based near the Chateau de Beauregard in Normandy. There was a parade in her honor along with a band. She was photographed standing in front of a *Meeserschmitt* 109 and appeared in photographs with the German airmen. She also visited German forces in Brussels and Lille and appeared on the front cover of *Das Illustrierte-Blatt* surrounded by German soldiers. In a word she became a showpiece of Nazi propaganda and during 1941 and 1942 her presence at official Nazi functions was routine. Often on these occasions she would be seated near either Goebbels or Hitler.

See Olga, Page 21

■ *Olga* Continued from Page 20

As the war progressed, Olga's presence in Germany became increasingly vulnerable. In 1945 when her neighborhood in a suburb of Berlin became overrun with Russian tanks and soldiers, she nearly lost her life. Mysteriously to some, this obviously highly placed Nazi was left unharmed by the invaders. In fact, she was allowed to keep an automobile and was afforded travel privileges few possessed. A parade of Western visitors and journalists came by to see the now internationally famous actress.

From 1950 to 1980 Olga Chekhova lived a life that was considerably more secluded and private than at any time the previous period. Still the public adoration persisted. In 1962 she received the *Deutscher Filmprizes*, an achievement award for her many and enduring contributions to the German cinema. This was followed in 1972 when she received the Order of Lenin.

Her fame as an actress of international reputation had overcome the traditional gap of mistrust and hatred between Russia and Germany. Through all of these years her role as a Soviet spy could not be demonstrated in any significant way. At the end of her life at 83 years of age, dying from leukemia, she returned to her past of long ago.

On March 9, 1980 with the end near, she asked from her deathbed for a glass of champagne as Anton Chekhov had asked for more than a half-century earlier. Her last words were "life is beautiful." Historically, Olga Chekhova has become part of that ancient fascination between Russia and Germany where the borderland was more often than not fraught with shifting loyalties.

Even in the final moment, she left the stage of life as an accomplished artist who had left her mark on generations of European movie and theater audiences. Whether or not she was a Soviet spy remains a mystery.



**Airman 1st Class
Melissa M. Mejia**
543rd Support Squadron

Hometown: San Antonio, Texas
Time in Service: 1 year

Personal and Career Goals: I would like to improve the joint awards program by bringing it to its highest standards. I would also like to earn a bachelor's degree and become an officer through the Officer Training School program.

How does your job contribute to the overall success of the Air Force mission?

Every Soldier, Marine, Sailor, Airman or civilian has a vital role at any installation they work at. It is my responsibility to ensure that these people get the recognition they deserve through timeliness and efficient work-flow process.

What accomplishment during your career are you most proud of? I am very proud of developing a joint awards ceremony for the site and passing my career development course on the first try.

"While assigned to the Medina Regional Security Operations Center, Joint Directorate section, Airman Mejia has demonstrated a poise and maturity that you would normally expect from a seasoned staff sergeant," said Master Sgt. Anthony Flagg, superintendent of executive services. "She is the type of troop that allows me to accomplish my management-level responsibilities by ensuring my duty expectations are being met without constant reminders. She is a joy to work with and is a leader among her peers on this site."



Kenneth Stewart
Air Intelligence Agency Financial
Management Directorate

Hometown: Miami, Florida
Time in Service: 4 years

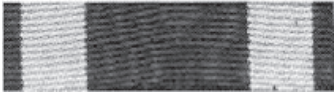
Personal and Career Goals: My personal goal is to achieve a master's degree in business administration and my career goal is to become a budget officer.

How does your job contribute to the overall success of the Air Force mission?

I am a financial analyst responsible for prompt and accurate issuance of more than \$1.1 billion that supports a worldwide information operations mission.

What accomplishment during your career are you most proud of? Retiring from the U.S. Air Force after 22 years of military service. I'm also proud of my promotion to financial analyst/funds control monitor for this directorate.

"Mr. Stewart is absolutely key to the operational success of our global warfighting intelligence mission and the successful transformation of the various financial management initiatives," said Col. C. Fred Witter, AIA Financial Management and Comptroller. "His dedication to the mission and expertise in his field was integral to our successfully closing out Fiscal Year 2005 at 99.9 percent. Mr. Stewart is the true example of the smart, dedicated, ethical and professional community leader that senior leadership would love to have in their organizations."



Meritorious Service Medal

AFIWC

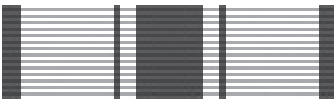
Lt. Col. Joseph M. Yakubik
Maj. Stephen S. Yoon
Capt. Mark R. Guerber
MSgt. Tammy Cole
MSgt. Kenneth V. Smith
TSgt. Todd C. Baribault
TSgt. Nancy C. Matticola

AFTAC

Lt. Col. Don McElreath
Maj. John Mitchell
Maj. John Kenny
Maj. Marc Sands
MSgt. Thomas Highsmith
MSgt. Larry Park

31st IS

SMSgt. Michael Purvis



Air Force Commendation Medal

AFIWC

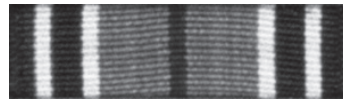
Capt. Benjamin E. Richeson
TSgt. Che'Keeta D. Elliot
TSgt. Nathan C. Moyer
TSgt. Daniel Seabloom
SSgt. DeShanna Y. Clay
SSgt. James E. Crocker
SSgt. Joshua Locke
SSgt. Joshua K. Mueller
SSgt. Phillip Russell
SrA. Jason G. Sanders

AFTAC

Capt. John Dautel
TSgt. Ronald Smith
TSgt. Glenn Breem
TSgt. David Guerrette
TSgt. Rick Woodmancy
TSgt. James Dunlap
TSgt. Jimmy Gower
SSgt. Mark Ledoux
SSgt. Michael Booth

31st IS

SrA. Matthew L. Dechant
SSgt. Eric S. Garrett



Joint Service Achievement Medal

301st IS

SrA. Cynthia Taylor
SrA. Tim Johnson
SrA. Scott Weatherman
A1C Brian Warehime



Air Force Achievement Medal

AFIWC

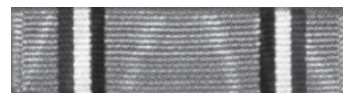
TSgt. Yesenia A. Martinez
SSgt. Michael Forster
SSgt. Daniel C. Robbins
SSgt. Edward C. Sadowski

AFTAC

Maj. Stephen Russell
Capt. Paul Bryan
1Lt. Rex Noble
TSgt. Barry Rataiczak
SrA. Eric Salter
A1C Nicholas Valdez

301st IS

SrA. Neal Thompson
SSgt. Jennifer Gibson



Air Force Good Conduct Medal

AFIWC

MSgt. Dwayne A. Pantle
TSgt. Jason R. Amidan
SSgt. Kodi D. Bailey
SSgt. James E. Crocker Jr.
SSgt. Thomas A. Mitcham Jr.
SSgt. Americo Ortiz-Nieves
SrA. Ryan P. Green
SrA. Russell A. Kamada

Promotions

To airman 1st class:

AFIWC
Avondale Hutson-Fowler

To senior airman:

AFIWC
Isaac Colley
Christopher Crosby
Clarissa Stowe

To staff sergeant:

AFIWC
Sharita Jackson

22nd IS

Terrence Pullem
Clinton Pavelko
Christopher Ainsworth
Collin Ossiander
Justin Martin
Brandy Stubbs
Webster Stubbs
Andre Garcia
Silja Robeson
Austin Kean

29th IS

William Watson IV
Adam Watson
Kristina Streety

32nd IS

Crystal Mills
Dayne Gutierrez
Pamela Lorber

94th IS

Robert Maki

70th ISS

Michael Bergstrom

70th CS

Bryan Hess

To technical sergeant:

Det. 3, 25th IOS

John C. Bouchard
Bryan D. Travis

22nd IS

Samuel Daugherty
Larry Hays

Det. 1, AIA

John Garcia

29th IS

Tonya Feyes

32nd IS

Michael May
David Lee

94th IS

Chad Rogers

70th IW

Virginia Matulenas

To master sergeant:

AFIWC
Victor Odom
Julia Ralph
Darr Keirn

Det. 3, 544th IOG

William Matsayko

OL SCH OSD

Loren Bosner

29th IS

Scott Ameden

94th IS

Michael Curtis

70th ISS

Thomas Ross

To senior master sergeant:

AFIWC
Shawn Jarnagin

ALS graduate

690th IOG

SrA. Antonette G. Custodio
SrA. Joseph W. Ward

31st IS

SrA. Katie Lorraine
SrA. Allison Payne
(Academic Award,
Distinguished Graduate)
SrA. Andrew Huck
(John Levitow Award)
SrA. Charles K. Molay

(Distinguished Graduate)

70th IW

SrA. Katrina Vaughan

32nd ISSrA. Crystal Mills
SrA. Timothy Gibbs**22nd IS**SrA. Austin Kean
(John Levitow Award)
SrA. Valerie Acosta-Gonzalez
SrA. Ahmed Blair
SrA. Shaun Leway
SrA. Louis Paganucci
SrA. Jacqueline Park
SrA. Oleksandr
Godzilevsky
(Distinguished Graduate,
Leadership Award Winner)
SrA. Michael Wedley
SrA. Jeffre Williamson
SrA. Robert Wilson**70th CS**

SrA. Veronica LaCoste

70th ISSrA. Michael Bergstrom
SrA. Kendra Bryan**29th IS**SrA. Peer Lawrence
SrA. James Smith
(Academic Award Winner)**AFCO**

SrA. Adam Moore

70th MSG

SrA. Michael Gray

Defense Courier ServiceSrA. Steven Swiech
SrA. Ryan Michela**94th IS**

SrA. Scott Wingerter

*NCOA graduates***70th IW**

TSgt. Anthony Boykin

22nd IS

TSgt. Bryan Molitor

29th ISTSgt. Jason Antwine
TSgt. James Howey
TSgt. Timothy Martz**32nd IS**

TSgt. Calvin Thurman

70th MSS

TSgt. Sharon Johnson

94th ISTSgt. Rebecca Gretskey
(Distinguished Graduate)
TSgt. Douglas Rustan
(Distinguished Graduate)**Det. 3, 25th IOS**TSgt. Daniel H. Pope
(Distinguished Graduate)**AIA**

TSgt. Cheri Ebbrecht

JIOC

TSgt. Alan Pinel

*Quarterly Awards***25 IOS**NCO of the quarter:
TSgt. Jacob Ivie

SNCO of the quarter:

MSgt. Miguel Mendez

CGO of the quarter:

1Lt. Brandon Daigle

543rd C&I3C Amn. of the quarter:
SrA. Jeremy Clark

3A Amn. of the quarter:

A1C. Ashley Braybrook

3C NCO of the quarter:

SSgt. Shelly Garcia

3C SNCO of the quarter:

MSgt. Marcus Griffin

3C CGO of the quarter:

1Lt. Tara Bullard

70th IWAmn. of the quarter:
A1C Trenton MallNCO of the quarter:
SSgt. Michelle MorrisSNCO of the quarter:
SMSgt. Robert FraleighCGO of the quarter:
Capt. Garry FloydSr. Civilian of the quarter:
Kari McManusVolunteer of the quarter:
A1C Tierra RodriguezJr. technician of the quarter:
SrA. Kristopher ClevelandSr. technician of the quarter:
SSgt. Frank Gippetti**543rd SPTS**Amn. of the quarter:
SrA. Nicole PerezNCO of the quarter:
TSgt. Oscar LlamasSNCO of the quarter:
MSgt. Robert KlinkCGO of the quarter:
1Lt. Tara BullardJr. technician of the quarter:
A1C. John Fondren**690th IOG**Amn. of the quarter:
A1C John B. VandervoortNCO of the quarter:
TSgt. Timothy T. WellsSNCO of the quarter:
MSgt. Billy D. HacklemanCGO of the quarter:
1Lt. Kevin A. DeiblerJr. technician of the quarter:
SrA. Cornelius McEachin

Sr. technician of the quarter:

SSgt. Brandon W. Harelson

Jr. civilian of the quarter:
Debra N. ChavarriaInter. civilian of the quarter:
Jill E. WintersSr. civilian of the quarter:
Rosalio Martinez Jr.**451st IOS**Amn. of the quarter:
SrA Niekro MaggittNCO of the quarter:
SSgt. Michael CapuaCGO of the quarter:
Capt. Daylin MyersJr. technician of the quarter:
SrA. Alexander SorokaSr. technician of the quarter:
SSgt. Denise Slonaker-Mora**NASIC**Amn. of the quarter:
A1C Norvell PerkinsNCO of the quarter:
TSgt. Billie HodgeSNCO of the quarter:
MSgt. Terry TimbrookCGO of the quarter:
Capt. Matthew Schmunk*Lance P. Sijan
Award Winners***373rd IG**Junior Enlisted member:
TSgt. Mike Topps**543rd IG**Senior Enlisted member:
SMSgt. Jimmy JoinerJunior Officer:
Capt. Terrill McCall**70th OG**Senior Officer:
Lt. Col. William Nugen



*Air Intelligence Agency Public Affairs
102 Hall Blvd, Ste. 234
San Antonio, Texas 78243-7036
Comm: (210) 977-2401; DSN: 969-2401; Fax DSN: 969-4948*

*e-mail: kenya.shiloh@lackland.af.mil
AIA Home Page: <http://aia.lackland.af.mil>
Spokesman: <http://aia.lackland.af.mil/homepages/pa/spokesman>*

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