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With Distinguished Honor, We Present This Flag

AWS's enlisted members paid tribute to General Kelly March 20, 1991, with a flag lowering ceremony in his honor in front of Headquarters Air Weather Service. Members gathered from all ranks and all AFSC's of the command for the fond fairwell. The official presentation of the flag (left photo) was made by Air Weather Service's youngest enlisted member, Amn. Michael Bilheimer.



TAKING CHARGE!



The new AWS Commander discusses Headquarters Air Weather Service and challenges ahead.

See page 5

RUMOR CONTROL:

Rumors spread through the command like wild fire when word leaked out about the possible restructure. Here's some of the ones that were false.

- The Air Force is doing away with weather people.
- The Air Force is doing away with Air Weather Service.
- There will be no more wings.
- There will be no more squadrons or detachments.
- The star-rank will be lost for the Air Force senior meteorologist.
- There will no longer be career progression for officers, NCOs and airman.
- The Navy will assume responsibility for meteorology from the Air Weather Service.

Relax! — This edition of the Observer is designed to bring you up to date!

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HEADQUARTERS AIR WEATHER SERVICE



APRIL 1, 1991

COVER STORY

Rolling Like Thunder: Air Weather Service Moves to the Pentagon

"The Air Force must adapt or go by the way of the dinosaurs."

Gen. Merrill A. McPeak

By MSgt. Dave Black
AWS Public Affairs

In announcing the need for an across-the-board Air Force restructure recently, the Air Force Chief of Staff, Gen. Merrill A. McPeak said, "The Air Force must adapt or

go by the way of the dinosaurs."

Shortly thereafter, Air Weather Service (AWS), with a new restructure game plan in hand, blazed the trail to its new destination as a Field Operating Agency (FOA), reporting directly to Headquarters, U.S. Air Force—a move which became official today. AWS had previously been a subordinate unit of the Military Airlift Command



With the transfer of the command to a Field Operation Agency, the command now has a Directorate of Weather (AF/XOW) office at the Pentagon. (U.S. Air Force photo)

(MAC).

During the Senate

Armed Services Committee

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Change at the top



General Kelly moves up to the Pentagon as the new Director of Weather on the Air Staff. (U.S. Air Force photo)

General Kelly Washington bound

By MSgt. Dave Black
AWS Public Affairs

While many members of the command were supporting combat operations in Iraq and Kuwait, others were stateside mapping out a strategy to transition Air Weather Service (AWS) to a Field Operating Agency (FOA) of the U.S. Air Force. The Air Weather Service (AWS) commander received a hint of impending restructure in November, and by late December, the talk in Washington was substantial enough for General Kelly to send a four-man task force to the Pentagon to work out reorganization details.

The mission of the task force, spearheaded by the AWS Chief of Staff, Col. Gene J. Pfeffer, was to do the necessary groundwork to

have, by early February 1991, a capability to establish a Directorate of Weather on the Air Staff.

"My first priority was to put in place a team to develop the necessary plans and documentation that

"Looking back at history, you'll discover that in the early years of AWS, weather policy was centralized at the Headquarters Air Force Level."

were needed to create the new directorate and determine the steps necessary to transition AWS from a technical service of the Military Airlift Command to an FOA status," General Kelly said.

General Kelly learned the

Air Force restructure was imminent in mid-January after attending a briefing by Gen. Merrill A. McPeak, the Chief of Staff, in Washington. The Air Force restructure was officially announced Feb. 5, 1991.

The AWS advance team and headquarters staffers had already done their homework and had 22 members of a planned 48-member staff inbound to the directorate. "We moved some weather officers up from around AWS on short notice, combined them with some administrative personnel, and now they're completing the necessary actions to get the Directorate of Weather up, running, and functioning," General Kelly said.

"Although the restructure is significant, it's not the

Continued on Page 4

Command Line



Brig. Gen. John J. Kelly Jr.
AWS Commander

Farewell Salute

As I write this final "Command Line," my thoughts are divided between your accomplishments the past 33 months and the future. Clearly, you all-military, civilian, active duty, Reserve components, and your families have done much to move AWS forward and served our nation with honor and distinction. From developing new techniques to use the microwave imager sensor on the DMSP satellite in typhoon forecasting, to solving software challenges and keeping the Space Forecast Center activation on track, to fielding new tactical communications and observing, to developing light-weight tactical satellite receivers and upper air measuring equipment, to transitioning to the Automated Weather Distribution System, you have set a standard of excellence. And, while all that was going on, you either deployed as part of, or remained at home base supporting, our 470-person weather group in the Iraqi and Kuwaiti theater of operations. The group of weather warriors who deployed typify all that is good in

AWS. No one questioned why we sent them away from home and into "harm's way." They performed superbly under very trying conditions and in doing so aided air/ground/sea commanders select the weather for battle and enabled our combat forces to fly, to fight, and to win. I want to thank each and everyone of you and your families for your unselfish service to our country, your hard work, and the hospitality and warm receptions you have shown me during my visits. The positive way in which you have responded to the challenges has made me proud to be your commander. The future will continue to be full of challenges. I know you will support Colonel Frederick as loyally and as well as you have me and together you will master the opportunities and make a great command even better.

On behalf of Brenda and myself, we salute you and wish you the very best in the future—you are a great group of warriors. Till we meet again.

Chief's corner

The concept of a single schoolhouse has been around for a number of years. Timing, however, has not been right until now, and we have just recently been given the green light to make it happen. Good news does travel fast, though, and many of you are requesting more information on this just-off-the-ground, but significant, change to career progression for the weather specialty. It is a little too early for much in the way of hard facts or specific times, but I can provide the following overview.

Currently, the weather career field has the Air Force's only mandatory 7-skill level course. This course, the one we refer to as forecaster school, is a carryover from our two-career field days. It contributes to a number of problems that range from a trained personnel requirement (TPR) imbalance (our basic need for more forecasters than observers) to coping with the short turnaround PCS that is required just to attend. Additionally, our primary upgrade progression milestones have become observer and forecaster certification rather than 5- and 7-skill level upgrade, and the concurrent supervisory and management training requirement has taken a back seat.

Conversion to a single schoolhouse will allow us to align with the standard Air Force upgrade progression system. This new course will not simply combine the existing observer and forecaster schools but will be built from the ground up.

It will be designed to graduate a weather specialist trained in observing, analysis, and forecasting. Subsequent OJT at unit level will then concentrate on both observing and forecasting skills, concurrently. When the 5-skill level is awarded, the

Single Schoolhouse

weather specialist will be fully qualified and capable of doing all technical duties. Our upgrade to the 7-skill level, like other AFSCs, would then focus on polishing up those technical skills we already have and upon the development of required supervisory and management skills. This would not be tied to classroom space or PCS availability. And, of course, there would be no 6-month-long technical school looming on the horizon for our first termers.

As you can see, a single formal course certainly sounds like the way to go. It also compliments AWDS era weather station operations. AWDS shifts our weather station workload. Tearing and filing is virtually eliminated. The in-station observer has more time than tasks, while the extensive data manipulation and reanalysis capabilities of AWDS provide the forecaster with potentially more tasks than time. But getting from today's separate courses to tomorrow's single course is going to be neither easy nor quick. It will, most likely, have to follow our relocation to Keesler and may not be able to be realized prior to FY94. Once a reality, the existing forecaster course would be continued long enough to allow the return of all observer-course-only graduates.

To ensure our transition to a single schoolhouse is done smartly, a test is currently being conducted at several locations. The purpose of this test is not to see if a single schoolhouse will work. Our fast-trackers have proven that. Rather, it will help ensure the new specialty training standard (STS), upon which the new formal course will be

based, and the new career development courses (CDCs) that we will need are as fully developed as possible going in.

We are seeing a number of significant changes in our Air Force, as well as within Air Weather Service. They are all directed at improving and streamlining our operations. I believe that this one has to be one of the best!

Keep on making the difference. Stay in touch. DSN (312) 576-4002.



Danny W. Milner
CMSgt, USAF
Senior Enlisted Advisor

Col. George L. Frederick Jr.
AWS Commander
AWS Editorial Staff
MSgt. David L. Black
Editor

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MAC cites 5WW for Verne Orr Award

Air Weather Service's 5th Weather Wing (5WW) with Headquarters located at Langley AFB, Va., has walked away with the Military Airlift Command's prestigious Verne Orr Award for 1990. The wing will now compete as the MAC nomination for the Air Force-level award.

Presented to the unit that demonstrates excellence in mission accomplishment while effectively utilizing its human resources to the fullest potential, the Verne Orr Award is one of the highest honors that can be bestowed on a unit.

The wing has 53 subordinate units located nationwide and in Panama. Units of the 5WW provide weather support to the Tactical Air Command, U.S. Central Command, U.S. Forces Command, and the U.S. Army Training and Doctrine Command.

Additionally, 5WW provides unique ionospheric assessment for two Over-the-Horizon Backscatter Radar sites. More than 620 of the wing's 854 personnel are tasked and trained to deploy with their operational customers during crisis and wartime scenarios.

In 1990, 5WW met the challenges of contingency and crisis operations in Operation Just Cause, Promote

Liberty, and Desert Shield/Storm, while sustaining a rapid pace in applying new weather support technologies.

Through outstanding efforts wing-wide, preparations for installation of the Automated Weather Distribution System and the advanced Doppler Radar were kept on track. Applications and integration of data provided by the new TAC-wide lightning detection system was pursued, and the wing continued to advance support levels for high technology electro-optical precision-guided munitions, aircraft navigation and targeting systems (such as LANTIRN), tactical reconnaissance sensors, and com-

puterized command, control, and intelligence networks.

The wing's commitment to readiness training in 1990 directly led to the success of contingency support operations. By taking maximum advantage of every training opportunity and applying the lessons learned, individual member's professional proficiency and wartime readiness surged to unprecedented high levels.

The superior wartime readiness of 5WW was used to maximum advantage in successfully accomplishing many challenging missions, setting it apart within Air Weather Service and the Military Airlift Command.



TQM CORNER: Worker Empowerment

By Lt. Col. Ken Eis

How does a member of the U. S. Air Force get empowered? Worker empowerment is one of those catch phrases used by Total Quality Management (TQM) folks that is either ignored or treated with suspicion by many of us in the military.

Empowerment is a good thing—even in the military—and does not mean that command is endangered. The concept of worker empowerment can help both worker and supervisor get the job done better and more efficiently.

First the definition: Worker empowerment means that each individual has a stake in the mission, and not just in a small part of the process. The worker feels part of the team, ready with a new idea, not just an eager attitude. An empowered worker feels that he or she can contribute to the success of the mission, not just by "doing the job," but by seeing how it fits into the rest of the process, and how the whole process contributes to customer support.

In Operation Desert Storm, workers often went beyond their stated duties. In combat it's called being part of the team, and it's the margin of victory. In peacetime, it's worker empowerment.

For you, the worker, it means being creative and getting a little more involved in

issues that used to be considered the boss' job. This makes the job more interesting, prepares you for promotion, and gets you thinking about the big picture. Does it mean doing more with less? Yes, it could. You may find yourself planning and developing approaches to your work that were previously considered your boss' job. (Keep it up and you might get his job!)

For you the supervisor, it means letting subordinates develop ideas and make proposals that are considered part of your job. You get the benefits of others' ideas and perspectives. In exchange for letting your subordinates do some of your work, you have to do more training, paint "the big picture" for your people when their efforts fall short because they don't know what you know about the job, and support their ideas up-channel. It's through this process that we grow future Air Force managers and leaders.

General Electric has a policy of withholding a promotion until said employee has trained someone to take their place. Empowering your subordinates means giving them knowledge, responsibility, and a fair hearing on their ideas. This means preparing someone to do your job. It only hurts if you think you're indispensable! No company outperforms the Air Force in growing future leaders. Worker empowerment is just a clearly stated method for getting it done

hot off the wire... Simply the Best!—

When you're good, you're good, baby! That's what Kathryn M. Elmore, secretary and information management specialist at Det. 3, HQ AWS, Onizuka AFB, Calif., proved recently when she won the 1990 Onizuka AFB Civilian of the Year Award, for the second consecutive year.



Kathryn N. Elmore

Her duties have grown over the past year and she is fully integrated into the unit mission providing superior support tasks in all phases of operational and administrative functions. Mrs. Elmore is the Base Equal Opportunity Counselor, a job she was appointed to by the base commander. As leader of the Onizuka AFB Vocal Ensemble, she spends much non-duty time programming orchestration and selecting suitable repertoire for various base activities. Away from the Air Force community, Mrs. Elmore and her husband, Duane, are professional musicians whose talents are displayed through various music seminars, classrooms, and supper clubs.

Memorial Fund Set — The Air Force Institute of Technology has established a memorial fund in memory of Margaret "Peggy" H. Malavich, who recently passed away. Ms. Malavich was a long-time employee in the Institute's Civilian Institution Programs. The memorial fund is to help provide for her two children, Katie, age 14, and Kristine, age 3, who were left without parents. Anyone wishing to make contributions should make a check to: The Peggy Malavich Memorial Fund, Star Bank, P.O. Box 3538, Dayton, Ohio 45401-3538. Please include Katie and/or Kristine, Acct #006169648 in the memo block of your check. For more information, contact Maj. Mary E. Smith, AFIT/CIR, 513-255-3291 or DSN 785-3291.

Year of the Hunter —

Weatherman dominated the Hurricane Hunter awards in 1990. Capt. Mark Mullins (left in photo) and Sgt.



Hurricane Heroes

Ian Bohnen (center) of Det. 1, 7WW, are members of the Air Rescue Service Aircrew of the Year. On July 31, 1990, the crew of Gull 17 broke off from their tasked mission on Hurricane Bertha to locate a distressed merchant vessel, and despite the 75 knot winds and marginal visibility, they spotted the crippled ship. They guided rescue craft to the scene, and were credited with helping save 21 survivors. The Gull 17 crew then completed the Hurricane Bertha mission during the 11.5 hour flight. SSgt. Brad Wasson (right) also participated in the search and rescue effort, and was selected as the Hurricane Hunter NCO of the Year. He was also involved in resolving four in-flight emergencies, including one in which the crew's WC-130 Hercules lost both No. 1 and No. 2 engines. They shutdown and restarted No. 1, then continued the mission for three passes through the hurricane eye. Capt. Kevin Siemens (not pictured), in competition with many pilots and navigators, was selected the Hurricane Officer of the



Gen. John Kelly

Topic: Air Force Restructure

"One of the things everyone needs to understand is that the Air Force and Department of Defense are going to get smaller. Air Weather Service will not be immune from this reduction. The challenge we face today is to do it smartly and, in fact, in a way that does not degrade the quality of the support we provide."

Gen. John J. Kelly Jr.

AWS moves to Pentagon . . .

Continued from Page 1

tee hearing on his nomination to be Chief of Staff, General McPeak told the committee that reorganization was his "No. 1 priority."

After his confirmation, General McPeak and Secretary of the Air Force Donald B. Rice, ordered a major review of Head-

quarters U.S. Air Force. That review resulted in AWS becoming one of numerous commands, special operating agencies, and other units tapped for restructure.

According to Air Force officials in Washington, the move is designed to reverse a trend toward dispersion of policy re-

sponsibility out of Headquarters Air Force.

During its transition to an FOA, AWS established a Directorate of Weather (XOW) under the Deputy Chief of Staff for Plans and Operations at the Pentagon on Feb. 5, 1991.

The reorganization became official when AWS finalized the transfer

from the Military Airlift Command to realign under the Headquarters U.S. Air Force Directorate of Weather at the Air Staff today.

As the new Director of Weather, Brig. Gen. John J. Kelly Jr., will assume all policy, resource allocation and planning for the weather functional area, while operations and implementation will continue to be done at the AWS Headquarters at Scott AFB, Ill. Col. George L. Frederick Jr. assumed command of the AWS headquarters at Scott. (Please see change of command article page 5).

The realignment, however, will not change the structure of the command's seven wings and their subordinate units.

As the new Director of

Weather, General Kelly said, "The change will not affect our weather mission. Air Weather Service will continue to provide day-to-day weather support to the Air Force, Army and Department of Defense. Air Weather Service has a proud heritage of customer support, and this will be a smooth transition."

General Kelly also expressed his appreciation for the Military Airlift Command. "During our 45 years together, the Military Airlift Command has been a great supporter of Air Weather Service and we truly deeply appreciate that support. The men and women of Air Weather Service have been proud to be a part of the Military Airlift Command's winning team," he said.

General Kelly ★

Continued from Page 1

biggest thing to happen to the command," General Kelly explained. "Looking back at history, you'll discover that in the early years of AWS, weather policy was centralized at the Headquarters Air Force level. Then some 45 years ago, a decision was made to put that function in the Air Transport Command—a forerunner of MAC. So in a way it's kind of like the pendulum swinging back," he said.

The new directorate will do policy, allocate and distribute resources, plan, program and budget, and do program evaluation, stated the general. "The thrust of this Air Force restructure," said General Kelly, "is to organize the Air Staff to do what it is supposed to do and organize the field to do what it is supposed to do."

Headquarters AWS at Scott will implement policy and ensure program guidance and operations are carried out in an efficient manner.

There are a number of positive benefits to the restructure, stated General Kelly. "We're now going to have a number of people

where the decisions are made in Washington, D.C. I think it will improve our relationships with and our ability to deal with other DOD and intergovernmental weather agencies such as the National Weather Service, Department of Commerce, the Office of the Federal Coordinator for Meteorology, Headquarters Army and the Chief Oceanographer, U.S. Navy."

General Kelly noted that almost all functional heads of the government's weather agencies are located in Washington and with the transition, he will no longer have to go TDY to deal with them.

If there is a negative side to all this, General Kelly stated it's that the old system has also worked well. "I'm not saying the new system won't work, but our relationship with MAC has been as part of a winning team and you're always a little uncertain when things change."

For the impact of all this on Headquarters AWS, there's also some positive benefits. "It certainly will allow the headquarters to spend more time on operational matters. Because that's its role. It will do operational and implementa-

tion kinds of things. The headquarters will also concentrate on improving the technical prowess of the weather force, and will become even more of a center for technical expertise for the Air Force."

According to General Kelly, the change will have little effect on those members below the headquarters level. "What everyone needs to understand is that the change will certainly impact the command, but to the people in the base weather stations, the people in the squadrons and at the wings, the change will have very little impact on them. They will start seeing some changes in that many AWS regulations will become Air Force regulations and many policies will become Air Force policies, but other than that on April 1, 1991, there will be very little impact," he said.

General Kelly stated that he's looking forward to the move especially during these changing times in the Air Force. "It is going to be a challenge as we try to make the Air Force smaller, smarter and better. I'm looking forward to being a part of all of that and ensuring that what we do will be the best for the Air Force."

COMMANDER IN CHIEF
MILITARY AIRLIFT COMMAND
SCOTT AIR FORCE BASE, ILLINOIS 62225-5001
4 February 1991

TO THE MEN AND WOMEN OF AIR WEATHER SERVICE

On 1 April, we will mark an historic moment as Air Weather Service transfers to the Air Staff. For 45 years, the men and women of AWS have provided the finest weather support in times of crisis and peace. You've been involved in hurricane watches, battlefield forecasting, space program support, and the cutting edge of technological development. So much we do everyday, as seen now in DESERT STORM, is dependent on our professional weather people. There is no doubt in my mind you will continue to do the same fine job in your new role as an Air Staff field operating agency.

To each of you, my very best for continued success and good fortune.

Sincerely

H. T. JOHNSON
General, USAF



Col. George Frederick

Reminiscing At The Top

Colonel Frederick never thought that he would one day become the Air Weather Service commander. "At one point in my career, probably as a young officer, I put in my master personnel record that I wanted to be wing commander. I always wanted to aspire to be a commander. But up until certainly a month or so ago, I really never thought I was on track to be the commander of Air Weather Service. I thought that being the wing commander was the ultimate command that I would ever have. And when I finished being a wing commander, I wasn't ready to hang up the blue suit. I told General Kelly that I still get a kick out of working in this business and that I still wanted to contribute. He said well, I've got a job for you up here as vice commander, and I thought that is where my career would end. But with this organization, you know like where there is change, you have challenges, and I certainly have a challenge now."



Lt. Gen. Michael A. Nelson presents the AWS standard to Col. George L. Frederick, the new commander of Air Weather Service. (U.S. Air Force photo)

AWS transfers to Field Operating Agency

By Dave Black
AWS Public Affairs

An official ceremony held in Hangar No. 1, March 21, 1991, at Scott AFB, Ill., attended by nearly 200 distinguished guests and well wishers, culminated the end of an era, a 45-year history of Air Weather Service (AWS) serving as a technical command under the Military Airlift Command (MAC).

During the ceremony, officiated by Gen. H. T. Johnson, MAC Commander in Chief, and Lt. Gen. Michael A. Nelson, Deputy Chief of Staff, Plans and Operations, Headquarters Air Force, Brig. Gen. John J. Kelly Jr., became the first ever Director of Weather on the Air Staff, and Col. George L. Frederick



Top Brass—From left to right: CMSgt. Danny Milner, Col. George Frederick, Brig. Gen. John Kelly, Gen. H.T. Johnson, Lt. Gen. Michael Nelson and Chaplain Larry Mosley. (U.S. Air Force photo)

Jr., assumed command of Headquarters AWS at Scott.

"AWS has a long and proud heritage and four decades of affiliation with MAC. It's sad to see this affiliation end, but we realize as our structure changes

to keep pace with the challenges of the 1990s, so must we. The official designation to MAC will end on 1 April, but I can assure you that our close relationship will continue in the days and years ahead," said General

Johnson during the ceremony. General Nelson congratulated Colonel Frederick and welcomed General Kelly to the Air Staff. "On behalf of the chief, I am happy to offer congratulations to the new AWS commander. I'm sure the command will flourish under Colonel Frederick's leadership. I also welcome General Jack Kelly—the Air Force's first Director of Weather," he said.

The new Director of Weather, General Kelly noted that for him, the ceremony evoked three emotions. "Sadness, because it's always tough to give up command. I think command is the best job you can have in the Air Force. Sadness, because I accept the change as it comes, but it's always difficult to leave an organization you've been with and AWS has been part of MAC for 45 years. Excitement, because the Air Force is changing. As the Air Force grows smaller, we need to do that smartly and when we're done, we need to have a service that has combat power. Many of those decisions are going to be done in Washington, and so I look forward to go up and work on those. Gratefulness—first to MAC. To do our job you need trained people, you need resources. MAC helped give us that. I think we made a good team," he said.

Colonel Frederick stated that it was with high honor that he took charge of AWS. "I accept command of this great organization today. I look forward to the challenges ahead as we raise the flag on a new Field Operating Agency and foster a close working relationship with the Air Staff," he said.

HQ AWS:

Refocusing & Charging Ahead!

By MSgt. Dave Black
AWS Public Affairs

As the smoke clears from the command's realignment to a Field Operating Agency, Headquarters Air Weather Service (AWS) is dashing ahead to fine-tune its new role, while rededicating itself to customer support and other command related issues.

Our No. 1 priority is to focus on lessons learned and the after actions of Operation Desert Storm, stated the new AWS Commander, Col. George L. Frederick Jr. (See change of command article above).

"War is the nature of our business, so we have to learn all we

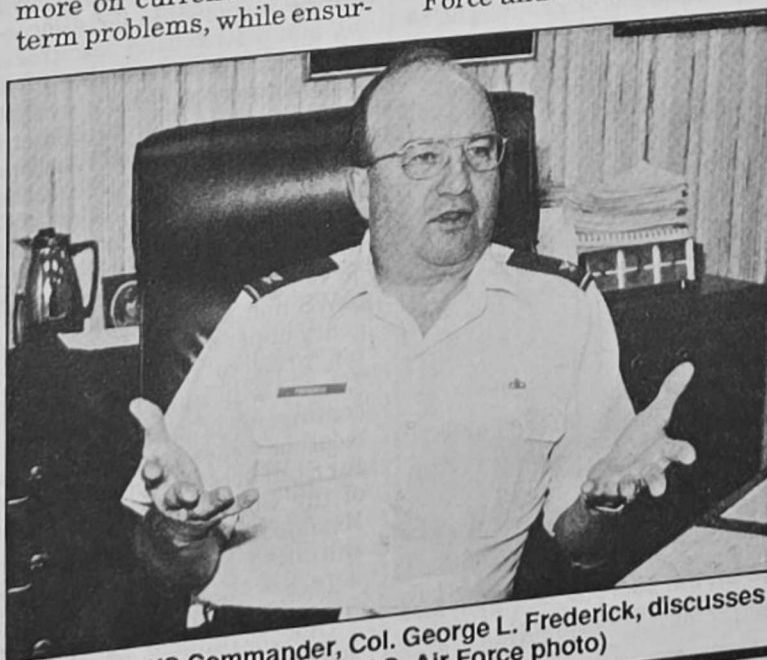
can from this experience. We have teams analyzing what we did and how well we did it. We're taking a hard look at Operation Desert Storm in terms of training and equipment to make sure that we don't need to do anything different," he said.

Continuing Total Quality Management (TQM) will also be another item high on the list of priorities. "TQM is the wave of the future. It ought to pervade in everything we do. So certainly, we're going to capitalize on what the Military Airlift Command started."

The commander stated that we can only think of this restructure in a positive way. "It will enable head-

quarters to concentrate more on current and near-term problems, while ensur-

ing our support will be the best it can be for the Air Force and Army."



The new AWS Commander, Col. George L. Frederick, discusses the future of the command. (U.S. Air Force photo)

"We can only think of this restructure in a positive way. It will enable headquarters to concentrate more on current and near-term problems, while ensuring our support will be the best it can be for the Air Force and Army." —Col. George L. Frederick

"We're going to spend less time worrying about issues in Washington and more time focusing our attention on product improvement and current operational issues."

A number of organizational changes will help headquarters better meet its new role. Five new directorates were formed from the three previous deputes. They are: Operations (DO); Program Management (PM); Technology (XT); Communications/Computer Systems (SC); and the Inspector General (IG).

There will also be staff support people consisting of History, Information Management, Budget, Man-

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X

Admin Staff:

TSgt. Jacquelyn Marshall
Sgt. Tim Brown
Sgt. Cheryl Nevers



New Kids On The Block—Some of the new XOW staff members took time out for a photo in front of the Pentagon building. Front row: Maj. Nate Feldman, Lt. Col. Frank Misciasci Jr., Col. Charles Tracy and Col. Robert Dumont. Second row: Maj. Greg Wilke, Maj. Rick Taylor, Lt. Col. Rob Erickson, and Lt. Col. Mike Kowa. Third row: Maj. Mike Walters, Maj. Randy Fix and Lt. Col. Dennis Reagan. Fourth row: Maj. Webb Tileston, Lt. Col. Jack Jackson, Lt. Col. Ed Eadon and Lt. Col. Wil Shanor. (U.S. Air Force photo)

Enthusiasm At The Top: XOW's No. 2 man sees bright days ahead

Articles by
MSgt. Dave Black
AWS Public Affairs

Since Feb. 5, one of AWS's senior-most colonels, Col. Charles H. Tracy, has been acting Director of Weather on the Air Staff, doing all the things necessary to get the new directorate up and running before General Kelly's arrival today.

In early January, when Colonel Tracy received the call from General Kelly assigning him as the Deputy Director of Weather, his reaction was bitter-sweet. "Being a wing commander was the greatest job in the Air Force and to give that up was less than pleasing. But on the other hand, I have to admit this is really where the action is going to be for the next several years in the future of Air Force weather support, and I'm looking forward to being on the forefront of that."

No stranger to the Air Staff, Colonel Tracy spent over a year at the Pentagon after Air War

College in 1986. "One thing about the Air Staff, it's extremely interesting and challenging. You're right in the middle of politics and what's going on in the nation," he explained.

"Just today, I was in a meeting with a three-star general, representing General Kelly, and I'm handed documents discussing the future budget battles on the hill, the Congress and what the Air Force is up against and the kind of tactics we should be taking."

"We're going to have a job here at the new directorate and that job is going to evolve and grow. In fact, the 48 people we have on line in 1991 will be cut to 36 people by 1995. So, we'll immediately build up an organization, then figure out how we're going to have to shift duties," he said.

"At the directorate here, we're going to take the responsibilities that AWS has historically done for years, such as support to the Office of the Federal Coordinator for Meteorology and the Na-

"At the directorate here, we're going to take the responsibilities that AWS has historically done for years, such as support to the Office of the Federal Coordinator for Meteorology and the National Guard Bureau. I can tell you, we're not going to be lacking for anything to do."

Col. Charles H. Tracy



Col. Charles H. Tracy
Deputy Director of Weather

tional Guard Bureau. I can tell you, we're not going to be lacking for anything to do, we're going to be busy," he said.

The Air Force Chief of Staff, Gen. Merrill A. McPeak, put down some basic management principles for the Air Staff, and the new directorate will have to follow them, stated the colonel.

"We're going to develop and issue policy guidance on Air Force weather service and Army support across the board. We will be responsible for allocating and distributing resources, planning, programming the budget process—how we get money to fund new equipment such as the Automated Weather Distribution System and the Next Generation Weather Radar. We've done that in the past with just a few people, now we'll do it with a full-blown office." (AWS had a very small contingency of personnel in Washington prior to the restructure.) "There will now be a larger contingent of people working weather issues directly with the Air Staff across the board. A lot of the work that was done at Headquarters AWS on the POM Initiative will now be done here."

One advantage to this restructure, according to Colonel

Tracy, "is that it makes the command more normalized like the rest of the Air Force."

"I also see advantages for the new directorate, because being right here at the forefront of activity as it occurs, will enable us to make inputs and changes and get in to doors that would have been a little more difficult to get in to from Scott. So, I think in that sense, at least initially, we'll certainly be more in touch with the people making key decisions and hopefully be able to influence those people making those decisions."

"My big concern and I think General Kelly's big concern, is that a lot of people fear for the worst. I believe that the formation of this new directorate will in no way effect anybody's career in a negative sense," he added.

"In fact, I can tell you when setting up this office, General Kelly looked around for officers with Air Staff experience and he only found a handful of us. Now you'll have some 40 weather officers assigned to the Air Staff at any given time. In the future, officers will aspire to be here and their records will be strengthened by the fact that they've had an Air Staff tour. So, any many ways I see this as a very positive move."

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"These are exciting times for Air Weather Service."

Col. Robert Dumont

XOWP: Setting Policy & Doctrine

As a new FOA, one of XOW's first priorities will be the review of all Air Force (AF), Military Airlift Command (MAC) and Air Weather Service (AWS) regulations, a task that will fall under the helmanship of the Chief for Weather Policy Division (XOWP), Col. Robert J. Dumont.

"We'll decide which regulations will be rewritten at the AF level, which will remain HQ AWS purview, and those that will be deleted," Colonel Dumont said.

XOWP will be the focal point for AF weather support, policy, and doctrine. "We'll establish

and interpret AF policy regarding weather support to the Joint Chiefs of Staff, the Unified and Specified commands, the Army, AF commands, and other agencies," Colonel Dumont stated.

In addition, the XOWP will coordinate on AF doctrine to ensure environment support issues are incorporated; it will assess weather support plans, joint publications, agreements, DOD directives, and similar matters to ensure consistency with the service's roles and missions.

The role of our staff is to provide broad policy guidance, not to micro-manage. We'll leave the development and implementation of the procedural guidance to AWS and the major commands.

Colonel Dumont stated that another priority would be to define the future organizational structure of weather support to the gamut of AWS customers.

XOWP Staff:

Col. Robert J. Dumont
Maj. H. W. Tileston
Lt. Col. Jack Jackson
Maj. Randy Garvin
Lt. Col. Paul Knutson
Maj. Darrel Gebert
Maj. Greg Wilke
Lt. Col. Mike Kowa
Maj. Susan Robbins

"It's going to be an exciting place to be, particularly now in the course of reduced budgets and tight fiscal environment."

Lt. Col. Frank J. Misciasci Jr.

XOWR Staff:

Lt. Col. Frank J. Misciasci
Lt. Col. Will Shanor
Maj. Michael Morton
Lt. Col. Ed Eadon
Maj. Rick Taylor
Maj. Nate Feldman
Lt. Col. Mike Mader
Lt. Col. Gerard Wittman



Col. Robert J. Dumont
Chief, Weather Policy Division

"There are pros and cons for any different type of organization that one comes up with. The biggest challenge is to define what we believe the optimum organization to be and then sell it to the AF Chief of Staff and the major commands. Integrating Army support into that structure poses a particular challenge. We just won't be doing business like we've done in the past."

According to Colonel Dumont, being on the Air Staff is already paying off. "We've established contacts within the Air Staff, within the Army Staff, and within the National Guard Bureau, to more effectively integrate their support into important aspects of AF policy."

Colonel Dumont stated that these are exciting times for AWS, and he's glad to be in the "thick of it." "I know the same thing holds true for the rest of my action officers," he said.



Lt. Col. Frank J. Misciasci Jr.

XOWR: Keeping check on the AWS pocketbook

One of the most important functions of Air Weather Service (AWS) is keeping a tab on the budgetary process, a job that falls under the watchful eye of Lt. Col. Frank J. Misciasci Jr., Chief of Resources Division (XOWR), and staff.

XOWR serves as the Air Staff functional manager for the enlisted, officer, and civilian weather career fields and the command's more than 5,000 members. The division plans, programs, and budgets for U.S. Air Force weather resources, managing more than \$580 million per year.

Colonel Misciasci was one of the few people who didn't have to move to the Air Staff. That's because he was already there, assigned to the XOW staff, working on budget items for the command. (With the re-

W

"We have to keep our finger on the pulse of change... so we can plan for the Air Weather Service of the future."

Col. Tom Sieland



Col. Tom Sieland
Chief, Plans Division

XOWX: Planning Now For Tomorrow

They say it's impossible to predict the future, but that's exactly what the Chief of Plans Division (XOWX), Col. Tom Sieland, and his staff must do for Air Weather Service (AWS), and they don't have the luxury of a crystal ball.

XOWX's mission is to prepare mid-and long-range plans for the command's equipment, manpower, and technology for future Air Force weather support requirements.

The division will also be the Air Force advocate for weather requirements; they will interface with the military services, DOD agencies, and other federal departments as well as international organizations concerning coordination, cooperation and standardization of weather service.

With the restructure, the first priority of the XOWX staff will be to look at the processes involved in mid-and long-

range planning and inter-agency coordination and understand fully how the processes work so we can determine how to improve the processes, Colonel Sieland stated.

"Then we need to ensure we provide quality products as a result of those processes to our customers. Those customers will include Air Force major commands, all AWS wings, and the Field Operating Agency (FOA), as well as other Air Staff agencies," he explained.

"Finally, we need to find out how we can improve the process to provide even better service. Quality planning will be the basis for weather support to the combat air forces of the future," he predicted.

Being located in Washington will also benefit the new XOWX staff. "We should be able to get the job done more efficiently, because we are collocated with the agencies we

have to coordinate with. In addition, this restructure will help our planning efforts from the perspective that we are speaking for the Air Force," Colonel Sieland added.

The colonel envisioned that over the next several years during the changing world political climate, AWS, more than ever, will need to be aware of the meteorological support needs of its customers.

"We'll have to stay in tune with changes in operations of the Air Force and Army, so we can plan for the personnel and equipment necessary to ensure the command has what it needs to get the job done," he said.

"If we in Plans don't do our job right, AWS won't have the capabilities needed in the years to come to adequately support Air Force and Army combat operations like we did in Operation Desert Storm."

Army's weather support provides tremendous job satisfaction. "The name of the game at the Pentagon, and the name of the game in the Air Force is trying to win funding for essential projects. A big part of our job will be to tell our weather program story and defend AWS programs against other requirements," he said.

"Needless to say, it can and will be very challenging. It's a test of your resources and your abilities to go in and be counted in the grand Air Force scheme of things."

With AWS undergoing this new evolution in technology, budgeting over the next several years will be absolutely critical. "We're really going to have our requirements screwed down as tight as we can," he envisioned.

These challenges, stated

Colonel Misciasci, will be part of the excitement for XOWR. "It's always much more fun to work in a challenging environment. You're not going to win everything and you're not going to get everything you need. It's going to be frustrating to stand up and defend to your best ability a program, and then to have it terminated, reduced, or cancelled, because of other more important things," said the colonel.

Colonel Misciasci predicted there will never be a dull moment for XOWR. "There'll always be something happening and we're going to interact across the broad spectrum of the Air Force, as opposed to being very focused in one narrow career field. So, it's going to be an exciting place to be, particularly now in the course of reduced budgets and tight fiscal environment."



Smile—Kathy Hughes will take on the secretarial duties for the new Director of Weather. (U.S. Air Force photo)

Air Weather Service: Proud heritage, bright future



World War II — Rear wing of the Air Force Weather Central, Guam, after VJ Day.

By Rita Markus
AWS History Office

Throughout history the weatherman has had a long and proud heritage. Weathermen have served in all parts of the world, from the ice caps of Greenland to the jungles of the Pacific.

They set up their stations alongside advanced air strips, accompanied the first waves of troops storming ashore on Pacific islands and the Normandy beaches. They served in weather stations on the front lines in the European campaigns. In some remote locations, they were the only military forces present.

On April 1, 1991, Air Weather Service (AWS) will be redesignated from an organizational headquarters to an operating agency. This redesignation will not affect the duties or performance of AWS or its people.

Our mission to support

active and Reserve components of the Air Force, Army and DOD agencies will not change.

This new status is reminiscent of the 1942 AWS, then called the Directorate of Weather and assigned to the Army Air Forces (AAF) Operations Staff (equivalent to today's Air Staff).

"Throughout AWS' history our basic mission remained the same, to furnish weather support which includes critical weather forecasts."

Later that year, the Directorate of Weather was redesignated as the Army Air Forces Weather Service and assigned to the Flight Control Command. AWS then experienced many redesignations, first as a Weather Wing, then AAF Weather Wing, AAF Weather Service and, ultimately,

in 1946, Air Weather Service was assigned to the Air Transport Command, a predecessor of the Military Air Transport Service (MATS) and the Military Airlift Command (MAC).

Throughout AWS' history our basic mission remained the same, to furnish weather support which includes critical weather forecasts.

The weatherman's forecast has had a profound effect on war operations. Without question the most

against the Ploesti oil refineries.

World War II claimed the lives of 68 weather service personnel, 30 officers and 38 enlisted men. Within 48 hours after hostilities began in Korea, a weather detachment was airlifted from Japan to Taegu and began furnishing weather information to the United Nations forces.

Approximately 750 strategic weather reconnaissance missions were flown by an AWS unit (the

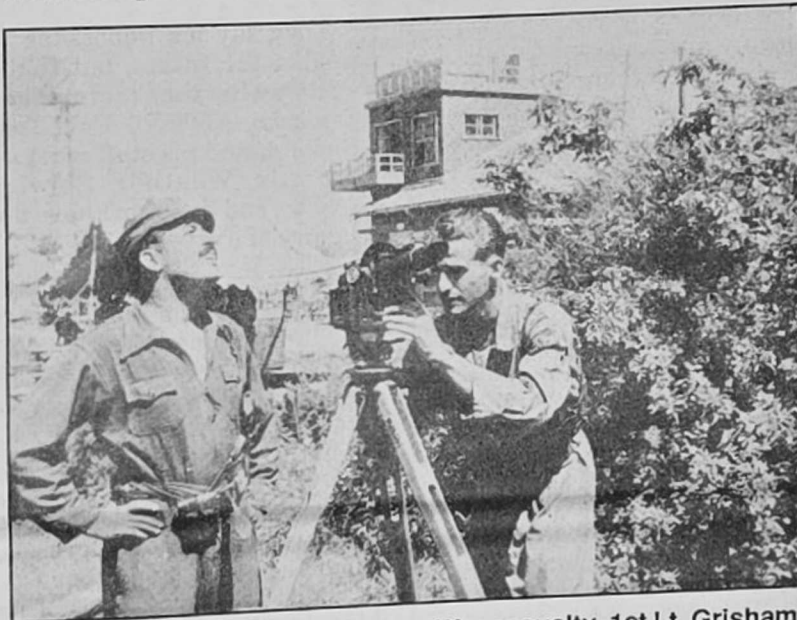
were five officers and one enlisted man killed.

During the Vietnam conflict, the weather was one of the most important foes faced and the weathermen were key to the commanders' "go, no go" decisions. The monsoon season thwarted many bombing attacks.

In 1968, General Creighton W. Abrams stated, "Never in the history of warfare have weather decisions played such an important role in operational planning as they have here in Southeast Asia." "Khe Sanh, the A Shau Valley and Kham Duc are only a few of the many areas where weather has been a primary consideration in operational and intelligence planning." AWS had a total of four enlisted war casualties in Vietnam.

In the 1980s, AWS provided weather support to several U.S. contingency operations. These included Urgent Fury, the invasion in October 1983 of the island of Grenada to restore order and democracy; Eldorado Canyon, the air raid on Libya in April 1986 to discourage Libyan-sponsored international terrorism; and Just Cause, the military intervention in Panama in December 1989 to protect American servicemen and replace the Noriega dictatorship with a democratic government.

Throughout history most battles, whether by land, sea, or air, were influenced by weather. Weather had proven to be a most formidable foe, and at other times, a valuable ally. Weather can kill and weather support can save lives and equipment. As we enter our sixth decade of operations, the military meteorologist will remain an important tool to be used by military leaders and, in many cases, could prove to be the difference between the ecstasy of victory or the agony of defeat.



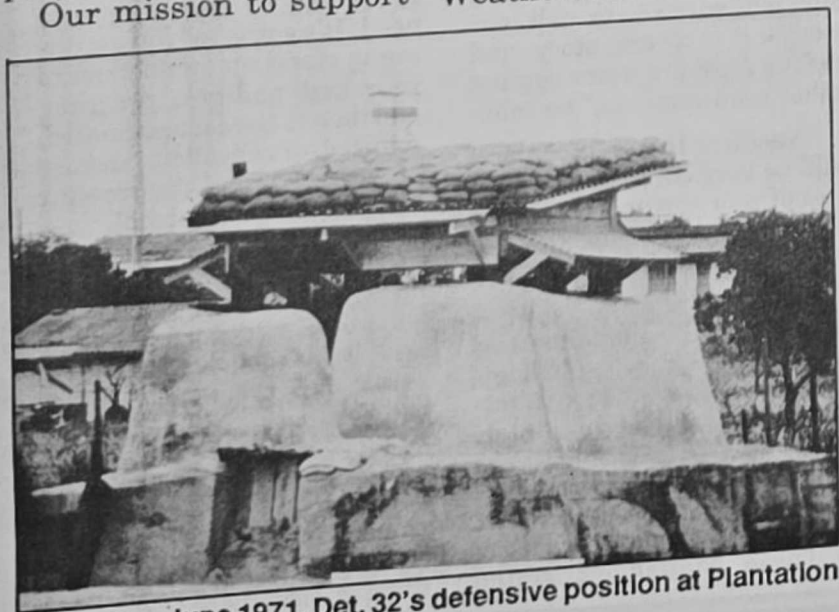
Air Weather Service's first Korean War casualty, 1st Lt. Grisham, watches at a forward base in Korea in late June 1950, while 1st Lt. John T. Gordon operates the Theodolite instrument.

famous weather forecast ever issued was for Operation Overlord, the D-Day invasion of Europe, which members of the Weather Service helped to prepare.

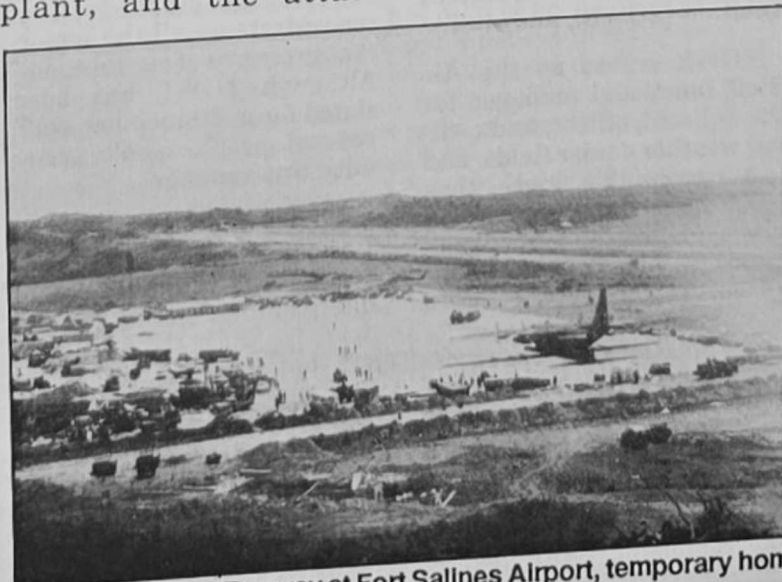
Weathermen provided the forecasts that determined the date of the first atomic bomb mission, the bombing raid on the Schweinfurt ball bearing plant, and the attack

512RS (VLR)) over the combat zone north of 38th parallel.

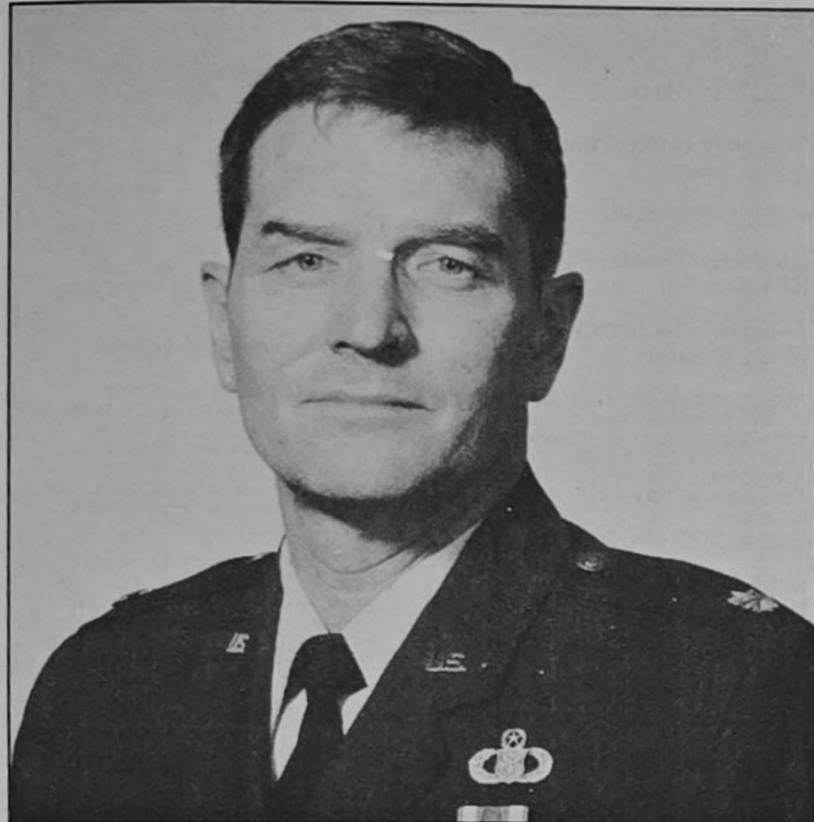
AWS was the only Air Force unit to have an aircraft over enemy-held territory for 348 days straight. AWS weathermen helped to prepare the forecast for the daring amphibious landing at Inchon. Weather casualties of the Korean War



June 1971. Det. 32's defensive position at Plantation,



Grenada, 1983 — Runway at Fort Salines Airport, temporary home to the 6th Weather Squadron.



Maj. William C. Tallman

Maj. William C. Tallman and Gary Peterson, a retired Air Force chief master sergeant, of the Weather Training Division won the 3330th Technical Training Wing Officer and Civilian Education/Training Manager of the Year recognition respectively.

"Major Tallman and Mr. Peterson are truly deserving of these wing awards. Their efforts over the past year place them in the forefront of all our dedicated professionals.

Increased training capability and unit esprit de corps—Major Tallman and Mr. Peterson made it happen," said Col. Leroy W. Stutz, 3330th Technical Training Vice Wing Commander.

Major Tallman managed the Weather Training Division's joint-service training mission with severely constrained personnel resources with only 85 percent of authorized strength. He also oversaw the upgrades of the Weather Observer

Weather Managers Win Wing Honors

and Forecasting family of courses. In addition, he managed the short-notice upgrade of the 80-hour Satellite Imagery Interpretation courses for Operation Desert Shield and the 152-hour Joint Forces Oceanographic Support Course along with many other projects.

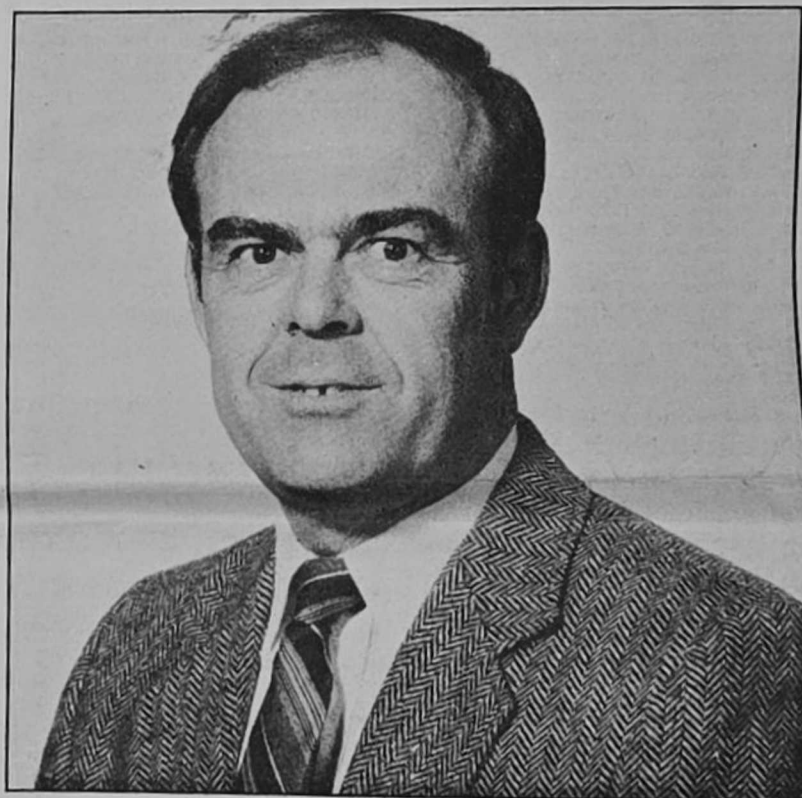
Major Tallman, a Cherokee, Iowa native, received a bachelor's degree from Saint John's University, Collegeville, Minn., and a master's degree in math education from Northeast Missouri State University before entering the Air Force in 1974. He also received a master's degree in Meteorology from the Naval Postgraduate School in 1982. The major was stationed at Offutt AFB, Neb., Camp Red Cloud, Korea; Langley AFB, Va., and England AFB, La., before coming to Chanute in 1989 where he is the Division Chief.

Gary Peterson managed the revision of the Weather Forecasting Family of Courses made up of three separate

courses ranging in length from 26 to 31 weeks. In addition to the weather forecasting courses, he managed the NEXRAD (Next Generation Weather Radar) and AWDS (Automated Weather Distribution System) courses development.

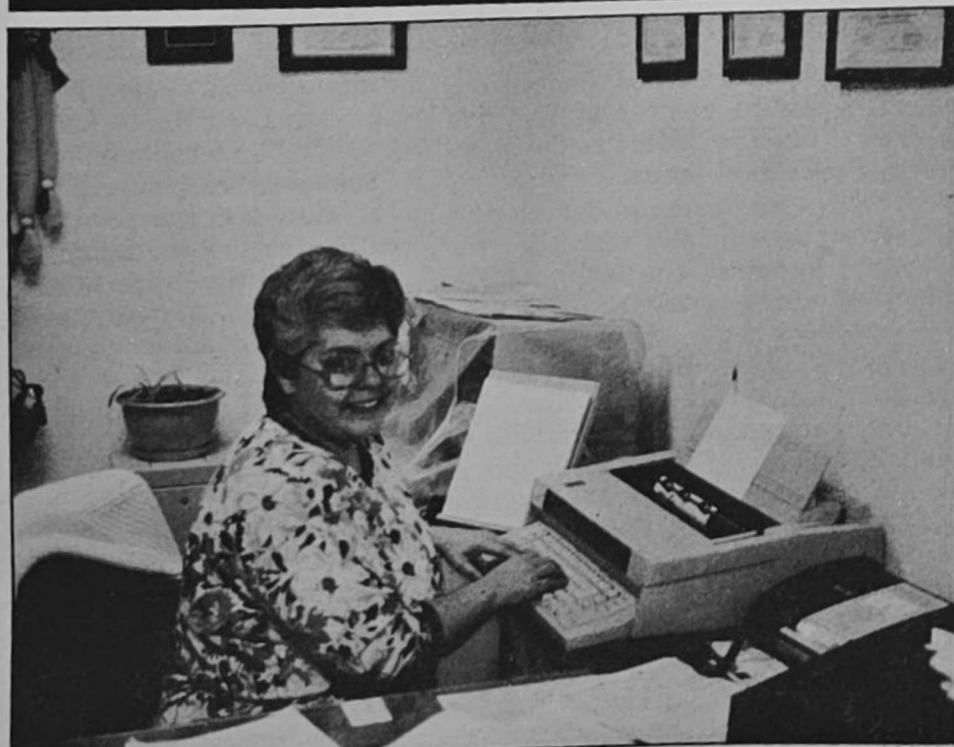
Mr. Peterson retired from the Air Force in 1987 after serving 22 years. He was honored

with three Meritorious Service Medals and two Air Force Commendation Medals during his Air Force career. He received his bachelor's degree from Eastern Illinois University in 1983. He has been working as a Training Specialist since June, 1988 and is now working at the 3330th Technical Training Wing as the Weather Training Manager.



Gary Peterson

Spotlight on Performers:



Who: Mrs. Lydia O. Terrazas, Secretary.

What: Identified as a professional performer by the Headquarters Military Airlift Command Inspector General during a recent Unit Effectiveness Inspection.

Where: Det. 23, 17th Weather Squadron, Kirtland AFB, N.M.

How and Why: Mrs. Terrazas is a dedicated and conscientious civilian secretary who provided superb administrative support to the detachment. Unit files and publications sets were virtually error-free as were leave, INTRO, and suspense programs. The detailed in and out processing program was of high quality and indicated the extra initiative that ensured new arrivals got a positive start within the unit. The continuity binders specified all tasks in an excellent manner. She also developed a step-by-step small computer training program which laid the foundation for an excellent small computer continuity binder.

AWS SALUTES

Medals

Legion of Merit:

ABT, Col. Peter F., HQ AWS

Meritorious Service Medal:

BRONSEMA, MSgt. Bruce E., 11WS
BUSS, Maj. William C., HQ AWS
BURTON, MSgt. Roderick C., 5WW
CALLAHAN, Maj. Robert P., 5WW
FERGUSON, MSgt. Paul T., Det. 9, 3WS
FLEMING, MSgt. Jeffrey L., Det. 3, 15WS
FORNEAR, Capt. Jeffrey L.
HALL, Cap. William D.
HEATH, SMSgt. Jerry B., Det. 1, 15WS
MEADE, CMSgt. Danny J., 1WW
PRINCE, Sgt. Donald R., 209WF
READ, Lt. Col. Michael K., 123WF
RUSSELL, TSgt. Mark, 123WF
SMITH, Lt. Col. William C., 5WW
VALDEZ, Sgt. Everett, 209WF
WOLFENBARGER, Maj. William C.

Air Force Commendation Medal:

ADAMSON, Capt. Douglas K.
ADLER, SSgt. Darren R., Det. 2, 17WS
BEGG, MSgt. George J.A., 1WW
BRESSIE, SSgt. Stephen, 3330 TTW
CAMPBELL, MSgt. Mark J., Det. 11, 17WS
COLEY, TSgt. Walter L. Jr., AFGWC
CUNDIFF, Capt. Christopher R., Det. 7, AFGWC (10LC)
DeBLOCK, Capt. John D.
EDWARDS, SSgt. John M., Det. 15, 15WS
FREEMAN, Maj. David W., Det. 3, 11WS (20LC)
GUINN, SSgt. Wesley D., Det. 1, 11WS
HESS, Sgt. Jeffrey W., AFGWC
KAY, SSgt. John, 3330 TTW
KEIL, SSgt. Rickey G., AFGWC
OHM, SSgt. Dennis, 3330 TTW
QUALLS, Sgt. Jennifer, Det. 11, AFGWC
RICH, TSgt. Terry J., Det. 40, AFGWC
SAMUDO, TSgt. Frank J., 11WS (30LC)
SAWTELLE, Capt. James F., 5WW
ST. JOHN, Robert C., AFGWC
SCHIRLE, TSgt. Paul, 3330 TTW
SVITAK, MSgt. Dennis, 3330 TTW

Air Force Achievement Medal:

BOYD, SSgt. Paul E., OL-D, 11WS
BUXTON, SrA. Gail, Det. 4, 20WS
COLON, Sgt. Rikki S., Det. 16, 25WS
CORDOVA, SrA. Gerald, Det. 7, 20WS
FUNK, Capt. Carl S., HQ AWS
GOODWIN, SSgt. James T., TAC/WSU
JENNINGS, Sgt. Michael L., Det. 7, AFGWC
MCDONALD, Sgt. Brian L., Det. 4, 1WS
RYMERSON, Sgt. Richard A., Det. 7, AFGWC
SAGE, Sgt. Tami S., Det. 15, 15WS
SALMON, TSgt. Raymond, 3330 TTW
SEXTON, SSgt. Leslie E., Det. 14, 25WS
SCASNY, Capt. Kevin D., HQ AWS
WILLIAMS, TSgt. Gregg R., HQ AWS

Joint Service Achievement Medal:

BETTS, A1C Guy H., Det. 4, 17WS
HIRL, SSgt. Robert L., Det. 12, 25WS

Army Achievement Medal:

CAMPBELL, MSgt. Mark J., Det. 11, 17WS
SORRELLS, Capt. Markus S.

Air Force Good Conduct Medal:

ADELSBERGER, SrA. Daniel, AFGWC
ALLEN, SSgt. Terry S., AFGWC (30LC)
BIGLER, SSgt. Raymond, AFGWC (40LC)
BLACKBURN, TSgt. James R., AFGWC (50LC)
BRASHER, SSgt. Joseph P., AFGWC (40LC)
BROWN, Sgt. Louise E., Det. 14, 17WS (10LC)
COLEMAN, SSgt. Craig J., AFGWC (40LC)
CONKLIN, TSgt. Richard, AFGWC (40LC)
CONNER, Sgt. Sheri L., AFGWC (20LC)
CRISCILLO, SrA. Bryan F., AFGWC
CROCKENBERG, Sgt. Michelle T., Det. 14, (10LC)
DARBY, CMSgt. George W. Jr., AFGWC (70LC)
DOCKEMEYER, SrA. Darren AFGWC
DRIES, MSgt. Paul M., AFGWC (70LC)
FRIES, MSgt. Jeffrey A., Det. 3, 11WS
FUGERE, SrA. Ann M., AFGWC
GILES, SSgt. Brent R., AFGWC (30LC)
GRAFF, SrA. Owen M., AFGWC
HENRICH, Sgt. Mark, AFGWC (20LC)
HERBISON, MSgt. Rodney, AFGWC (50LC)
LANE, TSgt. Leslie D., AFGWC (50LC)
MANTHEY, SSgt. Francis D., AFGWC (20LC)
MCKAY, SrA. Michael A., AFGWC
MILLER, SSgt. Dennis W., AFGWC (50LC)
MILLER, TSgt. Janice E., AFGWC (40LC)
MORAN, SSgt. Daniel A., Det. 1, 17WS (20LC)
ROBBINS, SSgt. Melinda, AFGWC (20LC)
SCARINGELLA, SrA. Joseph, AFGWC
SCHILLING, SrA. Harold E., AFGWC
SETCOSKI, SSgt. Peter, AFGWC (20LC)
SKINNER, A1C David S., AFGWC
SPEIGHTS, Sgt. Steve R., Det. 14, 17WS (20LC)
STRONG, TSgt. Jeffrey C., AFGWC (50LC)
TOMLINSON, TSgt. Russell, Det. 11, AFGWC

Promotions

To Lieutenant Colonel:

SCOTT, Brent, HQAWS

To Captain:

FAUCETTE, Mark L., AFU
LUCA, Robert R., TAC/WSU

To First Lieutenant:

WISE, Eric P., AFGWC

To Senior Master Sergeant:

SIVERTON, Noel A., 120WF
WILEY, Gary F., 181WF

To Master Sergeant:

HENDRICKS, David A., 207WF
HOOKS, Willie B. Jr., Det. 58, 5WS
MCDONALD, John L. Jr., Det. 21, 5WS
SCHNEIDER, Ronnie F., 3WS
CLARK, Fabrice, 3330 TTW

To Technical Sergeant:

DISHONG, Christina, 125WF
HENDERSON, Chedrick D., Det. 31, 5WS
MARTIN, David W., Det. 58, 5WS

To Staff Sergeant:

BATCHELDER, George, 209WF
BOYD, Robert T., Det. 20, 17WS
CLARK, Laura B., 116WF
COMTE, Christopher A., Det. 2, 3WS
GILES, Brant R., AFGWC
GREENWOOD, Maria E., Det. 2, 17WS
HOLLAND, Teresa R., 201WF
SCHALK, Bradley D., Det. 40, AFGWC
STRANGE, Linda L., AFGWC

Appointed to Sergeant:

DEUTSCHLANDER, Gregory, Det. 7, 20WS
GUINN, Michael W., 130WF
HASKELL, Coleen M., 120WF
GARNER, Curtis L., 209WF
GUFFY, James M. Jr., 154WF
LAND, Gary W., Det. 21, 15WS
SPARKS, Steven C., 111WF
STEVENSON, John C., Det. 11, AFGWC
WILLIAMS, James O., Det. 2, 11WS

To Senior Airman:

ANDERSON, Kevin A., 120WF
BAILEY, Kirk D., Det. 9, 17WS
CORDOVA, Gerald, Det. 7, 20WS
DOCKEMEYER, Darren, AFGWC
KUTBACH, Janet L., AFGWC (BTZ)
MCKAY, Michael A., AFGWVC
MUMM, Joey D., OL-D, 11WS
PETERS, Scott M., Det. 1, 5WS
WALLACE, Thomas K., Det. 9, 3WS

To Airman First Class:

ANDRUS, Mark D., Det. 12, 25WS
BRITTAIN, Marvin L., AFGWC
CRUM, Diane L., Det. 32, 3WS
EICHENBERGER, Joseph W., Det. 6, 17WS
GAUDETTE, Scott M., AFGWC
HIGGINS, Dale J. Jr., Det. 1, 15WS
HOLT, Tasha M., Det. 1, 15WS
HUTSON, Kelly L., 122WF
JAVENPAA, Aimee L., Det. 2, 3WS
LAWSON, Timothy C., Det. 2, 3WS
MAURER, John R., Det. 4, 5WS
RADECKE, Karen J., AFGWC
RYAN, Richard C., AFGWC
SHORE, Russell A., 15WS/WSU
TUMBLIN, Wallace L., Det. 9, 3WS
WALKER, Jerrod T., AFGWC
WALLACE, Thomas K., Det. 9, 3WS
WEINMAN, Kathleen A., Det. 10, 15WS

To Airman:

BALDWIN, Anthony R., Det. 6, 5WS
CLAAR, Chad D., 210WF
DECANDIA, Peter J., 204WF
FIELD, Matthew E., 15WS/WSU
HOLIK, Deanna L., Det. 2, 3WS
RICHARDS, Ronald L. Jr., Det. 10, 15WS
ROACH, Timothy G., 130WF

Unit Honors:

Company Grade Officer of the Year:

4WW-MCNAMARA-Capt. Donna P., 4WW

Quarterly Awards: (Oct.-Dec.90)

Company Grade Officer of the Quarter:

7WW-MCKINNEY, Capt. Eric J., Det. 1, 7WW
HOSWW-DAVENPORT, Capt. Charles M.
6WS-MCKINNEY, Capt. Kris F., 6WS/WSU
11WS-HAVENS, Capt. Bruce R., Det. 2
15WS-WHEELER, 1st Lt. Leanne M., Det. 21, 15WS
17WS-SANJUME, 1st Lt. Elia P., Det. 11, 17WS

Senior NCO of the Quarter:

7WW-HIGDON, MSgt. Melody L., 7WW
HOSWW-DOPSON, MSgt. Sarah L.
6WS-DOUGHERTY, MSgt. Michael D., 6WS/DOU
11WS-FRIES, MSgt. Jeffrey, Det. 3
15WS-VACHINO, MSgt. Edgar E., Det. 10, 15WS
17WS-WHITE, MSgt. Deanna J., Det. 11, 17WS

NCO of the Quarter

7WW-FARRIS, SSgt. John D., 6WS/SOWT
HOSWW-CANNON, TSgt. Herbert L.
HQ7WW-MARTINEZ, TSgt. Detlef M., OL-G, 7WW
11WS-HOFFMAN, SSgt. Thomas A., AFU
15WS-MOORE, SSgt. Paul R., Det. 15, 15WS
17WS-MOORE, Sgt. Valerie L., Det. 4, 17WS

Airman of the Quarter:

7WW-BETTS, A1C Guy H., Det. 4, 17WS
HOSWW-PATTERSON, A1C, Gary
6WS-THOMPSON, A1C Dean M., 6WS
11WS-TRULOVE, A1C Crystal, Det. 3
15WS-TYLER, SrA. Darnell W., Det. 15WS

Civilian of the Quarter:

7WW-MORRIS, C. Ann, 7WW
HOSWW-TKACH, Stanley W.
17WS-ELLIOTT, William E., Det. 1, 7WW

Education:

Squadron Officer's School:

HOLZER, Capt. Jude F., AFGWC
PURDY, Capt. Daniel J., AFGWC
RAMSEY, Capt. Morgan E., (in residence) AFGWC
SIEMENS, Capt. Kevin W., Det. 1, 7WW

SNCO Academy:

KING, MSgt. Stanley E., 154WF

NCO Academy:

CORT, TSgt. David A., AFGWC (DG)
ICKES, TSgt. William C., Det. 8, 20WS
LARIVEE, MSgt. Donald R., Det. 1, 11WS
LEBBY, TSgt. Vernon P., Det. 7, 3WS
TRYON, TSgt. Heidi C., USAFETAC (DG)

NCO Leadership School:

BOHNNEN, Sgt. Ian M., Det. 1, 7WW
FRAZIER, Sgt. George P., Det. 2, 11WS
GRIMM, Sgt. Jeffrey A., Det. 1, 11WS
MCBRIDE, SSgt. Scott K., AFGWC
OGINSKI, SSgt. David J., 154WF
PERSINGER, Sgt. Richard S., Det. 1, 7WW
RIOS, SSgt. David W., Det. 9, 3WS (DG)

NCO Preparatory Course:

BLANCHARD, SrA. Daniel, Det. 32, 3WS
LATIMER, SrA. Michael P., AFGWC
LENZ, SrA. John F., 6WS/SOWT
MCKAY, A1C Michael A., AFGWC

Meteorological Satellite Course:

FARRIS, SSgt. John D., 6WS/SOWT

Academy of Military Science:

FUJII, Bradley K., 181WF

Reenlistments:

BONINI, MSgt. Charles P., Det. 1, 1WW
BRANNON, TSgt. Renwick W. Jr., AFGWC
DELANUEZ, Sgt. Carlos A., Det. 1, 1WW
DEMPSEY, TSgt. Robert L., Det. 1, 3WS
FRIEDRICH, SSgt. Sandra, Det. 11, 17WS
HAIRSTON, SrA. Thomas T., Det. 9, 3WS
JONES, Sgt. Jessica, Det. 15, 25WS
LATIMER, SrA. Michael P., AFGWC
LOFTON, TSgt. Eugene, Det. 1, 3WS
MINARD, TSgt. Mark E., Det. 9, 3WS
MORSE, Sgt. Terry L., Det. 7, AFGWC
RITCHIE, MSgt. Robert D., Det. 20, 17WS
STRONG, SSgt. Robert A., 11WS, AFU
WOODS, MSgt. Helene L., AFGWC

Retirements:

BURTON, MSgt. Roderick C., AFGWC
FERGUSON, MSgt. Paul T., Det. 9, 3WS
HARPER, MSgt. Lawrence C., AFGWC
HOETGER, TSgt. Raymond F., Det. 10, 5WS
YEAGER, Lt. Col. Kenneth, 200WF

Submissions to Salutes

OLS, detachments and squadrons submitting inputs to this Salutes column should do so through their chain of command for information and consolidation purposes. Wing public affairs representatives will consolidate these inputs by alphabet and in the format presented in this column. Wing/PA's then forward their consolidated Salute submissions by the first week of each month to HQ AWS/PA. For more information contact, MSgt. Dave Black at HQ AWS/PA, at DSN 576-2065.

Refocusing

Continued from Page 5

power, Personnel, and Public Affairs.

"These people, in addition to an intelligence officer who will work the Sensitive Compartmented Information (SCI) program will fall under a resource manager position," Colonel Frederick said.

He noted that General McPeak was very concerned as we go through this realignment process, that we don't break anything. "I can assure you that we will continue to provide top quality support to the Air

Force and Army, while providing rewarding careers for our officers, NCOs and airmen."

While he was on the career subject, Colonel Frederick stated that AWS would continue the Stripes for Exceptional Performers (STEP) program.

"I'm sure we'll still have the STEP program, but I can't say at this point exactly how that's going to work. I believe the command will be given STEP stripes based on our command population with the

difference being that the stripe quota will now be allocated from the Air Force instead of the Military Air-lift Command."

The commander also addressed performance reports. "Some reports, lieutenant colonels and above, by regulation must be closed out by a general officer. So certainly, these will be closed out by General Kelly. I'll be the senior rater for everything else. I may even share the promotion evaluation board for the lower grades. General Kelly and I

haven't worked that out yet, but he has the prerogative of allowing me to do that," Colonel Frederick said.

The commander stated that initially with the realignment, the headquarters would grow a little bit. "We'll gain a mix of about 15 to 20 military and civilian positions at first. He reminded, however, that as part of the Defense Management Review II program which has nothing to do with this realignment, that headquarters will lose about 45 spaces beginning

during fiscal year 1992 through 1994. But as far as the Air Force realignment, I see no losses," he said. Probably the one negative aspect to the realignment has been the uncertainty and rumors. "There's one thing I want to assure our members and that's that we're still a family organization. I see this realignment as an excellent opportunity to take time out and rededicate our support to our customers—a service that we've always done well," he said.

Colonel Freeman Takes Charge Of 4th Weather Wing



After accepting the 4th Weather Wing flag from former wing commander, Col. Charles Tracy, Brig. Gen. John Kelly Jr., Air Weather Service Commander, presents it to Col. William Freeman Jr. (U.S. Air Force photo).

Col. William B. Freeman Jr. became the new commander of 4th Weather Wing (4WW) on Jan. 30, 1991, in a ceremony held in the officers' club at Peterson AFB, Colo. He succeeded Col. Charles H. Tracy, who became the Deputy Director of Weather at Headquarters, U.S. Air Force (XOW). The then Air Weather Service (AWS) Commander, Brig. Gen. John J. Kelly Jr., officiated at the ceremony. (General Kelly is now the Director of Weather).

Colonel Freeman had been serving as vice commander of 4WW since July 17, 1989. After taking charge of the wing, Colonel Freeman thanked General Kelly for the opportunity to serve as the 4WW commander.

When asked about his new assignment, he said, "Obviously, I'm excited to assume command of 4th Weather Wing! Command is the best job in the Air Force, and wing command seems to have a special chemis-

try all its own. Given the choice to lead any wing in Air Weather Service, I would choose this one because I identify so closely with the mission and the people."

The 4th Weather Wing's mission includes the support of four major commands: North American Aerospace Defense Command, U.S. Space Command, Air Force Space Command, and Air Force Systems Command. The people of 4WW provide a wide variety of environmental support ranging from surface weather to conditions in outer space.

Colonel Freeman was born in Nashville, Tenn., on Sept. 17, 1940. He graduated from Middle Tennessee State College in 1965 with a bachelor of science degree in mathematics. He earned a master's degree in systems management from George Washington University in 1972. In 1974, he was awarded a master's degree and later (1979) a doctorate in meteorology from Texas A&M University where he researched lightning variability using very-low-frequency radio emissions. He completed Squadron Officer School, Air Command and Staff College, and the Industrial College of the Armed Forces.

Colonel Freeman was commissioned through Officer Training School in 1965 and completed Weapons Controller School at Tyndall AFB, Fla. He

first served as an Intercept Director controlling F-101, F-102, and F-106 aircraft at the 33rd Air Division, Air Defense Command, Fort Lee AFS, Va. In 1967, he became a weapons controller staff officer for the 314th Air Division, Osan AB, Korea.

After completing basic meteorology training in 1969, at Texas A&M, he became a duty forecaster and, later, the operations officer of the weather detachment at the Air Force Technical Applications Center, Headquarters U.S. Air Force. From 1974 to 1977, he served as staff meteorologist to the Electronic Systems Division, Air Force Systems Command, at Hanscom AFB, Mass., where he provided environmental support to the Airborne Warning and Control System (AWACS), the Advanced Airborne Command Post (AABNCP), and various command, control, and communications systems.

After completing his doctoral program in 1979, he was transferred to Headquarters AWS where he served as plans officer and, subsequently, deputy chief of staff, Systems. In 1982, Colonel Freeman became the commander and professor of Aerospace Studies, AFOTC Det. 206, Southern Illinois University at Edwardsville.

Shortly after his promotion to colonel on March 1, 1986, he returned to AWS as chief, Op-

erations Division, Headquarters 7th Weather Wing and, concurrently, chief, Requirements Division, Directorate of Weather, Deputy Chief of Staff, Operations, Headquarters MAC, Scott AFB, Ill. In July 1987, he was assigned to Headquarters AWS as the assistant deputy chief of staff, Program Management. In July 1988, he assumed command of the U.S. Air Force Environmental Technical Applications Center, Scott AFB, Ill.

His decorations include the Meritorious Service Medal with three oak leaf clusters and the Air Force Commendation medal. He wears the Basic Weapons Controller Badge and the Master Meteorologist Badge.

Colonel Freeman is married to the former Julia Elizabeth Bondurant of Roanoke, Va. They have two sons, Will and Andrew.

"This wing and its people, are outstanding professionals. Whether observing the sun at San Vito, Italy, supporting national space and ballistic launches on both coasts, supporting tactical fighter operations at Eglin AFB, or saving the Air Force literally millions of dollars in acquisition costs at the Air Force Systems Command product divisions, you accomplish our mission with great skill."

Defense Budget

New Strategy Drives Force Structure Changes

The new Defense Department budget request continues the about-face in defense planning reflected by world events.

The military's force structure won't be geared for global conflict with the Soviet Union on short-notice, said Secretary of Defense Dick Cheney. The strategy will focus more on being prepared for a quick, mobile response to any place in the world.

Atlantic forces will be configured to meet the requirements of the Conventional Forces in Europe treaty. Pacific forces will provide regional access and a base for power projection, Cheney explained.

A U.S.-based contingency force will be able to deploy quickly to trouble spots around the world for crises limited in scope and time, Cheney added. "We can now focus more upon regional contingencies as being the driving factor in force size rather than the need to be prepared for a global conflict with

the Soviet Union on short-notice," he said.

The fiscal 1992-1993 DOD budget request addresses this strategy, said Cheney. Rapid response to global crises requires superior U.S. force capabilities. This requires high-quality personnel, vigorous defense research and development, advanced military systems, an ability to deploy military power rapidly to areas of U.S. strategic interest and preservation of an industrial and technology base. And to ensure credible nuclear deterrence, DOD will maintain strong offensive nuclear forces, said the secretary.

The budget request includes a downsizing of the Army from 28 divisions in 1990 to 18 by 1995.

The Navy will face a 20 percent reduction of its fleet. For example, the number of aircraft carriers will be reduced from 13 to 12. This includes retirement of the USS Midway, USS Forrestal, USS Saratoga and USS Ranger. Carrier wings will be

cut from 15 to 13 by 1995, and all battleships will be taken out of service. The fleet of 545 ships will be slashed to 451. The Marine Corps will be adjusted from three expeditionary brigades to roughly 2 1/2 brigades.

The Air Force will reduce its tactical fighter wings from 36 to 26. It will cut its strategic bombers from 268 in 1990 to 181 in 1995, reflecting retirement of B-52H strategic aircraft over the next few years. The FB-111 will convert from a strategic to a conventional role. DOD anticipates that 13 B-2 advanced technology bombers will be on line by 1995.

To preserve the technological superiority of U.S. forces, the fiscal 1992 research, development, test and evaluation budget authority will be 10 percent above fiscal 1991 levels. DOD technology base funding — \$3.9 billion for fiscal 1992 and \$4 billion for fiscal 1993 — includes high-performance computing and improved materials for electronics, gas turbine en-

gines and airframe components, continued Cheney.

The force structure will include high airlift and sealift capacities, substantial and effective maritime and amphibious forces, a full array of combat aircraft and both heavy and light Army divisions, he added.

The budget calls for six C-17 strategic transports in fiscal 1992 at a cost of \$2.8 billion, with an additional 12 planes in 1993 for \$4.2 billion. Airlift capacity will remain at current levels through fiscal 1995, then modestly increase, as the fielding of C-17s exceeds the retirement of C-141 airlift aircraft.

DOD also plans to improve response time to problem areas with its sealift program in 1993, using funds already appropriated by Congress, said the secretary. The Ready Reserve Force will increase from 96 tanker and cargo ships to 142 by 1994.

DOD is reorienting the Strategic Defense Initiative to pro-

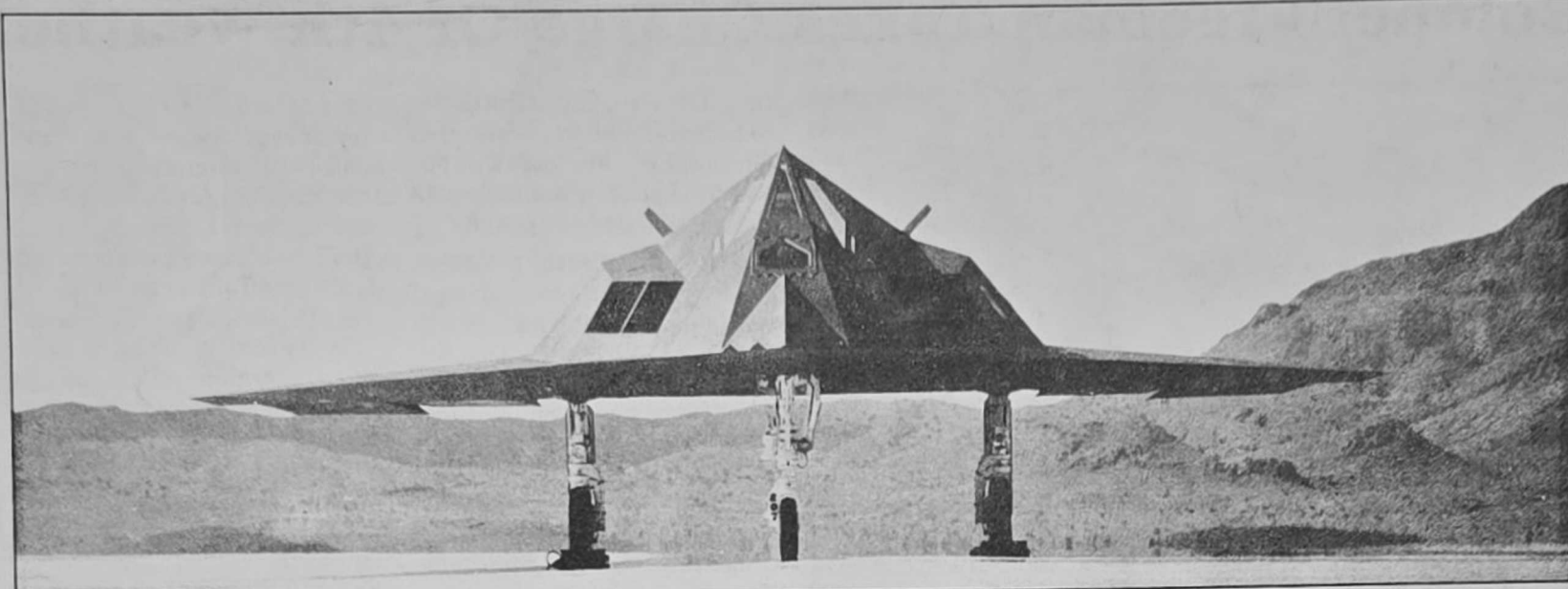
vide global protection against limited ballistic missile strikes. This defensive concept, known as Global Protection Against Limited Strikes, include theater missile defenses to protect U.S. and allied troops deployed abroad.

Consistent with streamlining its force structure, U.S. military manpower levels will decline because fewer people are needed for the smaller force, continued Cheney. By the end of fiscal 1995, active military will decrease to 1.653 million, about 24 percent below the post-Vietnam peak of 2.174 million in fiscal 1987.

Force structure changes will reduce the Reserve strength at the same time the active military is being cut. For every Army division deactivated, a roundout component from the Reserves will be deactivated. In general, however, the percentage of reduction for Reserves is slightly less than on the active side.

Awesome Firepower

Designed to be illusive to current radar — the radar shy F-117 proved itself a valuable asset during Operation Desert Storm.



America's Stealth Fighter Slam Dunks Iraq!

Despite the cost of developing and fielding stealth aircraft, they turn out to be a bargain when flown into combat, a point proven by the F-117 fighter-bomber during Operation Desert Storm, the Secretary of the Air Force



"The F-117 incapacitated critical nodes and operated with virtual impunity, destroying facilities in most cases with a single bomb."

Donald B. Rice

Congress.

In addition to laying out the triumphs of the F-117 in the Persian Gulf War, Secretary Donald B. Rice re-emphasized the importance of continuing on track with the production of 75 B-2 long-range stealth bombers.

"You get more bang for the buck," Secretary Rice told the House Armed Services Committee Feb. 26, when he and Air Force Chief of Staff Gen. Merrill A. McPeak presented the fiscal years 1992-1993 Air Force Report to Congress.

"Stealth in fact is a bargain. You put far fewer assets at risk... and it saves lives," Secretary Rice said.

Additionally, because it is hard to detect by enemy radar, the pilot can pay more attention to delivering precision weapons exactly on target.

In an earlier speech in Mesa, Ariz., the secretary told the American Fighter Aces Association that Operation Desert Storm continues to bring home the importance of stealth technology.

"The F-117 incapacitated critical nodes and operated with virtual impunity, destroying facilities in most cases with a single bomb," he said.

During the first 24 hours F-117

2.5 percent of the combat assets on the Arabian Peninsula.

Despite this low percentage of F-117 presence, however, they covered about 31 percent of the initial targets, including an exacting drop of a guided bomb on Iraq's air force headquarters.

In video released by the U.S. Central Command in Riyadh, Saudi Arabia, the lone bomb went into the headquarters facility through a central air duct and literally blew the four sides out of the multi-story building.

Secretary Rice showed the committee that just eight F-117s supported by two KC-135 tankers can do the combat work of 75 fighters and support aircraft including: 32 F-16 fighters; 16 F-15 air escorts; 4 EF-111 radar jammers; 8 F-4G defense suppression aircraft; and 15 KC-135s.

"A real bargain in terms of doing a job," Secretary Rice told the committee.

Because the F-117 has been proven under fire with unmatched success, the secretary told Congress that the need for the B-2 is more apparent and the Air Force will continue to support the Pentagon's planned buy of the

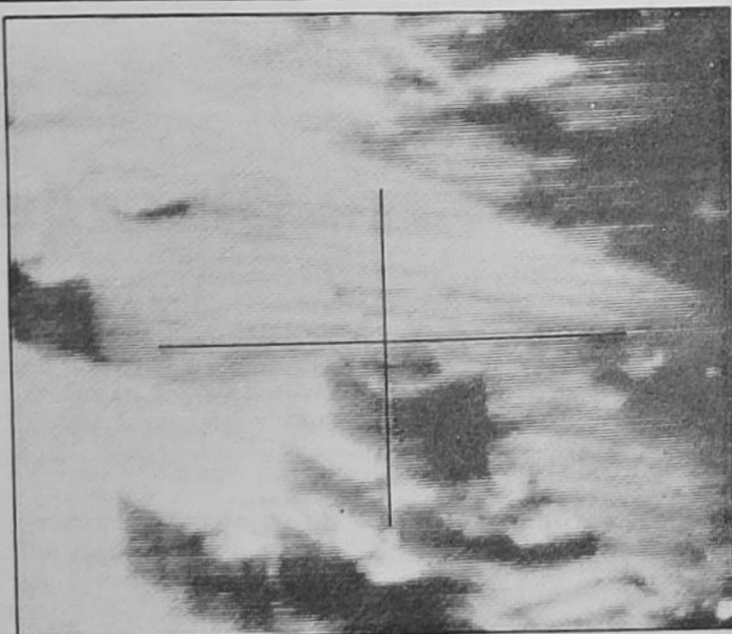
Without the B-2, America's total long-range bomber force will number fewer than 200 aircraft, half of which will be more than 40 years old.

Employing more advanced stealth technology than the F-117, the stealthy B-2 has a greatly reduced electromagnetic, acoustical, thermal and optical signature which provides high survivability.

The B-2 will be able to penetrate an enemy's most sophisticated defenses and threaten their most valued, therefore most heavily defended, targets, as was done by the F-117 in the air campaign against Iraq.

Secretary Rice said the B-2 will offer stealthier operations over the F-117 and have a greater payload-range capability than the B-52 or the B-1B. Like the F-117, Secretary Rice emphasized, the B-2 would be capable of conducting precision conventional strikes in addition to its role in nuclear deterrence.

Originally, the Air Force had planned on buying 132 nuclear- and conventional-capable B-2s; however, last April Secretary of Defense Dick Cheney announced major reductions in military aircraft procurement plans. Of the six programs reduced in the study, the B-2 buy was cut to 75 aircraft. (AFNS)



Using high tech, pin point laser bombing, the Air Force's advanced F-117 Stealth Fighter disintegrated the Iraqi Air Force Headquarters building. (U.S. Air Force photo)

HQ AWS/PA
SCOTT AFB, IL 62225-5008

HQ 2D WEATHER WING
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