

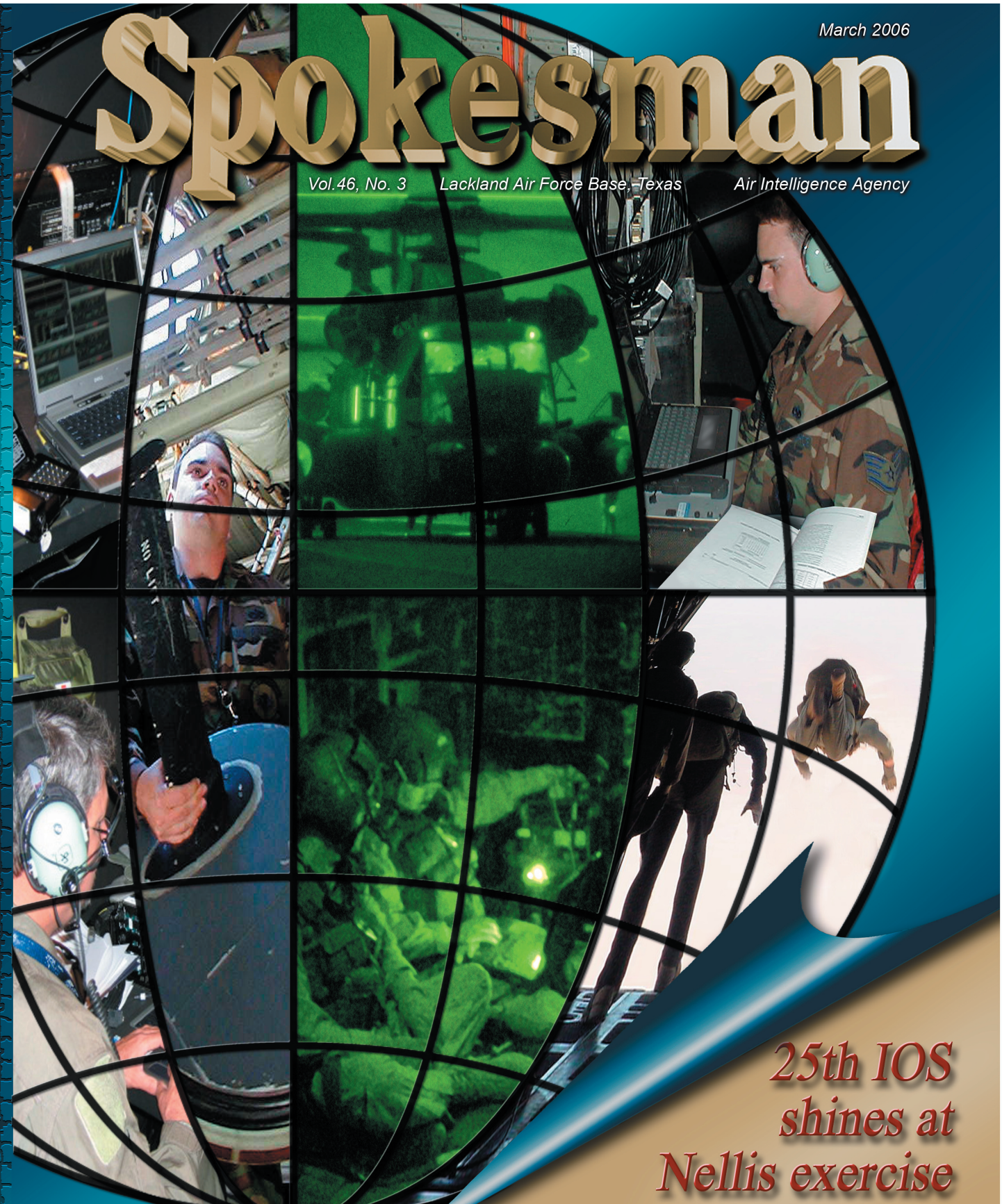
March 2006

Spokesman

Vol. 46, No. 3

Lackland Air Force Base, Texas

Air Intelligence Agency



*25th IOS
shines at
Nellis exercise*

Spokesman

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March 2006

Maj. Gen. Craig Koziol
Commander, Air Intelligence Agency

Maj. Amber Cargile
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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Take care of your people

Order, discipline vital for military effectiveness

*By Maj. Michael Hoversten
70th Intelligence Wing Staff Judge Advocate*

FORT GEORGE G. MEADE, Md. — Take care of your people! This bit of advice is often given to new leaders. For the military leader, taking care of people includes the maintenance of good order and discipline. Good order and discipline is vital to an effective military force — an undisciplined military force is a losing military force.

Maintaining discipline sometimes calls for a supervisor or commander to intercede and advocate for the best interests of their troop. Other times, maintaining discipline includes the imposition of administrative censures or even nonjudicial or judicial punishment.

When criminal allegations arise, military members, supervisors and commanders can rest assured that the military justice system will produce a just and fair result. If you don't believe me, I encourage you to take a closer look at the military justice system. I challenge you to show me a criminal justice system that does more to protect the rights of an individual suspect or accused. The protections afforded a military suspect or accused go far beyond those required by our Constitution or those afforded by most civilian jurisdictions. Sit through a court-martial and observe the great lengths to which the military justice system goes in order to ensure a fair hearing. Then watch a case wind its way through a civilian criminal justice system. The stark contrast is certain to boost your confidence in the military system.

When criminal allegations arise, military members, supervisors and commanders need to cooperate fully with those charged with investigating the allegations. Air Force investigators are motivated to discover the truth behind an allegation, and they do a great job of it. They are not looking to simply uncover incriminating evidence against an individual; rather, they are looking to discover the truth. Often, the truth includes exonerating one or more suspects. Military investigators scrupulously stay within the bound-

aries of Constitutional protections and obtain legal advice throughout the investigation process.

When an individual suspected of an offense needs legal advice, he or she should seek out, or be directed to, the area defense counsel (ADC). No one but defense counsel can legitimately issue unbiased, independent advice to an Airman suspected of wrongdoing. The sole job of the Air Force ADC is to advocate for the benefit of his or her client. Only the best of the best are assigned as ADCs and they do a superb job of defending their clients. No one has the education, experience, independence and responsibility for representing an accused in our system other than a properly designated defense counsel.

When an investigation is complete and the issue turns to possible censure or punishment, many factors come into play. One of the most important factors is rehabilitation. Ultimately, our goal is to teach our straying Airmen an important lesson and get them back on the path of the straight and narrow. However, rehabilitation is not the only goal. There is also deterrence. We want to send a message to potential imitators that certain types of conduct will not be tolerated. Laws and standards only have meaning if there are consequences for those that choose to violate them. Finally, there is the issue of retribution—the theory that lawbreakers morally deserve

punishment. Consciously violating criminal laws means going beyond imprudent and unethical behavior, it means breaking the social contract. Society counts on its citizens to stay within the clear boundaries of the criminal law. This is even more so in a military society. Don't we owe something to those who have withstood peer pressure and not smoked marijuana? Who make it to work every day on time? Who control their sexual appetites? Military justice means justice for everyone, not just the wrongdoer.

It is only when we consider the military force as a whole in maintaining good order and discipline that we are truly taking care of our people. How well we use our tools of good order and discipline may well determine how well we use our tools of war.



Maj. Michael Hoversten

Senator Cornyn visits AIA

By Staff Sgt. Kenya Shiloh
Air Intelligence Agency
Public Affairs

LACKLAND AIR FORCE BASE, Texas — Senator John Cornyn, (R) –Texas, became the first Texas U.S. Senator to visit Headquarters Air Intelligence Agency when he and his wife Sandy came here, Feb. 4.

The senator is the chairman of the Immigration, Border Security and Citizenship subcommittee. His involvement in border security sparked his interest in AIA's involvement in the Global War on Terrorism.

Maj. Gen. Craig Koziol, commander of AIA, gave the senator a detailed look at the future of AIA and how it supports the warfighter in several theaters of operation.

The senator had numerous questions about how information operations supported the men and women engaged in the day-to-day war against hostile forces.

His visit provided detailed information for his upcoming Senate sub-committee hearing scheduled for Feb. 6.

"I was thrilled to give the Senator an insider's view of AIA's support to the warfighter. The more they know about us and our mission, the better prepared they are to make the critical decisions they face as lawmakers," said General Koziol.

During his three-hour visit, the senator also held a brief news conference that was attended by several San Antonio media outlets. The Senator answered numerous questions about recent discoveries of weapons near the Texas-Mexico border that could be used to make improvised explosive devices, similar to those being used in Iraq.

"I was extremely pleased to meet so many of the people that make AIA work and learn more about their very important mission in support of our nation's security," said the senator.

As a native of San Antonio, the senator has a long history of lawmaking. According to his biography, Sena-



Photo by Guido Locati

(Above) Maj. Gen. Craig Koziol, Air Intelligence Agency commander, greets Texas Senator John Cornyn (R), for a brief visit to AIA, Feb. 4. The senator received an overview of AIA and its support to the warfighter. After his visit, the senator, held a press conference with several San Antonio news outlets. (Below) Senator Cornyn and his wife, Sandy, are greeted by the AIA Honor Guard, Brig. Gen. Jan-Marc Jouas, AIA vice commander, and senior staff members.

tor Cornyn graduated from Trinity University and St. Mary's School of Law. He also earned a Masters of Law from the University of Virginia Law School.

The senator served as the Texas Attorney General from 1999-2002 and served six years as a district court judge before being elected to the Texas Supreme Court in 1990, where he served seven years.



39th IOS develops new IO tool

*By 2nd Lt. Richard Bloom
39th Information Operations Squadron*

HURLBURT FIELD, Fla. — Students in Information Operations Integration Course class 06-01 were the first to learn how to use the Information Warfare Planning Capability tool as part of the curriculum taught at Hurlburt Field, Fla.

The IWPC tool is a collaborative decision support tool for IO that is used by planners within Air Operations Centers and other organizations in the IO community.

Students like Senior Airman James Margerum, 25th Information Operations Squadron, see the value of the tool as a potential focal point for planning IO within the AOC and in IO organizations.

"I think that IWPC is very practical and imagine that certain aspects of the tool could be used in my everyday work," he said.

There are many benefits of the IWPC tool. For example, it allows the user to input an IO strategy by air campaign phase, but, unlike other planning tools, IWPC encompasses the entire spectrum of IO, which includes network warfare, electronic warfare and influence operations.

Another benefit of using the IWPC tool is that the IWPC tool allows any air, space or IO planner to view how IO is being planned and assessed.

This capability helps warfighters plan synergistic effects as they integrate IO into the Air Tasking Order cycle.

Nine applications make up the IWPC software package. Instructors here only teach eight since the ninth application, Computer Network Operations Analysis Tool, is not fully



Courtesy photo

Master Sgt. Paul Constinett and Tech. Sgt. Vaundra Lawson, 39th Information Operations Squadron instructors, discuss exercise IO plans at the schoolhouse.

developed.

However, familiarization with the eight other components gives IOIC students an idea of how the tool can be used to facilitate IO planning during the Joint Air Estimate Process.

The eight applications currently taught include:

- ❑ Collaborative Workflow Tool – an online checklist that helps keep track of planning task assignments.

- ❑ Collaborative Planning Tool – allows planners to input planning strategy and events from phasing to operational and tactical objectives, tasks and targets.

- ❑ Analyst Collaborative Environment – allows queries on message traffic and published documents and can archive that information.

- ❑ IW Visualization – allows the IO planners to plot targets on graphical interface maps.

- ❑ Esync – used for developing and displaying a timeline for a given plan.

- ❑ IW Combat Assessment Tool – a graphical display of success indicators that shows IO planners how well the plan is being executed.

- ❑ Course of Action Support Tool – a program that assesses options for each planning phase.

- ❑ Tel-Scope – a communications architecture link analysis tool that maps the adversary communication infrastructure and allows for vulnerability analysis.

Presently, instructors here do not expect students to be proficient with the eight applications — familiarization is the goal.

"We want to teach familiarization with the tool, teach the students its capabilities and limitations, and show its worth in the AOC," said Steven Brandt, an instructor and senior analyst for the 39th IOS.

The current version of the IWPC tool is being fielded in its initial

See IWPC, Page 9

AFIT, NASIC educate new officers

By Rob Young

National Air and Space Intelligence Center
Public Affairs

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — When young Air Force officers arrive at the National Air and Space Intelligence Center many do not always have the appropriate clearances to immediately begin work in their assigned branches.

Their supervisors must find other tasks for them to do until their security clearances are approved, which can sometimes take up to a year or more.

Dr. Ronald Tuttle, director of the Air Force Institute of Technology Center for Measurement and Signatures Intelligence Studies, worked an agreement between AFIT and NASIC to use the officers, primarily engineers, in the Institute's masters and doctorate programs, now known as the Watson Scholarship Program.

Dr. Tuttle went through this waiting period when he was assigned to NASIC, so he knew there was a need to change the waiting period into productive time.

"Robin Smith, a NASIC Mission Support directorate member, actually came up with the idea in 2004. She and Dr. Tuttle were discussing sending people in the holding area to his MASINT certificate program," said Mr. Lou Molar, another directorate member. "This set the wheels in motion and he presented the idea to the NASIC and AFIT commanders and dean of the Graduate School of Engineering Management."

With no tuition costs to NASIC, this agreement provided a classic win-win situation for both organizations.

The name Watson is synonymous with NASIC. Maj. Gen. Harold E. Watson was commander of NASIC twice in his career and contributed to the formation of the organizational structure and missions that enable



Courtesy photo

First Lieutenant Trevor Warren, pictured with another NASIC student, Mr. Bryan Stewart, studies in one of the remote sensing labs at the Air Force Institute of Technology in Dayton, Ohio.

NASIC to serve as the nation's air and space intelligence production center. Because of his love for the unit and its people, the program bears his name.

Initially, Watson Scholars were to remain assigned to NASIC while attending AFIT. However, this led to a wide range of administrative problems. Ms. Smith worked with the Air Force Personnel Center to have the officers assigned directly to AFIT with follow-on assignment to NASIC.

Students accepted into the program have 18 months to complete their degrees. After graduation, students return to their assigned NASIC billet or go to another if their course of study benefits that area of expertise.

The scholarship program offers two benefits; AFIT increases the number of qualified applicants to fill available quotas and supervisors at the Center maintain contact with their students to participate in thesis research and planning.

"The Watson Scholars Program

granted me the opportunity to expand my technical expertise and advance my personal and professional development through continued education," said 1st Lt. Trevor Warren, a Watson Scholarship program student. "Also, AFIT provided considerable access to state-of-the-art science and technology engineering, as well as the chance to address a multitude of technical challenges still facing the Air Force in the 21st century."

The first graduation under this new program is scheduled for March 23. The two organizations hope to continue this exchange based on the Center's quotas and the officers being assigned to AFIT first.

There is a possibility that smaller numbers of officers will come through the program due to improved clearance procedures. But for the moment, the Watson Scholarship program continues to benefit two organizations at once.

Seven NCOs get STEP'd to next rank

By Master Sgt. David Donato
70th IW Public Affairs

FORT GEORGE G. MEADE, Md. — Seven NCOs from the 70th Intelligence Wing got an instant pay raise recently when they were promoted under the Stripes for Exceptional Performers Program

Commonly referred to as STEP, The program allows commanders to select a limited number of Airmen with exceptional potential for promotion to the grades of staff sergeant through master sergeant.

Two NCOs moved from the junior NCO tier to the senior NCO tier with a promotion to E-7 while the other five were stepped to E-6.

"This was a great year for STEP promotions for the 70th," said Col. Jim Keffer, 70th Intelligence Wing commander. "We had seven stripes to give to seven of our best and brightest."

The first stripe went to Kirkland Brown, who was promoted to master sergeant. Sergeant Brown is the chief of the wing's First Term Airmen Center. He has provided more than 160 hours of military and local community instruction to more than 150 newcomers at Fort Meade. He excelled at the NCO Academy, bringing home the distinguished graduate award and was recently named an outstanding performer during the unit compliance inspection.

From Sergeant Brown's office, the colonel delivered the good news to three other individuals on Fort Meade -- Racquel James, 70th Communications Squadron, Shera Masterson, 94th Intelligence Squadron, and Michelle Morris, 29th Intelligence Squadron, were all promoted to technical sergeant.

Sergeant James is a system administrator. She manages daily backup of 200,000 files on 22 servers spanning three networks. She is also responsible for leading a Network Operating System Transition team that updated the wing's network with new server software migrating 962 users, 145 organizational boxes, 24 servers and 470 computers.

Sergeant Masterson is the NCOIC of the standardization and evaluation section. She is credited with leading the analysis of more than 10,000 garbled audio samples.



Photo by Master Sgt. David Donato
Col. Jim Keffer, 70th Intelligence Wing commander, and Chief Master Sgt. David Doiron, 70th IW command chief, present master sergeant stripes to Kirkland Brown, chief of the wing's First Term Airmen Center. Sergeant Brown was one of seven 70th IW members promoted under the Stripes for Exceptional Performers program.

A recognized leader in the target development cell, she also guided 10 analysts to double output earning her the National Security Agency's Star Award.

Sergeant Morris, a counterterrorism intelligence analyst, provided information that directly led to the capture of several attempted London terrorist bombers. She is also responsible for delivering more than 100 updates to State Department databases which enabled real-time tracking of terrorist cells worldwide.

Other technical sergeant promotees included Ronald Greeness, a computer systems maintenance technician for the 373rd Support Squadron at Misawa Air Base, Japan, and Jennifer Covey, a language services technician with the 324th intelligence squadron at Hickam Air Force Base, Hawaii.

While visiting the 373rd Intelligence Group, Colonel Keffer delivered Sergeant Greeness his stripe. Sergeant Greeness spearheaded the implementation of seven of the Air Force's 24-hour communications focal points. His efforts resulted in the transition of seven Air Force customers to a new one-stop shop for all equipment outages. The new shop was lauded by Pacific Air Forces as a model for other

See STEP, Page 8

AIA salutes hospitalized vets

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

Two representatives from the Air Intelligence Agency joined fellow Airmen, Sailors, Soldiers and Marines on a visit to the Audie L. Murphy Memorial Hospital, Feb. 13, in support of the National Salute to Hospitalized Veterans in San Antonio.

Tech. Sgt. Torree White and Senior Airman Amanda Belden, AIA Ambassadors, handed out Valentine Cards decorated by local elementary school students and spent time with the men and women who served in the military to show appreciation for the sacrifices these veterans made years ago.

"The visit was an experience every man and woman serving in the military should have," said Sergeant White. "I went to the VA Hospital with the intent of doing something to encourage the hearts of the veterans, but they did something priceless for me. They opened up the channels for me to enjoy the freedoms I have now. Now it's our time to preserve that freedom."

One veteran who left a lasting impression on the Ambassadors was Ms. Vera Sue "Suzanne" Partridge. Ms. Partridge served four years in the Air Force during the Korean War. She left the Air Force after four years and became an interior designer, which she continues to do today.

Ms. Partridge spoke about her time in the military and how she loved serving in the Air Force, but she was married and became pregnant. She said this was at a time when the military did not let women choose a career and a family, so Ms. Partridge was forced to separate. She and a group of women began a movement to allow women to have children and continue to serve in the armed forces.

"It was moving to meet Ms.



Photo by William Belcher
Senior Airman Amanda Belden and Tech. Sgt. Torree White talk with Mr. Robert Earl Ramirez during their visit to the Audie L. Murphy Memorial Hospital, Feb. 13. Mr. Ramirez was a Seaman in the Navy for four years.

Partridge, a female Air Force vet," said Airman Belden. "Women like her paved the way for females in the military today. Not only do we now have the option of having children and continuing to serve, but we no longer have to tolerate discrimination based upon our gender."

The National Salute to Hospitalized Veterans was established in 1978. The program offers civilian and military community members the opportunity to visit veterans in hospitals and nursing homes and volunteer at Veterans Affairs medical centers, clinics and nursing homes; but most importantly, pay tribute to America's veterans.

"I am not certain that any words can portray how amazing this experience was," said Airman Belden. "I was in awe of each person I was able to meet. Each person displayed pride to have served in the U.S. armed forces and I am equally proud to follow in their footsteps."

■ **STEP** *Continued from Page 7*

bases within the Pacific. The new technical sergeant also dedicated more than 40 hours of his off-duty time to assist the unit training manager with upgrading the unit training program. He then penned a squadron operating instruction for unit training which was lauded by inspectors as a command "Best Practice."

Sergeant Covey received her stripe from Col. Jacqueline Walsh, 692nd Intelligence Group commander. The senior airman below-the-zone recipient was one of only three people selected DoD-wide for a three year language internship at the NSA.

She created standard operating procedures and databases missions that resulted in 50 percent increase in intelligence data exploitation of potential adversary telecommunications. A staunch unit and community supporter, she organized and supervised more than 18 fundraising events, helping to raise more than \$14,000 for unit and community organizations.

The final stripe went to Brain Halloran who was promoted to master sergeant. Colonel Keffer surprised Sergeant Halloran with the stripe during a visit to the 303rd Intelligence Squadron at Osan Air Base, Korea.

Sergeant Halloran is the NCOIC of information assurance. He is credited with expertly managing the directorate's network equipment valued at \$3 million.

He also saved taxpayers more than \$13,000 when he researched and acquired a hard drive imaging unit that cut the workload by 200 man hours in 2005.

A distinguished graduate of the NCO Academy, he was lauded by Core Services for having the number one Headquarters ACC Network Management Team.

The master sergeant promotees had an average of 17.4 years Total Active Federal Military Service. The average for technical sergeant promotees was 8.2 years.

Lackland celebrates 'Read Across America'

By Staff Sgt. Kenya Shiloh
Air Intelligence Agency Public Affairs

Those of us who remember when "The Cat in the Hat" and "Green Eggs and Ham" were the "in" thing to read, can reminisce about those days thanks to the annual Read Across America program held March 2, as a tribute to Dr. Seuss' Birthday.

This year, approximately 83 Air Intelligence Agency and 37th Training Wing volunteers teamed up with San Antonio's Southwest Independent School District to read to children in grades kindergarten through 5th grade during this nationwide event.

"This opportunity allows corporations and citizens to participate in educating future generations," said Master Sgt. Traci Francis, AIA program coordinator. "Reading invokes imagination, stimulates creativity and offers innumerable adventures. Reading helps to hone and sharpen communication skills that benefit people throughout their lifetime."

The Read Across America program, started by the National Education Association on March 2, 1998, is an annual reading motivation and awareness program that calls for every child in every community to celebrate reading on or around Dr. Seuss's birthday.

Lackland got involved in the program with the Sun Valley Elementary School the following year.

"Our librarian, Mickey Pietrzak, started inviting representatives from the community to get involved in the program," said Keli Wilson, Sun Valley Elementary School program coordinator. "AIA became involved because we have mentors from Lackland coming to work with students. Since then, we get more and more volunteers each year."

According to the National Education Association's website, the focus of the program is to motivate children to read and become life-long successful readers.

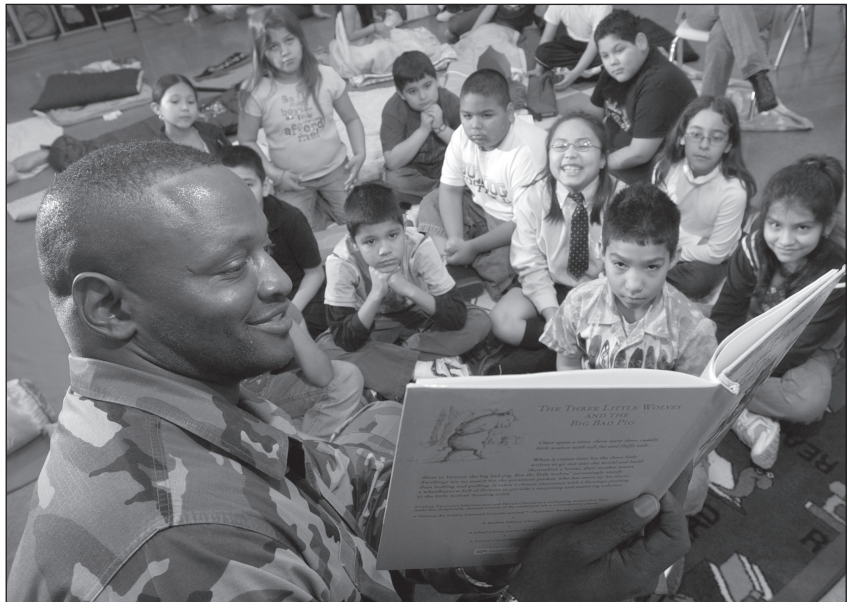


Photo by William Belcher

Tech. Sgt. Steven Birch, 67th Information Operations Wing Plans and Programs Directorate, reads to second graders during the annual Read Across America campaign celebrated March 2 in honor of Dr. Seuss' birthday.

"I think children benefit from this program educationally and emotionally," said Ms. Wilson. "I believe it is encouraging for children to get more involved with reading when adults from the community show an interest in their education and come to spend time with the students at school."

Volunteers could choose any children's book to read. They could either bring one from home or choose one from the school's library. Some of the books read included: *The Cat in The Hat*, *Harry the Dirty Dog* and *Curious George*.

One of the volunteers, Airman 1st Class Anne King, a member of the 690th Computer Systems Squadron, said she volunteered because she enjoyed interacting with children.

"When I was their age, I liked to be read to so I thought it was a great opportunity to help out," said Airman King. "I would absolutely do it again."

■ IWPC Continued from Page 5

operating capability and has not been fully populated Air Force wide. The 39th IOS expects to be teaching the spiraled version in about a year, when the upgrade is expected to become operational.

Additionally, the 505th Training

Squadron plans to integrate this version in their AOC Formal Training Unit.

IOIC is a six-week, initial qualification training course designed to train IO planners assigned to Information Warfare Flights. It is taught at the 39th IOS, which is located at Hurlburt Field, Fla.

The course focuses on the fundamental knowledge required to leverage IO products and services for the warfighter via lectures, seminars, hands-on planning activities and an end-of-course exercise.

For more information about IOIC, visit the 39th IOS Web site at <https://www.hurlburt.af.mil/milonly/>

NCO wins MLK Drum Major award

By Lisa Rhodes
Fort Meade Soundoff

FORT GEORGE G. MEADE, Md. — When Senior Master Sgt. Mitchell Ross of the 70th Intelligence Support Squadron attended the Senior Noncommissioned Academy at Maxwell Gunter Air Force Base in Montgomery, Ala., last month, he toured the Dexter Avenue King Memorial Baptist Church.

That is the church the Rev. Dr. Martin Luther King Jr. led during the historic Montgomery bus boycott in 1955.

Ross, who also serves as a minister at a church in Odenton, Md., said it was an honor to tour the historic church before he left the academy on Feb. 23.

"You sort of get a refreshing feeling to know someone spent so much time out of their life to help other people," said Sergeant Ross, referring to Dr. King's ministry and his pivotal role in the Civil Rights Movement.

Ross's interest in the church is quite a coincidence considering he received the Dr. Martin Luther King Jr. Drum Major Award, an award named in honor of King, on Jan. 13.

The award was given by the Dr. Martin Luther King Jr. Dinner Committee of Anne Arundel County. The committee, which is made up of representatives from civic, civil rights and community groups, bestows awards named after King upon individuals in Anne Arundel County whose community service reflects King's ideals.

Retired Master Sgt. Jasper James, a representative of Fort Meade's Joint Services Black Heritage Committee, (JSBHC), nominated Ross for the award.

JSBHC is a non-profit organization that works to recognize the achievements of African Americans and awards scholarships to youths.

"He's done several things to make a positive difference in the community," said James, who said he was familiar with Ross's volunteer work in the military community.

Ross, one of six award recipients and the only service member, was honored for his volunteer work with the

Anne Arundel County Department of Juvenile Services Neighborhood Youth Panel. The panel is an intervention program for Anne Arundel youth who are first-time misdemeanor offenders.

The adult volunteers review each youth's case and decide upon the consequences in an effort to keep them out of the juvenile justice system, according to Karen Crawley-Bucholtz, coordinator of the program.

"I think it's fantastic," said Ms. Crawley-Bucholtz of Ross's award. "It is well deserved and long overdue. As part of the program, he has mentored many of the youths to keep them out of trouble."

Sergeant Ross, who has served as a basketball coach for Child and Youth Services on Fort Meade and works with youths in his church, has also mentored young Airmen. He also volunteers time at veteran's hospitals and local shelters.

"It is an honor to receive such an award. The main reason is because it represents Dr. Martin Luther King Jr. and his struggle

to create an environment of equality for all," said Sergeant Ross. "I will continue to serve wherever life takes me."

Sergeant Ross is a 21-year Air Force veteran. He is married with three children.

"My family has been very supportive of my volunteer efforts as well as my entire career," he said. "This award is as much theirs as it is mine."

In addition to the award by the Anne Arundel County MLK committee, Sergeant Ross received 13 other certificates and citations from the governor of Maryland and a host of other elected officials.



Photo by Anthony Carroll

Senior Master Sgt. Mitchell Ross receives the Dr. Martin Luther King Jr. Drum Major Award at a dinner and awards ceremony in Glen Burnie, Md., on Jan. 13.

Insurance doesn't have to be a mystery

By Joe N. Wiggins

Air Intelligence Agency Public Affairs

Insurance is one of the oldest consumer products in the world.

History indicates Babylonian traders set up a system where traveling merchants would not have to pay for their goods while in transit if they were lost or stolen.

In this country, the first recorded insurance was issued for fire protection in Charleston, South Carolina in 1732.

In spite of its long history, insurance remains one of the most misunderstood consumer products on the market today.

Often this lack of understanding becomes obvious after a major loss when consumers find out their actual coverage is not what they thought they purchased.

According to financial consultant Dave Ramsey, many forms of insurance is necessary as a financial planning tool, but other types of insurance are not needed. With planning, there are also ways he recommends people can save money.

"While it is expensive, health insurance is important and needed," Ramsey said. "Without insurance and an emergency fund, medical bills are forcing families into bankruptcy."

Two choices available with many companies can help make health insurance more affordable.

"Raising deductibles and co-pays will drop your health policy premiums, but you need to have more in your emergency fund to cover the additional risk," he said. "Going from

80/20 coverage to 70/30 means you now assumed 30 percent of the cost rather than 20 percent. Your premium goes down, but out-of-pocket costs go up," Ramsey explained.

"Another cost-savings tool is raising the stop-loss portion of the policy," he continued. "Stop-loss means, after my deductible and co-pay amounts, they cover 100 percent of the costs and not the 80 or 70 percent," he said. "Increasing that from \$5,000 to say, \$10,000 of my maximum out-of-pocket stop loss coverage makes coverage a decent buy," he said. "But, if you do this, you had better have the savings on hand to pay for the additional costs," he warned.

Ramsey also recommends Medical Savings Accounts for self-employed people or anyone with self-employed income.

"It is basically a

major medical insurance policy with a tax-deductible savings account attached," he said.

Ramsey's advice on buying insurance and getting good rates extended into other forms of insurance.

For homeowner's insurance, Ramsey is adamant in stressing people carry 'replacement-cost' insurance. "A lot of the major companies in the past few years have done away with guaranteed replacement cost insurance. It is a subtle change that has come about," he said.

"What many companies now do is issue coverage to a fixed amount, plus 25 percent. If you bought a \$100,000 house and a \$100,000 policy, but didn't change it over the years,

and the house now costs \$175,000 to replace, you only have \$125,000 in protection. If the home is totally destroyed, you are in the hole for \$50,000," he stated.

Ramsey also recommends long-term care insurance, but only for people 60 years old and older. "I would rather you use your money before that time to invest," he explained.

When the subject shifts to life insurance, Ramsey is on a crusade to change the way people buy coverage.

"There are two basic types of life insurance; whole life and term. Whole (or cash value) life policies are pushed by the industry, which should warn us," he said.

"What most families need is 'income replacement' insurance to replace lost income if it is suddenly lost. The permanent need for insurance is a lie we have been told for years by life insurance agents," he declared.

"That is what term life insurance is for," he continued. "It replaces the income that would normally come into the family," he said. For people with a family, he estimates families need about 8-10 times their income in life insurance.

"The difference between what you can accumulate in a whole life policy compared to buying the right amount of term insurance and investing the difference can be several hundred thousand dollars," he explained.

Ramsey strongly recommends people avoid specialty, or limited coverage policies.

"Credit life, credit card protection, accidental death, cancer, mortgage life or pre-paid burial insurance are all very poor policies in terms of what they cover and what they pay," he said.

"Insurance isn't very flashy or fun, but it is important in helping you protect your family while you build real wealth," he added.



25th IOS shines during Nellis exercise

*1Lt Brandon J. Daigle
25th Information Operations Squadron*

HURLBURT FIELD, Fla. — Each year, the 25th Information Operations Squadron has the opportunity to send members to support one of the largest and most advanced exercises the Air Force has to offer.

This past December, five people were selected to participate in the latest rendition of the Weapons Instructor Course, Mission Employment (WIC/ME) exercise held at Nellis Air Force Base, Nev.

“Because our direct support operators lack a formal training unit, the WIC/ME provides the 25th IOS the best opportunity to ‘train like we fight’ short of actual combat operations,” said Lt. Col. Kenneth F. Abel, 25th IOS commander. “Unfortunately we don’t always have the luxury for every DSO to participate in a realistic exercise prior to executing the mission for the first time in a combat environment.”

At the WIC/ME, the mission of



Courtesy photo

Staff Sgts. Larier Colon, Cheryl White and Senior Airman Brian Griffin, 25 IOS direct support analysts, provide critical COMSEC and threat warning support to DSOs in preparation for their next sortie.



the 25th IOS “Silent Shield” team is to support the weapons school students and relay mission essential information to 24 Air Force and Navy combat mission aircraft by providing advanced threat warning and increased situational awareness.

The DSO’s primary responsibility is making real-time threat calls to Air Force Special Operations Command aircrews so the pilot can maneuver the aircraft around threats while continually building an up-to-date ground and air threat picture.

“It is essential to have DSOs involved in this exercise,” said Capt. Mike Edwards, 14th Weapons School Assistant Director of Operations.

“Their ability to provide direct threat warning support and advanced situational awareness is key to maximizing weapons school students’ training while adding an increased level of operational realism.”

Traditionally, the Silent Shield team has included people tasked to perform opposing force duties. In the past, these selective few played the role of enemy forces on the ground, disbursed throughout the ranges at Nellis.

The teams would be equipped with hand-held radios, various communication devices and “Smokey SAMs” which would mimic shoulder-fired, surface-to-air missiles seen from aircraft flying overhead.

While past endeavors of opposing forces teams proved to meet the requirements of the exercise as whole, the process left much room for improvement in the realm of the “Silent Shield” incorporation into the fight. This exercise may have changed it all.

Thanks to the support of the 14th Weapons School and the 57th Wing, DSOs and their teams were able to gain access into the “brain” of the



overall exercise. This “brain” was the central control radio room for every airframe and ground participant involved. Similar to an Air Operations Center, the 25th IOS was able to man their own operating system and radio panel in order to conduct operations throughout the duration of the two-week exercise. It was from this room that the transformational role of opposing forces began.

“The strides the analysts made in this year’s exercise will transform the way future training is conducted,” said Staff Sgt. Larier Colon, 25th IOS Direct Support Analyst. “By having us in the radio room, we are able to see the big picture of operations and gain greater awareness for how the Silent Shield team fits into the full spectrum of operations.”

Instead of driving six to seven hours to conduct operations on remote ranges, the opposing force team was able to access the entire spectrum of radio frequencies and simulate enemy forces from a designated facility located on Nellis.

The flexibility afforded by having

a dedicated operator and an assigned situational display terminal in the radio room allows multiple capabilities. The radio operator can track aircraft with DSOs onboard by using their situational display, determine the aircraft relation to threats, and make simulated enemy transmissions in order to attempt simulated shoot-down.

From there, the DSO can intercept enemy communications and relay threat information to the aircrew which can then maneuver the aircraft to avoid the threat. Optimally, the events in this sequence would take place with little to no impact on mission execution.

Ideally, the ground-based radio operator would relay threat information to the DSO in his or her target language. This advance would create a greater challenge for the “Silent Shield” team and add an increased level of realism. The benefit of relaying communications to the DSO in

their specific language not only maximizes their training opportunities and language proficiency, but increases the entire “Silent Shield” team’s involvement throughout the planning, preparation and execution phases of the exercise.

This capability further validates the 25th IOS’ involvement in this exercise and can only become more relevant and ever progressing towards ways that resemble our current operational taskings in support of the Global War on Terrorism and other operations abroad.

“The WIC/ME allows the opportunity for the 25th IOS to exercise the entire package,” said Chief Master Sgt. Thomas Davis, 25th IOS Operations Superintendent. “This training serves as our primary opportunity to deploy not only our DSOs but analysts, maintainers, and mission commanders in order to fully support the combat scenario.”



An unexpected contribution

Exiled scientists help make first atomic bomb

By Dr. Dennis Casey

Air Intelligence Agency History Office

Not quite five years after he came to power in Germany, Adolf Hitler made significant strides toward enhancing and broadening German power.

Increases in the size of the German military were achieved in spite of restrictions that had been imposed earlier by the Versailles Treaty ending World War I. The industrial base expanded as consumer goods and military equipment came off the I.G. Farben and Krupp production lines at unknown rates. The popular Volkswagen first appeared in this period.

A team of German scientists directed by the accomplished physicists Otto Hahn and Fritz Strassman appeared to be well ahead of peers in other countries in theoretical research into nuclear energy. In 1938 Hahn and Strassman had split the atom when they bombarded uranium with neutrons. They had termed what happened fission. Neither of them knew that they had taken the first steps toward the development of an atomic bomb. Germany thus stood on the threshold of becoming far more powerful than before World War I.

In 1939 Hitler and his generals were involved in strategy sessions for what most felt would be a broadly-based European war. Needless to say, his interests were focused on military strategy and tactics. The theoretical work of two scientists did not enter into his realm of consideration. Accordingly, he offered no opposition when the two published their findings in scientific journals outside Germany. A fellow scientist would bring the thrust of their work sharply into focus.

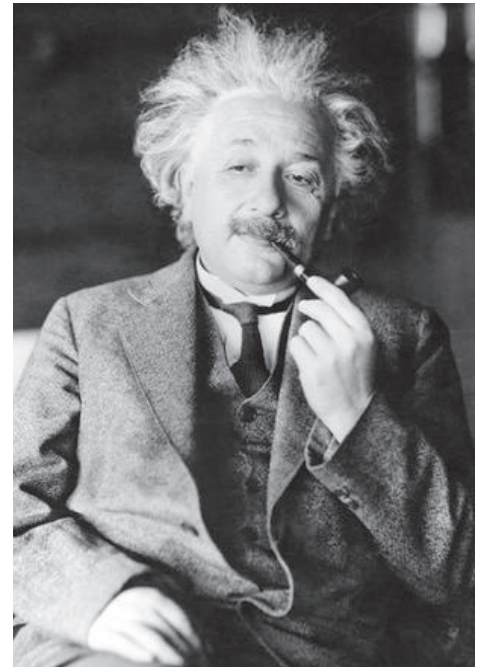
Albert Einstein fled Germany in 1933 when the Nazis confiscated his property and fired him as the director of the Kaiser Wilhelm Institute because he was a Jew. Familiar with the work of Hahn and Strassman, he was quick to recognize the importance of their discovery.

Einstein's own research had progressed enough that he feared an atomic weapon could be created if given the right support. He regarded such a weapon in the hands of the Nazis, as a major threat to humanity. He wrote to President Franklin Roosevelt on August 2, 1939, and explained that the findings in Germany posed a serious danger. He recommended the American government develop the bomb before Germany.

Roosevelt reacted promptly and established the Uranium Project to study the possibility of harnessing atomic energy. The first official financial support for the project came in early 1940.

Meanwhile, German arms were rapidly subduing much of Western Europe. By June 22, 1940 France joined Denmark, Norway, Netherlands, Belgium, and Luxembourg, as victims of the *Blitzkrieg*. At this juncture Nazi leadership became aware of the potential of nuclear energy and placed a ban on the export of uranium which scientists felt would be needed in the manufacture of an atomic bomb. Nations began to acquire the ingredient from a rich find in the Belgian Congo. For the Germans, construction of a new weapon would represent a major challenge but possible nevertheless.

Nazi leadership then learned that Norway might provide the answer to the creation of a new weapon. Much to the delight of Hitler, the country



Albert Einstein

possessed ample resources that could be harnessed to benefit the Third Reich. The hydro-electric company's electrolysis plant at Vermok provided Europe's only supply of heavy water or deuterium oxide, a necessary ingredient for the atomic bomb. Knowledge of this quickly galvanized Hitler into an aggressive posture wherein he applied pressure to obtain the bomb as soon as possible. Hitler felt at this time that his scientists were on the brink of a major discovery that would soon lead to the availability of a weapon that could be used to overpower the rest of the world.

Regardless of the fuhrer's wishes, the sophistication in German atomic research had not advanced to the point that weapon production was imminent. The Kaiser Wilhelm Institute in Berlin was not as up to date as it

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■ **Atomic Bomb** *Continued from Page 14*

could have been and the German atomic reactor in Leipzig, their only one, was primitive but capable of turning out atomic materials. Unexpectedly in June 1942, the Leipzig reactor exploded. Even with this setback, Hitler remained convinced that Germany would soon have a powerful new weapon he could exploit. He explained this contention to many of his senior officers. On one occasion Field Marshall Erwin Rommel visited Hitler to ask for more logistical support for his Afrika Korps but walked away from the encounter recalling the fuhrer rambling about new weapons and little else.

But if Hitler was to have an atomic bomb, Germany would require at its disposal more talent and resources than it possessed alone. The scientific community within its sphere of influence would have to be mined.

Niels Bohr, a prominent Danish physicist, received a visit from his friend and fellow physicist, Walter Heisenberg in 1942. The conversations between the two did not deal with any scientific information in appreciable detail but rather Heisenberg's feelings that a scientist should not be working to produce the ultimate weapon, even in wartime. Heisenberg was convinced that the Germans would be able to produce such a weapon in time and that Hitler would employ it. Niels Bohr passed this news to the underground in Denmark and from there it finally reached British intelligence. Reaction from the British came quickly.

Prime Minister Winston Churchill, understanding the gravity of the situation, called together his principal advisors. A Norwegian chemist who helped build the heavy water plant, Professor Lief Tronstad, had escaped Nazi rule and was living in England. He had become the secret service chief for the Norwegian government in exile. Tronstad confirmed basic information about the plant and remained convinced that the Germans, if not stopped, could obtain their objective.

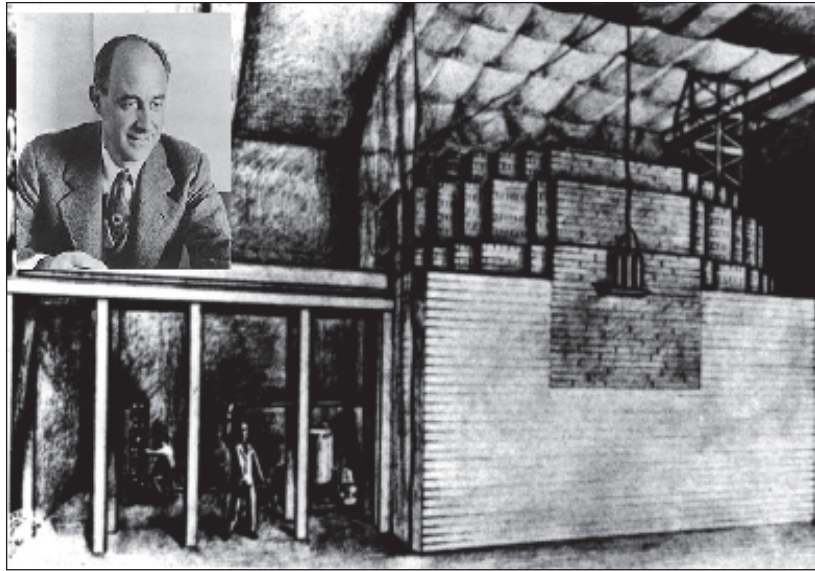
Einar Skinnerland, a native of Vermok and an agent in

the Norwegian underground, agreed to undertake a mission to learn what was going on at the plant in his home town. At the end of March in 1942, Skinnerland parachuted into a barren area near the plant and made contact with the plant's chief engineer who confirmed that there had been a great deal of German activity at the plant and that the production of heavy water was being increased. Meanwhile, developments elsewhere would have a profound impact on the outcome of the war.

Essentially the United States was in a race with Germany to be the first to possess the atomic bomb. In America this effort was helped significantly with the arrival of Enrico Fermi, a physicist who had escaped from fascist Italy in 1938. He joined other scientists at the University of Chicago who were experimenting with nuclear fission. After much frustration, Fermi and his fellow physicists produced the first controlled atomic chain reaction. The success, achieved in a substandard laboratory, soon brought federal financial support. The construction of large plants for the production of plutonium and uranium led the University of Chicago scientists to the Manhattan Project.

Those working the Manhattan Project were convinced that the very tight security measures were certainly sufficient to keep the highly sensitive information from getting to the Germans. They were wrong. A report sent out from Abwehr headquarters in early 1943 noted that the Americans were experimenting with atomic energy and making substantial progress. By February 1944 the chief of Luftwaffe intelligence, Col. Josef Schmidt, opined that work in the field of nuclear physics was already so far advanced in the United States that the war could be prolonged. A race to use the atom was on.

Not long after Colonel Schmidt's disclosure, the Allies bombed the heavy water plant at Vemork. So extensive was the damage that Hermann Goering, the Nazi official responsible for the fuhrer's atomic program, ordered that the plant and its heavy water produced thus far be relocated to Germany.



File photo

Enrico Fermi, an Italian physicist, joined other scientists at the University of Chicago to experiment with nuclear fusion.

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■ Atomic Bomb

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Shortly after Goering's announcement, MI-6 British undercover agents in Norway learned of the Reichsmarschall's plans. The Germans had on hand 613 kilograms of heavy water and 14 tons of fluid that would have to be shipped out of the country. Plans called for the fluid, stored in 39 large drums, to be moved by rail from Rjukan, a town near the hydroelectric plant, to Lake Tinnsjo. From there the cargo would be transported by ferry across the lake and then repositioned aboard another train destined for Germany. Disruption of this transfer offered the best chance of success.

Forty-eight hours before the arrival of the train, a Norwegian named Knut Haukelid and an MI-6 agent boarded the ferry *Hydro* as passengers and made a routine crossing. Here they learned that the lake at its center was over 1,300 feet deep. This would be the logical place to sink the ferry with its precious cargo as it could not be retrieved at that depth.

The night before the ferry was to cross the lake under heavy German security, Haukelid and two others from the Norwegian underground planted time bombs aboard the *Hydro*. The delay fuses had been set to go off just as the ferry reached the middle of the lake. At ten o'clock in the morning on February 20, 1944, Hitler's hopes for an atomic bomb sank to the bottom of Lake Tinnsjo. The time bombs had worked as intended.

By contrast, progress toward producing the first atomic bomb continued in the United States with the Manhattan Project. Contributions from an array of scientists including Albert Einstein and Enrico Fermi made that possible.

Hiroshima and Nagasaki graphically indicated that the United States had won the race for the bomb and deployed it first. Scientific contributions from unexpected sources had made this possible.



Staff Sgt. Sean Dooley
Air Force Information Warfare Center

Hometown: Los Banos, Calif.
Time in Service: 9 years

Personal and Career Goals: I want to raise my kids to be exceptional students in the classroom and wonderful children at home. I also want to make master sergeant by my 15th year in the Air Force and eventually make chief master sergeant. For my career, I want to earn my master's degree in management and information systems.

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

I ensure classified information is not unintentionally broadcast from Air Force communications systems.

What accomplishment during your career are you most proud of?

I am proud of being awarded the 2003 U.S. Air Forces in Europe Communications and Information (2EXXX) NCO professional of the year award during my time as part of the 86th Communications Squadron at Ramstein Air Base, Germany. I also won the 2004 senior technician of the quarter. Last year, I earned my Community College of the Air Force Degree in Electronic Systems Technology.

"Staff Sgt. Dooley possesses all the tools it takes to be an outstanding leader in the U.S. Air Force," said Tech. Sgt. Nancy Matticola, Air Force Information Warfare Center NCO in charge of Information Warfare System Maintenance. "He constantly seeks out opportunities to excel. He is a great asset to our work center."



SrA. Stephen P. Neill
90th Information Operations Squadron

Hometown: Klamath Falls, Ore.
Time in Service: 4 years

Personal and Career Goals: My immediate career goal is to make staff sergeant and receive more upgrade training in my current career field. My short-term personal goal is to pursue a bachelor's degree in applied psychology and my long-term goal is a master's degree in a related field.

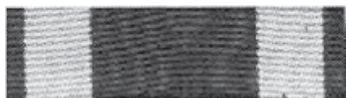
How does your job contribute to the overall success of the Air Force mission?

I help monitor upgrade training requirements for personnel assigned to my unit. I also help train Airmen to ensure they receive top-notch duty-related training. My job contributions help the AIA Watch provide 24-hour worldwide intelligence, surveillance and reconnaissance situational awareness to AIA and its associate units.

What accomplishment during your career are you most proud of?

During Operation Enduring Freedom, I was recognized by the SOF deputy commander for providing tailored intelligence summaries for Joint Special Operations Command key warriors which helped them improve situational awareness.

"Senior Airman Neill is my best trainer," said Master Sgt. Jacqueline J. Daniels, unit training manager. "He is extremely professional, efficient and has a friendly attitude, something needed in our line of business. He not only knows the job, he is a great teacher and mentor for the younger troops. He makes my job so much easier."



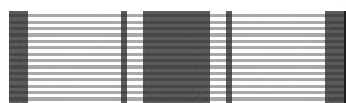
*Meritorious Service
Medal*

AFTAC

Capt John Roberts
SMSgt Mark Lambert
SMSgt Frank Woodard
MSgt David Money
MSgt Darrell Kline
MSgt David Straughn
MSgt Stacy March
MSgt Sheri Sanders
TSgt Timmy Curtis

AIA

Maj Regina Kelker



*Air Force Commendation
Medal*

AFTAC

Capt Bradely Trent
1Lt Freddie Bivens
MSgt David Hamil
MSgt David Money
TSgt Mark Fisher
TSgt Ralph Himmelsbach
TSgt Todd Williams
TSgt Anthony Sibbing
TSgt Christopher Simms
SSgt James Tenley
SSgt Mary Wade
SSgt Paul Polich



*Air Force Achievement
Medal*

AFTAC

2Lt Marjorie Kuipers
TSgt Robert Christman
TSgt Darin Pffaff
SSgt Larry Ray
SSgt Latoya White
SSgt Selena Ainsley
SrA Matthew Elliott
SrA Larry Stover

SrA Ramiro Marquez
SrA Stewart Raring
A1C Jessica Asmussen

Promotions

To airman 1st class:

22nd IS
Angela Shufford

301st IS
Jessica Kelly

324th IS
Matthew Brown

To senior airman:

22nd IS
Samantha Robinson
Olivia Rigdon

301st IS
Amanda Douglas
Joshua Kauffman

303rd IS
Deric Nicholes
Kathleen Walters
Lanell Oden
Jody Garza
Danielle French
Lacey Villareal
Joseph Taylor

31st IS
Vincent Rivers
Sheila Blackburn
Nicolas Nagy
Vanessa Rangel
Clair Flynn
Nathan Roy

324th IS
Cindy Wah
Rebecca Chadwick
Nathan Wilson
Matthew Steeleman
Joe Troxler

381st IS
Joshua Compton
Angela Dodd

543rd SPTS
James Bazan

Anthony Mendez

70th MSS
Donna Rihm

93rd IS
Zachary Kalous
Trenton Mall
Tiffany Kaylor
Katherine Hymel
Joshua Bower
Douglas McGrew
Evan Burke

94th IS
Jennifer Sharp
Amanda Bourda

To staff sergeant:

70th ISS
Kendra Bryan

70th CS
Veronica LaCoste

22th IS
Jeffrey Williamson
Taylor Schultz
Julie Magniez
Oleksandr Godzilevsky
Adrian McDaniel
Caleb Larsen
Kristen Greer
Matthew Shay
Mihui Kim

303rd IS
Stephanie Austin
Michael Wulf
Steven Abernathy
Nicholas Portlance
Christina Wells
Nathan Jorgensen
Monica Ramirez
David Ellsworth

31st IS
Robert Barr
Gerard Webber
Keri Corsaut
Brian Swope
Christopher Salas

32nd IS

Michael Busch

381st IS
George Turner
James Christian
Adam Fiebrink

543rd MSS
Marc Gayden
Joshua Johnson

93rd IS
Rebekah Homes
Jennifer Dennis

94th IS
Scott Wingerter
Jeremy Moersch

To technical sergeant:

Det. 3, 25th IOS
John C. Bouchard
Bryan D. Travis
James M. Dannelevitz Jr.
Donald D. Benson
Martin J. Mayerhofer IV

29th IS
Jacob Parker

70th ISS
Frank Robinson
Robert Brandon

70th MSS
Erica Gordon

70th OSS
Philip Weed

22th IS
Jonathan Wyatt

94th IS
Christian Wuele
Christopher Peterson
George Garcia
Heather Burleson
Nancy Markus
Mohammad Karimi
Debbie Bouchard

301st IS
Todd Schuler

303st IS

Charles Meckes
Brice Smith
David Ellsworth

324th IS

Kyong Chu
Jeremy Dueno
Michael Leal

381st IS

Dale Mitchell

93rd IS

Ryan Pruden

To master sergeant:

29th IS

Gregory Townsend

70th IW

Brooke Miller

301st IS

Monica Dickerson

381st IS

John Gahr

93rd IS

Randy Hidalgo

94th IS

Douglas Rustan

To senior master sergeant:

29th IS

Robin Manning

32nd IS

Ann Warwick

94th IS

John Koller

OTS selectees

94th IS

Mohammad Karimi
Liane Zivitski

534rd SPTS

Justin Bedard

22nd IS

Quinton Langham

ALS graduates

32nd IS

SrA Tiffani Justice
SrA Laura Kety

22nd IS

SrA Taylor Schultz
SrA Stephen Snyder
SrA Richard Culver
SrA Mihui Kim
SrA Veronica Jacoby
SrA Brandon Bodnar
SrA Babette Molina

29th IS

SrA Erin Highberger
SrA Richard Shaw
SrA Johannah Figgins
SrA Patrick Phillips
SrA LaTasha Richardson

70th MSG

SrA Elizabeth Garcia

70th ISS

SrA Marcus Binns
SrA Gil Yzaguirre

NCOA graduates

Det. 3, 25th IOS

TSgt John C. Bouchard
TSgt Daniel H. Pope
(Distinguished Graduate)

29th IS

TSgt Andre Kersey
TSgt Douglas Reeder

70th ISS

TSgt Micheal Amos
TSgt Quest Eperjesi
(Distinguished Graduate)

94th IS

TSgt Casey Fitzgerald
TSgt Craig Jones
TSgt Thomas Leister
TSgt Joseph Garner
(Distinguished Graduate)

SNCO PDC graduates

29th IS

TSgt David Washington
TSgt Kelvin Belser
TSgt Michelle Dameron
TSgt Timothy Gillin
TSgt Douglas Reeder
MSgt Ronald Hogan

22nd IS

MSgt Robert Jenkins

94th IS

MSgt Michael Curtis
TSgt Douglas Rustan

70th OSS

TSgt Michelle Rotolo
MSgt Shannon Price

70th MSG

TSgt Chiquita Walston
TSgt Steven Thompson

70th MSS

MSgt Kirkland Brown

70th IW

MSgt Ronald Martin

NCO PDC graduates

70th IW

SSgt Yolanda McDuffie

70th MSG

TSgt Walter Haden

AFCO

SSgt Matthew Kincade

22nd IS

SSgt Greg Huff
SSgt Tariq Williams

32nd IS

SSgt Brian Henrichon
SSgt Sean Hickey

70th ISS

SSgt Alfredo Caraballo
SSgt Jaymie Gilhula

94th IS

SSgt Hilary Ruddle
SSgt George Garcia

FTAC graduates

70th IW

A1C Stephen Celenlano
A1C Rebecca Lance
A1C Darius McCracken
A1C Nicolaus Nagel
A1C Joel Smith
A1C Paul Stonestreet
A1C Daruan Swient
A1C James Wells
A1C Barry Wray

Quarterly awards

690th IOG

Jr civilian of the quarter:
Debra N. Chavarria

Sr civilian of the quarter:
Rosalio Martinez

First Sergeant of the quarter:
MSgt Michael E. Kraft

303rd IS

Amn of the quarter:
SrA Beth Check

NCO of the quarter:
SSgt Leticia Reyes

SNCO of the quarter:
MSgt David Lawman

CGO of the quarter:
2Lt Sean Arnette

Jr technician of the quarter:
A1C Sean Manning

Sr technician of the quarter:
SSgt John Ter Bush

70th IW Staff

NCO of the Quarter:
TSgt Robin Hudspath

SNCO of the Quarter:
MSgt Alex Alegria

CGO of the Quarter:
Capt M.L. Jordan

70th IW

Amn of the Quarter:

SrA Kelly Koechel	<i>Annual awards</i>	Jr civilian of the year: Debra N. Chavarria	3CXXX SNCO of the year: MSgt James Cook
NCO of the Quarter: TSgt Michael Flint	70th IW Amn of the year: SrA Joseph Bosco	Inter civilian of the year: Jill Winters	3VXXX NCO of the year: SSgt Rose MCGuffin
SNCO of the Quarter: MSgt David Lawman	NCO of the year: SSgt Brianne George	Sr civilian of the year: Michael L. Worchester	3VXXX SNCO of the year: MSgt Dale Grabow
CGO of the Quarter: Capt Chad McAdams	SNCO of the year: SMSgt Stefano Masi	303rd IS Amn of the year: SrA Beth Check	Civ technician of the year: Larry Slavin
Jr technician of the quarter: SrA Carmen Rodriguez	CGO of the year: Capt Lorena Juarez	NCO of the year: TSgt Christopher Howell	Civ specialist of the year: James Griffith
Sr technician of the quarter: SSgt Robert Miessen	First Sergeant of the year: MSgt David Staton	SNCO of the year: SMSgt Scott Lumpkin	Civ manager of the year: Brian Bernhardt
Volunteer of the quarter: SrA Rachel Cody	Jr civilian of the year: Tracy Rich	CGO of the year: Capt Raymond Erickson	Information Assurance professional of the year: Capt. John Weigle
Sr civilian of the quarter: Derrick Parks	Sr civilian of the year: Kari McManus	Jr technician of the year: SrA Steven Abermathy	
70th IW C&I Awards 33XX CGO of the quarter: Capt. Vincent T. Sullivan	Sr. Technician of the year: TSgt David Lee	Sr. technician of the year: TSgt Spencer Edwards	
2EXXX Amn of the quarter: SrA Michael Williams	Jr. Technician of the year: A1C Shawn McLeroy	AIA C&I Awards: 33XX CGO of the year: Capt Matthew Imperial	
2EXXX NCO of the quarter: TSgt Henry Ryan	Volunteer of the year: SrA Christine Baptiste	33XX FGO of the year: Lt Col James Hiller	
2EXXX SNCO of the quarter: MSgt William Fredrick	690th IOG Amn of the year: A1C Christina Smith	2EXXX NCO of the year: TSgt Bianca Locust	
3AXXX Amn of the quarter: A1C Katerine Mortera	NCO of the year: TSgt David A. Owens	2EXXX SNCO of the year: MSgt Kenneth Smith	
3AXXX NCO of the quarter: TSgt Daniel Arnaud	SNCO of the year: MSgt Wayne C. Willard Jr.	3AXXX Amn. of the year: SrA Sasha Hall	
3AXXX SNCO of the quarter: MSgt Michael Thurnes	CGO of the year: Capt Ryan J. Moore	3AXXX NCO of the year: TSgt David Davidson	
3CXXX Amn of the quarter: A1C James Brazan	First Sergeant of the year: MSgt Michael Kraft	3AXXX SNCO of the year: MSgt Stanley Mallory II	
3CXXX NCO of the quarter: SSgt Kara Dixon	Jr technician of the year: SrA Glenn J. Page	3CXXX Amn. of the year: SrA Matthew Wall	
3CXXX SNCO of the quarter: SMSgt Joseph Carney	Sr technician of the year: SSgt Robert A. Dudding	3CXXX NCO of the year: SSgt Jason Ditusa	





*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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