



24TH AIR FORCE *Heritage Pamphlet*



24th Air Force Heritage Pamphlet

A BRIEF HISTORY OF TWENTY-FOURTH AIR FORCE

By

Gregory W. Ball, Ph.D.
24th Air Force (AFCYBER) Historian
Current as of: 15 October 2012

“...the high ground is no longer aerospace, in and of itself, but cyberspace. Understood in its broadest sense, cyberspace is the great confluence of all the various bits and information streams which, together, generate the strategic topsight prerequisite for victory. By history, predilection, and structure, topsight is the natural (but not automatic) domain of the Air Force.”

-Col. Richard Szafranski and Dr. Martin Libicki
...Or go down in Flame?” *An Airpower Manifesto For the 21st Century*, a research paper presented to *Air Force 2025*, August, 1996.

24th Air Force Heritage Pamphlet

(U) The Beginnings of Air Forces Cyber

(U) On 7 December 2005, Secretary of the Air Force Michael W. Wynne and Chief of Staff General T. Michael Moseley unveiled a new mission statement for the United States Air Force: “The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in air, space, and cyberspace.”ⁱ That new mission statement was indicative of the growing importance of cyber operations within the Air Force and served as the Air Force’s official acknowledgment of that new domain. The announcement of the new mission statement also marked the beginning of a process that would lead to the establishment of 24th Air Force as the operational level organization responsible for conducting the full range of cyber missions for the U.S. Air Force as well as providing forces to combatant commanders in support of military operations.ⁱⁱ

(U) Prior to the addition of cyberspace to the Air Force mission statement, the USAF already had a history of being involved in cyber operations with various units and individuals playing important roles. However, the establishment of the Twenty-Fourth Air Force was the first attempt to pull disparate units and capabilities together under a single command structure. That effort began in September 2006, when Secretary Wynne and General Moseley expressed their intent to establish an operational cyberspace command in the U.S. Air Force. In a memorandum, the two leaders ordered Air Education and Training Command (AETC), Air Combat Command (ACC), Air Force Materiel Command (AFMC), and Air Force Space Command (AFSPC) to develop plans for a new cyber command.ⁱⁱⁱ Two months later, on 1 November 2006, General Moseley selected the 8th Air Force as the lead component in developing the cyber command.^{iv} Eighth Air Force Commander Lt. Gen. Robert Elder outlined four phases in the development of cyber operations in the Air Force, including changing the perception of cyber from a “force enabler to a warfighting force,” organizing and presenting cyber forces, advocating for cyber manpower and resources, and finally to become the force provider of Air Force cyber forces.^v After months of planning, in September 2007, Secretary Wynne ordered the activation of the Air Force Cyberspace Command (Provisional), effective 18 September 2007, with the expectation that a permanent command would be activated by 1 October 2008. Guidance for establishing the new command soon followed and USAF leaders selected Maj. Gen. William T. Lord to command the provisional organization.^{vi}

24th Air Force Heritage Pamphlet



(U) Proposed Emblem of the Air Force Cyber Command (Provisional)

(U) New Directions

(U) The establishment of a major command focused on cyber operations did not proceed as planned. Because of problems stemming from the management of the USAF's nuclear enterprise, Secretary of Defense Robert Gates accepted the resignations of both Secretary Wynne and General Moseley in June 2008.^{vii} The new Air Force senior leadership, Secretary Michael B. Donley and Chief of Staff General Norton Schwartz, called for a "pause" in the establishment of Air Force Cyber Command until they could determine the best "form" for the new cyber organization. During a Pentagon press conference, Secretary Donley implied that a major command might not be the best approach and that any future USAF cyber organization had "to fit with the broader national security community."^{viii} During this pause in the establishment of Air Force Cyber Command, two other events occurred that had a direct impact on the future of the 24th Air Force. First, the *Report of the Secretary of Defense Task Force on Department of Defense Nuclear Weapons Management* (also known as the Schlesinger Report), released in September 2008, recommended that all non-bomber related missions, including the cyber mission, should be transferred from 8th Air Force to other Air Force Major Commands.^{ix}

(U) The release of the Schlesinger Report also coincided with the annual Corona conference held 1-3 October 2008, in which senior Air Force leaders gathered to discuss a wide range of issues, one of which was determining the best means of organizing Air Force cyber forces. Secretary Donley demonstrated a broader perspective toward cyber operations when he noted that "the conduct of cyber operations is a complex issue, as DoD and other interagency partners have substantial equity in the cyber arena."^x This again acknowledged that an Air Force major command might not be the most appropriate way to organize Air Force cyber forces. Indeed, shortly after the conclusion of the Corona conference, Secretary Donley and General Schwartz announced the assignment of the cyber mission to Air Force Space Command (AFSPC) and that instead of a major command, the USAF would establish a component numbered air force (C-NAF) to "plan and conduct cyberspace operations in support of combatant command(s) and maintain and defend the Air Force Enterprise Network." This decision laid the groundwork for establishing the 24th Air Force.^{xi}

24th Air Force Heritage Pamphlet



(U) Secretary of the Air Force Michael Donley and Chief of Staff General Norton Schwartz called for a pause in the establishment of the Air Force Cyber Command in order to determine the best way forward. Their decision ultimately led to the establishment of 24th Air Force as the major Air Force cyber organization.

(U) The Twenty-Fourth Air Force

(U) In early 2009, planning for the new numbered air force got under way, including the selection of the organization's new home. Six locations made the final list: Barksdale AFB, La.; Lackland AFB, Texas; Langley AFB, Va.; Offutt AFB, Neb.; Peterson AFB, Colo.; and Scott AFB, Ill. After the completion of site surveys, on 15 May 2009 Secretary Donley and General Schwartz announced Lackland AFB as the preferred choice for 24th Air Force Headquarters. While the location of the new C-NAF was under deliberation, the U.S. Air Force took additional steps to strengthen its network enterprise by announcing that maintenance tasking orders, network tasking orders, and cyber control orders had the same binding force as lawful general orders and aircraft maintenance time compliance technical orders. This was part of an initiative by General Schwartz to foster a cultural change in the Air Force regarding cyber operations, much as General Elder had done. As the Chief of Staff noted, Airmen "must treat our computers and networks similarly to our aircraft, satellites, and missiles."^{xii}

(U) On 4 June 2009, USAF senior leaders selected Maj. Gen. Richard E. Webber as the first commander of 24th Air Force. Prior to his selection, General Webber served as the Assistant Deputy Chief for Air, Space, and Information Operations, Plans and Requirements for Headquarters, U.S. Air Force. Less than a month after his selection, the initial cadre of 24th Air Force Headquarters arrived at Lackland AFB. This initial group, nicknamed the "Cyber 7," included the new vice commander, Brig. Gen. Charles K. Shugg, and six others. Finally, in the first week of August 2009, Secretary Donley announced that an environmental assessment had returned a finding of "no significant impact" to basing 24th Air Force at Lackland, and officially named Lackland AFB as 24th Air Force's new home.^{xiii}

(U) 18 August 2009, was a banner day for cyber air forces. On that day, all of the administrative and organizational hurdles had been cleared and Air Force Space Command (AFSPC) commander, Gen. C. Robert Kehler, presided over the 24th Air Force activation ceremony at Lackland AFB. General Kehler observed of

24th Air Force Heritage Pamphlet

the ceremony, “We will look back at some point and we will all point to this day as the beginning of something focused in our Air Force.”^{xiv} General Webber assumed command of the new organization, which included the headquarters staff, the 624th Operations Center (OC), the 67th Network Warfare Wing (NWW), and the newly re-designated 688th Information Operations Wing (IOW). In his remarks during the activation ceremony, General Webber noted:

Today is truly an historic day for our Air Force. The activation of 24 AF continues the evolution of the Air Force’s commitment to “Fly, Fight, and Win in Air, Space, and Cyberspace.” We moved our cyber capabilities under Air Force Space Command as our lead command, continuing the evolution of cyber as a potent war fighting capability. 24 AF further demonstrates the Air Force’s commitment to supporting DoD objectives in cyberspace. For the first time in the history of the Air Force, we have consolidated cyber capabilities under an operational war fighter solely devoted to cyber operations.^{xv}

(U) To underscore the importance of the 24th Air Force’s activation, Secretary Donley and Gen. Schwartz published a “Memorandum to all Airmen” in which they outlined each step the Air Force had taken to organize its cyber forces. Emphasizing the importance of those steps, the two leaders also stated those steps were just the beginning, and that “we must think of cyberspace as a mission-critical domain where operations are characterized by rigor and discipline, and are executed with precision and reliability.”^{xvi}



Emblem of the 624th Operations Center

24th Air Force Heritage Pamphlet



(U) General C. Robert Kehler, AFSPC/CC, CMSgt Todd Small, AFSPC Command Chief, and Maj. Gen. Richard E. Webber, 24th AF/CC, during the 24th Air Force activation ceremony (courtesy photo).

(U) While the activation of the 24th Air Force was important, Gen. Shugg put the day in perspective: “It was just another day in the progression forward. It was a day that was marked, but we were working just as hard the day before as the day after. We still had a long way to go in the marathon.”^{xvii} In October 2009, the last piece of the 24 AF’s organizational structure was put into place with the activation of the 689th Combat Communications Wing (CCW) at Robins AFB, Georgia. The 24th Air Force could then begin to fulfill its stated mission: “to extend, operate and defend the Air Force portion of the DoD network and to provide full spectrum capabilities for the Joint warfighter in, through, and from cyberspace.”^{xviii}



24th Air Force Heritage Pamphlet

(U) The first command team of 24th Air Force, Maj. Gen. Richard E. Webber, 24th Air Force commander, Brig. Gen. Charles K. Shugg, 24th Air Force Vice Commander, and CMSgt Kevin G. Slater, 24th Air Force Command Chief Master Sergeant.

(U) The Road to Full Operational Capability

(U) Although the activation of 24th Air Force was a significant milestone, it was just one step along the road to full operational capability (FOC), which became the C-NAF's focus for the rest of 2009 and into 2010. The first step along that path was to achieve initial operational capability (IOC). From August to December 2009, 24 AF personnel worked with Air Force Space Command to achieve IOC status. While focused on that goal, headquarters 24 AF also participated in its first exercise, Bulwark Defender, General Webber briefed the presentation of forces to the commander, United States Strategic Command (USSTRATCOM) for the first time, and the 624 OC transferred its operations from Barksdale AFB, Louisiana, to Texas. Also, in keeping with earlier efforts to foster a cultural shift in the U.S. Air Force regarding cyber operations, Chief of Staff General Schwartz unveiled the "Rise of the Cyber Wingman" philosophy centered on ten cyber principles every airman needed to know.^{xix}

(U) By the end of the year, 24 AF took the final step toward IOC when an AFSPC Inspector General team completed the IOC assessment of 24 AF units on December 21-22. Three criteria had to be met to achieve IOC certification: the 624 OC had to demonstrate command and control of the Air Force Network (AFNET) along with the ability to engage in deliberate and crisis planning, while 24 AF headquarters had to demonstrate the capability to perform operations and training oversight of its subordinate units. At the conclusion of the inspection, the IG team reported to AFSPC commander General Kehler that 24th Air Force was "ready" for IOC certification. One month later, on 22 January 2010, General Kehler publicly announced that 24th Air Force had reached that milestone. As General Kehler observed, "This is a big day for the United States Air Force. We've reached all the milestones established by the Secretary of the Air Force and Chief of Staff of the Air Force and after a very rigorous inspector general inspection, the 24th Air Force team has proven their capability to meet their initial operational responsibilities."^{xx}

(U) With IOC certification behind them, 24 AF personnel focused on achieving FOC. To do that, the 24th Air Force had to demonstrate five distinct capabilities including responding to U.S. Strategic Command and U.S. Cyber Command directives, assuring operations in a degraded environment, processing and implementing network technical orders, activating a crisis action team as required, and establishing a dedicated presence at U.S. Cyber Command. Again, an AFSPC IG team would determine the ability of 24 AF to demonstrate those capabilities. By the end of summer the organization was ready for the inspection, which took place 8-11 September 2010. At its conclusion on 11 September the AFSPC IG team again announced that 24 AF was "ready" to be declared fully operational capable, although the final decision rested with the AFSPC commander. On 1 October 2010, General Kehler declared the 24th Air Force to be at FOC.

24th Air Force Heritage Pamphlet

General Kehler noted that the "declaration of FOC means 24th Air Force is now a full operational partner on the joint cyber team."^{xxi} With that announcement, another major milestone had been achieved. FOC meant that 24 AF was ready to exert command and control of the Air Force's cyber forces. The path to FOC had not been easy, but it had been achieved just fourteen months after the unit's activation. In recognition of the efforts of the men and women of 24 AF, the Air Force awarded the Outstanding Unit Award to the organization for meritorious service from 18 August 2009, to 1 October 2010.^{xxii}



(U) General C. Robert Kehler, Commander of Air Force Space Command, was responsible for the activation of 24th Air Force and certified the new numbered air force as Fully Operational Capable (FOC) on 1 October 2010.

(U) The Future of Air Forces Cyber

(U) As 2011 began, the 24th Air Force continued to fine tune its organizational structure and fully assumed its operational role as the single command and control authority for Air Force cyber forces. As of 1 January 2011, the headquarters 24 AF numbered 206 officers, enlisted members, and civilians, while the entire 24th Air Force and its three wings consisted of 4,388 personnel. This did not include the thousands of Air Force Reserve and Air National Guard personnel assigned to cyber units that had been aligned under Air Force Space Command and now supported 24 AF. The 24 AF's units participated in numerous exercises, including Red Flag, and real world operations supporting Air Force, joint, and Unified Command operations, as well as humanitarian relief operations in Haiti, Chile and Japan. In addition, the 24 AF established the Air Component Coordination Element (ACCE) at Fort Meade, Maryland, to serve as the 24 AF commander's personal representative to U.S. Cyber Command. On 1 September 2011, Brigadier General Burke E. Wilson became the first general officer to serve as the ACCE Director, and in July of 2012, he was appointed the AFCYBER Deputy Commander. In that role, General Wilson represented "Air Force equities regarding assignment and allocation of forces, exercise participation, and all other operational matters for which the Air Force component is responsible."^{xxiii}

24th Air Force Heritage Pamphlet

(U) The 24 AF also held its first change of command in the spring of 2011. Maj. Gen. Richard E. Webber, who guided the new numbered air force from its activation through FOC, retired, and his successor at the helm of 24 AF was Maj. Gen. Suzanne M. Vautrinot, who had an extensive background in space and cyber operations, including serving as Director of Plans and Policy of U.S. Cyber Command. With the change of command, the 24th Air Force began a new chapter in its short but important existence. General Webber's task had been to get 24 AF off the ground. General Vautrinot's task would be to continue building the organization and to lead it to new heights. To do that, General Vautrinot established new strategies and priorities for the C-NAF. The integrated strategies included delivering a "robust, defensible, trusted network," operationally leveraging the cyberspace domain, and building and delivering "combat power." Those strategies dovetailed with her priorities: "balance mission operations and staff responsibilities, stabilize and baseline the 24 AF and cyber units," and improve capacity, capability, and collaboration. With those strategies and priorities as a guide, General Vautrinot set the tone for her command and outlined a path to further develop USAF cyber forces into an operational command to support the U.S. Air Force and United States Cyber Command.



(U) Air Force Space Command (AFSPC) Commander Gen. William Shelton hands the organizational flag to the new 24th Air Force Commander, Maj. Gen. Suzanne Vautrinot, 29 April 2011 (U.S. Air Force Photo by William Belcher).

24th Air Force Heritage Pamphlet

Selected Chronology of Air Force Cyber Heritage

(U) 7 December 2005—Secretary of the Air Force Michael Wynne and Chief of Staff Gen. T. Michael Moseley unveiled the new Air Force mission statement: “The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in air, space, and cyberspace.” This marked the first time that cyberspace was included in the Air Force’s fundamental mission statement.^{xxiv}

(U) 5 July 2006—The Air Force officially established the Air Force Network Operations (AFNETOPS) command structure at 8th Air Force Headquarters at Barksdale AFB, Louisiana. This placed all units that supported network operations under a single commander for the first time.^{xxv}

(U) 6 September 2006—Secretary of the Air Force Michael Wynne and Chief of Staff Gen. T. Michael Moseley charged Air Education and Training Command, Air Combat Command, and Air Force Space Command to present “options for the Operational Command for Cyberspace.” According to the memorandum, the three MAJCOMS were required to “construct a plan to organize and to train in preparation for presentation to support Combat Commanders, and the specified supported agencies in Cyberspace.” Additionally, Air Force Material Command was charged with developing a research, development, and acquisition Strategy.^{xxvi}

(U) 1 November 2006—Air Force Chief of Staff Gen. T. Michael Moseley charged 8 AF/CC Lt. Gen. Robert J. Elder with integrating “the Air Force’s global kinetic and non-kinetic strike capability in support of the combatant commander through the full range of military operations with authority to become COMAFFOR for all USAF cyberspace elements.” In addition, he was to provide trained and equipped forces “to conduct sustained offensive and defensive operations through the electromagnetic spectrum and fully integrate these with air and space operations.” This “Go Do” letter was part of the Air Force’s initial attempt at establishing an operational cyberspace command and control organization.^{xxvii}

(U) 18 September 2007—The Air Force activated Air Force Cyberspace Command (Provisional) (AFCYBER (P)) at Barksdale AFB, Louisiana. The new organization was charged with developing an implementation plan for a permanent MAJCOM to be established on 1 October 2008.^{xxviii}

(U) 12 August 2008—The new Secretary of the Air Force Michael Donley and Chief of Staff Gen. Norton Schwartz implemented a “delay” in establishing Air Force Cyber Command in order to decide the best “form” for the new organization. In an interview, Secretary Donley noted the new cyber command “has to fit with Strategic

24th Air Force Heritage Pamphlet

Command; has to fit with the broader national security community. And we're going to look at making sure that all those pieces fit together as we proceed."^{xxix}

(U) 12 September 2008—The Report of the Secretary of Defense Task Force on DoD Nuclear Weapons Management recommended that all non-bomber related missions, including the cyber mission, be removed from 8th Air Force and assigned to other Air Force Major Commands.^{xxx}

(U) 1-3 October 2008—Air Force leaders meet at the Corona Conference. One of the major topics of discussion was the organization of Air Force cyber forces. The deliberations in that meeting led to the establishment of 24th Air Force as the Air Force's major cyber organization.^{xxxi}

(U) February 2009—The 24th Air Force Commander was “dual-hatted” as Air Force Network Operations Commander (AFNETOPS) with command authority for the Air Force Network (AFNET).^{xxxii}

(U) 15 May 2009—Secretary of the Air Force Michael Donley and Chief of Staff Gen. Norton Schwartz publicly announced the selection of Lackland AFB, Texas, as the Preferred Alternative for the 24th Air Force Headquarters pending the completion of a successful environmental assessment.^{xxxiii}

(U) 15 May 2009—Air Force Chief of Staff Gen. Norton Schwartz signed a directive memorandum stipulating that maintenance tasking orders (MTO), network tasking orders (NTO), and cyber control orders (CCO) issued by the AFNETOPS/CC now had the same authority as aircraft maintenance orders and lawful general orders.^{xxxiv}

(U) 27 May 2009—Air Force Chief of Staff Gen. Norton Schwartz wrote a Letter to Airmen in which he stressed that the Air Force had to undergo a cultural change regarding cyberspace operations. In essence, he stressed that Airmen “must treat our computers and networks similarly to our aircraft, satellites, and missiles.”^{xxxv}

(U) 3 June 2009—Air Force Space Command (AFSPC) Commander Gen. C. Robert Kehler issued guidelines relating to the placement of the cyber mission within AFSPC. This guidance defined cyberspace training and professional development requirements; clarified roles, responsibilities, and relationships regarding acquisition of cyberspace operational requirements, and established, clarified, and defined “AFSPC organizational roles, responsibilities, and authorities for the newly assigned cyberspace mission.”^{xxxvi}

(U) 23 June 2009—Secretary of Defense Robert Gates ordered the establishment of the United States Cyber Command (USCYBERCOM) as a sub-unified command of United States Strategic Command. Gates noted that the development of cyberspace

24th Air Force Heritage Pamphlet

posed an added risk to National Security. In establishing USCYBERCOM, Secretary Gates wrote that the “Department of Defense requires a command that possesses the required technical capability and remains focused on the integration of cyberspace operations.”

(U) 6 July 2009—Initial cadre of the 24th AF arrived at Lackland AFB, Texas. The group consisted of seven individuals and was known as the “Cyber 7.” The group included Brig. Gen. Charles K. Shugg, 24th Air Force Vice Commander, Col. John Clarke, Director of Staff, and the following members of the operations directorate: CMSgt Bruce C Collet, Col. Mark E. Ware, Lt. Col. Steven A. Renalli, and Lt. Col. Michael P. O’Toole.^{xxxvii}

(U) 7 August 2009—Secretary of the Air Force Michael Donley announced the final selection of Lackland AFB, Texas, as the home of Headquarters 24th Air Force.^{xxxviii}

(U) 11 August 2009—HQ USAF issued orders constituting the following units: HQ 24th Air Force (Air Forces Strategic), HQ 624th Operations Center, 90th Information Operations Squadron, and 26th Network Operations Squadron. The HQ 1957th Communications Group, inactivated 13 April 1992, was redesignated HQ 624th Operations Center, and the 38th Engineering and Installation Group was redesignated as HQ 38th Cyberspace Engineering Group.^{xxxix}

(U) 11 August 2009—The Department of the Air Force issued Special Order GD-017, ordering the activation of the HQ 24th Air Force, HQ 624th Operations Center, and Det. 1, 624th Operations Center, effective 18 August 2009.^{xl}

(U) 11 August 2009—Headquarters USAF relieved the HQ 67th Network Warfare Wing and its subordinate units from Air Combat Command (ACC) and assigned the wing to Air Force Space Command and 24th Air Force, effective 18 August 2009.^{xli}

(U) 11 August 2009—Headquarters USAF relieved the HQ Air Force Information Operations Center from Air Combat Command (ACC), redesignated it as the 688th Information Operations Wing, and assigned the wing and its subordinate units to Air Force Space Command and the 24th Air Force, effective 18 August 2009.^{xlii}

(U) 18 August 2009—Headquarters, 24th Air Force was activated at Lackland AFB, Texas on this date. Air Force Space Command Commander Gen. C. Robert Kehler presided over the ceremony in which Maj. Gen. Richard E. Webber assumed command of the new organization.

(U) 20 August 2009—Following the Secretary of Defense’s approval for the establishment of U.S. Cyber Command and after the activation of 24th Air Force, Secretary of the Air Force Michael Donley and Chief of Staff Gen. Norton Schwartz issued a “MEMORANDUM FOR ALL AIRMEN” that summarized the actions taken

24th Air Force Heritage Pamphlet

to date by the Air Force regarding support for the cyber mission. As the memo noted, “Your Air Force is taking critical steps to support the DoD cyberspace effort and to define the key role you will play in these developments.” Furthermore, the memo again emphasized that “we must think of cyberspace as a mission-critical domain where operations are characterized by rigor and discipline, and are executed with precision and reliability.”^{xlili}

(U) 5 October 2009—The Information Technology Fundamentals course began. This was the first technical training school for the Cyberspace Support career field and was meant to provide all Airmen in that career field a common foundation.^{xliv}

(U) 5 October 2009—the 689th Combat Communications Wing was activated at Robins AFB, Georgia with the mission to “train, deploy, and deliver expeditionary and specialized communications, air traffic control and landing systems for Humanitarian Relief Operations and dominant combat operations, anytime, anywhere.” Maj. Gen. Richard E. Webber, 24th Air Force commander, appointed Col. Theresa Giorlando as the first commander of the 689th CCW. This was the third wing to be placed under the 24th Air Force.^{xlv}

(U) November 2009—Chief of Staff Gen. Norton Schwartz unveiled the “Rise of the Cyber Wingman” philosophy. The Rise of the Cyber Wingman incorporated ten cyber principles that Airmen needed to know.^{xlvi}

(U) 25 November 2009—The Air Force Historical Research Agency approved the 24th Air Force emblem.^{xlvi}

(U) 22 January 2010—Air Force Space Command (AFSPC) commander Gen. C. Robert Kehler announced that 24th Air Force and the 624th Operations Center had achieved Initial Operational Capability.

(U) 21 April 2010—Air Force Chief of Staff Gen. Norton Schwartz approved the new Cyberspace badge and the guidelines for wearing the new device.^{xlvi}

(U) 17 May 2010—Air Force Space Command named the 688th Information Operations Wing as the Outstanding Wing with a Cyberspace Mission for 2009, and the 39th Information Operations Squadron as the Best Information Operations Squadron for 2009.^{xlix}

(U) 20-21 May 2010—Air Force Space command’s biennial Guardian challenge took place for the first time with Cyberspace events included. Competitions were held at several locations between 1 March and 19 May to determine the best teams with the culminating events held 20-21 May, at Peterson AFB, Colorado. Two 24th Air Force units left Guardian Challenge with top honors. The 67th NWW won the award for Best Cyberspace Operations Team, while the 3rd CCG won for the Best Combat

24th Air Force Heritage Pamphlet

Communications Team and Best Security Forces Marksmanship Team. Two new trophies representing the cyber aspect of the competition were announced at the awards ceremony. First, the Polifka Trophy was awarded to the best cyber forces team. Second, the Etchberger Trophy was awarded to the best combat communications team.¹

(U) 21 May 2010—Secretary of Defense Robert M. Gates announced the appointment of Army Gen. Keith B. Alexander as the first commander of the United States Cyber Command at Fort Meade, Maryland. USCYBERCOM was a sub-unified command of U.S. Strategic Command.^{li}

(U) 12 July 2010—Gen. Kevin P. Chilton, Commander of United States Strategic Command presented the Omaha Trophy for Global Operations to the 67th Network Warfare Wing. The Omaha Trophy was presented annually to four DoD units in the following categories: global operations, intercontinental ballistic missile, submarine ballistic missile, and strategic aircraft operations.^{lii}

(U) 8 September 2010—The 659th ISR Group was activated at Fort Meade, Maryland. The 659th ISR Group, commanded by Col. Peter Lambert, was to provide direct ISR support to the 24th Air Force. The group was assigned to the 70th Intelligence Wing.^{liii}

(U) 21 September 2010—President Barack Obama awarded the Medal of Honor posthumously to CMSgt Richard Etchberger, a ground radar superintendent who was killed in action on 11 March 1968, during the Vietnam War.^{liv}

(U) 1 October 2010—AFSPC Commander Gen. C. Robert Kehler declared Full Operational Capability (FOC) for the 24th Air Force. To achieve this milestone, the 24th Air Force was required to perform all component Numbered Air Force responsibilities in support of combatant commanders for the Air Force's cyberspace mission. It was also required to "execute full organizational structure (24th AF HQ with three wings) of assigned forces." Finally, the 24th Air Force had to pass a MAJCOM directed readiness inspection, which was completed on 11 September.^{lv}

(U) 4 October 2010—The Air Force introduced cyber training to Basic Military Training (BMT). Trainees began receiving a four hour course on "basic operating fundamentals" of the Air Force Network and the "significance of protecting the network." The curriculum was developed by the Air Force Institute of Technology under the guidance of Air Force Space Command.^{lvi}

(U) 14 October 2010—The Air Force's LeMay Center for Doctrine Development and Education approved and published Air Force Doctrine Document (AFDD) 3-12, *Cyberspace Operations*.^{lvii}

24th Air Force Heritage Pamphlet

(U) 7 December 2010—The 24th Air Force changed its nomenclature from Air Forces Strategic (AFSTRAT) to Air Forces Cyber (AFCYBER) in order to better reflect its mission. The change also reflected the alignment of 24th Air Force under the U.S. Cyber Command, a sub-unified command of U.S. Strategic Command.^{lviii}

(U) 9 December 2010—Fifteen officers graduated from the first undergraduate cyberspace training course held at Keesler AFB, Mississippi. The initial skills course replaced the basic communications officer training course.^{lix}

(U) 7 January 2011—The 24th Air Force received the Outstanding Unit Award for meritorious service from 18 August 2009 to 1 October 2010, the date it was designated at Full Operational Capability (FOC).^{lx}

(U) 1 February 2011—24th Air Force Command CMSgt Kevin G. Slater hosted the first ever Cyber Senior Enlisted Summit at Lackland AFB, Texas. Eighteen senior enlisted leaders from all branches of the military attended the summit to “pass on best practices and learn from each other.”^{lxi}

(U) 2 February 2011—The 39th Information Operations Squadron at Hurlburt Field, Florida, offered the first Intermediate Network Warfare Training (INWT) course to its first 17 students. The 42-day course was only open to Airmen who had completed initial skills training or supplemental skills training. The course was designed to provide network warfare operations initial qualification training for cyber operators to become cyberspace basic mission qualified. The first group of students graduated 31 March 2011.^{lxii}

(U) 21 February-11 March 2011—Red Flag 11-3 became the first Red Flag exercise to fully integrate AFSPC elements. Space and cyber were “fully integrated at the tactical level from planning through execution and debrief.” The 57th Information Aggressor Squadron served as the cyber “red team.”^{lxiii}

(U) 29 April 2011—The first change of command at 24th Air Force occurred. Maj. Gen. Richard E. Webber relinquished command to Maj. Gen. Suzanne M. Vautrinot. Air Force Space Command (AFSPC) commander Gen. William L. Shelton presided over the ceremony.^{lxiv}

(U) 15 June 2011—The 689th Combat Communications Wing deployed a Hammer Adaptive Communications Element (HAMMER ACE) to the crash site of U.S. Navy T-45 Goshawk jet from Naval Air Station Kingsville, Texas. Hammer ACE teams supported the accident investigation teams by providing a wide range of communications between air and ground forces.^{lxv}

(U) 21 June 2011—24th Air Force Commander Maj. Gen. Suzanne M. Vautrinot presided over the first 689th Combat Communications Wing change of command

24th Air Force Heritage Pamphlet

ceremony in which Col. Theresa Giorlando, who led the wing since its activation in October 2009, relinquished command to Col. Joseph H. Scherrer.^{lxvi}

(U) 22 June 2011—Air Force Space Command selected the 67th Network Warfare Wing as the command's Most Outstanding Wing with a Cyberspace Mission for 2010, while the 54th Combat Communications Squadron received AFPSC's Best Expeditionary Cyberspace Squadron, the 3rd Combat Communications Support Squadron received the MAJCOM award for best Cyberspace Support Squadron for 2010, and the 26th Operations Support Squadron the AFSPC Weaver Award for best operations support squadron.^{lxvii}

(U) 22 July 2011—24 AF Commander Maj Gen Suzanne M. Vautrinot presided over the 688th Information Operations Wing (688 IOW) change of command ceremony as Colonel Paul A. Welch assumed command in place of Col Robert J. Skinner. Prior to assuming command of the 688 IOW, Col Welch served as the vice commander of the 67th Network Warfare Wing.^{lxviii}

(U) 10 Aug 2011—MSgt Jason Slaymaker, an instructor with the 688 IOW's 39th Information Operations Squadron, was selected as the Air Force Space Command Instructor of the year award.^{lxix}

(U) 29 Aug 2011—24 AF commander Major General Suzanne M. Vautrinot spoke at the Internet Protocol version 6 (IPv6) Conference in San Antonio, held to discuss the status of the USAF transition to IPv6. The conference was hosted by the Air Force Network Integration Center and the transition from IPv4 to IPv6 was expected to be complete by 2014.^{lxx}

(U) 20 September 2011—USAF Chief of Staff General Norton A. Schwartz awarded the 352^d Network Warfare Squadron's Detachment 1 with a U.S. Air Force "Best Practice" award for the detachment's role in "developing the opposing force analysis process. The team developed a process to show how "information disclosed through nonsecure communications or available through open source research" could be used to "impact the mission or people of the unit."^{lxxi}

(U) 21 Oct 2011—General Keith Alexander, Commander of United States Cyber Commander, visited 24 AF (AFCYBER) where he received an update on AFCYBER support to the sub-unified command. As Brig Gen Burke E. Wilson, 24 AF/ACCE, noted, General Alexander's "willingness to share key insights, highlight ongoing challenges, as well as laying out his vision for where the nation's cyber missions are headed was invaluable."^{lxxii}

(U) 21 Oct 2011—The 688th IOW's 39th Information Operations Squadron received the 2011 U.S. National Cybersecurity Innovation Award from the SANS Institute during the 2011 National Cybersecurity Conference. The squadron received the

24th Air Force Heritage Pamphlet

award for “developing world class cyber talent” through the use of cyber flight simulators and training ranges.^{lxxxiii}

(U) 31 Oct 2011—SSgt Stephen J. Herron received the Bronze Star medal for his deployment to Afghanistan. SSgt Herron served seven months as the communications non-commissioned officer to the 466A Explosive Ordnance Disposal Flight.^{lxxxiv}

(U) 9 November 2011—Congressman Jim Langevin, representing Rhode Island, visited 24 AF. Congressman Langevin served on the House Armed Services Committee’s Emerging Threats and Capabilities sub-committee. During his visit, Langevin stated that securing the nation’s infrastructure against cyber attacks was a top priority.^{lxxxv}

(U) 6 January 2012—The 38th Cyberspace Engineering Installation Group (38 CEIG) activated three new squadrons. The three squadrons included the 38th Contracting Squadron, the 38th Engineering Squadron and the 38th Operations Support Squadron.^{lxxxvi}

(U) 12 January 2012—24 AF Command Chief Master Sergeant Kevin Slater hosted a Chief’s Call with USCYBERCOM senior enlisted leader Command Master Chief Daniel Miller.^{lxxxvii}

(U) 13 January 2012—Lt General William T. Lord, the USAF’s chief information officer and chief of warfighting integration, visited Lackland AFB and spoke to members of 24 AF. During his talk, General Lord compared “current cyber operations to flight operations between World War I and World War II.”^{lxxxviii}

(U) 19 January 2012—Five members of the 688 IOW received Air Force-Level Awards for their contributions to “warfighting integration and information dominance.” The five were: TSgt Michael Rowley, 85th Engineering Installation Squadron (85 EIS), for the 2011 Air Force John P. Jumper Award for Excellence in Warfighting Integration NCO of the Year; SrA Steven Craig, 346th Test Squadron, Air Force Information Dominance Airman of the Year; SSgt Donovan Chavez, 85 EIS, Air Force Information Dominance Outstanding Radar Systems NCO of the Year; SrA Travis Crowell, 85 EIS, Air Force Information Dominance Cable and Antenna Systems Airman of the Year; and SSgt Kendrick Fisher, 85 EIS, Air Force Information Dominance Cable and Antenna Systems NCO of the Year.^{lxxxix}

(U) 27 Feb-16 March 2012—24 AF personnel participated in the annual Red Flag Exercise 12-3, held at Nellis AFB, Nevada. The Red Flag exercises increasingly included cyber operations in larger roles, including the use of Blue Teams to defend exercise networks, while Red Teams functioned as aggressors during the exercise.^{lxxx}

24th Air Force Heritage Pamphlet

(U) 6-7 March 2012—Twenty-Fourth Air Force Strategic Leadership Meeting was held at Lackland AFB, Texas.^{lxxxii}

(U) 7 March 2012—Announcement that the 3d Combat Communications Group (3 CCG) would be inactivated as part of overall “Force Structure” changes. This was done primarily to reduce deployable communications capability to match a reduction in the Combat Air Forces (CAF).^{lxxxiii}

24th Air Force Heritage Pamphlet

Twenty-Fourth Air Force Lineage and Honors

Headquarters Twenty-Fourth Air Force LINEAGE AND HONORS	
Unit Designation:	Headquarters Twenty-Fourth Air Force (AFCYBER)
Previous Designation:	Headquarters Twenty-Fourth Air Force (AFSTRAT)
Authority:	SO GD-017 HQ AFSPC, 11 Aug 2009
Higher Headquarters:	Air Force Space Command (AFSPC)
Commander:	Major General Suzanne M. Vautrinot Major General Richard E. Webber 18 August 2009-28 April 2011
Vice Commander:	Colonel Richard A. Lipsey Brigadier General Charles K. Shugg 18 August 2009-29 July 2011
Assigned Units:	67th Network Warfare Wing (NWW) 688th Information Operations Wing (IOW) 689th Combat Communications Wing (CCW) 624th Operations Center (OC)
Station:	Lackland AFB, Texas
Awards and Decorations:	Outstanding Unit Award 18 August 2009-1 October 2010

Emblem:	Significance: Ultramarine blue and Air Force yellow are the Air Force colors. Blue represents the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The globe describes the reach of the cyberspace domain. The combination of the star and lightning bolts represents yesterday's history with today's innovation.
---------	--

ⁱ (U) Letter (U), Secretary of the Air Force Michael Wynne and Chief of Staff General Norton Schwartz, "(U) Letter to Airmen," 7 December 2005.

ⁱⁱ (U) Letter (U), Secretary of the Air Force Michael Wynne, "(U) Letter to Airmen," 3 November 2005.

24th Air Force Heritage Pamphlet

- ⁱⁱⁱ (U) MFR (U), Michael Wynne and General T. Michael Moseley, “(U) Establishment of an operational command for cyberspace,” 6 September 2006.
- ^{iv} (U) MFR (U), General T. Michael Moseley, AF/CC, to 8 AF/CC, “(U) Operational Cyber Command ‘Go Do’ Letter,” 1 November 2006.
- ^v (U) Briefing (U) Lt. General Bob Elder, 8 AF/CC, “(U) Air Force Cyber Operations Command, Mission: Warfighting,” 5 January 2007.
- ^{vi} (U) MFR (U), Michael Wynne, “(U) Activation of Air Force Cyberspace Command (Provisional) (AFCYBER (P)),” date; Bio (U), USAF Bio, (U) Lt. General William T. Lord,” current as of March 2011.
- ^{vii} (U) Letter (U), Secretary of the Air Force Michael W. Wynne to Secretary of Defense Gates, 6 June 2008; Letter (U), Chief of Staff of the Air Force General T. Michael Moseley to Secretary of Defense Gates, 5 June 2008; Article (U), Air Force Times Staff Report, “(U) Moseley and Wynne Forced Out,” 5 June 2008.
- ^{viii} (U) Transcript (U), Federal News Service, “(U) DoD News Briefing with acting Secretary of the Air Force Donley and Chief of Staff Gen. Schwartz at the Pentagon,” 12 August 2008.
- ^{ix} (U) Report (U), James R. Schlesinger, et al., “(U) Report of the Secretary of Defense Task Force on Nuclear Weapons Management,” September 2008.
- ^x (U) Article (U), Air Force News Service (AFNS), “(U) Air Force senior leaders take up key decisions,” 7 October 2008.
- ^{xi} (U) Fact Sheet (U), 24th AF/PA, “(U) 24th Air Force Fact Sheet,” April 2010.
- ^{xii} (U) Article (U), AFNS, “(U) Lackland chosen as cyber numbered air force headquarters,” 15 May 2009; MFR (U), AF/CC, (U) Letter to Airmen, 27 May 2009.
- ^{xiii} (U) MFR (U), Secretary of the Air Force Michael Donley, to AFSPC/CC, et al., “(U) Final Basing Decision and Activation of 24th Air Force,” 7 August 2009.
- ^{xiv} (U) Article (U), Carla Pampe, 24 AF/PA, “(U) Air Force activates cyber Numbered Air Force,” 19 August 2009.
- ^{xv} (U) Remarks (U), Maj. Gen. Richard E. Webber, “(U) Major General Webber Remarks for Activation Ceremony for 24th Air Force,” no date.
- ^{xvi} (U) MFR (U), Michael Donley and General Norton Schwartz, “(U) Memorandum for all Airmen,” 20 August 2009.
- ^{xvii} (U) MFR (U), Dr. Greg Ball, 24AF/HO, (U) Notes taken from an interview with Brigadier General Charles K. Shugg, 30 June 2011.
- ^{xviii} (U) Briefing (U), HQ 24 AF, “(U) 24 AF Organization Chart Book,” 1 January 2011; Pamphlet (U), 24 AF/PA, “(U) 24th Air Force,” no date.
- ^{xix} (U) Article (U), SAF/PA, “(U) Rise of the Cyber Wingman: 10 Principles Every Airman must know,” 12 November 2009.
- ^{xx} (U) MFR (U), AFSPC/CC, to AFSPC/IG, “(U) 24th Air Force (AF) and 624th Operations Center (OC) Assessment,” 18 December 2009; Article (U), 24 AF/PA, “(U) 24th Air Force Completes MAJCOM Readiness Assessment,” 4 January 2010; Article (U) AFNS, “(U) Air Force Cyber Numbered Air Force achieves Initial Operational Capability,” 25 January 2010.
- ^{xxi} (U) Article (U), AFSPC/PA, “(U) 24th Air Force Achieves Full Operational Capability,” 1 October 2010.
- ^{xxii} (U) MFR (U), AFSPC/CC to AFSPC/IG, “(U) 24th Air Force (AF) and 624th Operations Center (OC) Assessment,” no date; MFR (U) AFSPC/CC to Commander, US Strategic Command, “(U) Declaration of Full Operational Capability of 24 AF and 624 OC,” 1 October 2010; Article (U) TSgt Scott McNabb, 24 AF/PA, “(U) 24th Air Force Receives Outstanding Unit Award in first year of existence,” 7 January 2011.
- ^{xxiii} (U) Briefing (U), HQ 24 AF, “(U) 24 AF Organization Chart Book,” 1 January 2011; MFR (U), Maj Gen Suzanne M. Vautrinot, 24 AF/CC, “(U) Designation of AFCYBER Deputy Commander,” 18 Jul 12.
- ^{xxiv} (U) Letter (U), Michael W. Wynne and General T. Michael Moseley, (U) To the Airmen of the United States Air Force, 7 December 2005.
- ^{xxv} (U) Article (U), Capt. Carla Pampe, 8th AF/PA, “(U) Air Force officials consolidate network ops,” 10 July 2006.
- ^{xxvi} (U) MFR (U), Michael W. Wynne, Secretary of the Air Force, and General T. Michael Moseley, Chief of Staff, “(U) Establishment of an Operational Command for Cyberspace,” 6 September 2006.
- ^{xxvii} (U) MFR (U), General T. Michael Moseley, AF/CC, to 8th AF/CC, “(U) Operational Cyberspace Command ‘Go Do’ Letter,” 1 November 2006.
- ^{xxviii} (U) MFR (U), Michael W. Wynne, Secretary of the Air Force, “(U) Activation of Air Force Cyberspace Command (Provisional), 17 September 2007.

24th Air Force Heritage Pamphlet

- ^{xxix} (U) Transcript (U), “(U) DoD News Briefing with Acting Secretary of the Air Force Donley and Chief of Staff Gen. Schwartz from the Pentagon,” 12 August 2008.
- ^{xxx} (U) Report (U), James R. Schlesinger, et al., “(U) Report of the Secretary of Defense Task Force on DoD Nuclear Weapons Management, Phase I: The Air Force’s Nuclear Mission,” September 2008.
- ^{xxxix} (U) Article (U), AFNS, “(U) Air Force Senior leaders take up key decisions,” 7 October 2008.
- ^{xxxii} (U) Briefing (U), General Robert Kehler, AFSPC/CC, “(U) Blueprint for Cyber Integration: the first 100 days,” 5 June 2009, slide 11.
- ^{xxxiii} (U) Briefing (FOUO, info. used was unclassified), HQ USAF, “(U) 24th Air Force Basing and OT&E Milestones,” 19 June 2009, slide 2; Article (U), “(U) Lackland chosen as cyber numbered Air Force headquarters,” 15 May 2009.
- ^{xxxiv} (U) MFR (U), USAF/CC, “(U) Directive memorandum—Authority of Air Force Network Operations Commander (AFNETOPS/CC) to issue Network Operations orders for the operations, maintenance, and control of Air Force Networks,” 15 May 2009.
- ^{xxxv} (U) Letter (U), Gen. Norton A. Schwartz, Chief of Staff, “(U) Letter to Airmen,” no date.
- ^{xxxvi} (U) MFR (U), AFSPC/CC, “(U) Organizational Relationships and Responsibilities: Implementation Directive 08-02, Change 1, Space and Cyberspace Missions and Operations,” 3 June 2009.
- ^{xxxvii} (U) Interview (U), Lt. Col. Foster Sinclair, “(U) Interview with Col. Mark Ware,” 27 August, 2010.
- ^{xxxviii} (U) MFR (U), Michael B. Donley, SAF/OS, “(U) Final Basing Decision and Activation of 24th Air Force,” 7 August 2009.
- ^{xxxix} (U) MFR (U), HQ USAF to AFSPC/CC, “(U) Organization Actions Affecting Certain Air Force Space Command Units,” 11 August 2009.
- ^{xl} (U) Special Order (U), HQ AFSPC, (U) Special Order GD-017, 11 August 2009.
- ^{xli} (U) Special Order (U), HQ AFSPC, (U) Special Order GD-018, 11 August 2009.
- ^{xlii} (U) Special Order (U), HQ AFSPC, (U) Special Order GD-019, 11 August 2009.
- ^{xliii} (U) MFR (U), Michael Donley and General Norton Schwartz, “(U) Air Force Cyberspace Mission Alignment,” 20 August 2009.
- ^{xliv} (U) Article (U) Air Force News Service, “(U) New cyberspace support career field stood up Nov. 1,” 5 November 2009.
- ^{xlv} Article (U), “Cyber wing activates at Robbins AFB,” 8 October 2009.
- ^{xlvi} (U) Article (U), SAF/PA, “(U) Rise of the Cyber Wingman: 10 principles Airmen must know,” 2 November 2009.
- ^{xlvii} (U) MFR (U), AFHRA/RSO to AFSPC/HO, “(U) Approval of Establishment of Organizational Emblem,” 25 November 2009.
- ^{xlviii} (U) Article (U), TSgt Kevin Williams, AFSPC/PA, “(U) New Air Force Cyberspace badge guidelines released,” 28 April 2010.
- ^{xlix} (U) Article (U), Capt. Carrie L. Kessler, 688th IOW, “(U) 688th IOW, 39th IOS named best in AFSPC,” 1 June 2010.
- ^l (U) Article (U), Lt. Jonathan Simmons, AFSPC/PA, “(U) Cyber teams set precedence of excellence at first Guardian Challenge,” 2 June 2010.
- ^{li} (U) Article (U), Air Force News Service, “(U) Gates establishes U.S. Cyber Command and names first commander,” 21 May 2010.
- ^{lii} (U) Article (U), MSgt Theresa Shannon, 24th AF/PA, “(U) Omaha Trophy for Global Operations,” 12 July 2010.
- ^{liiii} (U) Article (U), “(U) New ISR group supports cyber operations,” 9 September 2010.
- ^{liv} (U) Article (U), TSgt Amaani Lyle, SAF/PA, “(U) President awards posthumous Medal of Honor to Airman after classified Laos mission,” 22 September 2010.
- ^{lv} (U) Article (U), AFSPC/PA, “(U) 24th Air Force achieves Full Operational Capability,” 1 October 2010.
- ^{lvi} (U) Article (U), 502d ABW OL-A/PA, “(U) Cyber training begins at BMT,” 14 October 2010.
- ^{lvii} (U) Article (U), A1C Christopher S. Stoltz, AU/PA, “(U) Officials publish cyberspace operations doctrine,” 14 October 2010.
- ^{lviii} (U) Article (U), TSgt Scott McNabb, 24th AF/PA, “(U) 24th Air Force becomes AFCYBER,” 7 December 2010.
- ^{lix} (U) Article (U), 81st TRW/PA, “(U) First Cyber class graduates,” 9 December 2010.
- ^{lx} (U) Article (U), TSgt Scott McNabb, 24th AF/PA, “(U) 24th Air Force receives outstanding unit award in first year of existence,” 7 January 2011.

24th Air Force Heritage Pamphlet

- ^{lxi} (U) Article (U), TSgt Scott McNabb, 24th AF/PA, “(U) 24th AF hosts first cyber senior enlisted summit,” 8 February 2011.
- ^{lxii} (U) Article (U), Captain Kinder Blacke, AFSPC/PA, “(U) Intermediate Network Warfare Training up and running,” 3 March 2011; Article (U), TSgt Scott McNabb, 24th AF/PA, “(U) Initial Cyber INWT class graduates schoolhouse,” 11 April 2011.
- ^{lxiii} (U) Article (U), TSgt Scott McNabb, 24th AF/PA, “(U) Red Flag cyber operations part I: Isn’t Red Flag a flyer’s exercise?” 28 February 2011.
- ^{lxiv} (U) Article (U), TSgt Scott McNabb, 24th AF/PA, “(U) Twenty-Fourth Air Force conducts first change of command ceremony,” 2 May 2011.
- ^{lxv} (U) Article (U), Robert Talenti, 689 CCW, “(U) Hammer ACE team provides comm after Navy jet crash,” 30 Jun 2011.
- ^{lxvi} (U) Article (U), Wayne Crenshaw, 78 ABW/PA, “(U) 689th CCW Welcomes New Commander,” 21 June 2011.
- ^{lxvii} (U) Article (U), 24 AF/PA, “(U) 24 AF Senior NCO, 4 units awarded 2010 AFSPC awards,” 22 June 2011.
- ^{lxviii} (U) Article (U), TSgt Scott McNabb, 24 AF/PA, “(U) 688th IOW marks first change of command,” 22 July 11.
- ^{lxix} (U) Article (U) TSgt Scott McNabb, 24 AF/PA, “(U) 39 IOS sergeant wins Space Command Instructor of the Year award,” 10 Aug 11.
- ^{lxx} (U) Article (U), Katherine Kebisek, AFNIC, “(U) IPv6 Conference plans for key technology insertion,” 29 Aug 11.
- ^{lxxi} (U) Article (U) SrA Joshua Winningham, 352d NWS, Det. 1, “(U) Top AF general recognizes cyber unit for best practice award,” 14 Dec 11.
- ^{lxxii} (U) Article (U) TSgt Scott McNabb, 24 AF/PA, “(U) USCYBERCOM commander visits 24 AF,” 21 Oct 11.
- ^{lxxiii} (U) Article (U) SSgt Richard A. Williams, Jr., SAF/PA, “(U) 39th IOS honored with cybersecurity award,” 27 Oct 11.
- ^{lxxiv} (U) Article (U) Robert A. Talenti, 689 CCW/PA, “(U) Combat Comm Airman receives Bronze Star medal for Afghanistan Service,” 2 Nov 11.
- ^{lxxv} (U) Article (U) no author, “(U) Congressman Langevin visits 24th Air Force,” 19 Nov 11.
- ^{lxxvi} (U) Article (U) Tabitha Lewis, 38th Engineer Squadron, “(U) 38th Cyberspace Engineering Installation Group Activated,” 19 Jan 12.
- ^{lxxvii} (U) Article (U), no author, “(U) CYBERCOM senior enlisted leader visits Lackland, 17 Jan 12.
- ^{lxxviii} (U) Article (U), TSgt Scott McNabb, 24 AF/PA, “(U) Lord compares current cyber ops to early flying ops,” 30 Jan 12.
- ^{lxxix} (U) Article (U), Lt Casey Osbourne, 688 IOW/PA, “(U) 688th IOW Airmen earn AF-Level awards,” 23 Feb 12.
- ^{lxxx} (U) Article (U), Lt Casey Osbourne, 688 IOW/PA, “(U) Cyber skills honed at Red Flag,” 30 Mar 12.
- ^{lxxxi} (U) Article (U) Lt Casey Osbourne, 688 IOW/PA, “(U) 24 AF hosts annual strategic leadership meeting, celebrates successes,” 20 Mar 12.
- ^{lxxxii} (U) Article (U) AFSPC/PA, “(U) Inactivation of the 3d Combat Communications Group,” 7 Mar 12.