

# THE JUDGE ADVOCATE GENERAL'S CORPS RESERVE



# 2019 Annual Report

# LEADERSHIP SUPPORT



*Lt Gen Richard Scobee, Chief of the Air Force Reserve and Commander, Air Force Reserve Command, recognizes that Reserve Citizens bring a wealth of knowledge and experience from the civilian sector, which is utilized to improve the Air Force's operations and to better execute the mission of the defense of the nation. The Reserves provide needed strategic depth and operational capability to the Joint Force.*

*Lt Gen Jeffrey Rockwell, The Judge Advocate General, United States Air Force. Total Force, it's how we best approach our alignment to our Strategic Framework of the National Security Strategy, the National Defense Strategy, the Secretary's Priorities, and the Air Chief's and Space Chief's Focus Areas. Our JAGC Flight Plan focuses us on how we, as legal professionals and a total force, effectively and efficiently synchronize and integrate through the law across the Air Force, and now in 2020, the Space Force! No one does this better than our Total Force ARC members, who because of their dedication and truly amazing and diverse expertise across all of our major legal functions and domains, enable us as an institution to bridge from the strategic to the tactical and back, at the speed of relevance.*



*Maj Gen Art Jackman, Mobilization Assistant to The Judge Advocate General, speaking on service...Air Reserve Component (ARC) judge advocates and paralegals selflessly serve our nation around the globe. This Annual Report highlights the remarkable contributions many Reserve members have made to The Judge Advocate General's Corps in 2019. They have enabled the Corps to achieve success in all endeavors, from providing sexual assault litigation support to legal offices to providing data acquisition strategies and tactics for major weapons' programs. While this report features a variety of Airmen working to accomplish the mission, there are hundreds more Airmen doing tremendous things worldwide. Together with our active duty and Air National Guard partners, we integrate as One Force, enhancing the Corps with our unique talent, skill, and perspectives. As members of the ARC, we strive to leave the Air Force to our successors in a better position to meet our nation's many challenges. Brigadier General Neurock, Chief Master Sergeant List, and I are grateful for the dedication of all those called to serve and are proud of their tremendous accomplishments this year.*



# LEADERSHIP SUPPORT

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*Chief Master Sergeant Timothy White, Air Force Reserve Command Chief, is providing the guidance and leadership to ensure the force is ready to carry out the Air Force mission. His efforts in deliberate talent management is ensuring that the senior enlisted leaders are trained to interpret the National Defense Strategy at the strategic level, explain it at the operational level and execute it at the tactical level. His goal is to develop Airman and the junior NCO Corps to grow resilient leaders and to retain the best of the best!*



*CMSgt Lisa A. List (pictured right), IMA to the Senior Paralegal Manager to the Judge Advocate General (CMSgt Sherry Bowes, pictured left) has served the Air Force in multiple components. She's served in all components of the Reserve in addition to Active Duty. Chief List has first-hand knowledge of the tremendous sacrifice our Citizen Airmen make to serve their country. All in the name of Service, they take time away from their loved ones, civilian jobs, and education to provide support to Traditional Reserve wings and serve alongside Active Duty world-wide. The definition of "reserve" is "to use for a special purpose". Reservists have made the courageous choice to serve in defense of our nation as Citizen Airmen...a very special purpose indeed. Highlighted herein is just the tip of the iceberg of the outstanding contributions by these men and women, both on and off duty.*





## NATIONAL SECURITY LAW – BRIDGING THE STRATEGIC TO THE TACTICAL AND BACK

### Strategic Framework



The Strategic Framework is made up of the **National Security Strategy (NSS)**, **National Defense Strategy (NDS)**, **Secretary of the Air Force Priorities**, and **Chief of Staff Focus Areas**.

**NSS**

- ◆ Protect the Homeland ◆ Promote American Prosperity
- ◆ Preserve Peace Through Strength ◆ Advance American Influence

**NDS**

- ◆ Build a More Lethal Force ◆ Strengthen Alliances and Attract New Partners
- ◆ Reform the Department for Greater Performance and Affordability

**SECAF Priorities**

- ◆ Restore Readiness ◆ Cost-effectively Modernize ◆ Drive Innovation
- ◆ Develop Exceptional Leaders ◆ Strengthen our Alliances

**CSAF**

- ◆ Revitalize Squadrons ◆ Strengthen Joint Leaders & Teams
- ◆ Enhance Multi-Domain Command and Control

↕ **BRIDGE:** The JAG Corps aligns with this **Strategic Framework** through our enduring **Vision** and **Mission**.

**Vision** – *Disciplined and legally-enabled Airmen and Air Force organizations employing the law to advance the mission*

**Mission** – *Provide the Air Force, commanders, and Airmen with professional, full-spectrum legal support, at the speed of relevance, for mission success in joint and coalition operations*

### JAG Corps Alignment



*Through the Law, we:*

- **Maintain a Ready, Disciplined Force** – Lethality requires readiness and a more disciplined force than our adversaries
- **Develop Leaders** – Mission accomplishment requires developing exceptional leaders in the law, both in the JAG Corps and across the Air Force
- **Maximize Operational Freedom** – The ability to compete, deter, and win requires employing the law to maximize warfighting capabilities and offering the widest range of legal options to commanders

↕ **BRIDGE:** Every day, JAG Corps legal professionals execute this alignment through our **Major Legal Functions**.

### Major Legal Functions



- **Advise Command** – Provide command and decision makers with sound, timely advice on all matters affecting Air Force operations across all legal domains
- **Advocate and Litigate** – Uphold standards, protect Air Force interests, and preserve resources
- **Represent Individual Airmen** – Provide Airmen independent counsel
- **Inform, Engage, and Partner** – Engage and partner with Air Force, DoD, Interagency, national, international, and local community organizations, and with the commercial sector

↕ **BRIDGE:** We execute our **Major Legal Functions** across three broad and overlapping **Legal Domains**. These **Legal Domains** reflect how we organize our legal offices, practice areas, and authorities. Leadership is at their core.

### Legal Domains



- **Military Justice and Discipline** – The purpose of military law is to promote justice, to assist in maintaining good order and discipline in the armed forces, to promote efficiency and effectiveness in the military establishment, and thereby strengthen national security
- **Operations and International Law** – Operations and International law capabilities enhance command situational awareness, maximize decision space, and promote optimal conditions for the projection of ready forces to defend the Nation and our allies
- **Civil Law** – Civil law disciplines are interwoven with the acquisition, operation, protection, and preservation of the force and its people, funds, weapon systems, materiel, and installations
- **Leadership** – Our mission readiness and success depend on leadership development across all domains, including knowledge management, professional development, training, planning and resourcing, and inspections

## INTRODUCTION

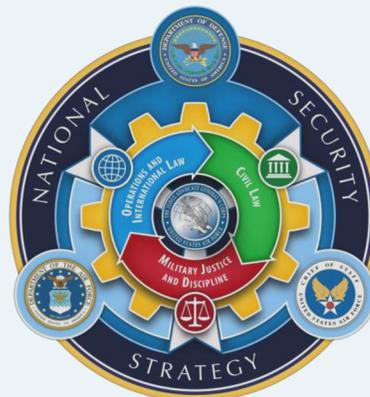


With each new year comes a set of new challenges and opportunities for TJAGC Reservists to rise and take on these challenges and opportunities and succeed. Though the faces may change as members retire or separate and new people come into the fold, the varied expertise and talent level remains the same: top notch. TJAGC Reservists have immense flexibility and work hard to balance family, civilian and military life. We rise to meet the needs of the U.S. Air Force and we find a way to make it work when asked and often before asked. We are willing to answer the call to support and defend our great nation. As members of TJAGC Reserve we are an integral part of the Reserve Citizen Airmen team— an agile, combat-ready force answering our nation’s call. TJAGC Reservists align with the Strategic framework set out by the National Security Strategy, National Defense strategy, Secretary of the Air Force Priorities and Chief of Staff Focus Areas. What is documented here is just a small snapshot of how TJAGC Reservists Maintain a Ready, Disciplined Force; Develop Leaders, and Maximize Operational Freedom through Advising Command, Advocating and Litigating, Representing Individual Airmen, and Informing, Engaging and Partnering. Executing these major legal functions through Military Justice and Discipline, Operations and International Law, Civil and Law and Leadership.



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# JAG CORPS ALIGNMENT WITH STRATEGIC FRAMEWORK

*Through the Law, We...Maintain a Ready, Disciplined Force* Across the JAG Corps, members of the Air Reserve Component (ARC) provide critical support to active duty legal offices, units, and commanders. ARC judge advocates and paralegals - including Air National Guard (ANG), Cat-A Traditional Reservists (TRs), and Cat-B Individual Mobilization Augmentees (IMAs) - routinely stepped into leadership roles in active duty legal offices, highlighting the potential for successful Total Force partnerships. This integration allows the JAG Corps to provide quality, timely, and relevant legal support to Air Force and joint missions around the globe.

Calendar year 2019 was a year of change in how ARC JAGs and paralegals supported RegAF offices. Available AF/JA Military Personnel Appropriation (MPA) mandays went from over 33,000 in FY19 to just over 18,000 in FY20, a 45% cut. This decrease in MPA mandays prompted an evolution in the way MPA mandays were allocated throughout TJAGC. The MPA team, including the Total Force Advisor Colonel Paula McCarron, Home Station Support Coordinator Lt Col Kelly Boehm, and the AF/JA Man-Day Management Office (AFRC/JAR, Lt Col Melissa Furr and SMSgt Stephatina Williams), created and implemented a three-tiered prioritization spend plan for FY20, providing TJAG's top priorities MPA mandays and focusing on support to the installation-level legal offices. In addition, this team assisted RegAF offices in maximizing utilization of assigned IMAs, TJAGC members at neighboring locations, and in thinking three-dimensionally when it came to managing mission surges, manning gaps and other needs, which would have been supported in the past. Furthermore, to help bridge the gap, quadrennial tours were strategically assigned to installation legal offices who were unable to obtain MPA manday support.



Judge Advocates/Paralegals	# Tours/ Requests	# Days	Purpose
Quadrennial Tours (QTs)	136	1,632	Wing/Base Placement: AF Core Legal Skills Training
Military Personnel Appropriation (MPA) Requests	814	29,241	Augmentation (leadership, management, litigation, deployment, workload, PCS, etc.)
JAG AT/AD/ADT	—	7,915	AF Training / Readiness
JAG IDT	—	5,283	AF Training/Readiness
Paralegal AT/AD/ADT	—	3,957	AF Training/Readiness
Paralegal IDT	—	1,636	AF Training / Readiness
Voluntary Limited Period of Active Duty (VLPAD)	—	9,813	Active Duty Support



*In August 2017, SecAF directed a systematic review, reduction and clarification of all Air Force directive publications. The AF/JAA Virtual Publication Review Team formed in early 2018, ready to take on this monumental task of reviewing 1,307 directive publications. While the team has evolved, the dedication and impressive work ethic has continued to grow.*

VRT 2019...

505 Pubs

Avg 42 Pubs / Mo

2,500 Man Days

42 Active Members

... 100% Volunteer

## *The AF/JAA Virtual Publications Review Team (VRT)*

is in full swing, and the finest ARC members are leading, researching, and advising on one of SecAF's biggest priorities! This 100% volunteer, ARC-supported team includes 65+ trained ARC Judge Advocates and paralegals including IMAs from Air Force Major Commands across the globe, TRs from Cat A units, and Guardsmen from the ANG, spread across the country. The VRT is unique in the entire team is a 100% volunteer

force and 100% virtual.

The leadership team (encompassing 2 O-6s, 1 O-5, and a paralegal "virtual LOS") manage the work, allocate, use and request MPA days, and work with HQ AF/JAA to adjudicate over 1,400 Air Force publications being processed for review, edits, and rescission in accordance with SecAF's *Publication Reduction Initiative*. In 2019, 42 publications on average were adjudicated monthly, completing more than 505 total publications, ensuring AF/JAA met the 200% surge in taskers. This amounts to reviewing over 46% of JAA's total taskers, freeing RegAF to address other clients/commander matters in the JAG Corps. The team expects that in 2020, the VRT will match or exceed this amount! VRT JAG leaders work directly with technical experts and non-JA Action Officers to resolve critical errors, and to ensure each publication met legal, regulatory and SecAF policy requirements. This effort impacts 600K+ total force Airmen who rely on current, accurate, and clear publications in their daily missions. The leadership team operates like a legal office, and teaming is no different. In 2019, the paralegal serving as VRT LOS single handedly created a VRT tracker, allowing for easy managing of 2,500+ mandays and assignment of all publications. She also managed and owned the new Sharepoint site for the entire VRT portal, allowing seamless assignment of publications and communications.

Training is conducted using virtual training platforms and the leadership team holds virtual staff meetings twice a week so the team can interact as if together in the same room. Weekly VRT guidance e-mails provide direction and opportunity for two-way communication because VRT leadership liaises with both JAA and AF/JA, and the global VRT team of reviewers. All VRT conference calls are also held once a quarter so the team can provide feedback to the leadership creating a 360 degree loop of feedback ensuring the finest work products reach TJAG and the field, with the best communication, research tools, and updated guidance and policy.

Currently, the VRT has 42 active members, but the VRT success is thanks to all the volunteers, past and present: **Cols Bernett, Bordera, Cannon, Greene, Gupta, Hanscom, Maltbie, McGuire, Megan-Posch, Micchio, and Schue; Lt Cols Ball, Cobb, Condon, Coe, Dimmitt, Eytalis, Frey, Greene, Hansen, McPherson, Meyer, Ogden, Reiter, Richards, Seto, Sky Smith, Trigenis, Wall, Wigglesworth, and Winder; Majors Bibbo, Delaney, Dinin, Gohr, Greenwood, Lasher, Morley, Newton, Scott, Shilts, Subham, and Walter; Chiefs Lee, Mueller, and Pierce; SMSgts Bonasera, Cunningham, Plummer and Tiffin; MSgts Hilton, and Lugo-Velez; TSgt Matson and Mayes; and SSgts Archer, Libertini, Latoya Lee, and Wise.**





## *Maintaining a Ready, Disciplined Force Through Military Justice*

The purpose of military law is to promote justice, to assist in maintaining good order and discipline in the armed forces, to promote efficiency and effectiveness in the military establishment, and thereby strengthen national security. Colonel Douglas Cordova, then Director of the Air Force Judiciary, summed up the impact of military justice on national security in early 2019 when he said “The fair and impartial administration of military justice provides the foundation for good order and discipline, while the strict adherence to the protections afforded our Airmen under the law serve as the catalyst for an enduring system, delivering the fuel to achieve our National objectives.”

**The Training by Reservists in Advocacy and Litigation Skills (TRIALS) Team** kept busy in FY 2019, hosting traditional TRIALS courses at eight bases and training in excess of 100 young litigators. The TRIALS Team of highly skilled litigators continued the 20-year tradition of teaching an exciting, hands-on advocacy



course to help junior judge advocates hone their litigation skills. In addition to the traditional TRIALS courses, our team of approximately 30 reserve Judge Advocates regularly assists AFJAGS with TDAC and JASOC and contributes at AFOSI tech school by acting as very tough defense counsel – cross examining agents in mock Article 32 hearings.



Quick to jump in and offer expertise when necessary, TJAGC Reservists are integral to maintaining a more disciplined force through military justice. **Capt Michael Stanski**, IMA, 325 FW/JA, Tyndall, FL, **Capt Kristian McCray**, Deputy Staff Judge Advocate, 307 BW/JA, Barksdale AFB, LA, **Capt Jon Ippolito**, IMA, 21 SW/JA, Peterson AFB, CO, **Capt Peter Smyczek**, IMA and Reserve Coordinator, 81 TRW/JA, Keesler AFB, MS, and **SrA Rachel Barr**,



IMA, 502 SFG/JA, Joint Base San Antonio – Ft Sam Houston, performed a combined 420 mandays of support in 2019 contributing greatly to maintaining a ready, disciplined force through military justice. Captains **Stanski**, **McCray**, **Ippolito** and **Smyczek** expertly represented the government as trial counsel, with Capt Ippolito assisting on a rare attempted murder case at USAFA/JA, United States Air Force Academy, CO. **SrA Barr** shined as a case paralegal for

three GCMs and assisted on five additional courts, further fueling her desire to be an attorney, which she will be soon as she is a new law student at St. Mary’s University Law School. **Capt Smyczek** took the helm at Ramstein AB, Germany as the Chief of Military Justice and Adverse Actions, advising commanders and Air Force leaders with maintaining good order and discipline. **Capt Ippolito**, in support of 21 SW/JA, created a Colorado law/UCMJ drug briefing that was presented to 5 units and over 200 airmen, furthering guidance for a more disciplined force.



## *Maintain a Ready, Disciplined Force Through Leadership*

*in All Legal Domains* Our mission readiness and success depend on leadership development across all domains, including knowledge management, professional development, training, planning and resourcing and inspections. Leadership permeates through all levels of the National Security Strategic Framework. During the Air Force Association's 2019 Air Warfare Symposium, CSAF's keynote address focused on leadership. During his address, CSAF stressed "good leaders recognize diversity and the attributes it brings to the Air Force;" that "good leaders understand what they do not see or know and are open to those who bring those blind spots into view, and that "the only way we can see...is to surround ourselves and build our teams in ways that others can point things out to us." In addition he "emphasized the real-world importance of leadership is strong yet adaptable and open to change when warranted." "Strong leaders have instinctive ability to allow room for individuals quirks while at the same time combining the parts into a cohesive, effective whole." TJAGC Reserve has an amazing and expansive group of leaders. Leaders who step up when called, are trusted advisors and who seamlessly sit in the seat of whom they backfill.

**Colonel Dawn Bellack**, IMA to the Total Force Advisor, HQ AF/JAR, Pentagon, Washington, D.C., is a testament to the great trust in our Reserve leadership, was acting SJA at 2 AF/JA for over two months in 2019 while the position was vacant. During this tour, Col Bellack supported the 2 AF O-8 commander and was responsible for the proper administration of military justice throughout 2 AF comprised of four training wings and two training groups responsible for training approximately 150,000 students each year across 265 different Air Force specialties. Col Bellack had direct oversight of 44 attorneys and paralegals across 5 wings. In addition to the traditional staff judge advocate functions, Col Bellack advised 2 AF/CC on hot policy items including transgender exceptions to policy, hazing and maltreatment issues.



**Colonel Andrew "Drew" T. Krog**, IMA to the SJA, 16 AF/JA, Air Forces Cyber, San Antonio, TX demonstrated his ability to lead where needed when he served as both the SJA and Deputy SJA for the 377th ABW, Kirtland AFB, NM and served as the SJA at 25 AF/JA, San Antonio, TX during a gap between the outbound and inbound Active Duty SJAs in the summer. His leadership helped ensure there was no degradation of client services or undue delays in processing actions, despite the office facing a significant JAG shortage with only three of eight permanent personnel present due to TDY or deployment. He assisted Kirtland AFB with an off-base fatal vehicle crash involving four Kirtland Airmen that attracted national media interest and supervised the review and closure of two commander-directed investigations. At 25 AF/JA he managed the Air Force's busiest NAF military justice program and supervised the successful staffing of multiple pre-trial and post-trial packages for GCMCA action, keeping the program moving forward at full speed.





**Colonel Kristine D. Kuenzli**, IMA to the SJA, 9 AF/JA, Shaw AFB, SC performed a four month tour as the 9 AF SJA, bridging a gap between the retiring SJA and the inbound SJA. In this position, Col Kuenzli supervised twelve total force members in support of Ninth Air Force's mission to organize, train, and equip its headquarters as a deployable, operational-level Joint Task Force and its subordinate commands to prepare for and execute expeditionary taskings. In addition, Col Kuenzli currently serves as the Head, Department of Law, United States Air Force Academy, CO. In this role, Col Kuenzli leads a team of twenty-five faculty and staff in the design and teaching of nineteen core and elective law courses, in scholarship across a variety of disciplines, in the legal support to the administration of the Cadet Honor System, and in the development of officers of character for the U.S. Air Force.

Further, Col Kuenzli serves as an Assistant Professor where she instructs cadets in Law for Air Force Officers, a core course for all cadets, Law for Commanders, an upper level legal studies course, and Law & Economics, an interdepartmental upper level course.

**Lt Col Jason S. Osborne**, IMA and Reserve Coordinator, ACC/JA, Joint Base Langley-Eustis, VA continued to exhibit the type of leadership needed to further mission readiness and success. In 2019 he filled in as both the Deputy SJA and SJA for 11 AW/JA, Joint Base Andrews, MD and also performed SJA duties for both JECC/USTRANSCOM, Naval Station Norfolk, VA, and AFRC 951 RSPTS/JA, March ARB, CA. For each of his tours, Lt Col Osborne was backfilling a deployed or a transitioning member, fulfilling the essential role of the IMA. During his tour, Lt Col Osborne helped the wing prepare for their Article 6 visit from TJAG, advised on issues relating to the USAF Band as well as assisted unit organizations. Moreover, Lt Col Osborne provided office-wide training on Labor and Employment issues as well as mentored each of the wing captains on their future careers.



Appreciation Strategy Humility  
Commitment Responsibility Listening  
**Leadership**  
Integrity Honest Communication  
Values Purpose Determination  
Passion Principles



**TJAGC Reserve Enlisted Leadership is the driving force behind TJAGC's success in aligning with the National Security Strategic Framework through all legal domains. Such leadership is integral to completion of the Air Force's mission, both home and abroad.**

**SMSgt Jen Plummer**, IMA to NAF Paralegal Manager, 502 ABW/JA, JBSA – Ft Sam Houston, TX, displayed versatility and commitment to strengthening TJAGC working as the Law Office Superintendent at the 433 AW/JA, JBSA – Lackland, TX, as the LOS at the 502 FSG/JA, JBSA – Randolph, TX, tackling the role as the Senior IMA Paralegal to the NAF/MAJCOM, and performing multiple MPA long tour orders on the Virtual Publication Review Team. While assigned to the 433d, she led a paralegal retraining effort that yielded four new members being gained to the paralegal field. Upon assuming the role at the 502d, she coordinated an MPA tour to fill a military justice paralegal vacancy at the NAF and assisted the MAJCOM Chief to ensure adequate coverage, readiness, and compilation of monthly reports for IMA paralegals located at six AETC legal offices.



**MSgt Melissa (L-V) Lugo-Velez**, IMA, 502 ISG/JA, JBSA - Lackland, TX, was instrumental in the professional development of the junior paralegals in the office as well as her own continued growth. MSgt Lugo-Velez excelled as the NCOIC in the largest legal office in the Air Force, training and mentoring several new paralegals. In addition she completed the Senior Enlisted Joint Professional Military Education course while also completing her NCO Distance Learning. Her pursuit of enhanced leadership skills resulted in a STEP promotion to Master Sergeant and further service responsibility.

**MSgt Gina Nunez**, IMA to the Law Office Superintendent, 1 SOW/JA, Hurlburt Field, FL, performed two extended active duty tours at Hurlburt Field, FL. First, MSgt Nunez backfilled a one-deep position for 226 days for the 492 SOW. During this time, MSgt Nunez teamed with the 492 SOW Staff Judge Advocate on a myriad of issues including adverse actions, civilian personnel matters, and the development and review of operating instructions. In the absence of the SJA, MSgt Nunez provided updates directly to 492 SOW/CC. She also coordinated and provided training to 492 SOW key leaders on the largest overhaul of the Manual for Courts-Martial since the early 1980s. Following her tour with the 492 SOW, MSgt Nunez performed a 150-day tour at 1 SOW/JA, filling a gap in the Law Office Superintendent



position. While supporting 1 SOW/JA, MSgt Nunez provided oversight of 19 personnel and four sections. She reviewed forty-one administrative discharges, nineteen Article 15s, coordinated office training, and supervised paralegal upgrade training. To top off her accomplishments in 2019, in between tours, MSgt Nunez attended the Paralegal Craftsman Course and earned the Top Graduate award.



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## *Maintain a Ready, Disciplined Force Representing Individual Airmen and Providing Airmen Independent Counsel*



**Capt Leah Henschen**, IMA, 633 ABW/JA, JB Eustis Langley, VA, spent last year working an MPA tour in support of AFLOA, Community Legal Issues Division. Capt Henschen assisted this small team with updating and adding content to the FLITE Knowledge Management site and answering questions from the field. Capt Henschen acted as the subject matter expert on getting the DLWills replacement software up and running. As a trust and estates attorney, she found the experience tremendously rewarding being a big part in the project to provide wills for millions of servicemembers and retirees across all branches of the military. For her efforts, Capt Henschen was awarded two AFLOA Reserve CGO quarterly awards during her year-long assignment.

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**MSgt Steven Grady**, IMA to the Superintendent, 56 FW/JA, Luke AFB, AZ, performed seven MPA tours in various roles, many focusing on representing the individual Airmen, helping them through often complicated legal issues, including the Law Office Superintendent at 90 MW/JA, FE Warren, WY and the 509 BW/JA, Whiteman AFB, MO, the NCOIC of Military Justice at the 12 AF/JA, Davis Monthan, AZ, the 82 FTW/JA, Sheppard AFB, TX and the 47 FTW/JA, Laughlin AFB, TX, the Area Defense Counsel at JBSA - Fort Sam Houston, TX, and at AFOSI/JA for a total of 260 Active Duty Days during 2019. During these tours, he led a team of three paralegals responsible for-analyzing 20 years of OSI and SF cases, supported AFOSI NCIC audit reconciling data in five separate criminal systems, managed over fifty defense cases aiding in rebuttal drafts, and handled a multitude of justice matters for multiple base offices including courts, non-judicial punishment, and discharges in minimally manned offices. He also contributed to the general law sections when he was filling the Law Office Superintendent roles by drafting wills, processing claims, and providing required briefings. Not only did he aide the legal offices he supported, he demonstrated service to others, singing the national anthem for retirement ceremonies and other base events.

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**SSgt Donte Russell**, reserve paralegal, 340 FTG/JA, Randolph AFB, TX, provided critical support to active duty offices and zealously represented the individual Airmen by backfilling at three different offices for approximately 275 days during 2019. He provided services to 100+ clients, assisted in four courts-martial, twelve Article 15s, ten discharges, and seventy administrative actions. In addition, he aided in a high visibility court-martial, which involved hazing at the Air Force Academy, exposing discrepancies in multiple witness interviews resulting in charges being dropped. He backfilled a vacant position at the AFLOA/JACC-MLFSC-Lackland AFB, TX office where he supported the Air Force's largest medical center's Medical Law Office by drafting legal reviews for SAF/AA. In addition, he backfilled a deployed paralegal at 20 FW/JA at Shaw AFB, SC in late 2019.



## ***Develop Leaders***—Mission accomplishment requires developing exceptional leaders in the law, both in the JAG Corps and across the Air Force.

In 2019, in order to better capitalize on ARC talent and more effectively pursue Total Force integration, TJAG directed the creation of a new leadership designation for eligible IMA judge advocates and paralegals at installation-level legal offices. ARC judge advocates and paralegals selected to fill these new positions, the "IMA to the SJA" or "IMA to the LOS," will give active duty SJAs the flexibility to use a designated backfill for these leadership positions. This initiative formalizes a relationship that already informally exists at a number of wing legal offices, where IMA judge advocates and

paralegals are coordinating their duty schedules to fill in as acting SJA or LOS during the active duty leadership's absence. Feedback from SJAs and wing commanders at multiple installations suggests that IMAs with the right leadership skills, professional background, and availability are highly valued in this role. By formalizing the "IMA to the SJA/LOS" designation and incorporating it into the Reserve assignment process, the JAG Corps is prioritizing high-caliber IMA support to wing-level offices consistent with the Chief of Staff's initiative to empower wings and squadrons.

### ***The 2nd Annual JAG-Reserve Senior Leadership Course***



built on the excellent 2018 inaugural course, fulfilling SecAF's priority to develop exceptional leaders. Led by AFJAGS Course Director **Lt Col Tracy Siler**, the team, comprised of **Col Jon Burgess**, **Col Kim Ludwig** and **Col Jon Polk**, took the course to the Center for Character and Leadership Development (CCLD) at the US Air Force Academy where they partnered with the CCLD's professional leadership educators to develop and deliver a research backed curriculum. Thirty-five Cat A and Cat B JAGs and paralegal attendees received 2.5

days of customized instruction designed to prepare them to execute their duties as TJAGC Reserve senior leaders. Topics covered included leadership best practices, force management and development, attorney-paralegal teaming, effective communication, support for RegAF legal offices and engagement with stakeholders outside TJAGC Reserve.



**1st Lt Alissa Rodriguez**, IMA, 11 WG/JA, JB Andrews, MD, came into TJAGC Reserve in April 2019 and was part of the first class of officer trainees who experienced the transition from the Commissioned Officer Training (COT) that most JAGs are familiar with to the more rigorous and expeditionary focused Total Force Officer Training (TFOT). Like COT, her training class was five weeks (*TFOT will be eight*), but unlike COT her course included a mix of direct-appointees, enlisted Airmen working towards a commission, and cadets. Military Training Instructors (MTIs) fresh from Lackland AFB were present for all five weeks of training, which included not only the traditional COT syllabus but also basic weapons and field training. In her civilian capacity, 1Lt Rodriguez became an Administrative Judge at the EEOC in 2018 after spending almost ten years as a prosecutor and Assistant Inspector General in Brooklyn, NYC.



**Maj Jared Miller**, IMA and Reserve Coordinator, 45 SW/JA, Patrick AFB, FL, had several opportunities to develop as a leader in order to accomplish the mission when he was competitively selected for the annual Air Command and Staff College (ACSC) ARC Seminar held at Maxwell AFB, AL. During the two-week course, Maj Miller worked with and mentored fellow AF reservists and Guardsman from a diverse number of AFSCs. Maj Miller then dedicated himself to the remaining correspondence portion, ultimately completing ACSC in December 2019. Maj Miller was reattached from the 96th Test Wing at Eglin AFB, Florida to Patrick AFB, Florida in July where he was again selected as a reserve coordinator but maintained *ad hoc* reserve coordinator duties for Eglin through September until the new reserve coordinator was in place.



**Capt Aaron Petty**, IMA, 24 SOW/JA, Hurlburt Field, FL, and Chair, Junior Officer's Counsel, developed as a leader when he, as the Deputy Staff Judge Advocate, 434 ARW/JA, Grissom ARB, IN, backfilled the deployed SJA. While acting SJA, he oversaw 39 discharges and 30 disciplinary actions to completion, advised on multiple criminal investigations including child pornography and Art 120 cases, and prepared for two inspections and an air show. Apart from leading the legal office and supporting the 17 commanders at Grissom, Capt Petty also prosecuted courts-martial at Lackland and Sheppard, and attended *Leadership Today and Tomorrow* at Robins AFB, Georgia. For successfully leading a legal office for nearly a year, he was awarded a Meritorious Service Medal upon leaving Grissom ARB.



New USAF reserve JAG, **1st Lt Eddie Siclari**, IMA, USAFWC, Nellis AFB, NV, who attended the Judge Advocate Staff Officer Course (JASOC), 20-A, was awarded the Excellence in Advocacy Award. In his civilian capacity, 1st Lt Siclari works as a New York City prosecutor at the Bronx District Attorney's Office, Investigations Division, Special Investigations Bureau. In May, he led a 16-month wiretapping investigation which sought to investigate and dismantle two drug trafficking organizations operating in Bronx County and elsewhere. Over the course of the investigation, he partnered with members of the New York City Police Department, the Drug Enforcement Administration (DEA), and Homeland Security Investigations. In November 2019, while attending JASOC 20-A, the Federal Law Enforcement Foundation recognized him as a "Prosecutor of the Year" for the work that he did on that investigation.



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**MAXIMIZE OPERATIONAL FREEDOM** The ability to compete, deter, and win requires employing the law to maximize warfighting capabilities and offering the widest range of legal options to commanders.

**THROUGH INFORMING, ENGAGING AND PARTNERING** with Air Force, DoD, Interagency, national, international, and local community organizations and with the commercial sector.

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**Lt Col Jim Landsberg**, IMA and Reserve Coordinator, 8 AF/JA, Barksdale AFB, LA, volunteers each year to deliver training at the International Officer Leadership and Ethics Course at the Naval Education and Training Security Assistance Field Activity (NETSAFA) Training Center in Pensacola, Florida. This opportunity arises in connection with Lt Col Landsberg's civilian position as an Inspector General for a state agency. Lt Col Landsberg most recently presented to a group of ten international military officers in October 2019 enhancing existing partnerships.



**Maj Jon Paul Calandruccio**, IMA, 100 ARW/JA, Mildenhall, United Kingdom, PCS'ed to Ramstein AB, Germany and served at USAFE-AFAFRICA/JA for the entirety of 2019. Major Calandruccio served in multiple roles providing flexibility to the MAJCOM legal office. He served the majority of 2019 as the Executive Officer managing the MAJCOM legal staff, SJA schedule, and office workflow to ensure a timely and professional legal office. Jon Paul also served as the legal advisor for the European Deterrence Initiative (EDI) program. EDI is a funding authority with a \$260M budget. Its purpose is to build infrastructure, readiness and interoperability with our European partners to deter Russian aggression. He also filled in as the JAA fiscal/contracts lawyer serving as the USAFE representative to EUCOM completing reviews for all theater interoperability events. Major Calandruccio was selected by

AFRICOM to serve as the secretary and write the after action report for the African Military Law Forum V. This event brought together forty-six Legal Advisors from thirty-five African Nations strengthening cooperation and professional acumen within African militaries.

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**Maj Rodney Glassman**, IMA, 354 FW/JA, Eielson AFB, AK, worked hard to maximize operational freedom when he led the development of the first-ever JAG-infusion in a Red-Flag Alaska Exercise, securing operational experience for 354 FW/JA personnel. In addition, Maj Glassman, served as a staff attorney at 12 AF/AFSOUTH, Davis Monthan AFB, AZ during a manning shortage and backfilled as a legal advisor for multiple discharge boards at the 56 FW, Luke AFB, AZ. Completing multiple MPA tours, he was instrumental in the completion of time-sensitive sexual assault legal reviews, 2-star level advisory ethics guidance, and intelligence analysis within the 612 AOC.





**Major Meghan Smorol**, IMA and Reserve Coordinator, 375 AMW/JA, Scott AFB, IL was placed on the 375 AMW/CC's legislative affairs team to develop initiatives in support of military families across the state of Illinois. One key initiative was military spouse licensure reciprocity legislation. As a military spouse, Maj Smorol has followed her active duty military spouse through two states where she was not licensed to practice law, so the idea of expedited, temporary, and permanent reciprocity was important as a professional. In an effort to advance the Illinois military spouse licensure reciprocity legislation, Maj Smorol assisted the legislative affairs liaison in framing the facts of what was important for military spouses in the legislation. On 9 August 2019, Governor J.B. Pritzker signed the bill into law that affects 110 professional licenses administered by the Illinois Department of Finance and Professional Regulation impacting 40,756 active-duty, reserve, and National Guard service members, and 14,889 spouses residing in Illinois. In early 2019 Maj Smorol was contacted by the SJA at 62 AW/JA, JB Lewis-McChord, Washington, who after a recent PCS was having his own issues with military spouse licensure reciprocity in the state of Washington. The conversation led to the publication of a Reporter article from the SJA on the issue after extensive research and discussions with leading experts.





**Colonel Paul Hillman**, Senior IMA to the SJA, 3 AF/JA, Ramstein AB, Germany was appointed Chairman of the NATO Inter-Allied Confederation of Reserve Officers (CIOR) Legal Affairs Committee. In that role Colonel Hillman tightened relations between the CIOR, the NATO Reserve Forces Committee and the Enlisted Reserve Committee. He also helped establish CIOR as a formal international organization and redrafted the organization's constitution. In this role, Col Hillman strengthened the U.S.'s NATO alliances in support of the National Defense Strategy and national security.



**Capt Kelly Cline**, IMA, 88 AFB/JA, Wright-Patterson AFB, Ohio, coordinated legal assistance for a group of thirteen IN ANG TACP deployers in pre-deployment training at Wright-Patterson AFB, Ohio. In return for this assistance, this unit took the 88 ABW/JA team out to a live fire range to watch the JTACs do close air support with an A10. By partnering with this ANG unit, Capt Cline executed TJAGC's alignment with the National Security Strategic Framework. In addition, she backfilled AFIT's SJA during a time of need and worked through several ethics issues with AFIT's leadership.



**Capt Elle Darcy**, Deputy Staff Judge Advocate, 477 FG/JA, Elmendorf AFB, AK served in the CAT as a LNO assisting with 24/7 ops during Polar Force Exercise. In the exercise Capt Darcy held the line, arguing for and gaining accountability by all members of the 477 FG members during a deployment simulation. She forced the coordination of seven squadrons, ensuring complete integration with RegAF forces. She tracked tasks for all 477 FG personnel and guaranteeing mission readiness.



## *Maximize Operational Freedom Through Operations and International Law*

Operations and International law capabilities enhance command situational awareness, maximize decision space, and promote optimal conditions for the projection of ready forces to defend national interest at home and abroad.

### *Our Amazing and Dedicated Warriors*



**Capt Thomas B. Fitzwater**, 934 AW/JA, MN, served as the Deputy Staff Judge Advocate for the 455 AEW/JA at Bagram Airfield, Afghanistan. His military justice shop was the busiest in the AOR; his team beat average AF NJP processing time by 77%. He steered thirteen Commander-Directed Investigations in four AEWs, resolving sixty-three allegations of misconduct, holding forty-four Airmen accountable to command. He drafted the first-



ever GO-1C video exception for trauma bay cameras at BAF, ensuring the best training for combat doctors and nurses. Capt Fitzwater also penned fourteen complex fiscal law reviews, securing \$3.2 million in airfield equipment and war-fighting assets and reconciled \$49K in lost items. Finally, he conducted a high-visibility Article 32 hearing in the AOR for sexual assault and guided the case to trial, ultimately leading to a conviction. His efforts led to him being named the 455 AEW CGO of the Month and the AFCENT/JA CGO of the Quarter.



Then-**Maj Hanna Yang**, Staff Judge Advocate, 446 AW/JA, Joint Base Lewis-McChord, WA, deployed as the first JAG to 321 AEW, Task Force-Air, Combined Joint Task Force, Operation Inherent Resolve. Maj Yang served the task-organized unit in ten locations in Iraq and Syria, defeating ISIS and enabling regional security through training, advising, and assisting airfield operations in support of Coalition and Partner Forces. She secured a paralegal to resolve a critical capability shortfall and postured future rotations for success. She guided commanders, thoughtfully advised and assisted in developing and vetting a plan for forty-seven Iraqi Aviation Enterprise leaders maintaining compliance with federal statutory authority. She linked the Iraqi Aviation Enterprise's F-16 Foreign Military Sales Program with Task Force-Air's train, advise, and assist efforts to build up the Iraqi Aviation Enterprise's air traffic controllers and empower them to reduce their dependence on the Coalition. She worked with her counterparts at the Office of Security Cooperation-Iraq to open up a Foreign Military Fund path for the Iraqi Army Aviation Command's multi-year acquisition of Bell 407 helicopters. Before returning home from her deployment, she had the opportunity to celebrate her promotion to Lieutenant Colonel in theater with her Task Force-Air colleagues.



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**TSgt Renata M. “Marisol” Sanchez**, paralegal, 4 AF/JA, March ARB, CA, deployed from January to



July 2019 to the 386 AEW/JA in Kuwait. While serving as NCOIC of Military Justice, TSgt Sanchez stepped forward to perform the duties of Law Office Superintendent and was lauded by leadership for her professionalism and outstanding performance. In addition to her assigned duties, TSgt Sanchez completed an NCO distance learning course, organized a Law Day presentation with the SJA, completed a 10k and a 5k race,. Additionally, TSgt Sanchez served the Kuwaiti community by volunteering her time at a local hospital to help young children recover from major surgeries. TSgt Sanchez was twice the Wing NCO of the month and was the USAFCENT/JA NCO Warrior of the Quarter for the first Quarter of 2019. As the sole paralegal, she provided expert guidance to

thirty-eight commanders and 416 clients and created 965 legal documents, saving members 65,000 dollars in fees, enabling them to remain mission focused, resulting in the generation of 21,500 sorties in support of Operation Inherent Resolve. TSgt Sanchez also authored a paper on federal and state tax extension rights that she utilized to educate 4,000 personnel and, in turn saved fifty-two Airmen 18,500 dollars in legal fees. Moreover, she developed curriculum for an in depth legal course that enabled personnel to be certified as notaries at forward operating bases. Her efforts increased law office capabilities and expanded services to 650 Airmen across six combat locations. Finally, TSgt Sanchez diligently reviewed eighteen gifts and financial disclosure forms, ensuring commanders and acquisitions personnel remained compliant with federal ethics laws. Her efforts directly led to the projection of force and combat effects.



**SSgt Julia N. Carey**, 914 ARW/JA, Niagara Falls, NY, deployed to the 379 AEW/JA from 22 July 2019 to 23 January 2020. Her contributions to the mission led to her recognition as the Diamond Sharp Award winner for September 2019 and a Wing Quarterly Award (Airman of the Quarter for then-SrA Carey) for the 3rd Quarter of 2019. SSgt Carey enlisted in the Air Force Reserve after graduating from high school in 2015. She completed her undergraduate degree in May of 2019 shortly before volunteering for this deployment in July of 2019. She studied for the LSAT in her spare time while deployed and will take the LSAT this spring with the intent to enroll in law school in the Fall of 2020. SSgt Carey has set some high goals and is putting forth tremendous effort to achieve them.

**Maj Sivram “Siv” Prasad**, DSJA, 512 AW/JA, Dover AFB, DE, deployed to Afghanistan in support of Operation Freedom's Sentinel. While serving as the Chief of National Security Law for USFOR-A, he was the senior JAG advising the one-star Target Engagement Authority on the Rules of Engagement during the complex, high-profile attack on Bagram Airfield. Maj Prasad advised on a number of strikes during the 12-hour standoff that ended with all attackers killed without any U.S. or Coalition casualties. Maj Prasad also wore three hats during a critical manning shortage, acting as the OIC of the Bagram Airfield Legal Office and the Chief of Military Justice for the Afghan theater in addition to marvelously executing his operational law responsibilities. His willingness to take on these additional leadership challenges in a dynamic combat environment ensured the mission was executed successfully within the bounds of the law.



*Maj Prasad served his team well, pitching in wherever required, to make the mission go.*



**Maj Joseph Funston III**, IMA and Reserve Coordinator, 39 ABW/JA IMA, Incirlik AB, Turkey, advanced the total force mission in a joint environment while deployed to Al Udeid AB, Qatar, serving at the Combined Air Operations Center (CAOC) between July 2019 and January 2020. Maj Funston advised CAOC leadership on a range of issues related to LOAC and ROE for several ongoing operations in the CENTCOM area of responsibility. He provided decisive legal guidance during the repositioning of forces in Syria, during the formation of the international maritime security construct, and in the planning for responses to Iranian aggression in the region. Maj Funston also was a legal advisor



for several civilian casualty credibility assessments, helping to reduce a multi-year backlog. His collective efforts led to multiple mission successes and were praised by leadership.

**Captain Thomas E. Saxey** is serving a three-year Voluntary Limited Period of Active Duty (VLPAD) as the Deputy Chief of Operations Law at HQ AFSOC/JA, Hurlburt Field, Florida. Providing strategic depth, he solved an authorities gap by syncing MAJCOM and Wing approaches to garner HAF delegation to the AFSOC Deputy Commander. He crafted an exception to policy, which obtained SecAF/CSAF approval to retain a Silver Star hero. Additionally, he



deployed as an Operations Law Attorney to the NATO Special Operations Component Command – Afghanistan/Special Operations Joint Task Force – Afghanistan. As the legal advisor to the 4-Star’s first priority, he trained, advised, and assisted Afghan Special Operations Forces and help build their independent capabilities. He advised the target engagement authority on 131 dynamic air to ground kinetic strikes in support of 278 ground missions, ensuring the safety of U.S., Coalition, and partner

forces. He was handpicked to stand-up and train targeting teams in the AOR, leading to 72 lawful kinetic strikes by subordinate commands in a three-month period. The increased pressure put on the enemy by his effective contributions to battlefield success was praised by CSAF and leveraged in the Doha Peace Talks. His amazing accomplishments generated notoriety for the AFJAGC, representing the professionalism of all of our dedicated reservists. Capt Saxey was lovingly welcomed home by his family after his deployment.



**“Duty, Honor, Country. Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be”**

**General Douglas MacArthur.**



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***THROUGH CIVIL LAW*** – multiple disciplines are interwoven in the acquisition, environmental, labor, medical, and administrative law career fields, enabling operations, preserving property, and protecting people in the tactical, operational and strategic environments.

**Capt Jennifer Lea**, IMA, 52 FW/JA Spangdahlem AB, Germany, exemplified agile combat support in response to the grounding of all F-16s at Spangdahlem AB and associated geographically separated units. She was appointed as legal advisor in a complex CDI for a flying unit. She expertly adapted to uncertain changes and accounted for all possible variables. Her advice steered the investigation clear of legal obstacles, ensured accountability, and minimized the risk of future flying errors, thereby, restoring readiness to critical warfighting operations. Her work ethic and legal skill allowed the installation to resume operations quickly.



**Maj Michael Blauvelt**, IMA and Reserve Coordinator, 35 FW/JA, Misawa AB, Japan, analyzed a \$10M medical malpractice case, whereby he determined a lack of fault by military medical providers on a dependent child claim and also identified two statutory defenses to \$1.5 million claim by widow of deceased family member. In addition to this work, Maj Blauvelt teamed with Peterson AFB, AFLOA (Chief of Legal Assistance), Chief of Education Contracts for PACAF, and the Consumer Finance Protection Bureau's military liaison to identify education institutions operating DoD in violation of various rules and regulations, notifying the respective legal offices of the results. He further contributed by updating and distributing a complete overhaul of LOCAR v.2, a LOC, LOA, and LOR generator, enabling users to customize offense wording and reprimands for the Total Force. During the year, he was selected as the only base-level member of an initial 3-person, knowledge management metrics team in which he distilled hundreds of thousands of lines of data into actionable information highlighting user interaction with KM.

**Lt Col Chris Monsey**, IMA, 72 ABW/JA, Tinker AFB, OK, provided sixty-two days of MPA coverage, supporting IP/tech data training to over 300 Oklahoma City/Ogden Air Logistics Complexes, Air Force Life Cycle Management Center, and Air Force Nuclear Weapon Center staff at Tinker and Kirtland AFBs. He expertly provided guidance to the Global Hawk program on addressing disputes with major defense contractors over use of digital design/product logistics management/integrated data environments that house engineering design data used in electronic design automation environments. He also provided support to the AF Sustainment Center and supply chain management units participating in AF Material Command sustainment improvement sprint at the Pentagon to include strategies to improve resilience in fragile or critical supply chain vendors. He was a by name request by AFSC/CC to provide legal support for the 3-star AFSC summit with Lockheed Martin on the F-35 sustainment effort and he authored portions of a widely distributed Air Force/SAF General Counsel/AFMC tech data/IP rights acquisition play-book with practical steps on several “plays” or options for tech data acquisition.



## *The Dougherty-Nelson Continuing Legal Education (DNCLE)*

program, an annual event, was held at the Antonin-Scalia Law School at George Mason University between 14 and 15 November 2019. Participants received two days of relevant and timely presentations on a variety of DoD topics including Election Cybersecurity, Artificial Intelligence, Immigration, Whistleblower Retaliation, Mold in Base Housing (PFOA/PFAS), and Lessons Learned from the case of *United States v. SOC Edward R. Gallagher*. The lessons learned in the *Gallagher* trial were powerful display of the effectiveness and importance of legal advocacy. Nearly 130 attended in-person and approximately 400 attended world-wide through distance learning technologies at 30 different locations and were able to receive valuable education while maintaining state licensing credentials. The event is organized and supported entirely by reserve personnel. This year's program was led by Lt Col Julia Muedeking who flawlessly executed this programming with the support of some amazing team members: Lt Col Christopher Dong, 1Lt Alissa Rodriguez, Maj Brian Critz, Lt Col Christian (Goose) Guzzano, Maj Mark Bruegger, Capt Philip Taylor, Lt Col Katherine Seto, HQ USAF/JAA, Lt Col Kristin Castiglia, Maj Leslie Walter, Maj Chris Kovach, Maj Jack Grimes, Ms. Jodi Cramer, Lt Col Carlos Colon, Capt Alex Ricciardone, and Lt Col Amina Diehl.



**Capt David Osterfeld**, IMA and Reserve Coordinator, 27 SOW/JA, Cannon AFB, NM, helped maintain a ready, disciplined force through multiple legal domains. First he delivered advice to the number one operational contracting squadron in the Air Force when he reviewed several high visibility contracts including a \$12.5M contract to support base activities, a \$1.9M artificial intelligence contract, and a \$4M acquisition plan implementing world-wide operations for the Weather Wing. He also supported ACC's largest general law team for ten weeks, backfilled for Cannon's Deputy SJA, and identified documents required for a hi-vis land exchange--securing the special operations range from encroachment and development. Capt Osterfeld served as the Course Director for the 2019 AFJAGC Reserve Orientation Course, Buckley AFB, CO. He was also re-elected to serve as Justice of the Peace in Maricopa County, AZ.



# PROTECTING THE HOMELAND



## When natural disasters strike, TJAGC Reserve JAGs and Paralegals are on the forefront of recovery.

In October 2019, Hurricane Michael, a category 5 hurricane, course corrected and accelerated, barreling straight towards the Florida panhandle, directly hitting Tyndall AFB, Florida with its full force. While Tyndall continues to recover from near devastation, over a year later, reservists have filled the gap, aiding in Tyndall's recovery. **SSgt Magdeline E. Pike**, IMA, 325 FW/JA, Tyndall AFB, FL performed a 179-day MPA tour in 2019 in support of

post-Hurricane Michael recovery efforts. In this capacity, she served as the acting NCOIC of Military Justice and also assumed the role as the office paralegal training manager following the retirement of the law office superintendent. Finally, SSgt Pike attended the Paralegal Craftsman Course and earned Distinguished Graduate honors.

**Maj Kevin Normile**, IMA, USTRANSCOM, Scott AFB, IL in early 2019 supported Tyndall AFB for thirty-two days as the acting Deputy Staff Judge Advocate and Chief of General Law. Over the course of 2019, he returned voluntarily to Tyndall AFB, completing seventy-three MPA days. Consequently, he was selected as the Field Grade Officer for the Third Quarter for Tyndall's Wing Staff Agencies.

**Lt Col Robin Rowe**, IMA, SAF/MRBL, JB Andrews, MD, led the reconstitution of the Tyndall AFB legal office during recovery from Hurricane Michael, ensuring critical continuity of legal support to the mission while allowing displaced office personnel an orderly return to duty. As acting 1 AF/AFNORTH SJA, she provided advice to the 1 AF Commander on the legalities of conducting air and space operations, clarifying the execution of homeland defense activities.

In August 2019, Lt Col Rowe led the augmentee cadre for the 1 AF/AFNORTH Crisis Action Team during humanitarian relief operations for hurricane Dorian, providing 24/7 legal support to military assets responding to the devastated areas in the Bahamas. **Maj Emily Shilts**, IMA, AFLOA/JACL, JB Andrews, MD, completed her quad tour at Tyndall AFB in early 2019 where she put her employment law skills to work, helping to rid Tyndall of a senior GS employee who had been abusing his government travel card, taking advantage of the authority in the Limited Evacuation Order, and sexually harassing younger civilian and military employees.

Maj Shilts also worked directly with the Office of the Deputy Assistant Secretary of the Air Force for Installations to facilitate the donation of salvaged AstroTurf from Tyndall's track to a local school. **SSgt Heather Ives**, 477 FG/JA, Elmendorf AFB, Alaska performed extra duty dedicated to the recovery and cleanup after a 7.0 magnitude earthquake hit



Elmendorf AFB, in December 2018. SSgt Ives willingly gave of herself to help an installation and community that she loves. She worked hard to reorganize the office so that the legal team could get back to work, preventing delays in processing military actions and allowed the claims team to focus on earthquake claims the day following the incident.



# Resiliency

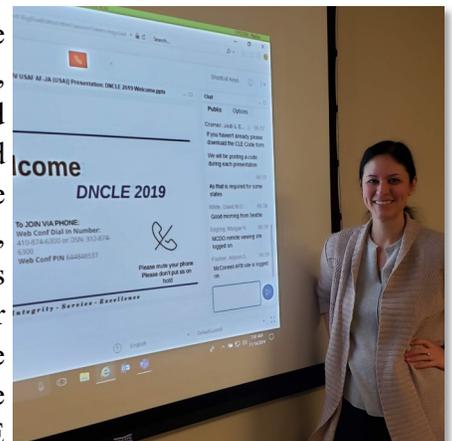


In December 2018, Lt Gen Richard Scobee stressed the importance of our Heroes of the Air Force Reserve focus on personal resiliency and he and Chief Master Sergeant Tim White, Command Chief, USAFR, continue to encourage Citizen Airmen and their families to take the time to become more resilient. Resiliency requires a balance between physical, mental, social and spiritual fitness. The more Airmen continue to focus on resiliency, the better our Airmen actions align with the National Security Strategic Framework and also the better we as Airmen are collectively. In addition, the 2017 National Security Strategy highlights the promotion of American Resilience as a way to protect the American People, the Homeland and The American Way of Life.

**Maj Heather Subham**, IMA, AFLOA/JACL, JB Andrews, MD, was diagnosed with cancer in February 2019 while on her annual tour. The following day, she took her PT test, scoring a 97, before returning home to Florida to begin treatment. Following her first surgery and chemotherapy sessions, not to be deterred in her service to others, she began a 31-day MPA tour with the Virtual Review Team. During this harrowing period, she completed ACSC at the end of her chemotherapy treatment and continued to excel in her civilian job with Homeland Security, whereby she took on extra duties in an extremely undermanned office and executed three major training exercises for her headquarters. After three surgeries, eight chemotherapy sessions, and seven weeks of Monday through Friday radiation treatments, Maj Subham is cancer free, now known as cancer survivor who never yielded. She is yet another example of one performing her best when life presents its greatest struggles — something, undoubtedly rooted in her JAGC experiences.



**Maj Leslie Walter**, IMA and Reserve Coordinator, 1 SOW/JA, Hurlburt Field, Florida. In her reserve capacity, she served on the DNCLE Speaker Committee, filled in for the 1 SOW/JA Deputy SJA while she was deployed and worked with ARPC, correcting an ACSC retirement points discrepancy affecting all reservists Air Force-wide. In her civilian capacity, she served as liaison between MSJDN and the USAF Reserve JAG Corps, to offer CLE to more than 700 military spouse attorneys located worldwide, served as command spouse to the 451 Flying Training Squadron, supporting 120+ spouses at a GSU Air Force group at NAS Pensacola, is a Key Spouse



Mentor to the 451 Flying Training Squadron, mentoring five key spouses, and provided support to spouses and responders following the NAS Pensacola active shooter incident, to include support to responders, updates to spouses, informing spouses of post-incident support services. Her support aligned with Lt Gen Scobee's push to focus on resiliency.



# GOING ABOVE AND BEYOND THE CALL OF DUTY



*As legal professionals, whether on and off duty, our reservists continued to impress and exceed expectations.*

## **Reserve TJAG Award Winners**



Then-Maj **Holly McPherson**, IMA, AF/JAA, Pentagon, Washington, D.C., was the **HQ AF 2018 Reginald C. Harmon (Outstanding Reserve JAG of the Year) Award** winner. She exemplified total force integration by serving an impressive four months as the acting Deputy Staff Judge Advocate at the Joint Base San Antonio-Lackland legal office. Her leadership was key to the success of the Air Force's largest discharge and NJP programs. A versatile JAG, she expertly analyzed the most complex cases at the Headquarters, Air Force level to ensure due process for all parties. Then-Maj McPherson's strategic vision made her the go-to person for recruiting and retention, RTA planning, leveraging innovative IT for training, and maximizing Reserve JAG and paralegal effectiveness. Her exemplary leadership resulted in direct mission and service component effects.

SSgt **Clifford J. McElroy**, IMA, 55 WG/JA, Offutt AFB, NE, was the **2018 Westbrook (Outstanding Reserve Paralegal) Award** winner. He distinguished himself in the performance of outstanding service during an 11-month tour at Offutt AFB where he was the lead paralegal for twelve courts, including the Air Force's only premeditated murder case. SSgt McElroy interviewed over thirty witnesses, uncovered critical evidence, traveled 48 witnesses, and implemented multiple trial preparation initiatives, ensuring successful prosecutions. Lastly SSgt McElroy was an integral part of the team who proposed the use of innovation funds to buy iPads and supporting technology to use to present exhibits during discharge boards.



Then-MSgt **Dorothy K. Sherwood**, 931 ARW/JA paralegal, McConnell AFB, KS, was the **2018 Stadler (Outstanding Reserve Paralegal Noncommission Officer) Award** winner. To earn this award she provided outstanding support to both McConnell and Vance AFBs, supporting the Air Refueling and Specialized Undergraduate Pilot Training Programs. A jack of all trades, she served as both the active duty and reserve Law Office Superintendent, acting Super for the 71st Wing Staff Agency, and as the 5 FTS/CC's EO, filling vacant positions and ensuring mission success. As a testament to her hard work and dedication, she received an Air Force commission as a 2d Lieutenant.



## *Additional Award Winners*

At the 2019 Annual Survey of the Law, **Col Ken Gomic**, Senior IMA, Air Mobility Command, was presented with the **Junior Officer Council Mentor of the Year Award**. This award is presented each year to the individual who has shown exceptional dedication and service in mentoring junior JAGs and paralegals in the ARC. The award highlights the importance of mentorship to reservists and illustrates the outstanding support available to members throughout a reservists' service. Over a dozen active duty, reserve, and retired JAGs/paralegals submitted him for nomination, discussing his tremendous impact he had on their careers and personal lives. ARC members detailed his positive influence on their Air Force experience, from pacing them during PT tests to nominating them for recognition to pushing them to take on tasks outside their comfort zones to interceding during bureaucratic difficulties. Thanks to his unfailing dedication and selfless service to others, a new generation of ARC leaders are prepared take on the challenges of leadership while serving as mentors themselves to those who follow in their footsteps.



**Lt Col Adam Frey**, 21 SW/JA, Peterson, CO, completed Air War College via correspondence in June 2019. In addition to his reserve duties at Peterson AFB, Lt Col Frey performed duty with TJAG's Administrative Law Directorate as part of the Virtual Review Team, reviewing Air Force pubs as part of the Secretary's Publication Initiative. Lt Col Frey is also a civilian employee at the Air Force Legal Operations (AFLOA) Civil Law Directorate. He was AFLOA's nominee and won TJAG's 2018 Senior Civilian of the Year, the **James O. Wrightson Award** as the **Outstanding Senior Civilian of the Year**.

**TSgt Stephanie Bogdanovic**, IMA, 52 FW/JA, Spangdahlem AB, Germany, advanced her professional military education, earning **Top Graduate** from the **Paralegal Craftsman Course** in April of 2019, receiving her second CCAF degree (Paralegal Studies) in October 2019. She exemplified agile combat support while serving MPA tours both in the capacity of NCOIC, Military Justice and then as Defense Paralegal at Spangdahlem AB. Moreover, TSgt Bogdanovic epitomized our core value of *service before self* within the civilian community by donating 200 children's shirts to the Spangdahlem Elementary School and by leading the Spangdahlem Red Tent organization in the betterment of womanhood. She truly represented the best of us in her service to others.



At the **Paralegal Craftsman Course** for Guard and Reserve, August 2019, **Top Graduate** honors went to **MSgt Gina Nunez** (1 SOW, Hurlburt Field, Florida) and **Distinguished Graduate Awards** went to **TSgt Claudine Stafford** (94 AW/JA, Dobbins ARB, Georgia) and **SSgt Jacy Carpenter** (126 ARW-ANG, Scott AFB, Illinois).



## *Additional Award Winners*

**TSgt Tiffany Manuel**, CAT A paralegal, at 22 AF/JA, Dobbins ARB, GA promoted to MSgt on 1 August 2019 and assumed the position of Law Office Manager. She was assigned to 22 AF/JA in January 2017. MSgt Manuel has been activated (MPA orders) providing executive support to the 22 AF/CC/CV/DS/CCC for almost three years. During CY 2019, the highlights of MSgt Manuel's extended active duty include assisting the 22 AF/CCC with the 2019 Twelve Outstanding Airmen of the Year Award screening board. She teamed up with the 94 OG/CC and provided an Enlisted/Officer Pathways briefing to 22 AF Key Spouses during the Spring 2019 Senior Leadership Summit, attended by Mrs. Janis Scobee (AFRC/CC spouse) and Mrs. Jill LaFave (22 AF/CC spouse). MSgt Manuel was also hand-picked by Maj Gen Healy, 22 AF/CC, to narrate the 22 AF/CC change of command ceremony in July 2019. Despite being on full time orders supporting the Executive Staff at 22 AF, MSgt Manuel has fulfilled all of her legal responsibilities on drill weekends, even attending the NCO Academy in residence at Sheppard AFB, Texas. She was selected by her class to give the invocation during graduation.



**SSgt Kate Eakin**, IMA, 86 AW/JA, Ramstein AB, Germany, advanced her linguistic skills mastering German, which deepened her level of military interoperability. Not only did she successfully complete her 5-level coursework as a retrainee, she specifically utilized her new language skills to expertly resolve several special legal projects over the summer. Additionally, SSgt Eakin scored a 3/3 on the French DLPT, which qualifies her for military operations that strengthen alliances and partnerships. She hopes to leverage these skills in future deployments in Africa. Her excellence in academics has been demonstrated in linguistics. She also is close to completion of her MBA from the University of Illinois-Chicago. As part of her graduate studies, SSgt Eakin worked with UIC hospital and industry partners on strategies to accelerate the detection of sepsis, a highly-lethal indiscriminate blood condition and leading healthcare expense in the nation.

**Lt Col Tracy Siler**, who recently completed a three year tour as Chief of the Air Reserve Component Training at the Air Force Judge Advocate General's School, was selected as the **Judge Advocates Association's "Outstanding Career Judge Advocate Award"** for 2019. The award is presented "for distinguished performance of duty during a career reflecting exceptional professional accomplishment, scholarship, leadership, community involvement, and service to the legal profession and practice of military law as a judge advocate in the United States Air Force. Lt Col Siler received the award for providing exceptional legal counsel at every level of practice from Fleet Support, to the Fighter Wing, to the School House. The citation described Lt Col Siler as principled, loyal, and professional, her infectious enthusiasm, legal acumen, and extraordinary passion and skill for teaching have motivated and enabled others to follow her personal example of excellence - in garrison and forward-deployed. Specifically, Lt Col Siler designed and directed two seminal trainings for the TJAGCR, the Annual Survey of the Law and the IMA Senior Leadership Course.



## Unit Level Honors and Accomplishments



The **482d FW/JA**, Homestead ARB, Florida covered down on a RegAF JA mission for a period of 5-months in 2019. Homestead ARB is one of seven bases in which the legal office is divided into two parts, RegAF and ARC. The Active Duty office manages labor, environmental and procurement programs while the ARC office handles traditional reserve aspects of the mission. During 2019, the assigned RegAF judge advocate vacated the position, and the position went unfilled for 5-months. To support HARB needs, **Maj Sean Eaton** volunteered and went on active duty orders, serving in the RegAF position. In that role, he handled civilian labor issues, even litigating and winning a case at arbitration. He filled this gap until the RegAF PCS'd an active duty JAG into the position. Maj Eaton demonstrated the interoperability of the Total Force.

The **919 SOW/JA**, Eglin AFB, Florida underwent a Unit Effectiveness Inspection in 2019. During this thorough examination of the legal office, the team displayed a passion for excellence, *esprit de corps*, and a heart of service. Their success was manifest in zero deficiencies during the period of review. Within this group of high performers, **SMSgt Tricia Miller**, Law Office Superintendent, received a “Superior Performer” award and was also recognized as the “SNCO of the Quarter” for 919 SOW Wing Staff.



In December 2019, the **446 AW/JA**, Joint Base Lewis-McChord, Washington, overcame austere personnel challenges and multiple deficiencies since their last Unit Effectiveness Inspection (UEI) in December 2016. They resolved all deficiencies noted in the previous report and earned a Superior Team Award for their performance in the 2019 UEI. Despite consistent manning shortages due to turnover and deployment, the 446 AW/JA maintained a strong self-inspection program and revitalized commanders' disciplinary tools to build an effective fighting force. Commanders repeatedly referenced the entire legal office for providing “awesome legal analysis and support.” Four Article 15s were administered between 2017 and 2019 when no Article 15s had been initiated since 2011. Two high-profile CDIs were conducted during the inspection period, leading to significant positive culture change and even-handed application of standards. Maj Drew Nishiyama and SMSgt Alex Ravens led impressive monthly Newcomer's and Article 137 briefings, respectively, while Maj Jeanhei Christy was consistently recognized by her SJA and commanders for

meticulous legal advocacy and UEI preparation. Under the impressive leadership of Lt Col Hanna Yang, the legal office made significant contributions to strengthen the entire 446th Airlift Wing and execute the wing commander's intent.



## Civilian Accomplishments

Mastering both of his professional domains, **Maj Doug Fredrick**, IMA, USAF/JA, Nellis AFB, Nevada, received the honored designation of Trusted Advisor from the Springfield (MO) Business Journal. The award is given to three lawyers each year out of a pool of approximately 1,000 lawyers in the Springfield, MO metropolitan area. Nominations are made by professional peers, and the award is voted on by a panel of business professionals from the area. Having more to give, Maj Fredrick serves as the Head Coach of the Drury University Women's Triathlon team.. He holds the distinction of being the only NCAA Triathlon coach who also serves as a reservist in any branch of the armed forces. Hired three-years ago, Maj Frederick was first women's Triathlon coach in the university's history (*Triathlon is the newest NCAA sport*). This year, Maj Fredrick is proudest about his team's 5<sup>th</sup> place finish in NCAA.



**Col Walter "Frank" Coppersmith**, Senior IMA to the SJA, HQ AETC/JA, Randolph AFB, TX, is the



CEO of Smarter Reality, a software company that provides full-turnkey development from ideation and design, through product planning, development and release. Smarter Reality was one of eight companies out of hundreds accepted into the Bunker Labs "Veterans in Residence" incubator at We Work, Austin in October 2019. Most recently, Smarter Reality was awarded a Small Business Industrial Research contract from AFWERX Austin to build "USAF-X: The Wing Commander Simulator" - a strategy video game on mobile devices that will be used by the Air Force Recruiting Service to reach millions of qualified individuals who do not have the inclination to serve in the USAF. Col Coppersmith published his article "Autonomous Weapons Need Autonomous Lawyers" in the April 2019 issue of the JAGC Reporter. The article outlined how AI is going to transform the practice of law, with a particular focus on the need for an AI-

empowered legal counsel to support AI-controlled weapon systems. He is a frequent speaker on the topic of AI with recent talks at the University of Nebraska School of Law, the International Conference on Unmanned Aircraft Systems and Emory Law School ("NATO @ 70" - how technical innovation in security, privacy and AI will impact the alliance).

**CMSgt Michelle Molina**, IMA to the Paralegal Manager, HQ AETC/JA, Randolph AFB, Texas, led in her civilian capacity as a court-reporter for the 355 WG/JA, Davis-Monthan AFB, Arizona. Her unique contributions to the wing resulted in her nomination for CAT II Civilian of the Year at Davis-Monthan. Among some of the projects that she coordinated to was the court room standardization effort whereby she secured \$3K to improve court room equipment. In service to others, Ms. Molina trained twelve paralegals on military justice post-trial processing procedures and served as the first ever mentor in the Court Reporter Mentoring Program. She also assisted AFLOA with multiple investigative interviews during the period to support critical commander decision and supported ARC personnel by drafting over 85 wills and powers-of-attorney at Yellow Ribbon events across the globe for deploying reservists.



## Civilian Accomplishments

**Lt Col Dave Bennett**, IMA, HQ AETC/JA, JBSA-Randolph, Texas has served as legal counsel for DoD Office of General Counsel (OGC) since separating from active duty in 2006. In 2019, his legal skill and technical effort led to the establishment of the Office of Information Counsel (OIC) at OGC. The OIC is a brand new division dedicated to the practice of Information Law. The OIC provides DoD-wide legal advice, assistance, and support on law and policy governing the creation, storage, management, classification, retention, and



disclosure of data and records. In his role as the Director of the OIC, Lt Col Bennett supervises a staff of attorneys, paralegals, analysts, and administrative professionals, all of whom are involved in responding to DoD's growing need for Information Law expertise.



**Maj Calvin Grogan**, IMA, 502 FSG/JA, Joint Base San Antonio Fort Sam Houston, Texas volunteered to backfill the Deputy Staff Judge Advocate at the 377 ABW JA, Kirtland AFB, New Mexico who had deployed. Maj Grogan successfully completed this 100-day MPA tour. During this past summer, Maj Grogan earnestly prosecuted two murder trials in his civilian capacity, one of which received national attention from NBC's Dateline. He equipped himself very well and credited his success to his AFJAGC training.

**Maj Agatha Swick**, IMA, at the Holm Center, Maxwell AFB, Alabama, is an employment litigation specialist with the Transportation Security Administration (TSA), handling complex whistleblower retaliation and Title VII cases across the United States. She recently defended the agency in a seven-day jury trial in Federal District Court, Eastern District of Virginia. This case was brought by a former SES employee at TSA. The trial required Maj Swick to prepare more than ten senior government executives for testimony. She tenaciously molded the team's litigation strategy as the case involved controversial allegations of sexual harassment and discrimination by other SES employees. The jury agreed with her positions and found for the agency. Consequently, Maj Swick was awarded the Department of Justice Public Service Award from Virginia's Eastern District and multiple awards from TSA's Chief Counsel for her litigation prowess.



## *Civilian Accomplishments*

**Lt Col Sandra K. O’Hern**, IMA, 5 AF/JA, USFJ/JA, Yokota AB, Japan, has served as the Regional Program Director for EUCOM, Defense Institute of International Legal Studies (DIILS), an organization that falls under the Defense Security Cooperation Agency (DSCA). This is the lead DoD entity for legal instruction, human rights training, and institutional capacity building with partner nations world-wide. Lt Col O’Hern’s work is focused primarily in eastern European post-Soviet countries and consists of Congressionally mandated advanced human rights training for foreign military units receiving 10 USC 333 security assistance. She is also leading several long-term legal institutional capacity building (ICB) and rule of law (RoL) programs in Ukraine, Estonia, Moldova, Georgia, and Republic of North Macedonia, focused on inter-ministerial change to address several key areas to include developing operational law capacity of military legal advisors and their ability to advise commanders to facilitate compliance with international law, NATO interoperability, and countering Russian threats. In Ukraine, for example, she is currently supporting this line of effort by assisting the Ukrainian armed forces in developing a hybrid warfare center of excellence to serve as a source for education and training as well as a functional entity to develop legal counter strategies to malign “lawfare” threats. In October 2019, she developed and executed an executive seminar in the Republic of North Macedonia with fifty plus ministerial level officials from the intelligence, law enforcement, and justice sectors to develop an inter-agency framework to address counter-terrorism and counter violent extremism (CT/CVE) in this country, and as CT/CVE lead in the Balkans. Her work has had monumental reach with partners at all levels in multiple governments.



**Lt Col Michael Dillinger**, IMA, 31 FW/JA, Aviano AB, Italy, astutely completed an Executive LLM in Litigation Management from Baylor University this year. This academic achievement will certainly translate into significant gains within his civilian career as Senior Counsel for a private concern. These specialized skills and the knowledge gained from working in the energy sector can be utilized to benefit the service.

**Maj Mitchell Howie**, IMA and Reserve Coordinator, 100 ARW/JA, RAF Mildenhall AB, United Kingdom, leveraged skills and experience from his civilian law practice to publish a 66-page divorce handbook tailored towards military members, covering the full spectrum of military-unique issues. This guidebook is available to legal assistance practitioners. Maj Howie continues to serve his legal team at Mildenhall, training the trainers so that service members have the best possible legal counsel during a difficult time.



## Civilian Accomplishments

**Lt Col Jamie Mendelson**, IMA, HQ USAFA/DFL, CO was officially appointed as a United States Supervisory Administrative Law Judge (SALJ) in the Office of Medicare Hearings and Appeals (OMHA) on 18 August 2019 and was officially sworn in 20 September 2019. As an SALJ with OMHA, Lt Col Mendelson conducts hearings and issue decisions on Medicare claims appeals. She is assigned to the Denver Hearing Office, where she works with another AFJAGC reservist (Maj Collin Delaney) who was appointed as an Administrative Law Judge at the same time. In the photo, Lt Col Mendelson received her certificate of appointment as a SALB from OMHA Chief Judge Nancy J. Griswold.



**Maj Collin Delaney**, DSJA, 310 SW/JA, Schriever AFB, CO won the HQ AFSOC 2018 Outstanding Reserve JAG of the Year Award (**Reginald C. Harmon**). He also served as the Presentation Team Lead for the HQ AFLOA Spring Reserve Training Assembly (RTA) at Joint Base Andrews, Maryland leading a small team, comprising a Captain and a Technical Sergeant in coordinating and developing dynamic and powerful presentations beneficial to members at the RTA. Brig Gen Neurock coined Maj Delaney for his hard work and attention to detail. He was also appointed as a United States Administrative Law Judge for the Department of Health & Human Services at the same ceremony with Lt Col Mendelson.



**MSgt Kristin Franzoni**, Law Office Superintendent, 934 AW/JA, Minneapolis-St. Paul, MN cross-trained into the JAG Corps in 2009 to gain insight into being an attorney prior to taking the plunge into the time and expenses associated with going to law school. In 2016, she was awarded a scholarship to attend Mitchell Hamline School of Law in St. Paul, Minnesota. In addition to earning her Juris Doctor in 2019, she obtained a certificate in Conflict Dispute Resolution and received the Cali Award for Cross-Cultural Dispute Resolution. During her time in law school, she served as the Veteran's Association's President. She aided in efforts to increase benefits, networking and visibility for veterans. In addition, she volunteered to help veterans at legal clinics and in veteran's court, where she found a passion for serving those who have sacrificed so much.





## *The Reason We Serve*

and continue to do so, is because we love being a part of this great organization. The United States Air Force, and particularly, The Judge Advocate General's Corps, has provided an excellent foundation for life. From acceptance of the core values when we stepped across the blue line to the solemn promises we made when we were presented our badges, we all treasure this special profession. This newfound journey was pursued earnestly and with vigor. We have had world-class training, delivered by the best and brightest instructors this country has to offer. We have grown up within a system that builds impactful leaders. Not only is the talent high among us, it is seriously applied in the profession of arms. More than a business, we and our families who go with us, have been called to serve others. We believe in this service and do so without want of reward or recognition but because it makes us collectively better and stronger. To our left and right is an incredibly diverse group of leaders who match executive-level talent with hard work. When that happens, and it happens in this organization all of the time, the brightness of this star cannot be dampened. We inspire others, commanders and clients. We believe in who we have become — American Airmen, and we will not stop doing our duty for country, service, and members.

Being a Citizen Airman in the United States Air Force Reserve Corps has been the greatest privilege. We have made a difference in the board room and on the battlefield. We have made a difference in wings, NAFs, DRUs, MAJCOMs, HQ, and COCOMs. But, most importantly, we have made a difference in the lives of Airmen. Our duty fulfills us. We love serving and are ready for more. While we are often thanked for our service by the people of our great nation, let us take this time now to tell our country and fellow citizens, thank you for allowing us this great opportunity—the opportunity to become an American Airman. Nothing comes close.

