

The MIGHTY EIGHTH VOICE

News About Headquarters Eighth Air Force



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8th Air Force
Barksdale Air Force Base, Louisiana

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QUICK TAKES

On-line leave forms

The Headquarters has implemented the newest automated tool called LeaveWeb, a paperless leave request, approval and tracking system.

Members requesting ordinary leave are required to use the automated system, however, special category leaves such as convalescent, emergency and permissive TDY, will continue to use the paper form.

To access LeaveWeb, go to <https://leave.barksdale.af.mil>, point and click on leave dates and all other pertinent information, as well as your e-mail address. LeaveWeb then will forward the link to your approving official. Once approved, both the approving official and member will receive approval notification.

If you have any questions, contact the Commander's Support Staff at 6-4598.

Commander's Call

The Eighth Air Force commander will hold a commander's call, March 14 at Hoban Hall beginning at 9 a.m. This is a mandatory formation for those present for duty.

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Enter the Dragon!

Senior Airman David O'Connor, 9th Aircraft Maintenance Squadron, Beale Air Force Base, Calif., inspects the inside of a U-2 air intake. Intake inspections are just one of the safety inspections O'Connor and his fellow crew chiefs complete to keep the U-2 running.



photo by 2nd Lt. Tawny Halvorson

Air Force rethinks AOCs

By Master Sgt. Scott Elliott

Air Force Print News

WASHINGTON — The Air Force needs to start thinking of its air operations centers as weapon systems if the service wants to remain the best in the world, the deputy chief of staff for air and space operations said.

"The AOC is fundamental to what makes us great as an Air Force," Lt. Gen. Ronald E. Keys said. "If you have a group of airplanes but you don't have an AOC, you don't really have an air force.

You have a flying club."

An AOC is a command and control center that plans, executes and assesses aerospace operations during a contingency or conflict. While acknowledging the technological strides that the service has made since Operation Desert Storm, Keys said there is more to be done to achieve predictive battle-space awareness.

"We need to know what's going on to be able to react before an adversary can

1 See AOC, page 10

The grass isn't always green on the other side

By Col. Stephen Dawson
55th Maintenance Group
Commander, Offutt AFB, Neb.

You've all heard the expression before: the grass is always greener on the other side, right? Well, maybe it's not... depends on what's important to you.

I've been around the block a few times, a point driven home to me monthly as I ask my newcomers if they are more than 21-years-old. During my last newcomer's session, I was shocked to see that all but two had been born after I joined the military. Funny, I don't feel that old.

I first came in the Air Force to serve a four-year commitment and then start a real career putting my business degree to work. I was hanging on until about the five-year point wavering whether to stay in or to get out. I was having fun as an aircraft maintenance officer but the job was demanding, hours were long, and I just knew I could do better on the outside.

One day, the job got the best of me and in my frustration, I went to the personnel office and put in my separation paperwork. The following weeks I was busy drafting resumes and lining up job interviews.

After a few weeks, I called the personnel office to see if my paperwork had been approved and was told, not yet. I was having second thoughts and realized I had acted out of frustration and let my emotions get the best of me. I really liked what I was doing in the military, felt I was

making a difference, and I had already done things and been to places around the world that most people only dream about.

As I look back in my career, there have been key leaders whose decisions have changed my life. One such leader was my boss when I tried to resign. He knew me better than I knew myself, and as I was filling out my separation paperwork, he was on the phone to the personnel office telling them to set my paperwork aside for a few weeks until I cooled down. Thanks to him, my paperwork never left the base.

Twenty years later, I am still grateful for his insight and actions. Recently, he called congratulating me on my success and on my new command.

It was great to finally tell him thanks for looking out for me as I reached a critical crossroad in my life. I will always consider him a key element in my life, my success, and a true friend.

Why was I glad that I stayed in? A trip back home is about all it takes. How many of your buddies have never left the immediate area they were born? My buds listened in awe as I talked about the places the Air Force has sent me; the excitement of executing our mission, and the self-satisfaction in knowing my service is for a cause greater



Col. Stephen Dawson

than my own.

Also, I've never missed a paycheck, a claim none of my classmates could make. Our medical community is among the best in the world and I literally owe

my life to their expert care. But the best comparison of all is that of the people we work with day in and day out and the new friends we've met along the way.

I've met a number of folks who have separated and then came back in. Without exception, the driving force was sense of family and camaraderie that we experience as we accomplish our mission as a team. On the outside, everyone is fighting for his or her own survival and for his or her own interests.

In the Air Force, we're fighting for a common goal and we're doing a good job taking care of each other in the process. It's this sense of family and teamwork that makes us different and makes our jobs and lives special.

As we increasingly deploy a number of personnel, remember what makes us special and let's all pitch in to take care of those family members left behind. Last time I was in the desert, my neighbor shoveled my snow in the winter and mowed my yard in the spring. I will remain thankful for his time and effort he devoted to caring for my family. This is

what makes us different, what sets us apart from our civilian population... we make the effort to care for each other.

Most squadrons have excellent support systems established for family members of deployed spouses. However, it takes a total team effort. If you are not deploying, pitch in and adopt your neighbor. If you are, please don't hesitate to ask for help. This is what makes us different, it's what makes us special, and it's what makes us want to stay in and serve our country.

God speed to our deployed personnel, our prayers are with you. Rest assured, we care about your well-being and will watch over your family until you return.

When's the last time you filled out a Hometown News Release?

Want to show family and friends in your hometown significant accomplishments in your career?

Take advantage of the Hometown News Release Program!

Simply fill out a HNR (DD Form 2266), now available electronically, package the form and send it to the Public Affairs office. That's it!

For more information contact the staff at DSN 781-2156.

Barksdale responds to shuttle disaster

By 1st Lt. Robert Goza and Senior Airman Sarah Clark
2nd Bomb Wing Public Affairs

BARKSDALE AIR FORCE BASE, La.—More than 75 Barksdale members deployed to Lufkin, Texas in response to the loss of the Space Shuttle Columbia Feb. 1.

The crisis action response team, which included representatives from explosive ordinance disposal, civil engineer readiness, security forces and support elements from contracting, legal and public affairs, assisted with recovery efforts.

“Our thoughts and prayers are with the families of the crew of the Space Shuttle Columbia,” said Col. Chuck McGuirk, 2d Bomb Wing vice commander. “Barksdale is proud to be able to say that we were part of the initial response to this national tragedy.”

They also helped the Lufkin Emergency Management Team prepare the civic center for the arrival of more than 30 county, state and federal agencies.

As military initial responders, Barksdale’s CART provided support until civilian authorities arrived. Immediately following the initial response period, Barksdale began to turn over it’s operations to civilian authorities.

“We deployed at a moment’s notice to Lufkin, Texas,” said Lt. Col. Ronald Mozzillo, on-scene commander. “Our crisis action response team was one of the first units on the ground. I’m really proud of the way our people stepped up during this time.”

Barksdale’s people began returning

back here a few days later following the arrival of an Air Force Space Command EOD team from Patrick Air Force Base, which will be responsible for all further shuttle recovery EOD responses.

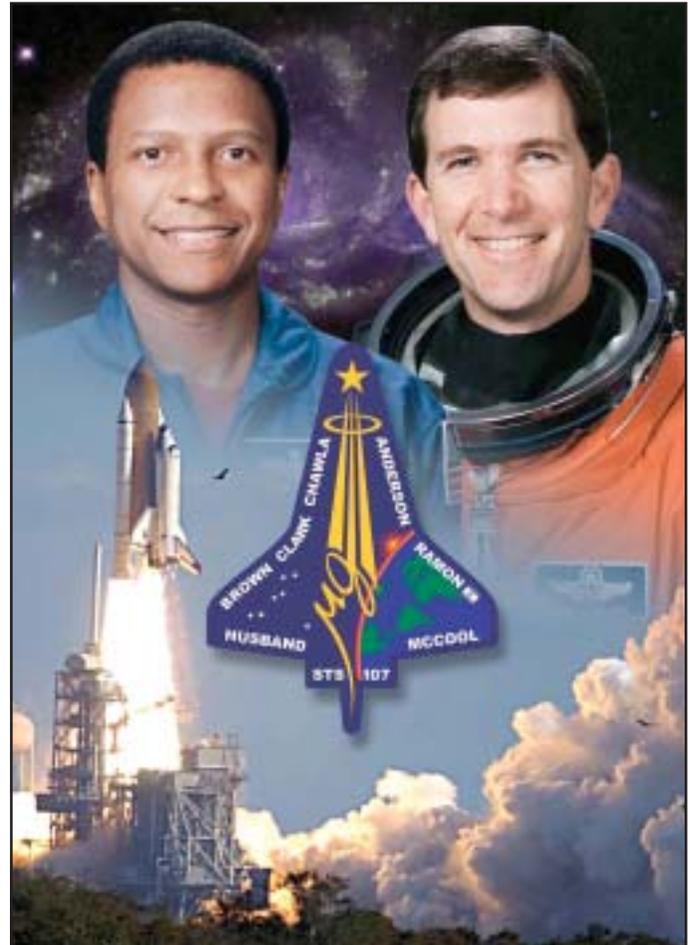
Although the Barksdale people have returned, the work of base people is not complete.

The NASA investigators are conducting their investigation from Barksdale AFB. Immediately following the loss, NASA people began arriving here.

During a press conference held here Monday, Feb. 2, Steve Nesbitt, NASA public affairs representative, expressed his appreciation for Barksdale’s hospitality.

“The support from Barksdale has been tremendous. From the second we got here, the base

has provided everything we could possibly ask for, from having a place to stay to having food to eat.”



graphic by Leslie Benito

Space Shuttle Columbia astronauts Lt. Col. Michael Anderson, payload commander (left) and Col. Rick Husband, mission commander, were among the seven crewmembers aboard the shuttle when it was lost Feb. 1. Barksdale people were among the first responders to the incident to assist in locating and gathering parts of the shuttle scattered around Lufkin, Texas.

The “Mighty Eighth” Voice

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Eighth Air Force Commander
Lt. Gen. Bruce Carlson

Chief, Public Affairs
Capt. Denise Kerr

Deputy Chief, Public Affairs
2nd Lt. Jennifer Ferrau

Editor
Master Sgt. Rick DelaHaya
NCOIC, Public Affairs

Eagles have landed!



photo by Master Sgt. Rory Drew

Colonel David Smith, 8th Air Force Air National Guard advisor, was promoted to colonel February 6. Helping with pinning on his new rank are his daughters, Elizabeth (left) and Katherine.

Lieutenant Colonel Promotions

Congratulations to the following lieutenant colonel selectees:

- Stephen Ahrens, 608th Combat Plans Squadron
- Mark Connolly, 608th Air Intelligence Squadron
- Robert Fleishauer, 26th Operational Weather Squadron
- Michael Kobold, 608th Combat Operations Squadron
- Tami Kobold, 608th Combat Operations Squadron
- Mark Matsushima, 8th Air Force Commander's Action Group
- Peter Iversen, 10th Air Support Operations Squadron, Fort Riley, Texas

March Promotions

Congratulations to the following "Mighty Eighth's"

March promotees:

To Senior Airman:

- Edgar Wingo, 26th Operational Weather Squadron
- Gregory Green, 608th Air Communications Squadron
- John Phillips, 608th Air Communications Squadron
- Rocky Schut, 608th Air Intelligence Squadron

To Staff Sergeant:

- Jamie Corson, 8th Air Force Command Section

Welcome to the "Mighty Eighth"

The following people joined the Headquarters 8th Air Force team in February:



- ◆ Master Sgt. John Jackson
8AF/JA
- ◆ Tech. Sgt. Harry Leasure Jr.
8AF/TF204
- ◆ Senior Airman Juan Rodriguez-Estrada
608th Air Communications Squadron
- ◆ Airman 1st Class Jeremiah Landini
608th Air Communications Squadron
- ◆ Airman Joseph Cusimano
608th Air Intelligence Squadron

March in-bounds:

- ◆ Capt. Travis Howell
608th Air Communications Squadron

Does someone you know deserve to be "Spotlighted?"
Call public affairs at DSN 781-2156, or e-mail Master Sgt. Rick DelaHaya at richard.delahaya@barksdale.af.mil



photo by Master Sgt. Rick DelaHaya

Headquarters 8th Air Force AOM

Airman 1st Class Desiree Herring, 26th Operational Weather Squadron was selected as February's Airman of the Month for the Eighth Air Force Headquarters. Herring is a weather forecaster for the 26th OWS.

Aerospace Warrior Attitude



Tech. Sgt. Marlin Turner
608th Air Communications Squadron

Years of service: 15 years

Hometown: Magnolia, Ark.

Family: Denise (wife); Marion (son, 14); Tiffany (daughter, 12); Marlin Jr. (son, 10) and Rock (youngest son, 9)

Job title: Unit Deployment Manager

Primary duties and responsibilities: Ensures all unit personnel are worldwide deployable and generates Monthly Status of Resources and Training Report.

Most rewarding job aspect: Being able to support the mission by ensuring unit readiness at all times.

Goals: Achieve my Bachelors' Degree in Electronics Engineering Technology.

Hobbies: Basketball, fishing, reading, spending time with the family.

What motivates your winning attitude: Just waking up in the morning, knowing that I'm still alive!

Editor's note: To nominate an Aerospace Warrior, the individual's supervisor should call the Public Affairs office at 456-2156. Please include the person's full name, rank and phone number.

Eighth Air Force Salutes!

Airman Leadership School graduates

Congratulations to the following "Mighty Eighth's" ALS graduates, class 03B:



Staff Sgt. Jamie Corson,
8th Air Force Command Section

Senior Airman Brenda Johnson,
8th Air Force Commander's Support Staff

No photo available



Staff Sgt. Kevin Edwards,
26th Operational Weather Squadron

Senior Airman Eric Pachulski,
608th Air Communications Squadron

No photo available

SSS Candidates

Congratulations to the following "Mighty Eighth" Senior Service School candidates:

- **Maj. Robert Fleishauer,** 26th Operational Weather Squadron
- **Maj. Mark Matsushima,** 8th Air Force Commander's Action Group

STEP Promotion

Congratulations to the following "Mighty Eighth" STEP promotee!

Technical Sgt. Luis Vazquez, 26th Operational Weather Squadron, was promoted to his present rank Feb. 28 by Lt. Gen. Bruce Carlson, 8th Air Force commander. Vazquez was promoted under the Stripes for Exceptional Performers program and is the squadron training manager for the unit.



photo by Staff Sgt. Terry Hutton

Three forward air controllers earn Bronze Stars

By Senior Airman Shane Sharp

21st Space Wing Public Affairs

FORT CARSON, Colo.—Three forward air controllers from the 13th Air Support Operations Squadron here were awarded Bronze Star Medals during a ceremony Feb. 20.

Technical Sergeants William Burgum, Reynaldo Garate, and Shawn Minyon received the decorations for their support of Operation Enduring Freedom in Afghanistan in 2001-2002.

The trio of tactical air control specialists is attached to the Army's 10th Special Forces Group also out of Fort Carson. They are responsible for providing close air support for the Special Forces soldiers. However, they also took part in the successful completion of various other missions, earning them the Bronze Stars.

The Bronze Star Medal is awarded to any person who, while serving in any capacity in the United States Armed Forces, distinguishes himself or herself by heroic or meritorious achievement or service. The service must be in connection with military operations against an armed enemy and cannot involve participation in aerial flight.

"It's an honor to receive the Bronze Star," said Minyon. "It's not something we thought about when we were there. We just did our job."

Minyon spent his time in Afghanistan as part of Operational Detachment A 524, a 12-man Special Forces team. Together, they cleared Al Qaeda forces out of the northern part of Kandahar, which allowed the Marines to occupy the city and get an airfield up and running.

During the operations, the team cleared a wing of a hospital that was occupied by armed Al Qaeda members. Minyon served as a sniper for the clearing of the hospital.

"Since I've had Army sniper training, I took up a sniper position while the other members of my team took the building. We took out all six of the enemy and the hospital was opened so that civilians, especially children, could get the care



photo by Army Spc. Matt Millham

Lieutenant Gen. Bruce Carlson, 8th Air Force Commander, Tech. Sgt. William Burgum, Master Sgt. Jeff Rudrude, 13th Air Support Operations Squadron operations superintendent, Tech. Sgt. Reynaldo Garate, and Tech. Sgt. Shawn Minyon listen as a medal citation is read during a ceremony Feb. 20 at Fort Carson, Colo. Burgum, Garate, and Minyon, all members of the 13th ASOS, received Bronze Star Medals for their combat service in support of Operation Enduring Freedom.

they needed," said Minyon.

Minyon was also involved in various other missions, including escorting the country's interim president, and close air support missions that forced the surrender of Taliban members. Of all the experiences, Minyon said it's his team he remembers most.

"I think about the team I was with everyday," said Minyon. "We ate the local food together, got sick together, and lived with no running water. Together, we made do and got the job done. Living in that environment, you form a special bond as a team."

Garate formed a similar bond with his team as they carried out operations in the Tora Bora mountain region and south east of Jalalabad.

"I've done this job for 16 years. Being there with the Special Forces soldiers on my team really taught me teamwork," said Garate. "You have to get to know the person next to you and rely on each other. Those kind of things matter under fire."

Garate and his team spent weeks clearing caves in the Afghan mountains.

"Based on intel, we would verify a cave and then destroy it or plot its location and record it if we thought the enemy may return to it," said Garate. "In all, we cleared around 36 caves and cave complexes, and climbed an average of about 6,000 feet a day."

During cave exploitation missions, Garate's team found large caches of enemy equipment and resources.

"On our cave patrols we found thousands of rounds of ammunition, several air defense weapons, and chemical compounds like anthrax antidote," said Garate. "In one well-hidden cave complex, we found an Al Qaeda training base. We uncovered countless manuals and other training material."

The TACP sergeant was also part of a quick reaction force sent in to rescue a

Student of the Year awarded to youth

By Peter D.J. Nolten
2nd Bomb Wing Public Affairs

BARKSDALE AIR FORCE BASE, La.—A Barksdale student at Benton Middle School was recently chosen as Bossier Parish Student of the Year.

The award was presented to Alexander Parmater, who is the son of Major Alan and Sarah Parmater, Headquarters 8th Air Force.

Alexander competed at the school level where he was selected based on an overall three-year grade point average, service, leadership and extracurricular activity participation, and interview skills.

After winning the award at the school level, Alexander competed against nominees from all of the middle schools in Bossier Parish.

The final level of selection came down to three individuals. Alexander was selected as the parish student of the year from this final group.

Alexander will compete for the

regional level, which includes most of Northwest Louisiana, and then move on to the state competition.

“I enjoy challenges and chose to confront them head on, dominate them, and prevail,” said Alexander.

“I was thrilled when I heard the news that Alexander was selected as the student of the year for the parish,” said Sarah. “I am very proud him,” she added.

Dwayne Slack, Benton Middle School Principal, said that Alexander was the first student from his school to win this award.

By receiving this award, Alexander has brought positive attention to himself and his school, Slack added.

“I was not surprised when I heard that Alexander won the parish award,” said Cathy Gunstream, Benton Middle School teacher. “Alexander’s unique ability of poise and articulation sets him apart from



photo by Peter D.J. Nolten

Alexander Parmater, Bossier Parish Student of the Year, relaxes while playing the piano at home.

1 see Student, page 8

Insider explains IWF “warrior” mission

Capt. Colin Connor
8 IWF Weapons Officer

“We’re part of 8th Air Force” is the common phrase heard around the 8th Information Warfare Flight when explaining to visitors who the unit belongs to. Who makes up the 8th IWF and how the flight fits and contributes into 8th AF are the common questions asked?

The 8th IWF is composed of a variety of personnel who check their Air Force Specialty Code, whether it is communications, intelligence, information management or space and missile operations, at the door when joining the unit. The various career fields in the IWF represent years of experience for the single

purpose of integrating information warfare with the conventional war fighting methods.

Although, the IWF personnel are expected to bring the expertise from their career fields to the flight, they are also expected to become Information Warfare warriors.

The 8th IWF is a detachment of the 67th Information Operations Group, which falls under the 67th Information Operations Wing. The 67th IOW is the operational arm of Air Intelligence Agency, which as of Feb. 1, 2001 was reorganized under 8th Air Force. Confused? Well, here it is in simpler terms.

The 8th IWF reports administratively to the 67th IOW, but the flight is here for

the sole purpose of supporting 8th Air Force’s operations. So, when a member of the 8th IWF says, “We’re part of 8th Air Force,” they are in a bigger picture an integral part of 8th Air Force.

By now you may be wondering what is Information Warfare? Depending on who you ask, you’ll get a myriad of answers. As stated in Air Force Doctrine Document 2-5, “IW is the attack and defense functions used to gain information superiority.” In today’s environment the flow of information or lack thereof is crucial to any war fighting effort.

IW is made up of multiple pillars, which are combined to gain information superiority. The different aspects of IW

include electronic warfare, military deception, physical attack, information attack, information assurance, operational security, counter-intelligence, counter psychological operations, electronic protection and counterdeception.

A practical example of how the IWF contributes to a combat mission is the use of leaflet drops to persuade the enemy to do something they otherwise would not. The IWF role in the execution of this type of operation involves planning, command and control of the operation and determining its effectiveness on the intended target.

However, IW is not a

● See IWF, page 8

Boxer places fifth in nation



photo by Yolanda Hunter

Senior Airman James Dubois (left) competes at the all-Air Force Championship last year. Dubois is a three-time All Air Force featherweight champion.

By SSgt. John Waldron

543d Intelligence Group Public Affairs

As a young boy growing up in Dallas, Texas, Senior Airman James Dubois sat spellbound in his living room as his father and grandfather told stories about their days competing as Golden Gloves and Navy amateur boxers. By the time he was 8, the now-Air-Force boxer was already hooked on the sport.

Today, Dubois, who recently placed 5th in the nation following the U.S. Men's National Championship at Las Vegas, attributes much of his success to the strong support he receives from his family.

"My father and grandfather come to all my matches," he said. "Having them sitting ringside really motivates me to keep going toward my dream of boxing in the next Olympics and eventually going professional."

Dubois, 22, is currently serving with the 93rd Intelligence Squadron at Lackland Air Force Base. A three-time All Air Force Featherweight Champion with a record of 45-18, Dubois said it takes discipline to stay focused.

"It is always a challenge to balance a

full-time career in the Air Force with the demands of training," he commented. "In order to get in 26 hours of training a week, I usually get up at 5 a.m. and do two hours of conditioning before leaving for work."

Being nationally ranked, according to Dubois, was a big step towards achieving his dreams. "It took a lot of work to get to the point where I could be nationally ranked," he explained. "From here I plan on training hard and learning as much as I can to stay competitive."

Senior Master Sgt. Raymond Carger, head coach of the All Air Force Boxing Team, said Dubois possesses the skills it takes to make it in boxing. "James is a gifted kid who can do almost anything," said Carger. "He has a lot of natural ability and is able to keep his punches really sharp when he is in the ring."

Carger, a four-time All Air Force Heavyweight Champion himself, expects the future to be bright for Dubois. "He has unlimited potential as a boxer right now," said Carger. "From here, he will be concentrating on winning the Armed Forces Championship in 2004, which would earn him a spot on the U.S. Boxing Team in the next Olympics."

1 Student, from page 7

his peers," Gunstream added.

"Alexander takes pride in what he does," said Garrett West, a student at Benton Middle School. "He is a nice guy with a good sense of humor," West added.

Alexander said that he is a member of the Boy Scouts and is currently working toward his Eagle rank.

"Boy Scouts has taught me many life lessons," said Alexander. "It has taught me the importance and challenges of leadership," Alexander added.

Alexander says he enjoys music. He is first-chair tenor saxophone and first-chair bass saxophone with the school band.

"Band has been an extremely rewarding experience," said Alexander. "It has instilled in me the importance of team work," Alexander added.

Alexander also enjoys being on the debate team. "The fast paced arguing and counter-arguing combined with the opponents attempting to outwit each other is a tremendous experience," said Alexander

"I hope one day to serve in the Air Force, flying B-52's, and perhaps retire doing so," said Alexander. "The Air Force Academy would provide my education, offering a rigorous curriculum," he added.

"For right now, I will concentrate on more current challenges," said Alexander.

1 IWF, from page 7

specific platform or system, but rather an integration of various assets that can be utilized to accomplish a mission. Therefore, it is easy to see the importance that an IWF plays in ensuring that information is denied for the enemy and that our own information channels remain open and useable.

So, hopefully the next time you run into somebody from the 8th IWF you'll have a better understanding of what they offer. Although they may come from a variety of different career fields, the members are joined together in the IWF mission to improve the effectiveness of the Combat Air Force.

“Mighty Eighth” Teamwork—Saudi style



photo by Staff Sgt. Vince Parker

Capt. Rebecca Boll, an airborne air controller for the 965th Expeditionary Airborne Air Control Squadron, monitors aircraft over northern Iraq during routine operations onboard an E-3 Airborne Warning and Control System aircraft. Controllers like Boll receive critical information from the Combined Air Operations Center daily.

By Lt. Col. Jeffrey Smith

608th Air Operations Group

COMBINED AIR AND SPACE OPERATION CENTER, PRINCE SULTAN AIR BASE, Saudi Arabia—Since Dec. 18, more than 100 professionals from the Eighth Air Force Headquarters have been temporarily assigned to Prince Sultan Air Base, Saudi Arabia, in support of AEF 7/8. In that time, “teamwork” has taken on a special meaning.

To those who might argue the word ‘teamwork’ is overused, I beg to differ. Here at the Combined Air Operations Center, members from the headquarters are embedded throughout the various combat divisions, each performing a unique task vital to the overall control of air operations in three distinct theaters of responsibility.

Each and every discipline plays a critical role in the planning and execution of all combat operations flown in support of Operations ENDURING FREEDOM and

SOUTHERN WATCH. The CAOC also has responsibility for ongoing actions involving Joint Task Force Horn of Africa.

The United States and coalition partners patrol the skies and conduct flight and surveillance operations to enforce multiple United Nations Security Council Resolutions and Demarches.

On any given day, hundreds of air missions fly under CAOC control. Some are direct support missions involving heavy airlift sorties to, from and within the theater—while others involve highly specialized missions in support of a variety of activities.

These include special operations, medical evacuations (of both U.S. and foreign nationals), close air support operations, and ground convoy escort duties. The bulk of sorties flown, however, are direct combat missions in support of OSW.

It is here where teamwork from the headquarters staff is so critical to operational success. And it is here where we stand to

make the biggest difference in the way the numbered air force headquarters fights as it has never fought before.

It is only recently that NAF staffs been assigned to operate CAOCs throughout the warfighting Air Force. Although personnel from 12 AF laid the cornerstone of NAF combat operations in the past, it has been the professionals from Barksdale that have “built the fort” for CAOC operations during AEF 7/8 and for future NAF staffs who will be tasked with this burgeoning responsibility.

These myriad responsibilities involve personnel from the 608th Air Intelligence Squadron, 608th Air Communications Squadron, and the trio of Combat Operations, Combat Plans and 26th Operational Weather Squadron from the 608th Air Operations Group.

Each and every airman plays a significant part in the CAOC’s 24-hour operations. Without each person’s contribution, the successful daily execution of air operations in three separate and distinct Areas of Responsibility would be ineffective, to say the least.

And with each, we have demonstrated true teamwork throughout every phase of operations.

The Mighty Eighth’s warfighters have leadership roles in every step of the ‘kill chain,’ from deciding appropriate air combat strategy days in advance to executing the mission on strike day. After assessing bomb damage immediately after impact, the process starts over again.

The teamwork displayed by the warfighters supporting AEF 7/8 truly embodies the metaphor of “the whole is greater than the sum of its parts.” As I look around the floor of the CAOC, I see the very same people with whom I worked at Barksdale — in our peacetime staff directorates — now shifting their focus to the awesome wartime teamwork absolutely vital to the conduct of America’s air combat operations.

If the United States and her allies are going to fight, I can’t imagine being a member of a more qualified, professional and motivated warfighting *team*.

1 *AOC, from page 1*

act, to be able to mass the right systems against the right situation to create the right effect," he said.

The general has identified three targets to achieve that goal: developing and fusing technology, training and managing command and control workers, and standardizing the centers.

One of the challenges for technology, Keys said, is to develop ways to eliminate administrative work in AOCs.

The goal, he said, is to free people from record-keeping tasks so they can concentrate on strategic thinking, planning and dynamic re-tasking.

"Not long ago, it took an average of about one person per sortie ... a 1,000 sortie air tasking order took at least 1,000 people," he said.

"We're driving that down. We need technology to do all those repetitive and cataloging tasks so we don't need as many people. ... We want to get to where each person, in effect, generates three sorties or more."

While Keys said it is important to reduce the manning "footprint," it is more important than ever to be able increase the speed of mission planning.

"We've got to have a command and control arrangement that allows us to adapt to changing operations," he said. "As we've seen during the global war on terrorism, the payoff is being able to ... move resources to certain areas, to shift to a different target more quickly, with more accuracy."

"Ultimately, we know more about our adversary's situation than he does, and we act before he can."

According to Keys, for the AOC to be truly viewed as a weapon system, the proper training and management of people is just as important as technology.

"We will have people who will go to an actual training unit en route to the AOC, (and) we'll keep track of these people with special duty identifiers," he said. Previously, those assigned to command and control positions within a center received on-the-job training.

The general used an aircraft squadron to illustrate the importance of pre-training



photo by 2nd Lt. Jennifer Ferrau

Welcome!

Lieutenant Gen. Bruce Carlson, 8th Air Force commander, makes welcoming comments to participants of the Air Force Network Operations and Security Center conference, held at the command headquarters Feb. 25-28. Topics during the conference included the NOSC organization, current and future capabilities and manpower re-engineering.

workers.

"I don't send people to an F-16 (Fighting Falcon) unit and then (teach) them to fly," he said. "First they go to pilot training, then to fighter lead-in training, then through F-16 training, so they show up qualified."

The third element is to standardize the five centers.

"We're an expeditionary Air Force, and we move all over the world," Keys said. "(If) I'm from the Pacific and I deploy with an air and space expeditionary force to Europe, the position I go to (should) look and operate like the one I left."

The problem, the general said, is those goals are more easily said than done.

"As we grew, different bits of technology were added to different AOCs to do specific jobs. But we lost control of interoperability as we did that. We lost control of standardization," he said. "We've gotten that back. Our full operational capability will be in place around 2005."

After bringing all three parts of the

plan together, the general said, the center configuration would be "frozen" for a few years as operators work out any bugs in the system.

"What we expect to see is a combination of great interoperable technology and well-trained people that will teach us some things that we hadn't thought of," Keys said. "Once you get people at the point of delivery, they always come back with new ideas."

Ultimately, the general said, teaming of trained command and control professionals and state-of-the-art, fused technology, will dazzle the world.

"The Air Force is the gold standard of command and control of air and space forces," he said. "We do that better than anyone in the world, but we're not satisfied. We're always trying to make it faster, better, more accurate and more flexible."

"We've named our AOC weapon system 'Falconers' because falconers control birds of prey," Keys said. "If you're going to control air and space operations, what better name for it?"

Base community council hosts DVs, media

Highest-ranking Representative makes first trip to Whiteman

By 2nd Lt. Kat Ohlmeyer
509th Bomb Wing Public Affairs

Whiteman Air Force Base, Mo.— Nancy Pelosi, House Minority Leader, made her first official visit to Whiteman Jan. 24 since being elected to replace U.S. Rep. Richard Gephardt in the U.S. House of Representatives.

As part of the visit, Pelosi served as the guest speaker at the base's monthly base community council luncheon.

The featured community was Jefferson City, Mo. and more than 200 people from the surrounding communities attended the event.

Pelosi was joined at the luncheon by U.S. Rep Ike Skelton, Missouri's 4th District and Missouri's first lady Lori Hauser-Holden.

Pelosi began by saying how invigorating it was to see so many community members gathered together in support of Whiteman.

"Thank you for showing us the spirit of cooperation that exists at this base," Pelosi said. "You are really a model to the country, not only for your enthusiasm and patriotism, but also for this good neighborliness, this community that supports our men and women in uniform."

The community members weren't the only ones to receive praise from Pelosi. She served as the head of the Intelligence Committee for 10 years and during that time she visited numerous military bases. However, she said none have impressed her more than Whiteman.

"I've never been to any place as exceptional as this in terms of mission and the respect that you have for each other," Pelosi said. "Whiteman Air Force Base is the premier Air Force base."

Pelosi also touched on the priorities of

the Intelligence Committee and the House as a whole.

"I want the men and women in uniform to know that our first priority was and is force protection for our military wherever you are," she said. "For many years, we, on the committee, didn't realize how important that was within our own country, but since Sept. 11 2001 it's clear to us that force protection against the threat of terrorism in our country is as important here as any place.

"When we ask our young people to make the sacrifice of their time and opportunities in order to serve their country, we want them to have minimum risk involved. Presently, we, in Congress, stand shoulder-to-shoulder with the president against this war on terror," the minority leader said.

"Hopefully, we will prevail soon and we will no longer have that threat. But as long as we do, there are no Democrats and there are no Republicans. There are only Americans in that fight."

Pelosi closed with a few comments on being the highest-ranking woman in the history of the U.S. Congress. She said the magnitude of her responsibilities were never more clear to her than at her first bi-partisan leadership meeting at the White House.

"Just as the president began to speak, I realized that although I had been to many meetings in the White House, I had



photo by Airman 1st Class Nick Martin

U.S. Rep. Nancy Pelosi, House Minority Leader, and U.S. Rep. Ike Skelton, Missouri's 4th District, field questions from news media after the base community council luncheon.

never been to a meeting quite like this," Pelosi said. "In fact, no woman had been to a meeting like this.

"I suddenly felt almost as though I were not alone on my chair. I could feel other people sitting there with me. I realized that on that chair with me was the presence of all the women who had ever worked to get women the right to vote, to get women elected to office and to get women involved in the political process," she said.

"They were all sitting on that chair with me. And it was as if they were saying, 'At last we have a seat at the table.'"

She noted, however, that this wouldn't have happened if her colleagues hadn't had the courage to make the decision they did in electing her.

Following the luncheon, Skelton and Pelosi held a short press conference with 13 local media affiliates.

Their visit also included tours of the B-2, A-10 and AH64 Apache, as well as unit mission briefings by each unit at Whiteman.

1 **Bronze Star, from page 6**

Special Forces team pinned down by enemy fire.

"We were told that there was a 12-man team taking direct fire between two groups of Taliban fighters," said Garate. "We went in on (Chinook helicopters), landed, and grabbed the team as we were taking fire. We made it out with no casualties."

Burgum was also involved in direct-action and combined reconnaissance operations as part of a 23-man special operations command and control element.

"We conducted special reconnaissance, intelligence gathering, and flushed out Taliban who were hiding in Kandahar," said Burgum, who also took part in the securing the same hospital where Minyon acted as sniper.

"I was inside the hospital providing minute-by-minute command and control communication back to the forward operating base," said Burgum.

According to Burgum, his team was the first force into several Afghani towns and spent time searching for hostile forces along the Pakistani border.

"In most cases the Taliban and Al Qaeda forces had fled into the mountains," said Burgum. "We would gather intelligence on where they went and try to find them."

Teamwork was also the key element of the mission he performed.

"It was great to work with the dedicated and professional Special Forces," said Burgum. "We were on our own, doing our job, and it felt good to know you were making a difference."

These are a few of examples of what the three tactical air controllers consider "all in a days work." These are also examples of why they received the Bronze Star.

"I couldn't be prouder of these guys," said Lt. Col. Richard Wilcox, 13th ASOS Commander. "Their efforts and those of the soldiers they were fighting along side exemplify the value of our joint Air Force-Army team on the battlefield. Technology is great, but it's the courage of soldiers and airmen that truly wins wars."



Courtesy photo

Left to right, Burgum, Garate, and Minyon, gather for a photo at a forward location in Afghanistan. The duty uniform for the tactical air controllers and special forces soldiers was beards and civilian attire.

Air Force designates new aircraft

by **1st Lt. Andre Kok**
Electronic Systems Center Public Affairs

HANSCOM AIR FORCE BASE, Mass. — The Air Force recently designated its new multisensor command and control aircraft the E-10A.

The "E" designation stands for electrical systems. While the "E" is specific to the mission of the aircraft, 10 was used simply because it is next in the inventory sequence. The "A" stands for the first variation of the aircraft.

The Electronic Systems Center here is managing the acquisition and development of the E-10A.

Hanscom is also the birthplace of three other Air Force aircraft that share the E designation — the E-3B Sentry airborne warning and control system aircraft, the E-8C Joint Surveillance Target Attack Radar System and the E-4B, which serves as the National Airborne Operations Center for the president and secretary of defense.

"There was talk about creating an 'M'

prefix for multisensor," said Col. Joseph Smyth, multisensor command and control aircraft system program director, "but it was decided to go with the 'E' designation instead."

The Air Force Program Integration Division at the Pentagon recently approved the designation.

The E-10 multisensor command and control aircraft will provide ground- and some airborne-moving target indication, as well as key battle management command and control. It is expected to be a central element in the Air Force's Command and Control Constellation.

The C2 Constellation is a concept that envisions a fully connected array of land-, platform- and space-based sensors that use common standards and communication protocols to relay information automatically in machine-to-machine interfaces.

Architectural development, system engineering and integration of the Constellation are also being managed here.