



The cover story for this month's *Spokesman* is the 25th Intelligence Squadron at Hurlburt Field, Fla. I had the good fortune to visit the 25th and their sister unit, Detachment 1, 67th Intelligence Group, last month and see the result of their fine work, first hand.

The 25th is one of our front line units with the enviable task of integrating Air Intelligence Agency's intelligence capabilities with the operational forces. Det. 1 complements the 25th with support to several Air Combat Command units at Hurlburt and Eglin Air Force Base and serves as the AIA interface to quarterly BLUE FLAG exercises. My visit to the 25th and Det. 1 ties nicely with the comments I made in last month's *Spokesman* concerning the importance of what each AIA member does for a living and our responsibilities in the world of information operations.

The 25th provides integrated intelligence and force protection information to Special Operations Forces. The hallmark of special operations is the execution of intricate, high-payoff missions. The key to their success is mission planning. To the SOF, mission planning is about details; not just general military intelligence, but very finite particulars.

Where most people will want to know about a compound or a building in that compound, SOF mission planners want to know what's behind the third window on the second floor, how long will it take for the enemy to respond to an attack and from which direction. SOF mission planners have to look at how the enemy fights, how they train and how well they work together in peace and war in order to understand and predict the success of SOF. This need for basic intelligence - basic target graphics, signals analysis - combined with the need for fine granularity of data that can be handled quickly and be protected, epitomizes information operations.

The 25th demonstrates on a daily basis, AIA's ability to provide the details for a SOF mission. The 25th does this by leveraging AIA's vast expertise in the classic intelligence functions (providing the gain and exploit piece), as well as the AIA role as the Air Force leader in information warfare (providing attack and defend knowledge).

The gain, exploit and defend parts of information operations are critical for SOF mission planning. And although parameters may be stored in a computer and transmissions made by computer, the details rest with our people. They have the necessary, detailed knowledge of a target, be it person or place, or know where to find the

information. SOF use intelligence information during all phases of a mission, from the direct support operator onboard the aircraft and intelligence folks manning Tactical Information Broadcast Service/tactical related data, to the personnel providing intelligence preparation of the battle space and the electronic systems security assessment folks ensuring we don't tip our hand. It is a significant range of information and activities that together fall under the broad umbrella of information operations.

There aren't too many examples I can give you in this publication to illustrate my point, but I have borrowed two examples from other sources. While these examples are negative in a sense, and many more positive examples are available that I can't cover here, the negative examples bring home the need for detailed information.

To execute the Son Tay Raid, intelligence was critical. The raiders needed and got an exact replica of the prison camp in order to practice the rescue. Again, details were paramount. In order to promote operation security, the practice camp was constructed every night and torn down every morning before sun up. A well-rehearsed plan was executed due to the camp details provided, but unfortunately, the lack of details caused it to fail - there were no prisoners of war in the camp. These are the details SOF need.

Maj. John Cooper, our resident SOF expert at the headquarters, relates this example from experience: "In Grenada, it was known that an anti-aerial artillery piece was at the end of the runway, but we were told that you could fly under it because it could not fire at a low-level target due to its depression angle. However, no one told the crew that the AAA piece was actually tilted down so it could shoot down to 150 feet off-the-deck level. Details, details."

These are the details that can make a SOF mission successful or not, and AIA is a big player in that outcome. The need for accurate, granular and timely information is growing and SOF are power consumers of all information. As low intensity conflicts and operations other than war continue to rise in frequency and intensity, SOF will be there, and we will play a larger and larger role.

My personal thanks to Lt. Col. Mike Reide, 25th IS commander, Maj. George Crawford, Det 1, 67th IG commander and the men and women of both organizations for the outstanding work you do and a great reputation you bring to AIA. You are typical of the outstanding professionals I have met in AIA during my initial visits. I look forward to my next visit to Florida, and hope by then you've learned to do more push-ups and fewer sit-ups.

James E. Mills



Col. Gary Harvey, new 67th Intelligence Wing commander.

67th commander shares goals

People are #1 priority

by 1st Lt. Breton Lewellen
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Editor's note: Col. Gary Harvey, new 67th Wing commander, shares his vision and goals for the 67th.

Q. As wing commander, what is your top priority?

People are my top priority: their training, their morale and their quality of life. If we don't have trained, skilled, well-disciplined people with high morale, then none of it works. People will make this wing succeed.

Q. What other issues do you see as important?

I think gain and exploit, defend and attack are core competencies important to framing our planning process. They point to what we've been doing all along. We need to take these competencies to a new level in the information domain. We're adding tools to the toolbox to go along with those we've already assembled with some of those we've been using for a while.

People, capability and resource reinvestment tied to mission prioritization will be important. We need to work with the headquarters in these areas to ensure we provide the best leverage for the warfighter. As we look toward the future with our strategy, our ability to reinvest will become even more central to Air Force Information Superiority in the next century.

I think we must look beyond the typical peace/crisis conflict conundrum, such as humanitarian aid or analysis regarding global environmental challenges. We need to anticipate future roles because our capabilities have application in other realms.

Q. What is your vision for the wing, and how are you working towards that vision?

I see the wing being full partners as operators with other Air Force operators. We need to embed and train with them, as we will fight alongside them. We bring a team approach to the warfighting commander. We've already taken steps to become the Air Force leader for information superiority as the field element of AIA. We must continue to build for the future.

Q. What role do you see the wing playing in the Air Force of the future?

We'll be an integral element from planning to execution: full partners. That's why we're embedding, training with and fully involved in contingencies with other Air Force operators. We'll be recognized as being already on the field, not having to be invited to the fight. That's a forte of our mission tasking. I see us playing a key role, similar to that of an F-16 pilot, a computer engineer or any other Air Force operator. I see a very bright future for the wing at the front of air, space and information superiority.

Q. How will an "information operations" wing differ from an intelligence wing?

An information operations wing will differ very little, if any, in terms of its foundation capabilities compared to a "traditional" intelligence wing. We'll add to our role those capabilities which apply in the information domain. We must do the gain and exploit so defend and attack may be realistic capabilities.

Q. Do you have any projected changes?

We will do some "rewiring." Group commanders will have a greater role in the future of wing developments. But, the course of action we plotted out and are currently on will remain essentially the same. We will seek efficiencies to improve performance, but our effectiveness in accomplishing the mission will be a bottom line.

In the people area, I will encourage more movement and cross-fertilization of people through the various missions among our units. We need to migrate operations training and experience in order to better grow an information operator. This goes back to my top priority: people and their training.

Q. Are there any budget or personnel cuts in the works?

A prudent planner would see fiscal year 1998 to be a "thin" year. I do not know yet how we will be specifically affected, it's too early to tell. My assessment is intelligence and the info ops piece of the Air Force, because of its cornerstone nature, may

incur some adjustments. The Air Force emphasis on modernization will have some impact. We may have to realign some resources to shift mission priorities. To work more efficiently, we need to identify legacy missions and reinvest in the future of the Air Force. Overall, I think gain, exploit, defend and attack will fare well.

Q. How has the changing nature of warfare redefined how the intelligence community is utilized and viewed by the rest of the Air Force?

We need to be quicker on the scene, as well as faster, more timely and more accurate with actionable intelligence. We're in an information explosion, so we have to provide relevant intelligence, not just a lot of data. We will need to make more accurate assessments. We have to sort through more information to get to the warfighter on time. We must be directly on the field of play and be in more places with our people.

Virtual connectivity, instead of physical presence, will be a key part of our new doctrine. Our personnel tempo has been stretched. Fortunately, we have a highly-dedicated and well-educated force. The Air Force has come to recognize and respect our people and institutions for these cornerstone traits in the face of information-based warfare and for warfare in the information domain.

Q. How does the wing's embedded forces work with the Numbered Air Forces?

We embed our forces around the world to be full partners on scene and work from peace through crisis and conflict back to peace. Embedded forces leverage the best capabilities AIA can bring to bear for the warfighter. Simply put, we're with the Joint Forces Air Component Commander in the Air Operations Center to gain and exploit so we can defend and attack with timely, accurate and actionable intelligence.

I can't overstate the importance of the words "full partners." We were once seen as supporters. As full partners, we're side-by-side participants with other Air Force operators. We're on the field with a commitment and stake in the process. We've always had a stake in the outcome, but now we're visibly seen contributing key ingredients to the warfighter.

Q. The wing celebrated its fourth birthday Oct. 1. What are you most proud of?

I'm most impressed by the skill, intelligence and capability I've seen wing people demonstrate every day. The contributions our people made to contingencies in the past few weeks, months and years are impressive. I'm also proud of how we are able to maintain current operational success; we tackle the tough tasks and issues with fine leadership. Every mother, father, sister and brother in America who has someone in the wing can be proud of what their people are doing around the world.

Q. How much has Air Force intelligence changed since you started your career?

It's far more timely and actionable, let alone accurate and

available. The capabilities we put forward today into the warfighter's realm has made intelligence more open — thus having more utility. It's become far more relevant to our team performance.

I think the other thing that's really changed is other Air Force operators recognize the intelligence/information professional as an operator and these professionals are becoming full participants in operations.

This has not always been the case. I think the respect for and dependence on what we can do speaks volumes to how intelligence has changed since I entered the Air Force. We've really moved from being the chicken, to being the hog in the bacon and egg breakfast; we're committed. The Air Force establishment of the core competency of Information Superiority further reflect these drastic changes in intelligence during my watch.

Q. What role has your family played in your Air Force career?

My family has been both a supporter and participant in my career, from the beginning of flight training to today. Family is a strong motivator for me. They give me a reason to keep going. 🇺🇸





Members of the 10th and 30th IS walk from C-5 to waiting friends and family.

Back from the desert

Deployed intelligence squadron members return home

*by Master Sgt. Kevin Walston
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Linda LaRue describes herself as a "tough" woman.

You have to be tough, she says, to handle the rigors of raising children while the military member is deployed from home.

For the 15 years she's been married to Staff Sgt. Martin LaRue, an electrician assigned to the 10th Intelligence Squadron, Langley Air Force Base, Va., she's weathered one deployment after another.

"Today's a special day for all of us. (He) was part of the initial con-

tingent that went to set up the Contingency Airborne Reconnaissance System, Deployable Ground Station-1 operation in October 1994 and is a part of the folks bringing that mission to an end," she said.

"This was his fourth deployment to Southwest Asia," she added.

LaRue and more than 25 other members of the 10th and 30th IS returned from duty in Southwest Asia, bringing an end to one mission and beginning another.

"It feels excellent to be home.

Now that I know the mission's over and I don't have to go back, it's a wonderful feeling," LaRue said. "This takes a lot of the strain off the families. My wife's a strong woman, but she doesn't have to endure the separations anymore."

Lt. Col. Alan Gross, 10th IS commander, said it means a lot to have his folks back home and it's something the unit has been anticipating for a long time.

"When the final aircraft returns with people and equipment, it will

mark an end to the 35th month that our folks have been deployed there," Gross said. "That's a tremendous accomplishment ... some of our people have been deployed there four and five times."

On Oct. 10, 1994, CARS DSG-1 was tasked to provide 24-hour, all-weather intelligence support to Joint Task Force, Southwest Asia in response to Iraqi troop movements along the Kuwait border.

The deployment was known as Operation Vigilant Warrior, and the first recorded mission was flown on Oct. 15, 1994.

"The redeployment of CARS to Langley doesn't signify the end of our commitment to support JTF-SWA," Gross said.

"The deployment of the Mobile Stretch equipment gives the DGS-1 the capability to dynamically interact with U-2 reconnaissance aircraft and relay data via military or commercial satellites to Langley for analysis," Gross added.

Some of the airmen deployed to SWA for three months, returned home

for two months, then re-deployed to continue the mission there. "It's been hard on family members during these missions," he said, "but their support has been outstanding.

"Because of technology, we're now able to support the same mission we've been doing in the desert from here to Langley," Gross explained.

"This allows us to reduce our operations tempo and allows people to stay at home and provide better support to the war fighting operations."

That's music to the ears of family members like Linda, who's noticed changes occurring with her

children since these deployments began.

"My six-year-old daughter, Jennifer, often had trouble sleeping because daddy was away from home so long," she said.

"James, my 10-year-old son, had to assume added responsibilities, which he wasn't comfortable with. Him being home should make life a lot easier for us." ❏



Langley Air Force Base marquee welcomes returning members.



Friends and family members wait to greet members.

■ Pay raise approved

President Clinton authorized a 2.3 percent civilian pay raise nationwide and an average locality increase of .5 percent. Civil service employees under the general schedule pay system will receive at least a 2.3 percent pay raise Jan. 1. Depending on where they work, they may receive an additional locality pay adjustment. Executive schedule, senior executive service and federal wage system employees receive increases based on other provisions of law, according to the office of personnel management. Decisions on 1998 pay increases for those plans will be made later this year.

■ JMIC closes at NAIC

The Joint Military Intelligence College program at the National Air Intelligence Center, Wright-Patterson Air Force Base, Ohio, will close September 1998.

Air Force students who completed their Postgraduate Intelligence Program at JMIC/NAIC should be aware that their time to complete the thesis for the Master of Science of Strategic Intelligence degree at NAIC is limited.

Those students unable to finish the thesis by May 1998 will be required to finish the thesis under JMIC at the guidance of the Defense Intelligence Agency.

Former NAIC/PGIP graduates should remember that the window for degree completion is five years from initial enrollment.

Further information regarding closure or JMIC/NAIC can be obtained from Dr. Don Nease at DSN 787-0844.



Photo reconnaissance was among the 22nd's wide range of missions between the world wars.

22nd IS celebrates 80th Anniversary

*by Master Sgt. Joseph Jordan
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The 22nd Intelligence Squadron, one of the oldest Air Intelligence Agency units dating back to the United States Army Air Corps of World War I, observed its 80th anniversary June 17.

Retired Lt. Gen. James Clapper, former director of the Defense Intelligence Agency and former commander of the 694th Intelligence Group, and retired Chief Master Sgt. David Hardee, former senior enlisted advisor of the group, dedicated the unit's history display entitled, "Flight Through History."

The 22nd was initially organized at Kelly Field, Texas, June 6, 1917.

Although the 22nd has no aircraft, the squadron was, for most of its 80-year history, a flying squadron. Shortly after the United States declared war on Germany, the 22nd Aero Squadron (Pursuit) was one of the first American flying units to go into combat.

The 135th AS, later consolidated with the 22nd IS, flew more than 1,133 combat sorties, including a wide range of missions. Reconnaissance,

artillery adjustment, ground support, bombing, fighter escort, balloon defense and fighter patrol were all within its repertoire. It flew these missions with a variety of aircraft, including the DeHavilland DH-4, the first to be powered by American-made Liberty engines and the Spad XIII, the most utilized airplane of World War I.

The squadron had four aces, including Capt. Jacques Swaab, one of only 10 World War I flying aces credited with destroying 10 or more enemy aircraft.

An authentic Spad XIII, proudly brandishing the 22nd's "shooting stars" unit emblem, is on display in the Smithsonian's National Air and Space Museum in Washington D.C., along with a videotaped interview of its World War I pilot. That pilot was the 22nd's last squadron commander of World War I, Capt. Arthur Raymond (Ray) Brooks, an ace who downed six confirmed enemy aircraft.

The display includes copies of operational reports for September 1918, written by Brooks. The squad-

ron accounted for more than 88 confirmed enemy planes and three balloons while losing 15 aircrew members and two captured. It earned five campaign streamers for the Somme Defensive, Picardy, Lorraine, St. Mihiel and Meuse-Argonne campaigns.

The years between the wars were lean ones. The peacetime military was not a budget priority and money, personnel and resources were scarce. The 22nd, designated as an observation squadron for most of this period, was the first flying unit to operate and command the airfield that would become Maxwell Air Force Base, Ala., from 1921 to 1931.

A detachment of the squadron operated and commanded the Army Air Field that would become Pope Air Force Base, adjacent to Fort Bragg, N.C.

Among the firsts for the squadron at Pope Field was the field's use as the first United States installation for joint, air-ground operations in the development of the new science of warfare, "Air Power," and the instal-

lation of the first lighting and beacon system to improve flight safety.

Training was the order of the day, but the squadron also participated in surveying air routes, landing strips and airfields, helping to develop a nationwide air system. Natural disasters also called on the squadron's special capabilities.

The squadron's aircrews flew a wide range of aircraft, including the JN-6, DH-4 and the O-2.

After moving to Brooks Field, near San Antonio, Texas, in 1931, the 22nd conducted a special school for training combat observers that evolved into an advanced flying school for observation aviation in 1941, just in time for the next world conflict.

During most of World War II, the 22nd, designated a Tactical Reconnaissance Squadron, provided realistic training for ground units and reconnaissance training for replacements for other U.S. units assigned overseas. Among the aircraft flown were the L-4, L-5, A-20, A-24, P-39, P-40 and P-43.

In February 1945, the 22nd returned to combat duty and flew reconnaissance missions with the well-known P-51/F-6 Mustang from bases in France. In a period of a few months, the 22nd earned two more campaign streamers flying 138 sorties, claiming four enemy aircraft with no losses.

After the war, the 22nd returned to Brooks Field and flew aerial dem-

onstrations and conducted aerial photography until the unit was inactivated in August 1946 as part of the post-World War II demobilization.

In April 1965, the 22nd TRS was resurrected and returned to Europe with its assignment to Toul-Rosleres Air Base, France, as part of the 26th Tactical Reconnaissance Wing and the U.S. Air Forces in Europe. Flying the RF-4 and B-57E, the 22nd conducted optical, electronic, thermal and radar reconnaissance operations in support of the North Atlantic Treaty Organization.

It continued this mission after U.S. forces were withdrawn from France and the 22nd was assigned first to Mountain Home Air Force Base, Idaho, and then to Shaw Air Force Base, S.C., as part of the 67th TRW, now the 67th Intelligence Wing.

The 22nd was redesignated in 1971 as the 22nd Tactical Drone Squadron assigned to Davis-Monthan Air Force Base, Ariz. The 22nd performed photographic reconnaissance supporting tactical forces using the AQM-34 tactical drone, DC-130 Hercules launch and control aircraft and CH-3 recovery helicopters.

In 1993, the 22nd was again transformed when it was reactivated and redesignated the 22nd IS at Fort George Meade, Md., subordinate to the 694th IG, 67th IW and the Air Intelligence Agency.

Although no longer a flying unit, the 22nd continues to perform its continuing mission — to provide timely, accurate intelligence.

The 22nd's squadron motto, "We are an integral part of the fight!" emphasizes the war fighter's dependence on information and the 22nd's accountability to the warfighter.

Just as the 22nd had a significant part in shaping the role of the airplane in the U.S. Army Air Corps' early days, today it has a crucial role supporting national decision makers and combat field commanders. ■



The centerpiece of the 80th anniversary historical display shows the changing missions of the squadron during its "Flight Through History." It was designed and constructed by 22nd IS members.



The 22nd Tactical Reconnaissance Squadron flew RF-4 Phantoms from Shaw Air Force Base, S.C., in 1971.

Agency learns “ABCs”

Team evaluates mission resources

By Staff Sgt. Kimberley Young
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We all know the Air Force doesn't have the budget or the manpower it used to, so how do we work smarter, not necessarily harder?

In an effort to ensure optimum use of personnel and resources, Headquarters Air Intelligence Agency is conducting an evaluation to determine how much it costs to do business in AIA.

Through an ongoing process that began Oct. 1, everyone assigned to the headquarters will be personally interviewed by the Integrated Process Team.

Termed “Activity-Based Costing,” the evaluation's primary objective is to allow the headquarters to do things that are not being done due to lack of manpower and other resources, as well as being able to meet new challenges, according to Col. James Romano, chief of Plans Division.

“This evaluation is not a civilian reduction-in-force or military downsizing effort, but a way to be sure to use those people we have in the best way possible,” said Brig. Gen. Regner Rider, AIA vice commander.

With the many changes happening throughout the Air Force, Wade Forrester, chief of AIA's Quality and Process Improvement Applications Branch said, “We need to refocus our workload because base functions have changed and we may be doing jobs

that are no longer required. They are remnants of the past.”

By prioritizing services provided at the headquarters, “we can wisely choose those things we can stop doing to take on new challenges,” Rider said.

The results of the evaluation will show what changes, if any, need to be made for HQ AIA to run more efficiently by using the results to help allocate resources.

“We may find we don't need to do certain functions,” Rider said, “but I want the system to come to that conclusion, not senior leadership.

“I truly believe this will be positive,” added the general.

“There will be more job satisfaction because what people are doing will have more impact. People can grow with their new jobs and in new arenas now that we're working in information warfare and information operations,” he added.

According to Capt. Connie Hutchinson, AIA's organizational development consultant, “by focusing our resources in mission-critical processes, we become more valuable to the Air Force and the Department of Defense.”

The evaluation is based on a four-phased approach:

❑ Identify the products and services AIA provides and how much they cost

❑ Match AIA's master and strategic plan goals and objectives to what is actually being provided by AIA

❑ Determine the value of the products and services and prioritize activities

❑ Improve processes to deliver more value at a lower cost

The evaluation will help determine AIA's strengths and weaknesses by examining products and services. It will also allow fact-based decisions to be made about the future of AIA personnel and resources instead of telling everyone to expect a 25 percent cut in manning across the board.

“It's hard to make those decisions unless you have a priority for what you're doing,” said Rider. “We want to be smart in the way we do business. People will not just do their job because it is a job. Hopefully, they will understand the impact their job has on the agency as a whole, allowing them to modernize their skills and knowledge in response to the challenges.”

The evaluation will be done only at HQ AIA to work out the bugs, Rider said. “If it works the way we envision, it will migrate to the entire agency. The bottom line is to make the job and contributions our people make more meaningful.” ■