MITCH MONROE

USAF 1981-2017





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TACP Foundation Not Just War Stories Book – Mitch Monroe

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Foreword

This book was created on behalf of the Tactical Air Control Party Foundation to preserve the career stories of TACP legends and to thank them for their lasting contributions to the TACP community, the United States Air Force, and our grateful nation.

Mitch Monroe stands firmly among those legends for his pivotal role in shaping the TACP uniform. Nearly single-handedly, he created the flash and crest for the black beret—symbols worn with pride by thousands of men of a truly unique breed. I still remember going through the TACP schoolhouse, counting the days until I could wear that flash and crest myself.

Although Mitch spent most of his career doing bigger and better things as an officer and flyer in the Air Force, to us, he is always a TACP at heart. We at the TACP Foundation are honored to call him a brother.

It's my hope that Mitch and his family cherish this book, and more importantly, the enduring legacy of his incredible contribution to his community and his country, captured within these pages.

- Nathan Bachand, TACP Foundation Historian

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Mitch Monroe Interview with JD Welsh "(Not Just) War Stories" Podcast

*The "(Not Just) War Stories" podcast is hosted by its founder, JD Welsh. The goal of the podcast is to capture the stories behind ***blah blah blah****

JD: Hi! Well, first of all, thanks a lot for coming on. I can't thank you enough; I really appreciate it. It was important to have you on for a multitude of reasons, but the number one thing that always stands out to everybody is you were the guy that finalized or created the flash and crest. So, maybe let's start there. Let's talk about that – because, I know a lot of people think, a lot of the new guys might not know this, but it was kind of like you just wore whatever. I mean, wasn't it kind of something like that? Like maybe jump wings, maybe a TAC pin? Yeah, so talk me through that. Talk me through what you guys used to wear and then how the new flash and crest came about. And then we'll back up and we'll talk about your career and stuff like that.

Mitch: First and foremost, let me just say, JD, thank you so much for what you're doing. Capturing the history for the real legends in our career field. You know, I got to admit, you're a little late. We lost Chief Fiscus. We lost Shorty Suarez. We lost Joe Wachs. So, you know… [chuckles] Seriously, though, I say that facetiously about you being late. God bless you for what you're doing. Getting the history down is critical. And there's a lot to our history that is just unknown because there's no reason why they would know it unless they happened to have been around the people that were there and literally made history. The guys like the three Godfathers that created the 275 career field out of nothing. The history of ROMADs going back into the Kasserine Pass and the forward air controllers. Just amazing stuff all the way around.

So, as far as when I first started, I was in Class Falcon 3 at the 275X0 technical school at Hurlburt Field, Florida. I graduated Tech School in December 1981. We'll get to all the chronology later, but at that time, we were authorized to wear the Black Beret. And, back then, like you said, it was MAJCOM specific. I gave a bunch of the paperwork on the history of the Black Beret and the career field to one of the ALOs that's doing his doctoral thesis on the history of the Tactical Air Control Party. And so, meeting with the guys recently out at JT's ranch in Texas where they were taping the interviews for the documentary, I showed up with a whole bunch of 'gifts'. I gave them a whole bunch of stuff that I had squirreled away forever… historical publications from before even when I joined the teams, posters, etc. And, you know, that kind of stuff doesn't belong in somebody's closet. That kind of stuff belongs someplace where people can get ahold of it and read it and use it.

So, at the time, from 1977 until when I showed up in '81, we were authorized to wear the Black Beret and you were supposed to wear your MAJCOM crest on your beret. Which made us look a whole hell of a lot like Security Forces guys and especially when, depending upon what batch they bought, some of those dark blue berets (you know, for the *elite* hundred and forty-four thousand security forces), those dark blue berets looked awfully damn black.

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So, at Bragg we wore the jump wings on our Black Beret. And, I can't tell you for certain, you know, what everybody else did. But as you know, Detachment 1, 507th Tactical Air Control Wing at Fort Bragg, we had our jump wings on and the officers just had their rank. Which, I think, led to a real lack of identity. So, you start getting into the "why," which is my favorite word. I always want to know the history behind something, you know, why this, why does it happen? And for us? You got to look at the culture at the time. We came from a post Vietnam era. Many of our senior NCOs who had Vietnam War experience and they got, some of them forcibly, shoved into the 275 career field, and they didn't know what the hell that was. And those are the guys that brought us up. Then, people that went to the schoolhouse, a lot of them were folks that just weren't gonna fit in any other career fields.

There was no place for them. I mean I can still remember going to PT walking out of the dorms at 0700 and heading over to go to PT and a gentleman who shall remain nameless… he's finishing off a beer! And, you know, throws it into the trash can by the tennis courts as we go chugging over and then he still out PTs the shit out of the rest of us, you know? I'm 18 years old, thinking, "What the hell have I gotten myself into?" And there was a definite... each detachment I think had their own culture. At Fort Bragg it was, not quite the Land of the Lawless because we had guys like Chief Fiscus, Larry Fiscus, Master Sergeant Joe Wachs, Tech Sergeant Howard McNeill, but it was awfully close. These guys, our NCO cadre, really did a very good job of giving us enough rope to hang ourselves, and then, when we were swinging, they would come by, cut us down and then ask, "Did you learn your lesson?" Well, probably not. "Okay. Well, try not to do it again," and off we go.

So, it really did not seem like we had much of an identity other than we were "the Bragg guys." We were the 82nd Airborne. There was no direct support to the Special Forces guys back then. The legends like John McKay, Scotty (Robert Scott), that supported the Rangers. Those guys were in a completely different world. We started doing things, like the Worldwide 275X0 Competition, but they had been doing them, too. When I showed up and went to my first Jump Fest, for example. Shaw Air Force Base, 507th Tactical Air Control Wing, hosted a jump competition, and all of the Air Force parachuting elements other than the Air Force Academy all showed up to compete. Basically, it was a 'beer drinkers with a jumping problem' convention. We spent the whole week jumping out of helicopters and all night "socializing." It was interesting to look at the crowd and see that you could tell the Combat Control guys, you could tell the Pararescue guys, you could tell the Survival School guys. The TACP guys? You mostly could tell us only because we weren't them.

But it wasn't a "***we***." Who were ***we***? Are we TACP? Are we ROMADs? There was no such thing as an E-FAC or an ETAC or a JTAC back then. One of the things that, I think, one of the first genesis items that came from it was, there was a discussion starting about 1983, I think, on some folks at the schoolhouse pushing to get a beret device. And everybody was going down the path of Pararescue and Combat Control, because they were the elite in the Air Force with their berets and devices and they had set the path. If they had already proven it, if they had already blazed that trail… well, when you are going through waist-high snow, it's pretty stupid to create your own path when you can follow the path that is already laid

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before you, right? Papa Joe Wachs came to me one afternoon… Every Friday afternoon was a beer bust. At the end of the work week, we would scrub the crap out of the hangar, make sure all the vehicles were perfect, everything was put away and then we would be given the green light and somebody would go get cases of beer and we would hang around and just enjoy being with us. Papa Joe came up to me one afternoon and was like, “You know...” Well, first let me set the stage. I couldn't help but draw. I had to draw and paint on things. That turned into painting jump helmets, right? So, you know whenever we had a ‘fun jump,’ we would use our stark white Bell motorcycle helmets. Well, they were just these ugly stark white motorcycle helmets! So, I asked my supervisor, Jimmy Felton, like, “Hey, Jimmy, can I paint my helmet?” He answered, “I guess, no one’s ever done it.”

So, I painted my helmet. It was solid black with this flaming sword down the top of it, my name on the back. So, I started getting orders to paint people’s helmets. I had all kinds of fun with that and there's a bunch of stuff that I painted and drew… I had a giant F-15 on the wall of my dorm room… the entire wall next to my bed was basically an F-15 fighter coming at you. Okay, it was pretty cool. Then Papa Joe came to me and said, “You know, hey, yeah, you ought to take a crack at this creating a beret device.” I was quick to say, “No, I don't!” You know, I've never done that... who's ever done anything like that?!? I've never created something like that. I'm a sketch artist kind of a guy. So, we talked about it some more and he kept on me about it and then we started talking about it a lot.

Papa Joe was very encouraging. He said, “You know, just do this… come up with a couple of designs. Just bring me something, sketch it out on a page.” I said okay. I bought him all kinds of stupid shit. I mean just ridiculous and bad stuff! And, again, I'm following the path that everybody else was still considering. You know, you got that solid beret device for Combat Control, solid beret device for PJs. And, the more I doodled with it, the more I looked at it, I thought, “That’s just not us!” We were different. TACP was substantively different from all those other special warfare units. And, if nothing else was key to our culture of the time, I would say that ***that*** would be the one phrase that would absolutely describe the Tactical Air Control Parties of the early age… brother, we were different.

We were very different from PJs (Pararescue), Combat Control, from anybody. Nobody else was full-time, you know, living with the Army and doing what they do. Sometimes out-doing what they do! You look at the guys that excelled at Ranger school like Dan Hanneken and Dwayne Fisher. Yeah, you know just amazing stuff that these guys did... I don't want to look like PJs or Combat Control. I want to look like ***us***. But, what does that mean?

So, I started over and went down a different path of coming up with just a crest and I couldn't, man, it was a nightmare. And when I said before it was a team that devised this thing? I bugged everybody about this! I started really getting into it and it became an absolute obsession that I had to do this. I would dream about it. I bugged Chief Fiscus, I bugged Jim Brauch, who was such a great guy, and we would sit and talk at his desk. Gene Hoover was another one, all these guys that had good ideas and took the time to listen to me, but it really was Papa Joe that I would just continue working with. He had me over to his house several times and we’d sit around, Nancy would bring us beers, we'd sit at the kitchen

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table and talk about it… do this, do that. And finally, at one point, he was the one who said, “Well, form follows function. What do we do?”

Brilliant. The crest has to demonstrate what we do. So go find out… list what we do and then you’ll figure out what represents us. And that's where heraldry came into it. So, I literally sat there for the longest time, I had this piece of notebook paper, long since gone away, but I had a yellow pad piece of paper and I listed every single thing that a ROMAD does. Setting up landing zones, because I controlled a shitload of C-130s doing dirt landings at Bragg with a payload. All the stuff that made us very different from Pararescue or Combat Control, like controlling a canister delivery drop up in Alaska! I controlled a T-33 Shooting Star that dropped a canister of maps and stuff to us. It was just assorted, weird stuff.

So, I listed all this stuff out and I was like, okay, now that I got that, I need to find out about heraldry. What image represents all these things we do day in and day out. So, the Pope base library sucked, the Fort Bragg library sucked. I tried to get into the local colleges in Fayetteville, Fayetteville State and Methodist College, I think it was. Methodist College said well, you're not a student, but you're a service member, if you get your First Sergeant to sign, we'll give you a library card. Cool! Chief Fiscus signed a letter and I got my own little library card, which is actually how I wound up taking my first college class, but never mind that. But I got a big book on heraldry.

I started going through it and trying to find a heraldric symbol that matched all the stuff that we did. And some of the stuff came immediately, right? So when you're talking about firepower, raining death from above, warheads on foreheads, boom… sword… easy! I mean, that one came out so quick. Communications. You know, I served with Terry Buettner, the legendary ALO. He was a fantastic leader! I remember him telling me one time when we were on an exercise when I couldn't get our HF radio up, he said, “Monroe, if we don't have comms, we're just on a camping trip out here!” I thought, holy shit, that's absolutely right. If we couldn't reach back to the ASOC, if we couldn't make a request for reconnaissance, for airlift, for air strikes, whatever it was, we're just on a camping trip. So comm was huge, and I found the lightning bolt. I had like eight or nine symbols that were there, and I kept trying to put them together, and it was a puzzle that could not fit. It was driving me bat crap crazy, and I just, it just never worked.

Well, we were at another Friday beer bust quite some time later and I was waiting to talk to Papa Joe. One of our guys, Charlie Daniell, a super fantastic guy, had recently gotten into free fall, and Papa Joe was still a big free fall guy at the time, and, the two of them, they're talking about doing ‘hop and pops’ somewhere over the weekend. And Joe Wachs was holding his helmet bag that had an embroidered US Parachute Association emblem on it, which basically is wings, right?, and the simple parachute in the middle of it. And I’m looking at his helmet bag, and it hit me, that's it. That's it! I've got the wings. And now I can figure out some way that I can incorporate the sword and the lightning bolt and some of the other images. And there was two or three other things that I wanted to try to figure out a way to get in there. But the only one that really fit perfectly was that omnidirectional star. And it just, it literally fell into place that night. And I was so excited about it. And the crest,

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originally, was like the US Parachute Association wings that went up and out, never connecting across the top.

There was nothing on top. There was nothing. It was just literally the wings, the sword, the lightning bolt, the omnidirectional star. That's all. And so I drew that out. And I was really proud of myself. And I came busting over, called and went over to Papa Joe's house, showed it to him. And he's like, that's never going to fly. I'm like, what?!?, this is perfect! Popped my balloon, dude! Why? He goes, who are we? There's got to be something that helps identify us. It's not that we will identify with those things, but nobody else is going to know who we are. So in some way, shape or form, you've got to be able to, and that's where I started playing around with different ways to put in TACP. And I had all kinds of weird goofy ideas. But eventually, it became the symbol that you see today. And the one thing we talked to him, and I think it was Jim Brauch that I talked with about it and he said, you know, the only thing that's really missing is that you don't know who we are. Who are we? And I said, “Well, yeah, you do. It says right there, TACP.” Jim said, “Yeah, but we're the US Air Force. And we never really, I'll be honest with you, at least speaking for myself, ‘Army of one’... We never really identified as being part of the Air Force. It was almost like we were the runt of the litter that didn't like the Air Force because the Air Force didn't like us. We're stuck out in the Army fort, you know, and in the 80s, out of sight, out of mind. I mean clearly. We led the life of Ryan because the 82nd Airborne, you know, all of Fort Bragg said, “You’re Air Force, you belong to Pope.” Pope Air Force Base said, “You're Tactical Air Command, you don't belong to us, you belong down to Shaw.” Shaw Air Force Base told us we belonged to Fort Bragg. So we were truly out on our own and, you know, did our own thing. It was, it was phenomenal. And it really kind of hit me when Jim Brauch pointed it out that, when we were talking about it, you know, it's hard to remember sometimes that without us being Air Force, we really truly do lose our identity. And the whole idea behind this thing is to come up with a way to accurately identify the Tactical Air Control Party. Who are we? I’ll tell you who we are. We are an elite member of the United States Air Force. And we can't ever forget that without that, without that top cover, we don’t have a job or the resources that make us so valuable to the Army. And that ‘top cover’ idea is what gave me the idea of creating that upper banner, that the US Air Force is paramount.

Everything else that happens, it’s only because of the US Air Force. So, all about our comms, the firepower, our ability to deploy globally, all of that comes down to... we're members of the US Air Force, proud members.

Well, I was thrilled that I had what we all thought was the perfect design of the crest. When I was showing it around, like a proud new daddy, one of our officers asked, “Okay, so what about us?” What? What about you? He replied, “So, you guys get to wear the cool crest and we just wear the same rank? And, what about the support guys?” It hit me hard that I’d omitted so much of who makes a Tactical Air Control Party successful. So, back to the drawing board. One of my buddies pointed out how similar my crest was to a US Army Special Forces crest. Well, if that was true, why not use their tried and true method of a cloth flash behind the metallic crest? Then, it became the same nightmare of design,

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heraldric meanings, redesign, sketch and trash. Ultimately, I went back to heraldry and embraced red for firepower, blue for airpower, and green for the ground combat forces we supported. The blue and the green behind the crossed sword and lightning bolt just lent itself so perfectly to a pattern that ultimately became the interlocking emblem. The outline in red showcased the kinetic effects that TACP can bring to the fight. Finally, it was done… we had our flash and crest.

So, with the crest fairly well designed, I started working with this knucklehead down at Shaw Air Force Base, a Tech Sergeant named Tom DeFrange, a smart guy. So, I sent him a couple things. He was at the Wing, our higher headquarters. And he said, “Okay, how are we going to wear it? What's the reg?” I was incredulous. “What the hell are you talking about? The reg is Air Force Regulation 35-10. What do you mean?” “No,” he said chuckling at me, “you have to write the regulation that governs how we wear it.” I was furious and said, “The hell I do! I created it. Somebody else has to do the paperwork.”

Thankfully, Tom was a very patient mentor. He said, “No, no, no. The easy part is over.” And I'm thinking, “Are you out of your freaking mind?!? This has been a long time coming and there was nothing easy about it!” He laughed and said, “No, now comes the hard part. We have to get this thing approved. And if you don't hand them a perfect package, it's never going to get approved.” It’s so irritating when someone else is so right!

So, now I went back to work, thinking, “Holy crap, I've got to figure out how to write a supplement to the Tactical Air Command supplement to Air Force Regulation 35-10 on uniform wear. Oh man!!!” And you know, this was long before the days of laptops and desktop computers. Like we're talking typewriters or writing out by hand. Here we go! It was just horrible. So, I wrote it out long-hand 100 different times. And when I showed it to one of our ALOs, and I think it might have been Bob Autry, call sign Cowboy. He said, “Well, what's different for us? You guys get to wear the cool crest and we just wear our rank like we’ve been doing? We're Tactical Air Control Party, too. What about us?” Shit, I hadn't thought about that. Cowboy offered, “You know, kind of like Special Forces, why don't you have a cloth flash behind it? You already got a crest, just put a flash. And then, you know, the support guys that don't, that aren't, you know, ROMADs, you know, they can wear the cloth flash but not the crest.” And then the officers will wear the cloth flash and put their rank on it.” I thought that was a really great idea. So, I started playing with, you know, how to come up with what to do to design it. And that really came about from a lot of conversations with the same poor guys who suffered through me designing the crest. Well, the first big issue was for anything on the cloth flash to be visible through the crest, it had to have open areas. So now the crest went from being just a solid piece of metal, which was the original idea, to it's got to be cut out so that you can see the cloth flash behind. And by doing that we started looking at ‘air-ground.’ You know, in the heraldic world, colors are king and everything has a meaning for everything - the shape, the design, and when you're having to tell the Air Force Uniform Board, the Air Force Office of Heraldry gets involved and you have to submit this to these guys that have PhDs in this stuff. So I'm learning, you know, terms like obtuse and weird stuff. For a young Airman on an Army fort, I’m in a strange land, indeed!

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I had to learn about colors. I realized that colors aren't just colors. It's not “red,” right? You have these different names for colors because they are specific with a heraldric meaning to them, especially all the different shades of red, with each of them having their own meaning. So, all that came about because, you know, I've got to have a way to be able to differentiate between the operators, the support guys, radio maintenance, supply... I had to be able to have the officers do something with their rank. So, that was the basis behind getting all of that created. Finally, we got it done. Everybody's in love with the damn thing. Papa Joe, it's kind of funny, if you have one of the original coins when when we really got behind this, Joe Wachs, who is a strategic mastermind (you would never say that if you ever met the guy), but he really was! He thought a lot, and he thought all the time. Well, it turned out we were in a race with the schoolhouse. The schoolhouse went down the path of, we're going to get to, you know, do the same design idea that CCT and PJ did, and they had a solid emblem, a solid crest. So we went our route, they went their route. Papa Joe, ever the entrepreneur, said we finally have the ability to get a coin. I mean a career field coin! He came to me and asked if I would give him one of my drawings. He said he could send it off to Korea and we'd get this made into a coin. I thought, “Are you kidding? This is going to be a coin?!?” Man, in my mind, only officers had coins because they were fighter pilots. We never had coins. So, I said, “Hell yeah!” and reached into my helmet bag where I had a folder that had a bunch of original drawings. At that time, I had maybe 15 or 20 originals all drawn up. When I was stressing about the design, or the flash, or the regulation prescribing how to wear it, I’d get out my sketch book and draw the crest all over again. Each one an original, not a copy or a stencil. If you look at the original design, I'll send you a picture so you can see it. If you look at the original, that first coin, my artist signature, “Duke,” is on the coin. My family nickname growing up was Duke. Well in the original TACP design, or drawing, right at the base of the crest, I have Duke and the year that I drew each original.

JD: Wow!

Well, Papa Joe sends that original design off to Korea and they don't know any better, so they literally take that whole picture, to include my autograph, and that's what's on the coin. Just take a magnifying glass and look at the bottom of the original coin and you'll see “Duke 84” on it. Pretty funny.

So, Papa Joe set up the coin so that we had the crest on one side and when you flip the coin over, it has the schoolhouse emblem that they were pushing for on the other side. And you couldn't tell which side was front or back! So, he was perfectly set. Whoever won, me or the schoolhouse, he had the right coin to sell. If nothing else, Papa Joe was a master strategist.

So, we finally get it all done, including the regulation recommendation on how to wear it, and we package it up we send it off and it dies. The whole package just went nowhere. We’re at a loss. So, I reach out to Tom Defrange, now a Master Sergeant, and he has no idea what happened to it. We try it again, and it makes it to some place and winds up getting rejected. But, we didn’t know by who or why they rejected it! We never could get it beyond the Wing level. We were sure that if we ever got it beyond the Wing, depending on who the Wing Commander was, then it would die either at Ninth Air Force or somewhere deep inside

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Headquarters Tactical Air Command before it ever made it to the Air Force Uniform Board. So super frustrating! After everything we've done and this is going nowhere! Seemingly, there's no support for it on high. One of the one of the criticisms about our community, meaning Tactical Air Control Parties, was that we were the bastard children. Nobody wanted to be ***us*** and our officer corps was largely made up of fighter pilots and back-seaters who were serving some form of punishment or taking a crap assignment in order to buy their way in to a better jet afterwards. The line I'd heard since tech school, "No one comes into the Air Force to go into the Army!", kept popping up in my head. In comparison, our peers, Combat Control and Pararescue, had professional officers that looked after their guys all the way up to Headquarters Air Staff. And in the TACP world, you didn't have that, right? Our officers were part time and, you know, God forbid that you ever did this on the full-time basis, that's the end of your flying career. So, in reality, we had nobody really advocating for us. We worked hard to get support wherever we could. "Shorty" Torres, the Chief Master Sergeant that was in charge of the TACPs for all of Tactical Air Command, he got on board pretty quick with it, but, again, if we can't get it to him at Headquarters TAC, it'll never go anywhere.

And the funny thing is, if anybody really wants to know who we owe a debt of gratitude for the TACP flash and crest, it was a very nice lady by the name of Jean Kennedy that ran the Suggestion Program for Pope Air Force Base.

So, back at the beginning of me designing the flash and crest, I did something wrong, and I can't remember what it was, but I pissed off Joe. And so, Papa Joe stuck me with being the Suggestion Program Monitor for our Detachment. Okay, I was like, "Papa Joe, that's the last hand thing I need, I do not need one more thing on my plate!" He laughed and said, "You're our new Suggestion Program Monitor and, oh yeah, you got a meeting in five minutes, get your ass over to Pope." So, off I go grumbling the whole way. I meet the lady, a wonderful person who was about my mom's age. Just a really nice lady, who I got to know. Over the next year or so, I'm telling everybody when we have our monthly meetings, everything that's going on with the flash and crest, and I was just so super frustrated when it kept being rejected or "lost," meaning someone trashed it. One day, I go to the monthly Suggestion Program meeting and Jean asked, "So you don't even know who's rejecting it or why?" And I said, "No, ma'am." She said, "Okay, how about this? You're the Suggestion Program guy for your unit. Put it on Air Force Form 1000 and make it a suggestion." I said, "No, I'm not improving anything. I'm not changing anything. It can't be a 'suggestion'." She said, "Oh no, no, no, no, no, you are changing the uniform for Tactical Air Control Parties worldwide, right? You're improving their morale, you're improving their esprit de corps," and she went down this whole long list, and I'm thinking, "That's brilliant."

So, I typed it up, and I brought her the whole package, and she helped correct things. That woman could probably type 100 words a minute, I swear to God. So, she picked up on everything, typed it all beautifully, and we submitted it. The beauty of that was, if somebody up the chain didn't like it, they had to provide a reason. They couldn't just throw it in the trash can. This was tracked, and from the minute this Air Force Form 1000 hit your desk,

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the clock was ticking, and you had a suspense or a reply by date, and man, you did not want to get on the bad side of this lady.

She was after you to find out what would go on where, so that's how it got all the way through, and finally up to Headquarters, Tactical Air Command, where Chief Master Sergeant “Shorty” Suarez, one of the original Godfathers of our career field, took it and personally walked it through, and then got it sent up to the Air Force Uniform Board where it was finally approved… and I got a $500 check!

JD: Right on!

Mitch: So, with the Air Force Suggestion Program, if they approve something, and there's some merit to it, if you saved the Air Force, let’s say, $10 billion by creating this new widget, then you got a percentage of whatever the savings were. But, since we didn't save anything or create anything monetarily, somebody at Air Staff had to come up with a monetary amount for “improvement to the morale,” which they deemed at $500. One of the funny things was when we finally got the final package together. I took the first form that outlined it all and I put everybody's name on it. I mean, it had Chief Fiscus and Papa Joe and Jim Brauch and Howard McNeil and Gene Hoover; man, if you were part of it, I’m listing you on the cover sheet. When I submitted it to our Detachment Commander, Chief Fiscus called me up and told me don’t list any of them. He told me, “No, you take everybody else's name off this thing.” I was like but no, this, you know, this was a team effort, it's important that everybody get credit. He said no, don't do it, which I resisted (as respectfully an Airman First Class could do to a Chief!). So, he said, “Okay, I don’t give you permission to use my name, and I insist you take my name off of it. How about that?” Crap, I didn’t see that one coming. Then, he got on the phone and put out the word. Yep, everybody’s name came off of the AF Form 1000. But, on the original document, everyone but Gene Hoover came off. “Smooth Move Gene Hoove,” Technical Sergeant Gene Hoover, was one of the most brilliant entrepreneurs I’d ever met. If you could make a penny on something, he was peddling it. He was always looking for the next best thing and when I approached him, he was like, “Hell, yeah, I want my name on it!” So, if you ever get down to the schoolhouse at Lackland AFB, up on the wall (I gave them all the originals), you'll see, Technical Sergeant Gene Hoover and A1C Mitchell A. Monroe on the original write up of the history of the heraldry of the flash and crest. But then when it came time for the Air Force Suggestion Program submission, they insisted I was the only one to put the name on it. Months later, Gene Hoover came to me and said, “Hey, I heard you got 500 bucks. Where's my cut?” I told him I’d buy him a beer, so everyone was happy.

JD: It's just fascinating to hear that because, I mean, for years I came in (the Air Force) in ‘91, and we had it then, and everybody just takes it for granted. We respect it and we like it. It's awesome to wear and it's great to get that awarded to you at Tech School when you graduate. But you kind of take the whole design for granted. It's funny that you mentioned that part where you said it couldn't be a solid piece because it had to have the cutout so you can see the flash behind it and, you don't even think about that kind of stuff when you're getting it sewn on your beret. You just throw it on there and you're proud of it, you know,

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and it's really an awesome story I mean, it's fascinating to hear kind of how it all came just came about.

Mitch: The other fun story that no one knows is how I wound up with the very first flash and crest ever accepted by the Air Force. If you go to the schoolhouse and you look at the original documents and the Black Beret with flash and crest in the display case (which is the very first ones ever accepted), you'll see a note. There's a handwritten note about this big, from a lady named 'Beth'. So, long story to get there, but I'm selected to go to Officer Training School (OTS), and I've already left Headquarters TAC. I graduated the flight screening program in Hondo, TX, and I'm on a month's leave at my parent's home in SC before I go to OTS. Like I said, we're visiting my parents and I've just finished a run, and I come back inside, and my Mom said, "You just missed a call from the Pentagon." I laughed and said, "I'm pretty sure I didn't!" She laughed with me and said, "I'm pretty sure I know what the pentagon is. Headquarters Air Force called you." My Mom had just retired from a long career in Civil Service as an executive secretary, and her last posting was as the secretary for the 9th Air Force Inspector General. She gave me the phone number the lady from HQ Air Force left, and told me she wants you to call her back. Well, this just can't be good. Every possibility is running through my head… everything from a change of assignment to orders to OTS cancelled cuz' we checked your academic record and you're an idiot, etc etc. So, I call her back and this Captain answers. I identify myself and she told me, "I just wanted to let you know that I'm sending you a box." I'm real, real confused and ask, "Okay ma'am, what is this about?" And she said it's about the TACP flash and crest.

She went on to explain that she was cleaning out her desk because she was separating from the Air Force. She then told me, "One of my jobs was as a member of the Air Force Uniform Board. The processing and production of the TACP flash and crest was my project and when the first two boxes arrived, a box of cloth flashes and a box of metal crests, she was smart enough to open up each box, reach in blindly, pull out one of each and said, "This is number one. This is the very first flash and crest ever accepted by the US Air Force." And she put them together and put them in her desk drawer and then she just got busy with everything else she had on her plate. Well, years go by and she's cleaning out her desk and finds them. She had all the paperwork behind the submission and she said, I bet I can find him.

So she tracked me down, reached out, and finally found somebody that knew where I was on leave. She said, "I'd like to send these to you." I was shocked, I think this is unbelievable. So, I'm thinking no one will ever believe this damn story. Well, about a week later, I receive the box and in it she wrote note and said all kinds of nice things about the design, working with you, the whole project, good luck with Officer Training School, etc. She ended with, "If you need anything give me a call," and she wrote her cell phone number on the note. When I donated the original flash and crest, on one of my old berets, to the schoolhouse, I included that note to prove it authenticity. Pretty cool.

JD: How about that? It's amazing that she just kept it that long and was able to link up with you, that's great.

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Mitch: To have the smarts and awareness to be able to look at something and think, “This is is history. I'm holding history.” She got two boxes in the mail! Who's gonna look at that and think, hey I got history in my hands. She was a smart lady. So yeah, I was pretty pleased.

JD: Okay, so you kind of alluded to it so speaking of your past and your parents and that they were military members as well. So let's let's go back. You said you were in the family business, that your mom and dad were in the military. Take me back to that point when you had to have your parents sign on the dotted line because you weren't 18. Talk me through everything from that point on.

Mitch: So, I had a great childhood. Both my parents worked. If I learned anything from my parents it was, work your ass off, and you'll get rewarded for it. So both of them worked full-time.

I was left to run rampant on my own. It was great having two parents that were both NCOs in the Air Force at one time. My mom had to get out when she started having kids, but she actually enlisted in the Air Force before my dad, right at the start of the Korean War, and then dad enlisted in 1952. They got married at West Palm Beach Air Force Base. How come we don't have Air Force Bases at places like Myrtle Beach and West Palm Beach any more, right?!? But I grew up on Myrtle Beach Air Force Base and then out at Nellis Air Force Base. So, I just knew that I was gonna go into the military all my life.

It was 100% guaranteed, and my favorite uncle on my dad's side, his little brother was an absolute psychopath. Looking back on it now, he was not right in so many ways, but he was phenomenal in so many other ways. You know, couldn't stay married, couldn't keep a job kind of thing, and now we would look at and probably should have been diagnosed as PTSD. He was a Force Recon Marine in Vietnam, volunteered for four tours. Every tour ended with a Purple Heart. One time he was battlefield promoted to lieutenant. Then he lost it by getting into a bar fight and being arrested. He was arrested because he was in a bar that he would routinely put on a lieutenant's rank even though he was a sergeant. He would go into the bar because the officers had better alcohol. When the MPs caught him, they just you know, they beat the crap out of him throw him in jail or kick him out or whatever. So here is a newly minted lieutenant. He's in the bar and the MP’s come in and try to throw him out. He’s insisting that he really is an officer and it turned in this huge melee. So not only did he get demoted, but he lost a rank from where he was when he first got his commission!

Anyway, when I was a young teen, it was 100% guaranteed I'm gonna be a Marine. I'm following Uncle Ray’s footsteps, you know? Well, when I turned 16, my uncle is visiting us in Sumter, SC, helping my dad roof the house. Well, on my birthday while it was still really early, I get this leg shaking, you know, in the middle of the night. I jump up, and Uncle Ray is standing there and tells me, “Hey, get dressed, you’re coming with me.” Cool! I have no idea where we're going. I don't know what we're doing, but I'm in! So, I get dressed and go, wait

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a minute I've got school today. Uncle Ray tells me, “Nah, I checked with your dad. It's cool. Come on.”

So we hop in his truck, and he had been a drill instructor at Parris Island just a few years ago. Following the end of Vietnam War, he went back to Parris Island. He was a DI before Vietnam and he returned as a DI after. So, we drive down but there’s still a whole bunch of people on the base that he knew. For my 16th birthday present, he took me to Parris Island and took me all over the base and introduced me to all those old buddies. We got to watch a lot of the guys in training and I got to listen to my uncle and his buddies reminisce. Well, it was pretty damn clear pretty damn quick that this was not for me. And it hurt! It hurt bad! Cuz’ I thought I was I was gonna be the Uncle Ray that did everything that Uncle Ray didn't do or you know, I'll do it better. And now, I'm like, I don't think I want to be a Marine any more, and on the two-and-a-half-hour drive home from Parris Island, Uncle Ray looks over and asked, “So, still want to be a Marine?” I couldn’t even look him in the eye. I told him, no, I really don't, and he said, good! At least not as an enlisted Marine. He told me to go to college and come in as an officer. Well, that sure as hell not gonna happen! Uncle Ray didn’t know how horrible my grades were. Hey, all I needed was a high school diploma to enlist. Nobofy cared what my GPA was, and I almost didn’t even have one! So, the whole purpose of the field trip to Parris Island was to dissuade me from enlisting as a Marine. We then had a long talk about my future and his opinion of the different services. It was a wonderful heart-to-heart talk; I was so grateful. He shared a lot of war stories with me that that he never told to anyone else that I knew of. As far as I know, he never talked about Vietnam to anybody but me. And we talked a lot about all the stuff that happened to him and now, we know about PTSD and traumatic brain injuries and we probably could have easily diagnosed him and there'd be help for him. But, sadly, he wound up passing from a severe stroke that we believe was induced from Agent Orange exposure. He would laugh when he saw the commercials on TV about lawyers trying to drum up business to sue the military over Agent Orange. He told me how they’d be on patrol and when the aerial spray missions happened, they were literally soaked to the skin with this stuff. Well, he literally woke up one day and was paralyzed from the eyelids down. Massive stroke. He recovered somewhat, but not enough, and he was in a living hell because his brain was still fine, but he was trapped in a body that was completely broken.

Once I realized that the Marines were out, then, well, I guarantee you this much, I'm not going in the Air Force. The only thing you do in the Air Force is either fly planes, fix them, or guard ‘em. I don't want to do any of those things! So, I went to the Army and started looking at the stuff that the Army had, and there was an Army Reserve recruiter. And that man, that man could sell ice cubes to Eskimos. I mean he was an awesome salesman! And he worked it out on paper - he showed me the whole plan, the whole nine yards that, you know, as soon as I graduated high school (regardless of my horrid GPA), I would go to Fort Jackson for basic training right there an hour from home. Upon graduation, which was a given, right?, I'd be in the Army Reserve and go on a four-year free ride to University of South Carolina ROTC. He worked out which school I would go to every summer in order to make sure by the time I graduated as a lieutenant infantryman I was all set, ready to go Q course and

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getting Special Forces and blah blah blah… I mean he had all this scripted to perfection… the only thing he didn't do was put a bow on it!

So, I go home, tell my dad, and he is *livid.* Like, you know, we thought we got you out of this with the whole Marine thing and now this… And I said, I can't fix planes for a living. I can't guard them. I've got to do something, and this is my next path. He said okay. Well, we were building our house, a log cabin, and he took the day off of building the house to come with me to go sign my enlistment papers since I was still just 17 years old. We go into the Army Recruiter's office in downtown Sumter, and he's not there. I show the other recruiter my appointment slip and he looks over the guy's desk calendar, back when we would have desk calendars and you'd write your appointments on paper. And he said, “Oh, yeah, you're right here.” And my dad, the retired Master Sergeant, and now a full-time federal cop, started spooling up and asked, “Well, excuse me, but where is he?” “Oh,” the recruiter said with a big smile, “he's the Army Reserve Recruiter of the Year! He's in Atlanta, Georgia, getting his award.” Wrong answer. I recognized all the signs and knew what was coming, but this poor fool had no idea the peril he was in! My Dad leaned over him, I forgot to mention he still had yet to even stand to address us, and barked, “You mean to tell me, the Number One recruiter in the entire U.S. Army Reserve can't figure out how to pick up a phone call and cancel an appointment?!?” By now, this poor young sergeant was on his feet and stammering about taking a message and apologizing. My dad just cut him off, looked over at me and said, “Damn it, are you ready to go join a service that has ***people*** in it???” I mumbled, “Yes, sir,” as I hurriedly left the office and out we go. So, my flirtation with going into the Army didn't turn out well!

But, you know, I got another choice; I got another chance. I really didn't want to go in the Navy. The Coast Guard could be cool. *That* could be something. Wel, the Coast Guard recruiter's office was in the same federal building that my dad worked out of as a federal cop. So, one day I go with him to work and he introduces me to the Coast Guard recruiter that he was acquainted with. As one of the federal cops that secured the US court house and all the federal property in our capital city, he made it his business to be familiar with everyone who worked in this building. So, I go meet the Coast Guard recruiter and all was smiles and being all friendly, while my dad was around. The minute my dad walked out the door, this guy just turns into this Billy Badass, saying things like, “You know, you gotta understand something, boy.” He says, “The US Coast Guard does not *need* you. We don't have a problem getting people to join. We don't even actively recruit people to come to us. So *if* you can qualify, *if* you're good enough, then *maybe* we'll talk to you.” So, I take their version of the entrance exam and chill out waiting for the results. About the time the recruiter is ready to talk to me, my dad drops back in.

So, I've already got my hackles up a little bit. I may only be 17 years old, but even then I didn’t tolerate disrespect very well. The recruiter is back to his Sammy Smileface persona and tells my dad, “Wow, his scores are really good! From your test scores, son, you qualify to do anything that we have in the enlisted corps. What are you thinking?” And I walk right up to him and said, “I'm thinking that I don't want to be a part of your f*ck!ng service!” And I

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turned and walked out and slammed the door behind. Well, at least as much of a slam as I could muster, being a 17-year-old kid. My dad walks out a couple minutes later and he is hot because I just embarrassed the crap out of him. Before I got my head knocked off, I quickly told him exactly what the guy said and how he acted the minute he walked out of the room and how he changed again when my dad walked back in. To his credit, my dad said, “Cool! That'll work.” Allow me to jump ahead to a quick story to finish the Coast Guard chapter. I came home on leave for Christmas after Basic Training and tech school. So, I show up with three Special Achievement Awards out of Basic Training and the Commandant’s Trophy for graduating first in my class at the 275X0 tech school. My dad boxed all of that up and took it to work the next day to go show the Coastie recruiter. He never told me how the conversation went, but I wish I would’ve been there to hear it!

So, back to my quest to figure out what I’m gonna do with my life. Awesome. Well, now I'm truly screwed. I have absolutely no guidance whatsoever. What am I going to do with my life? And I'm about to turn 17, or just turned 17. I’ve ruled out three of the five Armed Forces, and really don’t want to join the other two. Mixed with my abysmal GPA, my path to working in a local factory is looking better and better. Well, back in the day, Air Force retirees and their dependents, just like Active Duty families, had all their medical stuff provided by the military if you lived close enough to take advantage of it. So, your dental was with the base dental squadron, all of your hospital stuff, emergency room, primary care managers, specialists, everything was covered for Active Duty, retirees, and their families. So, with Shaw Air Force Base right next to where my folks settled after my dad retired from the Air Force, I went to Shaw for all my medical stuff. One afternoon, I'm driving to go to a dental appointment on base and Shaw has a very long stretch of highway just to the south of it called Highway 378. And that's where the aircraft fly right over top of where they're landing to the north. Well, I’m used to the fighters, but not helicopters! This helicopter buzzes my car, or at least it felt like that to me. I mean, I thought it was going to land on me! But, it turned out to be it was a CH-3 at 800 feet coming over top of the highway. And then… Holy crap, four dudes fall out! And I'm watching this going, holy crap! How I did not wreck my car, I have no idea. But four people just jumped out of the helicopter *right there* and they’re floating down under parachutes. Oh, buddy, I gotta know what this is about! So, as soon as I got on base, I started trying to drive to where they were jumping, completely blowing off my dental appointment. I’m driving to parts of the base I’ve never been before, and nobody's stopping me. There’s not like road blocks or saw horses or gate guards. Nothing! And so I come out of the corner on the flight line road and there's all these POVs parked out there. I was thinking, “Well, what's one more, they'll never know it's mine.” So, I get out, I start walking around expecting to get challenged, but nobody pays any attention to me. I mean there are dozens of guys in camouflage uniforms and even more family members milling about. It's a Jump Fest! So, here are all of these different Air Force people jumping out of helicopters, and I just start talking to guys. And before long, I'd come across a guy with a Black Beret and he has what I recognize as the 82nd Airborne patch on his shoulder. And we start talking and he told me a little about TACP and I was like, man, this is just amazing. I would really like to do that. And he said, “Well, here...” and he pulled out a scratch

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piece of paper and wrote down “P275XO” on it. And he said, go give that to your Air Force recruiter. All right!!! I was so excited!

So, I ran back to my car, hopped in, and go straight out to the Air Force Recruiter's office. I marched in all full of myself cuz’ now I got a plan, and tell the recruiter what I want to do. And he looked at me like I had a third eye. He actually said, “What are you talking about?” And I said, there's this job where guys control airplanes. And they bomb stuff. And they're in the woods. They're Army, but they're Air Force them. He shook his head and said, “No, no, I think somebody misled you.”

JD: They never know! I don't know what it is about recruiters back in the day, but they never knew what it was, no one ever knew.

Mitch: Exactly! Well, I have the golden ticket, so I told him I've got this piece of paper, and I handed to him. He said, “Huh? Wait a minute, let me check,” and he gets out this big binder and flips it open. The dust went everywhere! His eyebrows shot up and he said, “Hey, you’re right, that’s a career field. We even have a VHS tape on this. You want to watch it?” Sure! So, like movie day back in junior high, he wheels the mobile stand over, that had a cheap TV on the top shelf and massive video tape player underneath, and plugs the tape in. And one of the old, this is 1980. So he sets the whole thing up and he starts the tape and we sit and watch it. And it's basically Vietnam War era guys running around with the green pickle suits, the name tape was dark blue with white letters, and Vietnam-era steel pots. I was like, “Yep, that's me. That's what I want to do.” So, I signed up for that as my guaranteed enlistment and my father was more than happy to come down and sign for this one.

Secretly, I had a plan. What I really wanted to do was become a Pararescueman. When I was in high school, my Mom almost died from emphysema. And in fact, I was the one that drove her to the hospital that night. And I wasn't even smart enough to call the ambulance. To be fair, this was long before “911” was a thing, but when she came to me white as a sheet and gasping for air, I just literally picked her up, threw her in her car, and drove right through the gate without even slowing down. Never even stopped at the gate. Just blasted straight through and went to the hospital. After I was already helping the hospital techs move my Mom into a wheelchair at the ER entrance, the Security Forces guys catch up to us. To their credit, they gave me all kinds of a chewing out for running through the gate but they didn’t cite me. Well, my Mom was hospitalized for several days and her nurse turned out to be a former PJ and he and I talked quite a bit. I was all proud telling him about the Tactical Air Command and Control Specialists. He was like, “Well, have you ever thought about being a pararescueman?” Nope, what's that? He then regales me with the whole thing about PJs and I was in awe.

I was like, “Oh my God, really? That's for real?” And he said, yeah, and then asked if I’d ever read Soldier of Fortune magazine? I’d heard of it, but had never really read it. So, he recommended I go check the library, where I found articles in Soldier Fortune magazine

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about Pararescue. Airmen magazine also had a cover story about one of the PJs. I was hooked and doing all the research on it I could. So, I went back to the recruiter and said, can I change this? Obviously, we know now you can't come in guaranteed for Pararescue, which I had no clue. But the recruiter calmed me down and said, don't worry about it because you're guaranteed to go to the 275 job. When you're in Basic, they'll have an open try out for Pararescue. If you make it, you'll be switched over to PJ tech school. If you don't make it, you just fall back right into TACP.

Awesome. How could this work any better? Well, I thought I had done a really good job of preparing myself for the PJ tryout… a bazillion pull-ups, push-ups, sit-ups, long runs in the South Carolina summer sun in combat boots. We were building a log home out in the middle of nowhere. So whenever we're not actually working, or I was waiting for my Dad to come pick me up on his way home after work, I'd be working out. I'm picking up logs and throwing them and doing anything I can think of to help stress and stress and stress. And meanwhile, we have a little itty-bitty pool in our backyard and I'm swimming and treading water all the time. And I go into the selection tryout thinking I'm in just absolute perfect shape, this is going to be a breeze. Well, Basic Training was a breeze and by the time PJ tryouts come around, I'm really loving life and thrilled with my choice to go into the Air Force.

It comes to the day to go to the PJ tryout. My bunkmate in Basic, a really cool kid, he came in to the Air Force open general, meaning the Air Force will place him wherever they needed a body the most. By the time he understood what that meant, he wasn't happy. I told him all about Pararescue and he thought he'd really like to do that. I said, well, come on so he went with me and the two of us went to go do the tryout, along with about 100 other Airmen from across Basic Training. Believe it or not, all my training really paid off. I was number one in the selection group, which had dwindled down to about a dozen guys by the time we got through with the pull-ups, the push-ups, and the sit-ups. Then came the run. Back in the day, it was a mile and a half on a sand track in your bloused leather combat boots. So yeah, just horrible.

But at the end of the run, I was like number three or four in the group. I can remember thinking, "This is perfect, this is right where I want to be." Okay, now you go to the swim. And as we go get changed and come out and get ready to do our swim test, the proctor said, "All right, boys, we only have three slots available. The three fastest swim times are in." Fast? Wait, what do you mean, fast? Fast*est*? Oh, crap! Yeah, JD, there's very few things in life I do quickly. And swimming is definitely not one of them. So that didn't work out well.

My bunkmate was number two after the swim and he made it in. Years later, he and I were stationed together at Langley Air Force Base, and he was a photojournalist. When I recognized him and we caught up from the past 7 years, I said, "Wait. No, no, you went to PJ school! What happened?" He said, "Yeah, I graduated PJ school and I served for three years as a Pararescueman. And then I had a parachute accident where I broke both of my femurs." He said he could remember laying there on the drop zone thinking, "That bastard Monroe

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talked me into this!" So here I get to serve with him again. It was pretty funny to meet him up, but it turned out better for me than him, I guess.

JD: Yeah! So talk to me about tech school. Back then, was it still, was it at Hurbie (Hurlburt Air Force Base, FL) still or was it at Keesler AFB, MS, or where'd you guys go for that?

Mitch: It was at Hurbie (Hurlburt Field). And I'll tell you, so there was a life lesson that I learned at basic training that really helped me a lot at tech school because I was a very sheltered kid. I mean, like I said earlier, I literally grew up almost on my own and I never played high school sports because I didn't have the drive and there wasn't anybody that drove me as in, pushed me to do it. I could do what I want. So, you know, if I wanted to do this, I did it. If I didn't want to do this, I didn't. You know, why would I go out there and kill myself just to make this coach look good. So, I go to basic training and right as I'm leaving, my dad said, "Hey, look for Chief Master Sergeant Piga." I said, what?!? I mean, I heard sort of growing up about the family, the Pigas, P-I-G-A, and Dad said, yeah, Chief Master Sergeant Piga, I think is still down there. We get Christmas cards from them. From San Antonio somewhere.

Well, it's Lackland Air Force Base. I mean this base is huge. What's worse, I'm in basic training! I'm never going to run into some Chief Piga that I don't remember and haven't seen any photos. Dad said, "Well, you know, you'll know him if you see him. He's about twice as tall as any other human you'll ever meet. He actually played competitive basketball for the Air Force in Europe, which was like a minor league basketball sport. He was just a huge guy. Not tall and skinny, but just plain huge all the way around.

Well, a couple weeks into Basic and I'm the Dorm Chief. We're standing outside after lunch waiting for our Training Instructor to come rejoin us. As the Dorm Chief, I'm standing out front of my flight all alone, while the flight is in front of me in formation. A group catches my eye and I look over at them and here comes this mountain of a man with a bunch of NCOs orbiting him like they're satellites as they're all walking. And this guy has got more stripes than I've ever seen in person before. It just, you know, it covers his entire upper arm. And I'm like, "Oh my God, that guy is huge!" And I'm just far enough away that I can see his name tag and his name is really, really, really short. Like, wait a minute, tall, big, very short name... what's the worst that can happen?

So, I snap to attention, do a perfect about face, take a couple steps, make an absolutely beautiful facing movement, and walk right up in front of this monster and stop at attention. By now, I've seen his nametag, which reads "PIGA" so I know I've probably got a 50-50 shot at getting out of this alive. And, JD, I have to tell you, he looks down on me with such disdain, like I'm the biggest pile of burning dog poo he's ever seen. He bent over and bellowed, "Can I *help* you?" And I said, staring straight at his belly button, "Chief Master Sergeant Piga! Master Sergeant Ronald J. Monroe, Retired, sends his regards." And everything goes as quiet as the tomb I'm not moving a muscle.

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Seconds later, which seemed like an hour, he looked at my nametag and he grabs my chin and pulls my face up and he said with a low growl, “Give me your 341.” *Damn it, damn it, damn it*, I'm busted! If you remember, the “341” was the small form you kept folded up and tucked into your upper left breast pocket. I’d gone all this way through Basic training and haven’t lost a 341 yet, and now I’m busted. So, I pull out the little piece of paper and handed it to him. He proceeds to write down something on it and then he crumpled it up into a little ball and shoved it into my chest. As I grabbed his fist, which contained the crumpled 341, he said, “Make sure you give that to your TI.” **Yes, Chief Master Sergeant**! “*Now, get out of my face!”* **Yes, Chief Master Sergeant!**

With absolutely zero breath in my lungs and my heart racing at a couple hundred beats per minute, I execute my perfect facing movements, go back to my position at the head of the flight, and I pull out my little green book to read. If you remember, whenever we had any “free time,” we were required to read our green book, which was a compilation textbook on Air Force history, and detailed lessons on rank, etiquette, AF history, financial management, etc. That’s what I was supposed to be doing the whole time and now I can't read it because my hands are literally shaking. *Holy crap! Here comes my TI and she looks pissed!* The TI, a female named Technical Sergeant Opal, comes running up and, it turns out, she watched the whole thing. She gets right into my face and is yelling at me, “What was that? What did that Chief Master Sergeant want?!?” And I said, with my most innocent face, “Sergeant, he told me to give you this.” I handed her the still crumpled up piece of paper, and she unfolded it, read it, and said, “Oh - okay, all right,” and folded it up neatly and give it back to me. It was hours before I had the guts to even open it up. It said, **“Airman Basic Monroe is part of a special Air Force Recruiting program. I need to visit with him every week, Tuesday morning at 0700 in my office.”**

The next day was Tuesday. So, at 0645, my TI put me on the road saying, I can’t be late to meet with the Chief Master Sergeant in charge of the entire US Air Force Recruiting Service. How was I supposed to know, right? So she puts me on the road, telling me to walk down here, take a left big building, first floor, I was like, okay, and off I go marching all by myself. So, I walked down and at seven o'clock, I knock on his door. He opens up the door and yells, “*Oh my God!!!!”* And he picked me up like a little ragdoll, squeezing the life outta me and laughing like a maniac.

JD, this was the first guy that ever babysat me. I mean, that's how far back my parents go with Chief Piga and his family. My dad was a Staff Sergeant and he was a Tech in Germany in the early ‘60’s. And so, yeah, he pulls me into his office, telling me, *“This is so cool!”* And his secretary was already there, so he asked her to get us a couple of cups of coffee and a couple of donuts. Seriously, I’m in the middle of Basic Training and I’m going to sit and drink coffee and eat donuts with one of the most powerful senior NCOs on the base?!? Well, we go into his office and we just start talking. And he finally asked me, Hey, what time does your mom come to work?” I think like 0730, right? Well, we’re on Central time and she’s on Eastern, so he picked up the phone and dialed my Mom's number. When she answered, he goes, “Hey,

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Marty, guess who I got in my office?" and then hands the phone over to me and I sit and talk to my mom.

So, every Tuesday morning, for all of the remainder of basic training, I went to Chief Piga's office. Even when he wasn't there, the secretary would meet me, give me a cup of coffee, a donut, and she'd usher me into the chief's office. Sometimes, I'd just lay down on the sofa and chill out for a little while. By eight o'clock I had to be back to the flight, but every week, I got a little time off to decompress and recharge. **I kind of got the idea that sometimes, if you take chances, it'll work**. **You gotta have guts to try, but yeah it might work. You never know until you try.**

And tech school was like that. We showed up at Hurlburt Field and we had 40 some people in the room to start. They started off by showing us the same VHS tape that I saw in the recruiter's office. With bombs going off and all about the job and you know working with the Army and calling in airstrikes. It was old A-7s and F-4s on the film and M-151 jeeps busting brush in the forest. Tech Sergeant Wally Kuha, who was a legitimate badass, was our lead instructor and he gets up there, just, I mean he seems like he's a just a meaner than a snake kind of guy. Anyway, he gets up there all growly and says, "If this is not for you, now is the time to leave. The Air Force needs cooks and they need gate guards." I swear, we lost probably maybe a quarter of the class right then. They all just got up and left! So, at 17 years old, I'm looking around, thinking, "Okay, this is interesting…".

By the time we finished we had over a 50% attrition rate from what we had when the first wave quit. So, it was a ball buster of a cadre group that pushed us through training. But I started looking at, thinking I'm going to survive this thing, and all the different options available and I really really really wanted to go Airborne. I didn't know if I could make it, had no idea if I could actually make it to jump school, but really wanted to try. And so, those of us in the class that wanted to go Airborne, we started pushing.

There was a guy down the hall in our dorm that I didn't get along with really well. Neat enough guy, and, damn, he was in great shape so I tried to keep up with him. His name was Andy Bryce. So, Andy and I actually got to know each other pretty good as we pushed for Airborne and we graduated number one and two in the class. They only had two spots to Jump School and so we got the two spots to go to Jump School. That was a a good lesson learned for me. If you try, if you really push it… you just might succeed.

Again, growing up basically on my own, the rule in the house was no "F" on the report card, no beating. Cool. So, as long as I didn't fail a class, my report cards were really my business. So, when I got to tech school, I quickly recognized that *thaaat's* not gonna cut it. I had to learn how to study! Luckily, my roommate was named John Zaruba. I think he still lives in New Jersey now. But John was a very smart guy, and John taught me how to study. We would quiz each other and another guy right across the hall, Kevin Platt, and his roommate, we all became really good friends. So, we had a little study group and we really worked hard at trying to get top scores as we could. Shocked the crap out of me when I was the number one grad out of tech school. And that was just, it was a *huge* shock.

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But I learned another really valuable lesson in that, you know, if you're a jerk, you're gonna get what you deserve. And Andy and I, by being, you know, our grades were way up there. We weren't sure who was one or two. And our PT was way up there. I mean, you could almost hardly not smoke us. And we were just obnoxious about it. We were arrogant and we just did everything wrong. It was just wrong. Well, they got us back.

So in Jump School, which is run by the Army, there's this thing called Zero Week. There are three weeks of training in Jump School: ground week, tower week, and jump week. Zero Week is the week before Jump School starts. It's called Zero Week because out of the three weeks that comprise Jump School, this one doesn't count. And if your military branch has nothing better for you to do, then they send you to Jump School for Zero Week. So, for seven days, Andy and I were E-1s in the Air Force, assigned to the Jump School to do nothing but PT, suffer harassment, and do details. And they just absolutely beat the crap out of us. I mean, I literally dug a hole in order to be able to move the dirt. Then, another Army instructor, another black hat showed up, yelled at me for putting dirt onto *his* ground. So, I had to go clean all the dirt off of his turf (to include whisk broom and dust pan), and fill that original hole. We had to guard the water tower, armed with a broomstick, just to make sure no one stole it. Yeah, just stupid stuff like that. We filled up sand bags in order to move them to another part of the fort, just to dump the sand out of those sand bags. And then I had to clean the sand out of sand bags and properly fold them. Just silly harassment, bullshit to keep us busy when they weren't drilling us with PT twice a day.

By the time Jump School started, I was a broken little Airman! I mean, a black hat walked into the room and I'm snapping to attention. I'm just scared shitless of these guys. And Jump School is about to start. They take Andy and I and, since we were sister service, meaning not Army, they directed us to move down to this end of the hall. So, the day before Jump School starts, we moved down to the far end where all the sister service is gonna be. For our Jump School class, "sister service" turned out to be one Marine, Andy and I, and then *twenty-nine* Navy SEAL candidates - two officers and 27 enlisted. Geez.

Back in the day, Jump School was the last school the Navy SEAL candidates had to complete before they went to their teams and eventually get their trident. So, these guys were in the *peak* of physical conditioning and they were all close, I mean, they were tight as you could possibly get. And Andy and I got split up, we were in two different rooms, so I'm in a room with three other enlisted SEAL candidates, and I'm telling them about what my job is going to be, and they were like, "All right! That's so cool. So, you're talking to the pilots and you're talking, and they're bombing stuff," and I'm thinking, *these guys are freaking SEALs and they're sounding like* ***we're*** *cool. Just weird*. And these guys? Nothing phased them. I swear to God, this is a true story. The very first day, when we're unpacking stuff and getting our lockers all set up, an Army NCO instructor, a black hat, sticks his head in the room and barks, "Hey, we need a volunteer for Fire Guard." Well, like I said, I'm well attuned to this… I'm a broken little Airman who has done Fire Guard all week. I know exactly what Fire Guard is! And I start to stand and this big ass Samoan hand grabs my shoulder and shoves me down and slowly, the guy's name was Gumataotao. And slowly, Gumataotao stood up

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and said, “If there’s a…”, and I apologize for the language, “…if there's a f*cking fire in your f*cking Army barracks, it's a f*cking Army problem. Get out of my room.” And the black hat turned and left!

I’m thinking *we're dead*. He's going to come back with 30 of his black hat buddies, and we're just gonna die, this is the worst way we could possibly start Jump School… JD, we never heard another word about it. Never heard a word about it. After that, we were left alone, none of the sister service got tagged for any details for the rest of Jump School. We were basically, we were just left alone to go do what it was that we did. *Unbelievable.*

So, the only reason why I graduated Jump School was one of my roommates, a SEAL named Frank Wilson. On our fourth jump, with just one more jump to graduate, I blew out my left knee. It was a night jump, and I couldn't tell how far below the ground was. I knew it was coming up, and coming up fast. You could see the lights in the distance, so you kind of had an idea. So, I put my feet together, and just as I'm really concentrating, I'm tightening up my knees together, I hit. And I mean, I come straight down; there was zero wind. And I drive my heels right up into my butt, and my left knee just goes ***pow***! And I roll over on the ground and trying to get up, could barely get up, barely packed everything together, hobbled off the drop zone, and back to the barracks.

I got there and I was crushed. All of this for nothing. And I'm thinking, “That's it, game over.” Four jumps, and I'm one away, and I'm done. And I make it back to our room, and we're undressing, and my knee is swollen up like a walrus, all purple. And Frank, who was a Navy corpsman before becoming a SEAL, said, “Hey, all you got to do tomorrow is a three-mile run on graduation morning and then one more jump.” The three-mile run was to make sure that everybody was still healthy, and it finished at the aircraft parking ramp where the parachutes and aircraft were waiting on us.

And so Frank's like, I can get you there, but you just got to trust me. *What?* He said, “I’m basically going to cast your knee in a running position.” He went on to explain they did this a bunch during Basic Underwater Demolition School, the legendary entry school to become a SEAL. So, he gives me two Motrin, grabs the 100-mph tape (military grade duct tape), and he basically casts my leg in a slight bend of an angle. He said, “Just try not to let them see that you're limping when you run.” And I did it. I made it. So it was just absolutely incredible. So these guys reach out and take care of us, and we held them in such awe. It was pretty neat.

JD: How was that run? Was it brutal?

Mitch: Oh, it was horrible. It was horrible. I swear, I thought I was going to lose my bladder the entire way. I've *never* even felt pain like that before. But the funny part was, because we were all ‘taller tapped’ in formation, and since several of the SEALs were my size, a bunch of the SEALs were surrounding me. And any time I started to limp or shuffle a little worse, because we were doing really slow Airborne shuffle, they would grab me and push me into

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the middle of the formation where nobody could see me. So, they basically all shielded me. It's just such a unique experience.

Another really funny Jump School story. So right at the very beginning of Jump School, so the whole thing with the fire guard happened the first night and the next morning you do your PT test to qualify to enter Jump School. After we finished our PT test, we quickly got back into uniform and prepared for our first uniform inspection. Every morning in formation, the black hats inspected every trainee, looking for any excuse to throw you into the Gig Pit. The Gig Pit is a large square, filled with wood chips and sawdust, where the black hats made you perform PT until you couldn't move. Well, morning #1, the black hat's coming along. And he just goes up and down every student and checks out the SEAL standing next to me. No issues, So, he then comes over to me, and he starts examining me at my boots and then proceeds up. He gets as far as my tape on my uniform blouse that reads, "US Air Force." And he just loses it! He screamed, "*Air Force, Air Force! I'd rather have a sister in a whore house than a brother in the Air Force!"* The SEAL standing next to me instantly quips, and I swear to God this is true, he said, "I had her. She wasn't bad." This black hat went apoplectic!!! He grabs the front of our shirts, at the same time, pulls us out of line, throws us down the line, trying to kick us in the ass, and sends us to the Gig Pit. Every morning for a week, as soon as he saw us, he'd send us over. And to them, the Gig Pit was just PT. I mean, that's what they lived, they loved it, to them that kind of serious physical stress was home. Me? I'm laying there, face down in the wood chips, you know, sucking the pine straw up my nose, trying to figure out how I can do one more push-up, and wondering my arms don't work anymore. I was dying, but it was so damn funny and worth every bit of it. Well, Jump School was quite the experience.

JD: Yeah. Yeah, those SEALs are good for getting you in trouble. I mean, I had this similar experience in Jump School. It was like they were just, like you said, they were just physical specimens at that point, and they would just run their mouth and get everybody in trouble. And they didn't even care. They could just do push-ups for days.

Mitch: They had a frogman party! While we were training, these guys would be talking about setting up the party. And the black hat's are all yelling, *"It is forbidden to have a party during jump school! You will not have a gathering! You will not have a gathering!"* Just yelling and screaming at them. The two SEAL officers acted like they weren't even there. They're just chatting while doing our thousandth push-up… how many kegs are we going to buy? Where are we going to get snacks? Like they're completely oblivious to the whole thing.

Sure enough, they have their frogman party, and guess what? Every black hat showed up! Every single black hat knew what was coming and every single one of them was there, and it was like everybody was best buddies. Next morning, boom, you were back in the fight again. And, you know, that was another big lesson learned… people have roles to play. And you don't quite realize what your role is until you understand all the players in the act. Kind of funny.

JD: So, after that, you went to the Det. One?

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Mitch: Yep, I showed up at Det. One, Ft Bragg, in January of '82. And, you know, again, thinking that I've really achieved something, right? Dude, can't you see these jump wings on my little bird chest?!? Yeah, all I've done is something everybody else has done, right? I had a lot to learn.

And, you know, if you think sending a 17-year-old to Fort Walton Beach, FL, in the summertime, the first time he's away from home with money, now that I'm getting paid, was a bad idea… ugh! Turning me loose in Fayetteville and Fort Bragg with zero adult supervision and cash to spare was *really* a bad idea.

And, thank God… you can see God's hand working miracles in my career the entire 36 years of it. My supervisor was James H. Felton, Jr., Airborne Jimmy! Super cool guy, super laid back from the mean streets of South Philly. Nothing could wrangle him. Nothing could anger him. He just, he was always... cool, calm, collected. I had a great team. I was part of Second Brigade. Desi Alexander was our NCOIC, and *nobody* messed with Desi.

So, we had other guys in our flight, but Airborne Jimmy was the guy that literally brought me up in the Air Force. He was the big brother that'd say, *I wouldn't do that if I were you!* I'd do it anyway and I'd get into trouble or I'd break something or hurt myself or whatever. He'd go like, hmm, what'd I tell you? His famous phrase with me was always, "Slow down, slow down!" Sometimes yes, sometimes no, but I really, I owe him a great debt. Just super cool friend with whom I still stay in touch. When Jimmy retired, he was at Headquarters Tactical Air Command when he retired. Working, I think, directly for a two star. So here comes his retirement and he invites me as a major to come retire him. A little awkward that I'm the guy officiating at a retirement for a guy that works for all these generals and colonels. And the whole room is filled with a few NCOs but mostly very senior officers. It was really a wild experience to look at it and go, man, how far have we come? He's just still such a great guy.

We keep in touch and he lives in Williamsburg, Virginia, while I live in South Carolina. One time a couple of years after I retired, I'm on my way up north to go teach a class somewhere and I'm thinking, you know, this really sucks. It's pretty shitty of me to not swing by and see Jim. He's like an hour and a half drive off the interstate to go see him. I'm like, oh, I'll see him on the way back. But he was really on my mind. And I looked up ahead and I noticed that one of the cars I'm catching up on is a beautiful, brand new Charger. I thought, yeah, that's the kind of car Jimmy would drive. He's always been a big fan of Dodge Chargers. So, I'm thinking, yeah that's the kind of car that Jimmy would drive. And Jimmy was a big Penn State guy. He was the first guy in service I ever knew that went to college. He had to leave when the money ran out and enlist into the Air Force, but so he was a former Penn State student and on the back of this charger is a big Nittany Lion sticker. I thought, "Damn, that's exactly the kind of sticker Jimmy would have," which is when I noticed the license plate… A-B-N-J-M-M-Y. That's got to be Airborne Jimmy! That's gotta be him!

Because of some medical issues, Jimmy had lost sight in his left eye. So, I pull up alongside him, knowing he can't see me, and I pull up alongside him on the left, look over and it's him!

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I'm like, oh my God, oh my God, oh my God! I gotta think up something to do, quick! So, I drift back several car lengths, get back behind him, find my phone, dial his cell number. He answers and we just start chatting away. He finally asks, "Hey, so why'd you call?" I was like, you'll never believe this, man. I had a dream about you driving on the interstate, and he says, "I'm driving on the interstate right now!" I said, "No you're not," and he replies, "Yeah, I really am!" By this point, I've been catching up slowly on his left side, and I said, "Well, in this dream, some jackass in a little silver car swerved into you and almost killed you." He says, "Well, let's hope that doesn't happen!" No sooner did he say that when I just pulled far enough past him to cut in front of him. He's hitting the horn and cussing at the idiot driver (me). So, I'm laughing into the phone and I drift back to where he can see me, and he lost it! We both laughed a lot and then we pulled over at the next exit. There was some local cheap chicken place right off the exit, so we just parked and went inside and for about an hour and a half caught up over some really horrible, greasy chicken. Gave us both the runs.

JD: What are the odds that he was right there, though? I mean, that's crazy.

Mitch: As impossible as that sounds, it really happened. As we were leaving, we huddled around his car and had one of the employees who happened to be outside take our picture, it's pretty cool.

So, back to my beginnings at Ft Bragg. That was just the greatest place ever that I could have possibly grown up as a Serviceman, because it was, especially back in the very early '80s, there was a lot of time where you were just left to your own devices, and the brigades ran what we did. By "brigades," I mean what in a normal Air Force unit would be called a flight. But each of these flights directly supported a brigade within the 82nd Airborne Division, so we were known by our associated brigade, 2nd Brigade, 3rd Brigade, etc.

So, we had the old MRC-107 communications system, which was comprised of an M-151 Jeep with modified suspension and the back of the Jeep was stuffed full of radios. Well, the Jeep and even the radios always needed some sort of corrosion control done to them, and then there was always brakes to be changed, or tires to be swapped out, making trips over to the motor pool on Ft Bragg for various things. We were always either working on or driving our MRCs (pronounced "marks"). We'd go miles out onto the Ft Bragg ranges and have to test the radios, and there'd be whole mornings where Desi would say, "Be back by lunch. I don't care where you go, I don't care what you do. Get out of here, but be back by lunch." I'd go grab my MRC, grab a canteen of water, and off I go. I'd just go four-wheelin' around the Fort Bragg ranges, learning all the back roads, which turned out to be super helpful. Years later, when we started the ETAC (Enlisted Terminal Attack Controller) program, and we're controlling air, we knew all the firebreaks and shortcut roads to get you from point A to point B the quickest.

It was just so wonderful to come up in a place where you had that latitude, but there was always a purpose... you were always training for something. There was always something coming, you know, there was another exercise. I think I went through five major exercises in my first two years stationed at Bragg. The biggest one was Exercise GALLANT EAGLE 82,

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known as “The Jump into the Valley of Death,” because when the 82nd performed the largest airborne operation since World War II into Death Valley, a bunch of guys died. A whole bunch of paratroopers were hospitalized, a lot of equipment was destroyed on that bad jump. Jim Felton, my supervisor and close friend, was one of the guys who jumped in and I was up at the at the Corps serving in the Air Support Operations Center. After GALLANT EAGLE 82, came BRIMFROST 83 up in Alaska, followed right after by BRIGHT STAR that summer over in Egypt, the Sahara Desert, and then back to Fort Irwin, CA, again for the next GALLANT EAGLE in ‘84. So I can't remember what the fifth one was, what we did, but anyway.

Just we were always, always prepping for something. So, we learned the habit of you always had to have an eye on what's in the future and how you were even going to get there to be able to do your job. We were always prepped and ready to go. And that was really a very good foundation for so much of the rest of my career, you know, always keep your eye on the future. Always know what it is that you're doing and don’t get caught flatfooted. And meanwhile, you're supposed to be taking care of your career. Who knew anything about a career, right? Career? I don’t need no career, I’ve got my team, my brothers, and I have my MRC, and I have my whole world right here. Perfect.

It was impossible to think of anything other than this is my life, now. Nobody ever got an assignment, nobody ever left, right? This is who we were. And then, out of nowhere one of the guys in my brigade, Chris Ovsack, got an assignment to Alaska. Wait, what?!? You're leaving?!? I can remember really fussing at Chris, because I just really didn’t know any better. I told him he couldn’t leave, he was breaking up the team! Damn it!

It was weird to start to get into this slowly growing idea in my mind that there’s life beyond Ft Bragg. I mean, of course, I knew there was a big Air Force out there with hundreds of thousands of people. But, they didn’t concern me. Ft Bragg, this detachment, my brigade, that was my whole world. Well, slowly, my aperture grew to understand that it wasn't just us and the small little group at Fort Bragg. We were part of bigger and bigger and bigger and understanding, you know, how the Air Force works. There was really a lot of a lot of goodness to that, but I remember it was a painful maturation.

Then Grenada happened. Several months before Grenada, I suffered a really bad landing on Chicken Road, just before one of the smaller drop zones. I blew out my right ankle, my left knee, compacted three vertebrae in my spine. I was ambulatory, but I had to get operations on my ankle and my knee, which happened just weeks before the Marine barracks being attacked in Beirut and the invasion of Grenada. I was on convalescent leave up in New York with my dad visiting my grandmother when the Marine barracks came down. And then a couple weeks later, we went into Grenada.

And so that was a huge turning point for me, you know, for the idea of… this isn't all just about exercises. This isn’t just wargames. It’s been a decade since the US military had been involved in a large scale operation. I mean, we could really do this stuff for real. You know, nothing was on the horizon when I went in for surgery. You never knew… we didn't know

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Grenada was coming, we didn’t foresee Panama. We didn't know Desert Shield and everything that followed in the Middle East was coming. Right? But we really did get the idea pretty quick after Grenada that, “Oh man, *holy crap*. Something's a little different today than it was yesterday.”

And they came back from Grenada with a lot of lessons learned. And one of the lessons learned was that we didn't have enough Rangers. Right? So, after Vietnam, the Army downsized and went down to just two Ranger battalions… 1st Batt on the east coast and 2nd Batt on the west coast. They quickly realized after Grenada, that was not enough. You needed a third battalion. Well, if you have three battalions, now you need a regiment over top of the battalions. So, the Army stood up the 3rd Ranger Battalion and the 75th Ranger Regiment at Ft Benning, GA. Tactical Air Command, our major command over the TACPs in the continental US, took some super sharp guys and sent them to Benning to stand up the third batt and regiment TACPs. And I wanted that job *sooo* bad. And, after the surgeries, I had busted my ass to get back in shape and on jump status. The Army doctors wanted to pin my ankle, but if that happened, I'd be off jump status permanently. So, I wouldn't let them pin the ankle and, well, they said that it probably won’t ever heal correctly. I didn’t care… I was 20 years old and invincible. Remember those years? Well, thank God my ankle healed well and I learned how to mitigate the compacted vertebrae, which isn’t easy when you’re humping an 80-lb ruck! I really, really worked my way back and one of things I knew would separate me from everyone vying for that assignment was if I could get certified as an ETAC.

The Enlisted Terminal Attack Controller (ETAC) concept was another lesson learned out of Grenada. We just didn’t have enough Air Liaison Officers (ALO), who were the only ones authorized to control live close air support. Since Vietnam, amrt ALOs had been teaching their ROMADs how to control air in case they were busy elsewhere or incapacitated. As the Standardization and Evaluation NCO for Detachment 1, meaning I was the sole evaluator for the 275’s, I knew I had a good shot at earning my ETAC qual, which wasn’t easy. You had to be recommended by an ALO, seconded by the detachment commander, and approved by the Wing DO or Commander. After that, then you had to go the same school, Air Ground Operations School, that the forward air controllers and ALOs did, and then come back to your home fort and pass one helluva check ride. I think my evaluation, written testing, ground eval (a Q&A session from hell0, and then create a whole mission that ended with going out to the Ft Bragg range and controlling live close air support. I’ll never forget the 507th Tactical Air Control Wing Chief of Stan/Eval, Gary Broussard (one of the first ETACs in the whole Air Force) coming up from Shaw AFB and giving me my check ride. I lasted several days!

So, you know, put all that together, with everything else I’d done up to this point in my short career, and I’m thinking I am the ***perfect*** guy to go to Benning. “Ranger Mitch” here I come! One of the senior NCOs, TSgt Howard McNeill, was selected to stand up both TACPs down there, and he was one of my mentors at Bragg. He called for me to come down for a 3-month TDY to see if I was a good fit. So, I go down to Benning and I *loved it*! I lost my frickin’ mind, had a wonderful time, and I was guaranteed by Howard O. that I was coming back full

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time. Hallelujah! I go back to Bragg, in my mind, to just out-process and PCS (Permanent Change of Station) back to Benning. And sure enough, aha! I get to my desk and there's an assignment RIP sitting in my inbox. So I gleefully tear it open and it's orders to Langley Air Force Base, Virginia. WTF?!? Man, I was hot. And I went to my supervisor, Master Sergeant Jim Brauch about it because the detachment NCOIC, Papa Joe, wasn't there. Brauch explains this is some deal between our detachment Chief, Chief Master Sergeant Fiscus and HQ TAC. I go screaming with hair on fire up to the detachment commander's office at 18th Airborne Corps, which is where Chief Fiscus' office was, and demand to know what was this all about. Did I mention I wasn't a particularly smart staff sergeant? "Demanding" anything of a Chief usually didn't work out so well. Well, Chief told me, yes, you've been by-name requested to go to the headquarters, and go directly for Shorty Suarez. Even at my low level, way down at Ft Bragg, even I knew who Shorty Suarez was. Regardless, I was insistent that, no, I'm not. I'm going to Benning to be in the Rangers. I've got our house already picked out, I already know where the kids were going to school, I had a frickin' desk set aside for me at the battalion! Chief Fiscus was a very patient, wonderful man. He was like… kid, you don't understand. Do you know the phrase from "Top Gun: Maverick" where the one-star admiral corrects Maverick, that he wasn't invited back to Top Gun, "…they're called *orders*." Yeah, I quickly understood I was being ordered to Langley, this wasn't a suggestion.

Brother, I was a very unhappy. But they picked me to go up there, and I came to understand this was one helluva honor. A staff sergeant being by-name requested to go from a Detachment to Major Command to fill a master sergeant's billet. First, I had to go to Shaw Air Force Base to meet with a colonel for an interview, which is also a funny story.

This colonel, who I'd come to truly despise over the years, was attending a conference of some kind down at Shaw. So, we're kind of conveniently aligned that I can make the short drive down to Shaw to meet with this colonel and be interviewed for the job. I had to giggle when I learned the meeting would take place in the Ninth Air Force Inspector General's building. If you remember from my story about Basic Training, my mom was the 9AF/IG's secretary. So, I'm visiting with my Mom in her office when the Colonel arrives. He asks the secretary if there was an office where he and I could meet privately. She offers the IG's office because her boss was away, and he accepts and thanks her, as do I… "Thanks, Mom." The colonel spins around like he's been slapped and asks, "What did you call her?", like I've been disrespectful to the lady. I said, "I called her what I've called her all my life. She's my mother." He gave me and her a look like he was being set up for something. Well, the interview went well and then I had to go TDY to Langley for 2 weeks for a try-out. It turns out I was selected because when I wrote the uniform regulation supplement for the flash and crest, that kind of got my name out there that this kid can write. The regulation rewrite led to a lot of other stuff, like writing tactics bulletins for a joint Air Land Sea agency and writing the Stan/Eval regs and guides.

So they picked me to PCS up to go to TAC. Like I said, I'm a Staff Sergeant filling a Master Sergeant's billet. And working with Tom DeFrange who's now a Senior Master Sergeant. And we both work directly for Chief Master Sergeant Amalio R. Suarez, a verifiable living

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legend. As is often the case, the absolute worst possible thing in my mind that could have happened turned out to be the absolute perfect thing for me.

If I thought I had any clue what the Air Force was about or understood, you know, big Air Force? I had no clue whatsoever. This assignment was like finishing school for me… the backwoods country bumpkin moves to the big city and gets a crash course on life! I had no idea what the hell I was doing and now I'm on a major command base with the 1st Tactical Fighter Wing, all F-15s, and God's gift to fighter pilots roaming amuk everywhere, and more more stars than a night sky running around that base. Yeah, holy crap, I'm a staff sergeant at an assignment where captains were making coffee and carrying bags. Huh, we're not in Kansas anymore!

So it was a crazy time. But so many good things came out of that. I worked for one of the greatest human beings on the planet, Maj Pete Garcia who was an F-111 pilot, and another guy that was a Raven FAC in Laos during the Vietnam War, Lieutenant Colonel Kozma. Well, they all took me under their wings and tried to help guide me. One of their constant themes was that I needed to finish my college. I'd taken a couple of classes while I was at Ft Bragg, because I'd lost a bet, and as far as I was concerned, I was done. Paid my debt; I'm out! So, I'm pushing back… pushing back… and one day Lt Col Kozma started talking about computers, as in a "personal computer." What kind of lunacy is this? I said, I know nothing about 'em and am never gonna use one. "Well," he said, "we're all gonna get computers at our desks." *Computers??* Who gets a computer?? No way.

Koz was always a little tickled over how naïve I was and he egged me on, "Yeah, every desk in this office will have a computer and every office has to have an instructor to teach everybody else in the office how to use all the programs." I was so stupid, I remember thinking, "Program? How hard is it to open a program?" cuz' I'm thinking, you know, *program* as in you go to the play and they give you a program. I told Koz, "Huh, well that job's gotta suck." So, I show up the next morning and there's a note on my desk from Lt Col Kozma, which wasn't an unusual thing. This one told me to report to building number xxx, room number xxx, at this time. Cool! That was in about an hour, so I go and get my coffee and I grab my notebook, called my "spare brain," and go to my appointment. Well, I was in shock. I walk in and me and about 30 secretaries from across the entire Langley Air Force Base are in this room to learn how to set up your Pac-Bell desktop computer and then learn computer programs like Lotus123, WordPerfect, I think it was, and a few others. I was so damn mad to get stuck with this, because now not only did I have to learn it, I had to set up everybody's computer in the office and be little "computer bitch-boy." Furious!

Of course, while I'm teaching them all how to use the stupid thing, I'm becoming really, really good at using a computer. Me! Mind blown. As you can imagine, when I did finally go back to college, the abilities this computer offered me was great! Quite unbelievable, these floppy disks that could hold all kinds of stuff in them as opposed to my manila folder in my helmet bag that had all my papers in them.

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JD: At the time, you had to be super pissed! You could have been with the Rangers, doing cool stuff, meanwhile, you're in this class with these secretaries learning computers, it's like, what the hell?!? Sometimes we can't see the goodness in the situations we're in. That seems like it paid off pretty well for you though.

Mitch: Unbelievably well! You cannot, and again, I keep talking about life lessons, there was a really good one that, **if you're generally a good guy, and you do the right things for the right reason, people are gonna invest in you. Smart people don't invest in bad options, they put their money into good investments, right? Today we call it mentoring.**

In that office, I had some world class mentors, great guys that really watched out for me. Besides general office mechanics, they schooled me on politics, how to play the game, how not to commit professional suicide, stuff like that. In my world, down at the fort, someone crosses you, you crush them. Straight up! At a 4-star headquarters, you play professional 3D chess and I had to learn how to think two and three steps ahead for every action or engagement. At a 4-star headquarters, everything is about interpersonal relationships. It doesn't matter if your project or initiative was the best one, it mattered how much support you can get behind it. Guys like Pete Garcia, who was one of the Aardvark pilots that bombed Libya back in the early '80s, and our resident Raven FAC, Kozma, and our division chief Lt Col Townsley, who bailed out of his OV-10 over Vietnam and was rescued by PJs in a Jolly Green Giant helicopter… these were the guys that shaped me and molded me and invested in me. Like Koz pushing me in the right direction to learn stuff, computers of all things, stuff that I never thought I could learn.

Probably the greatest influence on me was from the top ROMAD in all of Tactical Air Command, and by default, probably, at that time, the most powerful 275 in the Air Force, Chief Master Sergeant Suarez. The incredible background story on Amalio Raymond Suarez was he was a first generation American, as a child he was an illegal alien. He was a Cuban immigrant whose parents brought him from Cuba to Florida in a small boat. His family was lucky in that they survived the trip and weren't caught. Shorty Suarez, I'm 5'6" and he was shorter than me, well, Chief Suarez got his American citizenship by enlisting in the Air Force during the Vietnam War. Brother, let me tell you, this man bled Air Force Blue, he was an Airman 100%, through and through. You could not speak ill of the Air Force in his presence, he would not tolerate it. I got to know him really well because he loved to jump. Why a Chief Master Sergeant at a 4-star headquarters was on jump status, I'll never understand. But he was, and he loved to go jump. The central aspect of my job at HQ TAC was basically to run the parachute program for all of Tactical Air Command, and not just TACPs, but anybody in Tactical Air Command who needed to jump. So, I was also still on jump status.

One of my side jobs was to make sure that Chief Suarez always got a jump in every quarter. So, once a quarter I would find a unit somewhere nearby where he can go make a jump. And, most of the time, it was a quick run from Langley down to Bragg, and we'd go do a quick jump. Well, we had the couple of hours in my car on the trip down and back and we usually had dinner the night before. So, I received a lot of good mentoring sessions from

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Chief Suarez, whether I wanted them or not. Sometimes, it was a critique of some boneheaded mistake I made or a missed opportunity because I didn't want to go to some evening event in my Class A's. Well, one of the talks I remember well was him talking about the importance of professional military education (PME). Who needs *that*, right? I knew I could blow that off, because I would finish my 3-year assignment at Langley and then have a "blue chip" where I could go to any assignment that had 275's. Chief was like no, you idiot, this is just one of those things you got to do. If you want to get promoted to Senior Master Sergeant, you're going to have to do your PME. Chief Suarez knew from our many concersations that my goal was to make E-8, because my dad retired as an E-7. You gotta have a goal, right? Well, in typical Mitch-fashion, I just told him straight up, I don't wannna! Like any good mentor that has to advise an idiot, he blasted me with "I don't care what you want, you're gonna do this! Got it?!? Hmmm, it appeared our discussion on this subject was closed. So, I get a slot in the NCO Leadership School, which today would be "Airmen Leadership School." It was a great opportunity because the school was on Langley Air Force Base, so even though I had to keep a room in the dorm, I was home nearly every day and on the weekends. However, it didn't start out so well.

Day One of NCO Leadership School, I passed Chief Suarez in the hallway; I'm back at work. I greeted the Chief, like a good little Airman, and after we passed, he spins on me and says, "Mitchell! What are you doing here??" "Oh," I replied very casually, "I quit." "*What?!?"* and, brother, he was livid! Something I learned very early in this assignment was you ***DID NOT*** to get this sometimes rabid Cuban mad at you. So I quickly defended myself and told him, "Chief, before you get mad at me, they wouldn't let me wear my beret or blouse my boots." He said told me to explain myself, so I told him, "I showed up," and back then you had to report to Leadership School in service dress or class A's, as we used to call them. So, I reported in wearing an impeccable uniform, I mean my wife even lint rolled me before I left our apartment, and I had my black beret, sporting the flash and crest, and my glossy black jumpaster boots, all bloused to perfection. And, there was a Pararescumen TDY to the same class and he was also wearing his beret and bloused boots. Well, the commandant called us into his office and explained that in NCO Leadership School, "…we believe in *uniform* and you two are not *uniform* with the rest of the class. You're *in* uniform but you are not *uniform*. I need you in your flight caps and I need you in low quarter shoes."

JD: Did you have them at the time?

Mitch: No! Hell no!!! None of us on the teams ever even had that stuff! Are you kidding?!? Let me tell you, when we earned our Black Beret in tech school, there was a graduation party at the NCO Club. The first thing you had to do was pull out your K-bar (everybody had to have a K-bar, tradition right?). So, you paid your own money, you bought a K-bar from an Army-Navy Surplus store in downtown Fort Walton. Well, at the graduation party, after earning your coveted Black Beret, you pulled out your K-bar and you chopped up your flight cap. I mean shredded the damn thing like we were killing something evil. The brand new black beret? Well, after using the K-bar to cut the liner out (we called it, "popping your cherry") we would wrap up the new beret nice and tight and then wrap them with your

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blousing bands. Remember the elastic string with the little silver hooks that cut the circulation off to your foot, right? Yeah, you know exactly what I'm talking about! Well, you wrap a couple of those around your beret, nice and tight, and then stuff it in a pitcher of beer. While it was fermenting in this pitcher of beer is when we slaughtered our flight caps, making an ungodly mess. Then, you pulled the beret out of the pitcher, soaking wet with cheap beer, took off the blousing bands, and put the beret on your head. And you form it perfectly to where it sits. And then you let it sit on your head and dry while you're drinking this ridiculously horribly nasty pitcher of black, fuzzy beer, because of all the dye and the colors and wool floating in it.

So, that was the last time I saw my flight cap. You've got to remember, one of the things I hated when we proposed the TACP flash and crest was I had to write the TAC Supplement to the Air Force uniform regulation. Well, because I did, I knew that supplement that authorized the flash and crest forwards and backwards. I quoted the chapter and verse to the commandant that said it was legal and told him this was against Air Force regulations. I am authorized to wear this and he said, "You don't have a choice!" I said, "I really think I do. 'Bye!" and I walked out and went back to work. An hour or so after explaining all of this to Chief Suarez, the Chief called me in his office and told me your class is at lunch. "You make sure you're in the classroom when they come back. You're good." Okay… I have no idea who he called or what was said, but Chief Suarez had fixed the little problem. Well, the PJ and I both finished the school with our berets and our bloused boots.

JD: That's awesome. I think you probably set the standard, because I know I wore my beret when I was there. I think everybody does now. I think that's just the way they do it.

Mitch: It should be! If you're trying to evaluate me on how I wear my uniform, then evaluate me on how I wear *my* uniform. Yeah, well, they really lost it on Friday when we were allowed to wear our utilities. Because everybody else back then was still in the green pickle suit, except now they've gone to the blue name tags instead of blue tags with white letters. It was really ugly. So, I show up in my Vietnam-era jungle cammies with the slant pockets and my 75th Ranger Regiment scroll on the left shoulder. I loved it! They couldn't keep me from being a Distinguished Graduate out of NCO Leadership School because my grades were really high, but they darn sure didn't give me any other awards.

JD: I think it's so hilarious that you just left, you're like, yeah, I'm out of here.

Mitch: I had a job to do, I needed to get back to my desk! I can't be gone for this silliness. Yeah, that was a good lesson learned. The thing I'm the most grateful to Chief Suarez, though, is he tricked me into going to Officer Training School; true story.

So, those mentoring sessions with Chief, he was *on me, on me, on me* about college. And I was clear with him, "Chief, I don't want to be an *ocifer*, which is how I referred to officers. I really believed I needed a bachelor's degree. Chief was adamant and told me several times that, by the time I was competitive for Chief, I would need a bachelor's degree, that it's going to become more and more competitive. I thought, man, that's insane… bachelor's degrees,

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master's degrees… that's officer stuff, right? Well, thirty years later, it turns out he was absolutely right.

Anyway, I had my Community College of the Air Force degree, I mean, you've *got to* do that, right? And, as far as I was concerned, that was it; I'm done! And Chief's like, no, you really got to get your bachelor's. One day he calls me into his office and he informed me my job went away. I said, "I really don't think it did. I'm working my ass off six days a week here!" He laughed and said, "No, no, no. There's a manpower reduction in force going on. And," he said, "they saw that there were two 275s in your office, TAC/DOYF, you and DeFrange, so they cut your billet." I'm like, "Well, cool. Where am I going?", thinking this meant I was getting an assignment. He said, "Well, let's talk about that." He said, "If the Air Force has already said they don't need you here, then they can't say no to letting you go." I told him I was really confused. He smiled that huge grin of his and said, "Hey, there's this cool program called Bootstrap where you get to go to college full time." I said he really didn't clear that up much. He explained that the Air Force would just let me stay home and complete my degree. I wouldn't have to come to work again until I graduated.

I remember thinking he'd lost his mind. There's no way this is real; it can't be. I'd been in the Air Force long enough by now to know if it seemed too good to be true, it usually was! He told me, "Don't believe me, go talk to the Education Office." So, over lunch I go down and talk to the nice lady at the Education Office and, sure enough, *it was a real thing!* This is crazy! I quickly completed the mountain of paperwork and figured out how to get the money to pay for my tuition. Then, one day, I was told my Bootstrap was approved and I just stopped coming to work.

What a sweet gig! I'm a full-time dad, I go to lunch hour classes or night school, since I'm doing everything through the classes on base. And life is good, I'm having a ball! I'm hitting gym, sometimes twice a day, I'm crushing my classes, lots of time at home, I mean, it was absolute cake. Then, one day I get a phone call at home, and it was the nice lady from the Education Office telling me they need me to come in and start working on my application to OTS. I was literally dumbfounded. I explained in no uncertain terms that I'm not applying to OTS. She was confused over what I could possibly be confused about, so she explained it very slowly and clearly that I was in Bootstrap… you know, like pulling yourself up by your bootstraps?!? This is a pre-commissioning program; you get your degree so that you can go to OTS. Oh, bullsh!t!!! Man, I was hot. So, I hopped in my Bronco, blast onto base, storm into Chief Suarez's office unannounced and just unload on him. That was really not my best move. As a really good general rule, a snotty-nosed E-5 really should ***never*** raise his voice to a Cuban Chief Master Sergeant with anger management issues. That was a real bad mistake on my part! The funny part was at the end of our discussion, when he had calmed down and I realized I was probably going to escape with my life, he asked, "What are you worried about?" I said, "I don't want to go to OTS, I don't want to be an officer." He goes, what's your degree in? I told him Criminology. "Well, there you go! The Air Force doesn't need criminologists! The Air Force needs scientists, the Air Force needs mathematic guys, you know, the Air Force needs pilots. We don't need no damn criminologists, you're never going

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to get selected. So don't worry about it!" Oh, huh, that's awesome. You know, gee, what a good idea to go and talk to him! What a moron I was!

JD: You fell for it again!

Mitch: Oh, big time! The whole time, he had already worked on getting support from a general named Mike Dugan, who went on to be Chief of Staff of the Air Force, subsequently got fired for releasing some battle plans to a television reporter during DESERT SHIELD. But at that time, when he was the HQ TAC/DO, I don't think there was a more powerful fighter pilot in the whole Air Force at that time. Well, Chief Suarez penned the letter of recommendation and he got Dugan to sign it for me. Well, instead of just signing it, Major General Dugan took a black Sharpie and wrote, **"Make him a pilot, return him to my command,"**all underlined with his initials at the bottom.

So, first time applying to OTS, I not only get selected, I got picked for pilot training. Never flew a day of my life except commercial or on an airplane to do an air land or jump out of it. The idea that I was going to be a pilot was absolutely incomprehensible to me. And, sure enough, I set the land speed record for washing out of Undergraduate Pilot Training (UPT). It turned out, I learned years later that I have a small depth perception thing. When I was flying a small light aircraft, like a Cessna 172, that was easy. In fact, at the Flight Screening Program for Officer Trainees, held before OTS down in Hondo, TX, I graduated a ride early. So at that slow speed, I have no problem being able to figure out the right landing attitude. However, put me in a twin-engine acrobatic fighter, the T-37, and it got ugly quick. As far as I was concerned, I made every approach to landing exactly the same way. But sometimes I was way off, and the IP would have to take over; it was not a good situation. My UPT squadron very wisely decided being a pilot wasn't conducive to my good health or the longevity of the planes. So, wound up sending me to Nav School, Undergraduate Navigator Training, which, again, at the time, I considered a huge fail. Right? This could have been the end of my career, and I was very, very lucky it wasn't. The Air Force was again in the midst of another drawdown and, word on the street in these training schools was if you washed out of a training program, you were separated. Remember, the big difference between serving enlisted versus as an officer is you don't have a contract like when you enlist. When you're an enlisted member, you have a signed contract that the Service must honor, unless you screw up. When you're commissioned, you have no guarantee, no contract. You literally serve at the pleasure of the Service and, at any time, they can say, "Thanks, but we're done with you," and you're out of the Air Force. Well, I was very fortunate that I did very well at Officer Training School and had some awards, like #2 Honor Graduate, behind me that helped earn me a second chance and off I went to Nav School.

So, what should have been an absolute horrible failure turned out to be perfect. There was not a better job for me at the time than Navigator. And being a C-130 navigator, a low-level air drop nav was absolutely perfect. I had all the experiences of being a Master Parachutist, being a jumpmaster all those times, and lots of experience loading my Jeep, strapping it down, understanding everything that goes on the back of a Herc. So, a job as a C-130 airdrop nav was a perfect choice.

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The best way to describe being a C-130 air drop nav is, in essence, you're trying to balance your checkbook on a roller coaster at night. You've got all these mathematical calculations you're doing in your head to make sure you get over the target on time and trying to strategize how to deal with wind, enemy threats, weather, and then figure out where to put the airplane so that when you turn the green light on, whatever falls out of the back of your airplane hits where you want it to on the face of the earth. It's extremely challenging, but phenomenal, just such a great time.

JD: How was it being on the flip side of the air drops?

Mitch: It was awesome! How many times did we all get dropped in the wrong place, right? I remember, when I was still a paratrooper, we had a really bad drop. The Hercs were using the Adverse Weather Aerial Delivery System (AWADS), where the nav determines the right spot to release the load based solely on his radar. I learned years later when I became an AWADS formation lead navigator, that it's a very difficult job. Well, on that day, the nav goofed big time. I can't remember who it was, it might've been John Hosey, that went into the pig pen. I mean, literally, like up to his neck in pig slop. Oh well, Hosey deserved it (hahaha). I'll just put it right out there. Hosey deserved that.

Speaking of which, JD, I got a bone to pick with you. When you interviewed John Hosey, you weren't a good enough podcast host to get the story out of him about our first meeting!

JD: Oh yeah, I missed it. Correct your record, let's go, let's hear it.

Mitch: Yeah. Well, I'm the NCOIC of Stan/Eval at Ft Bragg. This new guy "Hosey" shows up and he is larger than life and has this *ginormous* personality. And I'm not quite sure if he's slightly mentally retarded or just so out of control that he's hard to get your brain wrapped around this guy. I mean, you can't put him in a box. He's just out there all the time. First person that probably should have had Adderall, you know, if ADHD was a thing back then. And you know, geeze, he was just abnormally strong, super fit. And, you come to find out, he was a lot smarter than he let on.

Oh, but John Hosey was always up to something, always doing something. So, we go on an exercise. I mean, he had barely even reported in to the unit and just days later we were gone down to South Carolina on an exercise. And I still have not really met the guy and I'm walking through the woods from one part of our encampment to the Tactical Operations Center. And I hear this *crack*! and I turned my head just in time to glimpse a log right before it nails me straight in the forehead and just laid me flat out. And I'm just laying flat on my back. It didn't knock me out, but I am down hard. I'm flat on my back, trying to get my senses back, trying to get my vision to clear. And, all of a sudden, over top of me is Hosey's abnormally large face and he yells, "Sorry!" in the voice of Animal from the Muppets!

Hosey had a little habit of picking up logs. Like really big logs. He wanted to find the heaviest log that he could pick up and, if he could, he would then swing it like a baseball bat and break it up against a tree. So that was his pastime, picking up ginormous logs that I probably could not lift and swinging them to see if he could break it. A perfectly normal pastime for

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John Patrick Hosey. This time, just happened to choose a smaller limb which, when he swung it up against a big tree, the log snapped and the loose part went flying like a helicopter rotor that went *whop-whop-whop* until it made contact with my face. That was my very first meeting with the now legendary John Hosey. We quickly became very, very close friends and I'm still in touch with him.

One more quick Hosey story. It's my reenlistment jump, summer 1985, and it was going to be a fun jump. Well, a couple of guys, when you do fun jumps, they will still go get all their equipment because they need to log an "equipment jump" to get a certain number of the right types of jumps to get your Master jump wings. And Hosey tells me as we're leaving the detachment for the aircraft parking ramp, "Hey, I'm going to be late, don't leave without me, I've got to go get my gear." I said, "Hosey, dude, I can't hold the plane!" He goes, "No, no, I'll be there, I'll be there." All right, so I'm doing Jumpmaster Parachute Inspections off the back of the C-130, you know, at Green Ramp, and it's just blistering hot, ungodly hot in July. And here comes Hosey, yelling at me, "I'm coming, I'm coming!" I turn and look and, from where you park your car and come to the gate and access point on red line, here comes Hosey and he is full, I mean 100% full kit up to and including a weapons bag that I think he had a baseball bat or something in there to simulate his M-16 and he's got a rucksack, like you would not believe. And he's holding it, trying to run, going chug, chug, chug, chug, chug, at me, all cammied up, sweating like a pig. He shows up, panting, "I'm here, I'm here, I'm here." So, I help him get his 'chute on and we go to connect his absurdly large rucksack. I swear to God, JD, I almost could not lift the damn thing! I yell at him, "What the hell is in here?!?" He just grins that psychotic grin and chuckles, "Equipment! <har har har>" So, we get him all checked out and we go jump. We get on the drop zone, and or our detachment commander, is there waiting for me, along with family members and some friends. We do the whole reenlistment ceremony, where Hosey was holding the flag for me, and I hear this unmistakable noise [*beer can opening noise*]. I turn around to look where the noise came from and there's Hosey. He has his monster rucksack open and he's holding up a can of ice cold beer for me. He has jumped in an entire case of beer *on ice*!!! He just smiles at me and says, "Congratulations, Sergeant Monroe!" and hands me a beer. Yeah, he's a great guy; quite the character, so you got a good one when you got him on the on the podcast. Thank you for that!

JD: Yeah, yeah, Hosey left that one out.

Mitch: Well, brother, he left another one out. After 40+ years, I'm sure the statute of limitations has expired, so I'm safe to tell this one. At least, I think he was the perpetrator of us getting banned from using Air Force ambulance support for our jumps for quite a while.

Somebody took over the Clinic on Pope Air Force Base and some dude went bat crap crazy over safety procedures on jumps. Well, if Pope was going to support our night jumps, then they insisted we had to take these new things called "chem sticks," and we had to break them before we jumped out of the airplane and stuff them under the packing bands on our reserve 'chutes. This way, the medics could count the number of jumpers coming down to make sure they that they had everybody covered. I understand the concept, but we hated

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those damned things. They screwed with our night vision and ruined any sense of a tactical nature to the airborne operation. Well, after being forced to do this a couple of times, somebody decided to give a demonstration of their level of frustration. Again, I swear it was Hosey that took an ankle weight… you remember, those? Where you'd wrap these weights around your ankles? Well, Hosey takes the ankle weight and a spare chem stick, cracks it on, and tapes it to the ankle weight. Then, when his knees are in the breeze, he pulls the ankle weight out of his thigh pocket, with that glow stick shining bright, and drops it. The Air Force medics, see a chem light scream into mother earth. The ambulance lights all come on and, as we're drifting down under chute, we see the 4x4 ambulance go screaming across the drop zone. They went absolutely crazy! Well, by the time they find the ankle weight, we're all accounted for and waiting for the bus to come get us. Brother, they were *freakin livid* and demanding to know who did it and wanting a pound of flesh. We legitimately didn't know what they were talking about. We got the whole story at the Detachment the next day and laughed our collective asses off. We lost Pope support for our jumps for a few months, but they eventually got over it.

There was another example of the life lesson, **be a good guy, really work hard, do your best, and things usually work out.**

We had a guy working in our office at Headquarters TAC. There was this fighter pilot lieutenant colonel that got stuffed into our office simply because there was nowhere else for him to go. He just needed to get his "headquarters tour" ticket punched so that he could go on and make full bird colonel. I was oblivious to all of that, as a Staff Sergeant. All I knew was there was this light colonel, a former Air Force Thunderbird pilot, who had absolutely zero background to be anything but a waste of oxygen in our office. As far as I knew, this guy had done everything perfect his whole life, I guess, and now for some reason he's gracing us with his presence. Here's this F-16 guy, all air-to-air and airshow performer; he's never done a day of tactical air or close air support in his life. He had no clue what we did in the tac air community, either in the air or on the ground. But now he's our deputy division chief, so we have to run everything by him. We also had the EC-130 guys in our office, the Airborne Battlefield Command and Control Center aircraft, and he knew nothing about them, either. So, it wasn't just me that was struggling to get along with this guy. He was just largely a giant pain in the ass and a thorn in my side, in particular. He and I did not get along well, and challenged me on almost everything, turning every project I was running into a battle. One of those projects, a very important one to the jump community, was I had to rewrite the Tactical Air Command regulation that governed parachute operations, TACR 50-3. Besides clearing up a lot of outdated items and incorporating a ton of updates and changes, this was a perfect opportunity to legitimize our Military Free Fall operations, to include finally authorizing our guys to receive the higher free fall pay. If I remember correctly, in the mid-1980's, basic jump pay was $83 a month and free fall was $110. While the Department of Defense authorized it, the increase in pay had to be approved by each major command. So, I wrote it into TACR 50-3 so our guys supporting the Ranger units could get the pay they deserved. This zipper-suited sun god, this jackass lieutenant colonel saw the part about authorizing higher pay and actually accused me of gaming the system to

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slip my buddies extra pay! I couldn't believe what he was saying and nothing I said or did could convince him that he was wrong. Politically, this guy was connected like a member of a Mafioso family, so nobody above him would run afoul of him. I was beside myself. So, he redlined that part of the reg but finally approved everything else. Well, when I had his authorization on the final draft, and he flipped to the right page and checked to make sure it wasn't there, he approved the publishing of the reg. Well, I don't take losing very well, especially when I'm convinced I'm on the side of right and I'm championing the just cause. So, before I turned the pub in to be published, I went to my desk and took that page out, put the page in that had the line authorizing $110 back in, and then packaged it all up nice and neat and sent it off to the publisher. Who's ever going to know, right? Well…

A week or two later, I'm at a jump fest on Shaw Air Force Base with Chief Suarez, and a young Airman comes out running around and calling for me. I go over to him, thinking something really bad has happened. He says, "Sergeant Monroe, you've got a phone call at the command post." Oof. Absolutely nothing good is going to come from this! Sure enough, I was right… in spades. I drive to the Shaw AFB Command Post, go in, and they give me a note telling me to call this lieutenant colonel at this number. Uh oh. So, I call him, and he just blurts out, "You switched the page, didn't you?" Well, as far as I was concerned, it was the right thing to do and I wasn't ashamed of it, so I admitted it. He yelled, "It was *not* the right thing to do! Report to me first thing Monday morning in your blues, 0800." Nothing else for me to say, so I said, "Yes, sir" and hang up. Well, crap. You know, I've flirted with some form of non-judicial punishment my whole career with my shenanigans, but this time it seems I've really messed up. Not a bright, shining moment for me and I was pretty upset. As I was walking back out to the car to head back out to the Jump Fest, I was running through everything in my head and trying to figure out what my next move should be. And, out of nowhere, there's Colonel Harry C. Stevenson, the Commander of the 507th Tactical Air Control Wing. Colonel Stevenson was legendary in our world. He was a FAC in Vietnam and a legitimate badass fighter pilot in every jet that could shoot or drop ordnance. As far as the rank and file was concerned, ROMADs and ALOs alike, he did everything right. Absolutely loved this guy. He would visit all of the detachments and, regardless of what we were up to, PT, shooting on the range, jumping, or controlling airstrikes, he did it with us. I don't know how it was that I came on his radar, maybe the flash and crest, but he knew me by face an called me by name. We both just happened to be walking out of the Wing headquarters at the same time and he called out, "Mitch, what brings you over here?", knowing full well that the Jump Fest was in full swing. I quickly tell him a little about the shitty call I just had and I guess I was wearing my heart on my sleeve. He said, "You know, I'm heading out to the drop zone. Come ride with me." How do you turn that down? So, I get into his command car, back when Wing Commanders had their own car, and tell him the whole story while we drive out to the DZ. He wasn't phased by anything I said, but he did chastise me and asked, "You do know, that was really bad, right? That was really a huge mistake on your part." I tried to defend myself and said, "I just don't see it that way, sir." He actually laughed and said, "I know you don't, son, but you gotta understand what you did was wrong." That, I could agree with. It was underhanded and sneaky; two words that don't describe me. As he parked the staff car, he said, "Alright, well, listen… these things usually will work out. Just enjoy the

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Jump Fest and then go talk to your boss on Monday." I didn't really enjoy the rest of the Jump Fest and it was a very long drive from South Carolina back to Hampton, Virginia, that weekend. Well, Monday morning comes around and I'm waiting in the hallway in my service dress uniform, waiting for 0800. As the second hand crept towards the 12, I approached the door to his office and knocked before reporting in … to an empty office. He's not there. Huh! Well, I go on about my business waiting for him to arrive, and he just doesn't come to work that day. Nobody knows where he is; he also doesn't show on Tuesday. Wednesday he finally comes back to work, but just long enough to clear out his desk. There's a whole side story behind this guy's little crisis of his own, but as far as his problem with me over the TAC regulation, he never said a word to me about it. My best guess is, and I have no way to prove it, is Colonel Stevenson either called him directly or called a general officer above him.

JD: So what was the side thing? What was that? Was he out just by coincidence?

Mitch: Believe it or not, he basically threw a tantrum and was angry because he was having to work in an office that didn't fit what he wanted to do so he took his ball and went home. Again, as an officer, you can resign your commission and walk out the door if you don't have any active duty service commitment remaining. So he basically said, if you won't give me what I want, I'm leaving. And sure enough, you know, Headquarters TAC, the home of every general officer fighter pilot… you can't have an unhappy Thunderbird pilot! What would that do to the sorority???

So, they gave him whatever the hell he wanted. He was out of our office by the end of the week. So, I was happy. That guy… I learned a lot about… Well, let's just say you can learn a lot from people by, what do you emulate and what don't you emulate? So I learned a lot about how not to handle people working under that guy for a few months.

Surprisingly, it fed well into a career that I could have never seen coming. Well, the injuries that I sustained at Ft Bragg over 4 years, that I thought I'd come back from so well? They were starting to come back to play a bit, and I recognized about the time that I'm selected for OTS that, yeah, probably a good thing that I'm not humping a ruck and hopping and popping anymore.

So this whole C-130 thing… and I couldn't have landed at Pope at a better time. So, when I graduated Nav School, I got my number one aircraft, C-130, and my number one base, Pope. Well, I graduate C-130 basic nav qual at Little Rock Air Force Base and arrive at Pope right when Desert Storm hit. I was driving from Little Rock to Pope to report in when the whole C-130 Wing deployed to the Middle East in support DESERT SHIELD and then DESERT STORM.

So, January 1991, I showed up to an empty base and basically helped work everything behind the scenes to get those guys who were deployed what they needed. I was there to welcome them back and then, after completing my upgrade training, I started the rotation back to Saudi. We would send a few aircraft over every few months and swap airplanes and

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crews out. My very first operational days in the Herc were all DESERT STORM, DENY FLIGHT, and SOUTHERN WATCH, flying around Kuwait, Bahrain, Oman, Qatar, just all over the Middle East, and multiple trips across the Atlantic Ocean. Which, in those days, the C-130 didn't even have an Inertial Navigation System (INS) and the GPS wasn't a thing for military aircraft yet. Everything was analog. We had some navigational equipment, like Distance Measuring Equipment, DME, and we had some other things like Automatic Direction Finder , but mostly what we had was celestial.

So, back in the day, we literally still put a sextant up, took shots of the moon and the sun and stars, and came down and plotted these lines of position on our charts. My first trip across the north Atlantic was a great experience. We left the US up in Maine and then flew straight to Ireland. Well, I'm a "baby nav," so I have to have a babysitter, an Instructor Navigator. A guy that became one of my very good friends was my instructor and he climbs up onto the top bunk in the back of the cockpit as soon as we take off and says, "Good luck, wake me if you need me," and he's fast asleep! Well, that just reenforces to me that he has faith and confidence in me. Oh, silly, silly man.

We start flying across the Atlantic, and it's a long flight through the middle of the night, and I'm taking readings with my sextant and doing the math and plotting lines, and everything is going great. This is easy! I'm basically the only one left awake in the cockpit. One pilot would sleep while the other pilot was supposed to stay awake and they would trade halfway across the pond. Well, the pilot that was supposed to be staying awake, the copilot, was a friend of mine which was very fortunate because I realize *I have screwed up*.

I did a *little* math error on my first or second fix and, ever since that spot, we are heading off course *and not by a little*. I mean we are rapidly chugging off into the middle of the Atlantic Ocean never to be seen again. Yikes! So, I calmed myself down and figured out what I did wrong and where we really were. I go back and double check my math two or three times and I'm certain I have it 100% correct this time. With that, I now know what I need to do to get us back on course. The trouble is, I need to have a pilot put in a course correction. Crap. I'm trying to figure out how to do this without letting the whole crew know that I have really screwed up. I mean, if we're not going to go swimming, why should I let anyone know, right? So, I go up to the co-pilot, on his right side away from the Flight Engineer and Pilot, and he is almost asleep. So, I tap him on the shoulder and then tap his headset and he moves one ear off. I speak quietly to him, "I don't want to wake anybody up. Can you give me five degrees to the left?" "Yeah, sure," he says. He takes autopilot and adjusts it five degrees left and I go back to my desk and look over his shoulder trying to see when his head starts to nod again. So, as soon as his head starts nodding a couple more times I go back up and I wait a certain number of minutes to make sure I can plot it correctly on the chart. I tap on the shoulder again. "Can you give me five degrees left?" "Oh, sorry, I thought I did." "No, but no problem, just 5 left, okay?" So, he turned another five degrees for me. I did this for the better part of an hour until I finally got the airplane to go back to our desired course, and then one more turn back to Shannon and we were golden. About an hour later, the pilot wakes up as the sun was rising and we were dead on course. It was years before I told that story!

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We didn’t get our first GPS units until we were over in the desert, well after DESERT STORM. I guess like three years after, it was SOUTHERN WATCH by that point, but they were these ginormous rubber and plastic things the size of a brick. We called them the “Fisher Price, my first GPS.” I think it was called a Plugger, right? That you have these big giant buttons that you push and that was wild. So, we were in an era where everything was still paper maps and navigation wasby compass and sextants. Yeah, it was quite an interesting time.

JD: You may not know this, but do people who are learning to do that job now, do they learn both ways or are they just like, all right, this is how we're doing it with the INS?

Mitch: Everything is all computers now, which is smart. So, why not use the best, most capable systems that you've got, right? The systems that we have now, there's five different global positioning systems in the world between China and the European conglomerate and GNSS, the Russian one. So, the systems we've got now, we'll take all of them and be able to give you a fix that is *incredibly* accurate. So, it doesn't matter which systems are down or which ones are up, these things will find a satellite out there somewhere. Yeah, so you got to remember - garbage in, garbage out, though, right? So, put in the wrong coordinates and it's still going to take you where you're not supposed to go.

So, a little about my first assignment as a Herc nav. Pope was such a great place because it was, at the time, the home of the C-130s. We had three C-130s squadrons on the base, a humongous C-130 wing, and we were really very good. Then, the Air Force gets this stupid idea called a “composite wing.” The C-130s are tactical airlift, right? They're not like the C-141s or the C-5s, which are more strategic. So, the 130s are going to all move over to Air Combat Command, which wasn’t Tactical Air Command anymore, it's now Air Combat Command. The Hercs are all going to move over to Air Combat Command because that's going to be good for the officer progression, right? Yeah, not so much. Being a 130 guy in a Wing full of fighter pilots? You can see how that's going to go with competition for promotion.

Our base, Pope Air Force, base became home to A-10s, F-16s, and C-130s, all on the same base. There was a lot of rivalry going on, a lot of it. And by this point, I'd started flying a special ops mission at Pope called SOLL II, Special Ops Low-Level Phase Two, which was basically AF Special Operations Command. AFSOC knew they didn't have enough aircraft to be able to support all their missions. And sometimes they needed help that didn't require the superior capabilities of what an MC-130 Talon II could give you.

So, they took slick C-130s equipped with the advanced radar and navigation systems and *really* highly trained crews. I mean, it was *really* tough. We had tolerances like plus or minus five seconds over the target, whether air drop or airland and your drop parameters had to be gnats ass. But the crew training and everything we did, especially flying low-level on night vision goggles, was just phenomenal. So anyway, side story with that.

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The SOLL II building, which was its own little, small building off by itself, which it needed to be, because basically the whole building was a secure compartmented intelligence facility. We had to have a Top Secret clearance and the minute that you walked in the building, you were inside of a classified operation. Well, they took that building away from us and gave it to the A-10 squadron. *Really* pissed us off. A buddy of mine, Nelson, a fellow SOLL II nav, happened to have a new roommate with the arrival of the A-10s, an A-10 pilot that also roomed with him when they were in college at Clemson. So, when the roommates were chatting, Nelson learned that the A-10s, when they are flying the landing pattern over the base and are ready to pull short final, they would know when to start their turn by looking down and cueing off of the former SOLL II building. So, every A-10 pilot looked down on our former SOLL II building. That's when Nelson got a great idea!

Nelson comes to me one afternoon and said, "I thought we'd do a little morale project." Okay, I'm curious, what do you want to do? Nelson explained, "If the A-10 guys look down on their building every single time that they land, I want to paint neon green paw prints on top of that building so that every time they rollover and look down, they will see these black cat paw prints!" Brilliant! What I failed to explain is that Nelson and I were in the same squadron together, the 41st Tactical Airlift Squadron, and our mascot was a black cat and our squadron colors were green and black. So, every time the A-10 pilots would land, they'd see our black cat's paw prints walking across their squadron building!

And being a Clemson guy, Nelson had designs that we could send to a company that could cut out a 5-foot by 5-foot cardboard stencil in the form of a tiger paw. So he gets this huge printout made and we asked another guy to go and get us the neon green spray paint. Everybody had a little job to do and we were all loving the idea of a little payback.

So, the big night finally arrived and we meet up. I tried to convince my wife to come be our getaway driver, but she's eight months pregnant, and was quick to say, "Absolutely not! I'm not being part of it." It's Friday night, and Christmas was the middle of the next week, so we figured nobody would be out, between Christmas office parties and the cops would be busy with all the drunk drivers, they'll never see us. So, we meet up for the grand caper only to learn our buddy who was in charge of the paint failed… miserably! He couldn't find the right color in spray paint, so he got us a gallon of exterior paint neon green paint and two 4-inch brushes. Crap! Well, make do with what you have, right?

So, I think it was about 10pm (late, but not too late, right?) and it was really dark because of the very low clouds, but no rain so the roof will be dry. Perfect! We sneak across the road, climb up on top of this building, you can't use the ladder because someone will notice a ladder leaning up against the building. So, we have to shimmy and then pull ourselves up and scramble over the top, and then we've got to grab the rope and haul everything up. Well, the first thing we notice was the roof was a crushed gravel roof. The entire roof is loose, crushed gravel! We lay the first template down, and we open up the can of paint, and I've got the brush, but it's not "painting." Instead of painting inside the cut-out paw print, you have to take the brush and go dob-dob-dob-dob, soak the brush in the paint, dob-dob-dob, over and over. It was taking *forever*.

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Well, we're about halfway through, our second paw print, I think. We would do one paw print, flip it over and move 4 or 5 feet up and slightly over so it will look like the cats of a tiger, and do the next one. And all of a sudden, like I said it was a really low cloud ceiling that night, you know, the clouds were really, really low. All of a sudden, all the clouds just go, blue! Blue! Blue! Bright blue lights were circling on the underside of the clouds. All I can think of, laying there trying to fill in these cut-out parts of the stencil was, “What the hell is that?” And before my brain could process what on an Air Force base has bright blue rotating lights, we hear, ***“Individuals on the roof. Stand up and put your hands over your head*!"**

And I look at Nelson, and he said, “Let's run!” “Whoa, whoa, whoa! *Hell, no!* There’s an 18-year-old with an M-16 down there, I'm not running.” That was it, you know, game's over. So, we stand up, put our hands up, and walked to the edge of the building. You know, I’d spent so much of my career to date maligning and mocking the Security Forces, which all stemmed from my first encounters at Ft Bragg with Black Berets versus blue berets. But, I gotta tell you, we got to the edge of the building and there were four patrol cars down there, parked perfectly to cover three sides of the building, with doors open and rifles pointed up at us. We didn’t hear a damn thing! They had us dead to rights and we never even knew they were there. Right as we got to the edge, one Defender called out over his car speaker or public address system, “What are you doing up there?” An, without hesitation, Nelson yells down, “Decorating for Christmas!” And the NCO, the guy with the microphone, he just busts out laughing, and tells us to grab our stuff and get down.

So, we hand everything down, drop to the ground, and we go over to the NCO's car. He grabs our IDs, gets all of our information, like unit, reads us our rights, and, calls our squadron commander, Lieutenant Colonel Fitzpatrick. I was thankful they didn’t cuff us or take us under arrest! Well, from what we could hear over the speaker phone, the Defender wakes up Lt Col Fitzpatrick, who was an absolute hard ass. He tells him what's going on, and when he identified who the two perpetrators were, the squadron commander paused and then asked him to repeat the names. The cop did and Lt Col Fitzpatrick quickly came back with, “Check their faces against their IDs!” The NCO chuckled and replied, “Yes, colonel, we have a positive ID; it's them.” The commander tells the NCO to release us to his recognizance and tell them, “Monroe lives on base, tell them to go to Monroe's quarters and call me!” Well, crap.

Lt Col Fitzpatrick was one of the best I’d ever had, but he was a nightmare to us. He was like Patton! Everything was never good enough. Even with stellar performances, he would find a way to challenge us to do something better. He was fair, but he absolutely, positively did not tolerate fools or foolish behavior. I knew we were in for a world class ass-chewing.

Okay, so we go back to my house and my wife, when I tell her the whole story and get ready to have a conference call with our boss, she just busts out laughing and goes to bed. Even at this point, she wants no part of this. We call Lt Col Fitzpatrick, and after we identified ourselves, the conversation immediately became one-way. He just chews us up one side and down the other, talking about embarrassing the squadron and destroying government property, etc. He then paused and asked Nelson if he understood what a “red line” was.

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Nelson looks at me with an obvious question on his mind and replied that he'd never heard of a red line. The colonel continued, "Monroe, I know *you* know what it is. I know you know." Well, I did.

Nelson and I were in the same year group as officers and we had both just come out on the list authorizing us to be promoted to Captain. In the military, that authorization sort of just hangs there until your date of rank comes around and you pin on your new rank. At any time between the promotion orders being released and your pin-on, all the squadron commander has to do is draw a red line through your name on the orders and you didn't get promoted. Simple as that. So, I explained what a red line was and the commander took a breath, a short pause. That's when he lowered the boom on us and revealed our punishment.

The squadron commander, as most did back in the day, was holding his infamous Christmas Open House the next day. With an open house, the hosts open the doors at a certain time, like 2 o'clock, and they receive guests until a set time 3 or 4 hours later. The Fitzpatrick's Christmas Open House was infamous because the party was very proper and an unmitigated bore! You had to dress nice, and when you arrived, you had to greet the hosts and be welcomed, and then walk around mingling until you felt like you'd suffered enough and then had to thank the hosts, and graciously exit the party, hoping they didn't see you sprint for your car. This was just not the type of party tactical airlifters wanted to go to, especially the young lieutenants on a Saturday afternoon when there was college football on!

Well, I had already RSVP'd for my wife and I that we weren't going because my wife's eight months pregnant, right? What a great "get out of jail free" card, right? I didn't know about Nelson, but Lt Col Fitzpatrick tells us, "Boys, we'll see you at my house at 1 o'clock tomorrow. Dress appropriately." All we could say was, "Yes, sir." So, Nelson and I got to be little stewards for the entire Open House, you know, help set up and finish what little decorating there was to do, and then be little waiters and bus boys for the whole damn thing. The whole time, Lt Col Fitzpatrick glares at us, but never said a word to us. That Sunday was excruciatingly painful, because we didn't know what Monday would bring. We were on half days for Christmas week, so I went in to the Tactics shop, where I worked, bright and early and spend the half day waiting for "the call." It never came. We never heard another thing about is and, more importantly, we didn't get 'red-lined'.

Years later, and we've all moved on. I'm now stationed at Little Rock, an instructor nav in the 62nd Airlift Squadron, the only full-time Formal Training Unit in the world that teaches C-130 tactical airlift operations. It was announced that now Colonel Fitzpatrick, now a full bird, was to be our new Group Commander. Well, my wife and Fitzpatrick's wife, Sandy, are on the same wives' bowling team. When Sandy first joined the team and was introduced to my wife, she asked her, "Were you in our squadron at Pope?" Cathleen said, a little sheepishly, "Yes, ma'am, my husband's Mitch Monroe." Sandy burst out with "Oh! Joseph just loves him!" Cathleen was in shock and said, "I don't think you've got the right guy."

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Sandy said, “Yeah! He was the one with the the paint on the fighter squadron building! Joe thought that was great!”

JD: I mean, he couldn’t do anything to these guys, right? They did come in and take over your base.

Mitch: Yeah, absolutely. It turns out he could never tell us, but, man Colonel Fitzpatrick thought we were great.

JD: You know, he couldn’t endorse it, but in the back of his mind he was proud of you guys. I'd love to hear about like Haiti and Bosnia and all that stuff If you want to touch on that stuff or is that some place you want to go?

Mitch: Sure! So It's funny, and I said this in my retirement speech… everything that I really succeeded at in my whole 35 years and 10 months in uniform… The basis of it really was Fort Bragg! That Det 1 of the 507th! With Jimmy Felton keeping me from ruining my career before I even had one, Papa Joe providing the mentoring, learning how to always be looking ahead how to prepare, how to plan, how to execute when the time came.

Years later, in the C-130 world, we're doing things like going over to Saudi Arabia routinely. Now, I'm the Chief of Combat Tactics in our squadron. So, we're setting up exercises, planning things while we're over in the desert. Everything just really came naturally, after how I grew up at Ft Bragg. It's just like one extension after another about all of it.

And we deployed to Germany in support of Operation PROVIDE PROMISE in 1992. That's when the Bosnians and the Serbs were going at it and NATO decided to do this big humanitarian response with multiple nations supporting. The worry was that the Serbians swore they would shoot down any aircraft that were providing aid, because as far as they were concerned any aid was aid ultimately to help the Bosnian fighters.

We were told MANPADs and small arms threats, all the usual stuff. Well, we didn't take it real seriously. I mean, we’ve been flying in the desert with all the Iraqis pissed at us and nothing bad happened. Right? Really, when was the last time a military aircraft was shot down by a surface to air missile, right? Decades, at least! Well, one day while we’re doing PROVIDE PROMISE, the Italians lose a G-222 to MANPADs, and my crew flew the next day and our route just happened to fly near enough for us to see the wreckage. That was a *huge ass* wake-up call! I can remember, especially since I was the Squadron Chief of Tactics and our crews were looking to us to keep them safe, I remember thinking I haven’t been taking this seriously. Man, we’re not in Kansas anymore, Toto! So, the next day I visited the Rhein-Main AB C-130 Wing Chief of Tactics. I confessed that I had not been taking the threats seriously. A phenomenal aviator, a legendary man in the airlift and contingency response world, Tip Stinnette, looked at me incredulously and said, “Well, now's really a really damn good time to start don't you think?!?” I said I agreed and I was ready to work. I think I spent like the next five hours just going over everything from what the Serbians could use against us, mitigation tactics, proper responses to being shot at, etc. I mean we sat and talked, talked, and talked. We did a lot of single ship airlands into Sarajevo and nearby supporting

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countries, but we eventually needed to do large formation airdrops. At home, we routinely trained with 9-ship formations, and they were all US C-130s. Sometimes, over Bosnia, we would have an 11-aircraft formation with nine American Hercs, and a pair of German C-160s that would be at the tail end of the formation. And , when it was our turn, I would lead the formation in the middle of the night from Germany over to Bosnia to do these high altitude airdrops. We were dropping rations, packaged food, from 10,000 feet that would just litter everywhere to try and keep the people from starving.

Well, over the months of these formation airdrops, we encountered antiaircraft artillery fire! The Serbs would hear the formation and just fire 57mm AAA blindly up at us. They knew they couldn't use their targeting radars or their surface to air missiles because we always had Airborne Warning and Control System (AWACS) aircraft watching over us and a formation of coalition fighters nearby, which came in handy.

When you're trying to accurately scatter thousands of food packets, think a larger MRE package, over acres of land from 10,000 feet above the ground, there's a lot of math involved! One of the key variables that we needed to know, as we're flying from Germany to Bosnia, was what the wind was doing between the formation and the ground. Because, once something leaves the airplane, the second that it loses the forward momentum from the aircraft, now it's just in the state of free fall. Whatever winds are out there are going to really impact the flight of the packages and determine where they land.

So, we came up with all kinds of crazy ideas, like dropping a dropsonde (a sensor that floats down and radios back winds and barometric pressure), but that involved an aircraft going in well ahead of the formation and giving away our formation flight path and where we were going to drop. We finally came up with a tactic where we had Marine Corps F-18s go in ahead of us, and they would fly on the deck to a certain point and then go vertical, I mean straight up, and they would take wind readings, record them, and radio them back to us. Then the formation lead navigator would use those wind readings to calculate the high-altitude release point, all by calculator and whiz wheel (a circular slide ruler). Overall, it worked really well, but that's just one example of the stuff you had to do as an airdrop airlift navigator. It was just all kinds of weird stuff that went on with that operation.

Another weird one was when we got word that the Serbians were trying to infiltrate to near the major airports, like Sarajevo, and then use an old SA-7 or Stinger (man-portable air defense systems) to shoot down a coalition aircraft. It's kind of weird to look back and think of all the aid that we dropped, all the air lands where we offloaded thousands of pallets of humanitarian aid into Sarajevo, and we knew that the "bad guys" had MANPADs. Well, the interesting thing about the older generation of MANPADs was that we knew they had a very short battery life. Once they energized the targeting system and missile, they only had a few minutes to shoot or the battery would die. So, we figured that if they turned the MANPAD on when they heard the engines rev up, like we always did prior to takeoff, then what we needed to do was build in several minutes between takeoff roll and actual takeoff. So, we developed a tactic where, from time to time, when it was time to take off we would rev the engines up, pop the brakes, and roll about halfway down the runway before we performed a

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high speed abort. The pilots would slam on the brakes, bring the engines into reverse, and then coast to the opposite end of the runway, where we would do a '180,' turn around and then take off in the opposite direction. We never knew if this tactic ever worked, other than we never lost an aircraft to a MANPAD near the major runways. Such weird, innovative ideas on how to make the operation successful.

Okay, thinking about doing dozens of airlands into Sarajevo, here's another wild "full circle" story for you. Years and years later, I'm freshly retired from the Air Force and I have to get surgery on my right arm to fix a serious problem with my wrist. Well, I'm referred to what my personal doc called one of the best orthopedic surgeons in all of South Carolina. In fact, he's a professor at the Medical University of South Carolina as well as anchoring an ortho practice in our capital city. The first thing I notice, from his name and then when I meet him, is he's obviously not born and raised in the US. That didn't matter to me, it was just an observation that made me wonder, especially since I couldn't quite place the accent. With all of my travels around the world, and I've been on every continent except Antarctica, I love to try and place accents and see if I can guess where someone is from. So, I think we were on our second surgery and the doctor's nurse and I were chatting after one of the follow-up appointments. I asked her where the doctor was originally from and she said, "Oh, he's Bosnian. Actually, he was in the war when he was young." I'm thinking, you've got to be kidding. Well, at the next appointment, when the doctor was through checking out my arm, I asked if he had a spare five minutes. With how crammed full his calendar was, that was a big ask. He said, sure, so I pull out a small stack of photographs from all of my trips into Bosnia. Photos of Sarajevo when we were landing, the terminal that got nailed by a mortar attack, me pushing pallets during an offload, 'glamour' shots of me hamming it up with NATO blue berets with their UN High Commission for Refugee patches. So, I start showing him these photos and he actually starts to tear up! He said, "I was a med student at the Sarajevo hospital and it was my job, with other med students, to run from the hospital to the airport to get food and bring it back to the hospital." He told me that NATO airlift, the food and medicine and supplies, was the only things that kept the hospital alive.

Amazing to figure out that I brought in the aid that helped this guy and now 30 years later, he's the one giving me the use of my hand back. Isn't that great? It really is amazing.

JD: That's unbelievable.

Mitch: I think that probably was the most interesting contingency deployment I did in the C-130. I flew full time from 1991 through 2001, when I made major and was reassigned to Headquarters Air Mobility Command. In 2001, I hit 20 years in service and I was coming up for major. I really didn't think the Air Force wasn't going to promote me. In my mind, why would they, right? I mean, I can retire! So, Big Blue is going to promote me and I'm going to say, "Gee, thanks. I'll take my bigger check and leave now." That's just not a good business move. Then again, when did the Department of Defense ever make good business moves?!? Well, they did promote me, which was a genuine shock. The story about me being informed I'm made major is a funny one.

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In early 2001, I'm at Elmendorf AFB in Alaska and I'd been selected to serve as the Wing Commander's Executive Officer. I was "the baby exec," meaning the Wing would have two executive officers for the Wing Commander when they were training a new one. The Wing Commander was an absolutely wonderful, visionary commander named Jonathan Gration. I had to learn the job underneath the senior exec, a stellar leader named John Allen, who then would go on his merry way and then I'd take over as the Wing Commander's Executive Officer.

Well, one of the last days that John was still there, we all knew the O-4 promotion order was to be released any day. Back in the day, before the proliferation of the internet and use of websites, promotion lists were sent to the Consolidated Base Personnel Office (CBPO, which is now called the Military Personnel Facility). Well, CBPO called me in and told me there was a packet waiting for the Wing Commander. So, as the baby exec, I run down, picked it up, and the guy said that this was "eyes only" for the Wing Commander, it's the promotion release for major. Okay, no big deal, not my first "eyes only" package, so I skedaddle back to wing headquarters. Well, it was the very end of the duty day, so I was surprised when everybody was still there… the Commander, the Vice Wing Commander, Col Mark Risi, the executive secretary, JoAnn Frank, and my buddy John.

I walk in and give it to the Commander, and Brig Gen Gration opens it, flips through it fairly quickly, and then, with a stern face, tells me, "Huh, you may want to see this, son," and hands me the stack of papers. I quickly look down the alphabetized list and my name's not there. I flip to the end and, sure enough, there it is under the "Do Not Promote" list. Drat. My first thought was, "Well, you thought you were going to be passed over for major, anyway, and now it's happened." It still stung a little, you know? Well, with perfect composure, I try to hand the list back to my boss and they all bust out laughing. John Allen set this whole thing up, and my bosses were only too happy to go along. John had his buddy at CBPO cut my name off of the Promote list and paste it onto the Do Not Promote list. A very memorable promotion announcement!

So, I pinned on major and we move down to Scott AFB, Illinois, where I serve during "9/11" and all the spool up that followed. My time as the Chief of Tactics when I was at the squadron level really served me well. The office I was in at HQ AMC was Tactics for the whole command, so we were charged with a facilitating a lot of the innovation and helping the crews at war do their job. Except for our boss, a colonel, I was the only officer who was not a graduate of the USAF Weapons School. But, we really did a very good job and I was selected to attend Air Command and Staff College (ACSC) in residence, which was a great honor. As Major General Brady, the HQ AMC Operations Officer, told the small group of us who were selected for school, "Boys, what I'm handing you isn't your school assignments. I'm handing you your promotion to lieutenant colonel." That was a bit of a shock to the guy who truly believed I'd never make major and I'd retire after 20 years in service.

Well, I go down to Maxwell AFB, Alabama, and graduate ACSC after a year, earning my second master's degree. When you graduate a professional military education course like that, the Air Force Personnel Center hand-massages each assignment. I hadn't heard

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anything yet, while most of my buddies all had their next jobs. So, I finally call and the assignment officer handling my assignment told me there was a special request being worked and to be patient. Okay, I was confused but at least I was comforted knowing they hadn't forgotten about me. The next day, I get a call from a guy I remember well from the airdrops over Bosnia. Tip Stinnette was now a full colonel and a Group Commander in New Jersey. Col Stinnette asked me a few questions, confirming what he remembered about our time together in Germany. Namely, that I was a former Enlisted Terminal Attack Controller from my time in TACP and a master parachutist. After hearing that he was correct, he asked if I'd consider hanging up my headset and not ever flying again in my career. That was one helluva request! However, I was intrigued and said I would, for the right opportunity. He then told me that what I knew as the Tactical Airlift Control Element (TALCE) was going away, to be replaced by something far more tactical, streamlined, and leading edge expeditionary with state of the art equipment. A TALCE was a group of Airmen, the number of which is dependent on the mission, who travel to the worst parts of the world and sets up expeditionary airfields so we can bring in airlift aircraft. Literally, if you gave us a runway and a parking ramp, with nothing else… no electricity, no running water, no buildings or infrastructure. If you gave us a long enough austere landing strip with a big enough parking ramp, a TALCE could match the personnel and cargo throughput of Chicago-O'Hare airport within 72 hours. Col Stinnette tells me he's been charged with converting the traditional TALCE into something called a "Contingency Response Group" (CRG). Holy crap! I excitedly tell the colonel that I knew very well what a CRG was, since one of the jobs I did at HQ AMC as a young major was to write a white paper on the concept. He laughed and told me that white paper was the basis, but that it had far outgrown what we envisioned a couple of years ago. He also told me I'd be working with two of the most legendary leaders in the history of Air Force airlift, Major General Kip Self and Major General Kurt Cichowski. I'd come to know both while I was at HQ AMC during the early days after 9/11. Both were visionary and simply the kind of leader that, as soon as you meet them, you know you'd really love to work for them one day. Col Stinnette tells me that, between my days as a ROMAD and my career as a tactical airlifter, I was the perfect guy to help create the CRG.

Where a TALCE could easily run an airlift or air refueling operation at any airfield, they had limitations. They didn't have the support to operate long-term and they weren't trained or prepared to launch at a moment's notice. The CRG concept took the basics of TALCE and then added everything a unit would need to set up operations and now they do everything required until either relieved or redeployed. Not only did we have the command and control communications and the aerial port, we now had embedded Intel and Air Force Office of Special Investigations (OSI) agents. We now had our own dedicated Security Forces Defenders, who were equipped with state-of-the-art tools, like the Air Force's first hand-launched small unmanned drones (a Raven-B). We also had our own Contracting NCO, who was authorized to write contracts on the spot worth hundred of thousands of dollars, and a Finance NCO who carried a large sack of cash from multiple nations.

It was an amazing opportunity and I thoroughly loved being part of the transformation and then serving all over the world performing airbase opening missions. So, again, everything

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comes back to what I learned at Ft Bragg, like I said earlier. One of our key upgrades to the the CRG concept was being able to deploy up to seven C-17 aircraft full of personnel, vehicles, and equipment within 12 hours of notice. We developed a process much like what I learned as being part of the Rapid Deployment Force when attached to the 82nd Airborne. When it was your turn to sit alert, the whole CRG team, up to 112 personnel, all had their bags packed and all of our equipment and vehicles fully prep'd and sitting ready to load onto aircraft. Oh, and when you get the alert to deploy? You have four hours from the phone call to be at the squadron deployment facility and ready to deploy to wherever for however long we were needed.

In the two years that I was actively leading various sized CRG teams, I was on the road **300 days** deployed or TDY in my first year. I mean, there were so many missions and such a demand for what we developed that we were just gone all the time. And when we weren't deployed, we were training, refining how we operated and developing new tactics and procedures. For example, shortly after we took over Afghanistan, Operation ENDURING FREEDOM, the coalition nations kind of carved Afghanistan up into sectors and each participating NATO nation had an area for which they were responsible. Well, the Italians had the area that included Herat. To bring in the Italian military that would secure this sector and support onward movement operations, we needed to open an airfield in western Afghanistan and rapidly bring in all the Italian forces and all of their equipment, vehicles, and materiel. We chose Herat Airfield and we led a small CRG, actually called a Contingency Response Element, of 37 personnel into that airfield and set up operations. Herat was originally a Soviet airport and all that was left there was the runway, a small parking ramp, and an air traffic control tower that was part of the airfield operations building where the lone air traffic controller lived. The funny thing was, this ATC controller was put in place back in the '80s when the Soviets were there and he just lived there and "ran the airport" ever since. There weren't any hangars, buildings, electricity that we could tap into, or even airfield security… no fenceline, no entry control points, nothing! So, we landed, met with and won over the ATC controller, and then set up operations. Within a couple of days, there were thousands of Italians with all of their gear setting up their new base and running ops.

And, brother, we were *really* hanging it out there because the city of Herat is like *riiiight over there* just a couple of miles away from us, and there's a lot of people in that town that don't like the coalition forces, especially the US. Thankfully, we had two OSI agents that were part of our team and they were phenomenal. They were in civilian clothes and would go into town to kind of take the temperature of the city to see how likely it was that we were going to be attacked. After seeing everything that happened with the compounds in Benghazi 8 years later, I realize just how lucky we were.

JD: Was there any security element at all? Like any cops?

Mitch: Besides the two OSI agents, we had a grand total of 12 Security Forces Defenders!

JD: Yeah, you guys were really hanging it out there, man!

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Mitch: Big time! It was probably not the best idea. You kind of look back and think, *"Gee, I wonder who came up with this idea?"* Between the lack of perimeter security and the known hostile threats in the nearby city, and the common traffic of Iranian travelers who flew in and out of Herat on commercial airlines, we knew we were under the gun. Between the other lieutenant colonel on the trip and our OSI agents and very seasoned Defender leadership, we reviewed the threat and developed mitigation and reaction plans, so we thought we were probably okay. It still bothered some folks, but all in all most of us were too busy to get too concerned. Well, there was a young cop named Debiase, and he was really a super young Airman. Well one evening, I could tell he was really upset about something. As the 'number two' guy on this trip, I did a lot of the management by walking around while the Team Chief, Lt Col Mike Smith, ran the show from the mobile command center. It wasn't uncommon on very high profile trips that the CRG leadership would put two Contingency Response team chiefs on the mission, designating one lead and the other the deputy. This time out, I was the deputy.

Well, again, as the deputy, I'm out walking about and making contact with everyone that I can and checking every workspace and vehicle. I see "D," as we all called young Airman First Class Debiase, just standing there at the edge of the parking ramp, looking out into space. I sidled up next to him and asked, "Hey, what's going on with you?" He said, "Sir, you know there's like six million landmines in this country. We were told anywhere it wasn't paved, there are probably landmines. There could be a land mine anywhere! Well," he said, "I can't get over thinking about all the landmines out there." I said, "*Huh*," and without another word, I bent down and picked up a baseball sized rock and chucked it as far as I could. D just jumps back, looking at like I'm crazy, and says, "What are you doing?!?" I said, "Huh, it didn't go off. Let's try another one," and I start throwing rocks. Over like the next hour, we just keep throwing rocks out into the field around the airport and laughing about nothing going 'boom.' When my arm was pretty sore, I said, "I think we're okay," and he just smiled at me. That was a good night.

Years, later I was now an O-6 and a group commander on the west coast. I had no idea that D was on the base, which his understandable because Travis is a huge installation. He was working for the regular Wing, not part of our Contingency Response Group anymore. Again, I had no idea he was on the base, but somehow he learned I was there. And one day, I come to work, and my secretary's got a really weird look on her face. I asked, her what's up? And she told me that I had a visitor. Some Security Forces sergeant left something on your desk. Okay, weird, but okay… so I walk in, look at my desk, and there's a rock sitting there front and center. I just laughed and cried out, "*I know who that's from!"*

JD: I could see that, I mean there were so few of you out there in the middle of nowhere Afghanistan and you're in such a vulnerable position. I could imagine there was some pretty good bonds made between you and your team.

Mitch: Without a doubt, there really were. It was such a perfect group. There was no way you could do a by-name assignment for a whole Wing, there were just too many people, But somehow, the people that were selected to be part of the CRG, especially at the beginning,

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we were all just absolutely perfect for it. You know, we had one or two misfits that had to get moved out, but by and large they were just amazing.

It wasn't all sunshine and roses. For example, I had a boss that was a super hard worker, especially when it came to fitness, but his management style and mine were just completely different. This guy believed that it was not only important that he won, it was more important that you lost and recognized it. His leadership style was, basically, the Roman Emperor with his boot on your throat and, with you looking up at him in total defeat, that's a victory. And that's kind of how he ran everything and that did not sit well with me. We had some run ins, and when it's full bird colonel vs. lieutenant colonel, which was my rank at the time, and not even a squadron commander, yet… You can guess how that's gonna go! To his credit, he was good at hearing me out. So, you know, he would at least give me the opportunity to come in, close the door, and we could have that conversation.

Well, this guy called me into his office one afternoon and said, "I think you need to leave." I was quite confused, cuz' I hadn't even butted heads with him recently, and said, "I haven't even bitched about anything!" He laughed and said, "We've been talking it over," meaning the Wing senior leadership, "and the only way that you're gonna get noticed and get picked up as a squadron commander is if you do a 365," meaning a one-year temporary duty (TDY) assignment to the war. I said, okay, that makes sense. So he told me to "Go home, talk it over with Cathleen, and then we would go online and find you a job on the US Central Command website." So, I checked with the family and we were good. We'd been in southern Jersey for 2 years, and I would probably come back to McGuire Air Force Base after my year in the desert and either pick up another job or move to another unit. So the colonel and I started reviewing the pages and pages of jobs, with him looking for the right one. It had to have the right visibility and carry some weight, which translated into a hard job, working for general officers. Oh, goody. We finally found a position on the Multi-National Force – Iraq headquarters, in the Strategy, Plans, and Assessment division, serving as the Chief of the Crisis Action Planning team. So, a short time later, I headed off to Baghdad.

I really didn't know what the job entailed, but I did know that I wasn't really qualified for the job. This, to me, needed a classically trained Strategist, and we had schools for that. We called these guys "Jedi Knights," the ones that graduated from the Air Force School of Advanced Air & Space Studies or the Army's School of Advanced Military Studies. These guys spend a year reading nearly a text book a day and going through an intense curriculum of lessons learned and strategy development. I had none of that and knew I was probably in for a beating. But, not the first time, right? So, I head over there and I wound up working for one of the generals that started the CRG, Major General Kurt Cichowski. I forgot to mention that this man was a legend in the TACP community for serving as an Air Liaison Officer during the battles in Mogadishu, what we know as "Black Hawk Down." He was assigned to JSOC, not with the Rangers, and he literally was running and gunning in the streets with his guys because there wasn't any close air support aircraft assigned to support the 'peacekeeping efforts' in Somalia. Anyway, Maj Gen Cichowski winds up working for a new Army four-star general by the name of Petraeus, you may have heard of him!

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When that command team was in place, we were running on all cylinders and really getting some things accomplished. On top of that, I just made some of the best friends during that year. My Crisis Action Planning team was comprised of two Lt Cols, me and an Army guy (who, thankfully, was a trained strategist), a Marine Lt Col who was also a trained strategist, as well as an attack helicopter pilot, an Army major (Intel guy), and a Navy lieutenant Intel guy (remember that in the Navy, "lieutenant" is an O-3, so the same as our captain). We could not have worked better together! Our job was to be handed a task, which could be literally anything, and then we would build a plan to satisfy whatever this objective turned out to be. We would put our heads together and sit down and come up with a plan, which you would have to build it out the right way and then, once we were sure we had the resources and capabilities needed to make our plan work, we would pitch it to the all the generals, and their lawyers, and get the approval to execute. We would then hand the plan over to whomever was going to execute it and then turn our collective attention to whatever was next. It was a grueling assignment, working 7 days a week, sometimes 16+ hours a day. It was a *really* different world compared to anything else I had done before. What's funny is, years later, General Petraeus becomes the Director of the CIA and he picks as his deputy the Air Force two-star that was worked for him in Baghdad, Maj Gen Cichowski. Yeah, it was kind of cool to see how it all ended up.

Once again, I was successful in that job because I truly understood that ***team*** is not a four-letter word. If you're going to succeed, there's got to be a team behind you that's going to get you there. All the success that I had at Bragg, the successes, despite trying to kill my career at Langley, at Headquarters TAC, all the shenanigans I pulled when I was flying in the Herc… **There was always that team that was there to make sure that you succeeded, you did well, and you had the support you needed.** Baghdad was exactly the same way. And, in fact, I'm still very close with, most of the team. There were four of us that became super close friends and we stayed in touch when we all rotated back home. Sadly,we lost one of them; we lost Mario. Lt Col Mario "Sugar Bear" Carazo was, as I said, an attack helicopter pilot, AH-1s, a Naval Academy grad and a graduate of the Marine Corps Joint Advanced Warfighting School, which was a ballbuster. You can laugh at all the Marines-eating-crayons jokes and memes all you want, but let me tell you, Mario was one very smart man! Sadly, he was shot down over Helmand Province in July 2010. Afghanistan wasn't the nicest place, my friend. In fact, it was in Afghanistan when I saw David Gray for the last time.

I met W. David Gray the first time at Ft Bragg when I was still the NCOIC of Stan/Eval. We had so many guys at Bragg who were knocking out the highly desired Army schools, like RECONDO, Ranger, and JFK SERE school. Well, the 507th Tactical Air Control Wing Commander recommended to our Detachment Commander that we take some of these superheroes and develop a prep school, of sorts, to help other ROMADs from across the Air Force prepare to go to these schools and maybe improve their chances to graduate. I, myself, wasn't a graduate of any of these schools, but I'd made a name for myself as a land and vehicle navigator. For whatever reason, it just clicked with me and I loved everything about the maps and the challenge of winding up where you wanted to go, regardless of how you were getting there or the terrain. Funny, how I ended up as a C-130 navigator, huh?

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Well, we're running one of the iterations of PRRSS (pronounced, "Press" for Pre-RECONDO, Ranger, Survival School) and young David Gray was one of the TDY students that came to that class. And, for whatever reason, he and I struck up a conversation during the class and got to know each other a little bit. Even as a young Airman, he was eager to learn and would pick your brain for every tidbit he could glean. Several years later, I'm a major at McGuire AFB, NJ, in the Contingency Response Group. We're in a Wing Staff Meeting, which always included several rows of 'strap hangers,' people that weren't required to attend but that were invited to talk about something they're involved with or just to learn how the Wing was run. Well, we're going through the staff meeting and I realize some *dude* on the other side of the conference room is just eyeballing me. I mean staring at me hard! Like, this is getting a little weird… every time I look over there, if he's just staring at me. So, when the meeting was over, I hopped up and went up to him ready to throw down. I barked, "Is there something I can help you with, Captain?" So, he just starts smiling, which was when I noticed he had jump wings. He said, "You don't remember me, do you?" I said, "I certainly do not," to which he then told me he was a student of mine at PRRS. I was so shocked!

DG, as we all called him, had gone the same route I did and earned his commission, serving as an Airfield Operations Officer, which is how he came to be in the CRG at McGuire. He wasn't in my squadron, but I tried to keep tabs on him and help guide some of his development in the CRG. Trust me, he didn't need my help! That guy was tearing it up on his way up the ladder. The next thing I know, he's moved on to the CRG in Germany that has jump slots and he's hopping and popping over there, and making a name for himself. Nobody was surprised at that!

Well, one day, I'm sitting at work in US Strategic Command when I get an email from him out of the blue. We set up a time to call and catch up, which was great, and then he tells me he has cross-trained into 17 Lima and was headed back down to Hurlburt Field, Florida, to go through the school house again. I asked if he was out of his ever-loving mind!!! The first time through about killed me, and now he's going back many years older and as a fairly seasoned captain. He laughed and assured me he was looking forward to it. He then asked if I would come down and be his graduating class guest speaker, as long as the school house concurred. Man, I was blown away; what an honor to even be thought of, much less asked. So, in February 2011, he graduates and I got to go down there and see him graduate, as well as preside over his graduation ceremony. As a thank you, he and his class, Raptor 01, made an incredibly cool shadow box for me. Do you remember all those things I told you about for the flash and crest that I gave the originals to the schoolhouse? Well, DG and his class got permission to go into the history display cases, pull a bunch of it out, and make copies. They made a *really* nice shadow box that is still one of my most valued treasures, for sure.

JD: I think his anniversary just came up recently, I believe I saw something about that. It's a shame. Everybody I talked to, everybody that knew him… I didn't know him personally, I never met him, but everybody that I knew who knew him just had nothing but good stuff to say about him. Like he was just a phenomenal dude.

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Mitch: One-hundred percent, one-hundred percent! So, the last time I saw him, I was leading a small 4-person airfield assessment team performing some reviews of airstrips and landing zones throughout Afghanistan. Well, we're out at one of the larger FOBs, walking through the dining facility and I hear someone yell my name a couple of times. I was in complete shock, because there's absolutely nobody that would know me over here, especially at an Army FOB! I turn to the voice, and there's DG. He was a major by then and the Brigade ALO. We hugged without hesitation and sat and caught up for quite a while. I introduced him to my guys, and DG did an awesome job of telling lies about me. We wrapped up our little reunion by heading over to the Tactical Operations Center, where he introduced me to the Brigade Commander and showed me how things worked today. Let me tell you, the TOCs of my day were from the Stone Age compared to what I saw in the summer of 2012! We each had to go about our business, and I was off to catch another helo to move to the next airstrip. It was just a couple of months after that when he was caught in the blast by the suicide bomber and killed. Yeah, an absolute tragedy. I will always hate myself for not making time to go to his internment ceremony at Arlington; one of my deepest regrets.

JD: Man, that's another coincidence throughout your career that, just like that, you know, one in a million chance that he would be there.

Mitch: Absolutely. I was just treasure that memory of walking into the DFAC and seeing him. But, going back my time in Baghdad, my colonel was absolutely right that I needed something to get me noticed. Well, it turns out working for Maj Gen Cichowski and Gen Petraeus for that year in Baghdad, that was enough of a push to where I got picked up as a squadron commander. As much as I loved being a ROMAD, as much as I loved being a Herc nav and a CRG team chief, brother, let me tell you, the two very best years of my life, bar none, were the two years that I was a squadron commander. Let me tell you about the mighty 421st Combat Training Squadron.

Brother, let me tell you, being selected to command a squadron is such an honor. You're entrusted by your leadership to successfully complete the mission assigned, whatever it is, and all the people entrusted into your care are counting on you to do what's right… by them, by their families, by the unit. There's an incredible amount of pressure, but with the right team, and great leadership above, being the squadron commander was equal parts, exhilarating, exhausting, and simply extraordinary. We could do a complete podcast just on my squadron command tour.

So, I was selected to command the 421st Combat Training Squadron (421 CTS) that was part of the Expeditionary Operations School (our Group command equivalent) and belonged to the USAF Expeditionary Center, stationed at Ft Dix, NJ. The 421st was, and still is, a Security Forces squadron. Their history went back well into the Vietnam era, where they were tasked with predeployment and just-in-time training, whatever the latter turned out to be. That's where their tradition of black patrol caps came from. When I stepped into command, the squadron was still a 'cop' squadron, since of our 152 billets, 54% were Security Forces (two Security Forces officers and 77 enlisted Defenders). However, in the

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modern era, our primary mission was to train the entire Air Force for deployment. So, in addition to the Security Forces AFSCs, the other 46% of our unit was comprised of every AFSC the Air Force might deploy. We had a lawyer, a paralegal, multiple medics, EOD, contracting and finance NCOs, personnelists, comms guys, and a chaplain's aide (the chaplain was assigned at the Group level). Remember, I was in command from 2007-2009, while we were still sending hordes of Airmen to the sandbox. While the unit was focused on their tasks of predeployment training for the rank and file Airmen, our Defenders were working their butts off. They primarily were responsible for Phoenix Warrior, the Security Forces predeployment training required before they went to the Middle East. However, they also assisted with the AFOSI predeployment training and they developed a never before seen, in any Service, predeployment training for the K9 handlers and their dogs. To top off all of their efforts, we were the sole qualification source for the USAF Phoenix Raven program. If you're not familiar, and I sure wasn't, a Security Forces Airman certified as a Phoenix Raven is essentially an Air Marshall. When I flew, we used them from time to time, but we had precious little interaction with them, other than ensuring they were taken care of for meals and lodging.

So, my cadre of 150+ (exact numbers went up and down with the assignment cycle), were tasked with Charlie Mike… completing the mission, regardless of what the mission was or whether it was "their job." If a task came to our squadron, heavy emphasis on the ***our***, it suddenly became the job for ***all*** of us. Having 30+ AFSCs under your command, meant dealing with 30+ career field managers and assignment teams. An absolute nightmare and the chain around my neck that tethered me to my desk quite a bit. But, it was awesome to have a Comptroller on your staff for example, so when we had a Comptroller NCO in a class bitching about having to "play Army," it was easy to have 'one of their own' explain it to them. And, you really can't blame some of these Airmen who never wanted to deploy and were perfectly happy sitting in their office and writing contract. But now, the Service has called upon them to deploy and it's criminal not to send them as well prepared as we possibly can. That was our job and, forgive the chest beating here, but we did it better than anyone else in the world. We taught then how to put on their battle rattle, how to properly fit and wear their helmet, how to get in and out of a HMMWV, and what happens when you get hit by an IED and what should you do now, and how to use your firearms. How to actually point the M16 at another human being and pull the trigger. For some of our students, that was a monster red line they needed to cross! So, we had them aim their weapon and shoot another human being, but with Simunitions. If you've never trained with them, we use the same firearms, the M-4 rifle and M-9 pistol, but they're modified to accept a Simunition round, which was, in essence, a high-powered paintball bullet. And, damn if those things didn't hurt. That little blue ball was coming at you mach snot and you knew when you got hit, I don't care what protective clothing you were wearing.

In my squadron, as I said earlier, it was all hands on deck, meaning when a class was on the ground, everybody helped wherever help was needed. Lining up HMMWVs in the middle of the night so the class can roll at sunrise, being a casualty so the students can administer Combat First Aid, or serving as an OPFOR soldier so the students can light you up with

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Simunitions. My wife always knew when we had a class on the ground, cuz' I'd come home looking like I had the measles. Man, some classes I got shot to hell. Everybody would pull OPFOR duty so that the instructors could go out in full force and do their job. It was funny how even my wife would notice when we had a regular predeployment training class on the ground, meaning the fuels guys, paralegals, and photojournalists, or a class of Security Forces Airmen going through their predeployment exercise, Phoenix Warrior. If I trained against a regular predeployment class, I had red welts all over my body… literally head to toe. If I was up against the Defenders, I had a fairly tight grouping over my chest. Painful, but well worth it. But, man, what a great squadron.

JD: Well, I'm sure your background had a lot to do with it. I mean did they pick you for that because of your enlisted time and they're like okay you get this background from TACP and a little bit about ground stuff? Or a lot about ground stuff?

Mitch: Yeah, I really do think that played a part. That, and the fact that I got a really strong push from the two-star I served under in Baghdad, who knew well the two-star that commanded the USAF Expeditionary Center, Maj Gen Kip Self. Bar none, the very best commander I ever served under and, genuinely, one of the finest men ever to walk the planet. That man was an absolutely legendary boss. When I first sat down with him after being selected for the job, but before the change of command, so I wasn't in the seat yet, he told me in all seriousness, "Your squadron is about to get really busy and, I hate to say it, but your squadron is really broke. In short order, you've got to find a way to fix it." Well, crap. When you get a high profile job, you're already nervous enough before you walk through the door. Now, I'm having to think about why is my squadron broke and what can I do to fix it "in short order."

Well, it didn't take long to figure out why the squadron was broke, leadership. Plain and simple, an abhorrent commander who fostered the wrong climate for a squadron of cadre. The commander I was replacing actually had a "closed door" policy!

JD: No way!

Mitch: Seriously! Published, written on the bulletin board outside her office. At commander's calls, you were not allowed to ask any question that had not been first printed, submitted to the Squadron senior enlisted advisor or her ops officer. And then the squadron or issue had to be vetted before given to her, so that she could research it and give the right answer.

Just a nightmare, I felt so bad for the Airmen that had to live under that commander. A little backstory to this dynamic for you… she was the first non-Security Forces commander in the history of the squadron, and, as I said, this squadron's heritage goes back to Vietnam. And I was the second squadron commander in the history of the squadron that was not a cop. You can imagine the Security Forces leadership throughout Headquarters Air Mobility Command and the Security Forces Center, that governs all Defender operations throughout the Air Force, weren't happy that they had another 'non-cop' at the helm. That was made

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very clear to me on Day One. So, no surprise, after our boss at the top of the Expeditionary Center, Maj Gen Self, already told me to fix this, that I not only had a huge problem to solve, but that I was given all the authority and resources to do it. Thank God for that! I think it was General Shinseki that I heard say, “Vision without resources is hallucination.”

Alright, change of command happens and it was time to get to work. I met with everybody from the boss above me, Col Jenny Pickett, and I figured out pretty quickly that, besides the commander, I needed to move some people into the right places to do the right things. I remembered back to my beginnings and what were the things that that we bonded over at Bragg. Well, physical training was a hallmark of Det 1. Formation PT was mandatory three days a week, you know, it's not something you blew off. And if you did, you had to have a damn good reason. Everybody on the base saw us out there doing that. Everybody knew who we were, you know, even before the days of the flash and crest. So, within the 421st, we made physical fitness a *huge* deal within the squadron. It was already there as a subculture, mostly by the cops. Well, when we formalized it and brought it out into the daylight, it became very motivational. I was always out front with the two baddest dudes we had, but I made sure they understood this wasn’t physical harassment, this was more about motivation and inclusion than ‘smoking everybody’ and seeing who was left standing. Even for the Airmen we had that weren’t into PT and weren’t in good shape, it turned into a culture of cadre that would just push themselves to the nth degree. People were bragging about their PT tests. I started seeing t-shirts from road races and obstacle course weekend events, like Spartan and Tough Mudder, hanging in offices as a badge of honor. That was a quick fix that gave us an almost immediate return on investment. It sucked for me because, like I said, I was always up front and when I hit my limit, I was quick to let them see it. It wasn’t that I got smoked, it was how I handled getting smoked. I was always appreciative and complimentary to the rotating group of guys who led our PT (even when they made me puke!).

Assignments within the squadron was difficult. Thankfully, I had the authority to do what I needed, and the support of my boss. It’s hard, though, having to tell guys that they don’t work there anymore. So, I received great mentoring by my boss and she helped me figure out ways to fire people where it didn’t seem to the general public that they were fired.

My first targe was the Senior Master Sergeant that served as our squadron senior enlisted advisor, although we technically didn’t have a billet. To be blunt, he was just the wrong guy for the culture we needed to institute. For example, I had been in charge for just a couple of weeks when I get a phone call on a Friday evening. And it’s this Senior Master Sergeant who, as soon as I answered, started saying, “Sir, just to let you, know I'm on top of it. I’ve got it covered. We had an instructor break his ankle this evening and he’s at the hospital. I'm on my way there now.” Okay, got it, and I asked where was he when he broke his ankle? How did it happen? Because I knew we didn't have a class on the ground, so there's nobody training at 7 o’clock or so on a Friday night. He told me, “They were just horsing around in the office.” “Well,” I asked, “Were they drinking?” He quickly blurted, “No, sir, this wasn’t an alcolhol-related incident.” Man, now I’m really confused. “*Who’s “they” and what were they*

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doing at seven o'clock on a Friday night in the office?!?" He didn't know, but he would find out. So, I got the name of the ER he was at and headed out to go meet him there.

So, we both go into the hospital room and all the instructors that were involved in the office were there with him. I thought to myself, this is a good sign… never leave a man behind. It turns out they were all cops and were going over the lesson plans for the upcoming Security Forces predeployment training exercise. They started out with how to rewrite the curriculum in order to emphasize the lessons that were being learned and sent back from Iraq and Afghanistan, and how to de-emphasize stuff that really was just a waste of time. I'm listening to this and thinking, "*And this is at 7 o'clock on a Friday night?!? On a beautiful spring evening with great weather?!? Okay, you'd be a fool to be at work on a Friday night, but how did that turn into a broke ankle?"* So, I addressed the elephant in the room and these guys, 5 or 6 of them, said they got to the part where they teach "combatives," a new emphasis item where we teach them hand-to-hand combat. Well, that discussion turned into a debate on which art form was better, Brazilian Jiu Jitsu, Muay Thai or Krav Maga? And then that turned into a friendly fight, which is how our victim got his ankle broke.

The Senior Master Sergeant made sure he was taken care or, ride home, etc. and we leave. As we're walking to our cars, I'm thinking, ***this is the best thing ever***! Well, the Senior lets me know that he'll take care of drafting up the nonjudicial punishment. I was shocked. I let him know that wasn't how we were going to handle this and that I was so very impressed with each and every one of those guys. There was ***no way*** that we going to punish them.

Almost all of our Security Forces guys were phenomenal, but the real stand outs in the squadron, to me were the normal rank and file Airman from the disparate jobs across the traditional Air Force that really took to being "cadre" and just excelled at being in a challenging job. The whole unit was just phenomenal! Another effort to increase esprit de corps and give these guys even more pride in their job was our "Instructor" tab. While tabs like these are meant to be sewn on the left shoulder of your utility uniform, tradition in my squadron was you sewed it on the black patrol cap. Well, the second week I was in command, I called in the senior leaders, both enlisted and the few officers we had assigned, and I took an Instructor tab and tossed it down the table, and asked, "Says who?" They weren't sure what I was asking, so I clarified, "Who says you're an instructor? What does that mean?" Their weak response was, well it identifies that you're cadre," I pushed back, "No, your black hat identifies you as a cadre. Who says you are ***qualified*** and that you've ***earned*** the right to wear that Instructor tab?" When the light went on with our senior enlisted, bull dogs every one of them, they took that bone and ran with it… hard! That simple challenge turned into an entire qualification and certification program, complete with check rides and a "tabbing ceremony," where the new cadre was formally welcomed into the family. They ate it up! With that additional qualification and certification program, I went back to Air Education and Training Command and they agreed this, en totum, would meet the requirements to earn your AETC Master Instructor certification, which they didn't previously and it came with Community College of the Air Force college credit.

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To a person, one of the things we loved was our distinctive headgear, that black patrol cap. Even the Security Forces guys, who by our squadron uniform supplement could wear either the black patrol cap or their blue beret, all opted for the patrol cap. Which made sense to me, because, again this was a Security Forces squadron and the heritage of a black patrol cap, as I said earlier, went back to Vietnam. Well, not long after I took command, the Air Force went away from BDUs and came out with ABUs. With that uniform change, the Air Force disallowed our black patrol cap.

One of the reasons the Air Force changed to ABUs was standardization. The senior leadership wanted to get away from all the patches and all of the different things like unique hats. Berets for the Security Forces and the Special Warfare Airmen were authorized, but not the rest (like red hats for Red Horse or our black patrol caps). HQ USAF was explicit when they mandated the ABUs, saying nothing 'different' was going to be authorized. Well, the cadre was upset enough over this that they, as a unit, refused to change over to ABUs until the very last day when the Air Force Uniform Board mandated that BDUs were no longer authorized.

I know you're gonna be shocked, but I got pissed and told the cadre to put their black patrol caps on even with their ABUs. What are they gonna do, fire me??? Ummm, yeah. Maj Gen Self, our commander, calls me and my boss into his office and says, "I got a call from the McGuire Wing Commander saying your guys are walking around the base with ABUs and your black hat. Is that true?" I quickly, and somewhat defiantly, said it was true, and he just looked so disappointed. Man, that hurt because I had all the respect in the world for this man! He very gently said, "Mitch, you can't do that." I argued every argument I could think of, which we were all discussing ad nauseum within the squadron, so I had a long list. He simply, but clearly, said, "No, son, you can't do that. We'll figure out a way to get it back, but for now, you've got to play by the rules." Man, all I could think of right then was when I put the page with the right military free fall pay into the reg. I did what I thought was right, but I did it the wrong way and it almost killed my career. Daggum it, now I've got to play by the rules again. So we played by the rules. What's really funny is the very next week, we were notified the Chief Master Sergeant of the Air Force and the Chief of Staff of the Air Force were making a visit to McGuire Air Force Base and the Expeditionary Center on Fort Dix. So, I came up with a plan and presented it to Col Pickett and Maj Gen Self, who gave us the green light. Kip Self smile at me and said, "You're really hanging it out there, but I'll back you." I explained the risk to my guys and the line of cadre volunteering to put their neck on the chopping block was quite long. What we did was, basically, ambush the Chief Master Sergeant of the Air Force!

When VIPs come to the Expeditionary Center, we almost always take them out to the Ft Dix ranges so they can either see us train or go shoot something unique that they may never have seen before. When we took the Chief Master Sergeant of the Air Force out on tour, we had a surprise waiting for him. To understand this, you have to appreciate that my squadron was on the range shooting almost every week, sometimes multiple times a week. We shot every small arms weapon in the Air Force inventory, and quite a few from other

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nations, too. If it had a trigger, we had it in our inventory because we had to train our Airmen on it and how to use it. Not surprisingly, when any ammunition in the Air Force expired (all ammo has a shelf life), armories and depots would send us their expited ammo. We literally had crates of ammo, everything from 40 millimeter grenades to 7.62mm for our AK-47s to .50 cal for the MA-2 machine gun and our sniper rifles. So, we took the Chief Master Sergeant of the Air Force and his small entourage out onto the range while the higher ups took care of the 4-star. The Ops Officer, our senior enlisted advisor and I selected the briefer and the small team that would be ready to either demonstrate how to fire some of these exotic weapons or supervise the CMSAF in handling them. When we announced the team at the previous commander's call, you'd have thought we were telling them they had won the lottery! So the day of the tour, we had our absolute best Cadre out there in their brand new ABUs… and their black patrol cap with Instructor tab. I don't believe there has ever been a prouder group of guys!

They gave their entire briefing as if absolutely nothing was different, just another day on the range, The Chief Master Sergeant of the Air Force was highly impressed with the brief, coined our briefer, and then turned to me and said, "Tell me about these hats." Hmmm, I didn't see that one coming. I thought he'd go back and ask the 2-star about this. Anyway, never miss an opportunity, so I gave him the whole story about the history, the heritage, the qualification and certification program, and the Cadre's immense pride in their patrol cap. He simply said, "I like it. Send me a note about all of this." I sent my boss and our 2-star a carefully worded email, as promised, and the following week, we got a note from the Chief Master Sergeant of the Air Force informing us that we were allowed to wear black hats with our ABUs. The celebration in our squadron was Christmas morning, the stroke of midnight on New Year's, and winning the Super Bowl all wrapped into one!

JD: Yeah, he understood big time.

Mitch: I agree. So, here we go again, I now have to write a package to the Air Force Uniform Board. I'm doing flashbacks of the whole flash and crest process! At least now it was on a desktop computer and I didn't have to mail it in a large manilla envelope! So, we sent it up through our Numbered Air Force to Air Mobility Command, and they endored it and sent it up. It went through very quickly, which I think was all due to Maj Gen Self being directly involved. What other major general in the whole Air Force would spend this much time and, possibly political capital, for a squadron hat?!? It was pretty cool.

After I left squadron command, I had an assignment at US Strategic Command, where I made full bird colonel, and then was honored to lead my own CRG, the 571st Contingency Response Group at Travis AFB, CA. Then came another 365-day TDY, this time to Afghanistan. I was selected to serve as the Deputy Commander for the NATO air wing that governed the Kabul International Airport. So, I served with the French Air Force, whose turn it was to run the Wing. Our main job was to operate the military terminal across the runway from the civilian terminal and train the Afghanis to run their airport. Our two biggest efforts at that were training their air traffic controllers, including the first female air traffic controller in the history of Afghan aviation, and train their firefighters. After that job,

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I was hired to go back to Headquarters Air Mobility Command to be on the inspector general team. Once again, a decision that I thought was the worst one possible turned out to be an absolute blessing. Ultimately, I served as the Deputy IG serving under one of the best leaders I'd know, Brigadier General James Jacobson. Looking back on my career, I'm amazed at how often I had the good fortune to serve under or with some of the best leaders. Brig Gen Jacobson was just one of the very best, just a hair below Kip Self, and that's extraordinarily high praise, in my book.

Well, my time to PCS from the IG team was coming up and I was sure I'd have to go to the Pentagon. As it was, I was literally the only Air Force full bird colonel I'd ever even heard of who had never had an assignment in DC. On the family front, my father-in-law had just passed away and my mother-in-law was not doing so well, so that was weighing heavy on our family. Well, Brig Gen Jacobson and I would sit around late at night when we were done and sip scotch in his office and talk over the day. We would also talk about Green Bay Packers football, but that was usually too depressing. One evening, he asked me where I wanted to go next. I told him about never setting foot inside the Pentagon, and he laughed and said, "Yeah, that's been talked about a lot, how you skated out of that one." He then told me he had a really good job for me lined up at HQ USAF that he thought I'd be perfect for, but then he asked me why would I take it. He pointed out that I would never get promoted, I would never fly again, and in just a couple of years, I'd have to retire since I would hit 30 years in service as an officer. He sincerely asked, "Why are you sticking around two more years?" I replied that that was a really good question.

I went home and talked about it with Cathleen and we came to the agreement that our families, her mom and my parents, need us more than the Air Force needs me. So, after 35 years and 10 months in uniform, I retired. It was a fantastic retirement ceremony, presided over by Brig Gen Jacobson. My boss did phenomenal by me. I'll send you a picture of the shadow box that he built and paid for. I don't know how much that damn thing cost, but I was gobsmacked by it. The ceremony was made really special by the guests who came from all over, and not a few from the TACP days. Chief Suarez had passed several years before, but as a complete surprise to me, Chief Fiscus, Papa Joe Wachs, Desi Alexander and jimmy Felton all showed up. There were buddies and family members I'd not seen in years who made the trip and it was an absolutely wonderful way to end a wonderful career.

We moved back to Sumter, SC, where my mother-in-law and Cathleen's sister and nephew lived, and just an hour away from my folks. At that point, it became Operation SEEK RELEVANCE, right? I didn't know what to do! We all think, man, I can do whatever I want now! And we did a lot of the good stuff right after I retired, like spending a lot of time with my folks, helping my mother-in-law, and reconnecting with family. But, after 6 months, I needed more. I needed to energize my brain and put some of this energy to good use, not just sit around and watch the History channel and read books, So I wound up doing different volunteer things, one of which led me to very interesting part-time job.

I volunteered with the Civil Air Patrol and that got into flying small unmanned aerial systems (sUAS), little small drones. That ultimately turned into a job with a company out of

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Rhode Island where I literally travelled the world and taught people to use their new sUAS systems. It was wild! I mean, I traveled to New Zealand, Norway, to Canada two or three times, and Germany a couple of times, not to mention all over the continental US and Alaska. My niche was all the government contracts, including federal, state, or local. So, if it was military or government law enforcement, at any level, then I was the one that would go and teach him how to fly.

It was going well, and I was enjoying it, but it was hard. The money wasn't all that good and, truth be told, it was painful. All of those old jump injuries were becoming frequent visitors! JD, there were days that I was on my feet for ten hours straight, and not even taking a break for lunch since we had to complete the class on time. Well, a buddy of mine from the year in Baghdad calls me and, to make a long story short, he hired me away to help a friend of his. My new job, which is where I'm still working today, is to represent a company that uses a retrofit kit to turn your vehicle into a precision autonomous vehicle. Literally, you can give us your car on your way to work and, at lunchtime, you can pull out your iPhone and tell your car to start, back out of the driveway come get you, whatever you want it to do.

This company, STEER Tech, has been doing this for over 10 years, and the CEO has contracts with Daimler and Volvo and several others. I was brought on board to help them break into the government market. There's a strong need, and even some desire, within the Department of War to employ this autonomous capability in military vehicles. Think about how many times we drove a vehicle somewhere that was a waste of time, other than the fact that it had to get from point A to point B. How much easier would it have been if you could simply tell the vehicle to start up and drive itself over? Imagine a K-loader on a parking ramp is filled with pallets that need to be loaded onto a C-17. Now, imagine the ramp supervisor or someone in the Aerial Port Ops Center simply tells that K-loader to drive itself over to the parking spot, where the load team is waiting to load. You just reduced your load team down to one person. For today's aerial port squadron, that's an immediate 25% reduction in manpower required… your load team just went from 4 down to 3, leaving that Airman to go do something more important.

There's lots of use cases like that all through the federal government. But this company couldn't find the right path to even offer them the chance to embrace innovation and modernize their operations. With my extensive career and experiences, I consider myself an ambassador. I'm trying to represent one country to another country that does not speak their language or understand their culture. I like to tell everybody that I'm the "DEI hire" of this company. I'm the only one that does not have a PhD! I've already won one small contract for our company and I'm up here in Michigan for a symposium, coming to you live from my hotel room.

JD: I hadn't even heard of that technology! I mean I've heard of self-driving vehicles, and now I'm just racking my brain about all the applications you could use for it. Just quit wasting time driving from one place to the other.

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Mitch: Also, think about this technology in terms of hazardous operations like breaching obstacles. Like, you're trying to clear a minefield or you're trying to breach through an obstacle. Operations where whoever is driving that vehicle has a high probability of getting schwacked, right? So, finding a way to be able to send a robot to go do that, and in the age of innovation, why wouldn't you?!? There's an Army general, General Rainey, that just retired who's famous for the phrase, "No blood on first contact with the enemy." Brilliant, right? Let the robots take the initial punch in the face. So, that's our goal… to use automation and automation so that when we have to engage with an opposing force, there should not be any human blood lost on that first contact with the enemy.

JD: Think about how many routes could have been cleared in Iraq if you just had a self-driving vehicle tripping IEDs that were on pressure plates.

Mitch: Exactly. Also, why stick a person in a vehicle to go spend an hour sweeping a runway at an austere FOB? All these runways have to be clean for the safety of our jets, or a simple nut or bolt can blow out a tire or destroy an engine. So, take these sweepers that go up and down the runway and sweep it any time you want. The air traffic control tower could launch the sweeper any time they knew there was time the runway was quiet. Our technology has cameras and sensors that give us a two-centimeter accuracy, so we can use these vehicles in a multitude of operations.

JD: That's awesome. Well, I just want to say thanks a lot for coming on. This was phenomenal. I love the story about the beret, and it's something that we all take for granted. It's really cool to hear the origins of it and where it came from.

Mitch: You're very welcome, JD. Thank you for taking time to listen to my war stories and for all you do to capture the oral histories that are in danger of fading away when our old warriors do. Thank you.

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BIOGRAPHY

UNITED STATES AIR FORCE

COLONEL MITCHELL A. MONROE



Colonel Mitchell A. Monroe retired from active duty effective 1 May, 2017. His last assignment was as the Deputy Inspector General, Headquarters Air Mobility Command. Before that, he served as the Deputy Commander, NATO Multinational Force Kabul International Airport, following his tour as the Commander, 571st Contingency Response Group, 621st Contingency Response Wing, Travis AFB, CA.

Colonel Monroe graduated with a Bachelor of Arts degree in Criminology and received his commission from the Officer Training School in 1989. He also earned graduate degrees from Webster University (1997) and from Air University (2004).

The colonel enlisted in the Air Force in 1981, becoming one of the US Air Force's first Enlisted Terminal Attack Controllers during his service with Tactical Air Control Parties supporting the 18th Airborne Corps, the 82d Airborne Division, and the 75th Ranger Regiment.

Colonel Monroe is a Master Navigator with over 3,300 hours and a Master Parachutist with over 90 jumps from a dozen different military aircraft. Col Monroe's operational flying missions included Operations DESERT STORM, PROVIDE PROMISE, SUPPORT HOPE, and UPHOLD DEMOCRACY. Colonel Monroe's operational combat support missions included three deployments to Afghanistan, a year on the Multinational Force-Iraq staff, and multiple humanitarian response missions.

EDUCATION

1987 Associate in Applied Science, Community College of the Air Force
1989 Bachelor of Arts in Criminology, Saint Leo College, Saint Leo, Florida
1995 Squadron Officer School (residence), Air University, Maxwell AFB, Alabama
1997 Master of Arts in Human Resources Development, Webster University, Saint Louis, Missouri
2004 Air Command and Staff College (residence), Air University, Maxwell AFB, Alabama
2004 Master of Arts in Military Operational Art & Science, Air University, Maxwell AFB, Alabama
2005 Air War College (correspondence), Air University, Maxwell AFB, Alabama

ASSIGNMENTS

1. January 1982–January 1986, NCOIC Standardization and Evaluation Division, Detachment 1, 507th Tactical Air Control Wing, Fort Bragg, NC
2. January 1986–November 1988, NCOIC Tactical Air Support Training Branch, Headquarters Tactical Air Command, Langley AFB, VA
3. November 1988–January 1989, Flight Screening Program, Officer Training School, Lackland AFB, Medina Annex, TX
4. January 1989–May 1989, Officer Training School, Lackland AFB, Medina Annex, TX
5. May 1989–September 1989, Student Pilot, 98th Flying Training Squadron, Williams AFB, AZ
6. October 1989–September 1990, Student Navigator, 452d Flying Training Squadron, Mather AFB, CA

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7. October 1990–January 1991, C-130 Initial Qualification Training, 314th Airlift Wing, Little Rock AFB, AR
8. January 1991–March 1995, Chief, Combat Tactics Division, 41st Airlift Squadron, Pope AFB, NC
9. March 1995–December 1997, Chief, Squadron Flight Examiner, 62d Airlift Squadron, Little Rock AFB, AR
10. December 1997–December 1999, Assistant Operations Officer, 517th Airlift Squadron, Elmendorf AFB, AK
11. December 1999–June 2001, Wing Executive Officer, 3rd Wing, Elmendorf AFB, AK
12. June 2001–June 2003, Chief, Joint Training Program, Combat Operations Division, Headquarters Air Mobility Command, Directorate of Operations, Scott Air Force Base, IL
13. June 2003–June 2004, Student, Air Command and Staff College, Maxwell AFB, AL
14. June 2004–July 2007, Operations Officer, 818th Global Mobility Squadron, 818th Contingency Response Group, 621st Contingency Response Wing, McGuire AFB, NJ
15. July 2006–July 2007, Chief, Contingency Plans Team, Strategy, Plans, and Assessment directorate, Multi-National Force-Iraq headquarters, Baghdad, Iraq
16. July 2007–July 2009, Commander, 421st Combat Training Squadron, USAF EC, Fort Dix, NJ
17. July 2009–July 2011, Chief, Mission Area Experts Branch, Joint Functional Component Command for Global Strike (USSTRATCOM), Offutt AFB, NE
18. July 2011–April 2013, Commander, 571st Contingency Response Group, 621st Contingency Response Wing, Travis AFB, CA
19. April 2013–April 2014, Deputy Commander, NATO Multinational Force Kabul International Airport, International Security Assistance Force, Kabul, Afghanistan
20. May 2014–May 2017, Deputy Inspector General, Headquarters Air Mobility Command, Scott AFB, IL

SUMMARY OF JOINT ASSIGNMENTS

1. June 2006 - June 2007, Chief, Contingency Plans Team, Strategy, Plans, and Assessment directorate, Multi-National Force-Iraq headquarters, Baghdad, Iraq
2. July 2009—July 2011, Chief, Mission Area Experts Branch, Joint Functional Component Command for Global Strike, US Strategic Command, Offutt AFB, NE

FLIGHT INFORMATION

Ratings:	Master Navigator
Flight Hours:	Over 3,300 hours
Combat Time:	22 hours
Aircraft Flown:	T-41, T-37, T-43, C-130E, C-130H

MAJOR AWARDS AND DECORATIONS

- Legion of Merit
- Bronze Star (1 oak leaf cluster)
- Defense Meritorious Service Medal
- Meritorious Service Medal (4 oak leaf clusters)
- Air Medal
- Aerial Achievement Medal (1 oak leaf cluster)
- Joint Service Commendation Medal
- Air Force Commendation Medal (2 oak leaf clusters)
- Joint Service Achievement Medal
- Secretary of the Air Force Leadership Award (ACSC, 2004)

EFFECTIVE DATES OF PROMOTION

Second Lieutenant	May 04, 1989
First Lieutenant	May 04, 1991
Captain	May 04, 1993
Major	July 01, 2000
Lieutenant Colonel	August 01, 2005
Colonel	December 01, 2010

(Current as of May 2017)

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This Report Contains Information Subject to the Privacy Act of 1974, As Amended

1. NAME (Last, First, Middle)	2. DEPARTMENT, COMPONENT AND BRANCH	3. SOCIAL SECURITY NUMBER
MOORE MICHEL ALAN	AIR FORCE-REGULAR	248 | 31 | 8542

4a. GRADE, RATE OR RANK	4b. PAY GRADE	5. DATE OF BIRTH (YYYYMMDD)	6. RESERVE OBLIGATION TERMINATION DATE (YYYYMMDD)
COL	O6	[redacted]	NA

7a. PLACE OF ENTRY INTO ACTIVE DUTY	7b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address if known)
FORT JACKSON SC	SUMTER SC

8a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND	8b. STATION WHERE SEPARATED
ANG INSPECTIONS (ANG)	JBSA FAMCP TX

9. COMMAND TO WHICH TRANSFERRED	10. SGLI COVERAGE [ ] NONE AMOUNT $400,000
NA	

11. PRIMARY SPECIALTY (List number, title and years and months in specialty. List additional specialty numbers and titles involving periods of one or more years)	12. RECORD OF SERVICE	YEARS	MONTHS	DAYS
11M4, MOBILITY PILOT, 2 YEARS AND 11 MONTHS; P1OC, PILOT REQUIRED OPERATIONS COMMANDER, 2 YEARS AND 11 MONTHS; 12M4, MOBILITY COMBAT SYSTEMS OFFICER, 9 YEARS AND 9 MONTHS; 91OC, COMMANDER, 2 YEARS AND 1 MONTH //See Remarks//	a. DATE ENTERED AD THIS PERIOD	1989	MAY	04
	b. SEPARATION DATE THIS PERIOD	2017	APR	30
	c. NET ACTIVE SERVICE THIS PERIOD	27	11	27
	d. TOTAL PRIOR ACTIVE SERVICE	07	09	24
	e. TOTAL PRIOR INACTIVE SERVICE	00	07	15
	f. FOREIGN SERVICE	04	10	12
	g. SEA SERVICE	00	00	00
	h. INITIAL ENTRY TRAINING	1989	MAY	04
	i. EFFECTIVE DATE OF PAY GRADE	2010	DEC	01

13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service)	14. MILITARY EDUCATION (Course title, number of weeks, and month and year completed)
Legion of Merit, Bronze Star with 1 Oak Leaf Cluster, Defense Meritorious Service Medal, Meritorious Service Medal with 4 Oak Leaf Clusters, Air Medal, Aerial Achievement Medal with 1 Oak Leaf Cluster, Joint Service Commendation Medal, Air Force Commendation Medal with 2 Oak Leaf Clusters, //See Remarks//	(EER) COMBAT SURVIVAL TRAINING COURSE, SEP 1990, (TD), G-130 NCM NAVIGATION INITIAL QUALIFICATION, NOV 1990, (TD) NAVIGATOR TACTICAL MISSION QUALIFICATION, FEB 1991, (PILOT) G-130 NAVIGATOR INSTRUCTOR, MAY 1993, (OCT) CAF SARLFT, MAR 1994, PRE-SQUADRON OFFICERS SCHOOL (EXCEPTIONAL) (RESIDENCE), JAN 1995//SEE REMARKS//

15a. WAS SERVICE THROUGH SERVICE ACADEMY		YES	X	NO
b. WAS SERVICE THROUGH ROTC SCHOLARSHIP (10 USC Sec 2107)		YES	X	NO
c. WAS SERVICE UNDER CONDITIONS OF VOLUNTARY EXTENDED ACTIVE DUTY (10 USC Chap 1609) (If yes, years of commitment: _____)		YES	X	NO

16. DAYS ACCRUED LEAVE PAID 0	17. MEMBER WAS PROVIDED COPY 1 OF DD FORM 2586, POSTSERVICE BENEFIT INFORMATION AND COUNSELING	YES	NO
	DEFENSE SERVICES ADMINISTRATION WITHIN 90 DAYS PRIOR TO SEPARATION		X

18. REMARKS

ITEM 11: 9263, STUDENT OFFICER AUTHORIZATION, 1 YEAR AND 0 MONTHS; K2M7, INSTRUCTOR, MOBILITY PILOT, 5 YEARS AND 9 MONTHS; G2M7, STANDEVAL, MOBILITY PILOT, 1 YEAR AND 9 MONTHS; 92T1, NAVIGATOR TRAINEE, 1 YEAR AND 9 MONTHS ITEM 13: Joint Service Achievement Medal, Air Force Achievement Medal with 1 Oak Leaf Cluster, Joint Meritorious Unit Award with 1 Oak Leaf Cluster, Meritorious Unit Award, AF Outstanding Unit Award with 8 Oak Leaf Clusters, AF Organizational Excellence Award with 3 Oak Leaf Clusters, Combat Readiness Medal with 3 Oak Leaf Clusters, AF Good Conduct Medal with 1 Oak Leaf Cluster, National Defense Service Medal with 1 Service Star, Armed Forces Expeditionary Medal {LOCATION}, Southwest Asia Service Medal with 1 Service Star, Afghanistan Campaign Medal with 1 Service //See Continuation Page//

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19a. MAILING ADDRESS AFTER SEPARATION (Include ZIP Code)	19b. NEAREST RELATIVE (Name and address - include ZIP Code)
2932 CHINDARN DRIVE SUMTER, SC 29150	RONALD J. MOORE 209 GREENVIEW DRIVE WEST COLUMBIA, SC 29169

20. MEMBER REQUESTS COPY 6 BE SENT TO (Specify state/locality) SC OFFICE OF VETERANS AFFAIRS	X	YES		NO
a. MEMBER REQUESTS COPY 3 BE SENT TO THE CENTRAL OFFICE OF THE DEPARTMENT OF VETERANS AFFAIRS (WASHINGTON, DC)	X	YES		NO

21a. MEMBER SIGNATURE	21b. DATE (YYYYMMDD)	22a. OFFICIAL AUTHORIZED TO SIGN (Type name, grade, title, signature)	22b. DATE (YYYYMMDD)
MEMBER NOT AVAILABLE TO SIGN	NA	CAC PKI SIGNED BY SERVANEZ.SANDRA.MARSA 1283683480 CONTRACTOR USAF TSCD Form 214 Technician My 01 2017 3:32:23 PM (UTC) CAC Serial Number: 048 AC 7 Issuer CN: DOD ID CA 41	20170501

SEPARATION INFORMATION (For use by authorized agencies only)

23. TYPE OF SEPARATION	24. CHARACTER OF SERVICE (Include upgrades)	
RETIREMENT	HONORABLE	
25. SEPARATION AUTHORITY	**26. SEPARATION CODE**	**27. REENTRY CODE**
AFI 36-3203	RBC	NA

28. NARRATIVE REASON FOR SEPARATION	
VOLUNTARY RETIREMENT MAXIMUM SERVICE OBTAINABLE	
29. DATES OF TIME LOST DURING THIS PERIOD (YYYYMMDD)	**30. MEMBER REQUESTS COPY 4 (Initials) NA**
NONE	

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1. NAME *(Last, First, Middle)*	2. DEPARTMENT, COMPONENT AND BRANCH	3. SOCIAL SECURITY NUMBER
MONROE MITCHELL ALAN	AIR FORCE - REGAF	248 31 8542

Items continued: ITEM 18 : Star, Iraq Campaign Medal with 1 Service Star, Global War on Terrorism Service Medal, Armed Forces Service Medal, Humanitarian Service Medal with 2 Service Stars, Air & Space Campaign Medal, AF Overseas Ribbon Short, AF Overseas Ribbon Long, Air Force Expeditionary Service Ribbon with Gold Border with 1 Oak Leaf Cluster, AF Longevity Service with 6 Oak Leaf Clusters, USAF NCO PME Graduate Ribbon, Small Arms Expert Marksmanship Ribbon with 1 Service Star, AF Training Ribbon with 1 Oak Leaf Cluster, NATO Medal (Wear first NATO medal awarded), Kuwait Liberation Medal Government of Kuwait. ITEM 14 : (6S4) ADVANCED TACTICS AIR REVIEW COURSE (ATAC), MAY 1998 ; (V8E) ARCTIC SURVIVAL TRAINING, JAN 1999 ; (ZRP) AIR MOBILITY OPERATIONS COURSE, FEB 2002 ; (IDE) - AIR COMMAND - STAFF COLLEGE - JOINT (BEFORE 2005) (RESIDENCE NON-RES), JUN 2004 ; (BX) MOBILITY AIR FORCE MOBILE C 2 LEADERSHIP COURSE, AUG 2004 ; (BW) TACTICAL FUNDAMENTALS, SEP 2004 ; (SDE) - AIR WAR COLLEGE (NON-RESIDENCE), SEP 2005 ; (TN 3) MIDDLE EAST ORIENTATION COURSE (MEOC), MAR 2006 ; (2X1) AIR FORCE NUCLEAR MANAGEMENT FUNDAMENTALS, APR 2010 ; (JSO) JOINT FORCES STAFF COLLEGE, PREPARATION II, SEP 2010 ; (SIP) SAFETY & ACCIDENT BOARD PRESIDENT COURSE, JAN 2011 ; (BW) FUNDAMENTALS OF EXPEDITIONARY MOBILITY OPERATIONS VET, FEB 2011 ; (BO 7) CONTINGENCY CARGO PREPARATION VET, FEB 2011 ; (CQ) AF CONTINGENCY RESPONSE MISSION ORIENTATION LEADERSHIP COURSE, MAR 2011 ; (V4I) SENIOR LEADER MAINTENANCE COURSE, MAR 2011 ; (BK) USAF OPERATIONS GROUP COMMANDERS COURSE, JUN 2011 ; (X0Q) DIRECTOR OF MOBILITY FORCES, SEP 2011 ; (IE) COMAFFOR SENIOR STAFF COURSE, JAN 2012 .

----------NOTHING FOLLOWS----------

21a. NAME OF SIGNATURE	b. DATE	22a. OFFICIAL AUTHORIZED TO SIGN *(Typed name, grade, title, signature)*	b. DATE
NAME OF NOT AVAILABLE TO SIGN	*(YYYYMMDD)* NA	CAC PKI SIGNED BY SERVANTEZ SANDRA MARISA 1218348 0 CONTRACTOR, USAF, TFSC DD Form 214 Technician May 01 2017 3:32:23 PM (UTC) CAC Serial Number: 048 AC 7 Issuer CN: DOD ID CA 41	*(YYYYMMDD)* 20170501

DD FORM 214C, AUG 2009 | PREVIOUS EDITION IS OBSOLETE | NAME OF 4

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DEPARTMENT OF THE AIR FORCE

PRESENTS

THE SUGGESTION AWARD OF

$500.00

TO

A1C MITCHELL A. MONROE
DET 1, 507 TACTICAL AIR CONTROL WING

FOR

A suggestion which proposed the design and use of a distinctive cloth flash and metallic crest on the black beret worn by all members of Tactical Air Control Party. The suggestion was adopted by Headquarters Tactical Air Command and resulted in intangible benefits of High/Extended.

CONFERRED THIS 7TH **DAY OF** SEPTEMBER **IN THE YEAR 19** 84

Jean G. Kennedy

Suggestion No.
POP830532

JEAN G. KENNEDY
Suggestion Program Manager

AF FORM 1413, MAY 77 PREVIOUS EDITION IS OBSOLETE.

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 317TH COMBAT SUPPORT GROUP (MAC)
POPE AIR FORCE BASE, NORTH CAROLINA 28308

REPLY TO ATTN OF: DPF 17 Sep 1984

SUBJECT: AF Suggestion Program Cash Award

TO: A1C Mitchell A. Monroe

1. Congratulations! Your excellent idea has been adopted and implemented by Hq Tactical Air Command. Adoption of your suggestion has resulted in intangible benefits of High/Extended.

2. Your suggestion has been reviewed in accordance with AFR 900-4, Chapter 9 and the cash award computed by Air Force guidelines. The award is considered fair and equitable; however, you have the right to request re-examination of the amount of the award. The request must be in written form, contain reasons for the review and be submitted within 60 days from the date of official notification of approval.

3. Again thanks for sharing your ideas and participating in the Pope Suggestion Program. Please let us hear from you again.

Jean G. Kennedy
JEAN G. KENNEDY
Suggestion Program Manager

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THE

PRESIDENT

OF

THE UNITED STATES OF AMERICA

To all who shall see these presents, greeting:

Know ye, that reposing special trust and confidence in the patriotism, valor, fidelity and abilities of MITCHELL ALLAN MONROE *, I do appoint* him Second Lieutenant *in the*

Regular

United States Air Force

to rank *as such from the* fourth *day of* May *, nineteen hundred and* ninety *. This officer will therefore carefully and diligently discharge the duties of the office to which appointed by doing and performing all manner of things thereunto belonging.*

And I do strictly charge and require those officers and other personnel of lesser rank to render such obedience as is due an officer of this grade and position. And this officer is to observe and follow such orders and directions, from time to time, as may be given by the President of the United States of America, or other superior officers acting in accordance with the laws of the United States of America.

This commission is to continue in force during the pleasure of the President of the United States of America, under the provisions of those public laws relating to Officers of the Armed Forces of the United States of America *and the component thereof in which this appointment is made.*

Done at the City of Washington, this tenth *day of* April *in the year of our Lord, one thousand nine hundred and* ninety *, and of the Independence of the United States of America, the* two hundred and fifteenth year

By the President:

Thomas J. Hickey

Lieutenant General, USAF
Deputy Chief of Staff, Personnel

Donald B Rice

Secretary of the Air Force

DD FORM 1 AF, JUL 75

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CERTIFICATE OF AERONAUTICAL RATING

FROM THE DEPARTMENT OF THE AIR FORCE OF THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETINGS:

THIS IS TO CERTIFY THAT

SECOND LIEUTENANT MITCHELL A. MONROE

HAS SATISFACTORILY COMPLETED THE PRESCRIBED COURSES OF INSTRUCTION OF THE AIR TRAINING COMMAND.

SPECIALIZING IN

UNDERGRADUATE NAVIGATOR TRAINING

IN TESTIMONY WHEREOF AND BY VIRTUE OF VESTED AUTHORITY I DO HEREBY CONFER THIS DIPLOMA AND THE AERONAUTICAL RATING OF:

NAVIGATOR

GIVEN AT MATHER AIR FORCE BASE, CALIFORNIA ON THIS SEVENTEENTH DAY OF JULY IN THE YEAR OF OUR LORD ONE THOUSAND NINE HUNDRED AND NINETY

JOHN R. MORRISON, JR., Colonel, USAF
Commander

ATC FORM 31 (REV)
MAY 1980

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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETINGS:

THIS IS TO CERTIFY THAT
THE PRESIDENT OF THE UNITED STATES OF AMERICA
AUTHORIZED BY ACT OF CONGRESS JULY 20, 1942
HAS AWARDED

THE LEGION OF MERIT

TO

COLONEL MITCHELL A. MONROE

FOR

EXCEPTIONALLY MERITORIOUS CONDUCT
IN THE PERFORMANCE OF OUTSTANDING SERVICES
22 MAY 2014 TO 30 APRIL 2017
GIVEN UNDER MY HAND
10 MARCH 2017

THOMAS J. SHARPY
MAJOR GENERAL, USAF
VICE COMMANDER, AIR MOBILITY COMMAND

Special Order GB-(A1)-025 Condition: 1 PAS: SF1LFQMF RDP: 29 NOV 16

AF FORM 2240, 20000101

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CITATION TO ACCOMPANY THE AWARD OF

THE LEGION OF MERIT

TO

MITCHELL A. MONROE

Colonel Mitchell A. Monroe distinguished himself by exceptionally meritorious conduct in the performance of outstanding services to the United States as Deputy Inspector General and Chief, Analysis and Future Programs Division, Office of the Inspector General, Headquarters Air Mobility Command, Scott Air Force Base, Illinois, from 22 May 2014 to 30 April 2017. During this period, Colonel Monroe's superior leadership, exemplary foresight, and ceaseless efforts were instrumental in Air Mobility Command's successful implementation of the Air Force Inspection System and laid the foundation for the Command to critically assess mission readiness. As a Division Chief, Colonel Monroe masterminded extensive inspection policy and process formulations that underpinned the Command's entire inspection effort, directly impacting 68 wings and over 125,000 Airmen. He developed the first-ever headquarters functional assessment, which allowed functional managers access to trend analysis data across the mobility forces and shaped the entire inspection plan for the Air Force Installation and Mission Support Center. Furthermore, as an Inspection Team Chief, Colonel Monroe led 16 wing inspections, provided wing commanders essential feedback, improved the environment for individual Airmen to execute their primary mission, and ensured the effective execution of worldwide global mobility operations. He was the cornerstone of the Command's inspection efforts and was always there to make the toughest calls. Finally, as the Command's Deputy Inspector General, Colonel Monroe directed the execution of 34 inspections, drove the creation and implementation of new Command and team policies, and shaped the development and training for 90-plus team personnel. Colonel Monroe had substantive and wide-ranging impacts throughout all of his inspector roles, driving both positive improvements at the unit-level and wholesale changes to the Air Force inspection methodology. The singularly distinctive accomplishments of Colonel Monroe culminate a long and distinguished career in the service of his country and reflect great credit upon himself and the United States Air Force.



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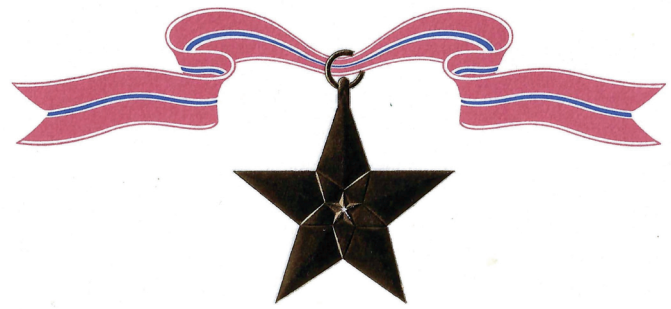

THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING: THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 24 AUGUST 1962 HAS AWARDED

THE BRONZE STAR MEDAL

TO COLONEL MITCHELL A. MONROE
COMMAND KABUL AFGHANISTAN INTERNATIONAL AIRPORT

FOR EXCEPTIONALLY MERITORIOUS SERVICE AS DEPUTY COMMANDER WHILE DEPLOYED IN SUPPORT OF OPERATION ENDURING FREEDOM. HIS OUTSTANDING PERFORMANCE, EXPERTISE, AND DEDICATION TO DUTY GREATLY CONTRIBUTED TO THE SUCCESS OF THE UNIT'S MISSION DURING COMBAT OPERATIONS. COLONEL MONROE'S DISTINCTIVE ACCOMPLISHMENTS ARE IN KEEPING WITH THE HIGHEST HONORS AND TRADITIONS OF MILITARY SERVICE AND REFLECT GREAT CREDIT UPON HIMSELF, INTERNATIONAL SECURITY ASSISTANCE FORCE, AND THE UNITED STATES AIR FORCE.

FROM 13 APRIL 2013 TO 7 APRIL 2014

GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON
THIS 2ND DAY OF MARCH 2014

JEFFREY N. COLT
Major General, United States Army
Deputy Commander, Support
United States Forces-Afghanistan
Permanent Order # 061-105

SECRETARY OF THE ARMY

DA FORM 4980-5-WT, JAN 2000. Previous edition is obsolete.

NARRATIVE TO ACCOMPANY THE AWARD OF

THE BRONZE STAR MEDAL
FIRST OAK LEAF CLUSTER

TO

COLONEL MITCHELL A. MONROE

Colonel Mitchell A. Monroe, United States Air Force, distinguished himself by exceptionally meritorious service to the United States as Deputy Commander, International Security Assistance Force, Kabul International Airport, from 13 April 2013 to 7 April 2014 during Operation ENDURING FREEDOM. An extremely talented leader and dedicated officer, Colonel Monroe assisted the Commander, Multinational Force Kabul International Airport, in the administration and execution of all operations on the North Atlantic Treaty Organization aerial port of debarkation and garrison. In supporting the Commander, Colonel Monroe ably assisted in leading over 740 assigned military, international civilian consultants and local national employees in the execution of over 20,000 aircraft operations, moving 200,000 passengers and 62,000 metric tons of cargo on fixed wing and rotary wing military and civilian contract carrier flights. His direct involvement in the safety, security, and day-to-day operations of the garrison resulted in strengthened force protection and expanded real life support provided to a population of over 4,500 permanent and transient personnel from 49 nations. Under Colonel Monroe's watch, the garrison was noted for four theater "best practices" during the 2013 and 2014 United States Central Command force protection vulnerability assessments. The accolades regarding the security of the garrison were validated when a suicide bomber attacked a German military convoy entering the garrison, which resulted in only minor injuries to coalition forces and zero lapses in garrison protection. Colonel Monroe immediately put into practice the On-Scene Commander position that he personally revitalized months earlier. Minutes after the attack, upon the direction of the garrison commander, Colonel Monroe led the command sergeant major onto the field to ensure the German convoy was safe and secure and then they personally surveyed the attack site to ensure the Afghan National Security Forces had responded appropriately and that the garrison entry control point was secure. Colonel Monroe was also instrumental in the development, training, and certification of over 160 Afghan local civilian workers destined to provide the backbone of Kabul International Airport. Most notably, Colonel Monroe was able to gain approval for an additional twenty-nine local civilian hire positions during a period when the order of business throughout the combined joint operating area was manpower drawdowns and budget reductions. These additional funded positions, endorsed by the Deputy Supreme Allied Commander, Europe, proved critical to hiring the last remaining students in time to meet the Supreme Allied Commander Europe operational plan mandate of training the requisite human capital by the end of the International Security Assistance Force mission. Colonel Monroe's leadership, professionalism, and focused vision played an essential role in bringing aerodrome operations, force protection and real life support to an unsurpassed level, thereby assuring the success of multinational efforts for the security and operational effectiveness of the North Atlantic Treaty Organization's strategic base in Kabul, Afghanistan. Colonel Monroe's actions are in keeping with the finest traditions of military service and reflect distinct credit upon himself, the United States Forces-Afghanistan, and the United State Air Force.

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RECOMMENDATION FOR AWARD

For use of this form, see AR 600-8-22; the proponent agency is DCS, G-1.

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO	2. FROM	3. DATE *(YYYYMMDD)*
Deputy Commander, USFOR-A APO, AE 09320	COMKAIA (Bldg 100) APO AE 09320	

PART I - SOLDIER DATA

4. NAME *(Last, First, Middle Initial)*	5. RANK	6. SSN
MONROE, MITCHELL A.	COL	[redacted]

7. ORGANIZATION	8. PREVIOUS AWARDS
COMKAIA (Bldg 100) APO AE 09320	AFAM-2, AM-1, JSAM-1, AFCM-3, JSCM-1, AFAAM-2, DMSM-1, MSM-4, BSM-1

9. BRANCH OF SERVICE	10. RECOMMENDED AWARD	11. PERIOD OF AWARD	
		a. FROM	b. TO
Air Force	BSM 1OLC	20130413	20140407

12. REASON FOR AWARD

12a. INDICATE REASON	12b. INTERIM AWARD	YES	NO	12c. POSTHUMOUS	YES	NO	13. PROPOSED PRESENTATION DATE *(YYYYMMDD)*
SVC	IF YES, STATE AWARD GIVEN		X			X	20140328

PART II - RECOMMENDER DATA

14. NAME *(Last, First, Middle Initial)*	15. ADDRESS
TAPREST, OLIVIER	COMKAIA (Bldg 100) APO AE 09320

16. TITLE/POSITION	17. RANK
Commander	MG

18. RELATIONSHIP TO AWARDEE	19. SIGNATURE
Commander	

Commander KAIA

PART III - JUSTIFICATION AND CITATION DATA *(Use specific bullet examples of meritorious acts or service)*

20. ACHIEVEMENTS

ACHIEVEMENT #1

See attached Narrative

ACHIEVEMENT #2

ACHIEVEMENT #3

ACHIEVEMENT #4

21. PROPOSED CITATION

See attached Citation

Sheet: 81

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Sheet: 82



THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING: THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 24 AUGUST 1962 HAS AWARDED

THE BRONZE STAR MEDAL

TO

LIEUTENANT COLONEL MITCHELL A. MONROE
MULTI-NATIONAL FORCE-IRAQ

FOR EXCEPTIONALLY MERITORIOUS SERVICE AS TEAM CHIEF, CONTINGENCY PLANS, DEPUTY CHIEF OF STAFF, STRATEGY, PLANS AND ASSESSMENT, MULTI-NATIONAL FORCE–IRAQ, BAGHDAD, IRAQ, DURING OPERATION IRAQI FREEDOM. THE SUCCESS OF THE CONTINGENCY PLANS TEAM WAS DUE IN LARGE PART TO THE LEADERSHIP AND VISION OF COLONEL MONROE. MOST NOTABLY, HIS TEAM WAS KEY IN THE DEVELOPMENT OF NUMEROUS PLANS AND SUPPORT TO OTHER PROGRAMS, INCLUDING UNITED STATES CENTRAL COMMAND'S MOST SENSITIVE COMPARTMENTED PLAN AND THE EFFORT TO COUNTER FOREIGN SUPPORT TO INSURGENT NETWORKS IN IRAQ. LIEUTENANT COLONEL MONROE'S ACTIONS ARE IN KEEPING WITH THE FINEST TRADITIONS OF MILITARY SERVICE AND REFLECT DISTINCT CREDIT UPON HIMSELF, THE MULTI-NATIONAL FORCE-IRAQ, AND THE UNITED STATES AIR FORCE.

PERIOD: 20 JUNE 2006 TO 19 JUNE 2007

GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON

THIS 30th DAY OF MAY 2007

DAVID H. PETRAEUS
General, USA
Commanding
PO 150-002, 30 May 2007

ACTING SECRETARY OF THE ARMY

DA FORM 4980-5-A, JAN 2000. Previous edition is obsolete.

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CITATION TO ACCOMPANY THE AWARD OF

THE BRONZE STAR MEDAL

TO

LIEUTENANT COLONEL MITCHELL A. MONROE

LIEUTENANT COLONEL MITCHELL A. MONROE, UNITED STATES AIR FORCE, DISTINGUISHED HIMSELF BY EXCEPTIONALLY MERITORIOUS SERVICE AS TEAM CHIEF, CONTINGENCY PLANS, DEPUTY CHIEF OF STAFF, STRATEGY, PLANS AND ASSESSMENT, MULTI-NATIONAL FORCE–IRAQ, BAGHDAD, IRAQ, FROM 20 JUNE 2006 TO 19 JUNE 2007, DURING OPERATION IRAQI FREEDOM. THE SUCCESS OF THE CONTINGENCY PLANS TEAM WAS DUE IN LARGE PART TO THE LEADERSHIP AND VISION OF COLONEL MONROE. MOST NOTABLY, HIS TEAM WAS KEY IN THE DEVELOPMENT OF NUMEROUS PLANS AND SUPPORT TO OTHER PROGRAMS, INCLUDING UNITED STATES CENTRAL COMMAND'S MOST SENSITIVE COMPARTMENTED PLAN AND THE EFFORT TO COUNTER FOREIGN SUPPORT TO INSURGENT NETWORKS IN IRAQ. LIEUTENANT COLONEL MONROE'S ACTIONS ARE IN KEEPING WITH THE FINEST TRADITIONS OF MILITARY SERVICE AND REFLECT DISTINCT CREDIT UPON HIMSELF, THE MULTI-NATIONAL FORCE-IRAQ, AND THE UNITED STATES AIR FORCE.

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NARRATIVE TO ACCOMPANY THE AWARD OF

THE BRONZE STAR MEDAL

TO

LIEUTENANT COLONEL MITCHELL A. MONROE

Lieutenant Colonel Mitchell A. Monroe, United States Air Force, distinguished himself by exceptionally meritorious service to the United States as Team Chief, Contingency Plans, Deputy Chief of Staff, Strategy, Plans, and Assessment, Multi-National Force–Iraq, Baghdad, Iraq, from 20 June 2006 to 19 June 2007, during OPERATION IRAQI FREEDOM. During this period, Colonel Monroe's leadership and vision were instrumental in leading the MNF-I operational planning team charged with supporting United States Central Command's principal compartmentalized planning effort. He planned, coordinated and led the growth of the MNF-I participation in the compartmentalized program from two action officers to 100, with many of them being senior officers and representatives from other governmental agencies. He was also entrusted repeatedly to lead teams representing MNF-I to United States Central Command and component level working groups. His frequent briefings with the Commanding General, MNF-I, served to not only ensure the sensitive program was on course, but also prepared the MNF-I commander to effectively participate in a key United States Central Command senior leadership wargame. Colonel Monroe also led the initial effort to counter the threat posed by foreign support to insurgent networks that targeted coalition forces with armor defeating improvised explosive devices. His joint operations and intelligence team drafted the original concept plan, which ultimately reached the National Security Council. His team refined the concept and the Commanding General approved it for execution. The program continues to achieve success at the strategic and theater strategic levels. The Contingency Plans Team's achievements, and their impact on such far-reaching programs as the United States Central Command Regional War on Terrorism, was due in large part to Lieutenant Colonel Monroe's leadership. His skill and prowess as a strategic planner proved critical to the success of several wargames which targeted foreign and internal threats to MNF-I, the Government of Iraq, and the execution of Operation IRAQI FREEDOM. Lieutenant Colonel Monroe's actions are in keeping with the finest traditions of military service and reflect distinct credit upon himself, the Multi-National Force-Iraq, and the United States Air Force.

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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT
THE SECRETARY OF DEFENSE
HAS AUTHORIZED THE AWARD OF THE

DEFENSE MERITORIOUS SERVICE MEDAL

TO

COLONEL MITCHELL A. MONROE, USAF

31 JULY 2009 TO 30 MAY 2011

FOR

EXCEPTIONALLY MERITORIOUS SERVICE
FOR THE ARMED FORCES OF THE UNITED STATES

GIVEN UNDER MY HAND THIS **10TH** DAY OF **APRIL** **2011**

U.S. STRATEGIC COMMAND
COMMAND OR OFFICE

SECRETARY OF DEFENSE

FLOYD L. CARPENTER
Maj Gen, USAF
Commander, JFCC GS

DD FORM 2412. MAY 1999

CITATION TO ACCOMPANY THE AWARD OF

THE DEFENSE MERITORIOUS SERVICE MEDAL

TO

MITCHELL A. MONROE

Colonel Mitchell A. Monroe, United States Air Force, distinguished himself by exceptionally meritorious service as Chief, Nuclear Operations Subject Matter Expert Branch, Joint Functional Component Command for Global Strike, Offutt Air Force Base, Nebraska, from July 2009 to May 2011. Colonel Monroe expertly led a jointly manned branch that adroitly maintained the strategic and nuclear forces situational awareness for the Commander, United States Strategic Command and senior flag officers. During six, zero-defect Combatant Command Tier-One Exercises, he adeptly orchestrated all facets of the Global Strike Deterrence Operations Group. Colonel Monroe's exceptional knowledge of nuclear operations resulted in the promulgation of operational procedures which dramatically increased the effectiveness of forward based, nuclear command and control command posts and positively impacted the strategic deterrence of our Nation. Through his distinctive accomplishments, Colonel Monroe reflected credit upon himself, the United States Strategic Command, the United States Air Force, and the Department of Defense.



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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:
THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 16 JANUARY 1969 HAS AWARDED

THE MERITORIOUS SERVICE MEDAL

FOURTH OAK LEAF CLUSTER

TO

COLONEL MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
30 JUNE 2011 TO 9 APRIL 2013

ACCOMPLISHMENTS

Colonel Mitchell A. Monroe distinguished himself in the performance of outstanding service to the United States as Commander, 571st Contingency Response Group, 621st Contingency Response Wing, Travis Air Force Base, California. During this turbulent period in our nation's history, the leadership, exemplary vision, and ceaseless efforts consistently demonstrated by Colonel Monroe resulted in significant contributions to the effectiveness and success of the Air Force's Global Reach Laydown and Building Partner Capacity missions. Demonstrating strong operational leadership, he excelled as a Joint Task Force-Port Opening Commander, leading both Airmen and Soldiers through two United States Transportation Command verification exercises, earning high praise for his "textbook perfect" initial assessment and for the "best communications seen in 12 years." Colonel Monroe also deployed in support of Operation ENDURING FREEDOM, where he led his team through three Afghanistan airfield assessments in support of Air Forces Central Command. Despite braving indirect fire twice, his team provided the Director of Mobility Forces a thorough capability review of the forward operating bases, including a runway damage assessment following a C-17 Class A mishap. Colonel Monroe further exhibited his leadership and managerial skills when he shepherded the Air Force's first operational Mobility Air Forces Air Advisor squadron from inception to full operational capability on-time and to rave reviews from Headquarters Air Mobility Command and the Commander, Air Forces Southern Command. Finally, Colonel Monroe twice successfully led his group through a Headquarters Air Mobility Command Logistics Compliance inspection, garnering four of six "Outstanding Performer" honors and demonstrating his group's ability to respond to worldwide contingency response taskings. The singularly distinctive accomplishments of Colonel Monroe reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

4 APRIL 2013

MARTIN A. CHAPIN, Colonel, USAF
Commander, 621st Contingency Response Wing

Special Order: GAM-031 **Condition: 6** **PAS: TP1LF571** **RDP: 8 Feb 2013**

AF FORM 2228, AUG 98

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THE UNITED STATES OF AMERICA

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THE MERITORIOUS SERVICE MEDAL

(THIRD OAK LEAF CLUSTER)
TO

LIEUTENANT COLONEL MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
06 JULY 2007 TO 21 JULY 2009

ACCOMPLISHMENTS

Lieutenant Colonel Mitchell A. Monroe distinguished himself in the performance of outstanding service to the United States as Commander, 421st Combat Training Squadron, Expeditionary Operations School, United States Air Force Expeditionary Center, Fort Dix, New Jersey. During this period, Lieutenant Colonel Monroe's visionary restructuring of the 421st Combat Training Squadron led to near instant improvement in mission efficiency, a tangible boost in unit morale and a seventy-five percent increase in courses executed. Additionally, his foresight and mentorship led to the creation of the squadron's unique contingency instructor training program and its expansion to include training expeditionary skills instructors from across the Air Force. Furthermore, under Lieutenant Colonel Monroe's command, the squadron established the Department of Defense's first-ever Force Protection Intelligence Formal Training Unit, preparing Intelligence and Security Forces Airmen to properly evaluate the threat and advise deployed commanders before sending Airmen into harm's way. Moreover, Lieutenant Colonel Monroe's inspirational leadership was a driving factor behind the squadron winning consecutive Headquarters Air Mobility Command Outstanding Small Security Forces Squadron of the Year awards, as well as the 2008 McGuire Air Force Base Community College of the Air Force Outstanding Squadron of the Year award. The singularly distinctive accomplishments of Lieutenant Colonel Monroe reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND
21 JULY 2009

KIP L. SELF
Major General, USAF
Commander, USAF Expeditionary Center
Air Mobility Command

Special Order #: GAW - 059

Condition: 6 PAS: MN1LFNYB RDP: 20090710

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THE MERITORIOUS SERVICE MEDAL

(SECOND OAK LEAF CLUSTER)

TO

LIEUTENANT COLONEL MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
9 JULY 2004 TO 10 JULY 2007

ACCOMPLISHMENTS

Lieutenant Colonel Mitchell A. Monroe distinguished himself in the performance of outstanding service to the United States as Operations Officer, 818th Global Mobility Squadron, 818th Contingency Response Group, 621st Contingency Response Wing, McGuire Air Force Base, New Jersey. During this period, Colonel Monroe melded a team from two major commands and six units as part of an International Security Assistance Force build up during Operation ENDURING FREEDOM moving 129 Italian security forces and 1,211 tons of supplies thereby increasing North Atlantic Treaty Organization presence in Afghanistan. An airbase opening expert, Colonel Monroe twice deployed to the Joint Readiness Training Center with a twenty-plus person element validating joint and coalition operations in an austere environment. On his last readiness exercise, his team completely integrated with Australian C-130 aircrew and aerial porters earning praise from cadre and passing 57 out of 57 evaluations. Colonel Monroe was later handpicked by the 21st Expeditionary Mobility Task Force Commander as the 726th Air Mobility Squadron Operations Officer during the Rhein Main Air Base closure where his mettle was tested again, leading 200 airmen in the command's busiest passenger terminal and exceeding departure reliability standards by an amazing nine percent. Finally, his expeditionary vision and deployed expertise were vital to the successes of Joint Forcible Entry Exercise 06-04 with the 82nd Airborne Division where his team conducted the first-ever battlefield hand-off with Army seizure forces in accordance with joint doctrine, built relationships for the Joint Task Force Port Opening mission, and earned him laudatory comments from the 82nd Airborne Deputy Commanding General. The singularly distinctive accomplishments of Colonel Monroe reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

10 JULY 2007

STEVEN W. BERNARD
Colonel, USAF
Commander, 621st Contingency Response Wg

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THE UNITED STATES OF AMERICA

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THE MERITORIOUS SERVICE MEDAL
(FIRST OAK LEAF CLUSTER)

TO

MAJOR MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
12 JUNE 2001 TO 18 JULY 2003

ACCOMPLISHMENTS

Major Mitchell A. Monroe distinguished himself in the performance of outstanding service to the United States as Chief, Command Joint Training Program, Directorate of Operations, Headquarters Air Mobility Command, Scott Air Force Base, Illinois. In this key assignment, Major Monroe had a direct impact on the combat readiness of airlift and special operations units throughout the Department of Defense. As manager of the Joint Airborne/Air Transportability Training program, Major Monroe created the first-ever combined priority list and the first-ever formal policy of support, ensuring scarce airlift resources were properly allocated. He also personally saved the 78 million dollar program in the days immediately following 11 September 2001 when he convinced the Air Mobility Command Assistant Director of Operations to continue supporting joint airborne training in the face of severe airlift shortages. Major Monroe also had a direct impact upon the successful outcome of Operation IRAQI FREEDOM by creating and authoring the concept of operations for the Global Mobility Assessment Teams. The singularly distinctive accomplishments of Major Monroe reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

23 JUNE 2003

ROGER A. BRADY, Maj Gen, USAF
Director of Operations
Headquarters Air Mobility Command

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THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 16 JANUARY 1969 HAS AWARDED

THE MERITORIOUS SERVICE MEDAL

TO

MAJOR MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
24 DECEMBER 1997 TO 1 JUNE 2001

ACCOMPLISHMENTS

Major Mitchell A. Monroe distinguished himself in the performance of outstanding service to the United States as Assistant Operations Officer, 517th Airlift Squadron, 3rd Operations Group, and 3rd Wing Executive Officer, 3rd Wing, Elmendorf Air Force Base, Alaska. During this period, Major Monroe single-handedly developed a 164-question master question file, pivotal to the 517th Airlift Squadron's 98 percent examination average and overall "Excellent" rating during the 1998 Headquarters Pacific Air Forces Aircrew Standardization and Evaluation Visit. For his inspirational leadership skills as a captain, Major Monroe was handpicked as chief navigator for the largest C-130H squadron in the Air Force, and as the first and only company grade officer chosen to direct daily flight operations for 250 aviators and 9,500 flying hours. Major Monroe was also appointed as the 3rd Wing Commander's Executive Officer, where he authored the wing's Air Force Outstanding Unit Award, edited over 400 annual award packages, and scoured over 150 promotion recommendation forms for eight boards. The singularly distinctive accomplishments of Major Monroe reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

12 JUNE 2001

DOUGLAS M. FRASER
Colonel, USAF
Commander, 3rd Wing

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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT
THE PRESIDENT OF THE UNITED STATES OF AMERICA
AUTHORIZED BY EXECUTIVE ORDER, MAY 11, 1942
HAS AWARDED

THE AIR MEDAL

TO

CAPTAIN MITCHELL A. MONROE

FOR
MERITORIOUS ACHIEVEMENT
WHILE PARTICIPATING IN AERIAL FLIGHT
27 AUGUST 1992 TO 5 AUGUST 1993
GIVEN UNDER MY HAND
THIS 6TH DAY OF SEPTEMBER 19 95

JOSEPH W. RALSTON
General, USAF
Commander
Air Combat Command

AF FORM 2232, JAN 81

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CITATION TO ACCOMPANY THE AWARD OF

THE AIR MEDAL

TO

MITCHELL A. MONROE

Captain Mitchell A. Monroe distinguished himself by meritorious achievement while participating in sustained aerial flight as Navigator, C-130E, 41st Airlift Squadron (Deployed), 435th Operations Group, 435th Airlift Wing, Rhein Main Air Base, Germany, in support of Operation PROVIDE PROMISE, from 27 August 1992 to 5 August 1993. During this period, Captain Monroe's situational awareness and superior airmanship were indispensable in a combat environment with little or no air traffic control or navigational aids available. Captain Monroe's efforts ensured the ongoing success of the United Nations humanitarian airlift to war-torn regions of Bosnia-Herzegovina. The professional ability and outstanding aerial accomplishments of Captain Monroe reflect great credit upon himself and the United States Air Force.



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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:
THIS IS TO CERTIFY THAT
THE SECRETARY OF THE AIR FORCE
HAS AWARDED

THE AERIAL ACHIEVEMENT MEDAL
(FIRST OAK LEAF CLUSTER)

TO

CAPTAIN MITCHELL A. MONROE

FOR
SUSTAINED MERITORIOUS ACHIEVEMENT
WHILE PARTICIPATING IN AERIAL FLIGHT
3 SEPTEMBER 1991 TO 12 NOVEMBER 1994

GIVEN UNDER MY HAND
THIS 30TH DAY OF MARCH 1995

JAMES E. SANDSTROM
Brigadier General, USAF
Commander

AF FORM 2275, JUL 89

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CITATION TO ACCOMPANY THE AWARD OF

THE AERIAL ACHIEVEMENT MEDAL
(FIRST OAK LEAF CLUSTER)

TO

MITCHELL A. MONROE

Captain Mitchell A. Monroe distinguished himself by meritorious achievement while participating in sustained aerial flight as Navigator, C-130E, 4410th Airlift Squadron, 4404th Composite Wing (Provisional), King Abdul Aziz Air Base, Kingdom of Saudi Arabia, from 3 September 1991 to 12 November 1994. During this period, the professional skill, airmanship, and dedication exhibited by Captain Monroe contributed significantly to the wing's operational airlift capability in support of Operations SOUTHERN WATCH and VIGILANT WARRIOR. He completed 29 missions moving cargo, passengers, and patients in marginal flying conditions as part of a multinational coalition of forces enforcing the United Nations' cease-fire resolution over southern Iraq. The professional ability and outstanding aerial accomplishments of Captain Monroe reflect great credit upon himself and the United States Air Force.



Sheet: 96



THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:
THIS IS TO CERTIFY THAT
THE SECRETARY OF THE AIR FORCE
HAS AWARDED

THE AERIAL ACHIEVEMENT MEDAL

TO

FIRST LIEUTENANT MITCHELL A. MONROE

FOR
SUSTAINED MERITORIOUS ACHIEVEMENT
WHILE PARTICIPATING IN AERIAL FLIGHT

2 AUGUST 1992 TO 1 SEPTEMBER 1992

GIVEN UNDER MY HAND
THIS 30th DAY OF MARCH 19 93

GEORGE N. WILLIAMS
Colonel, USAF
Commander

AF FORM 2275, JUL 89

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Sheet: 97

CITATION TO ACCOMPANY THE AWARD OF

THE AERIAL ACHIEVEMENT MEDAL

TO

MITCHELL A. MONROE 248-31-8542FR

First Lieutenant Mitchell A. Monroe distinguished himself by meritorious acheivement while participating in sustained aerial flight as Navigator C-130E, 41st Airlift Squadron, 317th Operations Group, 317th Airlift Wing, Pope Air Force Base, North Carolina, while deployed in support of Operation PROVIDE PROMISE, from 2 August 1992 to 1 September 1992. During this period, Lieutenant Monroe's situational awareness and superior airmanship were indispensible in a combat environment with little or no air traffic control or navigational aids available. Lieutenant Monroe's efforts ensured the ongoing success of the United Nations humanitarian airlift to war-torn Sarajevo, Bosnia-Herzegovina. The professional ability and outstanding aerial accomplishments of Lieutenant Monroe reflect great credit upon himself and the United States Air Force.

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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:
THIS IS TO CERTIFY THAT
THE SECRETARY OF DEFENSE
HAS AUTHORIZED THE AWARD OF THE

JOINT SERVICE COMMENDATION MEDAL

TO

CAPTAIN MITCHELL A. MONROE
UNITED STATES AIR FORCE

FOR
MERITORIOUS SERVICE
FOR THE ARMED FORCES OF THE UNITED STATES

GIVEN UNDER MY HAND THIS 16th **DAY OF** September **19** 94

JOINT TASK FORCE PROVIDE PROMISE
COMMAND OR OFFICE

SECRETARY OF DEFENSE

EDWARD HANLON, JR.
BGEN, U.S. Marine Corps
Chief of Staff

DD FORM 2413, NOV 85

HEADQUARTERS
JOINT TASK FORCE PROVIDE PROMISE
APO AE 09784

CITATION
TO ACCOMPANY THE AWARD OF
THE JOINT SERVICE COMMENDATION MEDAL
TO
CAPTAIN MITCHELL A. MONROE
UNITED STATES AIR FORCE

Captain Mitchell A. Monroe, United States Air Force, distinguished himself by exceptionally meritorious service as the Airdrop Mission Planner, Combined Air Operations Center, Operation Deny Flight and Joint Forces Air Component, Operation Provide Promise from 26 December 1993 to 5 March 1994. During this period, the performance of Captain Monroe in a key support role contributed substantially to the detail planning and execution of operational and humanitarian missions in the former Republic of Yugoslavia. As an Airdrop Mission Planner, his demonstrated outstanding leadership, managerial skills, and high standards of performance were instrumental in Operations Deny Flight and Provide Promise exceeding all operational goals and commitments, including the humanitarian delivery of food and medical supplies to refugees in Bosnia-Herzegovina. The distinctive accomplishments of Captain Monroe reflect credit upon himself, the United States Air Force, and the Department of Defense.

EDWARD HANLON JR.
BGEN, U.S. Marine Corps
Chief of Staff

Sheet: 99

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Sheet: 100



DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

(SECOND OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

CAPTAIN MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
13 MARCH 1995 TO 11 DECEMBER 1997

GIVEN UNDER MY HAND

THIS 18TH DAY OF DECEMBER 1997

Jack R. Holbein

JACK R. HOLBEIN
Brigadier General, USAF
Commander, 314th Airlift Wing

AF FORM 2224, APR 85

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Sheet: 101

CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE COMMENDATION MEDAL
(SECOND OAK LEAF CLUSTER)

TO

MITCHELL A. MONROE

Captain Mitchell A. Monroe distinguished himself by meritorious service as Chief, Squadron Flight Examiner Navigator, 62d Airlift Squadron, 314th Operations Group, 314th Airlift Wing, Little Rock Air Force Base, Arkansas, from 13 March 1995 to 11 December 1997. During this period, the outstanding leadership, professional skill, and ceaseless efforts of Captain Monroe resulted in significant contributions to the successful mission accomplishment of the 62d Airlift Squadron and the 314th Airlift Wing. As Chief Evaluator Navigator of Air Education and Training Command's selectively manned C-130 tactical formal training unit, he personally administered 69 evaluations to both permanent party and student navigators and provided expert direction to ensure 121 qualified navigators were trained to instructor status and 217 student navigators to combat-ready status. When a Presidential-support C-130 crashed, Captain Monroe's reputation throughout the wing for excellence made him the obvious choice as Navigator member of the Accident Investigation Board. He further assisted the Eighth Air Force Commander by personally delivering the accident report to the United States Secret Service agent's next of kin. From general officers to visiting sister service and foreign aircrews, Captain Monroe was continually the first choice as Instructor Navigator due to his unparalleled instructional ability and superb technical knowledge. The distinctive accomplishments of Captain Monroe reflect credit upon himself and the United States Air Force.



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DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

(FIRST OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

CAPTAIN MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
20 FEBRUARY 1991 TO 3 MARCH 1995
GIVEN UNDER MY HAND

THIS 27TH DAY OF NOVEMBER 1995

James E. Sandstrom

JAMES E. SANDSTROM
Brigadier General, USAF
Commander

AF FORM 2224, APR 85

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CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE COMMENDATION MEDAL
(FIRST OAK LEAF CLUSTER)

TO

MITCHELL A. MONROE 248-31-8542FR

Captain Mitchell A. Monroe distinguished himself by meritorious service as Chief, Combat Tactics and as Instructor Navigator, C-130E, 41st Airlift Squadron, 23d Operations Group, 23d Wing, Pope Air Force Base, North Carolina, from 20 February 1991 to 3 March 1995. During this period, Captain Monroe's skill led to his selection for numerous crucial missions and exercises including the Southwest Asia Cease-Fire Campaign, two VOLANT PINE Rotations to Royal Air Force Mildenhall, England, several special operations exercises, Operations PROVIDE PROMISE, PROVIDE RELIEF, SUPPORT HOPE, UPHOLD DEMOCRACY, and VIGILANT WARRIOR, and the wing's most demanding program, Special Operations Low Level II. Captain Monroe was one of four tactics officers who planned, briefed, and flew in Operation UPHOLD DEMOCRACY, the planned 60 aircraft assault of Haiti. He also planned and commanded the first-ever composite force, multi-national airdrop in eastern Kuwait during Operation VIGILANT WARRIOR. The distinctive accomplishments of Captain Monroe reflect credit upon himself and the United States Air Force.

Sheet: 104

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DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

HAS BEEN AWARDED TO

STAFF SERGEANT MITCHELL A. MONROE

FOR

MERITORIOUS SERVICE
31 JANUARY 1982 TO 21 JANUARY 1986

GIVEN UNDER MY HAND
THIS 6TH **DAY OF** MAY **1986**

William L. Kirk

WILLIAM L. KIRK
Lieutenant General, USAF
Commander

DEPARTMENT OF THE AIR FORCE · UNITED STATES OF AMERICA · MCMXLVII

AF FORM 2224, JAN 81

Sheet: 105

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CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE COMMENDATION MEDAL

TO

MITCHELL A. MONROE

Staff Sergeant Mitchell A. Monroe distinguished himself by meritorious service while assigned to Detachment 1, 507th Tactical Air Control Wing, Pope Air Force Base, North Carolina, from 31 January 1982 to 21 January 1986. During this period, Sergeant Monroe's outstanding professionalism, leadership, and knowledge of the Tactical Air Control System contributed greatly to the combat readiness of Detachment 1. As Noncommissioned Officer in Charge of the unit Standardization/Evaluation program, his positive attitude, flawless documentation and unswerving devotion to duty prompted a Tactical Air Command Inspector General Management Effectiveness Inspection team to award an overall excellent rating in that area. The distinctive accomplishments of Sergeant Monroe reflect credit upon himself and the United States Air Force.



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THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT
THE SECRETARY OF DEFENSE
HAS AWARDED

THE JOINT SERVICE ACHIEVEMENT MEDAL

TO
MAJOR MITCHELL A. MONROE
UNITED STATES AIR FORCE

FOR
MERITORIOUS SERVICE
FOR THE ARMED FORCES OF THE UNITED STATES

GIVEN UNDER MY HAND THIS 8TH DAY OF APRIL 2005

COMBINED SUPPORT FORCE – 536
COMMAND OR OFFICE

FOR THE SECRETARY OF DEFENSE
R. R. BLACKMAN
LIEUTENANT GENERAL, U.S. MARINE CORPS
COMMANDER

DD FORM 2414. MAY 1999

CITATION TO ACCOMPANY THE AWARD OF

THE JOINT SERVICE ACHIEVEMENT MEDAL

TO

MITCHELL A. MONROE

Major Mitchell A. Monroe, United States Air Force, distinguished himself by exceptional meritorious achievement while assigned as Night Shift Officer in Charge, Joint Movement Center, Air Command and Control Element, Combined Support Force 536, from 11 January to 30 January 2005. In the aftermath of the tragic tsunami that took the lives of over 280,000 people in South East Asia, Major Monroe's professionalism, initiative, and sound judgment, aided immeasurably during Humanitarian Assistance/Disaster Relief efforts in support of Operation Unified Assistance. Through his distinctive accomplishments, Major Monroe reflected credit upon himself, the United States Air Force, and the Department of Defense.

R. R. BLACKMAN
Lieutenant General, USMC
Commander
Combined Support Force 536

Sheet: 107

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DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE ACHIEVEMENT MEDAL

FIRST OAK LEAF CLUSTER

HAS BEEN AWARDED TO

SERGEANT MITCHELL A. MONROE

FOR

OUTSTANDING ACHIEVEMENT
1 OCTOBER 1984 TO 10 OCTOBER 1984

ACCOMPLISHMENTS

Sergeant Monroe's outstanding professional skill, knowledge, and initiative greatly aided in the successful completion of a Tactical Training Program conducted by Detachment 1, 507th Tactical Air Control Wing, at Fort Bragg, North Carolina, called "PRESS 84".

GIVEN UNDER MY HAND THIS 19th DAY OF Nov 19 84

James H. Martin

JAMES H. MARTIN, Colonel, USAF
Commander, 507 Tactical Air Control Wing

AF 2274, FEB 83
PREVIOUS EDITION WILL BE USED

Sheet: 108

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DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE ACHIEVEMENT MEDAL

HAS BEEN AWARDED TO

AIRMAN FIRST CLASS MITCHELL A. MONROE

FOR

OUTSTANDING ACHIEVEMENT
18 January 1983 to 8 February 1983

ACCOMPLISHMENTS

Airman Monroe's outstanding professional skill, knowledge, and leadership were an immeasurable contribution to the success of Exercise Brimfrost '83. His performance in the harsh arctic environment stands as an example to his peers and reflects credit upon himself and his unit.

GIVEN UNDER MY HAND THIS 8th DAY OF February 19 83

James H. Martin

JAMES H. MARTIN, Colonel, USAF
Commander

AF FORM 2274, JUL 81

Sheet: 109

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AIR FORCE ACHIEVEMENT MEDAL AND AIR FORCE COMMENDATION MEDAL JUSTIFICATION

DATE: 25 Apr 83

1. LAST NAME - FIRST NAME - MIDDLE INITIAL	2. GRADE	3. SSAN
MONROE, MITCHELL A.	A1C	[redacted]

4. DUTY TITLE(S) DURING INCLUSIVE PERIOD

Tactical Air Command and Control Specialist

5. JUSTIFICATION *(Use a short "Bullet" statement for each accomplishment. Minimize description–emphasize results. Use only as many bullets as required. Additional space below the dotted lines may be used for Air Force Commendation Medal Justification only.)*

a. PRIMARY JOB ACCOMPLISHMENTS:

(1) In the absence of a qualified USAF officer, performed highly successful duties of an Air Liaison Officer at Ft Richardson, Alaska during Brimfrost '83.

(2) Supervised and instructed five enlisted men from another unit in correct procedures to Air Land three MRC-108 vehicles.

(3) Conducted comprehensive inspection and repair of three MRC-108 vehicles under harsh conditions at an austere Forward Operating Location.

(4) Traveled 150 miles in extremely unfavorable arctic conditions to set up and operate a Tactical Air Control Party.

(5) Acted as an extremely effective Forward Air Controller, directing aircraft during a successful test program.

---

(6)

(7)

b. OTHER ACCOMPLISHMENTS: *(Special projects, additional duties, etc.)*

(1)

(2)

(3)

---

(4)

(5)

6. NAME, GRADE AND TITLE OF INITIATOR	7. SIGNATURE
DAVID B. BEATTY, Captain, USAF Brigade Air Liaison Officer	Donald B Beatty

AF FORM 642 SEP 81

2Eb 81

Sheet: 110

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Sheet: 111



International Security Assistance Force
Afghanistan

Commander Commendation

Presented to

Colonel Mitchell A. Monroe

April 2013 – April 2014

In grateful appreciation for an outstanding contribution to Headquarters, International Security Assistance Force

J. F. Dunford, Jr.
General, U.S. Marine Corps
Commander, International Security Assistance Force-Afghanistan

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ANNEX A TO
SOP 00112
DATED 25 NOV 2013

NOMINATION FOR COMISAF COMMENDATION

RANK: OF-5 NAME: MONROE First name: Mitchell JobTitle:Deputy Commander KAIA

Unit: COMKAIA Location: KABUL SOT: April 2013 EOT: 07 April 2014

CIRCUMSTANCES OF COMMENDATION

Colonel (OF-5) Mitchell Monroe has been assigned from April 2013 till April 2014 as Deputy Commander, second in command of the NATO mission to sustain operational capability of the Kabul Afghanistan Aerial Port Of Debarkation (APOD). The Multi-National Force Kabul International Airport (KAIA) is a 740-member team for which Colonel Monroe performed astute leadership. He diligently managed the security of the garrison and earned five theater Best Practice honors from five higher headquarters force protection assessments. His involvement in preparing the airport for transfer to Aghan civilian government control was outstanding. He is a tireless leader who inspired his subordinates to give only their very best and he never gave anything less of himself. His ability to command men and women from both multinational armed forces and international civilian consultants is a gift and a great responsibility, which he bore admirably. Colonel Monroe is the embodiment of what the leader of a NATO command has to be.

	Rank / Name	Signature	Date
COMKAIA	OF-7 Olivier Taprest		18th March 2014

Commander KAIA

ENDORSEMENT

	Rank / Name	Signature	Date
Dir Air Ops	OF-6 David Cooper		19 Mar 14
Chief of Staff	OF-7 Richard Nugee		19th March 2014

COMMENDATION

Colonel (OF-5) Mitchell Monroe distinguished himself by superior performance as Deputy Commander of Kabul International Airport on the staff of the Headquarters, International Security Assistance Force-Afghanistan from April 2013 to April 2014. Colonel Monroe's exceptional leadership, technical expertise and perseverance in an extremely demanding assignment directly contributed to the mission success of this Headquarters.

He has served KAIA with distinction and perfectly fulfilled his role as Deputy Commander in an outstanding manner. He is a highly professional officer who worked tirelessly to execute his mission with precision and determination. His contribution to the transitioning process of Kabul International Airport to Afghan civilian authorities is major.

The distinctive accomplishments of Colonel Mitchell Monroe reflected great credit upon himself, International Security Assistance Force and the United States of America.

Commended by: Date: 22 MAR 14

J. F. Dunford, Jr.
General, U.S. Marine Corps
Commander International Security Assistance Force-Afghanistan

Sheet: 112

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Sheet: 113

"Brabery, courage, gallantry
Horse, Supremacy
Courage without equal,
Alert day and night,
Cavalry Soldiers.
Soldiers of Portugal (...)"

Extract from the Dragões D' Entre Douro e Minho's anthem

Regimento de Cavalaria N. 6

RC6's Honorary Silver Knight

The 6th Cavalry Regiment Commander states that Col Michell MONROE was awarded with the silver honorific title of "Dragão D' Entre Douro e Minho*".

* Dragoons (Light Cavalry Troops) from the region between Douro and Minho Rivers)

Braga, of 2013

Commander

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Sheet: 114



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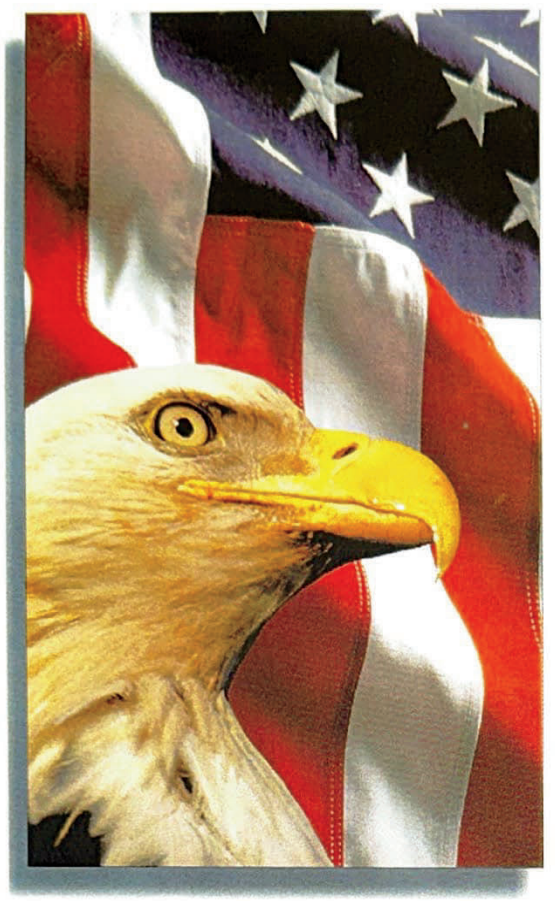

Secretary of the Air Force Leadership Award 2004

Presented to

Major Mitchell A. Monroe

Air Command and Staff College
22 July 2003 to 7 June 2004

GIVEN UNDER MY HAND THIS
TWENTY-FIFTH DAY OF MAY 2004

James G. Roche
Secretary of the Air Force

Sheet: 115

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Sheet: 116

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CITATION TO ACCOMPANY

THE SECRETARY OF THE AIR FORCE LEADERSHIP AWARD

TO

MITCHELL A. MONROE

Major Mitchell A. Monroe distinguished himself by his contributions to Air University's professional military education while attending Air Command and Staff College from 22 July 2003 to 7 June 2004. As Class President, Major Monroe's exceptional leadership, integrity, and ceaseless dedication were instrumental in establishing and maintaining his class's remarkable unity, esprit-de-corps, and winning reputation. He quickly established a "team" philosophy, ensuring success for five hundred eighty-four United States and international field grade officers and Department of Defense civilians. His personal, charismatic, and confident leadership proved instrumental in establishing the class standard for excellence both in and out of the classroom, resulting in the development of a strategic plan with the highest scholastic and community goals as well as playing a key role in the college winning the Maxwell-Gunter Commanders Sports Trophy. He personally ensured each objective was accomplished with excellence while guiding his class through a dynamic and challenging environment. Major Monroe's outstanding performance reflects great credit upon himself, Air Command and Staff College, Air University, and the United States Air Force.



Certificate of Appreciation

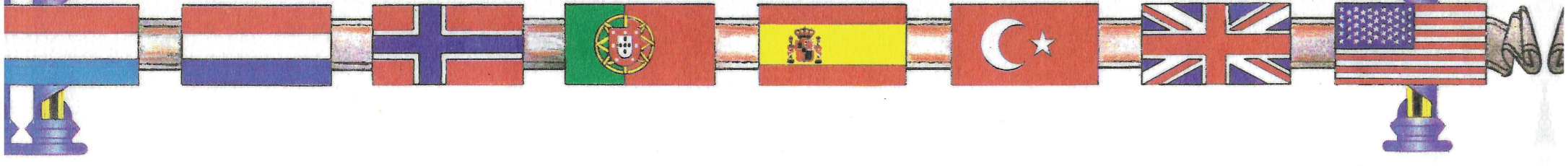
presented to

Capt Mitchell A. Monroe

From 26 Dec 93 to 05 Mar 94

With grateful appreciation for your unselfish
dedication to the Combined Air Operations Center
and the North Atlantic Treaty Organization
Your unfaltering support directly contributed to the
overwhelming success of military operations
in support of DENY FLIGHT and PROVIDE PROMISE

JAMES E. CHAMBERS, Lt Gen, USAF



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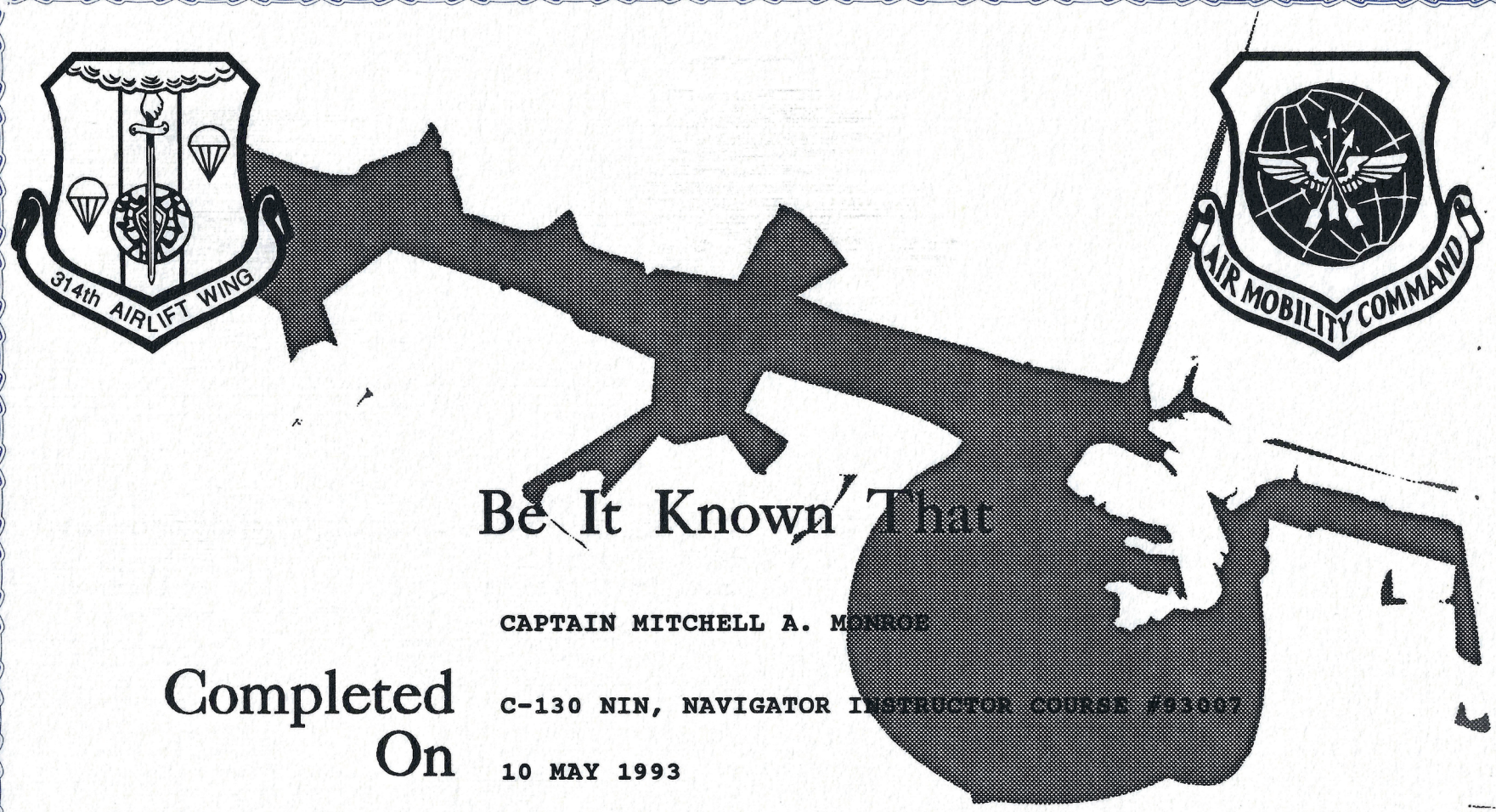
Sheet: 118



Be It Known That

CAPTAIN MITCHELL A. MONROE

Completed On

C-130 NIN, NAVIGATOR INSTRUCTOR COURSE #93007

10 MAY 1993

as an

OUTSTANDING INSTRUCTOR

CHARLES R. BLAKE, Colonel, USAF

COMMANDANT

AMC FORM 500, JUN 92

REPLACES MAC FORM 500, SEP 80

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Sheet: 119

Air Training Command
UNITED STATES AIR FORCE

Certifies

MITCHELL A. MONROE

DISTINGUISHED GRADUATE

ATC Course Number MAPM0103

Officer Basic Military Training, Precommissioning

In Recognition of Superior Achievement
Conferred at Officer Training School, Lackland AFB, Texas
this 4TH **day of** MAY **in the year** 1989 **.**

CHARLES W. WALTERS, Colonel, USAF
Deputy Commander for Military Training

DANNY PIPER, Colonel, USAF
Commander

OTS Form 4, JUL 86

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DEPARTMENT OF THE AIR FORCE
OFFICER TRAINING SCHOOL, USAF (ATC)
LACKLAND AIR FORCE BASE TX 78236-5000

4 May 1989

Second Lieutenant Mitchell A. Monroe
Officer Training School, USAF
Class 89-04
Lackland Air Force Base, Texas 78236-5000

Dear Lieutenant Monroe

Congratulations! We've selected you as the Second Honor Graduate of OTS Class 89-04. This is our way of recognizing the first-rate performance, leadership, and character you demonstrated while in training. To be number two in a class of dedicated and highly competitive men and women is something you can really be proud of.

Your high standards of personal dedication and professionalism will serve you well in your future career and mark you as an Air Force officer with potential over and above your peers. I salute you for the fine job you've done at Officer Training School and at the same time challenge you to accept this recognition as a responsibility for the future.

Best wishes to you for a fulfilling Air Force career.

Sincerely

DANNY PIPER, Colonel, USAF
Commander

Sheet: 120

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Sheet: 121

Officer Training School

LACKLAND AIR FORCE BASE, TEXAS

THIS IS TO CERTIFY THAT

OT MITCHELL MONROE

HAS BEEN SELECTED

FOR THE DANIEL WEBSTER AWARD

Given this 26TH **day of** APRIL **19**89

Joseph Hrovat

JOSEPH HROVAT, CAPT, USAF
FLIGHT COMMANDER

B E Barker

BRUCE E. BARKER, MAJ, USAF
SQUADRON COMMANDER

OTS Form 3, JAN 87

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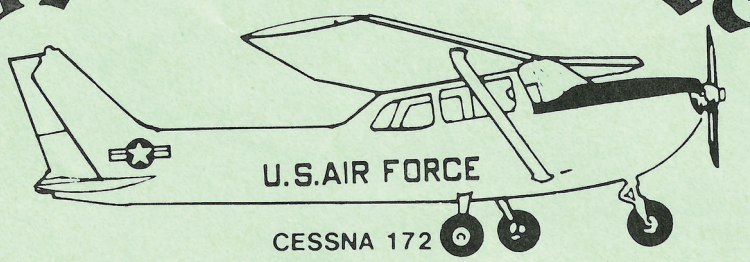
Solo Certificate



CESSNA 172
"MESCALERO"
T-41A

from the Flight Screening Program of the

United States Air Force

This is to certify that

OT MITCHELL A. MONROE

on the SIXTEENTH day of DECEMBER, 1988.

did, alone and unassisted, take-off
and return to Hondo Airfield,
thereby successfully completing his

Solo Flight

FLIGHT SCREENING PROGRAM
AIR TRAINING COMMAND
MCMXLIII

Flight Instructor

DOSS AVIATION, INC.

Sheet: 122

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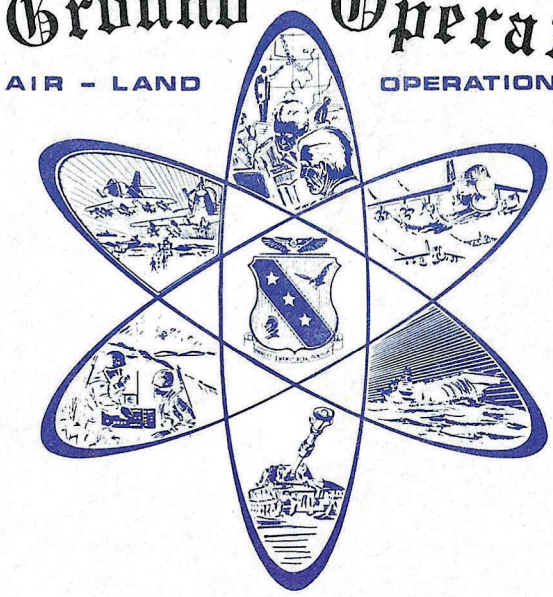
Sheet: 123

USAF Air Ground Operations School

AIR - LAND OPERATIONS

MISSION
PLANNING
WEAPON SYSTEMS

ORGANIZATION
EMPLOYMENT
CONTROL SYSTEMS



SGT MITCHELL A. MONROE, 248-31-8542

Has completed the

USAFAGOS JOINT FIREPOWER CONTROL COURSE--CLASS 85-01
PDS CODE ZEP

In testimony this **diploma** is hereby awarded
at Hurlburt Field, Florida this 2nd day of NOVEMBER 1984

PAUL L. GRIMMIG, COL, USAF
COMMANDANT, USAFAGOS

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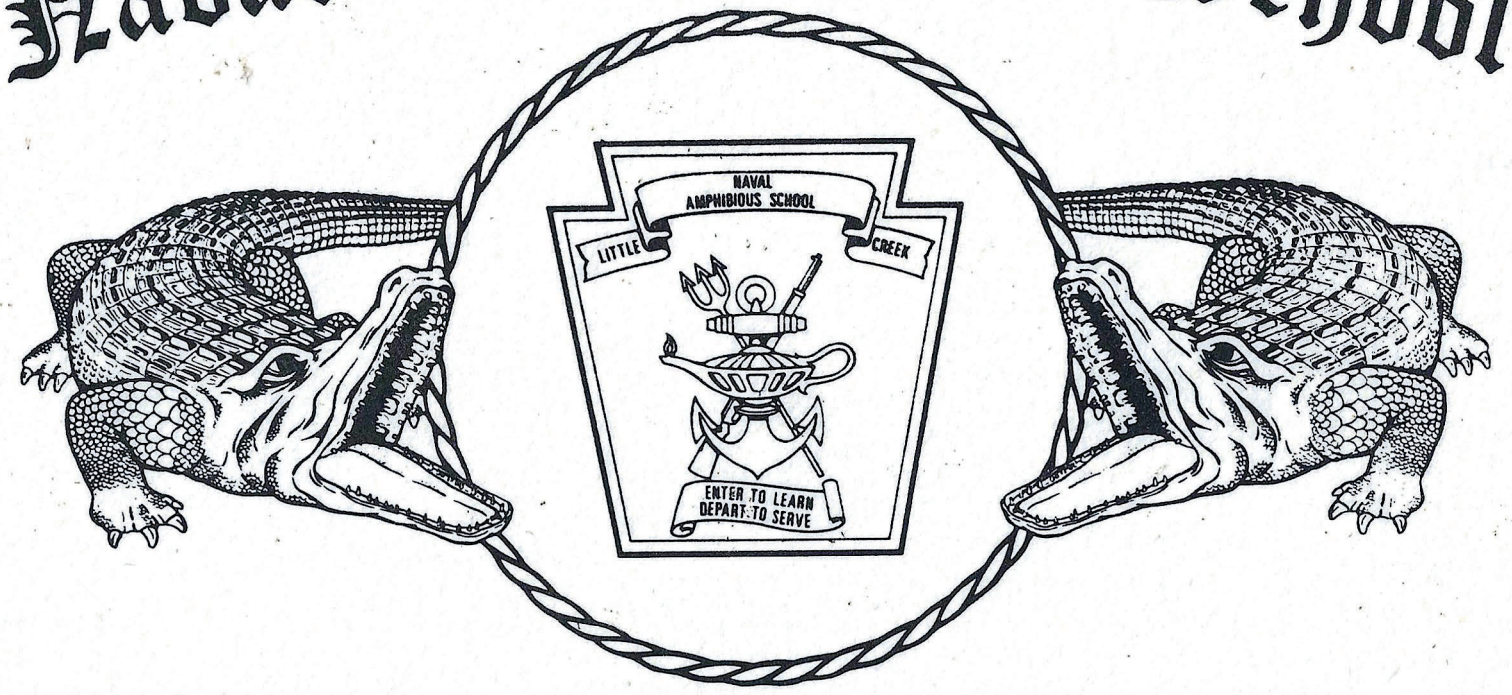
Sheet: 124

Naval Amphibious School



Certificate of Completion

The Commanding Officer of the Naval Amphibious School
takes pleasure in granting a Certificate of Completion to

SERGEANT MITCHELL A. MONROE

FOR SATISFACTORILY COMPLETING THE COURSE OF INSTRUCTION IN

J-2G-0183 TROOP NAVAL GUNFIRE SPOTTER

GIVEN THIS 8TH DAY OF MAY 1985

V. DEKSHENIEKS
CAPTAIN, U. S. NAVY

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CERTIFICATE OF APPOINTMENT

Having demonstrated
patriotism, valor, fidelity and ability

MITCHELL A. MONROE, [redacted]

is hereby appointed a

NONCOMMISSIONED OFFICER

in the grade of

SERGEANT

in the

UNITED STATES AIR FORCE

THIS 1st DAY OF September

ONE THOUSAND NINE HUNDRED AND Eighty-Four

Your appointment carries with it the obligation that you exercise additional authority and willingly accept greater responsibility. Your every action must be governed by a strong sense of personal moral responsibility, leadership by example, excellence, and commitment to Air Force standards. You will observe and follow such orders as may be given by superiors acting according to the provisions of the United States Air Force Regulations, General Orders, Uniform Code of Military Justice, and supporting orders and directives.

Given under my hand at Pope Air Force Base, North Carolina *this* First *day of* September *in the year nineteen hundred and* Eighty-Four

Rolland F. Clarkson, Jr.
ROLLAND F. CLARKSON, JR.
Colonel, USAF
Commander

DEPARTMENT OF THE AIR FORCE · MCMXLVII · UNITED STATES OF AMERICA

Charles A. Gabriel
CHIEF OF STAFF

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Sheet: 126

Department of the Army

Headquarters

2nd Battalion Airborne 325th Infantry

Fort Bragg, North Carolina

the white falcon

Certificate of Achievement

is awarded to

Airman First Class Mitchell Monroe, [redacted]

For: Outstanding duty performance and service with the 82d Airborne Division Task Force while contributing to the successful accomplishment of the Bright Star "83" Mission.

Jack L. Hamilton

JACK L. HAMILTON, LTC, Inf
Commanding

1 Sep 1983
Date

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Department of the Air Force

SPECIAL ACHIEVEMENT AWARD

TO

AB MITCHELL A. MONROE

For

Exemplary performance as a Basic Training Dorm Chief. He has served with distinction and self discipline, and provided leadership by example. We recommend him for any position requiring integrity and trust.

EARL G. BILL, SMSgt, USAF
Training Superintendent

HERBERT F. MEYER, JR., Major, USAF
Commander

AF FORM 341, JUN 76

Sheet: 127

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Sheet: 128

Air University

upon recommendation of the faculty
awards this diploma to

Mitchell A. Monroe

for successfully completing the

United States Air Force
Air War College

Nonresident Studies Program

In witness thereof the seal of the Air University and
the signature of the duly authorized officers are affixed

9/16/2005

MAJOR GENERAL, UNITED STATES AIR FORCE
COMMANDANT, AIR WAR COLLEGE

LIEUTENANT GENERAL, UNITED STATES AIR FORCE
COMMANDER, AIR UNIVERSITY

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Sheet: 129

Air University

Air Command and Staff College

To all who shall see these presents, greetings
Be it known that

Major Mitchell A. Monroe

having completed all requirements for graduation
is hereby awarded the degree of

Master of Military Operational Art and Science

In testimony whereof, and by authority vested in us,
we confer this diploma given at Maxwell Air Force Base, Alabama
this seventh day of June 2004.

Ronald R. Ladnier

RONALD R. LADNIER, BRIGADIER GENERAL, USAF
COMMANDANT, AIR COMMAND AND STAFF COLLEGE

Donald A. Lamontagne

DONALD A. LAMONTAGNE, LIEUTENANT GENERAL, USAF
COMMANDER, AIR UNIVERSITY

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Sheet: 130

Tactical Air Command
Noncommissioned Officers Leadership School

Be it known that

Staff Sergeant Mitchell A. Monroe

Is a graduate of a

Tactical Air Command NCO Leadership School.

In testimony whereof, and by the authority vested in us we confer this

DIPLOMA

Given at Langley Air Force Base, Virginia *this* 4th *day of* February *19*87

COMMANDANT

COMMANDER

TAC FORM 70, JAN 71

TAC-LAFB, VA

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United States Army Infantry School

AIRBORNE

FOLLOW ME

Be it known that

E1 MITCHELL A. MONROE [redacted]

has successfully completed the

Airborne Course

at this institution and that in testimony thereof is awarded this

Diploma

Given at Fort Benning, Georgia, on this the 28TH day of JUNE nineteen hundred and EIGHTY-TWO

Major General, USA
Commandant

Brigadier General, USA
Assistant Commandant

Sheet: 131

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CERTIFICATE OF TACP QUALIFICATION

I. EXAMINEE IDENTIFICATION

NAME (Last, First, Middle Initial)	GRADE	AFSC	EXPIRATION DATE
Monroe, Mitchell A.	Sgt	P27550	31 July 1986

ORGANIZATION AND LOCATION	JOB SPECIALTY		
Det 1, 507 TAIRCW Ft. Bragg, NC 28307	275X0 Terminal Attack Control	INITIAL	X
		ANNUAL	
		NO-NOTICE	

II. QUALIFICATION

WRITTEN EXAMINATION	DATE	GRADE	FIELD EVALUATION	DATE
EXAM NO. EAC 85-1/A	27 JUN 85	95%	GRADE Q	1 July 85

OVERALL QUALIFICATION LEVEL			RESTRICTION (Explain in Comments)	ADDITIONAL TRAINING
E	QUALIFIED Q	UNQUALIFIED U		DUE DATES: N/A
	X		YES ☐ NO ☒	DATE ADDITIONAL TRAINING COMPLETED: N/A

COMMENTS: *(Continue on Reverse, If Necessary)*

1. MISSION: Examinee delpoyed to India MOA to control A-10's in a low threat Korean scenario. An O-2 was used as a simulated fighter due to the A-10's aborting their mission. The examinee navigated to a simulated Battalion TOC and accomplished all required coordination with the examiner simulating all agencies. The examinee then navigated to the target area and controlled the airstrike using a PRC-66 portable UHF radio. All subareas under Area 7, CAS Control Procedures and Techniques were evaluated. (Over)

DISCREPANCIES: None

EXAMINATION QUESTIONS MISSED:

11, 82, 83, 85, 86

III. CERTIFICATION

	NAME AND GRADE	ORGANIZATION	CONCUR	DO NOT CONCUR	REMARKS	SIGNATURE	DATE
1	FIELD EVALUATOR JAMES O. TUBBS, CAPT	507 TAIRCW/DOV			X	James O Tubbs	3 July 85
2	REVIEWING OFFICER RONALD E. WALLACE, MAJ	DET 1, 507	X			Ronald E Wallace	9AUG85
	FINAL APPROVING OFFICER RICHARD O. TROY, COL	DET 1, 507	X			Richard O Troy	9 AUG 85

I CERTIFY THAT I HAVE BEEN BRIEFED AND UNDERSTAND THE ACTION BEING TAKEN.

TYPED/PRINTED NAME AND GRADE OF EXAMINEE	SIGNATURE	DATE
MITCHELL A. MONROE, SSGT	Mitchell A. Monroe	7 AUG 85

TAC FORM FEB 85 357

Sheet: 132

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I. RATEE IDENTIFICATION DATA *(Read AFR 39-62 carefully before completing any item)*

1. NAME (Last, First, Middle Initial)	2. SSAN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	SGT	P27550

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE
507 Tactical Air Control Wing, Det 1, (TAC), Ft Bragg, North Carolina 28307	PVOTFQLV

7. PERIOD OF REPORT		8. NO. OF DAYS OF SUPERVISION	9. REASON FOR REPORT
FROM: 6 Jun 84	THRU: 5 Jun 85	364	Annual

II. JOB DESCRIPTION 1. DUTY TITLE: TACP Member.

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Performs joint staff level duty with the Army. Assists in mission planning and application of tactical air resources. Operates and performs maintenance on TACP equipment. Operates radio nets using secure devices, and maintains the required logs and records. Performs field duty, selects and prepares bivouac and operating sites to include camouflaging. Additional Duties: Standardization/Evaluation NCO, Representative for Base Advisory Council, Public Affairs NCO, Unit Editor to TACS Tally.

III. EVALUATION OF PERFORMANCE

			0	1	2	3	4	5	6	7	8	9
1. PERFORMANCE OF DUTY: Consider the quantity, quality, and timeliness of duties performed as described in Section II.	RATER	N/O										X
	1ST INDORSER											X
2. HUMAN RELATIONS: Consider how well ratee supports and promotes equal opportunity, shows concern and is sensitive to needs of others.	RATER											X
	1ST INDORSER											X
3. TRAINING: Consider how well responsibilities are discharged as an OJT supervisor or trainer and in other efforts to improve technical knowledge and educational level.	RATER	N/O										X
	1ST INDORSER											X
4. SUPERVISION: Consider how well ratee supervises, leads, uses available resources, communicates (oral and written), and maintains good order and discipline.	RATER	N/O										X
	1ST INDORSER											X
5. ACCEPTANCE OF NCO RESPONSIBILITY: Consider ratee's acceptance of responsibility for personal actions and those of subordinates.	RATER	N/O										X
	1ST INDORSER											X
6. BEARING AND BEHAVIOR: Consider the degree to which ratee's bearing and behavior on and off duty improve the image of Air Force noncommissioned officers.	RATER	BR										X
		BH										X
	1ST INDORSER	N/O										
		BR										X
		BH										X

IV. OVERALL EVALUATION

		0	1	2	3	4	5	6	7	8	9
How does the ratee compare with others of the same grade and Air Force specialty? Potential for promotion and increased responsibility are essential considerations in this rating.	RATER										X
	1ST INDORSER										X
UNIT COMMANDER REVIEW *(Initials)*	2D INDORSER										X
	3D INDORSER										

AF FORM JUN 84 910 PREVIOUS EDITION WILL BE USED — TSGT, SSGT, SGT PERFORMANCE REPORT

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V. RATER'S COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Sgt Monroe is a very aggressive, dedicated, and willing individual who constantly seeks out tasks and performs them in a manner equal to that of personnel with much more experience. During the reporting period, he deployed to Shaw AFB, South Carolina during the 507 TAIRCW Operational Readiness Inspection. He also deployed as NCOIC of the Corps Tactical Operations Center (TOC) during GALLANT EAGLE 84 and also set up the TOC during QUICK THRUST at Ft Stewart, Georgia. During all these exercises, Sgt Monroe performed in an outstanding professional manner. In November, he assisted the Air Liaison Officer in support of the Joint Service Operations Center (JSOC). He performed the range safety function for the night live fire exercise. For his outstanding performance during this exercise, he received a Certificate of Accomplishment and a Letter of Appreciation from the JSOC Commander. He also received a Letter of Appreciation for a safety suggestion adopted by Pope AFB. He participated as a classroom and field instructor during PRESS '84 for which he received the Air Force Achievement Medal. His enthusiastic approach to rebuild the unit's Stan/Eval program has been commendable. STRENGTHS: Sgt Monroe's job knowledge, self-initiative, positive attitude, and ability to work unsupervised are his greatest strengths. EDUCATIONAL AND TRAINING ACCOMPLISHMENTS: Sgt Monroe completed the Joint Firepower Control Course (JFCC) at Hurlburt Fld, Florida, Jumpmaster School, and attained his Senior Parachutist rating. OTHER COMMENTS: Promote well ahead of contemporaries.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
JON J. MORRIS, MSGT, USAF Det 1, 507 TAIRCW (TAC) Ft Bragg, NC 28307	NCOIC, TACP Operations	6 Jun 85
	SSAN [redacted]	SIGNATURE Jon J Morris

VI. 1ST INDORSER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

Sgt Monroe is an exceptional performer. During this reporting period, he has completely revitalized the unit's standardization and evaluation program. His efforts have contributed immeasurably to identifying any weakness that may exist in the unit training program and providing a vehicle for supervisors to measure the combat capability of their personnel. His expertise, outstanding military bearing and appearance were recently commended by several general officers from the Military Airlift Command during an exercise.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
RONALD E. WALLACE, Major, USAF Det 1, 507 TAIRCW (TAC) Ft Bragg, NC 28307	OIC, TACP	7 Jun 85
	SSAN [redacted]	SIGNATURE Ronald E Wallace

VII. 2D INDORSER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

Sgt Monroe is an outstanding young NCO. His enthusiasm, professionalism and dedication to mission accomplishment is unmatched by any other Sgt I have been acquainted with in my Air Force career. He is truly deserving and ready for increased rank and respon sibility. Promote immediately!

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
RICHARD O. TROY, Colonel, USAF Det 1, 507 TAIRCW (TAC) Ft Bragg, NC 28307	Commander	10 Jun 85
	SSAN [redacted]	SIGNATURE Richard O. Troy

VIII. 3D INDORSER'S COMMENTS ☐ CONCUR ☐ NONCONCUR

This Section Not Used.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
	SSAN	SIGNATURE

Sheet: 134

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18 FEB 1986

I. RATEE IDENTIFICATION DATA *(Read AFR 39-62 carefully before completing any item)*

1. NAME (Last, First, Middle Initial)	2. SSAN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	SSGT	P27550

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE
507 Tactical Air Control Wing, Det 1, (TAC), Ft Bragg, NC 28308	PVOTFQLV

7. PERIOD OF REPORT		8. NO. OF DAYS OF SUPERVISION	9. REASON FOR REPORT
FROM: 6 Jun 85	THRU: 23 Dec 85	180	CRO

II. JOB DESCRIPTION 1. DUTY TITLE: BN TACP Member.

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Performs joint staff level duty with the Army. Assists in mission planning and application of tactical air resources. Operates and performs maintenance on TACP equipment. Operates radio nets using secure devices and maintains the required logs and records. Performs field duty, selects and prepares bivouac and operating sites to include camouflaging. Additional Duties: NCOIC STAN/EVAL Section.

III. EVALUATION OF PERFORMANCE

			0	1	2	3	4	5	6	7	8	9
1. PERFORMANCE OF DUTY: Consider the quantity, quality, and timeliness of duties performed as described in Section II.	RATER	N/O										X
	1ST INDORSER											X
2. HUMAN RELATIONS: Consider how well ratee supports and promotes equal opportunity, shows concern and is sensitive to needs of others.	RATER											X
	1ST INDORSER											X
3. TRAINING: Consider how well responsibilities are discharged as an OJT supervisor or trainer and in other efforts to improve technical knowledge and educational level.	RATER	N/O										X
	1ST INDORSER											X
4. SUPERVISION: Consider how well ratee supervises, leads, uses available resources, communicates (oral and written), and maintains good order and discipline.	RATER	N/O										X
	1ST INDORSER											X
5. ACCEPTANCE OF NCO RESPONSIBILITY: Consider ratee's acceptance of responsibility for personal actions and those of subordinates.	RATER	N/O										X
	1ST INDORSER											X
6. BEARING AND BEHAVIOR: Consider the degree to which ratee's bearing and behavior on and off duty improve the image of Air Force noncommissioned officers.	RATER	BR										X
		BH										X
	1ST INDORSER	N/O										
		BR										X
		BH										X

IV. OVERALL EVALUATION

		0	1	2	3	4	5	6	7	8	9
How does the ratee compare with others of the same grade and Air Force specialty? Potential for promotion and increased responsibility are essential considerations in this rating.	RATER										X
	1ST INDORSER										X
UNIT COMMANDER REVIEW *(Initials)*	2D INDORSER										X
	3D INDORSER										

AF FORM JUN 84 910 PREVIOUS EDITION WILL BE USED — TSGT, SSGT, SGT PERFORMANCE REPORT

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V. RATER'S COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: SSgt Monroe performs all tasks in an outstanding manner. Not only can he be assigned a task and complete it, but he can identify problems and solve them on his own. He has deployed on some of this units most demanding operations. On a mission to Ft Benning, Georgia in support of the 3rd battalion, 75 Infantry Regiment (Ranger), where he made a night parachute assault seized and defended an airfield while acting as the only Forward Air Controller (FAC) at company level. Because of his job knowledge and field experience he was selected as the unit STAN/EVAL Liaison NCO (SELNCO). As the SELNCO he sets up and supervises all the enlisted evaluations and assists on most officers evaluations. His section is consistently rated high during all staff visits or inspections. His positive attitude, flawless documentation and unswerving devotion to duty prompted the TAC IG Management Effectiveness Inspection Team to award an overall excellent rating. This was a commendable improvement from the previous inspection. His outstanding abilities are evident in the superior performance of a number of additional duties, such as, suggestion program monitor, self-aid buddy care instructor, base advisory council member and jumpmaster. EDUCATIONAL AND TRAINING ACCOMPLISHMENTS: SSgt Monroe has received credits for English and Natural Science in the CLEP program. He also completed his annual evaluation as a 275 and enlisted forward air controller with no discrepancies. OTHER COMMENTS: He is currently performing hazardous parachute duty for the benefit of the US Air Force. Promote now.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
JON J. MORRIS, SMSgt, USAF Det 1, 507TAIRCW (TAC) Ft Bragg, NC	NCOIC TACP	14 Jan 86
	SSAN [redacted]	SIGNATURE Jon J Morris

VI. 1ST INDORSER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

SSgt Monroe's performance has been exceptional. His aggressive, "can-do" attitude has made him a leader within the unit. His Stan/Eval section was rated excellent during the recent MEI. SSgt Monroe consistently volunteered his time for special projects to improve the appearance of the detachment and the proficiency of our personnel. Promote.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
RONALD E. WALLACE, Maj, USAF Det 1, 507TAIRCW (TAC) Ft Bragg, NC	OIC TACP	15 Jan 86
	SSAN [redacted]	SIGNATURE Ronald E Wallace

VII. 2D INDORSER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

SSgt Monroe is a young and exceptional NCO. He has proven his ability during every exercise, inspection or task that he has faced. His selection as a member of the TAC staff will benefit the Tactical Air Control System and the United States Air Force. Promote.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
ROBERT H. KARRE, Colonel, USAF Det 1, 507TAIRCW (TAC) Ft Bragg, NC	Commander	11 Feb 86
	SSAN [redacted]	SIGNATURE Robert H. Karre

VIII. 3D INDORSER'S COMMENTS ☐ CONCUR ☐ NONCONCUR

This section not used.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
	SSAN	SIGNATURE

FEB RECD

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I. RATEE IDENTIFICATION DATA *(Read AFR 39-62 carefully before completing any item)*

1. NAME (Last, First, Middle Initial)	2. SSAN	3. GRADE	4. DAFSC
Monroe, Mitchell A.	[redacted]	SSgt	P27550

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE
HQ TAC/DOYF (TAC) Langley AFB VA	LEOTFXSG

7. PERIOD OF REPORT	8. NO. OF DAYS OF SUPERVISION	9. REASON FOR REPORT
FROM: 3 Dec 85 THRU: 9 Jun 86	139	CRO

II. JOB DESCRIPTION 1. DUTY TITLE: NCOIC, Tactical Air Support Training Branch

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Manages all training programs pertaining to Tactical Air Support for Air Support Operations Center (ASOC) and Tactical Air Control Party (TACP) personnel. Develops and evaluates training directives and coordinates publications of syllabi for all associated Air Support TAC formal courses and for the ASOC and TACP Continuation Training Programs. Tracks and maintains current exercise taskings for all Tactical Air Support Division resources. Evaluates and determines the suitability and requirements for interservice training programs and formal schools. Manages the Air Liaison Officer Briefing Support Program. Manages the Parachute Program for all of TAC.

III. EVALUATION OF PERFORMANCE

			0	1	2	3	4	5	6	7	8	9
1. PERFORMANCE OF DUTY: Consider the quantity, quality, and timeliness of duties performed as described in Section II.	RATER	N/O										X
	1ST INDORSER											X
2. HUMAN RELATIONS: Consider how well ratee supports and promotes equal opportunity, shows concern and is sensitive to needs of others.	RATER											X
	1ST INDORSER											X
3. TRAINING: Consider how well responsibilities are discharged as an OJT supervisor or trainer and in other efforts to improve technical knowledge and educational level.	RATER	N/O										X
	1ST INDORSER											X
4. SUPERVISION: Consider how well ratee supervises, leads, uses available resources, communicates (oral and written), and maintains good order and discipline.	RATER	N/O										X
	1ST INDORSER											X
5. ACCEPTANCE OF NCO RESPONSIBILITY: Consider ratee's acceptance of responsibility for personal actions and those of subordinates.	RATER	N/O										X
	1ST INDORSER											X
6. BEARING AND BEHAVIOR: Consider the degree to which ratee's bearing and behavior on and off duty improve the image of Air Force noncommissioned officers.	RATER	BR BH N/O										X X
	1ST INDORSER	BR BH										X X

IV. OVERALL EVALUATION

		0	1	2	3	4	5	6	7	8	9
How does the ratee compare with others of the same grade and Air Force specialty? Potential for promotion and increased responsibility are essential considerations in this rating.	RATER										X
	1ST INDORSER										X
UNIT COMMANDER REVIEW *(Initials)*	2D INDORSER										
	3D INDORSER										

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V. RATER'S COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Staff Sergeant Monroe has quickly developed into a truly outstanding performer in the Command and Control Systems Directorate. As NCOIC for TAC's parachute program, he has taken charge of this complex issue. In April, SSgt Monroe chaired a conference at Shaw AFB SC that resulted in a complete revision to TACR 50-3 "Parachute Training". He has since moved that revision into the final draft stages. In the area of 275XX operations, he was selected to attend as TAC's representative in the rewrite conference for TACR 50-22, "TAC Air Control Party (TACP) CAS Operations." He is also revising TACP 55-51, "TAC Air Control Party Handbook" and TACR 50-12, "Tactical Air Support Personnel Ground Training". SSgt Monroe serves as NCOIC of TAC Air Support Training and manages both the informal and formal training systems. He has also been called upon to assist HQ TAC/Stan Eval on numerous TACP issues. STRENGTHS: SSgt Monroe has a take charge "can do" attitude. This trait combined with his outstanding knowledge makes him an invaluable source of managerial /technical expertise. His military bearing is outstanding. EDUCATIONAL AND TRAINING ACCOMPLISHMENTS: SSgt Monroe is currently pursuing an Associate degree in Management from CCAF as well as a B.A. degree. SUGGESTED ASSIGNMENTS: Following his HQ TAC duty, SSgt Monroe would be well suited as NCOIC at a Brigade/Regimental Level TACP. OTHER COMMENTS: SSgt Monroe serves as base Red Cross chairman for First Aid and CPR training. He also maintains currency as a mission ready combat parachutist.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
THOMAS E. CLELAND, JR., Col, USAF HQ TAC/DOY (TAC) Langley AFB VA	Dep Dir, Command & Control Sys	10 Jun 86
	SSAN [redacted]	SIGNATURE Thom. E. Cleland Jr.

VI. 1ST INDORSER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

Staff Sergeant Monroe has had a positive effect on the TACAIR Support Division. His work with the command's parachute program has been truly outstanding and his support to the HQ TAC Inspector General as a team augmentee during the recent ORI of the 507th TACAIR Control Wing was invaluable. SSgt Monroe's work in updating and revising TAC's Tactical Air Control Parties publications also adds immeasurably to the overall combat effectiveness of the TACAIR support mission.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
DAVID L. LEDBETTER, Colonel, USAF HQ TAC/DOY (TAC) Langley AFB VA	Director, Command & Control Sys	25 Jun 86
	SSAN [redacted]	SIGNATURE David L. Ledbetter

VII. 2D INDORSER'S COMMENTS ☐ CONCUR ☐ NONCONCUR

THIS SECTION NOT USED.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
	SSAN	SIGNATURE

VIII. 3D INDORSER'S COMMENTS ☐ CONCUR ☐ NONCONCUR

THIS SECTION NOT USED.

NAME, GRADE, BRANCH OF SERVICE, ORGANIZATION, COMMAND AND LOCATION	DUTY TITLE	DATE
	SSAN	SIGNATURE

30 JUL RECD

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I. IDENTIFICATION DATA *(Read AFR 36-10 care[illegible] before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSAN	3. GRADE	4. DAFSC
MONROE, Mitchell A.	[redacted]	2Lt	0006

5. ORGANIZATION, COMMAND, AND LOCATION
98th Flying Training Squadron (ATC), Williams AFB, Arizona

6. PERIOD OF REPORT	7. LENGTH OF COURSE	8. REASON FOR REPORT
FROM: 04 May 89 THRU: 15 Aug 89	52 Weeks	☐ ANNUAL ☒ FINAL ☐ DIRECTED

9. NAME AND LOCATION OF SCHOOL OR INSTITUTION
98th Flying Training Squadron, Williams AFB, Arizona

10. NAME OR TITLE OR COURSE
Undergraduate Pilot Training (UPT)

II. REPORT DATA *(Complete as applicable for final report)*

1. AFSC/AERO RATING/DEGREE AWARDED

2. ☒ COURSE NOT COMPLETED *(List reason in Item 4 below)*

3. DISTINGUISHED GRADUATE ☐ YES *(List criteria in Item 4 below)* ☐ NO DG PROGRAM

4. DG AWARD CRITERIA/COURSE NONCOMPLETION REASON
Eliminated For Flying Deficiency

III. COMMENTS *(Mandatory)*

ACADEMIC/TRAINING ACCOMPLISHMENTS
Lt Monroe was eliminated from UPT for flying deficiency in the T-37 contact phase of training. At the time of his elimination, he was making normal progress in academics.

PROFESSIONAL QUALITIES *(Bearing, appearance, conduct, fitness)*
Lt Monroe is a motivated and dedicated officer. He exceeded standards of military bearing and behavior while in training. He will be an asset to any gaining unit.

OTHER COMMENTS *(Optional)*

V. EVALUATOR

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
WILLIAM G. FULLER, JR., LtCol, USAF 98th Flying Training Squadron (ATC) Williams AFB, Arizona	Squadron Commander	15 Aug 89
	SSAN: [redacted]	SIGNATURE

F FORM AUG 83 475 PREVIOUS EDITION IS OBSOLETE

EDUCATION/TRAINING REPORT

S. GPO: 1984-437-127

Sheet: 139

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I. IDENTIFICATION DATA (Read AFR 36-10 ... lly before filling in any item)

1. NAME (Last, First, Middle Initial)	2. SSAN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	2LT	0007

5. ORGANIZATION, COMMAND, AND LOCATION
452d Flying Training Squadron (ATC), Mather AFB, CA

6. PERIOD OF REPORT	7. LENGTH OF COURSE	8. REASON FOR REPORT
FROM: 16 Aug 89 THRU: 17 Jul 90	36 weeks	[ ] ANNUAL [X] FINAL [ ] DIRECTED

9. NAME AND LOCATION OF SCHOOL OR INSTITUTION
323d Flying Training Wing (ATC) Mather AFB, CA

10. NAME OR TITLE OF COURSE Navigator CORE Training S-V8N-C, 15 weeks, Specialized Undergraduate Navigator Training (TTB) N-V6A-B, 21 weeks

II. REPORT DATA (Complete as applicable for final report)

1. AFSC/AERO RATING/DEGREE AWARDED	2.
1545G	[ ] COURSE NOT COMPLETED (List reason in Item 4 below)

3. DISTINGUISHED GRADUATE [ ] YES (List criteria in Item 4 below) [ ] NO DG PROGRAM

4. DG AWARD CRITERIA/COURSE NONCOMPLETION REASON

III. COMMENTS (Mandatory)

ACADEMIC/TRAINING ACCOMPLISHMENTS
Lt Monroe demonstrated outstanding academic and airmanship qualities during Specialized Undergraduate Navigator Training (SUNT). His sound professional judgement, flexibility, and dedication contributed to his successsful completion of SUNT. Lt Monroe repeatedly demonstrated his situational awareness and navigational competence. He is very well adapted to the flying environment.

PROFESSIONAL QUALITIES (Bearing, appearance, conduct, fitness)
Lt Monroe is an outstanding young officer. He is highly motivated and very hard working. He is also very cooperative, works well with others, and is ready for increased responsibility. His military bearing, appearance, and standards of conduct are impeccable. He was a pleasure to have as a student and will be a valuable asset to his gaining unit.

OTHER COMMENTS (Optional)

IV. EVALUATOR

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
LEE A. NEWMAN, JR., Lt Col, USAF 452d Flying Training Squadron (ATC) Mather AFB, CA	Commander	31 Jul 90
	SSAN [redacted]	SIGNATURE

AF FORM AUG 83 475 PREVIOUS EDITION IS OBSOLETE

EDUCATION/TRAINING REPORT

Sheet: 140

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I. RATEE IDENTIFICATION DATA *(Read AFR 36-10 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	1LT	1545G

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 18 Jul 90 Thru: 20 Jun 91	120	Semiannual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
41st Tactical Airlift Squadron (MAC), Pope Air Force Base, North Carolina	PVOQFD8Y

II. UNIT MISSION DESCRIPTION

Ensures assigned combat-ready aircrews can deploy anywhere in the world to airlift forces into contingency situations by formation or single-ship airdrop and airland of personnel, equipment and supplies in visual or adverse weather conditions. Trains, organizes, and equips forces capable of tactical, logistical, and aeromedical evacuation support for sustained operations.

III. JOB DESCRIPTION 1. DUTY TITLE: NAVIGATOR C-130E

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Navigates aircraft through all phases of airlift operations to include airdrop missions, logistical airland missions, and DOD-tasked exercises. Prepares and presents detailed formation briefings and flight plans. Maintains aircraft time status to the nearest tenth of a minute and position to the nearest yard. Participates in large-scale joint and combined exercises. Maintains worldwide combat readiness status.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Enthusiastic team player whose rapid in-processing and initial training contributed greatly to the unit's mission capability during the final phases of DESERT STORM
- Supported the redeployment of DESERT STORM forces by flying the advance team and maintenance crews to en route support stations
- Contributed greatly to an attempt to relieve a critical navigator shortage by flying missions beginning eight days after his arrival on base
- Selected for Adverse Weather Aerial Delivery System navigator training
- A highly motivated officer--chosen to work in the squadron tactics office -- Proven invaluable, he worked countless hours on squadron charts and tactics projects

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

Lt Monroe has proven to be one of the squadron's most valuable and versatile navigators. His flexibility and willingness to accept responsibility have made him the logical choice for upgrade. He assisted in the planning of a major joint airborne/air transportability training exercise involving 17 aircraft. During the final phases of DESERT STORM, Lt Monroe flew and performed ground duties while still in-processing. On a recent mission, his aircraft experienced an in-flight emergency which resulted in an engine shutdown. Lt Monroe calmly determined a suitable alternate airfield and directed the aircraft to the airfield for an uneventful recovery. Lt Monroe is a talented junior officer with a great deal of potential. He should be monitored for rapid upgrade in all missions available in this squadron.

Performance feedback was accomplished consistent with the direction in AFR 36-10. *(If not accomplished, state the reason.)*

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
DAVID B. CHANDLER, Capt, USAF 41st Tactical Airlift Squadron (MAC) Pope Air Force Base, North Carolina	Instructor Navigator C-130E AWADS	29 Jul 91
	SSN [redacted]	SIGNATURE David B Chandler

VII. ADDITIONAL RATER OVERALL ASSESSMENT CONCUR ☒ NONCONCUR ☐

Lt Monroe has proven to be a valuable member of this squadron since his arrival. I personally selected him for rapid assignment to the squadron tactics shop--he has done a superb job. I have also identified him to begin training in the Adverse Weather Aerial Delivery System. He has demonstrated great potential--continue to challenge with increased responsibility.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
DAVID A. SCHANTZ, Lt Col, USAF 41st Tactical Airlift Squadron (MAC) Pope Air Force Base, North Carolina	Commander	29 Jul 91
	SSN [redacted]	SIGNATURE David A. Schantz

VIII. REVIEWER CONCUR ☒ NONCONCUR ☐

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
MAXWELL C. BAILEY, Colonel, USAF 317th Tactical Airlift Wing (MAC) Pope Air Force Base, North Carolina	Commander	23 Aug 91
	SSN [redacted]	SIGNATURE Maxwell C Bailey

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not consider or comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NONCONCUR" and explain. You may include recommendations for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

* U. S. GPO: 1989-240-979:81640

Sheet: 142

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I. RATEE IDENTIFICATION DATA *(Read AFR 36-10 carefully before filling in any item)*

1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	1st Lt	1545H

5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 21 Jun 91	Thru: 19 Jun 92	263	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
41st Airlift Squadron (AMC), Pope Air Force Base, North Carolina	PV1LFD8Y

II. UNIT MISSION DESCRIPTION

Ensures combat-ready aircrews and maintenance personnel can deploy worldwide to insert forces into contingencies by airland or the airdrop of personnel, equipment, and supplies in visual or adverse weather conditions. Trains, organizes, and equips forces capable of tactical, maintenance, logistical, and aeromedical evacuation support for sustained combat operations.

III. JOB DESCRIPTION **1. DUTY TITLE:** Navigator C-130E AWADS

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: One of a highly select group of navigators qualified to use the complex Adverse Weather Aerial Delivery System (AWADS). Flies formation flights using AWADS ground mapping radar and computer systems to airdrop personnel and equipment in inclement weather. Prepares detailed formation briefings and flight plans. Maintains aircraft time status to the nearest second and position to the nearest yard. Qualified in the wing's most challenging tactical mission, special operations low level (SOLL) II, the covert airlift/airdrop of Special Force units. Maintains worldwide mobility status.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Superb performance on over 20 Persian Gulf missions during post DESERT STORM operations
  -- Flawless navigation--safely flew a United Nations inspection team in and out of Kuwait
- Chosen six months ahead of peers to upgrade as a SOLL II map navigator
  -- Qualified in the absolute minimum time filling a vital squadron billet
- Excelled as the squadron tactics officer during a recent RED FLAG exercise
  -- Coordinated intelligence data, fighter capabilities, Army fire support, and threat avoidance tactics to ensure excellent training for all participants
- Key player in squadron's highly successful VOLANT PINE European rotation
  -- Expertly and safely navigated over 10 missions airlifting 220 passengers

V. PERFORMANCE FACTORS

	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

Lt Monroe continues to be one of the most aggressive and talented navigators. He fills one of the most important positions in the wing as a SOLL II map navigator. He is trained in the covert insertion of Special Forces units vital to our national security. As the section scheduler, Lt Monroe displays an exceptional ability to successfully meet the ever-dynamic wing flying schedule and simultaneously fulfill the extremely demanding training requirements of our 27 navigators. His efforts have ensured we are always trained and combat ready. Lt Monroe is an exceptional junior officer who possesses tremendous potential and should be monitored closely for early upgrade to instructor. He is an absolute "must" for Squadron Officer School (SOS) when eligible.

Performance feedback was accomplished consistent with the direction in AFR 36-10. *(If not accomplished, state the reason.)*

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
WILLIAM F. HARDIE, Capt, USAF 41st Airlift Squadron (AMC) Pope Air Force Base, North Carolina	Instructor Navigator C-130E	20 Jun 92
	SSN [redacted]	SIGNATURE William F. Hardie

VII. ADDITIONAL RATER OVERALL ASSESSMENT CONCUR ☒ NONCONCUR ☐

Lt Monroe is one of the squadron's top young officers and navigators. I personally chose him to enter into the SOLL II program which calls for a high degree of integrity and navigational skills. Lt Monroe has not let me down, and his devotion to duty is exceptional. His actions and accomplishments have identified him for increased responsibilities and challenges. Send to SOS when eligible.

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JOSEPH H. FITZPATRICK, Lt Col, USAF 41st Airlift Squadron (AMC) Pope Air Force Base, North Carolina	Commander	20 Jun 92
	SSN [redacted]	SIGNATURE Joseph H. Fitzpatrick

VIII. REVIEWER CONCUR ☒ NONCONCUR ☐

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
GEORGE N. WILLIAMS, Colonel, USAF 317th Airlift Wing (AMC) Pope Air Force Base, North Carolina	Commander	5 Aug 92
	SSN [redacted]	SIGNATURE George N. Williams

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not consider or comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NONCONCUR" and explain. You may include recommendations for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

* U.S. G.P.O.:1991-281-437:85457

Sheet: 144

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I. RATEE IDENTIFICATION DATA *(Read AFR 36-10 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	Captain	K1545H

5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 20 Jun 92	Thru: 19 Jun 93	262	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
41st Airlift Squadron (AMC), Pope Air Force Base, North Carolina	PV1LFD8Y

II. UNIT MISSION DESCRIPTION

Ensures combat-ready aircrews and maintenance personnel can deploy worldwide to insert forces into contingencies by airland or the airdrop of personnel, equipment, and supplies in visual or adverse weather conditions. Trains, organizes, and equips forces capable of tactical, maintenance, logistical, and aeromedical evacuation support for sustained combat operations.

III. JOB DESCRIPTION 1. DUTY TITLE: Instructor Navigator C-130E AWADS

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: One of a highly select group of navigators qualified to use the complex Adverse Weather Aerial Delivery System (AWADS). Flies formation flights using AWADS ground mapping radar and computer systems to airdrop personnel and equipment in inclement weather. Prepares detailed formation briefings and flight plans. Maintains aircraft time status to the nearest second and position to the nearest yard. Qualified in the wing's most challenging tactical mission, special operations low level (SOLL) II, the clandestine airlift/airdrop of Special Forces units. Maintains worldwide mobility status. SIGNIFICANT ADDITIONAL DUTY: Squadron Mission Scheduler.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- One of the first aircrew members deployed in support of UN relief missions to Bosnia-Herzegovina
  - -- Despite marginal weather and possible ground threats, flawlessly navigated 13 missions delivering vitally needed food and medicine into the war-torn city of Sarajevo, Bosnia-Herzegovina
- Primary navigator on PHOENIX PINE, the squadron's 65-day European rotation
  - -- Flawlessly flew NASA space shuttle support-mission to a remote location in Africa, positioning medical, crash, fire, and rescue resources for possible emergency bailout/landing
  - -- Safely navigated the aircraft into a potentially hostile landing zone in Monrovia, Liberia, allowing a safe and timely evacuation of 102 US Embassy personnel to sanctuary in the Ivory Coast
- Delivered 82d Airborne Security Forces and equipment to Florida in support of Hurricane Andrew relief

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

- One of the squadron's most outstanding navigators and officers--continually volunteers for the most demanding missions and executes them flawlessly
- Superb attention to detail and scheduling skills led to his selection as squadron mission scheduler
  - Responsible for all squadron flying training and real-world airlift scheduling
- Excellent performance as a SOLL II map navigator--upgrade to radar navigator imminent
- Upgraded to instructor navigator filling a critically undermanned position in the squadron
  - Exceptional performance record at instructor school--perfect scores on tests; instructor flight evaluation graded outstanding
- Highly motivated and dedicated with incredible potential--send to Squadron Officer School (SOS) at once

Performance feedback was accomplished consistent with the direction in AFR 36-10. *(If not accomplished, state the reason.)*

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JOHN J. CABALA, Captain, USAF 41st Airlift Squadron (AMC) Pope Air Force Base, North Carolina	Instructor Navigator C-130E	20 Jun 93
	SSN [redacted]	SIGNATURE John J. Cabala

VII. ADDITIONAL RATER OVERALL ASSESSMENT CONCUR ☒ NONCONCUR ☐

- Extremely motivated officer--continually seeks out challenges and tackles them with enthusiasm
- Whether mission scheduler, SOLL II map navigator, or primary navigator, performance is always exceptional
- I picked him to deploy to Germany and lead formations airdropping relief to Bosnia-Herzegovina
- Capt Monroe has proven himself highly capable and an invaluable asset to the squadron
- Closely monitor him for increased responsibility--send to SOS in residence soonest

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
ROBERT J. VAUGHN, Lt Col, USAF 41st Airlift Squadron (AMC) Pope Air Force Base, North Carolina	Commander	20 Jun 93
	SSN [redacted]	SIGNATURE Robert J. Vaughn

VIII. REVIEWER CONCUR ☒ NONCONCUR ☐

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
THOMAS A. SAMPLES, Colonel, USAF 317th Airlift Wing (AMC) Pope Air Force Base, North Carolina	Commander	3 Aug 93
	SSN [redacted]	SIGNATURE

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not consider or comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NONCONCUR" and explain. You may include recommendations for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

Sheet: 146

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I. RATEE IDENTIFICATION DATA *(Read AFR ... carefully before filling in any item)*			
1. NAME *(Last, First, Middle Initial)* MONROE, MITCHELL A.	2. SSN [redacted]	3. GRADE Captain	4. DAFSC K12A3C
5. PERIOD OF REPORT From: 20 Jun 93 Thru: 19 Jun 94	6. NO. DAYS SUPERVISION 222	7. REASON FOR REPORT Annual	
8. ORGANIZATION, COMMAND, LOCATION 41st Airlift Squadron (ACC), Pope Air Force Base, North Carolina			9. PAS CODE PV1CFD8Y

II. UNIT MISSION DESCRIPTION

Ensures combat-ready aircrews and maintenance personnel can deploy worldwide to insert forces into contingencies by airland or the airdrop of personnel, equipment, and supplies in visual or adverse weather conditions. Trains, organizes, and equips forces capable of tactical, maintenance, logistical, and aeromedical evacuation support for sustained combat operations.

III. JOB DESCRIPTION 1. DUTY TITLE: Instructor Navigator, C-130E

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: One of a highly select group of navigators qualified to instruct in the use of the Adverse Weather Aerial Delivery System (AWADS) to make formation airdrops of personnel and heavy equipment in instrument meteorological conditions. Navigates aircraft through all phases of airlift operations to include performance of airborne radar approaches (ARA) into austere locations. Qualified in the wing's most challenging tactical mission, Special Operations Low Level (SOLL) II, the covert airlift/airdrop of special forces units. Prepares and presents detailed formation briefings and flight plans. Maintains aircraft time status to the nearest second and position to the nearest yard.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Superb aviator; led 14 formation airdrops over Bosnia-Herzegovina, through adverse weather and hostile fire, in direct support of the United Nations' humanitarian relief effort, Operation PROVIDE PROMISE
  -- Efforts resulted in the safe delivery of over 126 tons of food and medical supplies to the war-torn region
- Expert in airlift tactics; outstanding performance as mission planner for Operation PROVIDE PROMISE
  -- Coordinated drop zones and air routes for over 750 sorties involving German, French, and US aircraft
  -- Ensured the safe delivery of 5,500 tons of supplies when the daily sortie rate doubled for the winter
- Super performance as lead navigator and tactics officer on three Joint Readiness Training Center exercises
  -- Accurately airdropped supplies on small, austere drop zones in support of 82d Airborne Division
  -- Efficient planning maximized unit aircrew training and directly led to the success of ground operations

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

- Excellent officer and leader; solid reputation as one of the squadron's most qualified instructor navigators
- Dedicated and self-motivated; a driving force in the renovation and success of our combat tactics office
  -- Selected to attend Combat Aircrew Training School; one of the wing's elite combat tactics instructors
  -- Personally developed a computerized master waypoint file for aircrews deploying on a joint readiness training exercise; greatly enhanced flight planning efficiency and maximized aircrew training time
- Highly skilled navigator with tireless attention to detail; consistently chosen for the toughest missions
  -- Critical crew member in one of the wing's most challenging programs, Special Operations Low Level II
  -- Precise navigational skills led to his selection for upgrade to radar navigator well ahead of his peers
- Professional and dependable officer--send to Squadron Officer School (SOS)

Performance feedback was accomplished consistent with the direction in AFR 36-10. *(If not accomplished, state the reason.)*

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
THOMAS M. JACKY, Capt, USAF 41st Airlift Squadron (ACC) Pope Air Force Base, North Carolina	Assistant Flight Commander/ Instructor Navigator, C-130E	29 Jun 94
	SSN [redacted]	SIGNATURE Thomas M Jacky

VII. ADDITIONAL RATER OVERALL ASSESSMENT — CONCUR ☒ NONCONCUR ☐

- Captain Monroe is a model officer with unquestionable integrity--an easy choice for high-profile missions
  -- Exceptional performance working directly for the Joint Forces Air Component Commander (JFACC)
- Well-rounded and versatile--Operation PROVIDE PROMISE, special operations, combat tactics instructor
  -- Expert aviator and tactician--a leading candidate for the wing combat tactics staff
- Dependable and highly motivated; Squadron Officer School in residence a must

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
ROBERT J. VAUGHN, Lt Col, USAF 41st Airlift Squadron (ACC) Pope Air Force Base, North Carolina	Commander	29 Jun 94
	SSN [redacted]	SIGNATURE

VIII. REVIEWER — CONCUR ☒ NONCONCUR ☐

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JAMES E. SANDSTROM, Colonel, USAF 23d Wing (ACC) Pope Air Force Base, North Carolina	Commander	16 AUG 94
	SSN [redacted]	SIGNATURE James E Sandstrom

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not consider or comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

Sheet: 148

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I. RATEE IDENTIFICATION DATA *(Read AFR 36-10 carefully before filling in any item)*			
1. NAME *(Last, First, Middle Initial)* MONROE, MITCHELL A.	2. SSN [redacted]	3. GRADE CAPT	4. DAFSC K12A3C
5. PERIOD OF REPORT From: 20 Jun 94 Thru: 4 Feb 95	6. NO. DAYS SUPERVISION 230	7. REASON FOR REPORT CRO	
8. ORGANIZATION, COMMAND, LOCATION 41st Airlift Squadron (ACC), Pope Air Force Base, North Carolina			9. PAS CODE PV1CFD8Y

II. UNIT MISSION DESCRIPTION

Ensures combat-ready aircrews and maintenance personnel can deploy worldwide to insert forces into contingencies by airland or the airdrop of personnel, equipment, and supplies in visual or adverse weather conditions. Trains, organizes, and equips forces capable of tactical, maintenance, logistical, and aeromedical evacuation support for sustained combat operations.

III. JOB DESCRIPTION 1. DUTY TITLE: Instructor Navigator, C-130E

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: One of a highly select group of navigators in the USAF qualified to instruct in the use of the Adverse Weather Aerial Delivery System (AWADS) to lead formation airdrops in instrument meteorological conditions. Navigates aircraft through all phases of airlift operations to include performing airborne radar approaches (ARA) into austere locations. Prepares and presents detailed formation briefings and flight plans for large-scale joint and combined exercises. Maintains aircraft time status to the nearest second and position to the nearest yard. Maintains no-notice worldwide combat-ready mobility status. Additional Duty: Chief of Squadron Tactics

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Recognized authority on combat weapons and tactics; selected for the initial four-man airdrop mission planning cell developing the mass airdrop into Haiti for Operation UPHOLD DEMOCRACY
  - -- Responsible for the development of 75 mission folders for C-130 aircrews and mission commanders
  - -- Participated in conceptual planning meetings at the general officer level and developed aircrew briefings
- Deployed to Entebbe, Uganda, in support of the Rwandan relief effort Operation SUPPORT HOPE
  - -- Selected to perform the airfield assessment of Bujumbura Airport, Burundi, for the Joint Task Force
  - -- Delivered the Joint Task Force communications team on the first airlift mission into Kigali, Rawanda
- Led the deployment of combat tactics to Saudi Arabia in support of Operation VIGILANT WARRIOR
  - -- The combat tactics section was fully operational and mission ready within 24 hours of arrival

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

- Dedicated officer with meticulous attention to detail; an easy choice for the most challenging missions
  -- Expertly planned the first composite formation and joint multi-national personnel airdrop within Kuwait
  -- Coordinated C-130 and A-10 operations with special forces from United States, Kuwait, and Britain
  -- Led a joint service team that developed an alternate drop zone just hours before the airdrop over Haiti
- Extremely diligent and dependable; chosen to plan and direct the redeployment of assets from Africa
  -- Efforts were vital to the smooth and timely movement of 4 aircraft and over 80 personnel
- A self-starter; automated tactical airlift operations in the Southwest Asia theater using computerized flight planning, data transfer systems, and Global Positioning System easing the workload for aircrews
- Motivated and highly competent leader--send to intermediate service school (ISS) when eligible

Performance feedback was accomplished consistent with the direction in AFR 36-10. *(If not accomplished, state the reason.)*

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
THOMAS M. JACKY, Capt, USAF 41st Airlift Squadron (ACC) Pope Air Force Base, North Carolina	Flight Commander/ Instructor Navigator C-130E	5 Feb 95
	SSN [redacted]	SIGNATURE Thomas M Jacky

VII. ADDITIONAL RATER OVERALL ASSESSMENT CONCUR ☒ NONCONCUR ☐

- Exceptional officer and aviator; consistently chosen for the toughest missions on the ground and in the air
  -- My choice for the crucial airdrop mission planning cell for Operation UPHOLD DEMOCRACY
  -- Developed tactics and procedures for theater flights in support of Operation SUPPORT HOPE
- Tireless efforts and tactical expertise greatly enhanced the squadron's combat capability in Southwest Asia
- Consistently seeks new challenges--send to intermediate service school at the earliest opportunity

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
ROBERT J. VAUGHN, Lt Col, USAF 41st Airlift Squadron (ACC) Pope Air Force Base, North Carolina	Commander	5 Feb 95
	SSN [redacted]	SIGNATURE Robert J Vaughn

VIII. REVIEWER CONCUR ☒ NONCONCUR ☐

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JAMES E. SANDSTROM, Brig Gen, USAF 23d Wing (ACC) Pope Air Force Base, North Carolina	Commander	16 FEB 95
	SSN [redacted]	SIGNATURE James E Sandstrom

Instructions

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Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for augmentation or assignment.

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Sheet: 150

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I. IDENTIFICATION DATA *(Read AFR 36-1 ... fully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSAN	3. GRADE	4. DAFSC
Monroe, Mitchell A.	[redacted]	Captain	12A3C

5. ORGANIZATION, COMMAND, AND LOCATION
41 ALS (ACC), Pope AFB NC

6. PERIOD OF REPORT	7. LENGTH OF COURSE	8. REASON FOR REPORT
FROM: 9 Jan 95 THRU: 24 Feb 95	7 Weeks	☐ ANNUAL ☒ FINAL ☐ DIRECTED

9. NAME AND LOCATION OF SCHOOL OR INSTITUTION
Squadron Officer School
Maxwell AFB AL (AETC)

10. NAME OR TITLE OF COURSE
Squadron Officer School (Resident Course) - PDS Code Q

II. REPORT DATA *(Complete as applicable for final report)*

1. AFSC/AERO RATING/DEGREE AWARDED

2. ☐ COURSE NOT COMPLETED *(List reason in Item 4 below)*

3. DISTINGUISHED GRADUATE ☐ YES *(List criteria in Item 4 below)* ☐ NO DG PROGRAM

4. DG AWARD CRITERIA/COURSE NONCOMPLETION REASON

III. COMMENTS *(Mandatory)*

ACADEMIC/TRAINING ACCOMPLISHMENTS
Captain Monroe excelled in the briefing portion of the curriculum.

PROFESSIONAL QUALITIES *(Bearing, appearance, conduct, fitness)*
An outstanding role model and leader, Captain Monroe greatly contributed to the success of his flight. His organizational and dynamic interpersonal skills made a major impact on unit cohesion and helped mold 13 individuals into a cohesive team. A solid performer in the academic program, his efforts ensured others mastered leadership and force employment concepts. A dynamic force in the flight's writing program, he helped others substantially improve their writing skills. An accomplished orator, he displayed exceptional briefing skills. In leadership activities, his analysis and decision-making skills enabled the team to achieve its goals. An excellent officer, leader, and communicator, Captain Monroe was a positive force throughout the SOS program.

OTHER COMMENTS *(Optional)*

IV. EVALUATOR

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
JOHN W. BROOKS, Colonel, USAF SOS, Maxwell AFB AL (AETC)	Commandant SSAN [redacted] SIGNATURE John W Brooks	24 Feb 95

AF FORM 475, AUG 83 *(EF 16FEB93)* PREVIOUS EDITION IS OBSOLETE. EDUCATION/TRAINING REPORT

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COMPANY GRADE OFFICER PERFORMANCE REPORT

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2402 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	CAPT	K12A3C

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 5 Feb 95 Thru: 4 Feb 96	214	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
62d Airlift Squadron (ACC), Little Rock AFB AR	LP1CFD9B

II. UNIT MISSION DESCRIPTION

Dual mission: 1) Maintains a combat-ready C-130 airlift squadron available for worldwide deployment. 2) Operates the Department of Defense (DoD) C-130 Formal Training Unit (FTU), employing over 450 personnel and 24 aircraft to conduct mission and instructor qualification training through 10 courses and 15,000 flying hours yearly. Produces over 1,200 qualified aircrew members in 6 crew positions annually.

III. JOB DESCRIPTION

1. DUTY TITLE:
FTU/Tactical Airlift Instructor School (TAIS) Instructor Navigator

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Flight instructor in DoD's only full-time selectively manned C-130 FTU that maintains a wartime mission. Teaches combat-mission planning and techniques, tactical formation, airdrop, and procedures to entry level and requalifying student navigators from Air Force, joint-service agencies, and 27 allied nations. Develops profiles that combine training events for 6-man crews flying 6-ship, multiple-element formations. Specializes in training over 90 navigator instructor candidates per year at the Tactical Airlift Instructor School. Provides academic and flight instruction to ensure instructor candidate knowledge and proficiency in advanced navigation skills, tactics, and instructional techniques.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Expert aviator; selected for upgrade to evaluator navigator in premier, selectively manned C-130 FTU
- Aggressiveness and personal initiative resulted in rapid local orientation and mission commander upgrade -- Flew over 270 hours; ensured FTU met taskings critical to maintaining crew members for C-130 units
- Exceptional briefer; awarded Letter of Excellence from Squadron Officer School for communicative skills
- Professional; instructed Japanese Self-Defense Force during recent training visit--instrumental to success
- Aviation skills highlighted as element leader in 36-ship formation demonstration, commemorating the 50th anniversary of the allied Victory in Europe (V-E day)--a phenomenal demonstration of C-130 airpower
- A leader; instructed and guided newly assigned instructor navigators during local orientation programs
- Top-notch performer; student critiques repeatedly recognized overall quality and depth of his instruction

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	☐	☒
5. Judgement and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

- Unparalleled professional ability and technical knowledge--cornerstone of selectively manned squadron
  -- One of six selected Air Force-wide for first class of Crew Resource Management Facilitators Course
  -- Hand-picked to lead the implementation of the squadron's $450,000 Night Vision Goggle program
  -- Top choice for upgrade to TAIS instructor; chosen ahead of 30 peers, despite minimum time on station
- Outstanding instructor skills guided 23 navigators to mission qualification, all achieved highest standard
- Skilled mission commander for 3-, 6-, and 9-ship tactical formations in low level training environment
  -- Foresight and expertise balanced training requirements for as many as 45 students in 5 crew positions
- Superb safety program in hazardous training environment sets the tone for safe missions worldwide
- True professional; take-charge officer with enthusiasm and ability; track for flight commander; ISS a must

Last performance feedback was accomplished on: 6 Aug 95 *(consistent with the direction in AFI 36-2402.)*
(If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
PATRICK R. HOLLRAH, Capt, USAF 62d Airlift Squadron (ACC) Little Rock AFB AR	Flight Commander/FTU Evaluator Navigator	6 Feb 96
	SSN [redacted]	SIGNATURE Patrick R Hollrah

VII. ADDITIONAL RATER OVERALL ASSESSMENT — [X] CONCUR [ ] NONCONCUR

- Superior officer in a select unit; relentless pursuit of excellence in professionalism and leadership
- Successful creation of a safety culture in the squadron; zero mishaps in 1995 with over 450 personnel
  -- First choice to augment wing safety office in supervising flight safety programs throughout the wing
- Proven top performer; rapid upgrade to TAIS instructor and evaluator are indicative of his capabilities
- Consummate flyer and professional--perfect choice for flight commander; joint ISS in residence a must

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JOHN A. TAPPAN, Lt Col, USAF 62d Airlift Squadron (ACC) Little Rock AFB AR	Operations Officer	6 Feb 96
	SSN [redacted]	SIGNATURE John A Tappan

VIII. REVIEWER — [X] CONCUR [ ] NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
DONALD A. STREATER Brigadier General, USAF 314 AW (ACC), Little Rock AFB AR	Commander	18 Feb 96
	SSN [redacted]	SIGNATURE Donald A Streater

Instructions

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IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)*		ACQUISITION EXAMINER *(If applicable)*		AIR FORCE ADVISOR *(If applicable)*
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE			DATE

AF FORM 707B, JUN 95 *(EF-V1)* *(PerFORM Pr*

Sheet: 153

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COMPANY GRADE OFFICER PERFORMANCE REPORT

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2402 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	CAPT	Q12A3C

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 5 Feb 96 Thru: 4 Feb 97	224	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
62d Airlift Squadron (ACC), Little Rock AFB AR	LP1CFD9B

II. UNIT MISSION DESCRIPTION

Dual mission: 1) Maintains a combat-ready C-130 airlift squadron available for worldwide deployment. 2) Operates the Department of Defense (DoD) C-130 Formal Training Unit (FTU), employing over 450 personnel and 24 aircraft to conduct mission and instructor qualification training through 10 courses and 15,000 flying hours yearly. Produces over 1,200 qualified aircrew members in 6 crew positions annually.

III. JOB DESCRIPTION

1. DUTY TITLE:
Chief, Squadron Flight Examiner Navigator

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Flight examiner in DoD's only selectively manned C-130 FTU with a wartime mission. Ensures 44 assigned and attached navigators maintain established standards of flight proficiency through evaluation and observation. Evaluates aircrew performance during operational and training missions on a scheduled basis. Identifies factors which adversely affect navigator capability and recommends corrective action. Develops, implements, and evaluates improvements and changes to formal school courseware, aircraft, and squadron operating procedures. Analyzes aircrew evaluation data to identify adverse trends and recommends corrective action to squadron commander when necessary.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Superior leader and aviator; an exemplary officer recognized by senior leadership for his professionalism
  -- The top evaluator and instructor navigator in ACC's selectively manned FTU--a master of tactical airlift
- Handpicked as Accident Investigation Board member for high-profile, presidential-support C-130 mishap
  -- Driving force behind creation of computer-simulated accident reenactment, revealing pivotal insights
  -- Singularly responsible for the design and production of key technical graphics--stressed in final report
  -- Chosen by 8 AF to hand deliver delicate accident report to the US Secret Service agent's next of kin
- Supervised and validated all navigator instruction and evaluations in the FTU--set standards of top quality
  -- Ensured over 200 FTU navigator students graduated within standards; personally evaluated 13 students
  -- Tireless efforts provided the worldwide combat theater airlift forces with 40 fully qualified navigators

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspenses.	☐	☒
5. Judgement and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT

- My personal choice as senior flight examiner navigator in unit manned solely by evaluators and instructors
  -- Energetic and motivated officer with unsurpassed performance; a natural leader well ahead of his peers
  -- Instructional and corporate expertise key in mentoring 8 instructor navigators for demanding FTU duty
- Exceptionally talented aviator; earned best overall drop score during 2-day 314 AW Capability Exercise
- Lauded for "outstanding effort" as member of 62 AS Operational Risk Management Steering Committee
- Course manager for the instructor navigator course; managed program producing 70 instructor navigators
- Articulate spokesman for the USAF; educated Romanian AF dignitaries on C-130 tactical airlift training
- Outstanding role model for local youth; VA Flag Education program lecturer to over 100 fifth graders
- Extraordinary leader; command potential; challenge with MAJCOM assignment next; select for ISS now

Last performance feedback was accomplished on: 30 Oct 96 *(consistent with the direction in AFI 36-2402.)*
(If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
LEIGHTON B. EWELL, JR., Lt Col, USAF 62d Airlift Squadron (ACC) Little Rock AFB AR	Chief, Squadron Standardization/Evaluation	5 Feb 97
	SSN [redacted]	SIGNATURE Leighton B Ewell Jr

VII. ADDITIONAL RATER OVERALL ASSESSMENT — [X] CONCUR [ ] NONCONCUR

- The #1 evaluator navigator in DoD's premier, selectively manned C-130 FTU; the best in this elite unit
  -- Singled out from 40 other unit instructors and evaluators to lead navigator flight examiners; performs
- My first choice as a technical expert to serve on the highly visible Jackson Hole accident investigation
  -- Vital member of accident investigation team; personally briefed videotape reenactment to the 8 AF/CC
- Dynamic, thoughtful leader; place in flight command track; MAJCOM assignment next; select for ISS

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
ALEXANDER J. ARNISTA, Lt Col, USAF 62d Airlift Squadron (ACC) Little Rock AFB AR	Commander	5 Feb 97
	SSN [redacted]	SIGNATURE Alexander J Arnista

VIII. REVIEWER — [X] CONCUR [ ] NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JACK R. HOLBEIN, Brigadier General (S), USAF 314th Airlift Wing (ACC) Little Rock AFB AR	Commander	4 Mar 97
	SSN [redacted]	SIGNATURE Jack R. Holbein

Instructions

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IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)*		ACQUISITION EXAMINER *(If applicable)*		AIR FORCE ADVISOR *(If applicable)*
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE			DATE

AF FORM 707B, OCT 95 *(REVERSE) (EF-V1) (PerFORM PRO)*

Sheet: 155

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COMPANY GRADE OFFICER PERFORMANCE REPORT

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2402 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	CAPT	Q12A3C

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 5 Feb 97 Thru: 11 Nov 97	175	CRO

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
62d Airlift Squadron (AETC), Little Rock AFB AR	LP0JFD9B

II. UNIT MISSION DESCRIPTION

Operates the selectively manned Department of Defense Formal Training Unit (FTU) providing C-130 mission and instructor qualification to personnel from the USAF, sister services, and allied nations. Cadre of over 470 personnel operates 24 aircraft and an $8M budget, conducting ground and flight training in 10 courses and 14,500 flying hours annually for over 1,300 aircrew members destined for combat-ready units.

III. JOB DESCRIPTION

1. DUTY TITLE:
Chief, Squadron Flight Examiner Navigator

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Flight examiner in DoD's only selectively manned FTU preparing crew members for C-130 tactical employment. Ensures 44 assigned and attached navigators maintain established standards of flight proficiency through evaluation and observation. Evaluates aircrew performance during operational and training missions on a scheduled basis. Identifies factors which adversely affect navigator capability and recommends corrective action. Develops, implements, and evaluates improvements and changes to formal school courseware, aircraft, and squadron operating procedures. Analyzes aircrew evaluation data to identify adverse trends and recommends corrective action to squadron commander when necessary.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Consummate leader and aviator; relied upon at the highest levels for flawless mission accomplishment
- Proven excellence as instructor and evaluator navigator; handpicked to conduct Senior Officer's Course
  -- Innovative teacher; rapidly qualified 43 OG/CC as mission-ready C-130 tactical airlift navigator
- Recognized authority; attendee at the Navigator 2000 conference, shaping the future of C-130 navigators
- Supervised and validated all navigator instruction and evaluations in the FTU--set standards of top quality
  -- Ensured over 120 navigator students graduated within standards, personally evaluated 13 students
  -- Tireless effort provided the worldwide combat theater airlift forces with 33 mission-qualified navigators
- Top evaluator in AETC's selectively manned FTU--provides essential guidance during turbulent times
  -- Expertly flew over 250 hours and administered 22 evaluations to both evaluators and instructors

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

AF FORM 707B, OCT 95 (EF-V1) (PACAF PRO) PREVIOUS EDITION IS OBSOLETE.

Sheet: 156

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VI. RATER OVERALL ASSESSMENT

- Best evaluator navigator in this squadron of highest caliber instructors, quickly surged ahead of peers
- Recognized by 314 OG/CC as a top aviator; entrusted to coordinate and direct sister service training
- Ensured visiting USMC C-130 aircrew safely conducted low-level navigation and multiple airdrops
- Selected to provide C-130 tactical orientation training to the 19 AF/CC in the Weapons System Trainer
- Diligently directed two squadron training exercises ensuring 100% of available navigators met standards
- Upgraded four staff evaluator navigators to highest standards, provided 40% of 62 AS flight evaluators
- Model officer; chosen to represent the USAF and 62 AS at high-visibility taskings within the community
- Active in Boy Scout troop; presented Arkansas VA Flag Education program to over 100 fifth graders
- An exceptional leader with consistently outstanding results; flight commander next; ISS attendance a must

Performance feedback was accomplished on: 15 Aug 97 *(consistent with the direction in AFI 36-2402)*
(If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
THOMAS E. TRIPPE, Maj, USAF 62d Airlift Squadron (AETC) Little Rock AFB AR	Chief, Squadron Standardization/Evaluation	13 Nov 97
	SSN: [redacted] SIGNATURE: Thomas E. Trippe	
	☒ CONCUR ☐ NONCONCUR	

VII. ADDITIONAL RATER OVERALL ASSESSMENT

- The #1 evaluator navigator in DoD's premier, selectively manned C-130 FTU; the best in this elite unit
- My first choice to handle challenging Senior Officer's Course; delicately tailored the course to the colonel
  -- Masterfully instructed 43 OG/CC to the highest qualification level, despite his not flying in over 4 years
- Top-notch leader; superb management of 12 FTU evaluator navigators during major command change
- Outstanding leader with the enthusiasm and ability to succeed; groom for command; ISS is a must

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
MARK O. SCHISSLER, Lt Col, USAF 62d Airlift Squadron (AETC) Little Rock AFB AR	Commander	13 Nov 97
	SSN [redacted] SIGNATURE: Mark O. Schissler	
	☒ CONCUR ☐ NONCONCUR	

VIII. REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JACK R. HOLBEIN, Brigadier General, USAF 314th Airlift Wing (AETC) Little Rock AFB AR	Commander	
	SSN [redacted] SIGNATURE: Jack R. Holbein	

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)*	☐ ACQUISITION EXAMINER *(If applicable)*	☐ AIR FORCE ADVISOR *(If applicable)*
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 707B, OCT 95 *(REVERSE) (EF-V1) (PerFORM PRO)*

Sheet: 157

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COMPANY GRADE OFFICER PERFORMANCE REPORT

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2402 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	Capt	K12A3C

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 12 Nov 97 Thru: 11 Nov 98	150	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
517th Airlift Squadron (PACAF), Elmendorf Air Force Base, Alaska	EL0RFBB7

II. UNIT MISSION DESCRIPTION

Operates 16 C-130H and 3 C-12F/J aircraft with 475 personnel, including 28 combat-ready aircrews, to provide worldwide combat airdrop, tactical airland, operational support airlift, aircrew qualification training, airlift for theater deployed forces, and resupply of remote Alaskan long-range radar sites in support of CINCPAC, CINCNORAD, and CINCTRANS. Operates C-12J RTU for the USAF.

III. JOB DESCRIPTION

1. DUTY TITLE:
Flight Commander/Instructor Navigator

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Supervises flight of 35 aircrew and support personnel. Combat-ready, formation lead, grid, and airdrop qualified. Instructs aircrew members in tactical airlift procedures necessary to operate a $22 million aircraft in a combat environment. Responsible for low-level route navigation, time-of-arrival control, and timing for airdrop of equipment and personnel. Plans worldwide missions in support of mobility taskings with specialized focus on Pacific and Alaskan areas of responsibility. Prepares navigation flight plans considering weather, altitude, terrain, winds, range, and speed of aircraft. Determines flight profile and tactics based on threat environment.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Squadron's most dynamic flight commander--my top pick to guide development of 35 officers and airmen
  – Transformed his flight into the squadron's best--organized flight personnel into a cohesive winning team
- Expert aviator--rock-solid knowledge and abilities--minimum time to mission-ready theater certification
  – Key player during an in-flight emergency involving aircraft structural failure--his decisive actions and navigation ensured safe recovery of aircraft and aircrew, and minimized maintenance logistical problems
  -- Aced the Advanced Airlift Tactical Training Course--reinforces unit training by expert tactics instruction
- Heavy lifter during PACIFIC EXPRESS--moved 430 troops and 200 tons of mission-essential equipment
- Pivotal contributor to 3 WG's overall "Excellent" during the 1998 HQ PACAF Aircrew Standardization and Evaluation Visit (ASEV)--intense training, testing, and publications reviews were the keys to success

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspenses.	☐	☒
5. Judgement and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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R RATER OVERALL ASSESSMENT

My #1 flight commander; unparalleled leadership quality; driving force behind squadron's recent success
-- Redesigned squadron's self-inspection checklist; directly contributed to 517 AS' "Excellent" grade during HQ PACAF ASEV; his superior skill and effort were lauded by the HQ PACAF team leader
-- Drafted comprehensive 167 master question file that prepared all crew positions; 100 percent pass rate
Superb aviation skills and can-do attitude; obvious choice for the squadron's highest-priority missions
-- Lead navigator for COPE THUNDER 98--largest training opportunity in Alaska executed to perfection
Technical expertise second to none; expertly worked interface issues on C-130 global positioning system
-- Managed every aspect of integration to include developing a comprehensive aircrew training master plan
Will shine as next Assistant Director of Operations; select for Army Command and General Staff College

last performance feedback was accomplished on: 15 Sep 98 *(consistent with the direction in AFI 36-2402.)*
on *not accomplished, state the reason)*

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
PAUL A. CURLETT, Lt Col, USAF 517th Airlift Squadron (PACAF) Elmendorf Air Force Base, Alaska	Commander	25 Nov 98
	SSN [redacted] SIGNATURE [signature]	
	CONCUR [X]	NONCONCUR [ ]

III. ADDITIONAL RATER OVERALL ASSESSMENT

In the top 10 percent of my captains; motivation and leadership skills without peer--developed local procedures airlift testing guide--517 AS achieved 98 percent average test score during HQ PACAF ASEV
Unparalleled professional qualities and aviation skills; HQ PACAF UCI found zero discrepancies with his flight's records and personnel--rated "Q-1 Excellent" during no-notice HQ PACAF ASEV flight evaluation
A rising star; groom for command and select for Army Command and General Staff College

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
STEPHEN M. GOLDFEIN, Col, USAF 3rd Operations Group (PACAF) Elmendorf Air Force Base, Alaska	Commander	30 Nov 98
	SSN [redacted] SIGNATURE [signature]	
	CONCUR [X]	NONCONCUR [ ]

III. REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
STEPHEN D. BROWN, Col, USAF 3rd Wing (PACAF) Elmendorf Air Force Base, Alaska	Commander	3 Dec 98
	SSN [redacted] SIGNATURE [signature]	

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for augmentation or assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)*	ACQUISITION EXAMINER *(If applicable)*	AIR FORCE ADVISOR *(If applicable)*
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 707B, OCT 95 *(REVERSE) (EF-V2) (F ORM PRO)*

Sheet: 159

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COMPANY GRADE OFFICER PERFORMANCE REPORT

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2402 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	Capt	K12A3C

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT	9. PAS CODE
From: 19981112 Thru: 19991111	315	Annual	EL0RFBB7

8. ORGANIZATION, COMMAND, LOCATION
517th Airlift Squadron (PACAF), Elmendorf Air Force Base, Alaska

II. UNIT MISSION DESCRIPTION
Operates 16 C-130H and 3 C-12F/J aircraft with 475 personnel, including 28 combat-ready aircrews, to provide worldwide combat airdrop, tactical airland, operational support airlift, aircrew qualification training, airlift for theater deployed forces, and resupply of remote Alaskan long-range radar sites in support of CINCPAC, CINCNORAD, and CINCTRANS. Operates C-12J RTU for the USAF.

III. JOB DESCRIPTION

1. DUTY TITLE:
Assistant Operations Officer (ADO)

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Exercises operational control of over 250 assigned and attached aircrew members of a tactical airlift squadron. Combat-ready, tactical-airlift-qualified pilot. Responsible for the safe and efficient conduct of all squadron flying activities. Implements operational and training missions. Plans, organizes, and directs aircrew flying and ground training programs to ensure aircrews are capable of contingency deployments. Evaluates the quality of aircrew upgrade and continuation training programs and aircrew scheduling to ensure safe and effective execution. Ensures unit complies with all aircrew flying and training regulations. Serves as field grade mission commander for joint exercises and deployments.

IV. IMPACT ON MISSION ACCOMPLISHMENT
- Spearheaded unit reorganization; stellar leadership as chief navigator for the largest USAF C-130 squadron
  – Flawlessly reengineered supervisory flight program mentoring young navigators increasing combat edge
- Meticulous point man for 3 WG/CC introduction to VOLANT SHOGUN, 3 WG WESTPAC operations
  – Expertly laid groundwork for the visit; all meetings with top officials and inter-theater flights a success
  – Topnotch job; 3 WG/CC says "dedication to detail and excellence, very valuable member of our team"
- Designed plan to ease tensions between US Coast Guard and Russian trawlers in response to NSC tasking
  – Skillfully developed two separate deployment options, ensuring critical US interests were protected
- Peerless lead navigator during the multinational, multiservice, JCS-directed Exercise COBRA GOLD 99
- Superb ADO; flawlessly directed 250 aviators and 9,500 accident-free flying hours as top three supervisor

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	☐	☒
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspenses.	☐	☒
5. Judgement and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

AF FORM 707B, 19951001 *(EF-V3)* PREVIOUS EDITION IS OBSOLETE.

Sheet: 160

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V VI. RATER OVERALL ASSESSMENT

- Hands down, Capt Monroe is my #1 Captain; my go-to man when it needs to be done right the first time
- My best VOLANT SHOGUN commander; visionary leadership ensures mission success and crew safety
  – Decisive actions during sensitive JTF-FULL ACCOUNTING mission guaranteed safety of all members
  – Saved lives; masterfully coordinated search and rescue efforts during aftermath of supertanker collision
- Sole architect and obvious choice to lead new flight commander indoctrination program; set the standard
  – Recognized as benchmark program by senior leadership; instills key principles and USAF core values
- Polished diplomat; superb work with White House staff to develop 517 AS PHOENIX BANNER package
- Superstar top three supervisor; first and only company grade officer chosen to direct daily flight operations
- Inspirational leadership; select for Advanced School of Air Mobility (ASAM) and then follow with ACSC

Last performance feedback was accomplished on: 19990610 *(consistent with the direction in AFI 36-2402.)*
(If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
NEIL B. FRIEDLI, Lt Col, USAF 517th Airlift Squadron (PACAF) Elmendorf Air Force Base, Alaska	Operations Officer SSN [redacted]	19991112 SIGNATURE [signature]
	☒ CONCUR	☐ NONCONCUR

VII. ADDITIONAL RATER OVERALL ASSESSMENT

- #1 of 99 company grade officers in the 517 AS; top 1 percent of all captains I have rated; superb leader
- Visionary planner; when the NSC called, he developed the perfect options to provide on-scene coverage
- Fills field grader shoes; provides daily leadership for 250 aviators; 98 CGO of the Quarter Award winner
- Stellar aviator; #1 choice to lead formation during highly visible COBRA GOLD 99 opening ceremonies
- Best of the best professional warriors; future squadron commander; we need him in ASAM now; then ISS

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
PAUL A. CURLETT, Lt Col, USAF 517th Airlift Squadron (PACAF) Elmendorf Air Force Base, Alaska	Commander SSN [redacted]	19991112 SIGNATURE [signature]
	☒ CONCUR	☐ NONCONCUR

VIII. REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JONATHAN S. GRATION, Brig Gen, USAF 3rd Wing (PACAF) Elmendorf Air Force Base, Alaska	Commander SSN [redacted]	19991112 SIGNATURE [signature]

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME; advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for augmentation or assignment.

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IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)*	☐ ACQUISITION EXAMINER *(If applicable)*	☐ AIR FORCE ADVISOR *(If applicable)*
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 707B, 19951001 *(REVERSE-V3)*

Sheet: 161

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FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ and COL)

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	MAJ	K12A3C

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 12 Nov 1999 Thru: 11 Nov 2000	297	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
3rd Wing (PACAF), Elmendorf Air Force Base, Alaska	EL04FBBN

II. UNIT MISSION DESCRIPTION

Trains and equips an Air Expeditionary Force lead wing comprised of 6,900 personnel and F-15C, F-15E, E-3, C-130, and C-12 aircraft. Provides air superiority, surveillance, tactical airlift, and agile combat support forces for global deployment. Maintains the installation for critical force-staging and throughput operations in support of worldwide contingencies. Provides medical care for all forces in Alaska.

III. JOB DESCRIPTION

1. DUTY TITLE:
Executive Officer

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Directly responsible to the wing commander. Oversees the operations of wing staff agencies involving more than 200 personnel. Organizes and leads a command section staff of 10 officer and enlisted personnel. Researches and advises the commander on all manner of issues impacting the effective operation of a 75-aircraft operational flying wing. Ensures effective management of all correspondence and that only complete and accurate staff work reaches the commander. Focal point for wing staff meetings. Prepares promotion recommendation forms, performance reports, and official correspondence for the commander. Advises senior wing leaders on matters of commander taskings and standards.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Workhorse--plowed through nearly 400 annual base, unit, and individual awards; got DoD-level winners
- Brought commander's vision to fruition--established procedures for electronic processing for OPRs/EPRs
  -- Major player in developing rules of engagement; guidance and supervision resulted in orderly transition
- Thoroughly scoured over 150 promotion recommendation forms and ISS/SSS applications for eight boards
  -- Personally researched each record and verified every single form, providing invaluable quality control
- Managed weekly wing staff meeting, working information for over 50 wing, tenant, and unit commanders
  -- Solely responsible for accuracy and flow of awards presentations, briefings, and routine information
- Hosted wing-wide working lunches to work solutions concerning performance reports and decorations
- Diligently maintained all currencies and capabilities as C-130H mission qualified instructor navigator

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT | **RATEE NAME:** MONROE, MITCHELL A.

- PACAF nominee for DoD-level Institute of Navigation Norman P. Hayes Award for leadership; as chief navigator for 517 AS, he "flawlessly directed 250 aviators...9,500 flying hours"; also a superb wing exec
- Outstanding representative of my office throughout the base: twice a guest lecturer for Company Grade Officers Professional Development Program; member AF Ball committee and Volunteer Action Council
- Superb author--wrote wing's nomination package for AF Outstanding Unit Award, signed by 11 AF/CC
- Integral to publishing of 3rd Wing Awards and Decorations guide; also put this outstanding tool on-line
- Top ambassador for Elmendorf AFB--base liaison to Boy Scouts council and Scoutmaster for base troop -- Hosted three CONUS troops; as single POC, facilitated travel and lodging, ensuring "trip of a lifetime"
- Outstanding warrior, officer, and leader; keep on command track; send to Air Staff or joint staff, then ISS

Last performance feedback was accomplished on: 21 Aug 2000 *(Consistent with the direction in AFI 36-2406.)*
(If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
DOUGLAS M. FRASER, Brig Gen (S), USAF 3rd Wing (PACAF) Elmendorf AFB, Alaska	Commander	13 Nov 2000
	SSN [redacted]	SIGNATURE Douglas M. Fraser

VII. ADDITIONAL RATER OVERALL ASSESSMENT | ☐ CONCUR | ☐ NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. REVIEWER | ☐ CONCUR | ☐ NONCONCUR

Rater is also the Reviewer.

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)* | ☐ ACQUISITION EXAMINER *(If applicable)* | ☐ AIR FORCE ADVISOR *(If applicable)*

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

Sheet: 163

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FIELD GRADE OFFICER PERFORMANCE REPORT *(MAJ thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	MAJ	12A4V

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 12 Nov 2000 Thru: 11 Nov 2001	128	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
Headquarters Air Mobility Command, Directorate of Operations (AMC), Scott AFB IL	SF1LFS2X

II. UNIT MISSION DESCRIPTION

Lead staff for DOD air refueling and military/civil airlift systems--includes training, evaluation. command and control, SIOP/OPLAN development, aeromedical evacuation, special operations, tactics, aerial ports. weather, airfield management, and Presidential airlift. Formulates policy to execute Presidential/SECDEF plans for use of national mobility assets during war. crisis. and JCS exercises to support unified CINCs.

III. JOB DESCRIPTION

1. DUTY TITLE:
Chief, Command Joint Training

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Directs administration of AMC's Joint Airborne Air Transportability Training (JA/ATT) program. Insures AMC aircrews get efficient, realistic tactical training while participating in joint, interservice missions with the Army, Navy, and Marines. AMC Director of Operations point of contact for joint training and addressing after-action items. Develops tactics policies, procedures, instructions, and guidance for mobility aircrews. Operations representative on the AMC Threat Working Group. Maintains instructor navigator status. Previous Duty: 517th Airlift Squadron Assistant Operations Officer. Exercised day-to-day control of flying activities in a combat-ready C-130 squadron.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Key to success of deployed airdrop operations supporting ENDURING FREEDOM--found, sourced, and arranged transportation of mission-essential supplies within 48 hours--beat USCENTCOM time lines!
- Saved joint tng during terrorist crisis; rebuilt plan to accommodate diverted airlift--saved nat'l capability
- Driving force to overhaul JA/ATT program--validated priorities, rewrote two instructions--"Best ever!"
- #1 choice to improve multidirectorate Threat Working Group process--spot-on solutions implemented
- Leader; handpicked by Sq/CC to oversee aircraft ops during high-vis repatriation mission in Cambodia -- Ace results--ceremony and transportation of remains--overcame bad weather and diplomatic challenges
- Take charge attitude and cool under pressure--coordinated recovery efforts for C-130 landing mishap -- Key link to Sq/Gp CCs--stepped in for ops officer--juggled complex flying sch--saved valuable training

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

Sheet: 164

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VI. RATER OVERALL ASSESSMENT | RATEE NAME: MONROE, MITCHELL A.

- Supercharged leader; "Go to" staff action officer--I trust Mitch to get the tough jobs done right, always
- Terrorist crisis "on-call" tactician; won battle to ensure AMC aircrew had access to mission-critical info
- Expert tactician--AMC RODEO competition planning staff member--validated low-level routes/drop zones
- Threat Working Group member--reviewed every mission--recommended threat mitigation tactics; perfect!
- #1 AMC/DO force protection liaison to security forces; key to several deployed protection enhancements
- AMC FLAG exercise scheduler/validator; balanced airlift/tanker opportunities; all AMC units war-ready
- Over and above--maintains instructor nav qualification--takes command tactics issues directly to the field
- Innovative thinker--his initiative & creativity crucial to success of Afghan humanitarian relief airdrop ops
- #2 in elite branch of 9 action officers; blue-chip home run hitter; ISS, then command--he's ready

Last performance feedback was accomplished on: 25 Jul 2001 *(Consistent with the direction in AFI 36-2406.)*
(If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
GERALD E. SZPILA, Lt Col, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Chief, Combat Tactics and Training Branch	3 Dec 01
	SSN [redacted]	SIGNATURE

VII. ADDITIONAL RATER OVERALL ASSESSMENT | X CONCUR | NONCONCUR

- #1 pick for elite staff assignment--surpassed high expectations; took charge, executed, always on target!
- Visionary! Built aerial delivery CONOPS for ENDURING FREEDOM in Afghanistan--perfect results
  -- Turned user need into reality--safe delivery of palletized food into hostile territory; unparalleled warrior
- Gifted orator; convinced AMC/ADO to save JA/ATT during crisis--kept Army airborne capability viable
- #3 of 23 action officers in my division! Mobility superstar--guaranteed future squadron CC; must for ISS

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
SEGUNDO PEREIRA, Col, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Chief, Combat Operations Division	3 Dec 01
	SSN [redacted]	SIGNATURE

VIII. REVIEWER | X CONCUR | NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
ROGER A. BRADY, Maj Gen, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Director of Operations	19 Dec 01
	SSN [redacted]	SIGNATURE

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)* | ACQUISITION EXAMINER *(If applicable)* | AIR FORCE ADVISOR *(If applicable)*

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 707A, 20000601 *(REVERSE) (EF-V2)* FOR OFFICIAL USE ONLY (When filled in)

Sheet: 165

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FIELD GRADE OFFICER PERFORMANCE REPORT *(MAJ thru COL)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	MAJ	12A4V

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 12 Nov 2001 Thru: 11 Nov 2002	284	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
Headquarters Air Mobility Command, Directorate of Operations (AMC), Scott AFB IL	SF1LFS2X

II. UNIT MISSION DESCRIPTION

Lead staff for DOD air refueling & military/civil airlift systems--tactics, training, evaluation, command and control, SIOP/OPLAN development, aeromedical evacuation, special ops, weather, civil reserve air fleet, airfield ops, contracting & Presidential airlift. Formulates policy to execute Presidential/SECDEF plans for use of national mobility assets during war, crisis & JCS exercises to support combatant commanders.

III. JOB DESCRIPTION

1. DUTY TITLE:
Chief, Command Joint Training

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Solely directs administration of AMC's Joint Airborne Air Transportability Training (JA/ATT) program. Responsible for the content of AMC policies and regulations governing the planning and execution of JA/ATT missions. Ensures AMC aircrews get efficient, realistic tactical training while participating in joint, interservice missions with the Army, Navy, and Marine Corps. AMC Director of Operations' point of contact for joint training, joint combat doctrine, and combat operations policy. Creates tactics policies, procedures, and instructions for mobility aircrews. Ops representative on the AMC Threat Working Group (TWG). Fills a selectively manned position. Part-time DO executive officer.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Superb oversight of $78M JCS JA/ATT program--built system to ensure available airlift used efficiently
  -- Led reorganization team--bottom up review--problems fixed, first ever combined priority list--perfect
- Expert writer--brilliantly wrote delicate cross service GO correspondence covering JA/ATT acft shortfalls
- Unmatched tactician--handpicked to brief tactics/force protection policy at Air Mobility Warfare Center
  -- Universal effect on command's warrior outlook--flawlessly trained new personnel to AMC--A+ results
- Masterful trainer--optimized Mobility Air Forces (MAF) RED/MAPLE FLAG trng--units ready for war
- Lead TWG action officer for combat ops--represents AMC/DO on cross functional team--created policy
- Unsurpassed expert on military doctrine--DO's #1 choice to author new joint doctrine defining how AMC establishes new forward operating locations--DO praised document, authorized its inclusion in Joint Pubs

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT — RATEE NAME: MONROE, MITCHELL A.

- Peerless--unquestioned leader in AMC's tactics branch--instrumental in transforming MAF combat focus!
- Unrivaled leadership--acting branch chief for 4 weeks--ADO says "perfect!"--handles toughest tasks easily -- Flawlessly completed 50+ tasks, working 26 to conclusion himself, despite 75% of branch TDY--on tgt
- Command expert for joint exercise MILLENNIUM CHALLENGE 02; pivotal to success of airdrop and airland demos by MAF C-130s and new Stryker vehicle demo; complete success, lauded by VIPs and GOs
- Threat working group expert--ensured aircrews had best info at 162 countries--no AMC crews/planes lost!
- Polished orator--lead briefer to Army GOs on airdrop--Army better understands post 9/11 airlift demands
- Force protection leader--authored AMC base opening policy--unified cmdrs now understand airlift rqmts
- #1 of 9 action officers in elite branch--superstar officer! Make Sq/CC ASAP! Send to resident SSS now!

Last performance feedback was accomplished on: 25 Jan 2002 *(Consistent with the direction in AFI 36-2406.)*
(If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
MICHAEL T. KLOENNE, Lt Col, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Chief, Combat Tactics and Training Branch SSN: [redacted] SIGNATURE: Michael T. Kloenne	15 NOV 02

VII. ADDITIONAL RATER OVERALL ASSESSMENT — [X] CONCUR [ ] NONCONCUR

- Award winning performer: St. Louis Federal Exec Board Award--#1 of 51; division FGOQ--#1 of 15
- I send Mitch when top results are needed--linchpin in Global Mobility Task Force development--flawless -- Authored revolutionary airfield seizure and assessment CONOPS; built test sch--bases will open sooner
- Visionary--top pick, sole tactician to develop AMC's 20-yr strategic plan--combat-sound roadmap assured
- #1 of 29 action officers! Combat missions/lives in best of hands; definitely ready for sq cmd! SSS a must

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
GERALD E. SZPILA, Lt Col, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Chief, Combat Operations Division SSN: [redacted] SIGNATURE: [signature]	15 NOV 02

VIII. REVIEWER — [X] CONCUR [ ] NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
ROGER A. BRADY, Maj Gen. USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Director of Operations SSN [redacted] SIGNATURE: [signature]	20 NOV 02

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your comments in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

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IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)*		ACQUISITION EXAMINER *(If applicable)*		AIR FORCE ADVISOR *(If applicable)*
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE			DATE

AF FORM 707A, 20000601 *(REVERSE) (FF-V3)* — FOR OFFICIAL USE ONLY (When filled in)

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FIELD GRADE OFFICER PERFORMANCE REPORT *(MAJ thru COL)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	MAJ	12A4V

5. PERIOD OF REPORT	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 12 Nov 2002 Thru: 18 Jun 2003	219	CRO

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
Headquarters Air Mobility Command, Directorate of Operations (AMC), Scott AFB IL	SF1LFS2X

II. UNIT MISSION DESCRIPTION

Lead staff for DOD air refueling & military/civil airlift systems--tactics, training, evaluation, command and control, SIOP/OPLAN development, aeromedical evacuation, special ops, weather, civil reserve air fleet, airfield ops, contracting & Presidential airlift. Formulates policy to execute Presidential/SECDEF plans for use of national mobility assets during war, crisis & JCS exercises to support combatant commanders.

III. JOB DESCRIPTION

1. DUTY TITLE:
Chief, Command Joint Training

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Solely directs administration of AMC's Joint Airborne Air Transportability Training (JA/ATT) program. Responsible for the content of AMC policies and regulations governing the planning and execution of JA/ATT missions. Ensures AMC aircrews get efficient, realistic tactical training while participating in joint, interservice missions with the Army, Navy, and Marine Corps. AMC Director of Operations' point of contact for joint training, joint combat doctrine, and combat operations policy. Creates tactics policies, procedures, and instructions for mobility aircrews. Ops representative on the AMC Threat Working Group (TWG). Fills a selectively manned position. Part-time DO executive officer.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Supreme JA/ATT leadership--delicately forged new policy for all DOD users--JA/ATT pgm never better!
- Linchpin in cert of Army's newest combat vehicle--made available 16+ C-130s and C-17s--successful test
- AMC/DO lead action officer for the US Army General Officer (Airborne) In-Process Review discussions -- Led AMC contingent to US Army Training and Doctrine Cmd--took Army/AMC relations to a new lvl! Unequalled problem solver--resolved defensive systems usage disconnect--AMC/theater now on same page
- Totally dedicated--tirelessly built initial base opening policy--combatant cmdrs know AMC requirements
- Innovative--despite AMC's incredibly high ops tempo, designed new procs to keep all jumpers combat rdy
- Transformational--revolutionary concept--6-8 man teams rapidly open air bases worldwide--DO "Perfect!" -- You've seen it on the news--tremendous success validated in Iraqi operations--outstanding airlift support

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT — **RATEE NAME:** MONROE, MITCHELL A.

- #1 officer I've ever supervised! Unrivaled leader--attacks problems, builds teams, always gets A+ results
- Aggressive leader--leaped at the opportunity to fill in as combat tactics branch chief several times--perfect
- Enabler--CENTAF/CC requested more airlift support--led cross-functional team--superb template/chklsts
  Masterful joint level leader--AMC's $78M Joint Airborne/Air Transportability Training program manager
  -- Despite 2 wars, airlift support peaked at an all time high--91% of msns requested; kept 82 ABN cbt rdy
- Joint doctrine expert--carefully infused air mobility doctrine into more than 20 current joint publications
- Unmatched diplomat! Multinational force integrator--flawlessly managed AMC's foreign paratrooper pgm
- Elite staffer--AMC's TWG Operations rep--diligently created worldwide flying policy--zero airplanes lost!
- Unquestionably the #1 of 7 officers in my branch! Ready for flying sq cmd now, then joint SSS and staff!

Last performance feedback was accomplished on: 27 Jan 2003 *(Consistent with the direction in AFI 36-2406.)*
(If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
MICHAEL T. KLOENNE, Lt Col, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Chief, Combat Tactics and Training Branch	19 Jun 03
	SSN [redacted]	SIGNATURE Michael T. Kloenne

VII. ADDITIONAL RATER OVERALL ASSESSMENT — [X] CONCUR [ ] NONCONCUR

- Five-star officer & leader! Combat Ops Division FGO of the Year, action officer of the month--peerless!
- Op IRAQI FREEDOM hero! Superbly turned AMC Afghan lessons learned into Iraqi battlefield success!
  -- Global Assessment Team Concept of Operations champion--vital airlift flow into Iraq expedited, on tgt!
- Unparalleled leadership--led multiservice team--solely wrote first-ever AMC policy on Army airdrop trng
- #1 of 27 action officers in elite division! Magnificent leader--flying Sq/CC, SSS in residence, joint staff!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
GERALD E. SZPILA, Lt Col, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Chief, Combat Operations Division	19 Jun 03
	SSN [redacted]	SIGNATURE Gerald E. Szpila

VIII. REVIEWER — [ ] CONCUR [ ] NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
ROGER A. BRADY, Maj Gen, USAF HQ AMC Directorate of Operations (AMC) Scott AFB IL	Director of Operations	29 Jul 03
	SSN [redacted]	SIGNATURE Roger A. Brady

Instructions

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IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box(es).)* — [ ] ACQUISITION EXAMINER *(If applicable)* [ ] AIR FORCE ADVISOR *(If applicable)*

'AME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 707A, 20000601 *(REVERSE) (EF-V3)* — **FOR OFFICIAL USE ONLY** (When filled in)

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I. IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DUTY AFSC
MONROE, MITCHELL A.	[redacted]	Maj	92S0

5. ORGANIZATION, COMMAND, AND LOCATION

Air Command and Staff College (AETC), Maxwell AFB AL

6. PERIOD OF REPORT	7. LENGTH OF COURSE	8. REASON FOR REPORT
FROM: 19 Jun 2003 THRU: 07 Jun 2004	42 WEEK(S)	☐ ANNUAL ☒ FINAL ☐ DIRECTED

9. NAME AND LOCATION OF SCHOOL OR INSTITUTION

Air Command and Staff College, Maxwell AFB AL

10. NAME OR TITLE OF COURSE

Air Command and Staff College (Intermediate Developmental Education)

II. REPORT DATA *(Complete as applicable for final report)*

1. AFSC/AERO RATING/DEGREE AWARDED	2.
Master of Military Operational Art and Science	☐ COURSE NOT COMPLETED *(List reason in Item 4 below)*

3. DISTINGUISHED GRADUATE ☐ YES *(List Criteria in Item 4 below)* ☐ NO DG PROGRAM

4. DG AWARD CRITERIA/COURSE NONCOMPLETION REASON

III. COMMENTS *(Mandatory)*

ACADEMIC/TRAINING ACCOMPLISHMENTS

- Graduated from a demanding multidisciplinary program emphasizing leadership and critical thinking applied toward the development, advancement, and application of air and space power
- College's #1 professional--earned prestigious Secretary of the Air Force Leadership Award
  -- Demonstrated the most outstanding leadership and professionalism throughout the year
- Mastered a challenging curriculum. Earned solid academic scores
- Brilliant contributor to the "Airborne Operations" Research Seminar. A superb writer displaying a keen intellect and superior analytical acumen

PROFESSIONAL QUALITIES *(Bearing, appearance, conduct, fitness)*

- Outstanding Class President; set strategic plan; astutely led student leadership--met 100% of class goals
  -- Expertly led 584 officers, civilians, and international officers from 65 countries
- Outstanding officer--among an elite group of students who consistently demonstrated the highest qualities of professionalism; clearly the role model for others to follow to achieve personal and team success

OTHER COMMENTS *(Optional)*

- This stellar graduate has a solid grasp of complex air and space operations throughout the spectrum of conflict
- Definitely select for Senior Developmental Education

IV. EVALUATOR

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
RONALD R. LADNIER, Brig Gen, USAF Air Command and Staff College (AETC) Maxwell AFB AL	Commandant	07 Jun 2004
	SSN [redacted]	SIGNATURE

Sheet: 170

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FIELD GRADE OFFICER PERFORMANCE REPORT *(MAJ thru COL)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	MAJ	12M3S

5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 08 Jun 2004	Thru: 03 Apr 2005	269	CRO

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
721st Air Mobility Squadron (AMC), McGuire Air Force Base, New Jersey	MN1LFM5P

II. UNIT MISSION DESCRIPTION

Provides combat-ready command and control, aerial port, and aircraft maintenance cadre in support of national military strategy to project and sustain combat forces worldwide. Commands and executes all airlift support operations at deployed locations during Department of Defense exercises and contingencies. Provides load planning training and conducts airfield surveys in support of AMC worldwide mobility operations.

III. JOB DESCRIPTION

1. DUTY TITLE:
Assistant Operations Officer

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:
Directly responsible for the combat readiness, mission qualification and current operations management of a 150-member mobility ready squadron. Establishes squadron operating policies and mission execution guidance for personnel from six enlisted/four officer career fields. Commands Tanker Airlift Control Element (TALCE) airfield infrastructure, command and control, aircraft maintenance and aerial port operations consisting of up to 200 personnel and $15 million of equipment at austere locations worldwide. Develops and implements policies directing the actions of 179 personnel and $20 million in equip & materials for the Commander and Ops Officer.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Mobility Ace; led 4-person Afld Survey Team (AST) for Op UNIFIED ASSISTANCE, Tsunami relief efforts
  -- Deployed team w/only 17 hrs notice; assembled msn prep for 5 Pacific aflds--enabled delivery of supplies
- Commanded TALCE and directed C2 at 305 AMW MOBEX; enabled wing to prepare for upcoming inspection
- Led 21-person TALCE to Jt Readiness Tng Ctr (JRTC) Exer 05-05--most realistic AF combat support in 2 yrs
  -- Validated jt/coalition ops in austere conditions; accolades for leadership under simulated fire by JRTC staff
- TALCE Ops Ofcr during Pope AFB jt Army/AF Lg Pkg Wk; enabled on-target/time delivery of 3,350 jumpers
- Doctrine guru! Provided inputs to Air Mobility Master Plan, Capabilities Review/Risk Assessment--awesome
- AST Chf for 4 aflds both CONUS/OCONUS; provided real-time instruction to trainee during Thailand survey
- Expert on Jt Airborne/Air Transportability Tng Pgm; facilitated the CRW's ability to fulfill MAJCOM taskings

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

Sheet: 171

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VI. RATER OVERALL ASSESSMENT | RATEE NAME: MONROE, MITCHELL A.

- Ready now for command; filled-in as Sq/CC/DO; quick TALCE/CC upgrade; he defined leadership excellence
- Instructed TALCE/CC & two Ops Ofcrs during intense combat tng in austere conditions--doubled sq readiness
- Dazzling performance as Night Supervisor during Tsunami relief effort; USMC O-8 praised "excellent effort"
  -- Staff workhorse; wrote C-130 retrograde plan; allowed USCG acft/crews to redeploy wks earlier than plan
- Planned/developed/executed realistic Grp Field Tng Exer; awesome prep for real-world combat support ops
- Brilliantly instructed four new TALCE ofcrs intricacies of deployed ops; increased squadron capability 75%
- Foresighted! Established innovative sq pgm ensuring all weapons cleaned quarterly; 100% combat ready now
- Developed tng strategy to expedite upgrades of TALCE/CCs; decreased tng timeline from 180+ days to just 90
- #2 of 148 assigned personnel; an incredible leader and operator--ideal for operational Sq/CC now then SDE!

Last performance feedback was accomplished on: 02 Dec 2004 *(Consistent with the direction in AFI 36-2406. If not accomplished, state the reason).)*

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
FRANK K. BENJAMIN, Lieutenant Colonel, USAF 721st Air Mobility Squadron (AMC) McGuire Air Force Base, New Jersey	Commander	2 May 05
	SSN [redacted]	SIGNATURE

VII. ADDITIONAL RATER OVERALL ASSESSMENT | [X] CONCUR | [ ] NONCONCUR

- Exceptional TALCE/CC! A true leader and motivator--continually raises the standards & leads this squadron
- Life-saver! Performed assessment of first Indonesian airfield; mobility hub facilitated supply/food distribution
- Led two 55-personnel TALCEs during 60 day alerts; ensured 2.5 hour/go-anywhere/enable AMC ops response
- Recognized TALCE expert; only 1/5 chosen as tour guide for 18 AF/CC conference; praised by 21 EMTF/CC
- Top 1% of 650; my go-to guy! AST Pgm Chief & asst Ground Liaison Ofcr; Ops Sq/CC followed with AWC!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JOHN R. RANCK, JR., Colonel, USAF 621st Contingency Response Wing (AMC) McGuire Air Force Base, New Jersey	Commander	3 MAY 05
	SSN [redacted]	SIGNATURE

VIII. REVIEWER | [ ] CONCUR | [ ] NONCONCUR

Additional Rater is also the Reviewer.

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

Instructions

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.

Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

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IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate review by marking the appropriate box(es) if applicable.)*	[ ] ACQUISITION EXAMINER	[ ] FUNCTIONAL EXAMINER	[ ] AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF IMT 707A, 20000601, V3 *(REVERSE)* **FOR OFFICIAL USE ONLY** (When filled in)

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MILPDS UPDATED

FIELD GRADE OFFICER PERFORMANCE REPORT *(MAJ thru COL)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	LT COL	12M3S

5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 04 Apr 2005	Thru: 03 Apr 2006	246	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
818th Global Mobility Squadron (AMC), McGuire Air Force Base, New Jersey	MN1LFHM6

II. UNIT MISSION DESCRIPTION

Provides rapidly deployable, multi-role, multi-skilled, expeditionary mobility teams to open contingency airbases and conduct air mobility support operations worldwide. Performs expeditionary airbase assessment, command & control, aerial port, quick-turn maintenance, weather, & civil engineering operations to support the Combatant Commander's options for early force application. Executes AF's "Open the Airbase" force module.

III. JOB DESCRIPTION

1. DUTY TITLE:

Operations Officer

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:

Directly responsible for the combat readiness, mission qualification and current operations management of a multi-functional global mobility squadron. Establishes squadron operating policies and mission execution guidance for personnel from nine enlisted and five officer career fields. Commands Contingency Response Element (CRE) airfield infrastructure, command and control (C2), aircraft maintenance, and aerial port operations of up to 200 personnel and $15 million of equipment at austere locations worldwide. Develops and implements policies, ensures unit training standards, and directs personnel mobility actions for the commander.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- By-name as "forward deployed leadership opportunity" by 21 EMTF/CC; Rhein Main-Spangdahlem transition
- Hit homerun as 726 AMS/DO; led 200 troops in AMC's busiest pax terminal--beat dept reliability stds by 9%
- Inquiry official; possible security violation; computer contained no classified material; kudos from AMOG/CC
- Trusted! Led USAFE IG investigation for dispute against 726 AMS; met USAFE/IG; issue solved, all satisfied
- Mission focused; instituted monthly testing to improve knowledge on procedures/directives--team razor sharp
- Pioneer; oversaw 5-man combat skills tng team; taught first-ever CRG land-nav crs--breathed life into program
- Awed US Air Land Sea Application Ctr w/CRG capabilities; proposed Jt Airbase Opening (ABO) techniques
- Led 25-person team at Joint Readiness Tng Center; integrated Australian C-130s/port team--true joint exercise -- 34 CTS praised team for excellent communication; 621 CRW/DOV conducted 57 spot evals; all Q-1 ratings

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐	☒
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	☐	☒
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT	RATEE NAME: MONROE, MITCHELL A.

- Brilliant ldr! Acting Sq/CC for my 34-day deployment, last month of fiscal yr; all yr end issues nailed down
- Planner extraordinaire; JFEX 06, largest Jt airbase opening exercise ever; JTF/CC, "ground-breaking efforts"
- Incisive; co-authored CRG comm brief; advocated improved deployed C2; EMTF/CC lauded/took brf to AMC
- Warfighting vision; directed Phase III NVG upgrade of aerial port/mx personnel--increased capability by 25%
- CRG instructor; provided upgrade tng: 3 deployed CCs & DOs; ensured CRW ready to meet wartime mission
- By-name select for AMC CRG publications rewrite tm; inputs from 2 CRWs/HQ; pubs reflect today's realities
- CRE Operations Ofcr for NATO's Int'l Security Assistance Force push into Afghanistan; CRW's first OEF msn
  -- Airbase opening leader; melded team from 2 cmds and 6 units--moved 129 pax/1,211 tons for Italian forces
- #1 of 4 officers; on AMC Phoenix Eagle list, off to J-3 Planner, MNF-I; Ops Sq/CC out of Iraq, then Joint SDE

Last performance feedback was accomplished on: 24 Jan 2006 *(Consistent with the direction in AFI 36-2406. If not accomplished, state the reason).)*

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
MICHAEL B. KATKA, Lt Col, USAF 818th Global Mobility Squadron (AMC) McGuire Air Force Base, New Jersey	Commander	1 May 06
	SSN [redacted]	SIGNATURE Michael B Katka

VII. ADDITIONAL RATER OVERALL ASSESSMENT	X CONCUR	NONCONCUR

- Rhein Main AB closure, 60 years of airlift history; key US ally, had to be done right; when asked, sent our ace!
- Deployed comm hindered CRG ops; Hurricane KATRINA/RITA relief efforts; same for Pakistan earthquake
  -- 21 EMTF/CC needed ASAP in-depth comm manning/equip review; took it on, resolved issue w/4 weeks
- Point man, CRG-82 ABN joint training; impressed 82d Dep CG, who lauded his work to Dep CDR USTC!
- #1/7 non-commander officers! Expert in deployed ops; Ops Sq/CC after his joint tour in Iraq, then Joint SDE

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
RICHARD J. WALBERG, Col, USAF 818th Contingency Response Group (AMC) McGuire Air Force Base, New Jersey	Commander	1 MAY 06
	SSN [redacted]	SIGNATURE Richard J Walberg

VIII. REVIEWER	X CONCUR	NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
BOBBY J. WILKES, Brig Gen, USAF 21st Expeditionary Mobility Task Force (AMC) McGuire Air Force Base, New Jersey	Commander	5 May 06
	SSN [redacted]	SIGNATURE Bobby J Wilkes

Instructions

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Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.

Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

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IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate review by marking the appropriate box(es) if applicable.)*	ACQUISITION EXAMINER	FUNCTIONAL EXAMINER	AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

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"CERTIFIED TRUE COPY" CAPT ERIKA LADUKE, MPE COMMANDER

FIELD GRADE OFFICER PERFORMANCE REPORT *(MAJ thru COL)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
MONROE, MITCHELL A.	[redacted]	LT COL	16G4

5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 04 Apr 2006	Thru: 03 Apr 2007	365	Annual

8. ORGANIZATION, COMMAND, LOCATION	9. PAS CODE
818th Global Mobility Squadron (AMC), McGuire Air Force Base, New Jersey w/duties at Deployed Location HQ Multi-National Force-Iraq, Baghdad, Iraq	MN1LFHM6

II. UNIT MISSION DESCRIPTION

In partnership with the Iraqi Government, Multi-National Force-Iraq (MNF-I) conducts full-spectrum counter-insurgency operations to isolate and neutralize former regime extremists and foreign terrorists, and organizes, trains, and equips Iraqi Security Forces in order to create a security environment that permits the completion of the UNSCR 1546 process on schedule.

III. JOB DESCRIPTION

1. DUTY TITLE:

Team Chief, Strategy, Plans, and Assessment (SPA) Team 3, Multi-National Force-Iraq

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:

Senior planner in support of joint/combined contingency planning for SPA. Leads four-person planning cell with 13-person battle staff support responsible for directing and coordinating mid to long-range strategic planning efforts for MNF-I. Specific emphasis on high to low-intensity strategic-level combat operations and contingencies within the task force AOR. Provides MNF-I CG and DCS SPA continuous estimates, analysis, and advice with regard to mission requirements, troop to tasks, and articulation of CG's intent and operational guidance. Develops contingency plans and executes wargames for MNF-I and CENTCOM-directed plans.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Lead MNF-I war planner for CENTCOM's #1 compartmentalized program; routinely briefed general officers -- Visionary; expertly oversaw growth of program from 2 to 90 reps--MNF-I, Corps, and other gov't agencies
- Prepared MNF-I Commander for CENTCOM rock drill; received 4-star praise for outstanding plan and prep
- Authored plan to counter networks employing improvised explosive devices, no doubt reducing US casualties -- Briefed CG, MNF-I on plan which resulted in new initiative; now a driving force behind CENTCOM effort
- Represented SPA in classified Crisis Action Teams (CATs)--CG's concerns addressed quickly and precisely
- Immeasurable impact on preparing MNF-I for this contingency, aided in Basrah and Baghdad Security Plans
- Innovative planner--aided multiple working groups, including Infrastructure and Provincial Reconstruction Tm
- SPA Plans liaison to Government of Iraq Ministry of Defense M-5 Plans; assisted in development of strategy

V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	☐	☒
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐	☒
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5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	☐	☒
6. Communication Skills Listens, speaks, and writes effectively.	☐	☒

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VI. RATER OVERALL ASSESSMENT	RATEE NAME: MONROE, MITCHELL A.

- #1 of 6 lieutenant colonels I rate, in terms of performance and leadership; unmatched as a professional planner
- Led team thru development, staffing of innovative product in response to CG tasking for required capabilities -- Far-reaching order modification and matrixes clearly detail what Coalition and Iraqi forces bring to the fight
- MNF-I lead for CENTCOM regional plan--developed strategy for how Iraq will support regional partners
- Team lead for SPA support to CENTCOM Regional War on Terrorism campaign plan, part of GWOT efforts
- Repeatedly led MNF-I teams to CENTCOM and component level working gps, securing support for Iraq plan
- My go-to tm chief; given our absolute toughest, most sensitive missions--engagements at USAMB level, CATs
- Outstanding leader! Masterfully led war plans team comprised of all 4 Services, Active Duty and Reservists
- By-name selected for Sq/CC--will use OIF expertise to train warriors; must select for Jt SDE, then Jt Staff

Last performance feedback was accomplished on: 17 Jan 2007 *(Consistent with the direction in AFI 36-2406. If not accomplished, state the reason).)*

Two General Officers authorized and final reviewer's rank may be lower than the rater/additional rater IAW AF/DP Policy Message, 042019Z JAN 06.

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
WILLIAM J. GALLAGHER, COL, USA DCS Strategy, Plans, and Assessment MNF-I, Baghdad, Iraq	Chief of Plans	04 Apr 2007
	SSN [redacted]	SIGNATURE W Gallagher

VII. ADDITIONAL RATER OVERALL ASSESSMENT	X CONCUR	NONCONCUR

- SPA's #1 Air Force O-5! Decisive, articulate thinker--often represented MNF-I to CENTCOM flag officers
- My lead planner for CENTCOM's highest priority compartmentalized program--created plan for CG, MNF-I
- Outstanding job leading large planning tm with senior action officers, DoS, other gov't reps; real-world impact
- Unparalleled leader and planner; twice led wargames to counter current threats--plans earned 4-star attention
- Highest caliber leader, planning today's sensitive ops to deter tomorrow's threat; command, NDU, then Jt Staff

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
KURT A. CICHOWSKI, Maj Gen, USAF DCS Strategy, Plans, and Assessment MNF-I, Baghdad, Iraq	Deputy Chief of Staff Strategy, Plans, and Assessment	04 Apr 2007
	SSN [redacted]	SIGNATURE Kurt A. Cichowski

VIII. REVIEWER	X CONCUR	NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
ALFRED J. STEWART, Brig Gen, USAF 21st Expeditionary Mobility Task Force (AMC) McGuire Air Force Base, New Jersey	Commander	1 Sep 2007
	SSN [redacted]	SIGNATURE

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IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate review by marking the appropriate box(es) if applicable.)*		ACQUISITION EXAMINER		FUNCTIONAL EXAMINER		AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Lt Col	C91C0	Annual	MN1LFNYB

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
421st Combat Training Squadron (AMC), Fort Dix NJ (AD)	4 Apr 2007 THRU 3 Apr 2008	366

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LAAX

DUTY TITLE Commander

- Commands 128 instructors and support personnel from 45 distinct AFSCs in USAF's premier ECS training squadron
- Ensures cadre are trnd, equipped, organized to plan & execute CSAF-directed ECS flag exercise--EF/7 ECS crses: ACST, Tactical Security Ele, PHOENIX WARRIOR, PHOENIX RAVEN, Fly-Away Security Tm, AT II, FP IFTU
- Manages $3M budget and $20M in equipment; oversees EF ISSA and logistical contract requirements worth $1.5M

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	☐

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Superb ldrshp thru 26 courses/3 exers--prep'd over 3K ECS Amn for OIF/OEF; garnered $750K for MWD kennel
- EF Tiger Tm mbr; architect of new direction in CSAF flag-level exer, delivering much-needed trng to CRGs/AEGs
- Visionary--restructured sq to better meet HAF/COCOM needs; instant improvement in unit morale & msn efficiency
- Fitness pgm truly his--failing and close to failing Amn receive personal mentoring; excellent sq avg exceeds AMC's
- Handpicked to conduct CDI on Sq/CC--clearly detailed highly complex issue; enabled MSG/CC's critical next steps
- Top-notch commander! Outstanding ldr--demands excellence; produces results! Jt SDE next, grp command a must!

Last performance feedback was accomplished on: 13 Jul 2007 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JENNIFER L. PICKETT, Col, USAF USAF Expeditionary Operations School (AMC) Fort Dix NJ	Commandant	2 May 2008
	SSN [redacted]	SIGNATURE PICKETT.JENNIFER.LYNN.1127719019,

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Led his tm to victory! Numerous HAF/MAJCOM individual level awds, AMC Outstanding Small SF Unit Awd '07
- Standout Tm Chf, MNF-I--his cross-functional ops/intel team created options to counter int'l threats to Iraqi stability
- USAF EC in spotlight due to his cadre; built first-ever Contingency Instructor Training program--AMC/CC raved!
- #1 Sq CC! Execution is right in line w/my vision for EC! A must for in res SDE/fellowship; absolutely group cmd!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
KIP L. SELF, Maj Gen, USAF USAF Expeditionary Center (AMC) Fort Dix NJ	Commander	2 May 2008
	SSN [redacted]	SIGNATURE SELF.KIP.L.1164418762, kip.self@mcguire.af.mil

VI. REVIEWER *(If required, limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
KIP L. SELF, Maj Gen, USAF USAF Expeditionary Center (AMC) Fort Dix NJ	Commander	2 May 2008
	SSN [redacted]	SIGNATURE SELF.KIP.L.1164418762, kip.self@mcguire.af.mil

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes ☒ No ☐	SIGNATURE	DATE
		MONROE.MITCHELL.A.1058985020	5 May 2008

AF FORM 707, 20070625 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Sheet: 177

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RATEE NAME: MONROE, MITCHELL A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])	**DOES NOT MEET STANDARDS**
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	☐
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	☐
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐
7. Physical Fitness. Maintains Air Force physical fitness standards.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

Expeditionary Combat Support (ECS); EAGLE FLAG (EF); Advanced Contingency Skills Training (ACST); Antiterrorism Level II (AT II); Force Protection Intel FTU (FP IFTU); Inter-Service Spt Agreement (ISSA); Military Working Dog (MWD); Contingency Response Group (CRG); Air Force Junior Reserve Officer Training Corps (AFJROTC); Expeditionary Operations School (EOS); Security Forces (SF); Multi-National Force-Iraq (MNF-I); USAF Expeditionary Center (EC)

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 3.9. Specifically, _____

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to: _____

not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.

NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

INSTRUCTIONS

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Secretary of the Air Force and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: None. RATIONALE: This information will not be disclosed outside DoD channels.

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Lt Col	C91C0	Annual	MN1LFNYB

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
421st Combat Training Squadron (AMC), Fort Dix NJ (AD)	4 Apr 2008 THRU 3 Apr 2009	365

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LAAX

DUTY TITLE Commander

- Commands 130 instructors and support personnel from 45 distinct AFSCs in USAF's premier ECS training squadron
- Ensures cadre are trained, equipped, organized to plan/execute EAGLE FLAG--CSAF-directed ACS field exercise
- Executes FP/MAF IFTUs, TSE, ACST, Phoenix Warrior, PHOENIX RAVEN, Fly-Away Security Tm & AT II crses
- Manages $3M budget and $20M in equipment; oversees EF ISSA and logistical contract requirements worth $1.5M

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	☐

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Ldrshp produced superstars! USAF-level CP Instr of Yr; AMC Outstanding ISR Ofcr and Enlisted ISR Instrs of Yr
- Chosen as Pretrial Confinement Rvw Ofcr by 305 AMW/CC; ensured at-risk Amn received care/safeguarded base
- Led 50% growth in AMC PHOENIX RAVEN cert crse; expanded to meet jt/coalition demands--kept standards high
- Improving trng--led drive for $14.6M in equip/MILCON for counter IED lanes--preparing Amn for AOR's #1 threat
- Warrior focus--1st-ever FP IFTU crse; integral to devel of AF-wide cmbt skills crse--meeting AFCENT rqmts now
- Outstanding ldrshp! Pulled sq to top/kept them there! Combatant cmd staff next, SDE, then back to command ASAP!

Last performance feedback was accomplished on: 22 Sep 2008 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JENNIFER L. PICKETT, Col, USAF USAF Expeditionary Operations School (AMC) Fort Dix NJ	Commandant	7 May 2009
	SSN [redacted]	SIGNATURE PICKETT.JENNIFER.LYNN.1127719019,

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Red letter yr! Led sq to McGuire AFB CCAF Outstanding Sq/Yr, earned 2d AMC Outstanding Small SF Unit Awd
- His revolutionary contingency skills instr trng pgm on fire--HAF wants it AF-wide, already benefited OTS & ASBC
- Showcased how sq trains deploying Amn to SECAF, GOs, foreign visitors, other DVs; CMSAF: "you save lives!"
- #1 of 17 O-5s! Exceptional warrior leader; combatant cmd staff next; SDE a must; absolutely select for group cmd!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
KIP L. SELF, Maj Gen, USAF USAF Expeditionary Center (AMC) Fort Dix NJ	Commander	11 May 2009
	SSN [redacted]	SIGNATURE SELF.KIP.L.1164418762, kip.self@mcguire.af.mil

VI. REVIEWER *(If required, limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
KIP L. SELF, Maj Gen, USAF USAF Expeditionary Center (AMC) Fort Dix NJ	Commander	11 May 2009
	SSN [redacted]	SIGNATURE SELF.KIP.L.1164418762, kip.self@mcguire.af.mil

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes ☒	No ☐	SIGNATURE	DATE
			MONROE.MITCHELL.A.1058985020	12 May 2009

AF FORM 707, 20080618 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Sheet: 179

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RATEE NAME: MONROE, MITCHELL A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	☐
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	☐
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐
7. Physical Fitness. Maintains Air Force physical fitness standards.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

Expeditionary Combat Support (ECS); Agile Combat Support (ACS); Force Protection Intel FTU (FP IFTU); Mobility Air Forces Intel FTU (MAF IFTU); Tactical Security Element (TSE); Advanced Contingency Skills Training (ACST); Antiterrorism Level II (AT II); Eagle Flag (EF); Inter-Service Spt Agreement (ISSA); Command Post (CP); Intelligence, Surveillance, and Reconnaissance (ISR); Improvised Explosive Device (IED); Community College of the Air Force (CCAF)

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para. 3.9. Specifically, _____

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NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

INSTRUCTIONS

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RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Lt Col	12M4T	Annual	OD3QFJ2G

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
Joint Functional Component Command for Global Strike (JFCC GS)/ J331 (USSTRATCOM), Offutt AFB NE (AD)	4 Apr 2009 THRU 3 Apr 2010	244

II. JOB DESCRIPTION *(Limit text to 4 lines)*

DUTY TITLE Chief, Mission Area Experts Branch — 10. SRID: U8GSI

- Leads diverse branch of five jt SMEs, providing strategic direction of global strike options to CDRUSSTRATCOM
- Responsible for development, analysis and coord of bomber/ICBM/SLBM ops employment strategies w/task forces
- Facilitates Deterrence Operation Group (DOG)--manages battlestaff; enhancing JFCC GS/CC situational awareness
- Tracks nuclear force generation/commit data enabling accurate/timely bomber/ICBM/SLBM capabilities assessment

III. PERFORMANCE FACTORS

	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	☐

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- #1 of 3 Branch Chfs; rock-solid ldrshp of jt branch--molded 5 FGOs and 3 Reserve CGOs into highly productive tm
- Instituted 1st-ever recurring trng for JFCC GS MAEs; expertly guided all prep/trng for daily status rpt brf to sr ldrs
- Key player in formalization of battlestaff spt concept; honed process to perfection--2010 CJCS SAV near perfect
- Drove DC2N & DOG inputs for JFCC GS COOP CONOPS--sr ldrs postured for msn success regardless of location
- Expertly converted PI OPORD into actionable pln; ensured precise apportionment of duties--JFCC GS now ready!
- #2 of 11 O-5s in diverse, dynamic jt div--strong msn impact valued by sr ldrs; SDE an absolute must, Gp/CC next

Last performance feedback was accomplished on: 11 Dec 2009 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
GREGORY T. EATON, CAPT, USN JFCC GS/J33 (USSTRATCOM) Offutt AFB NE	Chief, Current Operations Division	14 Apr 2010
	SSN: [redacted]	SIGNATURE: EATON.GREGORY.THOMAS.1148927479

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Top airlift/aerial refueling MAE in JFCC GS; key working gp mbr for TF-294 transition under HQ AMC oversight
- Outstanding ldrshp as DOG chf during GL10, global nuc exer--timely response to critical threat kept sr ldrs info'd
- BNR to spt & brf USAF Expeditionary Center's ASAM class during USSTRATCOM visit; IDE students nuc aware
- #2 of 11 AF O-5s; sr leadership relies on his judgment--SDE now, definitely select for group command soonest!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
PAUL S. DILLMAN, CAPT, USN JFCC GS/J3 (USSTRATCOM) Offutt AFB NE	Director of Operations	15 Apr 2010
	SSN: [redacted]	SIGNATURE: DILLMAN.PAUL.STEVEN.1037788500

VI. REVIEWER *(If required, limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
FLOYD L. CARPENTER, Maj Gen, USAF JFCC GS/CC (USSTRATCOM) Offutt AFB NE	Commander	3 May 2010
	SSN: [redacted]	SIGNATURE: CARPENTER.FLOYD.L.1127141173,

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes ☒ No ☐	SIGNATURE	DATE
		MONROE.MITCHELL.A.1058985020,	6 May 2010

AF FORM 707, 20080618 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

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Sheet: 181

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RATEE NAME: MONROE, MITCHELL A.

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3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐
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5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐
7. Physical Fitness. Maintains Air Force physical fitness standards.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

Subject Matter Expert (SME); Intercontinental Ballistic Missile (ICBM); Submarine-Launched Ballistic Missile (SLBM); Mission Area Expert (MAE); Staff Assessment Visit (SAV); Distributive Command and Control Node (DC2N); Continuity of Operations Concept of Operations (COOP CONOPS); Pandemic Influenza Operations Order (PI OPORD); Task Force (TF); Advanced Study of Air Mobility (ASAM); GLOBAL LIGHTNING '10 (GL10); By Name Request (BNR)

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

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NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

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I. IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DUTY AFSC
MONROE, MITCHELL A.	[redacted]	Lt Col	92S0

5. ORGANIZATION, COMMAND, AND LOCATION

USSTRATCOM/JFCC-GS (J33), Offutt AFB, NE

6. PERIOD OF REPORT		7. LENGTH OF COURSE	8. REASON FOR REPORT
FROM: 28 Jun 2010	THRU: 03 Sep 2010	10 WEEK(S)	☐ ANNUAL ☒ FINAL ☐ DIRECTED

9. NAME AND LOCATION OF SCHOOL OR INSTITUTION

Joint Forces Staff College, Norfolk, VA

10. NAME OR TITLE OF COURSE

Joint and Combined Warfighting School - JPME Phase II

II. REPORT DATA *(Complete as applicable for final report)*

1. AFSC/AERO RATING/DEGREE AWARDED	2. ☐ COURSE NOT COMPLETED *(List reason in Item 4 below)*

3. **DISTINGUISHED GRADUATE** ☐ YES *(List criteria in Item 4 below)* ☒ NO DG PROGRAM

4. DG AWARD CRITERIA/COURSE NONCOMPLETION REASON

III. COMMENTS *(Mandatory)*

ACADEMIC/TRAINING ACCOMPLISHMENTS

- Outstanding air and space leader! Expertly advocated air and space principles, core competencies, tenets, and capabilities to a multiservice, multinational, and interagency seminar of fellow students
- Masterfully completed rigorous Phase II JPME course designed to educate joint, multinational, and interagency leaders in areas critical to joint force commanders and gained a critical joint attitude and perspective
  -- Enthusiastic attitude--gained an indepth understanding of operational art and the deployment, employment, and integration of joint and multinational forces and other U.S. Government agencies
  -- Critically analyzed components of a theater strategy, applied joint principles and lessons learned, and designed command and control structures for various joint, interagency, and multinational operations
  -- Flawlessly applied principles of the joint planning system (including concept, force, support, and transportation planning); integrated battlespace systems to support the joint force commander's fight
- Enhanced joint skills through electives on: Stability Operations, and the Yorktown Campaign of 1781
- Excelled in numerous combined and joint force leadership positions throughout the course of study
  -- Astute leadership in all application exercises from PURPLE SOLACE, a crisis action planning exercise, and PURPLE GUARDIAN, a homeland defense scenario, to PURPLE ECLIPSE, the capstone exercise
- Consistently demonstrated a strong understanding of operational art and contributed to seminar learning

PROFESSIONAL QUALITIES *(Bearing, appearance, conduct, fitness)*

- Top-notch joint leader--thorough grasp of USAF, joint, and other Services' doctrine and core competencies
- Critical strategic thinker--developed synergistic courses of action capitalizing on all Services' capabilities
- Prepared for seminar discussions, class contribution was always thoughtful and professionally presented
- Team builder--military bearing and positive attitude promoted enthusiasm and cooperation among members of this seminar; promoted overall seminar success in mastering OPMEP and course objectives
- Instilled in seminar members a greater appreciation of joint operations planning and execution based on extensive air and space operational knowledge, vast experience, and invaluable expertise
- Role model for Air Force displaying superb professionalism throughout the course of this class

OTHER COMMENTS *(Optional)*

- Outstanding communicator--co-authored a Joint Critical Analysis paper "War on Drugs: Exercise in Futility" which depicts U.S. Government efforts to fight the war on drugs with the military component of national power
- Strongly recommend Lt Col Monroe be designated a Joint Qualified Officer at earliest opportunity
- Outstanding joint officer ready to lead by example--definitely select for the most challenging assignment

IV. EVALUATOR

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION	DUTY TITLE	DATE
ROBERT E. SCURLOCK, JR., COL, USA Joint Forces Staff College Norfolk, VA	Seminar Team Leader	03 Sep 2010
	SSN: [redacted]	SIGNATURE: Robert E Scurlock Jr

Reviewed by

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	12M4T	CRO	OD3QFJ2G

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
Joint Functional Component Command for Global Strike (JFCC GS)/ J331 (USSTRATCOM), Offutt AFB NE (AD)	4 Apr 2010 THRU 16 Mar 2011	347

II. JOB DESCRIPTION *(Limit text to 4 lines)*

DUTY TITLE Chief, Mission Area Experts Branch — 10. SRID: U8GSI

- Leads diverse branch of five jt SMEs, providing strategic direction of global strike options to CDRUSSTRATCOM
- Responsible for development, analysis and coord of bomber/ICBM/SLBM ops employment strategies w/task forces
- Facilitates Deterrence Operation Group--manages battlestaff and enhances JFCC GS/CC/CD situational awareness
- Tracks nuclear force generation/commit data enabling accurate/timely bomber/ICBM/SLBM capabilities assessment

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	☐

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Top 1% of officers I've served with in 27-yr career! Achieved 100% success, first time, in zero-defect NC2 arena
- My trusted advisor for USAF actions in this jt cmd--first there with "spot on" info which supported herculean results
- Led GS battlestaff for USSTRATCOM Tier-1 Exer GT'11--actions lauded by CDRUSSTRATCOM/JFCC GS/CD
- Gifted orator and articulate USAF spokesman! "Best speech I've heard in 28 years!" raved, AFROTC Det 90 CC
- Magnificently led cmd's historic Operation ODYSSEY DAWN fusion cell; Co-wrote B-2 launch & execute order!
- #1/3 branch chiefs--an unequalled superior leader and Airman--best leader I've seen in 26 years; Wing CC a must!

Last performance feedback was accomplished on: 26 Oct 2010 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
WILLIAM R. DUNN, Col, USMC JFCC GS/J33 (USSTRATCOM) Offutt AFB NE	Chief, Current Operations Division	27 Apr 2011
	SSN: [redacted]	SIGNATURE: DUNN.WILLIAM.R.II.1045415380

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Led 1st-ever GS SFIT spt to USPACOM Exer TF'10; USSTRATCOM GOs raved, JFCC GS/CC called it "Perfect"
- Leadership was pivotal to greatly improved coord b/t USSTRATCOM & JFCC GS during Exer GT'11--best ever!
- Trusted mbr of select tm; rigorously reviewed 132 NSPS civilian pay panel records for USSTRATCOM Pay Pool
- #3 of 16 O-6s in demanding jt assignment; Follow Grp Cmd with Wg CC and Snr Exec Fellowship as he will excel!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
PAUL S. DILLMAN, CAPT, USN JFCC GS/J3 (USSTRATCOM) Offutt AFB NE	Director of Operations	27 Apr 2011
	SSN: [redacted]	SIGNATURE: DILLMAN.PAUL.STEVEN.1037788500

VI. REVIEWER *(If required, limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
FLOYD L. CARPENTER, Maj Gen, USAF JFCC GS/CC (USSTRATCOM) Offutt AFB NE	Commander	3 May 2011
	SSN: [redacted]	SIGNATURE: CARPENTER.FLOYD.L.1127141173, floyd.carpenter@us.af.mil

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes ☒	No ☐	SIGNATURE: MONROE.MITCHELL.A.1058985020	DATE: 5 May 2011

AF FORM 707, 20080618 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Sheet: 184

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RATEE NAME: MONROE, MITCHELL A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	☐
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	☐
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐
7. Physical Fitness. Maintains Air Force physical fitness standards.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

Subject Matter Expert (SME); Intercontinental Ballistic Missile (ICBM); Submarine-Launched Ballistic Missile (SLBM); Nuclear Command and Control (NC2); Global Thunder (GT); Joint Professional Military Education, Phase II (JPME II); Contingency Response Group (CRG); STRATCOM Forward Integration Team (SFIT); TERMINAL FURY (TF); National Security Personnel System (NSPS); Nuclear Command and Control (NC2), Command (Cmd)

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 3.9. Specifically, _____

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to: _____

not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.

NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

INSTRUCTIONS

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2401 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR).

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	P10C0W	Annual	TP1LF571

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
571st Contingency Response Group (CRG) (AMC) Travis AFB CA (AD)	17 Mar 2011 THRU 16 Mar 2012	261

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LPC7

DUTY TITLE Commander

- Commands elite contingency response "first in" forces to assess, open and operate contingency airbases worldwide
- Leads Jt forces as JTF-PO Cmdr, combining 113-mbr CRG w/55-mbr Army RPOE in full-spectrum, multimodal ops
- Deploys w/12 hrs notice ISO DoD Global Response Force, executing USTC JTF-PO/AMC ABO msns world-wide
- Organizes, trains, equips 76 MAF Air Advisors, facilitating engagements in direct support of USSOUTHCOM obj's

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	☐

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Led Jt Assessment Tm, CSAF Ex EF 11-03; easily fused 124-mbr AF/Army tm--USTC SME said "textbook perfect"
- Oversaw Black Sea CRE, USTC's NDN key APOD; synch'd multi-modal ops w/Army, HN; 928 tons eqpmt to OEF
- Pivotal to LCAP success! His Gp drove tng for 74-mbr Wg tm; 96% port/mx pass rate, 1x "Outstanding Performer"!
- Led tm to AFSOUTH TSC wrkshp; brf'd AF Section Chfs/MILGRPs on MAF Air Advisor msn; educated customers
- Outstanding spt to Jt Operational Access Ex! Led 90+ mbr tm...moved 631 pax/700 stons thru ISB ISO 82 ABN Div
- Phenomenal Gp/CC! Leads from front...mastered JTF-PO/CC, matured BPC msn in min time; must command again!

Last performance feedback was accomplished on: 29 Dec 2011 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
GARY J. GOTTSCHALL, Colonel, USAF 615th Contingency Response Wing (AMC) Travis AFB CA	Commander	3 Apr 2012
	SSN [redacted] — SIGNATURE: GOTTSCHALL.GARY.J.1176123415	

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Grandslam as Ex EF JTF-PO/CC; Ex Observer Controllers praised "best comm in 12 yrs", Assessment Tm, JOC pln
- Stellar CRG spokesman! Brf'd 12 AF/CC on CRG msn, JTF-PO concept, MSAS skillset...paved path for future ops
- Ldrshp/guidance made 1st-ever MAF Air Advisor msn huge success; Honduran AF/CC praised; CSAF's vision met!
- Exceptional Gp/CC, leader, CRF expert! Wg's #1 pick for high-vis EUCOM Ex; perfect choice to command again!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
ROBERT D. THOMAS, Brigadier General, USAF 15th Expeditionary Mobility Task Force (AMC) Travis AFB CA	Commander	11 Apr 2012
	SSN [redacted] — SIGNATURE: THOMAS.ROBERT.D.1067791211	

VI. REVIEWER *(If required, limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
ROBERT D. THOMAS, Brigadier General, USAF 15th Expeditionary Mobility Task Force (AMC) Travis AFB CA	Commander	11 Apr 2012
	SSN [redacted] — SIGNATURE: THOMAS.ROBERT.D.1067791211	

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN — SIGNATURE	

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes ☒	No ☐	SIGNATURE: MONROE.MITCHELL.A.1058985020	DATE: 11 Apr 2012

AF FORM 707, 20080618 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Sheet: 186

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RATEE NAME: MONROE, MITCHELL A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])	**DOES NOT MEET STANDARDS**
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	☐
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	☐
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐
7. Physical Fitness. Maintains Air Force physical fitness standards.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

Jt Task Force-Port Opening (JTF-PO); Rapid Port Opening Element (RPOE); USTRANSCOM (USTC); Air Base Opening (ABO); Mobility Air Forces (MAF); EAGLE FLAG (EF); Subj Matter Expert (SME); Contingency Resp Element (CRE); Northern Distribution Network (NDN); Aerial Port of Debarkation (APOD); Host Nation (HN); Logistics Compliance Assessment Pgm (LCAP); Theater Security Cooperation (TSC); Intermediate Staging Base (ISB); Jt Ops Ctr (JOC); Mobility Spt Advisory Sq (MSAS); Building Partner Capacity (BPC)

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 3.9. Specifically, _____

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to: _____

not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.

NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

INSTRUCTIONS

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	P10C0W	Annual	TP1LF571

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
571st Contingency Response Group (AMC), Travis AFB CA	17 Mar 2012 THRU 16 Mar 2013	262

II. JOB DESCRIPTION *(Limit text to 4 lines)*

DUTY TITLE Commander — 10. SRID: 1LEX0

- Commands Contingency Response Gp "first in" forces to assess, open and operate worldwide contingency airbases
- Leads Jt forces as JTF-PO CDR, combining 113-mbr CRG w/55-mbr Army RPOE in full-spectrum, multimodal ops
- Deploys world-wide w/12 hrs notice ISO DoD Global Response Force executing TRANSCOM JTF-PO ABO msns
- Organizes, trains and equips 76 MAF Air Advisors to facilitate engagements in direct support of SOUTHCOM msns

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	☐

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Hat trick! CC'd USTC's JTF-PO alert, built AMC's 1st BPC Sq, & led hi-vis afld assess teams ISO COCOM reqts
- Crushed 4-star taskers--personally led Kazakhstan/Jordanian afld assessments; key updates to OEF/Syrian HA plans
- My LCAP champion! Out in front of 3 gps thru 5-mos of meticulous prep; huge effort aligning AFIs w/unique CR set
- Devoted to warrior educ--brought "Bulletproof Mind" tng to TAFB; filled theater, 300+ Amn prep'd to face combat
- Stood up AMC's first BPC Sq...literally wrote the book; devised unique urban E&E exercise--IOC to FOC <10 mos
- Mitch is a combat-proven commander, none better! Selected for 1-year Kabul Dep Base CDR, follow w/AFROTC!

Last performance feedback was accomplished on: 17 Oct 2012 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
MARTIN A. CHAPIN, Col, USAF 621st Contingency Response Wing (AMC) Joint Base McGuire-Dix-Lakenhurst NJ	Commander	20 Apr 2013
	SSN: [redacted]	SIGNATURE: CHAPIN.MARTIN.A.1163476882

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Led one of 12 AF/CC's highest-impact msns! 17 Air Advisor taskings/7 LATAM nations...187 discrete engagements
- Led JAT to Afghanistan for afld assessments--braved IDF x2; brf'd DM4 & AFCENT/A3 on capabilities of 3 FOBs
- Launched Hurricane Sandy relief CRE; 13 acft/667 tons cargo ISO NE Power TF; nation watched his Airmen excel
- Vanguard leader of AMC's CR capabilities; after Kabul, AFROTC a perfect fit--ready to mold tomorrow's leaders!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
WILLIAM J. BENDER, Maj Gen, USAF USAF Expeditionary Center (AMC) Joint Base McGuire-Dix-Lakehurst NJ	Commander	25 Apr 2013
	SSN: [redacted]	SIGNATURE: BENDER.WILLIAM.J.1024542692

VI. REVIEWER *(If required, limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
WILLIAM J. BENDER, Maj Gen, USAF USAF Expeditionary Center (AMC) Joint Base McGuire-Dix-Lakehurst NJ	Commander	25 Apr 2013
	SSN: [redacted]	SIGNATURE: BENDER.WILLIAM.J.1024542692

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes	No	SIGNATURE	DATE
	☒	☐	MONROE.MITCHELL.A.1058985020	4 May 2013

AF FORM 707, 20080618 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

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RATEE NAME: MONROE, MITCHELL A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	☐
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	☐
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	☐
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐
7. Physical Fitness. Maintains Air Force physical fitness standards.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

ABO-Air Base Opening; BPC-Building Partner Capacity; CR-Contingency Response; CRE/G- Contingency Response Element/Group; DM4-Director of Mobility Forces; E&E-Escape & Evasion; EL12-CENTCOM Exer EAGER LION 12; FOB-Forward Operating Base; FOC-Full Operational Capability; HA-Humanitarian Assistance, Disaster Response; IDF-Indirect Fire; JAT-Jt Assessment Tm; JTF-PO-Jt Task Force-Port Opening; LCAP-Logistics Compliance Assessment Pgm; MAF-Mobility Air Forces; RPOE-Rapid Port Opening Element; TF-Task Force

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 3.9. Specifically, _____

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to: _____

not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.

NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

INSTRUCTIONS

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2401 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR).

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	16G4	Annual	TP1LF571

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
571st Contingency Response Group (AMC), Travis AFB CA, with duty at Multinational Force Kabul Int'l Airport (ISAF), Kabul, Afghanistan	17 Mar 2013 THRU 16 Mar 2014	209

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LEX0

DUTY TITLE Dep Commander, Kabul Int'l Airport

- Advises cmdr in execution of APOD msn & overall resource plng/mngmt for garrison spt'g 5K mbrs from 53 nations
- Coordinates/synchronizes all actions and duties assigned by HQ ISAF/HQ IJC to ensure ops taskings are achieved
- Leads and coordinates with host nation security forces & multinational orgs on issues pertaining to garrison security
- Senior National Rep for 34 US mil and civ contractors assigned to COMKAIA. PREVIOUS DUTY: 571 CRG/CC

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate). Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*	☐	☒	Yes

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Astute ldrshp of 740-mbr multinational force enabled safe APOD ops-->200K pax/62K stons cargo moved on-time
- On-scene cmdr after SVBIED attack on convoy entering camp--assessed CF safety, base security, & ANSF response
- Chairman MWA, four other committees; innovative administrator of 1.1M Euro NAF--QOL for 5K residents soared
- Won 29 funded local civ positions thru DSACEUR spt; KAIA on track to train civ's and transition aprt to civ control
- Flawless; directed plng/led execution--two IJC TOA events, over one hundred PoA mvmts/VVIP visits w/o incident
- Outstanding Deputy! Extraordinary leader, author, manager--my right-hand & confidant; excels in int'l environment

Last performance feedback was accomplished on: 20 Aug 2013 (IAW AFI 36-2406) (If not accomplished, state the reason)

Two GOs auth IAW AFI 36-2406, para 1.7.

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
OLIVIER TAPREST, Maj Gen, French AF Multinational Force KAIA (NATO) Kabul, Afghanistan	Commander	2014/03/24
	SSN:	SIGNATURE:

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

- Visionary strategist/plnr; built presentation proving APOD future--sold it at highest levels, secured HHQ spt/funding
- Assured security of garrison--earned five theater Best Practice honors from five HHQ force protection assessments
- Pivotal to refinement of transition plan, preparing aprt for Afg civ gov't control; oversaw trng/cert of 160+ Afg civ's
- Mitch excelled as a leader in a combat zone; perfect synergy of Airman and warrior--well suited for Joint/HAF staff

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
KENNETH S. WILSBACH, Maj Gen, USAF 9th Air & Space Exp Task Force-AFG (AFCENT) Kabul, Afghanistan	Commander	25 MAR 2014
	SSN: [redacted]	SIGNATURE: Kenneth S. Wilsbach

VI. REVIEWER *(If required, limit text to 3 lines)* ☒ CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
FREDERICK H. MARTIN, Maj Gen, USAF USAF Expeditionary Center (AMC) Joint Base McGuire-Dix-Lakehurst NJ	Commander	4 Apr 14
	SSN: [redacted]	SIGNATURE: Frederick H. Martin

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN:	SIGNATURE:

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes ☒	No ☐	SIGNATURE	DATE
			[signature]	11 APR 14

AF FORM 707, 20140101 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	12M4S	Annual	SF1LFQMF

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
Office of the Inspector General Headquarters Air Mobility Command, Scott AFB IL	17 Mar 2014 THRU 16 Mar 2015	265

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LAAG

DUTY TITLE Chief, Analysis and Future Programs Division

- Directs 15 pers; dvlps cmd IG policy/process ISO UEI/CCIP, $24M MICT/$3.5M IGEMS; mbr of select mn'd unit
- Integrates AMC, AFIA, SAF, IG rqmts; briefs sr ldrs on trends/root cause analysis; drives corrective action process
- Assesses AMC wartime readiness/compliance for 68 wing equivalent units consisting of 118K+ Total Force prsnl
- Leads multi-MAJCOM UEI/NORI inspection teams--eyes/ears of AMC/CC; oversees IGEMS & MICT Prgm Mngrs

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate). Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness *(see reverse if marked Does Not Meet Standards)*		X	

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Outstanding Div Ch--led tm thru pre-insp analysis, 21 UEI on-site visits; trend info/data analysis prgm back on track
- UEI Tm Chief 4x CONUS/OCONUS insps--led over 200 inspectors, ensured readiness/compliance of 7K TF Amn
- CPI champion; oversaw UEI process RIE, imprv'd pre-insp analysis--insp tms now right-sized/Tm Ch's fully prep'd
- Innovative--led dvlpmnt of MGA Ch/Lead CONOPS, institutionalized expert oversight of pre-insp & on-site actions
- Relentless agent for change--formalized IGEMS/MICT dvlpmnt process, directed prep for 2x FRBs, 200+ upgrades
- Superb leader! Natural mentor & incredible teacher/coach...critical to AFIS & IG maturation; AFROTC PAS next!

Last performance feedback was accomplished on: 5 Nov 2014 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
SCOTT F. SMITH, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	2 Apr 2015
	SSN [redacted]	SIGNATURE SMITH.SCOTT.F.1174783329

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* — X CONCUR — NON-CONCUR

THE RATOR IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
SCOTT F. SMITH, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	2 Apr 2015
	SSN [redacted]	SIGNATURE SMITH.SCOTT.F.1174783329

VI. REVIEWER *(If required, limit text to 3 lines)* — X CONCUR — NON-CONCUR

THE RATOR IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
SCOTT F. SMITH, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	2 Apr 2015
	SSN [redacted]	SIGNATURE SMITH.SCOTT.F.1174783329

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* — FUNCTIONAL EXAMINER — AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes	No	SIGNATURE	DATE
	X		MONROE.MITCHELL.A.1058985020	2 Apr 2015

AF FORM 707, 20140101 PREVIOUS EDITIONS ARE OBSOLETE (707A and 707B)

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. RANK	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	P10C0W	Annual	SF1LFQMF

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
Office of the Inspector General Headquarters Air Mobility Command, Scott AFB IL	FROM 17 Mar 2015 THRU 16 Mar 2016	318 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LAAG

DUTY TITLE Chief, Analysis and Future Programs Division

- Directs 15 pers; dvlps cmd IG policy/process ISO UEI/CCIP, $24M MICT/$3.5M IGEMS; mbr of select mn'd unit
- Integrates AMC, AFIA, SAF, IG rqmts; briefs sr ldrs on trends/root cause analysis; drives corrective action process
- Assesses AMC wartime readiness/compliance for 68 wing equivalent units consisting of 118K+ Total Force prsnl
- Leads multi-MAJCOM UEI/NORI inspection teams--eyes/ears of AMC/CC; oversees IGEMS & MICT Prgm Mngrs

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate). Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)	☐	☒

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Leader! Drove HQ AMC IG Analysis Div--built 1st-ever functional insp report...HQ Directors now have trend data
- Outstanding! IG Tm's lead instructor...ran point for 2 Tm Chfs/3 Dep Tm Chfs upgrades--shaped AMC insp future
- Forthright...astutely discern'd Wg w/non-compliant culture & at-risk Gp/CC; deliver'd crit analysis to HQ AMC GOs
- Team-builder; led 5 ANG Wg UEIs/270 inspectors--assessed 5.7K Amn; led 2x SAF/IG & 19 IG Qtr/Annual awards
- Point for SAF/IG-directed insp of 'at-risk' ANG Wg--led tm/id'd serious issues...DANG read report, stood down Wg
- Exceptional...cornerstone of AMC IG Tm; Mitch makes the tough calls: true stalwart & AFIS standard bearer; HAF

Last performance feedback was accomplished on: 29 Dec 2015 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JAMES A. JACOBSON, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	01 Jun 2016
	SSN [redacted]	SIGNATURE JACOBSON.JAMES.A.11003862 63

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JAMES A. JACOBSON, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	01 Jun 2016
	SSN [redacted]	SIGNATURE JACOBSON.JAMES.A.11003862 63

VI. REVIEWER *(If required, limit text to 3 lines)* ☒ CONCUR ☐ NON-CONCUR

THE RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JAMES A. JACOBSON, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	01 Jun 2016
	SSN [redacted]	SIGNATURE JACOBSON.JAMES.A.11003862 63

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes	No	SIGNATURE	DATE
	☒	☐	MONROE.MITCHELL.A.1058985020	01 Jun 2016

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OFFICER PERFORMANCE REPORT *(Lt thru Col)*

I. RATEE IDENTIFICATION DATA *(Read AFI 36-2406 carefully before filling in any item)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. RANK	4. DAFSC	5. REASON FOR REPORT	6. PAS CODE
MONROE, MITCHELL A.	[redacted]	Col	11M4T	CRO	SF1LFQMF

7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	8. PERIOD OF REPORT	9. NO. DAYS SUPV.
Office of the Inspector General Headquarters Air Mobility Command, Scott AFB IL	FROM 17 Mar 2016 THRU 16 Feb 2017	337 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION *(Limit text to 4 lines)* — 10. SRID: 1LAAG

DUTY TITLE Deputy Inspector General

- Deputy of MAF insp prgms for 68 TF Wgs/125K prsnl; oversees 90-mbr Directorate; mbr of selectively manned unit
- Advises on AMC policy/procedures to conduct/analyze all IG inspection activities; key to MAF systems imprvments
- Supervises Cmd's Inquiries/Complaints prgm, aiding good order/discipline; freq involves Congress/Sr Ldr inquiries
- Responsible for $4.2M budget plng/execution; IDs trends/corrective actions; coords w/MAJCOMs, HAF, SAF, DoD

III. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate). Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)	☐	☒

IV. RATER OVERALL ASSESSMENT *(Limit text to 6 lines)*

- Brilliant! Oversaw AD/ANG team that ID'd ANG Wg w/dire log issues--developed critical spt plan w/NGB & DLA
- Led AMC/IG tm to 2x worldwide AFIS Working Grps--offered AMC best practices, improved IG policies AF-wide
- Team builder--AMC/IG ambassador: solidified relationships w/ SAF/IG, AFIA, ANG/IG...strengthened IG network
- Trusted! Inspect'd 5 AD/ANG Wgs--5.7K Amn, 3 unique msns; led 320 inspctrs, trn'd 2x Tm Chfs, 4x Dep Tm Chfs
- Spot-on judgment--served on Lt Col Brd of Inquiry, advised SAF/GC; IGTC-Q grad, intently focused on AMC CRP
- #1/5 Tm Chiefs--phenomenal sr ldr; exceptional deputy--drove changes across AMC HQ; absolute standout! HAF

Last performance feedback was accomplished on: 1 Jun 2016 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JAMES A. JACOBSON, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	15 Mar 2017
SSN [redacted]	SIGNATURE JACOBSON.JAMES.A.11003862 63 — Digitally signed by JACOBSON.JAMES.A.1100386263 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=JACOBSON.JAMES.A.1100386263 Date: 2017.03.15 10:47:40 -05'00'	

V. ADDITIONAL RATER OVERALL ASSESSMENT *(Limit text to 4 lines)* ☒ CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JAMES A. JACOBSON, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	15 Mar 2017
SSN [redacted]	SIGNATURE JACOBSON.JAMES.A.11003862 63 — Digitally signed by JACOBSON.JAMES.A.1100386263 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=JACOBSON.JAMES.A.1100386263 Date: 2017.03.15 10:48:03 -05'00'	

VI. REVIEWER *(If required, limit text to 3 lines)* ☒ CONCUR ☐ NON-CONCUR

THE RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
JAMES A. JACOBSON, Brigadier General, USAF Office of the Inspector General (AMC) Scott AFB IL	Inspector General	15 Mar 2017
SSN [redacted]	SIGNATURE JACOBSON.JAMES.A.11003862 63 — Digitally signed by JACOBSON.JAMES.A.1100386263 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=JACOBSON.JAMES.A.1100386263 Date: 2017.03.15 10:48:28 -05'00'	

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes	No	SIGNATURE	DATE
	☒	☐	MONROE.MITCHELL.A.1058985020 — Digitally signed by MONROE.MITCHELL.A.1058985020 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=MONROE.MITCHELL.A.1058985020 Date: 2017.03.16 08:28:56 -05'00'	16 Mar 2017

AF FORM 707, 20150731, V1 (PREVIOUS EDITIONS ARE OBSOLETE)

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RATEE NAME: MONROE, MITCHELL A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])

	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	☐
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	☐
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness standards, dress and appearance, customs and courtesies, and professional conduct.) Accepts personal responsibility. Is fair and objective.	☐
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	☐
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	☐
6. Communication Skills. Listens, speaks, and writes effectively.	☐

X. REMARKS *(use this section to spell out acronyms from the front)*

Active Duty (AD); Air Force Inspection Agency (AFIA); Air Force Inspection System (AFIS); Air National Guard (ANG); Complaints Resolution Program (CRP); Defense Logistics Agency (DLA); General Counsel (GC); Inspector General Training Course-Complaints Resolution (IGTC-Q); Mobility Air Forces (MAF); National Guard Bureau (NGB); Total Force (TF)

XI. REFERRAL REPORT *(Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)*

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically, _____

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

INSTRUCTIONS

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, religion or sexual orientation. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendation for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2406 Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR).

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.
SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

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CERTIFICATE OF RETIREMENT

FROM THE ARMED FORCES OF THE UNITED STATES OF AMERICA

To all who shall see these presents, greeting:
This is to certify that

Colonel Mitchell A. Monroe

having served faithfully and honorably,
was retired from the

UNITED STATES AIR FORCE

on the **First** day of **May, 2017**

CARLTON D. EVERHART II, General, USAF
Commander, Air Mobility Command

CHIEF OF STAFF

DD FORM 363AF, MAY 2007

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DEPARTMENT OF THE AIR FORCE
WASHINGTON

SPECIAL ORDERS
NO. AL - 000012 11 OCT 2016

R

COL MONROE, MITCHELL A , [redacted]
SCOTT AFB IL 622259998

EFFECTIVE 30-APR-17 YOU ARE RELIEVED FROM ACTIVE DUTY, ORGANIZATION AND STATION OF ASSIGNMENT, RETIRED EFFECTIVE 01 MAY 2017 PER AFI 36-3203 IN GRADE OF COL.

HIGHEST GRADE HELD ON ACTIVE DUTY: COL

DATE OF BIRTH: [redacted]

	YEARS	MONTHS	DAYS
SERVICE FOR BASIC PAY:	36	05	06
ACTIVE SERVICE FOR RETIREMENT:	35	09	21
SERVICE PER 10 USC 1405:	35	10	00

PROCEED TO HOME OF SELECTION

AMC

PCS. TDN. 5773500 327 5781.0* 525725
(*INSERT M, J, L, R, D, K, H, I, T, G, OR Y).
NONTEMPORARY STORAGE CHARGEABLE TO: 5773500 327 5788.0N 525725.
CIC: 4 5 748 0080 525725. TAC: F77E.
SDN: PB57817001MP0H

REMARKS:

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

ROBERT G. NOVOTNY, COLONEL, USAF
DIRECTOR
AIR FORCE COLONEL MANAGEMENT OFFICE

DISTRIBUTION:
SERVICING MPF/PERSONNEL RELOCATIONS
375 FSS (AMC)
SCOTT AFB IL 622259998
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CERTIFICATE OF APPRECIATION

FOR SERVICE IN THE ARMED FORCES OF THE UNITED STATES OF AMERICA

Colonel Mitchell Monroe

I extend to you my personal thanks and the sincere appreciation of a grateful nation for your contribution of honorable service to our country. You have helped maintain the security of the nation during a critical time in its history with a devotion to duty and a spirit of sacrifice in keeping with the proud traditions of military service.

Your commitment and dedication have been an inspiration for those who will follow in your footsteps, and for all Americans who join me today in saluting you for a job extremely "well done."

My best wishes to you for happiness and success in the future.

Commander in Chief

SEAL OF THE PRESIDENT OF THE UNITED STATES

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CERTIFICATE OF APPRECIATION

FROM THE UNITED STATES AIR FORCE

In grateful appreciation,
The United States Air Force presents
this certificate of recognition to:

Cathleen M. Monroe

for the commitment and numerous contributions
that made positive impacts to the Nation's defense.
Thank you for the support which gave strength and
purpose to your spouse's service.

Given this First Day of May, 2017

CARLTON D. EVERHART II, General, USAF
Commander, Air Mobility Command

CHIEF OF STAFF

AF FORM 1344, JAN 98

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CERTIFICATE OF APPRECIATION

FROM THE CHIEF MASTER SERGEANT OF THE AIR FORCE

I am proud to join your friends and family in congratulating you on your retirement from the United States Air Force.

Colonel Mitchell Monroe

The achievements and contributions you have made throughout your career are indicative of the core values of our great service. Your retirement is well deserved, but your selfless contributions will be sorely missed. On behalf of all Airmen, thank you for your faithful and devoted service to our Nation. As this chapter in your life closes, and a new one begins, I hope the years ahead are filled with more great memories and continued success.

CHIEF MASTER SERGEANT OF THE AIR FORCE

AF Form 4370, 20070621

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CERTIFICATE OF APPRECIATION

FROM THE CHIEF MASTER SERGEANT OF THE AIR FORCE

On behalf of all Air Force Airmen and their families,
The Chief Master Sergeant of the Air Force
Presents this certificate of appreciation to:

Cathleen Monroe

I join your spouse, family and friends in thanking you for the numerous contributions and sacrifices you made in support of our United States Air Force. Your dedication gave strength and purpose to your spouse's service in defense of our Nation.

CHIEF MASTER SERGEANT OF THE AIR FORCE

AF Form 4369, 20070621

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THE WHITE HOUSE

WASHINGTON

June 28, 2017

Colonel Mitchell A. Monroe, USAF, Retired
Sumter, South Carolina

Dear Colonel Monroe,

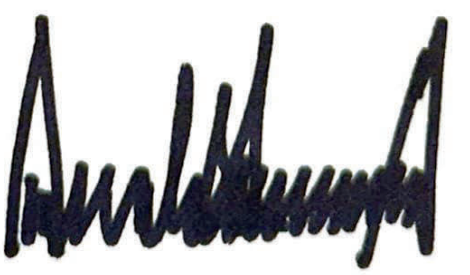
I send my personal congratulations and offer the country's sincere gratitude as you retire from the United States Air Force after your many years of service. I am proud to have served as your Commander in Chief.

Your dedication and leadership in uniform has been critical to defending our freedom at an important time in our history. The commitment to duty and professionalism with which you have served is part of the outstanding legacy of the United States Armed Forces, which continues to inspire generations of Americans.

Thank you for your contributions to the safety of the American people and the security of America. As you open this next chapter in your life, I hope that you feel tremendous pride in your service to our Nation and that you continue to find ways to invest in your community and our country.

Melania and I send our best wishes for success in all your future endeavors. May God bless you, and may God continue to bless our great Nation.

Sincerely,



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Commander
AIR MOBILITY COMMAND
Scott Air Force Base, Illinois

17 March 2017

Colonel Mitchell Monroe, USAF
Office of the Inspector General
Headquarters Air Mobility Command
Scott Air Force Base, Illinois 62225-5020

Dear Colonel Monroe

On behalf of the men and women of Air Mobility Command, congratulations on 36 years of outstanding and dedicated service to our nation.

On the eve of your retirement from active duty, we offer our sincere appreciation to you and your family for the many sacrifices you have endured to preserve the blessings of freedom. Throughout your career, you have demonstrated great resolve and faith in your calling to the profession of arms. Your career has been marked by significant contributions, and you will be sorely missed. The next generation of Air Force leaders will certainly profit from your example.

Our warmest regards and best wishes go with you and your family as you enter a new and exciting phase of your life. Godspeed!

Sincerely

CARLTON D. EVERHART II
General, USAF

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Inspector General
Headquarters Air Mobility Command
102 E. Martin Street, Suite N100
Scott Air Force Base, Illinois 62225-5020

1 May 2017

Colonel Mitchell Monroe, USAF
2609 Foxhall Manor
Scott Air Force Base, Illinois 62225

Dear ~~Mitchell~~ Mitch

On behalf of the men and women of the Office of the Inspector General, Headquarters Air Mobility Command, congratulations on 35 years of outstanding and dedicated service to our nation.

Throughout your career, your expertise and dedication served as a stellar example for others to follow. You have driven the Air Force to great success while excelling during times that demanded much from all of us.

Our best wishes go with you as you enter a new and exciting phase of your life. We wish you a retirement filled with many successes and much happiness. Godspeed!

Sincerely

Thank you for your leadership and support! Have fun.

James A. Jacobson

JAMES A. JACOBSON
Brigadier General, USAF

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Inspector General
Headquarters Air Mobility Command
102 E. Martin Street, Suite N100
Scott Air Force Base, Illinois 62225-5020

1 May 2017

Mrs. Cathleen Monroe
2609 Foxhall Manor
Scott Air Force Base, Illinois 62225

Dear Cathleen

This is a very proud time for Mitch as he reflects upon his 35 years of dedicated service to our nation as a member of the United States Air Force. While many of his successes are his own, we realize that as a military spouse you too, have made many personal sacrifices in support of Mitch's career.

On behalf of the men and women of the Office of the Inspector General, Headquarters Air Mobility Command, we thank you for the support, understanding, and encouragement you provided Mitch during his military career.

We wish you and Mitch a retirement filled with many successes and much happiness.

Sincerely

James A. Jacobson

JAMES A. JACOBSON
Brigadier General, USAF

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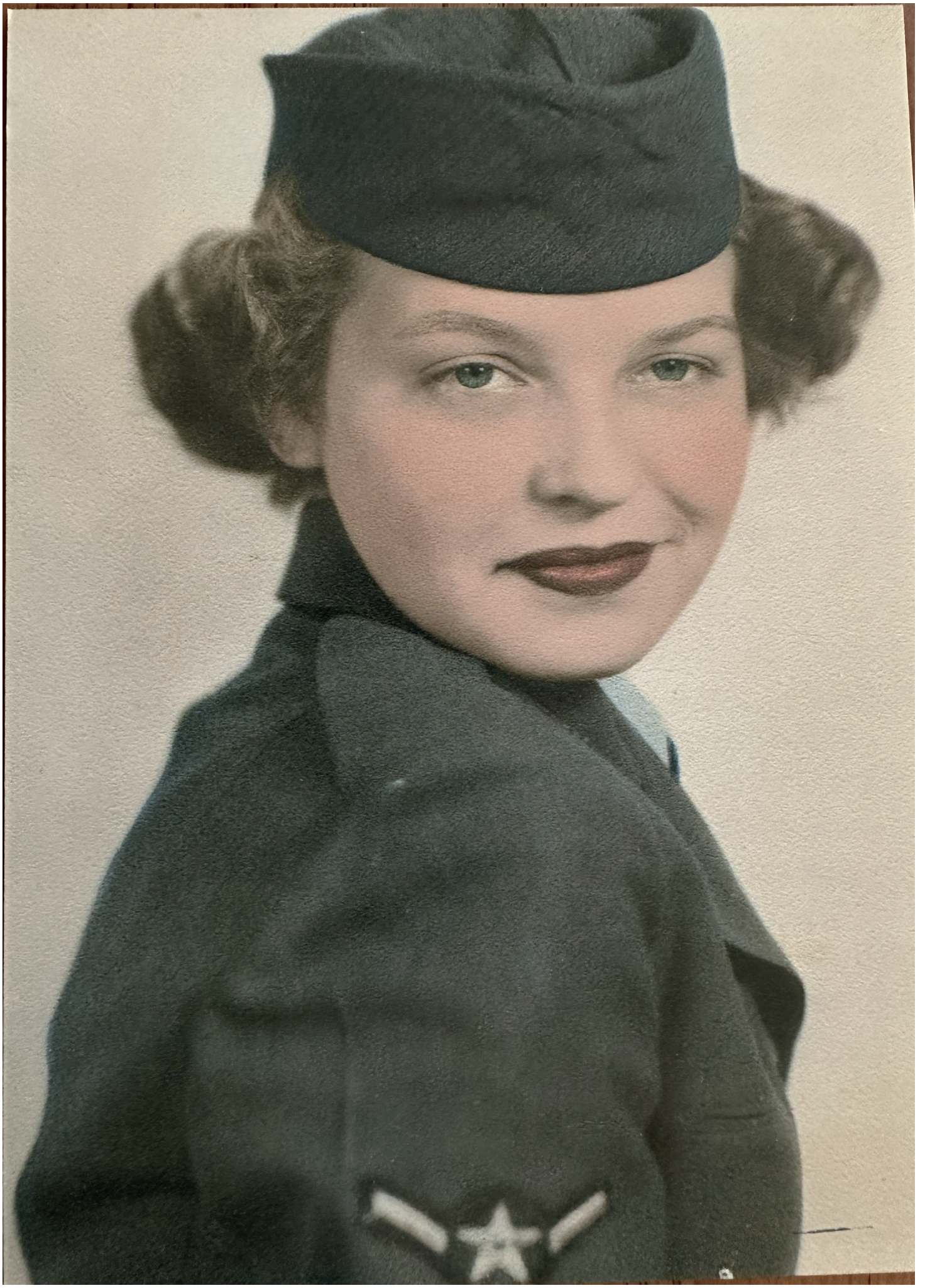

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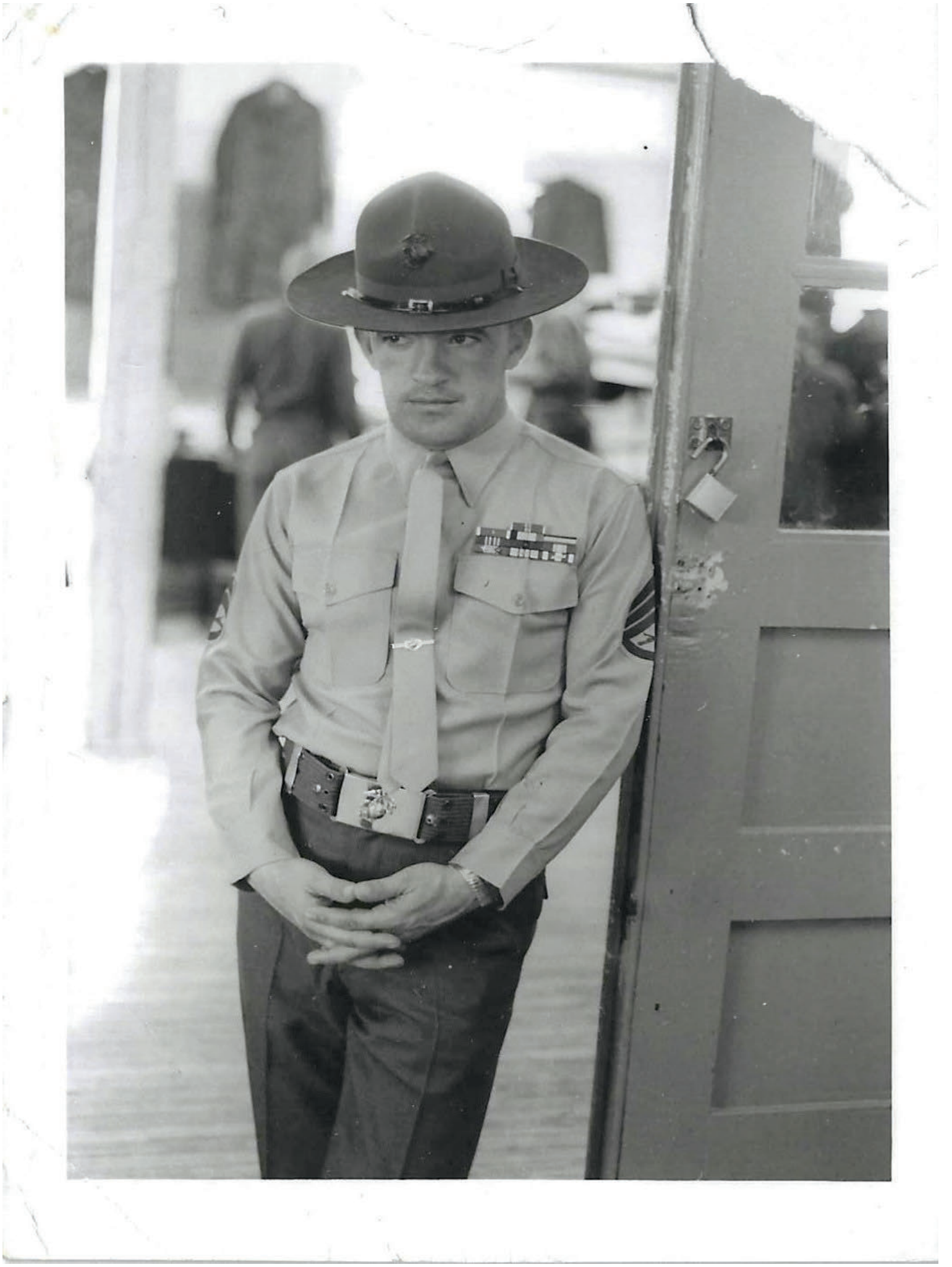

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AMERICA'S WINGS OF FREEDOM
AIRLIFT TANKER ASSOCIATION

AIRLIFT/TANKER ASSOCIATION

AMERICA'S WINGS OF FREEDOM
A/TA

The Airlift/Tanker Association
proudly certifies that

Lt Col Mitchell A Monroe

is a

MEMBER FOR LIFE

Chairman of the Board

President

Effective: February 14, 2007

Sheet: 216

Mitchell A. Monroe
is a lifetime member of the

Tactical Air Control Party Association

Membership entitles this individual to a lifetime of the Association's benefits.

Membership# 0740
Effective 08 Oct 02

President, TACP Association

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