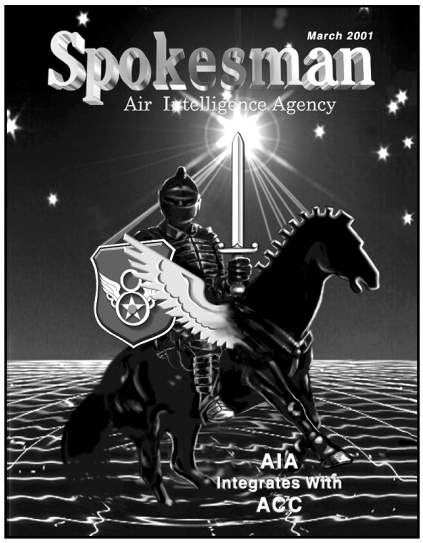

graphic illustration by Kathy Barnes
The March Spokesman cover features a graphic depiction integrating pieces from each of the three shields - Air Combat Command, 8th Air Force and Air Intelligence Agency - into one. A formal integration ceremony was held Feb. 1 at Headquarters AIA in San Antonio. See photos and articles on pages 3-7.

Maj. Gen. Bruce Wright
AIA commander

Dominick Cardonita
Acting director, Public Affairs

TSgt. Marilyn C. Holliday
Editor

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

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544th IOG

Capt. Joye Davis-Kirchner
26th IG

1st Lt. Karen Patrick
497th IOG

TSgt. Camron Cochran
Det. 5, 544th IOG

A1C Amanda Ollenburg
352nd IOS

A1C Annie Deparini
68th IOS

SrA. Marilyn Hockersmith
25th IOS

SSgt. Casey Goldston
Det. 1, 18th IS

Spokesman

AIR INTELLIGENCE AGENCY

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Warfighting in 21st Century

Air Force realizes full potential of IO

photo by Boyd Belcher

Gen. John Jumper, ACC commmander, speaks during the ceremony integrating AIA with ACC Feb. 1.

By Gen. John Jumper
Air Combat Command commander
Langley AFB, Va.

When Air Intelligence Agency joined Air Combat Command Feb.1, the intelligence community moved from supporting warfighters to being warfighters. Welcome to 8th Air Force and ACC.

As warfighters, you provide full-spectrum information operations products, applications, services and resources to Air Force major commands, Air Force components and national decision-makers.

By realigning the Air Force portion of the intelligence community, the information gathered by satellites, U-2 aircraft and other methods can be relayed faster to pilots before and after they take off.

IO capabilities have an inherently global aspect, as does the long-range bomber force. As a result, 8th Air Force now has the capability to strike targets as quickly as they appear – from eight seconds (electrons) to 18 hours (bombers).

In today's fight, we need to "find, fix, target, track, engage and assess" quickly and efficiently.

Gen. Mike Ryan, Air Force chief of staff, challenged us to do it in 30 minutes. I think we can do it in single-digit minutes.

This "kill chain" is what aerospace power is all about; how well we execute it is the measure of our combat effectiveness. There are no support roles in the "kill chain." Decision-quality data needs to flow fast and free at all levels – between the Air Operations Center, the shooters, the controllers, and the intelligence community.

Information operations is a new weapon system for Air Combat Command – it helps commanders quickly determine the situation, assess and address threats and risks, make timely and correct decisions and shape the battlespace to our advantage.

It improves the commander's capability to observe, orient, decide and act faster and more correctly than an adversary. Our jobs do not end with getting a picture of the target. Our jobs are finished when we confirm the target is destroyed and all aircrew have safely returned.

Information itself is a powerful weapon in this new environment in which we operate. In a world where a new generation of bad guys define winning as "not losing," and who consider our near miss of a target a big win for them, we must be quick, accurate and precise with our information.

We must protect our information collection and dissemination while seeking opportunities to exploit, destroy, disrupt and degrade our adversaries' information capability.

The men and women of Air Intelligence Agency bring this powerful weapon to Air Combat Command.

Thanks to your efforts, we will go to the next war with all of our warfighting capabilities brought to bear seamlessly and with full effect – exactly as it should be.

Ceremony symbolizes AIA integration within ACC

photos by Boyd Belcher and Guido Locati

Col. Steve Miller, AIA's director of Information Operations Weapons and Tactics and the commander of troops for the ceremonies, at left, walks with Gen. John Jumper, Air Combat Command commander, for the march in review.

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

About 1,000 people witnessed the transition ceremony where the Air Intelligence Agency went from a field operating agency subordinate to the Air Staff to a primary subordinate unit under Air Combat Command Feb. 1.

The ceremony was held in San Antonio at AIA's headquarters with keynote speakers: Gen. John Jumper, ACC commander; Lt. Gen. Thomas Keck, 8th Air Force commander; Mr. Tim Sample, director of staff, House Permanent Select Committee on Intelligence; and Maj. Gen. Bruce Wright, AIA commander.

General's points

"This change is the result of the Air Force's recognition of the critical importance of AIA's information operations mission," Wright said. "Our Air Force senior leadership clearly appreciates what we bring to aerospace operations and now we'll be much better integrated than in the past."

"This is a natural evolution," Jumper said. "It's an idea whose time has come. This integrates our information warfare skills and talents into the normal tactical and operational level of war just as we do fighters, bombers and others."

In addition to AIA becoming a subordinate unit to ACC, the 67th Information Operations Wing and 690th Information Operations Group at Kelly AFB, Texas, and 70th Intelligence Wing at Fort Meade, Md., were realigned to the 8th Air Force, headquartered at Barksdale AFB, La.

"We're excited about integrating information operations as a force enhancer and a force multiplier to compliment our traditional role of providing global air power for America," Keck said. "AIA's historic motto is freedom through vigilance. Intelligence, surveillance and reconnaisance contributes to the vigilance. Together with global aerospace and information warfare capabilities, we encompass the vision of global vigilance, reach and power for America."

Historical aspects

"In fact, today history has come full circle … this morning at the American Air Museum in Duxford, United Kingdom, the 488th Intelligence Squadron hosted a ceremony where Americans and Britains celebrated the permanent return of an 8th Air Force presence to England, as AIA's European units integrate into Air Combat Command and the Mighty Eighth," Keck said.

AIA was activated Oct. 1, 1993. Its predecessor designations were United States Air Force Security Service from 1948 -1979, Electronic Security Command from 1979 – 1991 and Air Force Intelligence Command from 1991 – 1993.

"Your superior performance is well known – from your direct impact at the highest levels in government, to the remarkable direct intelligence support at the operational and tactical levels," Keck said. "AIA warriors should be

proud of the impact they have in steering decisions … from policy making to warfighting. For over 50 years you've been part of the warfighting team, serving with distinction in Korea, Vietnam, the Gulf and very importantly, providing critical information that often helped us prevent the Cold War from becoming a hot war."

The agency's people worldwide deliver flexible collection, tailored air and space intelligence, weapons monitoring and information warfare products and services. AIA's mission is to gain, exploit, defend and attack information to ensure superiority in the air, space and information domains.

Milestone for intel

"I believe that this ceremony represents a milestone for intelligence," Sample said. "I believe that this change is a tangible act by the Department of Defense to recognize that intelligence is no longer a support function. Intelligence, in my view, is an integral part of operations. It is no longer a nice to have … it is a necessity."

"In the aftermath of the Gulf War, we watched the intelligence pendulum swing within the intelligence community, especially within defense," Sample said. "Once commanders found out the value of intelligence, a cry went out to support the warfighter and military operations at all costs.

"The bottom line is that data is nothing if it cannot be put into some useable context," he continued. "That ability relies on people … on you. And especially with the emerging importance of information operations, our strategic advantage to win the battle will not be our technical prowess, but our analytical wizardry and ingenuity in understanding what information we have and how to use it."

Integration changes

With the integration to ACC, AIA's three centers, the National Air Intelligence Center at

Flyover for integration ceremony

During the integration ceremony Feb. 1, four aircraft flew over the AIA courtyard - C130-H, F-16, RC-135 and B-1B Lancer, signifying the air capabilities used by the Air Combat Command, 8th Air Force and Air Intelligence Agency.

The hog-nosed RC-135 reconnaissance aircraft, Rivet Joint, *with its extensive antennae array, provides vital real-time battle management information to mission planners, commanders, and warfighters. The aircraft is a high-altitude version of the C-135, which is a militarized version of the Boeing 707. The Rivet Joint aircraft, owned and operated by the 55th Wing at Offutt AFB, Neb., also provides direct, near real time reconnaissance information and electronic warfare support to theatre commanders and combat forces. The Rivet Joint crew consists of members of several 55th Wing squadrons. The pilots, navigators, and maintainers are assigned to the 38th Reconnaissance Squadron. The electronic warfare officers, known as Ravens, and inflight maintenance technicians are from the 343rd Reconnassiance Squadron.*

Compass Call *is the designation for a modified version of Lockheed Corporation's C-130 "Hercules" aircraft configured to perform tactical command, control and communications countermeasures.*

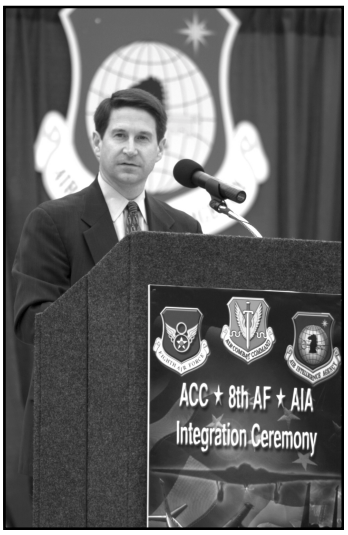
Specifically, the modified aircraft uses noise jamming to prevent enemy communications or to degrade the transfer of information essential for command and control of weapon systems and other resources. It primarily supports tactical air operations but can also provide jamming support to ground forces operations. Modifications to the aircraft include an electronic countermeasures system, air refueling capability, and associated navigation and communications systems. Compass Call has demonstrated its powerful effects on enemy command and control networks in Panama and Iraq.

The B-1B Lancer *is a long-range strategic bomber, capable of flying intercontinental missions without refueling, then penetrating present and future sophisticated enemy defenses. It can perform a variety of missions, including that of a conventional weapons carrier for theater operations. The B-1B uses radar and inertial navigation equipment enabling aircrews to globally navigate, update mission profiles and target coordinates in-flight, and precision bomb without the need for ground-based navigation aids. The swing-wing design and turbofan engines not only provide greater range and high speed at low levels but they also enhance the bomber's survivability. Wing sweep at the full-forward position allows a short takeoff roll and a fast base-escape profile for airfields under attack.Once airborne, the wings are positioned for maximum cruise distance or high-speed penetration.*

The F-16 Fighting Falcon *is a compact, multi-role fighter aircraft. It is highly maneuverable and has proven itself in air-to-air combat and air-to-surface attack. It provides a relatively low-cost, high-performance weapon system for the United States and allied nations. In an air combat role the F-16's maneuverability and combat radius, that is the distance it can fly to enter air combat, stay, fight, and return, exceed that of all potential threat fighter aircraft. It can locate targets in all weather conditions and detect low flying aircraft in radar ground clutter. In an air-to-surface role the F-16 can fly more than 500 miles, deliver its weapons with superior accuracy, defend itself against enemy aircraft, and return to its starting point. Its all weather capability enables it to deliver ordnance accurately during non-visual bombing.*

Gen. John Jumper
ACC commander

Lt. Gen. Thomas Keck
8th Air Force commander



Mr. Tim Sample
Director of staff, House Permanent Select Committee on Intelligence

Maj. Gen. Bruce Wright
AIA commander

Wright-Patterson AFB, Ohio; the Air Force Information Warfare Center at Kelly and the Air Force Technical Applications Center, an administratively supported unit at Patrick AFB, Fla., will continue to be aligned under the San Antonio headquarters.

Wright said the change "is the result of the Air Force's recognition of the critical importance of AIA's information operations mission. I think it's probably the most historic day in the history of the capabilities that we've always brought to the fight."

Wright will remain in San Antonio as AIA commander but will be dual-hatted as the 8th Air Force deputy commander for information operations. He is also the commander of the Joint Information Operations Center.

"Our challenge today is to work as a team … integrating IO with traditional missions to improve the global employment of aerospace power," Keck said. "Our objective is to become the Air Force's global numbered Air Force of first and last resort …providing aerospace and information superiority for the Air Force and the nation."

Ceremony specifics

The special ceremony was staged in the Ardisana Courtyard between Bldgs. 2000 and 2007. Five squadrons of airmen took part in the ceremony with an overflowing crowd comprising the audience.

The temperature was unusually low for a February San Antonio day at about 45 degrees.

Key players for the event were: Col. Steve Miller, commander of troops; Maj. Dwane Chatman, executive officer; 2nd Lt. Danielle Brousseau, adjutant. Commanders for the various squadrons participating were: Col. David Senty, Headquarters staff; Col. James Massaro, 67th Information Operations Wing; Col. Harold Beatty, 70th Intelligence Wing; Col. Paul Dettmer, AFTAC; Col. Steven Capenos, NAIC; and Col. Richard Stotts, AFIWC.

Under the direction of MSgt. Bill Nichols, the Air Force's Band of the West provided musical accompaniment for the ceremony.

Flag bearers from AIA's honor guard were: SSgt. Jason Barbour, and A1Cs Randal Flynn, Peter Magno, Scott Tracy, Nicholas Schopperth and Michael Pennington Jr.

During the integration ceremony Feb. 1, four aircraft flew over the AIA courtyard - C130-H, F-16, RC-135 and B-1B Lancer, signifying the air capabilities used by the Air Combat Command, 8th Air Force and Air Intelligence Agency.

photos by Boyd Belcher and Guido Locati
The crowd, gathered to witness the ceremony to integrate AIA into ACC, pays respect to the American flag.

Air Combat Command

The brilliant silver sword with its widespread golden wings represents our aerial supremacy gained through unblemished personal combat. It stands strong and upright, protecting both the sky - the upper field of azure - and our embattled ground forces - the lower field of red.

Air Combat Command was established June 1, 1992 and is commanded by Gen. John Jumper. ACC stood up from its two predecessor organizations, Strategic Air Command and Tactical Air Command, both founded in March 1946. It provides combat-ready aerospace forces to unified warfighting commands. ACC operates Air Force bombers, information weapons and conus-based fighter and attack aircraft. The command organizes, trains and equips airmen for combat in the aerospace and information realm.

Many AIAers participated in flight formations for the ceremony.

8th Air Force

The winged numeral 8 represents the power and mobility of the mighty 8th Air Force. Charged on a blue disc, the yellow eight also represents its proud Air Force heritage. Contained within the lower lobe is a white and red five-pointed star, the same device which marks our great nation's aircraft.

The 8th Air Force was established Jan. 28, 1942 and is commanded by Lt. Gen. Thomas Keck. The mighty 8th has an impressive record in combat from World War II to Operation Allied Force. It is the Air Force's global numbered Air Force of first and last resort. It provides warfighting commanders-in-chief decisive attack options using information weapons, conventional weapons and nuclear weapons.

Air Intelligence Agency

Dividing a field of blue which alludes to the sky, is a globe that represents the Air Force's global reach - global power. In the sky is a compass that signifies intel operations, reaching the four corners of the world. The black knight conveys power and the ability to strike from the unexpected quarter. The key symbolizes the quest for information superiority.

The Air Intelligence Agency was established Oct. 1, 1993 and is commanded by Maj. Gen. Bruce Wright. AIA's predecessor organizations include the Air Force Intelligence Command, Electronic Security Command and the United States Air Force Security Service, which stood up Oct. 20, 1948. AIA delivers information operations capabilities to attain information superiority. The AIA commander is also the 8th Air Force deputy commander of Information Operations. He maintains service cryptologic element authority over 8th Air Force's 67th Information Operations Wing and 70th Intelligence Wing.

The positioning of the flags of Air Combat Command, 8th Air Force and Air Intelligence Agency symbolizes the integration of the Air Intelligence Agency into 8th Air Force and Air Combat Command.

AIA nabs four ROTC scholarships

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

The 2000 Scholarships for Outstanding Airmen to ROTC selections were made earlier this year and the Air Intelligence Agency captured four of the 33 spots – an amazing feat.

The top scholarship recipient is SrA. Tanya Barnhart from the 301st Intelligence Squadron at Misawa AB, Japan. Barnhart is the recipient of an uncapped tuition scholarship to the college of her choice. The other three recipients are SrA. Jeff Crepeau from the Air Force Information Warfare Center at Kelly AFB, Texas; SrA. Joaquin Cruz from the 32nd Intelligence Squadron at Fort George Meade, Md.; and A1C Andrew Melchiors from the Air Force Technical Applications Center at Patrick AFB, Fla., an administratively supported unit. These three recipients have each earned a $15,000 tuition per year scholarship.

Of note is the fact that AIA nominated five airmen – achieving an 80 percent selection rate for the year. Unlike some of the other scholarship programs, the goal of SOAR is to get commanders involved in the selection process. Wings and major commands nominate their best and brightest airmen to leave active duty and enter ROTC with scholarships, and to complete undergraduate degrees while earning their commissions.

Selected from AIA are:

SrA. Tanya Barnhart
301st Intelligence Squadron

At the time of her selection, Barnhart was a logistics aviation staff analyst at the 301st. She performed post event analysis on air activity within the analysis and reporting division at the multiservice Misawa Cryptologic Operations Center, AIA's largest field site. She provided daily technical feedback and analytic guidance to four multiservice 24-hour watch sections. She also conducted first point processing and analysis of time-sensitive data and reports of technical information on national-level consumers and Pacific theater tactical commanders.

SrA. Tanya Barnhart
301st Intelligence Squadron

Recently, however, she was handpicked as the MCOC director's executive assistant and secondary executive briefer. She handles administrative functions for the MCOC Command Section. She also coordinates all distinguished visitor activities for the site, on average more than 40 visits each year. In addition, she also provides executive support to the MCOC Executive Steering Committee, a strategic planning body composed of commanders from all services assigned to the MCOC.

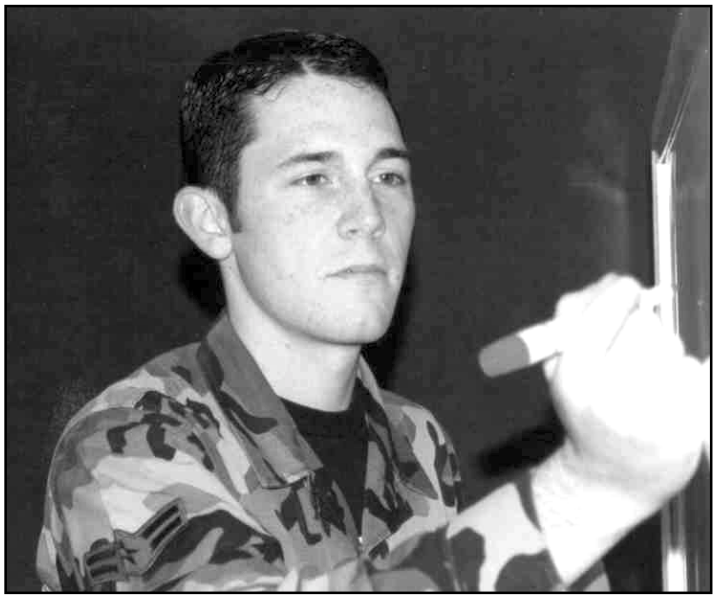
"Committed above her peers, she routinely puts in 12-hour days tackling projects that provide insight to the entire intelligence community while aggressively pursuing her college degree," Col. Dennis Mitzel, Misawa Cryptologic Operations Center director and 373rd IG commander, said. "While she's done a most admirable job with this position, it is all her additional accomplishments that set her apart."

"While there is no doubt she would continue to serve in a variety of leadership positions as a future NCO and senior NCO, it is this dominant trait - leadership - that will guarantee her success in the SOAR program and as an Air Force officer," Mitzel said.

Since joining the Air Force she has built on her two-plus years' college credits obtained from Purdue University, completing 24 transferred college credits in pursuit of her bachelor's degree.

"As eye-opening as all her individual accomplishments are, it's her emerging leadership qualities that most impress," Lt. Col. Gregory Burns, 301st IS commander, said. "Assigned to a complex project of critical importance to the national intelligence community, she spearheaded a team of 10 troops, all of them older and more experienced, and through operational credibility, desire to accomplish the mission and herculean work ethic, produced and briefed a definitive report on the issue at hand."

"Throughout my time in the service, I have been blessed to serve under officers who have led their troops by example and whose integrity, honor and dedication to both



A1C Andrew Melchiors
Air Force Technical Applications Center

the Air Force and the people who serve with them inspired loyalty and motivation," Barnhart said. "I believe that this inspiration is what the Air Force needs to maintain superiority in the 21st Century. To do more with less, we need a force with the motivation to go above and beyond what is required of them as they seek to successfully accomplish the mission. To develop that force, we need leaders like the leaders I have worked for. I am seeking an Air Force commission because I feel that I can significantly contribute to the Air Force and its mission."

A1C Andrew Melchiors
Air Force Technical Applications Center

Melchiors is a maintenance control apprentice at AFTAC where he maintains and monitors the status of 13 AFTAC distributed seismic network sites, nine auxiliary seismic network stations, seven hydroacoustic technique equipment locations and seven National Data Center locations. He performs first-tier troubleshooting, repair, modification and installation on automatic data processing and recording systems, computer-based software development systems, 21 local area networks and related power and data support systems.

"A1C Melchiors has already displayed superb leadership potential, the ability to excel in a demanding academic environment and the maturity to bring all these qualities together giving us an extremely professional airman," Col. Paul Dettmer, AFTAC commander, said. "He quickly became an integral part of our AFTAC team that provides extremely sensitive data and reports to national level decision makers and to the international nuclear test ban treaty monitoring community. He also quickly integrated himself into the local community by unselfishly volunteering at the Daily Bread Soup Kitchen. He has a proven record, outstanding leadership potential and a keen desire to take on new challenges. He displays all the traits desired in the future leaders of our Air Force."

He has already completed 69 hours towards a degree in computer information systems. During his assignment at AFTAC, he has mastered six diverse computer systems supporting the United States Atomic Detection System, United States National Data Center and the Comprehensive Test Ban Treaty.

"I desire to earn an Air Force commission because I see it as the next logical step in my career progression," Melchiors said. "I plan to continue to provide the high quality performance and service that I have shown in my career to date. I look forward to the increased leadership and management challenges I will face as an officer."

SrA. Jeff Crepeau
Air Force Information Warfare Center

Crepeau is a database applications programmer at the AFIWC where he performs intermediate level database development for the Computer Security Assistance Program Database System to include: database table changes, database script programming and graphical user interface development. He designs, codes and tests database utilities, graphical user interfaces and reports to support the Air Force Computer Emergency Response Team, MAJCOM network operation security centers and other information protection organizations worldwide.

"Not only is he an outstanding computer technician, but his initiative and can do attitude has marked him as a superstar among his peers," Col. Charles Hall, Information Operations director at the AFIWC, said. "He was my choice for Directorate Airman of the Quarter for three of the past six quarters, an unprecedented feat."

SrA. Jeff Crepeau
Air Force Information Warfare Center

He attends San Antonio College where he is pursuing a computer science degree.

"As well as being an excellent programmer he has dedicated his personal time to advance his college education and support the local and Air Force communities via the Civil Air Patrol and the AIA Honor Guard," Angelica Collazo, System

SrA. Joaquin Cruz
32nd Intelligence Squadron

Integration Section chief, said. "It is also worth noting that he is a natural leader and my first choice for special assignments. He has continued to prove that he can be counted on not only to be a player but a major contributor."

"I am looking forward to the new challenges that I'll face as an officer," Crepeau said. "I love the pride I feel knowing that I am serving my country – nothing compares to it. I believe that I can do so much more once given the chance. I have grown and learned so much in the short time I have spent in the armed services, that I can't wait to see what trails and adventures lie in the benefit of receiving an Air Force commission."

SrA. Joaquin Cruz
32nd Intelligence Squadron

Cruz is a multimode systems operator assigned to the Conventional Remote Operations Facility. He utilizes unique receivers, demodulators and electronic components to operate specialized receiving and auxiliary euipment. He scans frequency spectrum, tunes receivers to prescribed frequencies and adjusts equipment to obtain clear reception. Monitors and copies international morse code and various types of non-morse signals through varying intensities and types of interference. He also commands a computerized console to select and acquire associated signals and ensures all data is correctly formatted in accordance with the management quality control program.

"As a multimode collector, his initiative and unsurpassed dedication to duty inspired his joint service and civilian coworkers to achieve the highest levels of performance in providing intelligence data to national command authorities and theater commanders," Lt. Gen. Michael Hayden, NSA director and Central Security Service chief, said. "In addition to being a superb technical leader, Airman Cruz has proven himself a well-rounded Air Force leader through active involvement in every aspect of Air Force activities at Fort George Meade, to include serving as an instructor of the locally developed Teaching Early Airmanship and Mentoring Course. His contribution in these areas will have a lasting, positive impact on Air Force personnel assigned to NSA."

Cruz is actively pursuing his bachelor's degree in financial management.

"This individual displays exceptional potential and has been recognized by the most senior leadership at the National Security Agency and at Fort George Meade," Col. Harold Beatty, 70th Intelligence Wing commander, said. "He is one of the best and strongest performing young airmen assigned to the 70th Intelligence Wing. He has been actively involved in all aspects of mission success."

"Duty, honor and country," Cruz said. "These are the three words that best illustrate my reasons for seeking a commission in the United States Air Force. I knew as soon as I put on this uniform that the Air Force would not be just a job, but a way of life. It was at that time I decided to work towards a commission, so that I could best serve the Air Force, but also reach my full potential."

All four of the scholarship recipients will separate from active duty in the fall of 2001 and head for college. After graduating from college, the four will enter active duty again as second lieutenants in the Air Force.

Scholarships for Outstanding Airmen to ROTC

Basic Eligibility

Age: *Under 25 as of June 30 of the commissioning year*
Academic: *2.5 minimum GPA*
Benefits: *Tuition, fees and books paid, plus $200 monthly stipend during school year*
When to Apply: *Nominated by commander in fall*
Can use G.I. Bill if eligible to discharge

480th imagery critical for mission planning of the future

By Capt. Pat Hannon, Mr. Frank McAlpine & TSgt. Kevin Pease
36th Intelligence Squadron
Langley AFB, Va.

The 480th Intelligence Group, Langley AFB, Va., has made significant strides towards meeting today's warfighter demands for imagery and mapping data in digital format for automated mission planning and rehearsal.

This digitally formatted data was used extensively during Operation Allied Force, and led to a six-month training, production and evaluation period by the National Imagery and Mapping Agency. NIMA validated the 480th IG as an Air Force certified Controlled Image Base production organization in 2000.

CIB is a specially formatted broad area imagery product. Layers of imagery and locational data are loaded into an aircraft's navigational system, or a flight simulator, to ensure safe navigation and familiarity with the terrain.

CIB is the primary data source used in Air Force automated mission planning and rehearsal systems and is the Department of Defense imagery source standard for these systems. The first Air Force CIB built by the 480th IG was produced from five-meter resolution commercial imagery, which means that the image quality allows customers to differentiate between objects on the ground as small as five meters in diameter, provided they are separated by a distance of five meters.

Following a period of intensive training, the 36th Intelligence Squadron, a subordinate unit of the 480th IG, created a seamless CIB imagery database of the entire state of Oklahoma.

The product, called Air Force-CIB, was compiled for the 25th Flying Training Squadron, Vance AFB, Okla. The 25th FTS uses this imagery database to train more than 1,400 pilots and navigators annually in mission planning and rehearsal. This was the first time a DoD unit other than NIMA provided a certified CIB database to Air Force flying squadrons. The project also provided airmen the experience necessary to build this unique imagery database. In the future, projects will use national imagery in addition to one, five and 10-meter commercial imagery sources. Also, CIB databases will be built for worldwide contingencies, not just training ranges.

In 1998, the Air Force deputy chief of staff for Air and Space Operations designated the 480th IG as the primary commercial imagery production facility for several Air Force missions.

These missions include training and exercises, battle space visualization, Intelligence Preparation of the Battle space, environmental support and unique mission and weapon systems requirements.

Over the past few years, the branch workload has increased dramatically as the demand for these products has increased. Commercial imagery is also being used as an additional data source for intelligence products that traditionally have relied on national sources. The 36th IS Imagery Operations Flight also has the distinction of being the primary Air Force producer for multi-spectral imagery products, which allow analysts to differentiate between terrain types (i.e. rocks, water and soil) by analyzing the reflection of the sun's energy by these objects. MSI analysis is used for terrain categorization in paradrop maps as well as trafficability studies for adversary ground systems.

Commercial imagery is becoming more available and provides more coverage that relieves tasking of national imagery assets. This added availability and coverage increases the amount of data that may be used for training, exercise and mission planning. The result is a better, more comprehensive product for warfighters.

As technology provides new tools for mission planners and warfighters, intelligence products must maintain parallel development.

Whatever the future may call for, the 480th IG is poised to use technological developments such as commercial imagery to meet the needs of combat operations in the 21st Century.

photo by Boyd Belcher

Wearing the titles proudly for 2001 are SMSgt. Robert Wyman and SrA. Isabel Cansino, alternate AIA ambassadors; and SrA. John Mendoza and and SrA. Shishana Sims, who will serve as primary AIA ambassadors.

AIA names ambassadors for 2001

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

Viva Fiesta!! In January?

The first one of many events to celebrate San Antonio's Fiesta was held at the Air Intelligence Agency's B. A. Larger Auditorium Jan. 5 – the annual ambassador announcement ceremony.

At that time, the four 2001 AIA ambassadors were announced and recognized by Maj. Gen. Bruce Wright, commander, and his wife, Kerri, to a "packed house" of local dignitaries, officials and AIA members.

Wearing the titles proudly for 2001 are SrA. John Mendoza and SrA. Shishana Sims, primary ambassadors, while SMSgt. Robert Wyman and SrA. Isabel Cansino, will serve as alternates.

SrA. John Mendoza

Mendoza is a native of San Antonio. He enlisted in the Air Force in 1998 and the Medina Regional Security Operations Center is his first duty assignment. He is a signals intelligence production specialist at the MRSOC, operating electronic equipment systems designed to collect and process Morse communications and scan portions of the frequency spectrum.

photo by Boyd Belcher

Ambassadors took part in the annual Valentines for Vets event at the Audie Murphy Veterans' Hospital in San Antonio. From left are, Carl Dixon, Navy and Air Force veteran; and AIA Ambassadors SrA. John Mendoza, SrA. Shishana Sims and SrA. Isabel Cansino. The annual event brings people together from throughout the city to honor hospitalized veterans.

Mendoza is also active in community activities to include the HQ AIA and MRSOC Joint Service Honor Guard, mentoring two high school students, Hispanic Heritage Committee, coaching and volunteering for the 2000 Special Olympics.

"Through my various volunteer activities I have established a rapport with the people of San Antonio and I am honored to represent our command in keeping with the highest standards of our profession," Mendoza said. "I believe every day, whether in or out of uniform, we represent the Air Force. First impressions last a lifetime and I am ready to fulfill the challenges laid before me."

SrA. Shishana Sims

Sims is a cryptologic linguist specialist, also at the MRSOC. Her job involves monitoring, transcribing, analyzing and evaluating specifically selected, highly specialized voice communications. Born in Torrance, Calif., she enlisted in the Air Force in April 1998. She has completed 33 semester hours of undergraduate study at Sacramento City College, Calif.

She is an active volunteer with the Joshua's Victory Outreach Program, which feeds and councils underprivileged children and their parents. As a volunteer for the American Cancer Society she drives cancer patients to their treatment appointments and she has also served as team captain for an ACS Relay for Life.

"Throughout my short military career I have been an active participant in Air Force and community events and intend to continue," Sims said. "I enjoy my job very much and do whatever I can to support my section, unit and command."

SMSgt. Robert Wyman

Wyman is the superintendent for the AIA Analysis and Reporting Section of the Directorate of Operations. An Air Force "brat," he was born at Minot, N.D., and grew up all over the world. He enlisted in the Air Force in July 1981. In his current position he works all intelligence analysis and reports issues for AIA's Information Operations Directorate staff. He has published four AIA instructions and established clear, concise oversight responsibilities and operational procedures for every level from HQ AIA to the 70 AIA field sites, consisting of more than 1,500 intelligence analysts.

Wyman has earned his associate of science degree in communications application technology from the Community College of the Air Force and is only a few credits away from his bachelor's degree. He is also an active volunteer, earning the Military Outstanding Volunteer Medal for his tireless support to youth sports programs and the local community. He participates in Valley High Baptist Church fund raising activities and routinely donates time, money and goods to three local San Antonio charities.

He is married to the former JoAnne Sukus and they have four sons, Christopher, Keith, Daniel and Michael.

"As an AIA ambassador, I will have numerous opportunities to get out and spread the word that AIA is here to help," he said. "My experiences while being assigned in Europe, Southwest Asia and Asia make me an excellent spokesperson for AIA on a global scale. Being on the down swing of my Air Force career, I can't think of a better way to pay back AIA for all the great years than by being a positive role model to the San Antonio population."

SrA. Isabel Cansino

Cansino is assigned to the Air Force Information Warfare Center, where she is a command and control network analyst. She performs multisource analysis on command, control and communications nodes and systems to develop data files for entry into the United States Air Force Command and Control Warfare Operational Support System, Constant Web. She enlisted in the Air Force in 1996. Born in Bronx, N.Y., her family moved to San Angelo, Texas, when she was 10 years old. She graduated high school at number 36 of 600 students.

Her first assignment was to the 324th Intelligence Squadron at Wheeler AAF, Hawaii. She worked at the Kunia Regional Security Operations Center as a Morse Code operator, a non-Morse signals technician. While there she was one of two command briefers, providing more than 150 station briefs to about 300 visitors, to include flag officers, high ranking civilians and foreign dignitaries. Cansino was responsible for briefing the House Permanent Select Committee on intelligence and was specially recognized by Porter Goss, chairman.

"I love San Antonio," she said. "Growing up in San Angelo, I have always wanted to live here and I feel like I belong here. As a bilingual Texan, I am someone to whom people in this community can relate."

Ambassadors were selected for a one-year term. Ambassadors stay busy during that year attending community events such as festivals and pageants, parades and military functions, in addition to attending about 50 events during the 10-day Fiesta celebration in San Antonio.

694th Intelligence Group Security Forces pose with their AIA Security Excellence Award trophy. From left are: SrA. Jessica Hauser, SSgt. Anthony Williams, MSgt. Jeffrey Jones, TSgt. Michael Manker, TSgt. Stephen Myers, SMSgt. Robert Norman and SrA. Cristina Taylor.

Team effort at 694th garners big win

Security Forces members not merely managing security programs

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

The Air Intelligence Agency Security Excellence Award presentation was made during the recent commanders' conference. Taking home the trophy were the 694th Intelligence Group Security Forces members from Fort Meade, Md.

Members of the 694th are not merely managing security programs.

"They are vigorously involved in activities that ensure a safe and secure community for our most valued asset, the Air Force member and his or her family," Col. Michael Rogers, commander, wrote in the nomination package. "The initiatives of our people extend beyond the perimeter of the 694th IG and well into the communities of local security and law enforcement agencies."

"The people of the 70th Intelligence Wing play a critical role in aerospace and information dominance every minute of every day," Col. Harold Beatty, 70th IW commander, said. "The integrity and security of the wing's mission rests on the shoulders of a great many people who are part of a great team. To have the 694th Intelligence Group selected for this award is a tribute to the hard work and professionalism that this team is able to perform."

A few of those programs are the designated driver program each December, direct support to the post provost marshall and the National Security Agency and hands-on training from U.S. Marine brigade members on minimum custody prisoner escorting.

The group also selects its best members to represent them for a briefing forum, appropriately named the Dream Team. The Dream Team briefs commanders, ensuring commanders are armed with information needed to execute their personnel management functions. One particular team member, the security forces representative, provides squadron commanders with information on local law enforcement policies and procedures, escort requirements for control facilities, the spirit and intent of the local polygraph requirement, and other useful need-to-know information on the management of their information, personnel and physical security programs.

"Even though the Security Forces received the award, it's really the group as a whole who received the award," MSgt. Jeffrey Jones said. "The award process was a combination of all the security programs here. No one section is responsible for the award alone. It was a team effort."

The 694th never overlooks training opportunities, taking advantage of training from the Defense Intelligence Agency's Joint Military Intelligence Training Center and the Defense Security Service.

"We know that our success in the intelligence community is incumbent upon our ability to train and educate our personnel on the value of information security and how it relates to our warfighting skills and national security," Rogers said. "With each passing day, we remain forever mindful that our success rests upon our ability to integrate mission priorities with security requirements. My security professionals in Information, Operation, Physical, Computer and Personnel Security are, without a doubt, a glowing example of what teamwork is all about."

Day to day functions include

supporting more than 3,000 active duty members, Reservists and government service civilians, plus actively supporting short notice contingency deployment to every corner of the world.

"The security excellence award process was complex because of the way the agency and offices are set up here," TSgt. Michael Manker, said. "Each unit or office security manager was responsible for excelling in the standards that allowed the group to win the award. But it also goes beyond the security managers. Every member – from the highest ranking officer to the lowest airman here is responsible for being part of the team and the security program."

Light of the future burns bright

324th volunteers take excellence partnership agreement seriously

By SrA. Rachel Bush
324th IS
Hickam AFB, Hawaii

Everyone would agree that the light of our future is children, and one way to ensure that light never burns out is to help teach and shape those children today.

The 324th Intelligence Squadron and the Pacific Air Force Computers Systems Squadron have been doing just that by volunteering numerous hours to help in many ways at Waimalu Elementary School.

For the past five years the school and both squadrons have been participating in a contract signing ceremony called the Excellence Partnership Agreement. This annual ceremony is held to celebrate the forever-giving relationship between the school and both squadrons.

One 324th IS volunteer who attended the emotional ceremony this year, SSgt. Tracy Hornback said, "The volunteers, teachers and some students have tears in their eyes when the students sing their songs to salute us. It is really an exceptional moment. I've done this for three years and I still cry."

Under the terms of the contract both parties agree to work in a partnership to accomplish a variety of goals to help improve the education, health, fitness, and citizenship of the youth in Hawaii's schools.

The units achieve these goals by providing mentors to the students, at least once a week for the whole year, to help with schoolwork and various school projects.

The most recent project, headed by SSgt. James Duclos, 324th IS, was to teach new students originally from different nations, about the meaning and history of Thanksgiving. Through this type of mentoring, students become proficient in the English language as well as American customs.

Mrs. Stacey Cooper, a Waimalu specialty teacher specializing in English as a second language, said "the mentors encourage and motivate our students to work hard and are also a big help with the shy students. These students become more verbal and participate a lot more when the mentors show up."

The units also dedicated many hours to the beautification of the school grounds and classrooms. This project helps to modernize the teaching resources and facilities as well as the physical appearance of the school. Ms. Maureen McFerrin, from the Computer Systems Squadron, has been fixing donated computer hardware to create a computer lab for the whole school to use. She also has been spending a good portion of her free time teaching the students as well as the teachers how to use the computers.

Many other activities happen throughout the year. Just recently volunteers participated in making "Boo Grams" for Halloween to deliver to several classes.

The "Boo Grams" are bags full of candy and a message wishing the children a safe and happy Halloween. Each volunteer dressed up in "country bumpkin" outfits with pigtails and blacked out teeth to surprise the students and faculty with goodies. The next project volunteers have planned is a six-week course called junior achievement, which will help Waimalu students understand how the free enterprise system works.

Time and time again, we often see individuals helping out on a one-time basis, but in this case these two squadrons are stepping into a continuous cycle providing non-stop volunteering to make a permanent change. These are only a few highlights of all the great things the 324th IS and PACAF CSS have been doing for Waimalu Elementary.

Strategist delivers plan for success

39th IOS hears "Winning in Fast Time"

By MSgt. Cathy Landroche
16th Special Operations Wing/PA
Hurlburt Field, Fla.

Retired Col. John Warden III is a man with a plan. The noted executive, strategist, author and motivational speaker came to Hurlburt Field Dec. 18, at the invitation of the 39th Information Operations Squadron, to give a briefing entitled "Winning in Fast Time," to members of the squadron and the base community.

The colonel's distinguished military career includes authoring the seminal work on modern air power theory, *"The Air Campaign: Planning for Combat."* Gen. Norman Schwartzkopf and Gen. Colin Powell credited him with creating the air campaign that defeated Iraq in the Gulf War.

Warden retired from the military in 1995 and started his own company, Venturist, Incorporated, which specializes in multimedia design and software, for computer-based training. He's also chairman and CEO of Prometheus Strategies, Inc., which specializes in management consulting.

He said his experience in Vietnam was what encouraged a different way of thinking.

"I spent a year in Vietnam, and at the end of that year the world was about the same as it was when I got there – in other words, we'd accomplished nothing. My resolution when I left was 'I never again want to be part of a losing operation.'"

He surmised the answer came down to one word – strategy. "The North Vietnamese had good strategy, which allowed them to be successful even though they had inferior resources and lost all the battles," he said.

Other experiences throughout Warden's career contributed to the process. He was involved in a variety of American war plans while stationed at the Pentagon. One was designed to allow the U.S. to fight the Soviets across the Fulda Gap. "As I started looking at the plan, I found the whole concept was similar to the way we fought in Vietnam: We're going to meet the Soviets at the Fulda Gap, we're going to beat them there because we're better, we're stronger, we're tougher – we're Americans.

"I said, 'Holy smoke! We just did this in Vietnam and it didn't work worth a plugged nickel. Now we're going to try it again against the Soviets who have a heck of a lot more capability and mass and people than Vietnam? It doesn't make a lot of sense to me; there's got to be a better way.'"

He said while at National War College in 1985, he made time to start thinking about the situation more seriously. It was there he wrote the "Air Campaign" book, which was designed to make people think about a different way to employ existing air assets for a significantly higher success rate.

While flying F-15s at Bitburg Air Base, Germany, his next assignment, Warden was able to employ many of his ideas successfully.

While working for the Air Staff, he was asked to take some of the concepts from his book and elevate them in a way they could be applied across the entire Air Force. When Iraq invaded Kuwait, he put together a war plan for General Schwartzkopf who thought it was pretty good. He took it to General Powell with the same response. "General Powell took it to the president in a condensed form, and several months later, with some changes and expansions, but basically

Retired Col. John Warden III signs a copy of "The Air Campaign: Planning for Combat," *after speaking to the 39th IOS. With him is SSgt. David Allen and Maj. Lisa Onaga, 39th IOS commander.*

the same plan, it was executed and it worked out OK," said the colonel.

The same set of ideas were used for his following job in the White House finding ways to improve American competitiveness in the commercial sector.

Additionally, when Warden went to Air Command and Staff College, he used almost exactly the same set of ideas as the core for the curriculum and changing where the college stood in terms of professional military education worldwide.

Upon starting a new career in the civilian world after retirement, Warden once again found himself using the same sets of ideas. "Competition is basically the same whether you're talking about war, business, politics or anything else," he said. "Obviously the delivery is different, but when you get down to it, the concepts, the theories, the things that determine whether you're going to win or lose are very, very similar.

"Once you've learned the strategy, you can apply it to your personal life, your business life, your squadron life, because strategy is strategy, it doesn't matter what the competition is," he said.

Warden's four foundations or imperatives of strategy are as follows:

❑ **Design the Future** – Don't start from where you are and work forward. Instead see where you want to be at the end – define that future and then work backward to figure out how you're going to get there.

❑ **Target for Success** – There are millions of potential targets, the majority of which you can hit with great success, but you'll achieve nothing because they don't have any impact. But there is a certain category of targets – centers of gravity – and when you touch those, it has a dramatic impact on the system you're dealing with.

❑ **Campaign to Win** – Do whatever is necessary to organize and orchestrate your resources in order to apply them in parallel very rapidly against the targets you've chosen to change the system and get you to the future you've devised.

❑ **Finish with Finesse** – If you don't win the end game, you haven't done anywhere near as well as you should have. At the same time you start thinking for the future game, you need to be working on the end game – it's all equally important. There's no sense being successful at war and then falling off a cliff at the end of it and not making a successful transition from war to peace.

Colonel Warden also has a set of Cardinal Rules, which fall under these foundations:

❑ Remember you're operating under the context of a system, be it family, squadron, or country. There are many interrelated events happening at the same time and you'll always find resistance if you don't consider all parts of the system.

❑ Serial versus parallel attack – In serial attack, you spend time in one area and when that's right, you go to the next. In parallel attack, doing many things at one time significantly increases your probability of doing it with less risk and cost.

❑ As time goes on, the cost of the operation goes up. Time is money, time is blood, time is lost aircraft. The area of highest cost is where people have the lowest probability of winning. However, at the opposite end, the highest probability of success is at the lowest cost of the operation.

❑ Utilize Fast Fail – Get out and try something, if it doesn't work, say ' OK, we tried and it didn't work, now let's go do something that has a probability of success.' Make things happen quickly.

❑ Plan in the Open – When you get a lot of people together, you get extraordinary power. More people equal more avenues for accomplishment. If you don't have many people, you don't have critical certainty that someone will know the answer, or know where to find it.

❑ Use Good Enough Plans – Perfect plans take forever to build and that's too long. Good enough plans that are violently and rapidly executed are far superior to perfect plans that are delayed too long.

"Strategy isn't easy because you need to think in a different way than you do on a daily basis," said Colonel Warden. "On the other hand, if you get it right, it's the thing that allows you to win, regardless of what your assets are.

"If you take these four sets of ideas and apply them on a daily basis, in your personal life, or wherever, you'll find you start thinking and acting more strategically. You'll start getting significantly better results and you're happier with them," he concluded.

Operation Chastise

Rotating mine appears like bouncing pebble on pond

By Dr. Dennis Casey
HQ AIA/HO
Kelly Air Force Base, Texas

Adolph Hitler unleashed a campaign of international aggression when his forces invaded Poland Sept. 1, 1939. Eventually this move would engulf the United States and much of the world in a world war. In a matter of days Poland fell to Hitler's "Blitzkrieg," and a new style of warfare involving massive use of air power and ground troops in coordinated strikes began.

By June 1940, German forces occupied much of Western Europe. Only Britain refused to capitulate and by a tremendous effort managed to save much of its army from annihilation at Dunkirk. With continental Europe in his hip pocket, Hitler then turned to England. By late summer the British people were reeling from the aerial onslaught of the German Luftwaffe. Even with American help the tide seemed to be in favor of the Third Reich.

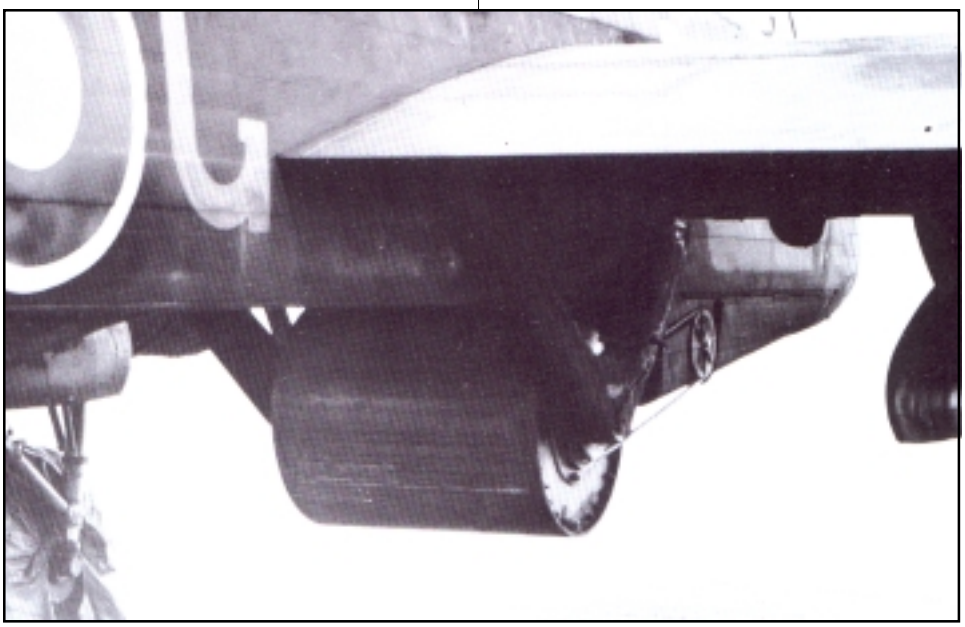
The opportunity to strike back at Hitler came in November 1942. In Operation Torch, American and British troops landed in Morocco and Algeria. In this first attempt to carry the war to the enemy, the commander, Gen. Dwight Eisenhower, hoped to entrap the German Army between American forces pushing eastward and British forces advancing westward from Egypt. The British victory at El Alamein led to the surrender of over a quarter of a million German soldiers in Tunisia in 1943. These successes encouraged the British to take additional steps in carrying the war to Germany.

But exactly how was this to be done? What targets could British forces attack that would bring considerable damage to the Germans? Planners in the Royal Air Force reasoned that if the dams on the Mohne, Eder, and Sorpe rivers could be breached, the resultant flooding to communications and industry in the Ruhr valley could significantly disrupt German wartime production.

Events began to move quickly March 17, 1943. The British formed Squadron X in considerable secrecy to breach the Ruhr dams. Within two weeks the squadron received its official designation, No 617 Squadron, and its 133 aircrew had been picked from the Royal Air Force. The potential value of the mission became all the more apparent when reports from the British Government's Ministry of Economic Warfare predicted widespread chaos in the Ruhr valley if these dams could be damaged.

The electric power made available by the dams fueled German industry in the region. The task was not to be an easy one. Structural analysis indicated that the dam walls were made resistant to damage form conventional freefall bombs. Another means would have to be devised to cause catastrophic breaks in the structures.

For months, Dr. Barnes Wallis, a British inventor, had been working on the problem of how to breach the seemingly invulnerable dams. After extensive investigation, he concluded that a bouncing bomb that could be dropped from an airplane and skipped across the surface of the dam's reservoir like a flat pebble across a pond might hold the answer. With the codename "Upkeep," the bouncing bomb Dr. Wallis devised was more like a spherical mine. The plan called for the mine to be placed beneath the fuselage on a modified four-engined Lancaster. Held in place by a pair of side-swing calipers, the mine was to be rotated up to 500 rpm by a belt drive tied to a hydraulic motor mounted in the forward fuselage. Turning at 500 rpm, the



The Upkeep rotating mine in place beneath the fuselage., held between a pair of side-swing calipers and rotated, via a belt drive by a hydraulic motor mounted in the forward fuselage.

mine was to be dropped from the plane 1,200 to 1,500 feet above the surface of the reservoir. It was speculated that the rotating mine would act just like a bouncing pebble on a pond and make contact with the dam wall. The mine would then sink to a predetermined depth where three hydrostatic pistols would detonate and explode the 6,600 pounds of Torpex explosive against the dam wall. The shock waves set off from the explosion would then open the structure sending millions of gallons of water into the valley below.

The proposed mission contained a lot of firsts. Nothing like it had been tried before. Because of this there were no prior records that could offer guidance. Flying low level with a heavy load of munitions over enemy territory offered ample risks. When flown over waters the risks were compounded. Because of the many mission imponderables, the RAF resorted to extensive photographic reconnaissance. From the reconnaissance missions, planners hoped to learn when the water levels behind the dams would be at their maximum height. It was also hoped the reconnaissance missions would provide information on anti-aircraft defenses.

On February 7, 1943, Spitfires belonging to No 541 Squadron flew nine sorties against the Mohne dam and reservoir from their home station of Benson in Oxfordshire. When the Mohne reservoir was full it contained an estimated 140 million tons of water, enough to do substantial damage if suddenly released.

Because of inclement weather, most of the reconnaissance flights could not get clear pictures of the target area. In early April enough detail was acquired on film that a scale model of the reservoir could be built and then used to train the crews who would fly the mission.

At the same time crews of No 617 Squadron trained intensively for nearly six weeks, practicing low level flying and navigation both at night and during daylight hours. Practice attacks against Uppingham and Derwent reservoirs went a long way toward improving confidence and bombing technique.

During the first few days in April 1943, the RAF flew reconnaissance sorties against the Eder and Sorpe dams which lay 50 miles southeast and 6 miles southwest respectively from the Mohne reservoir. Photographs revealed the Eder was even larger than the Mohne and held some 200 million tons of water. In keeping with past procedures, scale models were built and pilots briefed on the basis of the models. So the enemy would not suspect an attack, targets throughout the Ruhr valley were selected for bombing by the RAF during this period.

The arrival of the Lancasters configured for the mission arrived at Scamton between April 8 and May 11. This hearalded that takeoff time was approaching rapidly. On May 11, a practice mission had the crews fly the operation using inert cylinders at a target along the Kent coast. A full dress rehearsal followed on the evening of May 14 against dams in central England. Finally, in the afternoon of May 15, Headquarters Bomber Command issued the order to carry out Operation "Chastise" on the night of May 16/17, 1943.

Not until the pre-mission briefings on May 16 were the crews made aware of their targets. Many had guessed they would be flying against the German battleship *Tirpitz*. The plan of attack called for nineteen Lancasters to launch against the dams. Nine aircraft led by Wing Commander Guy Gibson were to attack the Mohne Dam. If the dam were successfully breached, then those aircraft still with mines were to fly on to attack the Eder dam.

A second wave of five aircraft led by Flight Lieutenant J.C. McCarthy, an American who had joined the RAF, was to fly a much more northerly route and bomb the Sorpe dam. A reserve wave of five Lancasters was held back to attack any of the dams that had not been bombed.

Shortly before 9:30 on the evening of May 16, the first of the nineteen Lancasters roared to life and took off from Scamton. They headed low level across the North Sea, crossed the Dutch coast and then turned toward the Ruhr. One aircraft had to return after it touched the sea in a glancing blow that separated its bomb from the fuselage. Five more aircraft either crashed or were shot down on their way to the target. Another was so badly hit by anti-aircraft fire that it had to limp home without delivering its payload.

Twelve of the nineteen Lancasters that began the mission attacked the dams. Amidst intense flak, Wing Commander Guy Gibson and four more crews bombed the Mohne dam. On the fourth attempt Flight Lieutenant D. J. H. Maltby's Lancaster made the vital breach that caused the dam's wall to burst.

Gibson then flew nearly forty miles to bomb the Eder dam. While anti-aircraft batteries did not defend the dam, the geography of the area made the bomb runs difficult at night. On the tenth attempt the Eder dam's wall exploded in a shower of water and masonry. The attack on the Sorpe dam proved unsuccessful.

By any reasonable measure the mission had been successful but the losses were frightening. Only 11 aircraft returned to Scamton. Eight aircraft were lost and 53 crewmen perished. For his bravery in leading the raid and drawing ground fire away from his attacking planes, Gibson was awarded the Victoria Cross. Thirty-four other crewmen received decorations for parts they had played in the raid.

Photographic reconnaissance of the area the following day revealed that the damage below the Eder dam was substantial. The Eder and Mohne dams released millions of gallons of water into the Ruhr valley killing over

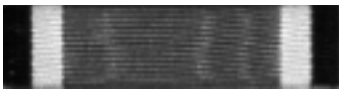
1,300 people. The torrents of water caused flooding for over 20 miles in the valley. Steel production in the valley was halted for the remainder of 1943 and traffic on the canals and railroads in the valley was interrupted for months.

The photographic coverage provided by Benson's Spitfires proved essential in the success of the mission. Post mission reconnaissance flights confirmed the extent of the damage to a degree.

An accurate assessment of the damage would not be obtained until after the war. The raid on the dams marked a turning point in the wider use of intelligence photographs acquired by specialized reconnaissance aircraft. The photographs of the breached dams released by the Air Ministry and published the next day in the British press was nothing short of a tremendous boost in support for the war. While many battles remained to be fought, the British lion had struck back at the might of the Third Reich and it felt good.

Twenty-four-year-old Wing Commander Guy Gibson, center, pictured in 1943, was chosen to form and lead No. 617 Squadron on the epic dams raid May 16-17, 1943.

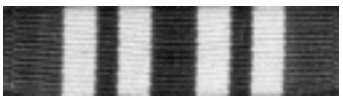
salutes



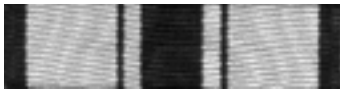
Aerial Achievement Medal
25th IOS
SSgt. Shane H. Kimmitt

Meritorious Service Medal
544th IOG
TSgt. Andre McClendon

Det.1, 18th IS
TSgt. Natalie Ord



Joint Service Commendation Medal
Det.1, 18th IS
SSgt. Maria Harris

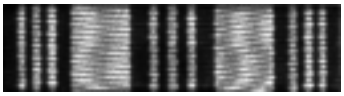


Air Force Commendation Medal
497th IOG
SrA. Robert Lewis
SSgt. Monica Powell
SSgt. Richard Sharp
TSgt. Patricia Ebert
TSgt. Anthony Foster
SMSgt. Patricia St. Hill
Capt. Michael Bolen
Capt. John Kowalczyk
Capt. Peter Sheridan
Maj. John Spain

25th IOS
1st Lt Christopher L. Ford
SSgt. James W. David

544th IOG
Capt. Stacey Ruel
Lt. Col. Lyonel Lindbeck

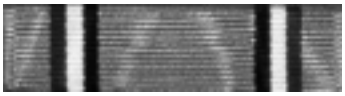
Det.1,18th IS
SrA. Larry Gann



Air Force Achievement Medal
497th IOG
MSgt. Jeffrey Kirk

25th IOS
TSgt. Randall Williams

Det.1, 18th IS
SSgt. Mark Busch
TSgt. Joel Weyer
TSgt. Rodney Murphy



Good Conduct
Det.1, 18th IS
SSgt. Mark Bethel
SSgt. Tony Brown

ANNUAL AWARDS

Det.1, 18th IS
Logistics Plans NCO
TSgt. Reggie Coleman

Det.1, 18th IS NCO
TSgt. Natalie Ord

Det. 4, 544th IOG NCO
SSgt. Stephanie Shoram

Det. 4, 544th IOG Senior Technician
TSgt. Bartley Toulouse

352nd IOS SNCO
MSgt. William Whitted

352nd IOS NCO
TSgt. Joseph Yabes

352nd IOS Airman
A1C Amanda Ollenburg

352nd IOS Senior Technician
SSgt. Thomas Kelly

352nd IOS Junior Technician
A1C Kelli Martin

68th IOS Jr Technician
SrA. Joseph Langford

68th IOS Sr Technician
SSgt. Donald Goudy

68th IOS Airman
SrA. Jennifer Shultz

68th IOS NCO
SSgt. Sean Otoupalik

68th IOS SNCO
MSgt. Linda Miller

26th IOG CGO
Capt. Todd Berrier
488th IS

26th IOG SNCO
MSgt. Rene Ruiz-Gonzalez
488th IS

26th IOG NCO
TSgt. Michelle Brittingham
488th IS

26th IOG Airman
A1C Mathew Blanton
426th IOS

26th IOG First Sergeant
MSgt. Bryan Rainey
485th IS

26th IOG Sr. Technician
SSgt. Randy Kitner
485th IS

26th IOG Jr. Technician
SrA. Travis Goes
426th IOS

Det. 2, 26th IOG CGO
Capt. Bill Riggle

Det. 2, 26th IOG SNCO
MSgt. Jeff Manon

Det. 2, 26th IOG NCO
TSgt. Jerry Gingerich

Det. 2, 26th IOG Airman
SSgt. Joleen Carter

485th IS Airman
SSgt. Anthony Wright

485th IS NCO
MSgt. Kenneth Graham

485th IS SNCO
SMSgt. James Adams

485th IS CGO
Capt. Mark Tupa

485th IS Jr. Technician
A1C Kenya Harris

485th IS Sr. Technician
SSgt. Randy Kitner

426th IOS Airman
A1C Mathew Blanton

426th IOS NCO
TSgt. Edward Sutton

426th IOS SNCO
MSgt. Brian Danahey

426th IOS CGO
Capt. Anna Schneider

426th IOS Jr. Technician
SrA. Travis Goes

426th IOS Sr. Technician
TSgt. Robert Treadway

488th IS NCO
TSgt. Michelle Brittingham

488th IS SNCO
MSgt. Rene Riuz-Gonzalez

488th IS CGO
Capt. Todd Berrier

488th IS Jr. Technician
SrA. Brock Curtis

488th IS Sr. Technician
TSgt. Tonya Smedes

26th IOG (Group Staff) NCO
TSgt. Roger Schult

26th IOG (Group Staff) SNCO
SMSgt. Carl Vann

26th IOG (Group Staff) CGO
Capt. Joye Davis-Kirchner

26th IOG (Group Staff) Sr. Technician
SSgt. Michelle Faith

25th IOS Airman
SrA. Jason Allen

25th IOS NCO
SSgt. Kevin Rotino

25th IOS SNCO
MSgt. Roddy Hartsook

25th IOS CGO
Capt. Jeffrey Ford

25th IOS Junior Technician
SrA. Marilyn Hockersmith

25th IOS Senior Technician
TSgt. Denise Turner

324th IS Airman
SrA. Chandra Harms

324th IS Airman Leader
SrA. Thomas Hollowell,

324th IS NCO
MSgt. Mark Webster

324th IS NCO Leader
MSgt. Mark Webster

324th IS SNCO
MSgt. David Michaud

324th IS SNCO Leader
SMSgt. David Doiron

324th IS CGO
1st Lt Jeanne Bedlek

324th IS Jr. Technician
SrA. Thomas Hollowell

324th IS Volunteer
SSgt. Tracy Hornback

324th IS Sr. Technician
SSgt. Gary Richard

324th IS Support Technician
TSgt. Alrone Boatwright

AF Intel Award Program CGO
Capt. Carl Wiswell
25th IOS

AF Intel Award Program SNCO
MSgt Ronald Warner
25th IOS

AF Intel Award Program NCO
SSgt. Michael Goodman
25th IOS

AF Intel Award Program Amn
A1C Kelly Noce
25th IOS

AF Intel Award Program Non-Intel
MSgt. Lawrence Fedele
25th IOS

QUARTERLY AWARDS

Det.1, 18th IS Technician
SSgt. Mark Busch

690th CSS Airman
SrA. Scott Mann

690th CSS NCO
SSgt. Keith Lamar

690th CSS SNCO
MSgt. Scott Stevenson

690th CSS Officer
2nd Lt. Justin Adams

352nd IOS SNCO
MSgt. William Whitted

352nd IOS NCO
SSgt. Stacey Brooks

352nd IOS Airman
A1C Kelli Martin

352nd IOS Senior Technician
SSgt. Karen Haney

352nd IOS Junior Technician
SrA. Michael Farrell

Det. 2, 26th IOG SNCO
MSgt. Scott VanVoorst

Det. 2, 26th IOG NCO
SSgt. Eddie Shaffar

Det. 2, 26th IOG Airman
A1C Ryan Rode

Det. 2, 26th IOG Sr. Technician
TSgt. Tim Curry

485th IS Airman
SrA. Dawn Carter

485th IS NCO
SSgt. James Ricks

485th IS SNCO
MSgt. Earl Harrison

485th IS CGO
Lt. Dennis Uvechi

485th IS Jr. Technician
A1C Kenya Harris

485th IS Sr. Technician
TSgt. David Johnson

426th IOS Airman
A1C Justin Laberge

426th IOS NCO
TSgt. Michael Schroeder

426th IOS Jr. Technician
SrA. David Johnson

488th IS Airman
SrA. Jason Anderson

488th IS NCO
SSgt. Brian Day

488th IS SNCO
MSgt. Andrew Fitzsimmons

488th IS Jr. Technician
SrA. Phillip Kline

488th IS Sr. Technician
SSgt. David Martin

26th IOG (Group Staff) NCO
TSgt. Anthony Buono

26th IOG (Group Staff) Sr. Tech
TSgt. Robert Bell

25th IOS Airman
SrA. Marilyn Hockersmith

25th IOS NCO
TSgt. Susan Sorenson

25th IOS CGO
Capt. Tara Muehe

25th IOS Junior Technician
SrA. Phillip State, Jr.

25th IOS Senior Technician
SSgt. William Helman

324th IS Airman
SrA. Julie Hernandez

324th IS Airman Leader
SrA. April Anderson

324th IS NCO
SSgt. Eileen Lainez

324th IS NCO Leader
SSgt. Robert Nickell, Jr.

324th IS SNCO
SMSgt. Gerald Fewless

324th IS Sr. Leader
SMSgt. Gerald Fewless

324th IS CGO
Capt. Elliott Jourdan

324th IS Jr. Technician
SrA. Julie Hernandez

324th IS Volunteer
SSgt. Tracy Hornback

324th IS Sr. Technician
SSgt. Kristoffer Winemiller

324th IS Support Technican
SrA. Christopher Yates

European Technical Center Junior Servicemember
SSgt. Randy Kintner
485th IS

European Technical Center Senior Servicemember
TSgt. Oscar Cantu
485th IS

EDUCATION

NCO Academy graduate
TSgt. Alfonso Echeverri
25th IOS

PROMOTIONS

Senior Airman BTZ
68th IOS
A1C Ana Santiago Buedo

ARRIVALS

Beale AFB, Calif.
AB Lataraneshia Williams
A1C Seth Mckiness
A1C Matthew Porter
TSgt. Chad Blank
TSgt. William Rumbaugh
2nd Lt. Melissa Dailey

Brooks AFB, Texas
AB Hytham Elsaleh
AB Nicholaus Jackson
Amn Trent Lachance
A1C Justin Perez
A1C Robert Elbrecht
A1C Andrew Harvy
A1C Teran Hines
A1C Ralph Fahe Jr.
SrA. Alfred Martin
SrA. Joshua Land
SSgt. Bobby Davis
TSgt. Tony Brown
MSgt. Elizabeth Mamo
MSgt. Veronica BerryJones
2nd Lt. Charles Allen
2nd Lt. Sonda Lee
2nd Lt. Daniel Goldsmith

Davis Monthan AFB, Ariz.
SSgt. Victor Willmon

Denver City, Colo.
AB Crystal Mcentire
AB Michelle Sykes
SSgt. Donald Brown III

Ft. George Meade, Md.
AB Matthew Williams
Amn. Kyle Scheese
A1C Candice Carpenter
A1C Theresa Eckard
A1C Paul Farr
A1C David Londono
A1C Ryan Mccormick
A1C Collin Ossiander
A1C Ryan Regan
A1C Tighe Smith
A1C April Joy Winsheimer
SrA. Britt Aamodt
SrA. James Caughron
SrA. Joanna Chao
SrA. Robert Gann
SrA. Mohammad Karimi
SrA. Danon Middleton
SrA. Daniel Newcomer
SrA. Myisha Tarpley
SSgt. Jason Antwine
SSgt. Latonia Antwine
SSgt. Charles Belew
SSgt. John Garcia
SSgt. Jennifer Jeske
SSgt. Celeste Lynch
SSgt. Larry Moore
SSgt. Matthew Steffler
MSgt. Eric Clements
Maj. Maria Avellaneda

Fort Gordon, Georgia
A1C Kathy Bielik
A1C Guinevere Davison
A1C Jessica Ruppert
SrA. Mark Wagner

Holloman AFB, N.M.
SrA. Michael Morris
SSgt. Teddy Dingess

Hurlburt Field, Fla.
A1C Robin Jones
SrA. Glenn Smith
SSgt. Robert Harrison Jr.

SSgt. John Jones, Jr.
SSgt. Rolando Ortiz
TSgt. Glen Gallegos
2nd Lt. Douglas Hogan

Kelly AFB, Texas
AB Chenee Cary
AB Shannon McCarty
Amn. Shannon O'Donnell
A1C Shalene Cooper
A1C Shelly Dyess
A1C Corinna Gann
A1C Marshall Hackett II
A1C James Johnson
A1C Ty Jones
A1C Ednerson Joseph
A1C Jennifer Kaye
A1C Stephanie Kolb
A1C Christina Mccully
A1C David Moore
A1C Vincent Puccinelli
A1C Faith Reed
A1C Richard Reyes
A1C Roxanne Robledo
A1C Christina Rodriguez
A1C Jaime Rodriguez
A1C Vanessa Simmons
A1C Corey Smith
A1C Gary Smith
A1C Michael Steward
A1C Frank Triola
A1C Jody Williams
SrA. Lisa Bailey
SrA. Daniel Gonzalez III
SSgt. Alan Bardsley
SSgt. Paul Greco IV
TSgt. Lee Flowe
TSgt. Stephen Rice
TSgt. Thomas Zschokke
Capt. Zachariah Patrick

Langley AFB, Virg.
Amn. Paul Wildenhain
A1C John Gaughan
SrA. Jonathan Lay
SSgt. Annalyn Adriano
TSgt. Sheridan Harder
2nd Lt. David Mckenzie

Offutt AFB, Neb.
A1C Robert Aldridge
A1C Sadie Renander
SrA. Dawn Allen
SrA. Margarita Toledo
SSgt. Pamela Burnley
SSgt. Charles Duffield
TSgt. James Forrest
TSgt. Mary Slack

Patrick AFB, Fla.
A1C Nicholas Kappel
A1C William Pitts
TSgt. Jeffrey Albert
TSgt. Jerry Boyd II
Maj. Andrew Suzuki

Pentagon, D.C.
SSgt. Lela Hartman
SSgt. Adrian Mclendon
TSgt. Thomas Lecuyer

Peterson AFB, Colo.
AB Raleigh Holmes

Wright Patterson AFB, Ohio
SrA. Larry Gann
SSgt. Richard Berner
SSgt. Brian Caufield
SSgt. Shawn Crawford
SSgt. Matt Dunn
SSgt. Maria Harris
SSgt. Roxanne Krebs
SSgt. Gene Lehman
SSgt. Randall Sutter
SSgt. Tom Underwood
TSgt. Mark Butler
TSgt. Natalie Ord
CMSgt. Michael Lewis
Capt. Terry Barenberg
Capt. Marshall Williams
Maj. Gary Trautmann

RETIREMENTS

Beale AFB, Calif.
MSgt. Elaine Dechert

Bolling AFB, D.C.
MSgt. Jonathan Wilson
MSgt. Sandra Wright

Brooks AFB, Texas
TSgt. Robert Creel
MSgt. Elizabeth Prescott
SMSgt. Terence Griffin
CMSgt. Francis Lowder Jr.

Chesapeake City, Virg.
TSgt. Joy Howell

Denver City, Colo.
Capt. Scott Martinez

Ft. Dix, N.J.
TSgt. Wesley Alexander

Fort George Meade, Md.
TSgt. Jeffrey Bennett
TSgt. Gregory Jenkins
TSgt. Michael Jones
TSgt. Christopher Kolb
TSgt. Mark Powers
TSgt. William Ramirez
MSgt. Timothy Fennema
MSgt. Daniel Furlong
MSgt. Richard Genslinger
MSgt. Gary Holland
MSgt. Marc Kinney
MSgt. Adam Marston
MSgt. Daniel Montoya
MSgt Leonard Singleton Jr.
MSgt. John Sitek
SMSgt. Alfred Smith
SMSgt. Deborah Williams
Capt. Christopher Baden
Capt. Thomas Rozylowicz
Maj. Thomas Ariosto
Lt. Col. Mark Fassio

Ft. Gordon, Georgia
MSgt. Joel Cross
MSgt. Kevin Mims

Hurlburt Field, Fla.
TSgt. Thomas Fujan
MSgt. Timothy Wolfe

Kelly AFB, Texas
TSgt. James Abshire
TSgt. James Dubois
TSgt. Joaquin Fuentes
TSgt. Jeffrey Gross
TSgt. David Hill
TSgt. Gregory Patton
TSgt. Alejandro Rangel
TSgt. Robert Shaffer
TSgt. Scott Stohr
TSgt. Karen Terrell
TSgt. Rebel Thompson
TSgt. Brian Vondebur
TSgt. Donald Williams
MSgt. Teresa Ailshire
MSgt. Clayton Airington
MSgt. Eric Belscamper
MSgt. Ronald Blair
MSgt. Randy Brunette
MSgt. Richard Derosa
MSgt. Jimmey Donica
MSgt. Donald Flournoy
MSgt. Kevin Glover
MSgt. Melissa Hogan
MSgt. Amy Keys
MSgt. David Lawrence
MSgt. Red Lloyd
MSgt. Richard Nix
MSgt. Lawrence Satterfield
MSgt. Kenneth Stewart
MSgt. Louis West
SMSgt. Frederick Seay
SMSgt. Dawn Watts
CMSgt. Peter Anderson
CMSgt. David Hill
Capt. Matthew Beebe
Capt. Richard Bejtlich
Lt. Col. Lynda Smith
Lt. Col. Larry Trower

Langley AFB, Virg.
MSgt. Jose Marquez
MSgt. Maple Porter
Capt. Jon Estridge

Patrick AFB, Fla.
MSgt. Barbara Engh

Pentagon, D.C.
Lt. Col. Karin Decker Noss

Peterson AFB, Colo.
TSgt. Peter Hill
Lt. Col. Lyonel Lindbeck

Schriever AFB, Colo.
TSgt. Andre Mcclendon
MSgt. Lenard Gehrke

Shaw AFB, S.C.
TSgt. Francis Dellinger

Wright Patterson AFB, Ohio
TSgt. Cornell Kincaid
MSgt. Douglas Wedel
MSgt. Floyd Wolfe
Capt. Eric Rosenberg
Maj. Michael Hazlett
Col. John Sides

Correction

The author of the December article titled 381st fishes to help foster grandparents, senior companions was written by TSgt. Tim Rardin, 381st IS surveillance and warning center manager.