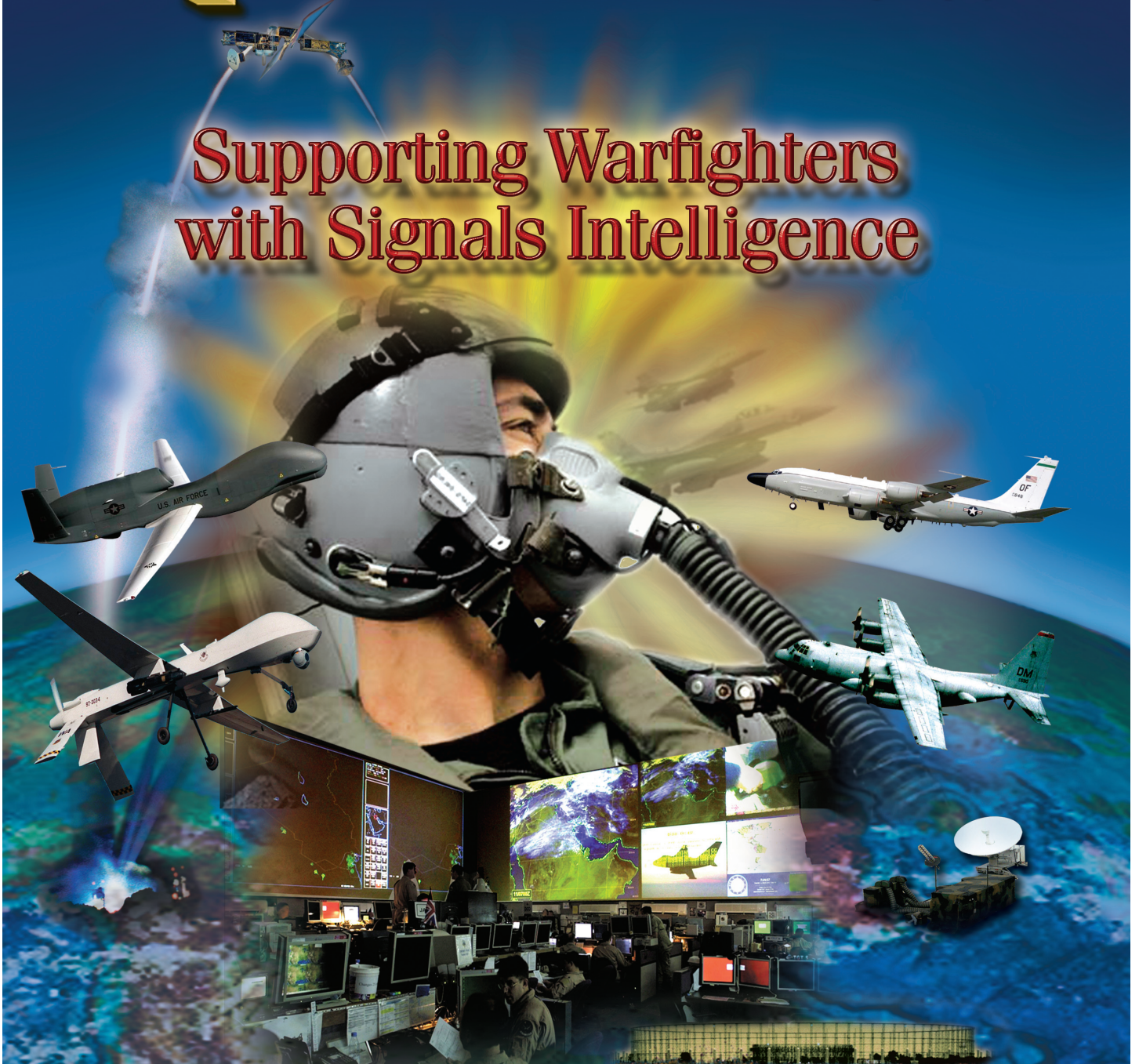


Spokesman

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Supporting Warfighters with Signals Intelligence



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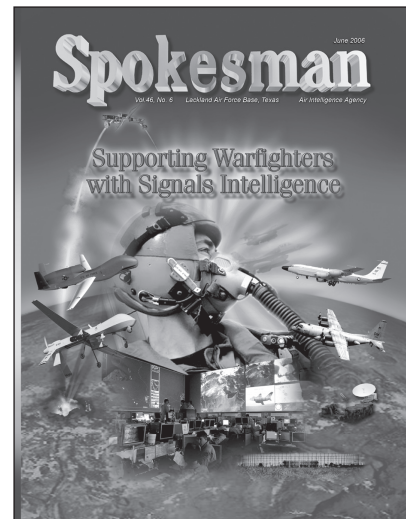
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Cover designed by Gloria Vasquez
AIA's Detachment 2, Langley Air Force Base, Va., is helping to chart the future of signals intelligence by monitoring and overseeing the Air Staff program funding the Airborne Signals intelligence Enterprise program (ASE). This program is helping to answer important questions regarding Air Force SIGINT. See pages 12-13 for story and more photos.

Remember AIRMAN as you become leaders

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

When I took command of the 70th Intelligence Wing in September, my first order of business was to sit down with Chief Master Sgt. David Doiron, the 70th IW command chief, and develop our leadership philosophy for the wing. In November we wrote and released that philosophy which spells out our expectations for the essence of being an Airman and a leader.

To distill that philosophy further into something that people can easily remember and to give each and every Airman a tool for remembering and communicating our basic leadership philosophy, the chief and I spell leadership as AIRMAN. Remember AIRMAN as you develop yourself and others into Air Force leaders.

A is for Airman. You are Airman first and warriors in the greatest Air Force in the world. And our Air Force is not great because of all the high technology, it is great because of all the professional Airmen that work their missions each and every day and impact warfighting. Being Airmen, we are proud, professional and uphold the highest standards. We are Airmen—proud to serve.

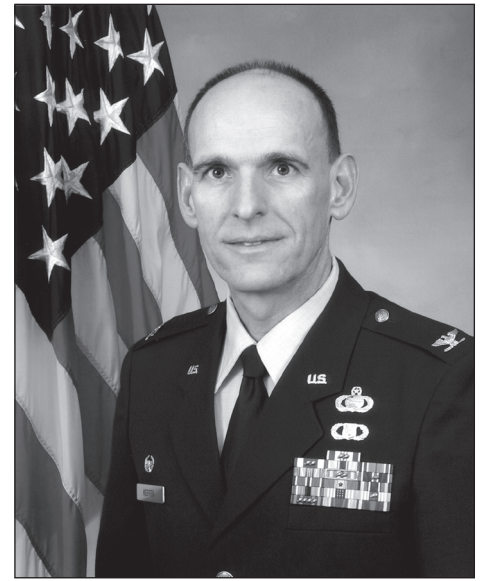
I is for Integrity. My first "Phrase of the Month" was "Integrity First, Airman Always." Integrity is our first core value and it is something that each of us has and no one can take that away. Integrity is only ours to give up. Never ever cross that line, because once you lose it, it is difficult, if not impossible to regain. Integrity means doing the right thing when no one is looking and making decisions that do not counter your best judgment.

R is for Ready. We must be ready to do our jobs each and every day. Whether preparing to do the mission,

preparing to deploy, studying our Career Development Courses, taking ancillary training, making appointments, taking care of our families and many other responsibilities, we must be ready to execute. AFI 36-2618, "The Enlisted Force Structure," states that every Airman must be technically ready, physically ready, mentally ready and spiritually ready. If you're a supervisor, being sure your troops are ready is a key responsibility. Being ready means that we are prepared for the fight and fully capable of conducting our mission.

M is for Mission-Focused. Mission is Job #1. Mission is why we wear the uniform and perform our duties to the best of our abilities. First-line supervisors are key to successful mission accomplishment so they need to optimize mission execution within their workcenters while simultaneously taking great care of our Airmen. Senior leaders and tactical forces depend upon us to successfully perform our missions.

A is for Accountability. Accountability is key. You are accountable to your subordinates, to your peers and to your bosses. This means taking care of your troops in their professional and personal lives. Since the Air Force operates as a team, your peers are depending on you to do your jobs, just as you depend on them to do theirs. If we all execute our missions successfully, the synergy of teamwork will ignite and we'll be greater than the sum of the parts. Also, be accountable to your bosses by working your bosses' problems. If you do that, we'll all stay on the same basic course all the way up and beyond the wing. You are also responsible for making the decisions at your level and are held accountable for the outcome. As a critical enabler of accountability,



Col. Jim Keffer

communication is key. Remember to constantly communicate up, down and all around.

N is for Never Alone – We have a "wingman" culture within the 70th IW. That means we take care of each other and never let anyone go out by themselves or feel that they are by themselves. No one is ever alone while serving our country in the world's greatest Air Force—and neither is any other Airman. This responsibility includes intervening in the lives of Airmen should they have a lapse of judgment. It also means having a safety mindset, such as wearing seat belts and not driving under the influence, because others are depending on us. It also means that we will not tolerate any threat of violence, discrimination, suicide or other potentially dangerous acts, again. We are Wingmen. We are never alone.

I hope you'll use this tool as a way of understanding and communicating Airmen leadership responsibilities. So next time someone ask you how you spell leadership, say A – I – R – M – A – N!

Motorcycle safety: Practice safe riding habits

By Master Sgt. Wyzon Miller
70th Intelligence Wing Safety Office

Motorcycle riding is fun, but it is also a high risk activity. Riders must always maintain "situational awareness" and watch out for other vehicle operators. Encounters with inattentive vehicle operators can have dire consequences for any motorcycle rider, even if he or she is the safest rider in the world.

Riders can decrease the risk of motorcycle mishaps by completing required safety training and practicing safe riding habits.

According to the Air Force Safety Center, in Fiscal Year 2005 the Air Force lost 15 Airmen in fatal motorcycle crashes. Most of these mishaps could have been prevented if the victims had used forethought and Personal Risk Management. Primary mishap cause factors included: excessive speed, alcohol consumption, and insufficient training. Additionally, rider failure to wear required personal protective equipment worsened the injuries sustained in some mishaps. The following are motorcycle safety tips that every rider must remember.

- Always be highly visible so other drivers can easily see you and pinpoint your location.
- Clearly signal intentions for turns and lane changes.
- Do not rush through traffic, be patient.
- Keep your motorcycle in good mechanical condition.
- Wear all required personal protective equipment.



Courtesy photo

According to Air Force policy, personal protective equipment such as a helmet, full finger gloves and a brightly-colored vest must be worn while operating or riding a motorcycle.

- Never ride under the influence of alcohol or any other drug that decreases mental or physical abilities. Always use good judgement and call someone for a ride.
- Consider road and weather conditions during the planning phase of the trip.
- Ensure intended passengers are briefed on safe riding requirements.
- Do not ride a high powered motorcycle until you have been trained to ride it safely.

• Novice riders must seek experienced rider mentors.

• IAW AFI 91-207, *The USAF Traffic Safety Program*, the following personal protective equipment must be worn while operating or riding a motorcycle:

- Department of Transportation approved helmet
- Sturdy footwear. Long boots or over-the-ankle shoes are strongly encouraged.
- Full finger gloves or mittens.
- Long trousers and long

sleeved shirts or jackets.

- Impact resistant goggles or full face shields attached to helmets.
- Brightly colored or contrasting vest or jacket as an outer upper garment during the day and reflective during the night. The outer upper garment will be clearly visible and not covered.

For additional information and scheduling requirements for upcoming motorcycle safety classes, call your local base safety office.

Air Force flexibility on display in Iraq and Afghanistan

By Louis A. Arana-Barradas
Air Force Print News

SAN ANTONIO (AFPN) — Air Force fighters no longer just swoop down from the sky to drop their deadly weapons in support of ground troops in Iraq and Afghanistan.

Fighters equipped with special sensor pods, developed for more precise bombing, also are warning commanders and troops fighting on the ground about enemy actions.

"By using the targeting pods on fighter aircraft to gather full-motion video, we are able to use airplanes -- that might otherwise be boring holes in the sky -- to provide the ground commander with imagery that protects ground troops and innocent civilians," said Maj. Gen. Allen Peck, deputy Combined Forces Air Component commander for U.S. Central Command.

This capability -- known as nontraditional intelligence, surveillance and reconnaissance -- is one capacity Airmen provide their sister services and coalition partners in the two theaters. It is just one example of how the Air Force continues to adapt so it can continue providing the precision airpower, on demand, needed to win the global war on terrorism.

The service's roles and missions have changed since the start of operations in the two countries as Airmen took on nontraditional jobs and missions, General Peck said. However, the Air Force's strategic objectives are still the same.

"Our role in both theaters is [still] to provide the full spectrum of air and space power to ground commanders," the general said.

To do that, the Air Force has 20,000 Airmen deployed to both theaters, doing jobs in the air and on the ground. Thousands more around the world provide them the support they need to accomplish



Bombers, like this B-52 Stratofortress ready to refuel from a KC-135 Stratotanker over Afghanistan, provide coalition ground forces on-demand close air support. Bombing support is just one of the services Airmen provide their sister services and coalition partners in Afghanistan and Iraq. The bomber is from the 2nd Bomb Wing at Barksdale Air Force Base, La. (U.S. Air Force photo/Master Sgt. Lance Cheung)

their missions. Together, they are making positive contributions in support of the global war on terrorism, the F-15 Eagle pilot said.

However, most people do not see that Airmen are more integrated with their sister services than ever before. They do not see that Airmen are also providing ever-increasing capabilities and are fighting -- and dying -- in the two countries. That has led the Air Force's top general to say the Air Force suffers from a perception problem.

"One of the challenges we've got in this Air Force is we make this look so easy that people believe that it's easy," Air Force Chief of Staff Gen. T. Michael Moseley told a group at an Air Force Defense Strategy and Transformation seminar in Washington earlier this year.

But General Moseley said there is nothing easy about the job Airmen are doing. Providing air support to coalition ground troops takes a force still dedicated

to their mission after being at war for almost 15 years.

On any given day, 52 percent of the Air Force is working for combatant commanders, General Moseley said.

General Peck, no stranger to operations in the region, sees the end result of that work. He was a key planner of the air war over Serbia and chief of combat plans at the combined air operations center in Italy during the air campaign. And he worked with the commander of Air Force forces at the Central Command during the major combat operations of Operation Iraqi Freedom.

He said what Airmen bring "to the joint table" allows them to capitalize on the speed, range and flexibility of air power. Those include command and control, strike, intelligence, surveillance and reconnaissance, airlift and tanker support.

"Whether they are flying combat

See **Flexibility**, Page 17

AIA members judge Cyber Defense Competition

By 1st Lt. Heath Holt
453rd Electronic Warfare Squadron

Several members from Air Intelligence Agency and Lackland Air Force Base participated as judges in the first National Collegiate Cyber Defense Competition April 21-23 at the Hilton San Antonio Airport.

Winning teams from the 2006 Collegiate Cyber Defense Regional Competitions converged in San Antonio to test their security skills against a host of adversaries ranging from troublesome employees, unreasonable management, and a commercial aggressor Red Team.

First Lieutenants Heath Holt, 453rd Electronic Warfare Squadron and Richard Cespiva, 37th Communications Squadron, Chief Master Sgt. Douglas Walker, Senior Master Sgt. Patrick Patterson, 37th Communications Squadron, Staff Sgt. Kodi Bailey, 23rd Information Operations Squadron, and Senior Airman Josh Strickland, 690th Information Support Squadron were members of the White team. Team members were chosen as impartial officials who scored five teams throughout the event.

Five teams from four schools, and a joint team, participated in the event. The teams were from the University of North Carolina at Charlotte, Millersville University, University of Texas at San Antonio, Southern Illinois University at Carbondale. The joint team had students from U.S. Air Force Academy, U.S. Coast Guard Academy, Air Force Institute of Technology, U.S. Merchant Marine Academy, and the U.S. Military Academy at West Point.

"Although University of North Carolina at Charlotte won the title of national champion, student teams



Courtesy photo

Senior Airman Josh Strickland watches over a team as he judges the first National Collegiate Cyber Defense Competition in San Antonio, Texas.

from all the competing universities showed a professional knack for securing computer networks," said Lieutenant Cespiva. "Network defense is a constantly evolving field, with new threats manifesting daily. Competitions like this allow cyber defenders to hone their skills while raising awareness on how vulnerable computer systems are."

Unlike traditional "hack and defend" or "capture the flag" contests, this competition tested each team's ability to operate, secure, manage, and maintain a corporate network. This competition is the first to create, as closely as possible, a realistic corporate administration and security experience, giving the competitors a chance to compare their education and training against their peers and the real world challenges that await them.

The National Championship of cyber defense was hosted by UTSA's Center for Infrastructure Assurance and Security. The Center is the research and operational component of the Information Assurance program and is designed to leverage San Antonio's Infrastructure Assurance and Security strengths as part of the solution to the nation's Homeland Security needs and deficit of IAS talent and resources.

The Center for Infrastructure Assurance and Security at UTSA was established in June of 2001. The CIAS leads San Antonio's charge to become the national center for homeland security issues. In March 2002 the United States National Security Agency designated the University of Texas at San Antonio a National Center of Excellence in Information Assurance.

AIA holds first intelligence communications conference

By Felipe M. Olivera, Sr.
Air Intelligence Agency Information Management Division

Nearly 102 members of the intelligence community gathered in the B.A. Larger Auditorium, and the Salón de Gala at Radisson Hotel San Antonio Downtown Market Square, for the first Communications and Information conference hosted by the Air Intelligence Agency Computer Security Directorate April 18-20, at Lackland Air Force Base, Texas.

Conference attendees gathered in San Antonio in order to gain a greater understanding of how to leverage and exploit the capabilities of communications and information supporting the Air Force, Air Combat Command, and the Air Intelligence Agency missions.

The conference included mission briefs from 55th Wing, the 70th Communications Squadron's "Wired to Fight," the 690th Alteration and Installation Squadron, the Air Force Service Cryptologic Organization Mission Flight Plan, and a brief on the introduction of the Air Force Cryptologic Office.

Other briefings provided information on the diverse capabilities and missions within the communications career field. There were also discussions on the potential threats to our communications systems, and what is being done to prevent them.

In his opening remarks, Col. David Vega, AIA Director of Communications and Information, issued a challenge to all communications warriors to shape technology to improve our business and daily lives.

"How would you like for your home computer to talk to the food market com-

puter when menu items are needed for a simple meal?" he said. "How would you like it if when leaving on a permanent change of station that you could simply leave with just the swipe of a card, and again, as you arrive at your new destination, you simply swipe that same card, and everyone on the base would know you are there?"



Courtesy photo

Col. David Vega, Air Intelligence Agency director of communications and information, delivers the opening remarks at the first annual Communications and Information conference.

Colonel Vega also observed that the in and out-processing system of the military service has not changed in the past 20 years.

"You still get the same manila envelope, the same instructions and made to feel that you are separating from the military service rather than just simply changing permanent duty stations," he

said. "The technology is here today to make all of this and many more wondrous things happen in our lives. The U.S. Military is full of bright people who must expand their vision. Rather than wait for technological enhancements to happen to them, young and old should think on their own and make a move."

The keynote speaker for the event was Lt. Col. Roger Ouellette, director of operations, Air Force Network Operations and Security Center, Detachment 1, Barksdale Air Force Base, La. In his speech he highlighted the top priorities of the Air Force Chief of Staff. "First, we

must maintain a razor-sharp focus on fighting this global war on terrorism," he said. "Second, we must look for ways to continue developing our Airmen and continue our culture of excellence and dignity and individual value. Third, we must recapitalize and modernize."

The Air Force of tomorrow will be smaller but will have significantly more capability. As a smaller force, there will be 25 percent fewer fighters and a 40 thousand personnel reduction across the Air Force by Fiscal Years 2007-2011. To help fund recapitalization, less capable fighters will be divested. Greater capability will be realized through a networked force and 100 percent precision guided munitions, predominately low observable, with improved sensors, Lt. Col. Ouellette said.

"The conference was a great source of up-to-date information," said Marguerite Lesieur, project manager from the 690th Information Support Squadron.

"I especially liked getting a recap of all things discussed on summary sheets the next day."

Overall the conference was successful in accomplishing its goal of bringing people together to gain a greater understanding of the capabilities of communications and information in the Air Force.

ESSAC Europe: The cornerstone to OPSEC

By 1st Lt. Joseph Cornibe
426th Information Operations Squadron

The mission of detecting and preventing disclosure of vital but unclassified information resulted in a banner year for the Electronic Systems Security Assessment analysts from the 426th Information Operations Squadron at Vogelweh, Germany.

The unit conducted 53 missions in support of United States Air Forces in Europe operational security program, a 13 percent increase in missions from the previous year.

Over the past 18 months, 426th analysts have developed a close relationship with USAFE's new Warfighting Headquarters. Brig. Gen. Phil Breedlove, 16th Air Force, Deputy Commander calls it a match made in heaven.

"This team brings an incredible capability to me as a commander," said Brig. Gen. Breedlove. "In the past, we talked about OPSEC for training's sake. Now, we have forces fighting on a day-to-day basis that require OPSEC for force protection. With the support of this team, we are able to emphasize the importance of real-world OPSEC in a real-world environment."

Electronic Systems Security Assessment Central-Europe, or ESSAC-EUR, is the sole organization in Europe charged with conducting the Air Force's Telecommunication Monitoring Assessment Program (TMAP). Through analyzing unsecured telephone and email traffic, analysts focus their efforts on uncovering information that could be used by the enemy.

The entire analytical team, along with the USAFE OPSEC Program Manager, Capt. Barry Matheney, created a process that allows TMAP resources to flex to cover emerging missions.

"Captain Matheney is our eyes and ears. He knows what's going on in the AOR, so we can work with him to direct our monitors toward deployment



Courtesy photo

Airman James Clarey, 426th Information Operations Squadron ESSA Analyst, explains OPSEC results to Brig. Gen. Phil Breedlove, 16th Air Force deputy commander

preparations, exercises, and real-world operations," said ESSAC-EUR Mission Management Chief, Tech. Sgt. Michael Briseno.

As a standing member of the USAFE Threat Working Group, analysts routinely identify new opportunities for OPSEC missions. This close level of coordination allows analysts to conduct "precision TMAP" for USAFE operations.

Last year the 16th Air Force commander requested blanket TMAP coverage for the entire USAFE theater. 426th IOS analysts monitored every major USAFE installation at least once a quarter and were able to present a comprehensive report card for USAFE's OPSEC health.

Monitors covered the full range of USAFE operations, from live-fly exercises and operations to presidential travel. ESSAC-EUR reports were sent to the Office of Special Investigations, Diplomatic Security Service, U.S. Secret Service, and the Joint Staff as well as commanders and

OPSEC program managers throughout USAFE. Decision-makers acted on these reports, directing multiple OPSEC stand-downs, additional training, procedural changes, and threat working group assessments.

In effect, ESSAC-EUR was able to lead-turn the Air Force TMAP initiative in implementing the Eighth Air Force commander's vision for blanket OPSEC coverage "on demand," and not just "on request."

The partnership between ESSAC-EUR and USAFE has paid big dividends. In 2005, the disclosure rate throughout USAFE decreased by 31 percent. Similarly, ESSAC-EUR daily reports are making it into the hands of USAFE decision-makers, affording them the opportunity to make necessary mission or procedural changes near real time.

In an effort to focus resources where

See **ESSAC Europe** Page 11

Winds of change driven in the Air Force by change agents

By Joe N. Wiggins
Air Intelligence Agency Public Affairs

"The wind of change blows straight into the face of time
Like a storm wind that will ring the freedom bell."
Lyrics from the song *Winds of Change* by The Scorpions

Much like the words of the song made popular by the music group after the fall of the Berlin Wall, the winds of change are clearly blowing across the way the U.S. government and the military will conduct business in the future.

Mr. Don Get, AIA's executive director, recently sat down to discuss how changes in the government are taking place and what they will mean. In his position as the executive director, Mr. Get's job is to assist the commander in reviewing, evaluating and formulating policies, concepts and objectives governing the AIA mission.

The changes taking place in government today date back to the 1996 Clinger-Cohen act, which directs information technology offices to operate like a business. Many of these changes are being driven by catalysts in the government, sometimes called change agents.

"A change agent, like a chemical catalyst, is critical in engendering a change without being changed itself," explained Mr. Get. "Change agents are folks who are critical to the execution of change, be it good or bad."

When asked to mention some previous change agents that successfully caused change, some senior leaders came to mind.

"Gen. Max Thurman came into (Army) recruiting command when it wasn't getting its mission accomplished.. He created the slogan 'Be all you can be' and was probably one of the most incredible change agents, and was spoken about as a change agent for a long time," he said.

There have been other change agents of warfare within the Air Force.

"Gen. Billy Mitchell was a great transformation agent, although he was controversial at the time, and was court-martialed," explained Mr. Get. "I remind young officers to not be afraid of that, because he also later retired as a general officer."

When asked to explain what makes a change agent special, there were several characteristics common to those individuals.

"First and foremost, they have to have a vision of

the future that is different from the conventional wisdom," he explained. "The successful ones have to be able to communicate their vision to their peers and have the persistence to see it through, even if they are considered heretics."

"Having a great idea and having it rejected by everybody doesn't effect much change; understanding how to work change processes and how to convince senior leaders to adopt change is essential," he explained.

The process of developing change also includes techniques and tactics of how to connect with senior leaders.

"It helps to have a carefully crafted argument where logic is on your side," he explained. "Senior leaders take their responsibility very seriously, and if you are just a random idea generator, with no logic behind your idea, and you can't articulate why it is good for the enterprise, you are probably going to fail."

"Sometimes it (change) is a stretch into an unknown area. You have to be able to say, 'The benefits of going into this unknown outweigh the cost of inaction,' and then you need to set out some benchmarks for some small successes," he said.

Not fearing discussion or debate is the next logical step in a change process.

"Most successful change agents will put their idea out in some forum with some logic behind it, and then let the debate begin," he said.

When discussing methodology, multiple techniques have proven to work, based in part upon the audience.



Mr. Don Get

See **Mr. Get**, Page 11

Menwith Hill Airmen honor fallen WW II air crew

By Staff Sgt. Scott McNabb
421st Air Base Squadron Public Affairs

Eight airmen and NCOs recently joined Col. Charles Gill, Jr., RAF Menwith Hill commander, and members of the Royal Air Force Association of Sheffield to honor the crew of the US Army Air Forces B-17 Flying Fortress, Mi Amigo, for steering their crash away from a soccer pitch just before impact Feb. 12, 1944.

Boys from rival elementary schools were locked in battle to settle their differences on the field. 1st Lt. John Krieghauser and his crew broke through the clouds looking for a safe place to crash due to being hit in air combat and ending up off course.

The crew reportedly tried to wave the players out of the way, but they failed to recognize the signal as more than a greeting wave. The B-17 pulled up at the last minute and overshot the field, but came to a final, fatal stop in the tree line of Endcliffe Park.

Members from the 421st Air Base Squadron, as well as five members of the 451st Information Operations Squadron, participated in the wreath laying ceremony.

"The wonderful thing about the service dress uniform is that you cannot differentiate between one AF unit and another," explained Tech. Sgt.

Andrew Smith, 451st IOS commander's support staff. It is crucial to our success as a service to occasionally look beyond our unit 'patch pride' and enjoy 'service pride.' That being said, it is crucial to stand with fellow Airmen and pay respect to those who sacrificed their lives to save others."



Courtesy Photo
Members of the 421st Air Base Squadron, along with five members of the 451st Information Operations Squadron participated in a wreath-laying ceremony at RAF Menwith Hill to honor the crew of the US Army Air Forces B-17 Flying Fortress, Mi Amigo.

Second year Mi Amigo participant Tech. Sgt. Wendy McNabb, 421st Air Base Squadron, volunteered to take part in the ceremony again because she was impressed by how much the local community honored the military.

"It was a privilege to be able to be a part of it," she said.

After the ceremony, the Airmen took part in a worship service at a local church. Although serving a role in the events was the forefront of the Airmen's duties, taking a moment to

reflect on the fallen Airmen and the meaning of their sacrifice was inevitable for most.

"I learned that the scars of World War II still run deep for many of the citizens of the United Kingdom," said Master Sgt. William Serenbetz, 451st IOS. "This ceremony shows that they are still very grateful for the sacrifices that both our countries made in order to preserve freedom."

Tech. Sgt. Marty Markos, 451st IOS agreed saying, "There is a sense of pride that comes with being associated with such great heroes. That is what is nice about ceremonies like this. It makes you realize what kind of tradition we carry on."

To Sergeant Markos, the actions of the Mi Amigo crew go hand-in-hand with the core values Airmen try to embody on a daily basis.

"In all honesty, what the crew of the Mi Amigo did is not surprise me in the least bit," he said. "That is what we do as Airmen... we look out for the interest of others."

Sergeant Smith said meeting those who were there made the ceremony that much more special.

"There is a sense of pride that comes with being associated with such great heroes," he said. "That is what is nice about ceremonies like this. It makes you realize what kind of tradition we carry on."

■ ESSAC Europe

Continued from Page 8

they're needed most, 426th IOS analysts conduct monitors that are diverse, tightly-focused samples. The process requires much legwork. Each monitor presents its own technical and analytical challenges and time is limited.

ESSAC-EUR teams must conduct open-source research on each organization to be monitored; review unit Critical Information Lists; determine which telephone lines will be most productive; author daily and final reports; and finally, they must quickly solve any technical problems that arise during a monitor.

The results are the most agile and far-reaching telecommunication monitors in the Air Force. On an almost weekly basis, analysts receive plenty of practice conducting "cradle-to-grave" OPSEC analysis, from pre-coordination with the USAFE and Wing-level OPSEC managers, through mission execution and finally post-mission analysis.

The result is some of the most fully trained and experienced ESSA analysts in the Air Force.

Through coordination with Capt. Matheney, ESSAC-EUR was able to monitor units participating in African Union Mission in Sudan (AMIS) II and III operations in Darfur, Sudan.

"Their efforts during AMIS II were superb," said Brig. Gen. Breedlove. "What we found was our numbers of disclosures were historically low. But we let out info such that our adversary had the whole picture of the operation and put our focus and missions at risk."

General Breedlove directed ESSAC-EUR to brief the units involved and asked for another hard look during AMIS III. The results revealed an improvement in the disclosure rate, and, more importantly, little operational information was disclosed.

Still, work remains to be done in several key areas.

ESSAC-EUR will continue to set the standard by building on their many operational successes. With nearly 60 missions scheduled, Fiscal Year 2006 will be the busiest ever for ESSAC-EUR.

Five units will undergo their first-ever monitors, and ESSAC-EUR will continue to work with Capt. Matheney to monitor emerging exercises and operations in USAFE.

ESSAC-EUR will expand their global reporting initiative, which breaks down geographic barriers among the other units, and pushes relevant disclosures to the affected decision-makers. Additionally, ESSAC-EUR will begin to assign mission impact levels to every disclosure, giving leaders an additional tool for OPSEC risk mitigation.

"We will continue to have high visibility and high-risk operations in Africa and across the AOR," said Brig. Gen. Breedlove. "We can't afford to have operational details available to our enemy."

■ Mr. Get

Continued from Page 9

"Some people are definitely visual, due in part to the influence of commercial advertising in the world today, some people, such as attorneys, are very audible, or oral," he explained. "But the change agent really has to be able to visualize in his or her mind what the future looks like, and then start building a presentation that relates to the specific audience that needs to be persuaded to transform."

"In today's world, some of the most successful change agents cannot only visualize a new future but they are also able to provide a parable or metaphor to describe that future in a way that their audience can understand what they are saying," he said. "Getting the boss's buy-in isn't enough today; you have to be able to inspire the rest of the workforce."

Understanding the environment where change is taking place is also vital.

"(Former NSA Director) Gen. (Michael) Hayden said 'We are not going to chase the environment; we are going to position ourselves to be ahead to where the environment is going to be to do our jobs,'" he explained.

"The performance of hockey's all-time leading scorer Wayne Gretzky is a good example. He isn't good because he chases the puck on the ice; he is good because he positions himself where the puck is going to be," he added.

Dealing with obstacles is also a vital part of being a change agent.

"The bureaucracy and policy isn't your enemy," he said. "In our profession, you need to do your homework. Understand the genesis of why a policy is in place, then build your case that the environmental conditions have changed, whether it is people, technology, demographics or culture," said Mr. Get.

Overcoming resistance is often tied to communication from leadership.

"We don't spend enough time to explain to our people why things are changing. Sometimes changes are announced from on high that says we are going to do it a certain way because we don't want to spend the time to explain the new process," he continued.

Getting results through change is also a vital part of the process.

"In the military, sometimes we set a discipline of, the lower the rank, the less input and more execution we sometimes expect," he said. "But working new ideas with people of all levels is important. You set ground rules and boundaries for more junior people to be able to have an input. Everyone's ideas are valid, and they get a fair hearing, but it is hard to do sometimes."

"When you apply the intellect and season it with experience, you get better results where the younger folks can contribute," he said.

The Airborne SIGINT Enterprise (ASE): Charting the Future of Airborne SIGINT

Maj. Ross O. Felker

Air Intelligence Agency Detachment 2

The Air Intelligence Agency has accepted the challenge to ensure warfighters have the best possible technology to find and deal with the enemy.

AIA's Detachment 2, Langley Air Force Base, Va., is helping to chart the future of signals intelligence by monitoring and overseeing the Air Staff program funding the Airborne Signals intelligence Enterprise program (ASE).

This program is helping to answer important questions regarding Air Force SIGINT. These questions include such issues as, 'What will the Global Hawk high-altitude reconnaissance aircraft require?', 'What is needed for Rivet Joint RC-135, MQ-1 and MQ-9 Predator?', and 'Can, or should, we improve the U-2's collection ability?'

The Air Force provides capabilities to meet the needs of warfighters, by knowing what is relevant to the Global War on Terrorism. One of the keys to warfighters needs is Signals intelligence, and those capabilities are embodied in the Airborne SIGINT Enterprise (ASE) program, and the Air Force SIGINT Capabilities Working Group (SCWG).

The ASE program is working to produce a SIGINT investment strategy for the Air Force. The collection, exploitation and distribution, called end-to-end SIGINT capability, is a crucial ASE objective. Currently 59 specific projects are rank-ordered in the ASE program

In addition to an investment strategy, cross-cutting capabilities are in high operational demand. Line replaceable units which can be used on multiple aircraft, and eliminating stovepipe barriers are two examples of these capabilities.

The ASE also provides the framework to update all USAF airborne SIGINT collection platforms and their appropriate interfaces to be compatible with the AF Distributed Common Ground System (DCGS), which is a key intelligence node for the Air Force warfighter.

Although the ASE consists solely of Research, Development,



Courtesy photos

A U-2 flies over an air base. The U-2 is one of many planes that is used for high-altitude ISR, which provides SIGINT to warfighters.

Technology, and Engineering funds, production dollars remain with the various airborne platforms such as the RC-135, RQ-4, MQ-1/MQ-9, and U-2. In order to spend the right dollar at the right time on the right thing, AIA and Det. 2 play a central role in the ASE's SIGINT prioritization process.

The SCWG Analytical and Technical Element (A&TE), chaired by Headquarters AIA, develops modernization concepts and priorities as well as provides technical advice to senior decision makers. Det. 2 is an integral player within the A&TE, and a vital advisor to the A&TE Chair. Det. 2 personnel continue to bring operational and technical clarity to difficult signals intelligence issues.

The A&TE consists of SIGINT subject matter experts from around the Air Force, involving systems expertise from program offices within Air Force Material Command's Airborne Systems Center Reconnaissance Systems Wing (ASC/RSW), Electronic Systems Center, and Warner-Robbins Systems Center. Through collaboration and integration, Det. 2 and the A&TE assess the SIGINT mission areas to identify needed capabilities, and supports research and development by prioritizing capability needs, and developing recommended solutions.

In support of A&TE SCWG and AIA Plans and Programs at

Lackland Air Force Base, Det. 2 contributes to the SIGINT modernization process by partnering with Air Combat Command Directorate of Requirements (A8) High-Altitude ISR Division (RQ-4 Global Hawk and U-2), the MQ-1, MQ-9 Predator Division, and the RC-135 Airborne Reconnaissance Division. Det. 2 also works closely with ACC Directorate of Intelligence to ensure intelligence capabilities are 'fit for duty' in the war on terrorism.

The other main contributor to the ASE is AIA's Detachment 1, The Air Force Cryptologic Office (AFCO), located at the National Security Agency on Fort George G. Meade, Md. AFCO is charged with developing the Air Force Cryptologic Architecture (AFCA). The AFCA is central to ASE planning and supports the intelligence community's Unified Cryptologic Architecture.

The ASE consists of many governmental, commercial, industrial, academic, and laboratory developmental SIGINT initiatives, however, the largest developmental effort is the Airborne Signals Intelligence Payload (ASIP) Program.

ASIP collects, processes and exploits electronic intelligence and communications intelligence signals. It is scheduled to begin flight testing on the U-2 this calendar year, and will be ready for Global Hawk flight testing in calendar year 2007. Once ASIP is fielded, its architecture will



(Above) Members of the SIGINT Capabilities Working Group Executive Element provide ultimate direction for SIGINT programs. This board consists of senior level representatives (O-6 or civilian equivalent), which help create development plans for delivering initial SIGINT capabilities to warfighters more quickly. (Below) A Mission Control Element receives sensor data from the RQ-4 Global Hawk. Trained personnel within MCE then take these images and piece them together for further dissemination.

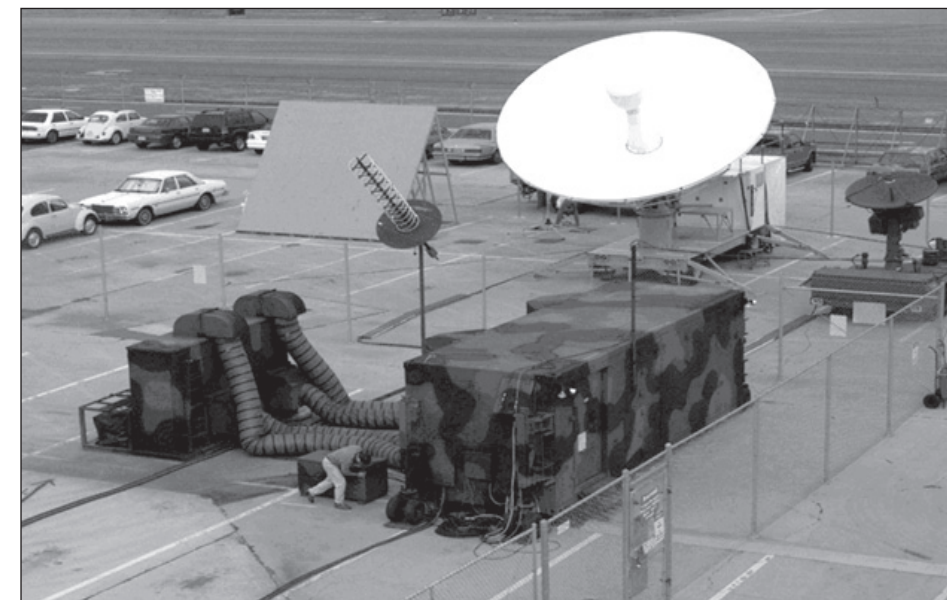
support advancements in technology to meet the evolving threat. ASIP maximizes the use of Commercial Off-the-Shelf (COTS) technology and will be integrated fully into DCGS.

The SCWG Executive Element provides senior-level direction for Air Force

SIGINT programs. This council of senior leaders validates recommendations from the A&TE to create spiral development plans for delivering initial capabilities to warfighters more quickly and for providing additional capabilities in future spirals.

Ultimately, the SCWG Executive Element validates prioritized capability needs originating from the planning process, an investment strategy, and development paths for applicable platforms and systems.

It's been said that nothing provides better insight into enemies' capabilities and intentions than Signals Intelligence. The Air Intelligence Agency is central to bringing future SIGINT concepts to reality. AIA Det. 2 will continue to create success by supporting the SCWG and contributing to the prioritization of capabilities within the Airborne SIGINT Enterprise program. The goal of the SCWG is to provide the best capability in the shortest time, and is working to meet the Air Force's and Combatant Commanders' SIGINT capability needs.



324th IS wins Hickam basketball title Intel Squadron defeats Services 76-51

By Tech. Sgt. Robert Burgess
15th Air Wing Public Affairs

HICKAM AIR FORCE BASE, Hawaii — The only classified material the 324th Intelligence Squadron needed to capture the 2006 Hickam Air Force Base Intramural Basketball Championship was what got them there in the first place – “Man to Man” defense.

On Mar. 8, this undefeated team went up against the 15th Services Squadron, another undefeated team in the regular season (8-0).

“Eventually, our ‘Man to Man’ defense wears down opponents especially in the last 10 minutes of the game,” 324th IS coach Jason Kulchar said. “When every other team in the league

plays a zone defense, we give teams a different look and it’s much more difficult to run up and down the court for a full 40 minutes when you haven’t done it all season. That definitely gave us an advantage.”

The height disadvantage was also a factor for services since the 324th IS had five players 6’3” or taller.

“In the beginning of the game services closed down their zone defense to take away the size and post advantage with our inside game,” said Kulchar. “Unfortunately for other teams we are extremely talented on the perimeter, so it’s pick your poison with us.”

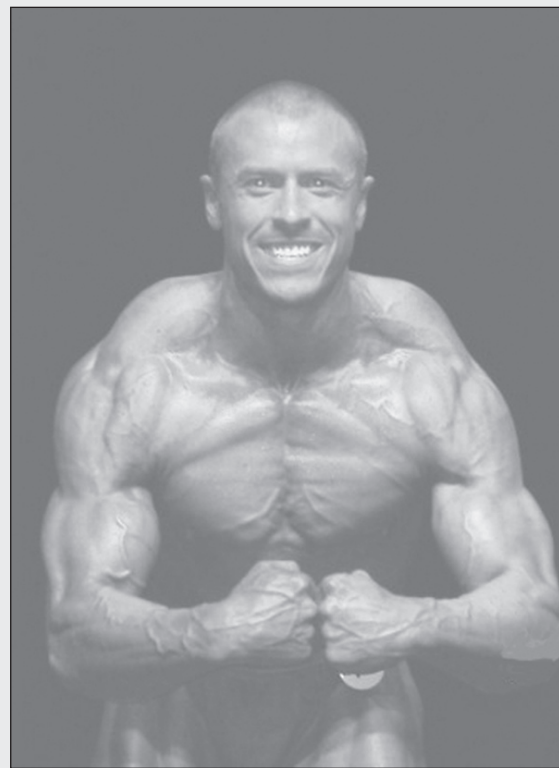
Manuel Romero-Soler and Wendell Rush from the 324th IS, were left uncontested to shoot from the outside. The Romero-Soler and Rush backcourt

scored the first 12 points of the game, forcing services to spread out their defense.

Trailing by eight at half, services coach Gordon Bryant rallied his players to take it one possession at a time. Services managed to close the gap to within four points with 15 minutes left in the game.

“We knew it was an uphill battle and went with a full-court press to slow them down,” said Bryant.

However, much of the second half was a repeat of the first with Romero-Soler hitting three of four three-pointers pushing the lead to 50-29 with 10 minutes left. “Even once they were down they never quit, they definitely played harder than any other team we played all year,” Kulchar said.



Courtesy Photo

SSgt wins 2nd place in body building competition

By Master Sgt. James Fleming
381st Intelligence Squadron

The 381st Intelligence Squadron’s own SSgt Caleb Harvey recently competed in the Alaska State Bodybuilding competition on March 25. Sergeant Harvey took 2nd place out of six other competitors in the light heavyweight division beating out last years Anchorage and Fairbanks overall winners.

Besides all the long, hard workouts in the gym the Top of the Hill’s chiseled NCO prepared by dieting for 3 months prior to the show. He cut his weight down from 217lbs to 186lbs. This put his body fat to a lean 3 percent. After the show SSgt Harvey showed no signs of slowing down. “I plan on doing another Anchorage show this October and then competing in the state show again next year.”

An insider’s look at evil

By Dr. Dennis Casey
Air Intelligence Agency History Office



Walter Schellenberg

When the Nazi’s came to power in Germany at the end of January 1933, Walter Schellenberg was twenty-two years old and looking for a job. He had just spent three years at the University of Bonn. Worried that he would not be able to find a job, Walter joined the Nazi Party. He soon switched to the black-suited SS or *Schutzstaffel*,

Hitler’s private army, on the recommendation that it attracted a better class of people than other paramilitary organizations in Germany at the time. Willing to follow orders and work hard, he was quickly offered a position in the SD or *Sicherheitspolizei*, the intelligence and security service set up by Reinhard Heydrich. It would be in this environment where Schellenberg became conditioned to working with lies, blackmail, false papers, and treachery. Indeed, the rest of his career in the German government would be influenced by essentially negative influences.

Schellenberg had not been employed for very long when he received a summons to report to the head of Intelligence and the Security Service, Reinhard Heydrich. In this first interview Heydrich spoke about music. He was an accomplished violinist and often performed chamber music evenings in his home to invited guests and subordinates alike. This aside, Heydrich appeared sinister in almost every other respect. In subsequent meetings with the SD chief and during periods when he worked on projects relating to legal issues and foreign relations, Schellenberg concluded that Heydrich was the hidden pivot around which the Nazi state revolved. He effectively controlled his political colleagues as he controlled his vast intelligence machine.

Over several months Schellenberg learned another side of Heydrich that further added to his reputation as a predator. His forcefulness was well known within the inner circles of the Reich and his ruthlessness was well

known outside the circle. Heydrich seemed driven to succeed at any cost. Around Nazi Party principles, Heydrich operated on the principle of divide and rule. To do this he always wanted to know or at least appear to know more than those around him. He employed his knowledge of one’s weaknesses to render them utterly dependent on him. Using this approach successfully allowed Heydrich to hold and to manipulate the balance of power in a Nazi milieu filled with intrigue on the one hand and ambition and rivalry on the other. Heydrich masterfully played antagonists off against one another and in so doing became what Schellenberg characterized in later years as the puppet master of the Third Reich.

By 1942 the relationship between Schellenberg and Heydrich had become very close. Schellenberg in quick succession had been involved in various capacities in the invasion of Poland, the occupation of Austria and Czechoslovakia, the plot to kidnap the Duke of Windsor, Rudolf Hess’s trip to England, and the invasion of Russia. For his services he had been promoted at least twice and given jobs with increased responsibilities. This closeness came to an unexpected end in June 1942 when Heydrich was badly wounded from an explosion and then died days later.

Schellenberg was next ordered to report to Heinrich Himmler and his Chief of Staff, Karl Wolff. At that point he was asked to prepare an analysis and report back the following day. Schellenberg appeared at the specified time not really knowing what to expect. He found Himmler to be nonverbal and abrupt. After reading the report Himmler dismissed him without saying a word. This behavior continued for days until Schellenberg learned that this was all part of an initial processing program for new employees.

In his first several months with Himmler, Schellenberg described



Reinhard Heydrich

See Evil, Page 16

■ **Evil**

Continued from Page 15

him only with great difficulty as a German schoolmaster who hardly ever smiled, with the personality as one of bureaucratic precision, industry, and loyalty.

In time Himmler began to prolong the interviews with Schellenberg by asking questions, seemingly to test the young employee's education but at the same time display what he thought was the universality of his own interests and knowledge. In his subsequent dealings with Himmler, Schellenberg found him to be amoral and very willing to do Hitler's bidding including enthusiastic advocacy of the final solution, also known as the extermination of millions of Jews. This tie between Himmler and Hitler would continue until the very end of the war when Himmler tried to arrange a separate settlement with the Allies. In the end, Himmler opted to commit suicide rather than face the trials at Nuremberg for his management of genocide.

Support from Heydrich and then Himmler gave Schellenberg entry into Hitler's inner circle and it was not long before he reported frequently and directly to him.

From late 1942 to the end of the war, Schellenberg came to know Hitler personally and became familiar with many of the details of his life, his methods, and his political and sociological conceptions, yet in his memoirs, he said he had never been able to formulate a complete picture of Hitler's personality.

Schellenberg by 1944 described Hitler as having an insatiable craving for recognition and power which combined with a cultivated ruthlessness that reinforced his lightning reactions, his energy and his determination. These qualities, whether

drug-induced or not, enabled him to dominate Germany.

On several occasions Hitler disclosed to Schellenberg some of his personal thoughts. Hitler once remarked that he did not believe in a personal God but only in a bond of blood between succeeding generations in a vague conception of fate or providence. He did not believe in life after death but focused on his mission



Heinrich Himmler

which by 1944 had become a mania. He saw himself as a German Messiah. When his powers of intuition and personal magnetism began to tarnish after the defeats at Stalingrad and in North Africa, he increasingly believed the German people failed to fulfill their Fuehrer's expectations.

Schellenberg became one of the first to discuss Hitler's deterioration from Parkinson's disease. Even

German news footage unknowingly picked up on his failing health in early 1945. But that health had been made worse by frequent injections from his personal physician, Dr. Theo Morrell. The injections contained a cocktail of drugs Dr. Morrell prepared himself wherein the major ingredients were vitamins and amphetamines. Schellenberg increasingly found the Fuhrer to be unpredictable and difficult to talk with on substantive issues. The Nazi collapse in Russia, in Schellenberg's view, accelerated Hitler's mental decline.

The end of the war in Europe in May 1945 left Schellenberg to bear witness to the fact that his three employers perished, one to assassination and two to suicide. His closeness to Heydrich, Himmler, and to Hitler brought his name quickly to the attention of the justices at Nuremberg. Despite his proximity to the directors of such horrible evil, his guilt in the eyes of the court had been mitigated by his efforts to aid prisoners in the concentration camps. Schellenberg received one of the lightest sentences imposed by the court, six years in prison. He was released in early June 1951 as an act of clemency. His health failed rapidly because of chronic liver disease. On 31 March 1952, Schellenberg, died in the Clinica Fornaca in Turin, Italy, where he had taken up residence to work on his memoirs. Before departing this earth Walter Schellenberg left his memoirs which were first published in 1956.

Besides being a good collection of spy stories, *The Labyrinth* provides a chilling firsthand account of the inner workings of the Nazi machine. There can be no doubt from his memoirs that Walter Schellenberg witnessed evil at work every day for much of World War II. Our understanding of this period was significantly enriched because of his last ditch efforts to tell it like it was.

■ **Flexibility**

Continued from Page 5

missions, dropping relief supplies, providing convoy security or defusing an improvised explosive device, America's Airmen are making a difference every day," General Peck said.

No matter the situation, Airmen adapt to their changing roles, he said.

In Iraq, Airmen do non-traditional missions such as convoy security and detainee operations. And "we have a tremendous airlift 'train' running through the sky with the goal of reducing the amount of cargo that moves by road," he said.

At Balad Air Base, Iraq, Air Force medics "perform miracles every day," the general said. "If wounded warriors arrive at Balad alive, they have a 96 percent chance of leaving alive."

Nearly every day, Air Force C-17 Globemaster III aircraft evacuate injured troops to Ramstein Air Base, Germany, for transfer to nearby Landstuhl Regional Medical Center.

In Afghanistan, General Peck said, Airmen provide the same capabilities to ground forces. And they serve on provincial reconstruction teams, interacting with local leaders and elders to provide a stable and secure environment. Airmen also have flown humanitarian relief missions to support the coalition's civil affairs efforts.

"The past three-plus years have demonstrated the flexibility of air power," he said.



Staff Sgt. Jason Seiter
Air Force Information Operation
Battlelab

Hometown: Houston, TX
Time in Service: 8 1/2 years

Personal and Career Goals: To retire comfortably and start my own business

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

By helping to integrate new technologies into the Air Force, my work should not only help the Lackland Information Operations mission, but IO personnel Air Force wide.

What accomplishment during your career are you most proud of?

Being named the battlelab's "Enlisted Project Officer of the Year" in 2005.

"SSgt. Seiter is an integral part of the IO Battlelab team," said Maj. Will Kingdon, director of network warfare operations for the Air Force Information Operations Battlelab. "His knowledge and experience in network administration and operations allows the IO Battlelab to demonstrate state-of-the-art computer network defense tools and quickly push them out to protect Air Force information systems. SSgt. Seiter is always ready to jump in and help, and is our go-to person on all network related issues. Dedication and excellence are his hallmarks."



Senior Airman Caleb Walch
543rd Intelligence Group

Hometown: Sumner, Wash.
Time in Service: 5 years

Personal and Career Goals: To complete my bachelor's degree in computer science, retire young, and run my own computer business back home.

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

As a network administrator for the 543rd Intelligence Group, I help to provide day-to-day network support for over 2,000 systems, by ensuring that our customers can access their email, web pages, databases and other network resources. I am also one of the key focal points for designing and updating our site network diagrams, which aid in troubleshooting and locating information technology systems throughout the campus.

What accomplishment during your career are you most proud of?

I developed a database for our site diagrams that provides search capabilities, which allows staff to easily locate information system resources within a matter of minutes.

"Over the past two years, I have had the opportunity to work with and supervise SrA Walch," said Staff Sgt. Adrian Sheppard, network services NCOIC. "He is an innovative thinker who is always searching for ways to improve work processes. His cutting edge technical expertise in networking and web-development, along with his responsiveness to customer requests are unmatched and really exemplify the Air Force's core values."

Do you know the new "A-staff" structure?

On May 1, all Air Force major commands and warfighter headquarters adopted the new A-staff structure.

This structure was created to closely mirror the Army's "G-staff," the Navy's "N-staff" and the joint "J-staff." The goal of the new structure is to eliminate the difficulty sometimes encountered when leadership at one headquarters attempts to contact functional counterparts at another headquarters.

The affected Air Force functions have been re-named and re-aligned so similar functions at all levels are referred to by the same name. The same functional groupings will closely match other services and the joint staff.

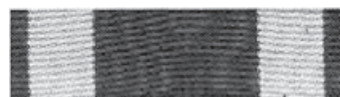
Not all functions of the Air Staff are affected by the reorganization. The reorganization will not change special staff offices assigned to the Secretary of the Air Force and will not filter down to the wing level.

(Article condensed from an article published on Jan. 30, 2006, by Staff Sgt. C. Todd Lopez, Air Force Print News)

A-Staff Realigning headquarters to improve communication within the Air Force and with our sister Services and joint headquarters

- A1** Manpower and Personnel 
- A2** Intelligence 
- A3** Air, Space and Information Operations 
- A4** Logistics 
- A5** Plans and Requirements 
- A6** Communications 
- A7** Installations and Mission Support 
- A8** Strategic Plans and Programs 
- A9** Analyses, Assessments and Lessons Learned 

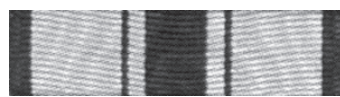
Air Force News Agency



Meritorious Service Medal

381st IS
MSgt Mark Teresin

25th IOS
TSgt Thomas Price



Air Force Commendation Medal

381st IS
MSgt Douglas Barton
TSgt William Joyce
TSgt Daniel Seabloom
SSgt Andrew Aultman
SSgt Traci Aultman
SSgt Sean Bybee
SSgt Gordon Childs

25th IOS
SSgt Russell Stevens



Joint Service Achievement Medal

301st IS
SSgt Mari-Ann Tyson



Air Force Achievement Medal

381st IS
TSgt Kevin Snethen
SrA Joshua Buckwalter
SrA Robert Freeman
SrA Justin Pitts
SrA Amber Zerbe

Promotions

To airman 1st class:
303rd IS
Robert Earl Dickson

To senior airman:
303rd IS
James Gabriel Bishop
Douglas Evert
Robert Meyers
Ruth Kimberling Ruth
Christopher A. Shaver
Jeremiah Van Rossum

To staff sergeant:
303rd IS
Christine R. Eshaya
James Robinson
Elizabeth Silvis
Jay Stowell

25th IOS
Patrice Bell

To technical sergeant:
303rd IS
Jerry Cates
Benjamin S. West

25th IOS
Deonna Bernhardt

To master sergeant:
303rd IS
Marcus L. Nurse
Carl J. Royer

25th IOS
Jonathan Blount
Timothy Weder

ALS graduates

25th IOS
SSgt Brian Griffin

690th ISS
SrA Anthony Daniels
SrA Angela Tillman

690th CSS
SrA Damiel Meng
SrA Jan Money

NCOA graduates

25th IOS
TSgt Jack Stucki

690th ISS
TSgt Dyree Burnett
TSgt Tod Hartwick

690th ALIS
TSgt Ernesto Tremor

SNCOA graduates

690th ALIS
MSgt Todd Howell

Quarterly awards

AIA
Jr. enlisted of the quarter:
A1C Shanta K. Ray

NCO of the quarter:
TSgt Brian S. Luther

SNCO of the quarter:
MSgt Edward Lindsay Jr.

CGO of the quarter:
Capt George H. Desch

Jr. civilian of the quarter:
Paul Wallace

Inter. civilian of the quarter:
Valarie Cortinas

Sr. civilian of the quarter:
Rosalinda Sparks

303rd IS
Amn of the quarter:
SrA Roxanne Salditos

NCO of the quarter:
TSgt Matthew Jurek

SNCO of the quarter:
SMSgt Andy Smith

CGO of the quarter:
Capt Dong Park

Jr technician of the quarter:
SrA Jvier Revuelta

Sr technician of the quarter:
TSgt Michael Armstrong

381st IS
Amn of the quarter:
A1C Kasi Morrow

NCO of the quarter:
SSgt Adella Creque

SNCO of the quarter:
SMSgt Robert Ehrhart

CGO of the quarter:
1Lt Kevin Madden

Jr technician of the quarter:
A1C Brierly Lyons

Sr technician of the quarter:
TSgt Carl Sweeney

25th IOS
Amn of the quarter:
SrA Bryan Hiestand

NCO of the quarter:
SSgt Steven Kintop

SNCO of the quarter:
MSgt Paul Bensusan

CGO of the quarter:
1Lt Kelley Fincher

Jr technician of the quarter:
SrA James Margerum

Sr technician of the quarter:
SSgt Todd Cheney

544th IOG
Amn of the quarter:
SrA Clifford Sweet

NCO of the quarter:
TSgt Darrin Gabriel

SNCO of the quarter:
MSgt Edward Cutshaw

CGO of the quarter:
1Lt Joseph Dubinsky

Jr technician of the quarter:
SrA Jennifer Hartford

Sr technician of the quarter:
TSgt Stephen Miller

Civilian of the quarter:
Phillip Coupal

544th IOG Staff
NCO of the quarter:
TSgt Rickey Johnson

SNCO of the quarter:
MSgt Julio Flores

CGO of the quarter:
Capt Gary Swain

Annual awards

25th IOS
Amn of the quarter:
SrA Julia Hogan

NCO of the quarter:
TSgt Jonathan Blount
(67th Group and Wing
winner)

SNCO of the quarter:
MSgt Mark Hoffman

CGO of the quarter:
1Lt Brandon Daigle
(67th Group winner)

Jr technician of the quarter:
SrA George Blake

Sr technician of the quarter:
TSgt Sara Blount

AIA Communications and Information Awards

IM Amn of the year:
SrA Sasha Hall

IM NCO of the year:
TSgt Damon Davidson

IM SNCO of the year:
MSgt Stanley Mallory II

CGO of the year:
Capt Matthew Imperial

FGO of the year:
Lt Col James Hiller

CSS Amn of the year:
SrA Matthew Wall

CSS NCO of the year:
SSgt Jason Ditusa

CSS SNCO of the year:
MSgt James Cook

VI NCO of the year:
SSgt Rose McGuffin

VI SNCO of the year:
MSgt Dale Grabow

Civ. manager of the year:
Brian Bernhardt

Civ. specialist of the year:
James Griffith

Civ. technician of the year:
Larry Slavin

IA Professional of the year:
Capt John Weigle

Lt Gen Harold W. Grant
Award:
318th IOG

IA Element of the year:
92nd IWAS

Gen Edwin W. Rawling
Team Award:
Network Operations Team



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