































JAMES “JIMBO” SPRETER

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James "Jimbo" Spreter

Interview with Nathan Bachand — Records & Photos

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James "Jimbo" Spreter Interview with Nathan Bachand

Introduction

Nathan Bachand
Alright, so tell me a little bit about growing up. Where did you grow up? What led you to the Air Force?

Jimbo Spreter
I grew up in Juneau, Alaska, and I was way too awesome to be contained in a normal high school, so in 1999 I got sent to a military school — a boarding school in Anchorage. It was actually the inspiration for the Oates Military Academy in Bill & Ted's Excellent Adventure. It's a real place: the Alaska Military Youth Academy. I went there, graduated early, and so I was 16 years old and already out of high school.

I spent a year building hiking trails with AmeriCorps. I bounced around, and I got to rebuild the White Pass trail where White Fang was filmed. Then, working with some of the hippies, I realized I was already a little bit institutionalized by the military, and I was like, alright, I'm going to finish my term with AmeriCorps and join up. I turned 17 on February 28th, and March 22nd of 2000 was my pay date — my first actual day in the military.

Initially I did my ASVAB, and the Army tried to steal me, because even though I'm an idiot, I test well. The Army had me illegally signed up, and we had to do a whole thing — fight them, protest, all of that — to turn it into the Air Force. My military school was Army, and I was like, dude, I am not joining the Army. I don't want anything to do with it.

Then I got to Air Force basic training. I was initially supposed to be a firefighter — I was going to be a DoD firefighter. And I realized really quickly that after that much time in an Army-heavy environment, with instructors who were former Green Berets and Rangers and Marines from Vietnam who all retired to Alaska and became instructors, I didn't fit into Air Force culture at all. We used to get smoked all the time at military school. I get to Air Force basic training, I did something stupid, and they were like, "Give me a 341[1]." And I legitimately thought, man, I've got to do 341 pushups. And the dude's like, "No, you've got to give me that piece of paper." I'm like, wait — okay, that's kind of lame. So I said, well, what happens when I screw up again, because chances are we'll probably cross that bridge. He says, "You give me another piece of paper." I was like, man, that's just getting more lame. Okay, what happens the third time? Is that when you— He goes, "Then I give you a piece of paper." And I was like, I don't think I'm going to fit in the Air Force.

So in the middle of basic training I'm having this identity crisis of, I don't think culturally a not-totally-housebroken teenager from Alaska is going to fit in. Back then the recruiters used to come in and poach dudes out of basic training — that was the only way to become a TACP (Tactical Air Control Party). We had a dude, Matt Bousson, come in. He was a pretty big dude.

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[1] A 341 is a small form used in Air Force Basic Training as a slap on the wrist when someone does something wrong. Anything from marching poorly to saying something naughty can be grounds for a 341.

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Basic Training – Finding TACP

Jimbo Spreter

They showed VHS videos for each cool-guy job: combat control, pararescue, and TACP. Each one had a guy. The pararescue one, which I initially thought was the only cool job in the Air Force, turned out they were just medics, and I was like, that doesn't really appeal to me. The combat control one just had a dude doing air traffic controller stuff, which looked also lame. And then the TACP guy came in and he's like, "Do you want to jump out of airplanes and blow shit up?" And I was 17. I was like, dude, that's… That's literally all I think about.

Nathan Bachand

How many other people were in that room with you from basic training? Were they kind of in the same mindset as you?

Jimbo Spreter

No, none of them. Well, there were two of us — me and a guy, Easy Rodriguez, who later became a TACP. I talked him into it. We were bunkmates and I was like, come on, dude, it'd be cool, these guys are dorks. So we decided, alright, we're going to go do this thing.

They had a little assessment and selection where you had to do a PT test and some other stuff, and they're like, "You've got to be good at PT." I had just gone to military school for six months, where they crushed us all day, every day. So I'm like, that's literally the only thing I'm good at right now. And they're like, alright, you're going to be a TACP. And I was like, cool — drop bombs, blow stuff up. That's what drew me to this world. I knew I would never fit into the traditional Air Force culture, and then this miracle subculture decided to show itself to me and said, hey, man, we're kind of weird too.

Nathan Bachand

What year did you go to basic training?

Jimbo Spreter

2000.

Nathan Bachand

And the only way they were recruiting to TACP at the time was through basic training? There was no—

Jimbo Spreter

You couldn't initially sign up and come in with TACP as a guaranteed job. All of their seats were filled from dudes they were poaching out of other career fields.

Nathan Bachand

Gotcha. I ask that question because with some guys it's gone back and forth. From the '80s through about 2005, there was never a set way that they got guys through.

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Jimbo Spreter
It's still back and forth. It changes today. It's just human resources getting you.

Nathan Bachand
Yeah.

Jimbo Spreter
It's very difficult.

Nathan Bachand
So once they gave you that presentation, it was easy to decide to go TACP. Did you do a week in San Antonio before you went down to Hurlburt, or did you go straight to Hurlburt out of basic training?

Jimbo Spreter
We used to go straight to Hurlburt. You'd finish basic, fly out early the next morning, get to Hurlburt Field, and get yelled at. We'd show up and we had a father flight, so the senior dudes in the school would come take us out and do PT and abuse us to the best of their abilities. To me it was awesome.

People said bad words again. There was good swearing. People had bad habits, they drank more, they fought, dudes would get after each other. I was like, I think I'm going to fit in a little bit better here than I would have in some of the more traditional Air Force structures. Getting to Florida — even though some of the stuff was unique to me and there were issues adjusting, because I was a 17-year-old child — I realized I was going to fit into this world better than I ever would on an Air Force base.

Hurlburt Field – Tech School

Nathan Bachand
Talk to me about the structure of the schoolhouse at the time. Quality of training, how the people around you did compared to how you did. I'm assuming you had a pretty easy time with the actual training.

Jimbo Spreter
Again, I was the baby — I was just a kid. But the advantage I had with the training was that they essentially were trying to take you from being an Air Force basic training graduate to a mid-level infantry dude who knows some stuff about radios. Tech school back then was PT, land nav, the basics of how to move around with gear on, doing those over and over again, and then familiarization with some of the equipment. It wasn't super deep. Most of it was, can we get this dude tough enough to hang out and live with the Army? That was kind of the primary goal.

I had a lot of dudes in my flight who were really good at PT. I was always slow — I've never been good at running, *because it's founded in cowardice.* But the advantage I had is that every military course that's hard, physically or mentally or whatever, is hard because there are games. There are ways they induce stress and things they do to get you wound up and upset. I usually just didn't get upset, because I'd already been through all that stuff, and I knew that relaxing was one of the best ways to not get smoked. The PT in and of itself in most of those courses isn't remarkably difficult.

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But when you add emotional and mental stress to it, and you trick yourself into freaking out, you tend to exhaust yourself because you're burning so much more. My biggest advantage was staying calm and keeping a sense of humor through the entirety of the most terrible situations. You're in the field, they're beating the hell out of you, they're doing everything they can to make you crack, they're smoking you, you're rucking through all of it — and you're just making fun of stuff. And legitimately, a lot of the instructors back then enjoyed it. It was a place where they could see somebody who was still giving it, still putting out for the event, but not getting overly stressed. It was probably a good indicator.

Nathan Bachand

Did you have any cross-trainees at the time, or was it just about everyone fresh out of basic training?

Jimbo Spreter

We had a couple. One of them ended up going to the Guard. No idea what happened to the other one. But it was foreshadowing — dealing with some of the cross-trainees at certain levels is part of why later, as the career field manager, I changed the rules for which cross-trainees we would take. The restriction that you cannot be above a staff sergeant or ten years of service: I thought about a lot of those dudes when I wrote that.

Nathan Bachand

Do you feel like you came out of the schoolhouse with a decent rudimentary knowledge? Do you feel like they accomplished their training objectives?

Jimbo Spreter

In reality the training objectives were significantly different, because you were still a super-duper apprentice back then. All they needed somebody to be able to do was hold onto an ETAC's[2] back pocket, learn things, operate radios, and figure out how to operate in the field. So if you looked at the milestone you were supposed to be at when you left the apprentice course — a basic understanding of shoot, move, and communicate, so you can start learning the next level of tasks at your unit — I do think you were ready. The disclaimer I wish they would have given us is that back then the training wasn't as adequate as we thought it was. A lot of the things we thought we knew how to do, once we had to start going into combat, we didn't.

Nathan Bachand

Were there any Desert Storm vets as instructors?

Jimbo Spreter

Yeah, we had one or two. We had some Panama dudes, we had a few guys who had jumped. We had Heller. We had a few dudes who had been in Desert Storm and a couple of the other weird on-and-off conflicts.

Nathan Bachand

Anything else to cover in the schoolhouse before we move on?

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[2] Enlisted Terminal Attack Controller

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Jimbo Spreter
Nah. Tech school was awesome.

SERE and Airborne

Nathan Bachand
You went in in 2000 — did you go to SERE (Survival, Evasion, Resistance and Escape) during the summer or the winter?

Jimbo Spreter
Summer. We went camping. All of our guys turned it into a complete joke. I can't say too much about it, but they got very upset with us during the POW phase, because there were about 20 of us and we ruined the POW experience for everyone else.

Nathan Bachand
When I went through SERE, I felt a lot of predisposed bias toward TACPs.

Jimbo Spreter
They had this crew chief that they used to beat every time the TACPs would misbehave. His name was Donny. They'd be like, "You guys screwed up again, we're going to beat the shit out of Donny." And he'd be like, "Oh, no, not Donny." "Please, God, no." And then they'd smash him against the wall. By the end, Donny had whiplash because he'd been thrashed so much. He came back in with a neck brace for graduation.

Nathan Bachand
Poor Donny. Was competing for airborne slots a thing out of the schoolhouse?

Jimbo Spreter
It was very competitive, and it was a fallout slot. They had the airborne volunteer program, so a number of dudes out of each class would get it, and it was usually the highest PT scores. The dudes who could PT the best would get the airborne slot. For mine there were two dudes who got it. Dudes would fight over the jump seats.

Fort Drum – First Duty Station

Nathan Bachand
Did you have an idea of what you wanted your first duty station to be?

Jimbo Spreter
No. I was out of Alaska — I lived in Juneau, and I just kind of wanted to see new stuff. I didn't want to go to an Armor unit; that was the only thing. I didn't want to go to Fort Hood, but everything else was on the table. So I was not totally disappointed when I ended up going to Fort Drum for my first duty location.

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Amongst the career field, Fort Drum doesn't have the best reputation — it's the coldest place on the planet. But when I went, there was so much opportunity to go out and train, and I learned a really cool lesson. I got there in October of 2000. They would do new-guy games where they'd mess with you — they call it hazing now, but I think it was just a welcome. My very first day I had to box a guy. He was way bigger than me and he straight knocked me out. Some of that was my fault, because you could either do this dumb new-guy embarrassing thing or you could box Miller. I thought Miller was a different, smaller guy, so I was like, dude, I'm going to beat Miller's ass — and then the real guy stood up. He was really big, he had a big jaw, he was strong as hell, and he beat the brakes off of me. That was my first day at the unit.

They kept messing with the new guys, and one of the older dudes pulled me under his wing and said, "Hey, dude, if you're out training, nobody messes with you." We had a bubble sheet with all of the recurring training items you had to do, and they had printed copies of it up on the wall. So I would take my Humvee — which was basically my own Humvee, which to me was the coolest thing in the world, that I had my own Humvee and I could just go to the range and do whatever I wanted. I'd go out with manuals, set up an antenna, get comms with a thing called duty dog, where somebody sat at a desk all day, and I'd call them. I'd go do stuff and fill out five or six bubbles every day on that stupid sheet, and people would leave me alone. That was one of my favorite things — if I got a few of those training items done every day, then I was good.

Nathan Bachand

There's a local bombing range up there, right?

Jimbo Spreter

Yeah. At the time we had National Guard A-10s out of Syracuse that would come up in support, with so much training availability. We were dropping live ordnance and shooting live 30 millimeter all the time. So as a young guy I'd go out, hang out, set up comms, do my stuff, and then we'd bomb and strafe all day, every day. Then I'd go four-wheeling and hang out.

If you go to units now and say, hey, man, do your guys knock out five or six training items every day, most of the dudes do not. My boss was like, dude, do that, and then go fishing. So we'd hang out, set up HF comms, try to call Europe, do whatever, and then after we did the stuff we had to do — actually finished it — we would sit there, barbecue, go fishing, and we would still have had a productive day.

Nathan Bachand

At that time, how many dudes at the unit percentage-wise would have been ETAC qualified, and was that a focus for anyone? Or was it just, hey, I'm going to live in this ROMAD[3] world until someone tells me I should be an ETAC?

Jimbo Spreter

Because of the amount of air we had and all that training support, we had a little more than normal. When I was at Drum it was probably 40 percent ETACs.

[3] Radio Operator, Maintainer, and Driver

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Nathan Bachand

At the beginning of your first term, first year or so, were you like, oh, I like this, I could stay in this for a while?

Jimbo Spreter

No. I liked a lot of stuff, but I got into a lot of trouble. I wasn't housebroken. I was 17 and I liked to party. About a year and a half in, I beat up staff duty and got demoted, and I was pretty miserable. Back then, if you got in trouble at a unit, it was really hard to not be the guy who's in trouble. Overcoming that stamp was very, very hard. Trying to get out of that cycle of being the troubled dude felt insurmountable. I was like, I think I might have screwed this up.

Fort Drum – 9/11

Nathan Bachand

And little did you know, something was about to happen in 2001 that could have you in some pretty gnarly stuff.

Jimbo Spreter

Yeah. I was getting ready to peace out, and then 9/11 happened and we geared up.

Nathan Bachand

Tell me about where you were during 9/11.

Jimbo Spreter

I was out in the vehicle bay. We're in New York, upstate. All of a sudden they drag everybody in. Some of the dudes were out four-wheeling, doing "vehicle nav" in air quotes. They brought us in out of the vehicle bay — because out of all the dirtbag things I did, I always kept my Humvee immaculate. That truck was gorgeous. So I was out hanging out, and they brought us in, and I remember looking up and thinking, did you just drag us in here to watch a movie? I legitimately thought they were watching some sci-fi movie. And then I watched a little longer and I'm like, this isn't a movie. What is going on here?

And so we just started packing. We weren't sure what we were packing or why we were packing it, but we lined up all the vehicles, all the equipment, the radios — everything we had. We got it clean, we got it ready to go on airplanes, got all of our full loadout set so that when whatever phone call happened, we could just send stuff. We were on the deployment readiness brigade — we were DRB, we were kind of the hook anyway. So we prepped, and a few months later the first dudes blew out, and most of those guys were out of our ASOS.[4] A lot of the guys who were our initial heroes, the guys who got in the first big fights of the GWOT were guys who were in my flight.

Nathan Bachand

So you came up on a PCS[5] pretty quick then?

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[4] Air Support Operations Squadron
[5] Permanent Change of Station

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Jimbo Spreter
Yeah, it was two years.

Nathan Bachand
And how long after 9/11 did you go to Germany?

Jimbo Spreter
About a year. The first set of dudes blew out, they were looking for the next rotation, and I had orders.

Nathan Bachand
Were you bummed to miss that first wave? I don't know what your sentiment was, or the sentiment around you, but I know a lot of guys felt like it was going to be over really quick, and if they didn't get out the door, they were never going to get out the door.

Jimbo Spreter
Yeah, it was weird, because there was this whole thing of, all the fight's going to get taken — those guys are going to use up all the combat. And there was a weirdness culturally across the community where nobody had a combat patch. Back then, whatever unit you got in a fight with, you had that patch on your right shoulder, and nobody had one. The dudes who had one were unicorns.

And then it seemed like within a year everybody had gotten in a fight. And then the years just kept happening, and everybody had done it, and then the Air Force got rid of combat patches. They don't really care about combat. And now it's weird, because when I talk to dudes — I stuck around long enough that I remember being in before everybody had gone to combat, through the days when everybody had gone and seen real fighting, to now, when nobody has seen real combat again.

Nathan Bachand
It's one of those things you see with the new guys — it becomes an abstraction. It's like, yeah, I've trained for this thing, and a lot of money has been spent for me to train for this thing, but it doesn't feel like I'm ever going to actually do it for real.

Jimbo Spreter
And it's hard to explain the different modalities, and that some of them don't totally count. You get the dudes who have only employed out of an ops center with air conditioning, and I'm like, man, you're supporting freedom, you're doing your stuff, I think that's awesome. But you've got to understand that it's not the same. You're not in combat.

Germany

Jimbo Spreter
I got to Germany and it was actually really good, because as a troublemaker I got to reinvent myself. And I got there literally just in time to go do a weapons course, then a Warfighter exercise, which was the spin-up, and then go down and start waiting in Kuwait to invade Iraq. I got in really, really

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early — the very beginning of '03 — and we started spinning up, hit Kuwait, hung out at Camp Virginia. My household goods hadn't even arrived yet.

So I hit the ground and they're like, "Do you want to go?" And I was like, I'm not missing this one. Even though I hadn't deployed to the ASOC[6] before, I was still going. I remember doing the exercise at Grafenwöhr and doing the prep, and it's kind of funny, because V Corps wanted to do this big deep strike with helicopters. And I remember our colonel telling them that if you don't do this as a joint operation, those helicopters are going to be smashed. And then if you look, the Army tried to do it. They tried to jump the gun, they tried to send those helicopters in.

Nathan Bachand

Ninety percent attrition. That's insane. What do you think it would have been if they had done that for real? Oh — that's what really happened?

Jimbo Spreter

That's what actually happened. They sent the helicopters in to do a deep strike like they did in the original Gulf War, and they got smashed. And then they came back and they tried to blame us. They're like, "Your force didn't support us. You started early, you didn't warn anybody."

OIF – Baghdad and the Palace

Jimbo Spreter

So we rolled in. And that's where I kind of figured out that I liked being deployed. It was nice — I didn't have any stuff in Germany. So when we did the V Corps jump, we got up to Baghdad, and then I lived in a palace. I also set up a driving range on the back porch.

Nathan Bachand

Were you running the ASOC out of the palace?

Jimbo Spreter

Yeah. We had the ASOC set up, we were running it out of the palace, and I could go strap on and go out with some of the units. I needed to stay in the ASOC, but I could go out with the 1-8, or go through Baghdad with those guys, do real missions, and then come back and do ASOC stuff. My life was really good.

Nathan Bachand

Were those just bro deals? I imagine you'd get slapped on the wrist pretty hard if you did that today.

Jimbo Spreter

Yeah. Guys did that even in 2015 — they'd borrow each other.

Nathan Bachand

Was that pretty surreal, working out of a palace with a driving range while you're at war?

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[6] Air Support Operations Center

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Jimbo Spreter

It was pretty neat, and we got to do a lot of really interesting stuff. By accident, as a ROMAD, I almost got to illegally drop a bomb to kill Uday and Qusay. The task force dudes were doing their thing and they were kind of held up. I just happened to have an F-16 waiting to get tasked. I put him overhead, I got him on the building, and I was like, fuck it, dude. And then my boss came in and took it over, the guys on the ground did it, and then Petraeus had the helicopters shoot it up, and then they did the raid, as it ended up transpiring.

Karbala

Jimbo Spreter

We got pulled out of the ASOC because of Karbala. The Karbala gap was supposed to be the boogeyman. But because of the interdiction work the ASOC did, everything was already dead by the time anybody got there. If you look historically, the gap between Karbala and Baghdad was supposed to be the fight. We smashed it so much that it was nothing.

But after we declared victory, there was an MP battalion in the middle of Karbala, and they did a traffic circle thing, and this MP lieutenant colonel gets out without his vest on to direct traffic in the middle of the city and just gets waxed. He gets blasted, and then it turned into a total shit show. So my JTAC[7] and I got flown out to Karbala. We were with General Sanchez, the three-star. We were on the bird with them, we rolled out, they set us up with the Polish military on the roof in Karbala because the city was bubbling over — and then the general leaves. But we weren't invited on the trip home. So we were stuck. We never had a ride home.

Well, I guess we're here. So we find a ride, wake up with some other TACPs who were just there on accident, and we hook up with the Marine ANGLICO (Air Naval Gunfire Liaison Company), because they weren't certified yet to do JTAC things. They'd screwed up before, so we were helping reintegrate those guys — on-the-job training on a live real mission in the middle of a combat zone.

We rolled in, and I remember the locals screaming, and they had all the tire barricades set up on the roads, and stuff was on fire, and the city looked like Mogadishu. And you just hear this sound out in the distance. We were next to tanks and everything, but this was so much louder than tanks — just a screaming metal sound. And I'm looking around like, what are they bringing in now? We've got airplanes and other stuff overhead, everything stacked up to where if we got in a fight we're mathematically fine. And it was one of those big D9 mine-clearing bulldozers.

Nathan Bachand

Ah.

Jimbo Spreter

And tanks look pretty cool, but those bulldozers, when they're going as fast as they can, straight toward the barricade they built in the middle of the road, that's terrifying.

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[7] Joint Terminal Attack Controller. ETAC changed to JTAC in late 2003/early 2004.

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Dude, it destroyed the roads, came in and just plowed through it. All the dudes who were out there with guns and everything — gone. They were so terrified of that bulldozer.

Babylon

Jimbo Spreter

We had to hang out with the Poles for a couple of days. We ended up having to hitch a ride home with the ANGLICO[8] dudes, just by chance, so we had to route with those guys. We actually got to stay in the city of Babylon — the original, old-school Babylon. I remember hanging out with those dudes, and their town hall back then was right on the river, looking up at the tower of Babylon. It was one of the most beautiful places I'd ever seen.

Nathan Bachand

So you're not even 21 and you're in combat in a place where books in the Bible were written.

Jimbo Spreter

I was 19 years old, standing at the Tower of Babylon. And riding with those guys, all we had was two Chevy Equinoxes — these little sucky crossover SUVs — driving from Babylon to Baghdad through the most terrifying country. Two janky Equinoxes, a couple of Marines, and us.

And man, it was the first time I ever pointed my gun at a person. I remember looking at him, because the dude was kind of walking up. He had an AK, but you're allowed to have an AK. He was checking us out, but he was just not okay. You could tell he wasn't a fan. And he started kind of reaching, and he was thinking about doing something. And as he starts to secure his grip on the pistol grip of his AK, the AFN[9] video song switched to "Paint It, Black" by the Rolling Stones. We were in the middle of a different song and it switched, and all I hear is that.

So I start to raise my rifle — back then we had what's called an Aimpoint, just a red dot — and I'm sitting there looking at this dude's face on the other side of a red dot. It's a perfect shot. I'm like, if he goes, I'm going to peel his grape. He's looking at me, I'm looking at him, and he moves a little bit, and I start to slowly move the safety into the fire position. And he kind of takes a breath and he puts his hands up. I didn't have to do anything, but it was just this real moment of—I guess it's game time. It's this weird conflict, because there are definitely two voices in your head. One's like, don't do it, don't do it. And then the other one's like, this is going to be awesome.

Germany – Panhandling for the JTAC Upgrade

Jimbo Spreter

So we get through that, and then I stayed longer, but it was because I was enjoying deployed life. I didn't really have anything to go back to. I liked being deployed.

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[8] Air Naval Gun Liaison Company – the Marine Corps version of TACP.
[9] Armed Forces Network – a military sponsored radio and TV service.

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Then I went back to Germany, trained, got re-blued up on being an ASOC guy. I met my wife. We ended up dating, and then I got tagged with another deployment, and we married right before I deployed.

Nathan Bachand
This was to Afghanistan. What year was this?

Jimbo Spreter
This was 2005, which will matter here in a second. And I was initially supposed to be just at the ASOC on Bagram. I was going to hang out there, work my TOC (Tactical Operations Center) shift. And then they needed one of the JTACs from the ASOC to also be the lead JTAC for the President Karzai QRF (quick reaction force). So — the president of Afghanistan. If they were going to overrun or assault him, we would roll in hard and pull him out, basically fight our way out of the palace. And nobody else wanted to do it. And I was like, I'm not getting anything sitting in the ASOC, dude.

To rewind a little bit: I had to fight really hard to get to be a JTAC. In between returning from Iraq and deploying to Afghanistan, I wanted to get my upgrade so I'd be certified to control airplanes all by myself, like a real boy. But at that time, if you were assigned to the ASOC, you weren't allowed to have a JTAC program. So the dudes assigned there didn't have an upgrade, so there was no reason to make me a JTAC — which I didn't like. My boss at the time was a guy named Nate English. He showed me what the policy said about what the upgrade was, and I knew where all the air was — everybody was out training and controlling all over Germany. So I did all the initial training myself, and then all the stuff that I needed an instructor for, I'd look at the air schedule for where they were, and I'd drive my shitty little car all over Germany, and I'd go out there with grade sheets and panhandle for training.

I'm out there begging for training. I'd just show up, and whatever leftover controlling time there was, I'd jump on it, take it, do as much as I could, and I'd have the grade sheet on me already filled out so it was easy for them. But eventually some of these guys got tired of my shit, and they called the group, and in the meeting they were like, "What's this airman doing bouncing around panhandling for training and stuff? What the hell is this?" And the chief instructor at the time was like, "Yeah, I don't know, I told him 3.2 and he went out and did all this stuff." And the group commander was like, this kid did all his own stuff. He accomplished all the initial training he could on his own with no help, and he's going out begging and stealing to assemble all the requirements to be able to go to JTAC school. And they're like, "Yeah, I'll make him stop." And instead he made me his number one priority to go. He was like, he's going first. There was some shit that came with it, but I got to go.

Afghanistan 2005 – Karzai QRF and Red Wings

Jimbo Spreter
So, back to Afghanistan. When everybody else didn't want to go do the QRF job, I was like, I'm going to do everything I can, because at that time it was the one chance I had to go actually do a mission.

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At the same time, there's a scenario unfolding in the Kunar, in the mountains of Afghanistan, where Marcus Luttrell's patrol — a bunch of Navy SEALs — got jacked up and were compromised out in the middle of the mountains and were having to fight, through Operation Red Wings. And then the operation to go get those dudes, because they hadn't recovered everybody, was the number one priority in the whole theater.

So as I'm prepping the QRF stuff, the dude who was the JTAC for the Ranger battalion — a guy named Chaz Bocook— fell out of a helicopter and screwed his back up. So I basically got the senior enlisted leader, the master sergeant at the ASOC, coming to me: "Hey, dude, pack your shit, you're going to the task force." And at this point I was a brand-new guy. I'd just made Senior Airman, I was young, I had braces. I looked like a dork. And he was like, "Dude, you're the only one of my JTACs that's aggressive." So I was like, okay, dude. All the older guys were really pissed that I got immediately pushed into that slot. But I went over and I rolled in on the tail end. I didn't get to do anything, but my very first taste of anything as a JTAC was Red Wings, looking for Marcus Luttrell. And I just kind of stayed with the Rangers for the rest of the deployment.

Nathan Bachand

So you basically filled in for Chaz? Was Chaz out for a little bit after that?

Jimbo Spreter

He worked the fires desk, in the office. And I was admittedly horribly underprepared and undertrained to work with those dudes. So him and JD Welsh kind of abused me into competence. JD didn't trust me to go out with the Rangers, so he would take me out and make me go on air with those dudes and kind of run me through the wringer all the time to make sure I wasn't a liability to the mission. And I remember the one thing I finally did that I didn't think was very cool, but for some reason to those guys it mattered. We went out, we did training, we did all this other stuff, and I didn't do very well. I thought I kind of sucked. It wasn't one of those ones where you leave the OP and you feel like you're the man; you leave and you're like, man, I need to train more. But to them it was fine.

And on the way back, the IR lights blew out on their Hilux, and I found a setting where I could floodlight with my IR pointer, and I just hung it out the window and used my handheld IR pointer as the light for the truck. And something about that thing — a thing totally unrelated to my job —The fact that I figured out how to use my IR pointer as a flashlight for the Hilux to get home, they were like, "Okay, Jimbo, you know what you're doing."

Nathan Bachand

You tricked him. How valuable is that? You've got young guys like JD kicking your ass to go hang out with the Rangers as a young guy, a brand-new JTAC.

Jimbo Spreter

Well, admittedly, that dude's probably one of the most squared-away humans that has ever been in our career field. And so being able to go, okay, that's what I'm supposed to be doing. And Chaz — having those two dudes. I don't know what I'm doing, so I'm going to kind of mimic and mirror these guys. I wasn't shy about asking for help. I'd go, hey, man, when do I do this? What should I be doing right now?

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And literally, we were in a perpetual state of planning and preparation. It never stopped. There was no rest. Your rest time — we would go watch a movie, but you were still, like, your hands were on your gear. You were checking your stuff and troubleshooting it and making sure and fitting it and loading things and building mission plans and frequency nets. Everything was still happening. There was no sitting around and doing nothing. There was always a thing being done until you were asleep. Which is great, because all of us have ADHD.

The Rangers – Where Jimbo Was Born

Nathan Bachand
Did you get any cool stories out of the rest of that deployment with the Rangers?

Jimbo Spreter
We did a couple of things. I had my first bad thing happen, where stuff was kind of rough. And it was weird for me because I was still augmenting, so the ASOC guys still kind of technically owned me. So I go out, my first bad thing happens, and I still had blood on my uniform — it wasn't mine, it was from helping move a guy. And I went back, and the senior at the time at the ASOC called me in, and I hadn't slept in two days. I remember I realized the difference between dudes that have been in it and dudes that haven't, because he's like, "You had fun on your little TDY over there," and he was so smirky with it. And I could feel my body wanting to beat him. It felt like the description of when somebody has Tourette's and they're about to say a really bad cuss word, where there's this pressure — I could feel my body building up like I just needed to beat this dude to feel good. And my boss caught on. He could tell I was not happy, so he dragged me out.

The Rangers are actually where Jimbo was born. So I walked in, and I was really nervous, man. I was young, dorky-looking, I still had braces. And they're like, "What's your name?" And I was like, "Senior Airman Spreter." They're like, "Nah, dude, what's your normal name?" And it's weird when they ask you that, because the way you answer it, it's like a question — like you don't actually know your first name. I was like, "James?" And one of the dudes in the back, one of the fires guys, was like, "Man, anybody ever call you Jimbo?" And I was like, oh, dude, fuck no.

Nathan Bachand
You said the wrong thing.

Jimbo Spreter
And then by the time I got back it was so widely proliferated, such a part of my corporate identity, that there was no escaping it. Jimbo is like a moniker. Nobody ever thinks the guy named Jimbo is a jerk. So I just kind of owned it, and now it's stuck forever.

I got to learn a lot of stuff, work with people that I didn't know existed. I got to do things, and that's where a lot of the passion for wanting to train harder came from, because for a little bit of it, it was kind of SOF stuff I got to do. And I was like, man, I'm doing stuff like in the movies. This is rad.

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On the ASOC

Nathan Bachand

Now, I think I know the answer to this, but I just want to get it on paper. Was the ASOC ever important to you? Did you look at the ASOC like, hey, this is an important function to the theater air control system? Or were you just like, no, this is lame, I'm sitting at a desk, I want to go do stuff?

Jimbo Spreter

I understood how important it was. Somebody needed to be in that space doing those jobs. Especially if I look back to the invasion of Iraq — the ASOC, through its targeting and execution, killed more than anyone.

Nathan Bachand

By orders of magnitude. Same in Desert Storm.

Jimbo Spreter

And the Air Force itself is pissed off because we took away their AI[10] campaign for OIF. There's a whole underlying political sentiment, because the Air Force wanted to show that they were the supported command. We cost them that. Because AI didn't really do much of anything effective, and the ASOC with integrated targeting killed a lot of stuff. And we actually killed it. We didn't just throw bombs.

Nathan Bachand

Yeah, and the Air Force hates to internalize that lesson.

Jimbo Spreter

Over and over again. So I don't think the ASOC is bad, but I've never thought that it made sense to have our guys do it. I believe that it is a fundamental waste of a resource to put a TACP in a seat in a non-contested environment doing a job that another AFSC[11] that costs a tenth of the price could do.

My biggest beef was, why do you send me to SERE school and teach me to shoot, move, and communicate — everything — to have me sit behind a quad screen for 12 hours? The function absolutely needs to happen. I think just on a grand scale, if you look at a big war or small conflicts, that kind of node that does those things is necessary. They're using the wrong tool to do it.

Fort Bragg – The 82nd and the Theater Task Force

Nathan Bachand

So what was life like after that deployment?

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[10] Air Interdiction
[11] Air Force Specialty Code

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Jimbo Spreter

It was pretty unique, because she was pregnant — she got pregnant a little bit before — so I was getting back just in time for my first kid to be born. And we were young.

Nathan Bachand

How old were you at this time?

Jimbo Spreter

I was 22.

Nathan Bachand

Twenty-two. And this is what, 2006?

Jimbo Spreter

My daughter was born right after I got back. She was born in October, and all the Luttrell stuff had happened over the summer. I was reaching the end of my rotation, and they hooked me up — I got a flight straight back from Bagram, and I got back just in time to see my oldest be born.

Nathan Bachand

Dude, what a gear switch. What was that like mentally?

Jimbo Spreter

Going straight out of combat into labor and delivery, it's just kind of— There's gore in both places.

So it was interesting. They didn't have any of that stuff where you reacclimate or do any of that other crap; we just kind of went home. And then not too long after that, we got orders to Bragg. So I went to Bragg in — it would have been late '05, early '06. I was in the 14th ASOS. We got in and immediately started.

Nathan Bachand

And are you a senior airman still, or are you a staff?

Jimbo Spreter

I had a line number for staff sergeant. I got there as an E-4 about to be E-5, and we were on tap to go to Afghanistan with the 82nd. Beforehand I got lucky enough that I had buddies over at the SOF TACP unit, and they gave me a holler. We went over and did a full spin-up with those dudes, so I did literally six weeks of shooting and fighting all day, every day, and then I rolled straight out of that into JRTC[12] as our mission prep to go.

But it was weird, because our whole mission initially — our battalion was 1-508 — was supposed to just be to go to FOB Naray. Up in the Kunar, where I'd been previously with the Rangers looking for dudes. But as we were heading into theater, everything changed. That was when the president extended everybody, so the Army went to 15 months and we went to nine months, and they changed our mission. The other guys were still there, so we were an extra battalion. We staged out of

[12] Joint Readiness Training Center in Louisiana

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Kandahar, and we were what was called the theater task force — the TTF. And our whole job was to literally just be the theater battalion for the entire theater.

Helmand was really, really bad at the time, and through the whole deployment our job was, where other people with the forces they had were having trouble in an area, they would put us in there to fight really, really hard until the AO was kind of passive. So for nine months, we just fought, over and over. I think I did five or six full-on battalion-level air assaults. And we had a shoot-down — we actually had a Chinook shot down with a US Stinger.

Ghorak Valley – The First Drop

Nathan Bachand
I'm going to ask you this real quick, because it's kind of a moment I like to talk about with everyone. I don't know if we missed it on your last deployment, but when was your first drop?

Jimbo Spreter
I didn't drop with the Rangers. I didn't drop until the 82nd. I got some call-for-fire stuff, but nothing that was—

Nathan Bachand
With the 82nd you actually dropped a bunch of bombs. On this deployment you're currently talking about?

Jimbo Spreter
Yeah, it was '07 — we left in the winter of '07. The first drop was at a place called the Ghorak Valley. Ghorak is the next valley to the east of the Helmand Valley in Afghanistan. We were there because that was supposed to be where all the ammo and guns and stuff were for the fighting season.

So we basically shoved our battalion right in the middle of the pass they needed to get all the munitions into Helmand for the fighting season. So we postured there, and we lived in a hole. We stayed out there for six weeks and we lived in a foxhole on the side of a hill and didn't come back. We literally just lived out in the boonies, no refit. We had stuff dropped off, but we never went back to base for anything.

At first nothing happened. We were hanging out, camping. As they realized we were there, the radio chatter started to pick up, it started to get big, and then toward the end they started to do stuff. So we started getting mortared, and we were able to figure out where the mortars were coming from and where the calls to the mortars were coming from. So we triangulated. My first drop was, we found basically the observer who was calling in what we were doing, and it met all the criteria to drop a bomb. So I was like, here we go. We took it out. The traffic stopped. It was absolutely a valid target — but I ended up finding out that the dude used to bring his kids up there with him. And bombs don't care.

So I get the report back — hey, the comms stopped, but you've got to come in for a little bit. And I came in and I was talking to the chaplain. Our chaplain was really cool. He was a long-tabber, a former SF guy who cross-trained to be a chaplain. And he said, "Hey, dude, are you upset?" And I

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was like, of course I'm upset. We're the good guys. These things happen. I'm not going to beat myself to death over it, but we're supposed to regret when those things happen, because we're the good guys. That's what we do. If I could look at this and go, "get some," I don't think that's the correct answer. And he's like, okay.

That's why the rules are so important, because I think they protect you emotionally. I followed them, I hit the criteria that I needed to, and the consequences of not doing that were greater than doing it. But it still made me take things a lot more seriously and understand how important our role was. And I remember every drop I ever did after that, taking extra steps and doing other things, because even though I still killed the bad guy, nobody wants that. Nobody's like, man, I'm going to go blow up some kids.

Sangin

Jimbo Spreter

And then we ended up going into Sangin. We did a lot of fighting and blowing shit up at Sangin, because Sangin's just a gnarly place. And I remember being interested in why they kind of gave us different ROE[13] for Sangin. We got to go in and fight way harder than we normally did. It was kind of game on. And then as we were leaving, I found out that the JTAC who replaced me in the Sangin district center was Prince Harry.

Nathan Bachand

No way. So he replaced you, but you didn't get to meet him or hand over anything?

Jimbo Spreter

It was one of those where I was injured, and he took over.

Nathan Bachand

Did you ever hear about how he did?

Jimbo Spreter

He did well. He was good. He actually fought and actually dropped hella bombs — he was legit. That's something you don't think about when you think of Prince Harry. Helmand was really something. To this day, even as we were leaving Afghanistan, the last dudes that were in the Helmand valley talk about how much of a fight it was. It's a scrap. We covered the whole valley. And that was also the one where we had the shoot-down, and then the whole mission turned into a combat search and rescue to go try to pull remains.

The Largest Special Operations Offensive

Jimbo Spreter

We got to go up into the mountains, up in the east, and the last mission I did on that deployment was the largest special operations offensive ever. I don't know if one has been larger since then, but at that

[13] Rules of Engagement

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point in time — shit, I don't remember what month it was, but fall of 2007 — it was the largest special operations offensive ever.

They moved so many dudes in. They took every asset, every aircraft from Iraq and Afghanistan and put them over the top of us to go in and do stuff. So we got to bounce around, and that one was weird because it was one of the first times I had to really demonstrate restraint, because they wanted us to drop bombs on everything. And because of previous experiences I was like, well, hey, let's make sure it's a valid target. It was a unique scenario, because it was supposed to be a one-day direct action — in and out — and we stayed two weeks.

Nathan Bachand
How many other JTACs were there on that?

Jimbo Spreter
Fourteen.

Nathan Bachand
Oh, dang. How did you guys coordinate all that airspace? You had to have had more JTACs than you had airspace to work with, right?

Jimbo Spreter
For a lot of it we had a lot of C2, so we had a lot of dudes on fires desks coordinating who got what. They would do that, but the aircraft would get "here's where things are and here's where stuff is," because we didn't always know. The reality was we were not totally aware of what everybody in every AO was doing. But the aircraft essentially had airborne C2 and a lot of other stuff keeping extra tabs on things. It slowed down some of the attacks, but it kept it to where, before they came to you, they were linked in with everything else that was going on, or whatever was adjacent. We had a lot of help.

My replacement was a guy named Keith Mellon. He flew in on a 160th bird. We were living on the side of a mountain in a hut with a tent we had built, and they just told me, hey, your replacement's coming in on the helicopter. So I got to run down, high-five him, and then I got on the helicopter that he was getting off of. And that was our changeover.

Nathan Bachand
Was he like, what the hell? Or was he just like, alright, I guess I'm here?

Jimbo Spreter
He gave me a couple of calls later, because the Army had given us a bunch of weapons and stuff. We had a whole equipment area — it was Mark 19s and 84s and shit. The Army had written them off their books because they forgot they gave them to us. He's like, "What is this?"

And we had dudes — we had a ROMAD that had a .50 cal kill, he had a kill with his M9, he had an M4 kill. He had to run across a firefight to get marking rounds. We had another JTAC take a round through his pant leg while he was trying to control air.

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Nathan Bachand
Through his pant leg, but didn't make contact.

Jimbo Spreter
Didn't make contact. And we had a couple of over-12-hour recoveries, a couple of SOF teams that got in too far. There was one I was really excited about, because there was a CCT[14] guy with one of the ODA teams, and my other JTAC bailed him out. The guy didn't know how to control an Apache, and he could not get fighters on the target — which, that part was his fault, though some of the terrain there was so ambiguous it actually was very difficult. But with Apaches it becomes very easy. So we're trying to give him Apaches, and he's like, "Get them out of my airspace." And we're like, hey, idiot, you're getting shot up and your vehicles are disabled. He didn't know how to use them. So we basically let the Apaches know where he was at and how to defend him. All he had to do was say "cleared to engage." So we taught him over the radio how to do a CCA (close combat attack) 5-line and got him set up.

Years later this dude's a CCT at the weapons school, and he's talking trash about how these TACPs were trying to blow him up. And I was like, *huh*. And he didn't know that I was one of the TACPs. Some of the other guys hit me up about it, and I'm like, not only is that not what happened, I can get the tapes. We have all the tapes. I've got the Strike Eagle tapes and the Apache gun tapes. We still have those.

I said, I've got a report from CNN, I've got the stuff, we can check tape. I can call the dude right now that was sitting next to me. I can call Sergeant Major Gregerson, who was a fires guy that wondered why you didn't know how to control an AH-64. I've got his number dialed up. And this dude was like, "Well, we all have different perspectives."

Kunar – Recovering Captain Bostic

Jimbo Spreter
And so I rotated out and I went back, and then I had my second kid right after I got back.

Because I was like, hey, man, I'm in the ASOC, or I'm sitting in the TOC, we're doing the transit stuff, we're not really doing anything hard or cool. Don't sweat it. And usually I would initially be telling the truth, and then it would change.

Coincidentally, I ended up — we were postured to go on the big mission up in the mountains, and while we were postured, the mission popped off at the FOB we were supposed to go to, outside of Nurek. Up in the Kunar mountains of Afghanistan. There was a big ambush. The company commander got hit with an RPG. The JTAC, a guy named Chris Lape, got fragged in the face. The ROMAD controlled air for 20 hours under fire, employed an AC-130, and saved a company of dudes. We're working on his medal upgrade right now.

I got hit up by their NCOIC, and he basically asked me if I could do it solo, because the missions were actually the same, and could they use me. And I knew I was on the hook for a very big mission

[14] Combat Controller

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— something national-level, and the timing was going to pop off any minute. But I didn't want to leave an American. They weren't able to get to him at the time.

So I go talk to the battalion commander I was working with at the time, and he says, "Absolutely fucking not. You're waiting on a phone call and a thumbs up from the President of the United States to go do shit." So I was not going to go do it. And then I went and grabbed my shit and I got in the helicopter and I rolled out on the QRF. I let them know — hey, guys, I'm down for the QRF, but I cannot stay. So if it turns into a fight, I'm all right with the risk on it, but there's no hanging out. Whenever these birds come back, I need to be on one.

So we roll out, we go see the 173rd dudes that are there. It's such a unique environment, because the first sergeant was a big Samoan dude, and everybody that was coming with the QRF, he gave us the biggest hugs. And he was crying, and he was thanking us for going to get this dude. And you can't look at a big Samoan dude crying and not cry too. I was like, fuck, dude, Maui's bawling.

And so we all kind of got ready. They briefed us up on the terrain and everything. We didn't even have good maps or any other shit in the area we were going into. They showed us the ambush they'd been hit with, and it was beautiful — they executed just a pristine ambush. And it was catching dudes just so they'd have a fight.

So we're going in. I was like, oh, I've got to be ready, because I don't know — it's going to be a quick out-and-back, but that's not how it went out there. The ROMAD, had emptied so much. And I think the sound of it — we knew there that once you hear persistent jets, the math isn't in their favor anymore. So we got there, nothing really happened, we got out, and we were able to recover the captain — posthumously promoted to major — Bostic.

And because they were immediately escorting his body back to J-bad to start his staging to go home, I became the dude that had custody of him until J-bad. I was the guy with the bags. And come to find out, there was actually another TACP on that helicopter with me the whole time. I didn't know it until like two months ago. He's like, "Yeah, you know, I was the guy sitting next to you."

Nathan Bachand

Damn.

Jimbo Spreter

So we're loading Captain Bostic into the truck to start dressing him and doing all the stuff to fly him back to Dover. And I remember the battalion commander — he saw me getting off that helicopter. And you can tell when somebody's just been on a mission: they're all sweaty and their shit's all on, their headset's all out. It's a very specific look. And he was mad as shit, and he starts walking up — and then he looks and he realizes that we're loading body bags into this truck. And he's like, "You motherfucker." And later on he's like, "Hey, here's the deal. You did the wrong thing, but you did the right thing. I will still be pissed, but I am so glad that you did it." It was like one of those, you're lucky it worked out.

Nathan Bachand

I officially disapprove of this, but I cannot morally or ethically disapprove of this.

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Jimbo Spreter
I 100 percent agree with his logic.

Nathan Bachand
So when did that deployment end? And your next kid was born right after, right?

Jimbo Spreter
It ended September of 2007. September, because my daughter was born early October.

Nathan Bachand
And that wasn't the surge yet, right? The surge was '09?

Jimbo Spreter
The surge only went mostly to Iraq, so we were in Afghanistan when the surge flew out to Iraq.

Nellis – The Instructor Years

Nathan Bachand
Cool. So you got back to Bragg.

Jimbo Spreter
Yeah, I got back, and I was miraculously in place for a little bit — it was about a year and a half. And then I was kind of on the hook for an ODA, a SOF deployment, or I was going to just put in a package and go get assigned to the actual SOF unit.

And I remember my boss brought me in — it was Chief Hearst, or Senior Hearst at the time. And he basically told me that I would be an okay SOF guy, but if I took the instructor job at Nellis, I'd be the best instructor.

Nathan Bachand
Let me ask you this — was this still the ASOF in 2007? When did they get away from that?

Jimbo Spreter
I think it was as late as '12 or '13.

Nathan Bachand
Oh, wow. Okay. It's crazy that they let that go on. It took a while. I know they didn't like those guys going initially, because that was never the purpose of the ASOF — that was a training role. So you said you put a package in for it. Was that going to be a local selection, or did you travel?

Jimbo Spreter
Back then the selection was significantly less formal. The reality of selection was: are you bros with the guys? Are you cool? Are you not an idiot? And some of the guys were idiots, but they were cool enough that it kind of counterbalanced. I'd hung out with enough of the dudes that they were like, okay, Jimbo's cool, he's got SOF time. And the Rangers — even though I thought I sucked with them, if I'm going to be totally honest, I felt like I was a terror, and looking back I was an idiot — but

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they wanted to keep me. I got letters of recommendation and stuff. If the Rangers like you, it's a big deal. Legitimately, I did suck, but I'm funny, so they kept me. And I went to all the meetings. Even if I didn't say smart stuff, I showed up to every meeting. So I was kind of in — they'd already given me the nod, like, yeah, come do PT tests and some shit, but you're good.

And then Hearst pulled me in and he's like, "You'll be okay over there, but if you go to Nellis and do teacher shit, you'll be really good at it, and I think you'll actually learn a lot. Your development will scream there." And I didn't like that. It wasn't who I thought I was. And I made the mistake of talking to my wife, and then she was like, yeah. So in '09 I ended up going to Nellis to go be a teacher at the qualification course.

She was just like, are you going to stay home? I ended up still going TDY at least 25 percent of the time, so the whole being-home thing was relative. But it was cool, and I learned so much, because you have to. The regret I had was that I wish I'd known all the stuff I learned teaching people during all the times I deployed.

So I taught there. I helped build the instructor course. For a period of time it was the first formal JTAC instructor course, where we'd qualify dudes. Steve Reedy did most of the work to build it and I was kind of his opinion. And then he left, and I ran the course for about a year. And then as they started standing up the weapons school, all their initial courseware was stuff that we gave them.

Nathan Bachand
Did you end up liking it?

Jimbo Spreter
Yeah, I liked it for three years. Any time you do an instructor gig, by the third year you get real tired of teaching.

Nathan Bachand
It's the same stuff over and over and over again.

Jimbo Spreter
So at the fourth year — we'd learned a lot, I helped stand up a lot of STEM things, we got to speak to dignitaries, and I got to trick the number one graduate at the U.S. Air Force Academy into becoming a TACP officer. And that's how we got Brad Dweese.

I had a congressional delegation, and I did the pointy-talky TACP dog-and-pony thing, and Dweese was like, "That job sounds badass." So this dude's the number one graduate of the Academy, and they're like, yeah, you can let him out.

Nathan Bachand
And he's supposed to be a fighter pilot.

Jimbo Spreter
He's like, "I don't want to fly. I want to be a TACP." And they're like, "Are you kidding me?" So he ended up deciding he was going to do this job. And he's still one of our rock stars. He's still got a pretty good path to be a very influential senior leader. And we stole him.

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Nathan Bachand
That's awesome.

JBLM and Kandahar – Closing the Base

Jimbo Spreter
So then I get out to JBLM.[15]

Nathan Bachand
At this point you've got a line number for master? So JBLM would have been what, like 2013?

Jimbo Spreter
I got there in '13, yeah. I started out doing group stuff — program management, bouncing around inspections — and it was lame and unfulfilling. And then they hooked me up to go be a flight chief down at the 5th ASOS. So I got to go down there and run a flight.

And then we got tagged with a deployment that was kind of weird. It was the 7th ID, which is a division that didn't really exist. It was an admin-only pretend division. They stood it up and they made it operational for the purpose of closing Afghanistan down. And so our whole job was to close Kandahar, which, if you look at the timeline, didn't happen then.

We rolled down. At first we did JRTC with those dudes, we prepped to go up, and we got down to Kandahar. And I remember getting there and the dude I replaced — they were really scaling down — he was like, "I haven't dropped bombs the whole eight or nine months I've been here. Nothing's happening, nothing's going on." And I was like, we'll see, man, I'm kind of a poop magnet. As soon as he flies out — like, he's literally getting out of the helicopter to leave — we're sitting in the TOC and we find aircraft getting positioned. And I was like, sick. Boom, drop bombs.

Nathan Bachand
It's like, dude, it took an hour. What were you doing this whole time?

Kandahar – The 15-6 Investigation

Jimbo Spreter
Then we get to bounce around. I ended up getting in trouble because we had PSD missions where we'd go out with this dude named Raziq. He was an Afghan police general, and the dude was a gangster, so we'd go by his house and stuff, and it was like a rap video. But he was pretty awesome.

And then I got tagged to do a 15-6 investigation, where we had to go out — there was an issue where we blew up some stuff that we should not have. Somebody else did. And so we had to do that, so I ended up being gone for about a month.

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[15] Joint Base Lewis-McCord

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Nathan Bachand
What was that like? Like, someone dropped a bomb they shouldn't have and you had to — what did you look at to come to a conclusion?

Jimbo Spreter
So I would go through everything, and part of my biggest job was to do forensics on all of the different sensor footage. From probably hundreds of hours of sensor footage, I had to parse it out and demonstrate the places where calls and stuff were wrong and led to the bad conclusion. And it was weird, because it was me as an E-7 working in an office with a bunch of generals, and we were locked in there. I didn't really want to be there, because normally you avoid generals — they're not real humans anymore.

And then I remember when I realized how poor what we were doing was, because it was the largest investigation since the My Lai massacre. We were thinking we were done. We put together a report, we had the video, we had some other stuff — and we got a call from the president's office saying, hey, I need you to add more meat to this report in case we want to convict him. And I was like, oh, that's the office office. Everybody's got to come back in.

Nathan Bachand
What did they end up concluding?

Jimbo Spreter
It was kind of battlefield confusion. They didn't really find malicious intent. There were a couple of places where dudes deviated where they really shouldn't have, but the end formal findings were that nobody really did anything wrong.

Nathan Bachand
Fog of war kind of stuff. I've talked to a lot of dudes at this point — I think you're the first one I've talked to that's taken part in an investigation.

Jimbo Spreter
The official record is that the dudes were kind of doing what they thought was right. It was such a confusing, violent situation that the reality of war is, shit happens.

Kandahar – Bringing the Memorials Home

Jimbo Spreter
I finished that, and then I got kind of one of the coolest tasks of my whole military career, and it had nothing to do with warfighting. Oddly, we'd been dropping more than almost anybody else just from Kandahar, because we were finding all the AAA[16] they were bringing in to get ready to overrun Afghanistan once we left.

But I got a call. The base commander brought me in — some lieutenant colonel that was in charge of Camp Brad Smith. The commander of ACC at the time, General Carlisle, had a tasker to get the

[16] Anti-Aircraft Artillery

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memorials for Brad Smith and Ray Losano home before they closed the base. And they were like, "Hey, dude, can you do that?" And I was like, do I get help? "Yes, you have the order of General Carlisle." And I was like, I don't even think that matters to me. But sounds good.

So we go out there, and just like a lot of other orders from a general, he actually didn't have any authority to task somebody to do anything in Afghanistan, nor was he putting any resources into it. So I basically had a "hey, good luck, buddy, thoughts and prayers" from a four-star. And so I'm like, well, dude, I'm getting these home, because I've talked to Brad's dad. I know Tiffany. I was at Bragg right after Ray passed away. I'm very close to the deaths of both of these dudes. I still listen to Sublime every year on his behalf. And so I was getting these home.

And I go out, and we're trying to figure out how to ship it. And the weird thing is, even though they're closing a base, everybody else had a DODAAC code to fund shipping stuff back. There was this whole process where your unit had to have a thing, had to be authorized — and the thing I was doing wasn't on any of the plans or orders. Nobody had ever gone for it.

So I'm hanging out with this loggy dude, this GS civilian, and he just happened to know some of the old TACP bros — they were drinking buddies. And I told him the story, and the dude looks at me and he's like, "Hey, go get me a coffee." So we go out, we take our time, we get him a coffee at the little Green Beans. We come back and the things are all boxed up. He's got all the paperwork. We were able to send Brad's to Troy, Illinois, to his dad, and Ray's to DM, where he'd been stationed before.

Probably, oddly, out of all the things I've gotten to do — blown up and other shit — one of the most rewarding things of my entire military career was getting a text message from Brad's dad saying thank you. Having Gary Smith be grateful that the memorial for his son made it home, to me, was really cool. That mattered so much.

Nathan Bachand

Did you stay in contact with the logistics dude?

Jimbo Spreter

Nope. I gave him some goodies, and then we parted ways. I never saw him again.

Kirtland – Building War in a Video Game

Jimbo Spreter

And then I get back to JBLM and get back on the normal NTC[17] cycles and everything. GWOT was kind of dying down for us because we were a PACAF[18] unit. And a job opened up in a place called the DMOC,[19] which is like a giant video game. They needed somebody to represent TACP and fires and everything. And my wife's family was from there, and nobody else wanted the job — there was

[17] National Training Center
[18] Pacific Air Forces
[19] Distributed Mission Operations Center

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nobody clamoring to go build war in a video game. But I was like, yeah, that'll do. So summer of 2017, I'm like, yeah, let's move to Albuquerque and build VR.

So we got there in June, July of 2017. Got to build a bunch of video game wars and stuff, but then I made senior. And by the following summer I made E-8, and I volunteered to go to Korea. 2017 Korea looked like it was about to be a fight. It was about to be a thing. And so I was like, hell yeah, let's get it. So I volunteered.

Korea – Camp Red Cloud and Camp Humphreys

Jimbo Spreter
And then they must have heard I was coming, because everything got real cool. Everything kind of chilled out. I actually got to be there for Trump going and meeting KJU, which was insane.

Got really into surfing and jiu-jitsu. We got to close Camp Red Cloud — we got this iconic place with all of that cool history, and we got to be the last people there to shut it down. We found all this old-school Korea TACP stuff and got to keep it. And we got to stand up the unit at Camp Humphreys. The 604th ASOS as it is now is the thing that we built. Which, to me, was super cool. We had to finalize it, and the going-away present from the commander I had there was the last guidon to fly over.

Nathan Bachand
Let me ask you this — why did you guys change the name from the Duck Blind to the Duck Pond?

Jimbo Spreter
We changed from the Pond to the Blind. And I think it was just because of the way it was initially set up with the fence and stuff — it looked like a blind. Because the old one was just a big bar, half of the building. And the Blind had straight-up fencing that they hung camo nets on, so it looked like a duck blind.

Nathan Bachand
Where'd the bar come from — the actual bar that's in there? That's a nice big long bar in there.

Jimbo Spreter
It was there when I got to Red Cloud, and we were saving it because it had a bunch of stuff carved in it. And so we basically took it out of the thing and hauled it down in the LMTV. So it was the same bar from the Pond.

Nathan Bachand
Man, I have some awesome memories in there, because the second time, when I PCS'd to Korea, it was during COVID — it was in '21. So we weren't going out, but we partied in the Blind a lot. And so I have a lot of really good memories and a lot of really good half-memories in that bar.

Jimbo Spreter
We had one where it was my first night — like, where I could drink legally — and there was a typhoon. It was a big-ass storm, and it was the end of the exercise, so they told us early to go button

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down the hatches. "Hey, guys, it's going to be death." The weather guys always make it sound worse so they can make themselves look better.

So we're all at the bar, and I'm trying to be like, I'm a squadron senior enlisted leader, I've got to be responsible. And I was like, alright, guys, let's be cool and behave and be smart — and the commander hands me a Kevlar full of beer. And he's like, "Chug it." I guess I'll do that. And we just went hard. Next thing I know, it's 3 a.m. and we're all wrestling.

So I love Korea. My goal was to not turn into an alcoholic, so I got really into surfing and jiu-jitsu all over Korea. I'd bounce around, grapple, and go surfing — which people don't know, Korea's got amazing beaches.

Korea – Losing Alex Mitchell

Nathan Bachand
Okay, I'm going to ask you this, but totally feel free not to answer, and I totally get it if you don't want to answer. What was the whole Alex Mitchell situation like, and what was it like handling that?

Jimbo Spreter
It was rough.

That was unique, because a couple of months earlier the group commander made us do casualty tabletops, where we had to do drills on different types of casualties. I remember I was whining. I was bitching. This is stupid. Why are we doing this? There's a process, there's a checklist. To this day, I pitch every leadership in a unit to do that and have it ready, because it is probably one of the most difficult scenarios you'll ever encounter. And the checklist is garbage.

And so I go in and the commander grabs me. He's like, "Hey, man, I need to talk to you." Oh, my gosh — shit, what happened? And he's like, "Hey, one of the RAB[20] guys killed himself. We've got to go now."

And so we're jamming over, and we're kind of standing in front of the building, and there are already medics. We go in, and all the dudes — the 19th ASOS guys — are just not doing well. And I'm looking at the boss and we're both like, fuck.

But because we had just exercised it, I remembered. Okay, hey, I'm going to have the DO recall everybody else. We're going to bring them in. We're going to give them the no-contact order, stay off social media. We'll set up to where we're going to do a brief. We'll start the casualty affairs with those guys. It was one of those where, because we had just exercised it, otherwise it would have been rough.

So we got everybody set, the commander kind of pulled in, we got everybody fed, made sure dudes didn't have to go anywhere, so they could be there together and take care of stuff. And then we

[20] Regionally Aligned Brigade – a temporary Brigade with aligned TACP that go to Korea on 9 month rotations

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started the casualty notification process, and the mental health professionals came in, and then reconstituting the team, because they were very close.

A lot of those guys were very good friends, and it was so heartbreaking to see how shocked they were, because it was a very surprising thing for the whole team. This wasn't a "this dude's depressed" thing. They were watching sports, and he was super happy, goofing off, messing with everybody. He said, "I'm going to go to bed," and then they never saw him again. And then two of the guys tried to do CPR on their best friend for a long time until the EMTs showed up.

And so it was really difficult. And then we had the other issue where the flight chief and the flight commander for the RAB were from a different unit, and so there was some beef. There were dudes that really resented that, and I felt for those guys, because they were doing everything they could. And there were some guys who couldn't take it.

And then I got to see good things too. It was one of those — I hate to say it, but like Mister Rogers, where you look for the helpers. I didn't think we were going to get Ponchai back. I thought Ponchai was going to go when they escorted Ox. We'd already planned that he was not going to return; we'd already started lining up to probably get a replacement for him, because they were very, very close. And Ponchai was one of the dudes. And that dude called and he's like, "Hey, man, I'm coming back, because I've got to take care of my dudes."

Nathan Bachand

What an awesome dude. He was one of my first instructors at the 19th that taught me JTAC stuff. And I did some things, I watched his dogs when he went out of town, and I got to know him from an instructor-student perspective more than a really friendly perspective, but he was always cool to me and I had nothing but crazy respect for that dude. And then when I got to Korea — because I got there to replace, I think, Stovall, and this was after everything happened — Ponchai was just awesome to me. What a good dude that is.

Jimbo Spreter

His resilience in that scenario. He's one of the best leaders, best humans I've ever met in my life. My respect for him is so strong that when I was in Germany and packages would come up for things, if Ponchai was one of the packages, I would have to give it to other people, because I knew I was incapable of being objective. Hey, man, I know what that dude went through and how selfless he was to take care of all the boys. Nothing but good things.

And I saw a lot of those. To me, I looked at their relationships and the way dudes took care of each other in the wake of just a terrible tragedy, and to see how dudes in terrible situations became a family, to me was — hey, man, there are good things even in the most terrible things.

And I also realized that it was part of where I realized the cultural difference between our dudes and pilot leaders. Because one of the commanders from the States flew out, and this fucking guy — the first thing he asked in the room. Our group commander was a guy, Colonel Daniels. The pilot guy sits down and he's like, "Hey, do you think he was jerking off?" And Colonel Daniels looked at me and knew that I was about to hit him. And he kind of put his hand up and he was like, "Hey, hey,

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hey." And I was like, "No, sir, I don't think that. And I feel like you should have thought before you said that."

So it's the thing where that was one of the things that fuels me as I work to have our humans lead our humans. And I fly it all the way out — that's one of the things that inspires me to continue to drive to, hey, man, these aren't the same.

We got Camp Red Cloud closed down, we got him home, I learned a lot, and I cussed out a chaplain. Because the chaplain we had was more concerned with whether he was going to be reimbursed for mileage for driving from Osan to Humphreys than taking care of the dudes.

Nathan Bachand
Reimbursed for what, two dollars of gas?

Jimbo Spreter
Yeah. That's why the Army chaplain was the one that came out — because ours was so worried about that. I told him don't bother showing up, because you're stupid.

Nathan Bachand
It's a 20-minute drive.

Jimbo Spreter
Yeah, dude, that guy was a toolbag.

Nathan Bachand
So did you have your family in Korea or did you just do the one year?

Jimbo Spreter
Yeah, an apartment downtown. I'll tell dudes, man, I remember warning them, because we had the curfew, and I was like, don't go back to base, just come to my house. I told every group that came out. And every dude that got busted for curfew was a dude that didn't come to my house.

Nathan Bachand
Were you there when they did away with curfew? Because I think it was May of that year — May of 2019 — when the curfews went away. We left in June, so we had a month of no curfew.

Jimbo Spreter
Yeah, I did not get that. So here's the deal, man, the curfew only existed around base. So the other reality is I had an apartment off base. I didn't have curfew. I'd go surfing out on the east coast; there's no curfew out there. And I would tell the dudes, hey, man, it's really easy to not get caught. And then dudes still got caught. Damn it, dude — why are you going through the gate with your underwear in your pocket at 2 a.m.?

Nathan Bachand
Yeah, just don't go back on base.

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The Pentagon – Deputy Career Field Manager

Jimbo Spreter

So then I was initially supposed to go out of Korea to Kansas, to Fort Riley. But my daughter — while I was in Korea they botched an elbow surgery really bad, and she had significant medical requirements that they did not have in the middle of nowhere, Kansas. Because for Riley, there's decent care in Manhattan, Kansas, but nothing like that. So I got diverted to go be the deputy career field manager out of the Pentagon. The position didn't exist before that; they essentially made it and tagged me into the seat.

I got there and I was working for Josh Corbett for a couple of months, and then Corbett's like, "I'm retiring, you've got it." He did a good job of warm-starting me into stuff, and then he was just kind of like, alright, it's yours. And so I ended up, as an E-8, getting to almost run the whole career field for a year.

And we got some stuff done. We raised the training baseline, we pushed a lot. For me, your job there is policy — you write the rule set that we then have to program to. And my goal was to write a rule set to where that feeling I had the first time I got shot at, where I was like, I don't know if I'm all the way ready for this — that the next guy would have so much less of that feeling. That I'd spent more time and more money and more resources to get that human ready to go.

Because I look at it — it was always such a point of resentment to me that the amount of money they spend on a pilot, who's not really in danger most of the time, especially then, compared to the amount of money for us, who live in danger. I just had a lot of beef with that, because it shows: they definitely care about these humans, but they care about the airplane.

Nathan Bachand

I guess in that position — you're still a high-ranking dirty enlisted man, but you're still a dirty enlisted — did you have the officer support for that?

Jimbo Spreter

Yeah, we did. And the trick was, I've always been good — after getting demoted, I learned to punch above my weight my whole career. I've never really believed in rank. There are places where there are tangible lines and things you cannot touch or do, but in the end, if you outwork them and you know more things than them, you win. You get leverage, you get access, you get control and influence. And so even in that position, I would just grind harder than the other dudes, and for me that was good, because I had a rabbit — I had something to chase and go after, and I got to be hungry.

So I was finding these chiefs — the combat control dudes and the PJs and other stuff — that legitimately had zero love for helping us improve. And every time TACP would try to improve, it was a fight, because there were career fields that took issue with us being less trained than them.

Nathan Bachand

What do you mean, less trained?

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Jimbo Spreter
They're only more trained if that gap stays. If we decrease it, they lose that.

Nathan Bachand
Gosh, oh yeah, that is so relatable.

Jimbo Spreter
And so I had to scrap for everything. But my first time in the Pentagon was like a practice round, where I got to learn the process and get equipped and really learn how to fight those fights and what to come to battle with. And I don't think I won any of them, but I was able to set the table. And then I made chief. So I was there two years, through COVID, and I just worked all day, every day, because I was really bad at having boundaries. And then I got hired on to go be the group chief over in Germany in '21.

Germany – Ramstein and the Invasion of Ukraine

Nathan Bachand
Is that normal, to go be a group chief before you're a squadron chief?

Jimbo Spreter
So normally it's not. Usually you have to be a squadron chief first. But with manning, we have to make concessions on that, because we get low. The other thing is that I'd already been a squadron SEL[21] and I'd already been the career field manager. So when I talked to the chiefs' group, I was like, what experience am I missing? And they're like, okay, nothing. I get it if I were a dude that had been an ASOS superintendent and made chief. But I've run a squadron, I've closed a squadron, I've opened a new one, and I ran the whole career field for a year.

Nathan Bachand
Those are usually things that happen after you've done your squadron superintendent time.

Jimbo Spreter
So, yeah, you're out of order — but you've done all the stuff.

I get to Germany, and back in the day Germany was kind of like, while you're in Europe, it was a break. It was kind of chilling.

Nathan Bachand
Europe's not like that anymore at all. So you must have been there while they were writing the I-SET handbook and doing that kind of stuff, right?

Jimbo Spreter
So I was there, and we got tagged with TACP force cuts, and as I landed, the Afghan evacuation was happening, so we had people neck deep in that — getting ready for all the stuff, HKIA, the forward staging, back and forth for that stuff. And then that closes out, and then not a long time after, Russia

[21] Squadron Enlisted Leader

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decides they're going to invade Ukraine as the TACP cuts are happening, and we're looking at force modernization.

So there was a really big opportunity where we had a general — the USAFE commander, General Harrigian — who was like, hey, you brief me these concepts that you said you can kind of do. Here's some money, go do it. And it was literally, we went from Colonel Howell and some dudes briefing an idea to him at the theater WEPTAC, to, hey, send these things out. Send these dudes to do the C2 stuff for the ASOC, partner with the air control squadrons, and then go do it, get in place, make things happen. And the dudes did incredibly well. We changed a lot, we learned so much stuff. We actually got to see for a period of time what TACP could be with money.

And I remember the hardest thing was that we would circulate — I would bounce around with the commander to check on the units, get stuff set up, bring things — and how quickly dudes would go from being ready to go to complacent is insane. Like, how fast units would go: we'd get there, and when stuff's happening, they're like, we're ready. And as soon as the opportunity presents itself, dudes would be like, alright, let's chill.

And I remember we were at MK, we were visiting one of the units, and there was still stuff happening. It was still pretty volatile, and it was where Russia was pushing as far west as Lviv, which is danger zone. They were really kind of working their way around. And I was talking to the dudes and I was like, I need you to understand that you're one of the first targets. You're one of the first things they're going to hit. I need you to understand it's not even an intentional thing. You're one incompetent Russian away from a level of destruction that the world has never seen. Nobody has ever seen the level of violence that would happen if the US and Russia went head-to-head in Europe. It is more violent than anything that has ever happened. And you guys would be at the contact layer of that level of violence.

So you guys want to go out and hook up with the Romanian chicks and do all the fun stuff — do it, man, fall in love, make babies, no child support. But you need to know that you're literally one event away from not having any more time. And I promise you, what you don't want is to be in the situation where you're getting shot at and regretfully thinking of everything that you didn't get done. Everything you could have prepared to be better situated to execute the things you're supposed to execute. Because the fight never happens when you're all the way ready. It always takes place when you're taking a piss or something.

And then we flew from Bucharest up to Poland, and as we got into Poland, that was when the one Russian missile landed in Poland. It went over the border. It was an accident. And Poland was ready to go. The Poles do not play — they're ready to go hard. And talking to those dudes, they were like, "Okay, Jimbo, you were totally right." And the dudes that had been out drinking the night before were like, "Oh, shit, I was really regretting that."

Nathan Bachand

Because at this point it's '21, '22, but your E-4s and below at this point probably haven't been to combat. And probably a good chunk of your staff sergeants even.

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Jimbo Spreter

Dude, up through the techs, we had a lot of the masters who had only done strike cell stuff. You don't really know what combat is if you've only been in a strike cell.

Nathan Bachand

Especially if it were to be at that level, like you said, of Russia versus the United States. No one knows exactly how that looks, but it doesn't look good.

Jimbo Spreter

And they're like, "Well, Ukraine was already beating their ass." And I was like, no, they weren't.

No, they weren't. It's on the news, it looks like that, but if you look at real math, that's a real bloody, nasty fight. And Russia still has all of their really expensive stuff saved. They're not busting out the Pappy Van Winkle for Ukraine. They're fighting Ukraine with Jack Daniel's and Jameson. Because the Pappy's for us.

So we moved, and that eventually got to a little bit more of a steady state. It was really interesting, because my neighbor was a general, and we were run ragged for a period of time, and then we realized that once everybody was mobilized, there was nothing else we were supposed to be doing. So it was a unique thing where you felt like you're supposed to be doing stuff, and then there's one day a couple of months in where you're like, I don't need to work 15 hours today.

I think the scariest part of the whole thing was — even now it kind of ebbs and flows over there — but stuff wasn't going really bad, it was as calm as could be expected, and we had a conference in San Antonio. So I flew from Germany to San Antonio, and when I landed in San Antonio I saw that all of a sudden Russia was hitting Lviv, which was way west. And my family was still in Germany. So I'm in Texas, in America, safe, and my family is in Europe, and it's the distance from, like, Albuquerque to Dallas from a big-ass war. And the weird helpless feeling of, I'm on the other side of the ocean and my family's closer to the shit than I am, was so terrifying and humbling. And on the base where the commander was at, we were targets. It was interesting, man.

ISET

Nathan Bachand

So when did you leave Germany? You got there in '21, right?

Jimbo Spreter

Summer of '24. In '24 we got the group headquarters moved down to Ramstein to kind of align us with Air Force structure a little better.

Nathan Bachand

Oh, before we move on from Germany real quick — how much influence did you have on what became ISET[22]? Were you in the weeds on that much?

[22] Integrated Sensing and Effects Team

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Jimbo Spreter

So we got the initial stuff, and then I was part of helping shape and market it, and then troubleshooting and turning it into something that would actually fit into a concept. So they would take some of the initial things and I'd go, hey, man, this isn't really an air-minded thing, or this isn't that special. So what I would do is try to tie it to stuff out of strategy — longer-term, bigger-picture things that would be applicable to more than just Europe. Because the initial idea was very nuanced and niche, and it wasn't necessarily something that could scale and wasn't fully useful outside of the scenarios that they were pointing it at.

And so the thing we tried to do was do that, and the other thing that I brought in was helping calibrate it to training that we already can do — looking at our existing skills. Because the reality is, when you look at a TACP training plan, the CFETP[23] 90 percent of our formation can't actually do all the stuff in that book that they're signed up to do.

Nathan Bachand

It's a painful bad reality, but it's a thing you did once.

Jimbo Spreter

Yeah, or a thing you did poorly. When you looked at the shooting stuff and the infantry skills and all the things, they're signed off. In the book, these dudes are like, I can do all this stuff. But if you really understood the standards of what a school of infantry trains dudes to do with those, our dudes couldn't actually do most of that shit.

And so, understanding that, what I needed to do is help raise the training baselines to where we can really do all the stuff. Because ISET and the ideas behind it and everything weren't so novel. A lot of this stuff that looked futuristic — "you guys are trying to be SOF" — was actually just us forcing dudes to perform to the level they were supposed to be performing at the whole time.

And then the thing I took with it was helping inform the CFETP and training plans, so that we could try to get it resourced and baked in as a real capability that we could rely on dudes to do. And then also helping teach our guys that ISET wasn't necessarily always a separate thing; it was just a way we could use existing skills if we needed to do something different than just go be a JTAC. Like, it's this whole different mission, and you're like, what about it's a whole different mission? And we kind of baked it out — there's a significant amount of components to that that are literally just stuff that you do anyway, but now you're not necessarily doing it with a battalion, and you're not doing it for the sole purpose of close air support.

Nathan Bachand

Right. That was an interesting time. At the 19th, from my perspective, I'm a staff sergeant at the time, and I love the JTAC stuff, and I feel like it was a weird transition into, hey, we're training for this ISET thing, and it's not really communicated to us what this is or what the intent for this is. It's more like, hey, just go do this thing. And you say, okay — well, what is this thing? And what do you mean

[23] Career Field Education and Training Plan

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by it? And how is this going to be used? Who is this going to be used against? How is it going to be used in various theaters?

Jimbo Spreter

Yeah, some dudes took it wrong, but in reality it should just be part of how we find, fix, and destroy things and conduct strike. And so it's how we provide value in those circumstances to push effects out into spaces.

And that's where a lot of the tailoring and helping dudes understand what they were supposed to do came in, over and over and over again. Because what I'd get is mid-level dudes that would understand parts of the task and then really just miscommunicate it, to where they thought we were like an Air Force LRS team. And I would have to correct that and go, no, dude, this is just some of us using skills we're supposed to be able to do to be able to do more, better. So hey, we can find more stuff, we can target a little better, and we can project effects that aren't just a fucking A-10.

The reality is, what we build isn't just a JTAC. We've never just built a JTAC. We've built a premier fires integrator and effects presenter. So that was one of the big things that we had to combat — dudes just didn't totally get it. And the other thing was helping to reconcile the friction between the Europe understanding of things and the Pacific understanding of things, and the amount of shot-measuring that the dudes were trying to do every time over just stupid stuff.

But it was useful, because there's times where nothing turned out exactly the way we thought it was going to. The ideas have morphed so much over a few years through iteration, but we found successes in places that nobody ever had. Essentially, by using forward element dudes that can go out underneath threats and do kind of low-tech stuff, we've undermined some of the bigger threat scenarios and the other problems that we would encounter if we fought either of the big two. And there were exercises that are designed for us to lose, and the Air Force had never won. And in these exercises where we deployed ISET, that targeting directly and meaningfully contributed — and for the first time ever, we won.

Nathan Bachand

That's like a huge deal. That's also a TACP thing, to go into exercises and accidentally win them.

The Pentagon – Second Tour

Jimbo Spreter

And there's a cultural issue where the Air Force has a dilemma: the Air Force as an enterprise doesn't want TACP to be the reason they win. They want pilots and airplanes to be the reason they win. They want bomber mafia. And I've learned that all this other stuff we do and all these ideas — if it doesn't do something to really just make fighter pilots look better, they don't want it. They don't even care if it makes it better, because if it makes the Air Force the lead, the head, the supported unit, the one that won the war, they legitimately will distance themselves from it in almost every case.

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Nathan Bachand
You have no idea how hard it is for me to keep my mouth shut right now, because this is your interview and not mine.

Jimbo Spreter
There's a budget line thing that I have where, when we looked historically through the Global War on Terrorism, it looks like we were getting money, but our baseline didn't really ever improve. So the reality is, we were the Air Force's face of "all in." We were the only thing that they could show to say, hey, we're helping too, because it wasn't an Air Force GWOT, it was Air Force supporting. So the only money they ever gave us was overseas money, GWOT money — all the other different funding streams that came were all temporary.

They raised all these pilot baselines. They raised the O&M and the regular budget to where it's a permanent program. Ours was not permanent. And the reason it wasn't permanent is because they always planned on just taking it away. And as soon as GWOT and all this stuff ended, there it was — yoink. So for us, like idiots, initially they're giving us temporary money and we're like, hell yeah, they're taking care of us. But the plan the whole time was, as soon as they didn't need to use us as their — what's the dude on the Simpsons? "I'm helping." As soon as we weren't Ralph anymore, they planned on getting rid of us, like they did in every other conflict.

And it's a political thing, and a lot of it boils down to money decisions and other stuff, and we have to fight really hard to have either side care for us. Because to the Army we're an Air Force guy. The Air Force guy sees this as his way to keep the Army quiet. But it is incredibly inconvenient to their intended narrative for us to be the reason that the Air Force was effective. And that's part of the reason why, even at the AOC and the decorations level and all the other stuff, Air Force guys getting big decorations is good — but Air Force guys getting decorations so that the Army can win the battle is not good for their narrative and the stuff they want to say they do.

Nathan Bachand
Did you have that attitude when you went to the Pentagon the second time?

Jimbo Spreter
A little bit, but I really uncovered more of it on the second trip to the Pentagon. I got there June of '24, and it really started to settle. It wasn't as bad under the last chief of staff, and then General Wilsbach came in and they didn't hide it anymore. It was shown that the Air Force's job is to fly, fight, and win — and those aren't separate things.

Everything in the Air Force exists around the idea of "I'm going to fly an airplane." And any value anything on the ground poses to the Air Force, in my mind, I think they see as temporary until they can find a way to have it done from an airplane. C2 and all that other stuff — they look at it as, once an airplane can just do this itself, I'm going to get rid of you and use that money to buy one. All of it, other than maintenance guys and stuff — but all of us C2 guys, all of that stuff, it is not something that they want to fully long-term invest in. There are things that the Air Force sees as a temporary necessity that, as soon as an airplane can do it by itself, they'll figure it out.

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Nathan Bachand

Yeah, and I'll throw this in there because I think it's value added: I think a huge piece of that can be said as simply as, these generals think like politicians and not like businessmen. Because if you ran the Air Force like a business, you would go at the highest value proposition, not with what emotionally stimulates you.

Jimbo Spreter

Well, they see the value proposition as the Air Force's overall enterprise value proposition to joint warfare being airplanes. And so for them, everything else can be replaced, but big-picture airplane stuff cannot. So for them, the scenario where the Air Force has an advantage in the money process from a component level is where the Air Force is the lead and they're doing the big AI thing that's only led by airplanes. That's their dream scenario, because then they're all the way supported, so they get in a better-off position than the Army.

Nathan Bachand

Yeah, but then you could throw some high-value, low-cost dudes on the ground to force-multiply your airplanes, and all of a sudden your airplanes are worth more than they were if they were just airplanes.

Jimbo Spreter

Yeah, but the airplanes don't want to admit that they need those things to do it. We're kind of an afterthought.

Which — you look at budgets, you look at other stuff, it's accurate. But really, I went in and I had goals going into the Pentagon the second time. I wanted to get a screening mechanism in the beginning. I wanted to have a way to kind of look at dudes, get a feel for their mental health, their emotional states — to kind of understand what we were getting, so that it wasn't just, this guy can PT and pass the tests.

Because there are so many cases of dudes that — I don't know, I was really upset. Because Alex had gone to A&S and been non-selected, and didn't know why. Was it a mental health thing? But none of the records, nobody got a warning or anything. And we still don't know. And I'm like, was there something in there that, hey, this dude's got some problems, he needs to deal with them? Hey, let's send him to Korea.

We've got so many other dudes. We had this kid, Dan Mallon, that was probably one of the smartest, most talented dudes I've ever met, but he was an absolute emotional train wreck. And every dude can think through units of guys that are physically in shape enough and smart enough to pass the test, but should never be in this community. And having a way to kind of not haze the dudes, not cut everybody else, not badge-protect — but really kind of save some time and energy and money to focus on the guys that you can save, versus the ones that aren't really trainable, or where it would be inappropriate to put them in this. Because we were having dudes that were sociopaths shoved into our pipeline. And so having the ability to screen those, to me, is a really big deal.

Baselining a new training plan — the level of things that we're supposed to be able to do that we're working on right now is higher than it's ever been. Our training baseline for TACPs, if the CFETP

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makes it through, is going to be comparable to PJs and controllers. The baseline of a TACP is going to be remarkably better. Because I can think through the years where I was there, where there's guys that slipped through that probably shouldn't have been in the formation, and I was always scared that if that guy ever had to go to combat, they were going to be a liability. But we needed just a mass of bodies because of GWOT.

We got cut, we lost manpower — and we were able to raise our baseline enough to where nobody's going to be untrained anymore. We're not going to have guys that can only really operate in the TOC and can't really ever go out. In the next five or six years, those guys will be extinct. We won't have dudes that are a liability to the mission, and we won't have dudes that are untrained.

So as I look at stuff like leaving — the weirdest thing of working at the Pentagon is you don't get to finish the stuff you work on. You work on it, you do as much as you can to gain irreversible momentum, and then you hope that it works its way to fruition at some point and that it works out.

Nathan Bachand

Well, I'll tell you what — because I left the 19th, I was the JTAC PM and then I was the evaluations PM — the product we were getting out of the pipeline was nuts compared to the product we were getting out of the pipeline five years before.

Jimbo Spreter

One of the issues we have now is we have airmen that are better disciplined and trained operators than our tech sergeants. Not all of them — we still have really good E-6s and stuff — but we have dudes going in, and we've still got some E-6s and E-7s that are into the drunk TACP stuff, and we've got airmen coming out of school now that want to operate. They want to do mission. And I get the "how do we reconcile that?" The reality is, it's evolution. This takes time. I mean, ten years goes by fast, and ten years from now those guys will be the techs and masters. These guys are still pretty good NCOs, I don't need to fire them.

I think the gene pool is going to do what the gene pool does. When I look at the dudes that were in when I was in, we got guys that never wanted to be a JTAC. They were ROMAD for life, they thought it was stupid, they were like, well, I'm just going to do my radios, that's officer shit. They didn't want to — until we became inherent. And now we've got dudes that didn't want to jump, and we're jumping inherent. The evolution is happening. You just have to see it as a process and not an event, and understand that you don't even have to force it. If you set the stage right and intelligently, then the conditions will take care of themselves.

Lessons Learned

Nathan Bachand

Well, we're getting close to wrapping up. Before we do, you got anything you want to hit as far as major lessons learned during your career, life lessons, what's coming for you next?

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Jimbo Spreter

Man, I think one of the best lessons — I think back to JD and Chaz with the Rangers when I was legitimately terrified — was don't stop getting ready and don't stop working. And I think since working with those dudes, I never really did stop.

And then the other one — and this is one I wish I could take back — is I wish I would have fought and pushed leaders to take better care of their dudes, and fought so much harder. Because right now we're working to upgrade the decorations on so many heroes. These guys have done amazing stuff. Some of this stuff these guys have done reads like an action movie. It reads like Chuck Norris stuff. And they just got crumbs as far as decorations, and we let it happen. I was part of it. I didn't know any better.

And I'm going to work as much as I can to try to right some of that. Because we made a two-hour movie to try to help tell the TACP story, and nobody really fought for us for 20 years. We did more than anybody else. When you look at our Commendation and Bronze Star medals versus the Silver Stars and Crosses of other career fields — our dudes did more, and affected more of the battlespace, and saved more people. We just — nobody cared about us enough to take care of us.

So that's the thing I wish I had done. If I could go back and give myself hindsight, it would be: take better care of your dudes.

Nathan Bachand

Yeah. Cool, man. Well, unless you've got anything else, I need to get a stopping point for the recording.

Jimbo Spreter

I'm good.

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Personal Data --- Privacy Act of 1974

Enlisted Personnel Brief

JAMES M SPRETER **Service Component: Regular AF** **MyVector ID: 343172**

Grade Data

Current Grade:	CMSgt
Date of Rank:	01 Aug 2021
Projected Grade:	

Service Data

TAFMSD:	22 Mar 2000
DOS:	28 Feb 2027
DOS Reason:	
EAD:	22 Mar 2000
Pay Date:	22 Mar 2000
EDOD:	22 Jun 2024
HYT Date:	22 Mar 2030
Functional Category:	A
UIF/Date:	
Security Clearance:	SCI(DCID 1/14 ELIGIBLE)
SC Complete Date:	19 Jan 2021

Career Field Experience

Career Field:	Tactical Air Control Party - 1Z3
Primary DT Functional:	Enlisted - AFSPECWAR
Additional DT:	
Control AFSC:	-1Z300
Duty AFSC:	1Z300
Primary AFSC:	J1Z300
2AFSC:	D1Z391
3AFSC:	J1Z371

Assignment Details

Record Status:	20
DAS:	22 Jun 2024
DDLDS:	22 Jun 2024
ODSD:	22 Jun 2024
STRD:	01 Aug 2019
DEROS:	
ASD:	
RNLTD:	
AAN:	
Join Spouse:	

Degree History

Degree Level	Specialty	Institution	Date
TECHNICAL/OCCUPATIONAL CERTIFICATE PROGRAM	Prof Manager Certification (Request Oct 2011	CCAF AL	07 Nov 2016
AWARDED BACCALAUREATE DEGREE	LEGAL STUDIES	AMER MIL U VA AMERICAN MILITARY UNIV MANASSAS	14 Sep 2016
AWARDED ASSOCIATE DEGREE	INFORMATION SYSTEMS MGT	CCAF AL	26 Apr 2012

Military PME

Program Name	Method	Year
CHIEF LEADERSHIP COURSE	RESIDENCE	2022
USAF SENIOR NCO ACADEMY (BASIC PHASE III)	RESIDENCE/NON-RES	2018
EJPME II (E7-E9)	NON-RESIDENCE	2017
JOINT SNCO PME COURSE	NON-RESIDENCE	2015
NCO ACADEMY	RESIDENCE	2012
AIRMAN LEADERSHIP SCHOOL	RESIDENCE	2006

Formal Training

Course	Description	Start Date	End Date
MLMW0589	Law of War (LoW) - Basic	19 May 2025	20 May 2025
MLMDC878	USAF GROUP COMMAND TEAM COURSE	17 Apr 2023	21 Apr 2023
MAFJAG 997	Senior Enlisted Legal Orientation Course	12 Apr 2023	14 Apr 2023
CMSA-CLC 001	CMSgt Academy (CMSA) - Chief Leadership Course ...	13 Jun 2022	24 Jun 2022
C10943	Law of War (LoW) - Basic	17 Jan 2022	18 Jan 2022
MCADRE 002	CONTINGENCY/WARTIME PLANNING COURSE	03 Feb 2020	14 Feb 2020
3J5ACC3S200 000	ACC CLASSROOM INSTRUCTOR COURSE	14 Dec 2009	18 Dec 2009
L3ACP1C471 0T0A	Tactical Air Command and Control Craftsman	05 Nov 2007	27 Nov 2007
TACC	TERMINAL ATTACK CONTROLLER COURSE	21 Mar 2005	08 Apr 2005
AFTC 3S2X1 001	AIR FORCE TRAINING COURSE	20 May 2004	20 May 2004

Special Experience Identifiers

045 - TACS DASC/ASOC

914 - JOINT TERMINAL ATTACK CONTROLLER (JTAC)

Individual Experience Tags

IW-E-1Z3 - Irregular Warfare (Enlisted-1Z3)

Demographic Data

Sex:	MALE
Race:	WHITE
Ethnic Group:	NONE

Nuclear Experience

PRP:

Experience	Effective Date	Stop Date

Decorations

Decoration Name	Number	Date
LEGION OF MERIT	1	23 Apr 2024
ARMY ACHIEV MDL	1	11 Apr 2024
MERIT SVC MDL	4	02 May 2022
BRONZE STAR	2	10 Dec 2015
AF ACHIEV MDL	2	01 Dec 2015
AF COMM MDL	3	01 Oct 2013
ARMY COMM MDL	2	24 Sep 2005

Language

DLAB Score: 88

DLAB Date: 14 Sep 2016

Language	Proficiency	Date

Language	Read	Listen	Speak	Date

Deployment History

Type	Inclusive Dates	# Days	Location	AFSC
CONTINGENCY DEPLOYMENT	15 May 2022 - 21 May 2022	7		
EXERCISE DEPLOYMENT	30 Apr 2022 - 07 May 2022	8		
EXERCISE DEPLOYMENT	25 Sep 2021 - 04 Oct 2021	10	UO	-1Z391
EXERCISE DEPLOYMENT	30 Mar 2017 - 08 Apr 2017	10		
CONTINGENCY DEPLOYMENT	25 May 2015 - 20 Dec 2015	210	UO	-1C471
EXERCISE DEPLOYMENT	05 Feb 2015 - 21 Feb 2015	17		
CONTINGENCY DEPLOYMENT	02 Dec 2013 - 11 Dec 2013	10	UO	-11F3Y
CONTINGENCY DEPLOYMENT	19 Jan 2007 - 09 Sep 2007	234	UO	-1C471
CONTINGENCY DEPLOYMENT	28 Jun 2005 - 20 Sep 2005	85	UO	-1C451

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CONTINGENCY DEPLOYMENT	26 Feb 2003 - 11 Nov 2003	259	UO	-1C431	

Duty History

Duty Status: (00) 00-PRESENT FOR DUTY Eff Date: 25 Dec 2021 Proj Duty Status: Proj Eff Date:

Start Date	AFSC	Duty Title	Level	Unit	Type	Location	State	Command
22 Jun 2024	1Z300	TACP CAREER FIELD MANAGER	HAF	U S AIR FORCE	HQ	PENTAGON	VA	13
19 Dec 2023	J1Z300	SENIOR ENLISTED LEADER	ASO	0004 AIR SUPT OPNS	GP	LUCIUS D CLAY KAS	DE	
22 Aug 2021	J1Z300	SENIOR ENLISTED LEADER	ASO	0004 AIR SUPT OPNS	GP	LUCIUS D CLAY KAS	DE	0D
12 Nov 2019	D1Z391	1Z3 DEPUTY CFM	HAF	U S AIR FORCE	HQ	PENTAGON	VA	13
01 Nov 2019	D1Z391	1Z3 DEPUTY CFM	HAF	U S AIR FORCE	HQ	PENTAGON	VA	13
05 Aug 2019	D1C491	1Z3 DEPUTY CFM	HAF	U S AIR FORCE	HQ	PENTAGON	VA	13
29 Oct 2018	D1C491	SQUADRON SUPERINTENDENT	ASO	0604 AIR SUPT OPNS	SQ	CAMP HUMPHREYS	KR	0R
16 Jul 2018	D1C491	SQUADRON SUPERINTENDENT	ASO	0604 AIR SUPT OPNS	SQ	CAMP RED CLOUD	KR	0R
24 Jun 2017	1C471	OPERATIONS SUPERINTENDENT	CTT	0705 COMBAT TRAINING	SQ	KIRTLAND	NM	1C
01 Oct 2016	1C471	SUPPORT SUPERINTENDENT	ASO	0005 AIR SUPT OPNS	SQ	JBLM LEWIS	WA	0R
01 Dec 2014	J1C471	FLIGHT CHIEF, B-FLIGHT	ASO	0005 AIR SUPT OPNS	SQ	JBLM LEWIS	WA	0R
01 Jan 2014	J1C471	CHIEF JTAC-I	ASO	0001 AIR SUPT OPNS	GP	JBLM LEWIS	WA	0R
31 Jul 2013	1C471	CHIEF JTAC-I	ASO	0001 AIR SUPT OPNS	GP	JBLM LEWIS	WA	0R
01 May 2012	T1C451	FLIGHT CHIEF	CTT	0006 COMBAT TRAINING	SQ	NELLIS	NV	1C
01 Apr 2011	T1C451	CHIEF JTAC INSTRUCTOR	CTT	0006 COMBAT TRAINING	SQ	NELLIS	NV	1C
11 Jun 2010	T1C471	TRAINING NCOIC	CTT	0006 COMBAT TRAINING	SQ	NELLIS	NV	1C
08 Sep 2009	J1C451	JTAC INSTRUCTOR	CTT	0006 COMBAT TRAINING	SQ	NELLIS	NV	1C
01 Jan 2009	J1C451	JTAC	ASO	0014 AIR SUPT OPNS	SQ	POPE AAF	NC	1C
10 Mar 2008	J1C451	TACTICAL AIR COM & CNTRL PARTY	ASO	0014 AIR SUPT OPNS	SQ	POPE AAF	NC	1C
01 Oct 2006	J1C451	JT TERMINAL ATTACK CONTROLLER	ASO	0014 AIR SUPT OPNS	SQ	POPE AAF	NC	1C
21 Mar 2006	J1C451	TACTICAL AIR CMD AND CNTRL SPEC	ASO	0014 AIR SUPT OPNS	SQ	POPE AAF	NC	1C
04 Mar 2005	1C451	TAC AIR CMD AND CNTRL APPR	ASO	0004 AIR SUPT OPNS	SQ	MANNHEIM	DE	0D
06 Feb 2003	1C431	TAC AIR CMD AND CNTRL APPR	ASO	0004 AIR SUPT OPNS	SQ	MANNHEIM	DE	0D
13 Jan 2003	1C451	TAC AIR CMD AND CNTRL APPR	ASO	0004 AIR SUPT OPNS	SQ	MANNHEIM	DE	0D
15 Oct 2000	1C431	TAC AIR CMND AND CNTRL APPRNTCE	ASO	0020 AIR SUPT OPNS	SQ	FT DRUM	NY	1C
08 May 2000	1C411	STUDENT	TRG	0334 TRAINING	SQ		FL	

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CMSgt SPRETER, JAMES M.

(1238617363)

ENLISTED PERFORMANCE BRIEF (E-9)

DUTY TITLE	DAFSC	REASON	PERIOD
TACP Career Field Manager	-1Z300	Annual	1 Jun 25 THRU 31 May 26
	DAYS SUPERVISED: 336	DAYS NON-RATED: 0	RATEE ACKNOWLEDGEMENT: \\signed, JMS, 1238617363, 17 Jun 26\\

ORGANIZATION AND COMMAND
Training and Force Management Directorate, Deputy Chief of Staff, Operations (HAF)

LOCATION
Pentagon, Washington DC

DUTY DESCRIPTION
Oversees all aspects of talent management & human resourcing for the 2,234-member Total Force TACP Specialty. Advises the Chief of Air Force Special Warfare (AFSPECWAR), Deputy Chief of Staff for Operations & SecAF. Develops policy & guidance for the Air Force, Joint Force & Congressional hearings. Coordinates with other career field managers & guides the TACP Weapon System to develop commonality & synergy across the AFSPECWAR enterprise.

RATER ASSESSMENT

EXECUTING THE MISSION — EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION

James addressed RAND study findings of gaps in TACP recognition leading to major recruiting shortfalls. He creatively leveraged partner organization resources when AF Public Affairs ran into delays. His executive oversight produced "Controlled," a 2-hour documentary about TACP, doubling exposure of contracted marketing products at 1/10th the cost.

LEADING PEOPLE — FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION

CMSgt Spreter developed the first formal Chief's Council for TACP. This effort integrated 22 operational organizations into policy level planning and decisions. He also assisted with management/instruction of free combatives across the National Capital Region, providing over 200 hours of Jiu Jitsu instruction to military members and their families.

MANAGING RESOURCES — MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE

James performed detailed analysis on a MAJCOM's cost estimate for a new employment model. He discovered that many of the requirements outlined by the lead command were not valid and would result in over $1.2B of bloat to the actual estimate. His intervention helped prevent inflated information from being presented to senior leaders at CORONA.

IMPROVING THE UNIT — DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION

Jimbo showcased the TACP Enterprise through publication of an innovative classification directory that included marketing and recruiting expertise to enhance branding. He also drove the creation and staffing of the AFSPECWAR functional badge. This effort captured unique heraldry with class and distinction for 4.5K Airmen across AFSPECWAR.

MANDATORY FITNESS COMMENTS

PFA: Not Required

RATER NAME, GRADE, AND BRANCH OF SERVICE	RATER SIGNATURE
JUSTIN D. BAÑEZ, Col, USAF	\\signed, JDB, 1164901153, 17 Jun 26\\

RATER DUTY TITLE	RATER ORGANIZATION AND COMMAND
Deputy Chief, Air Force Special Warfare	Training and Force Management Directorate, Deputy Chief of Staff, Operations (HAF)

HIGHER LEVEL REVIEWER ASSESSMENT

HIGHER RESPONSIBILITY: **Ready Now**

RATER ASSESSMENT: **Concur**

FUTURE ROLES
1.Career Field Manager **2.Command Chief (CCM)**

James responded to a car accident while enroute to an Arlington internment for a revered combat leader. He crawled into an upside-down vehicle on an active highway to retrieve and treat the injured driver and still made it to the ceremony on time.

HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE	HIGHER LEVEL REVIEWER SIGNATURE
ANNE-MARIE CONTRERAS, Col, USAF	\\signed, AC, 1167016134, 17 Jun 26\\

HIGHER LEVEL REVIEWER DUTY TITLE	HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND
Acting Director, Training and Force Management	Training and Force Management Directorate, Deputy Chief of Staff, Operations (HAF)

PRIVACY ACT INFORMATION: The information in this form is CONTROLLED UNCLASSIFIED INFORMATION. Protect IAW the Privacy Act of 1974.

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CMSgt SPRETER, JAMES M. (1238617363)

ENLISTED PERFORMANCE BRIEF (E-9)

DUTY TITLE	DAFSC	REASON	PERIOD
Tactical Air Control Party Career Field Manager	1Z300	Annual	1 Jun 24 THRU 31 May 25
	DAYS SUPERVISED: 344	DAYS NON-RATED: 0	RATEE ACKNOWLEDGEMENT: \\signed, JMS, 1238617363, 24 Jul 25\\

ORGANIZATION AND COMMAND	LOCATION
Directorate of Special Warfare, Deputy Chief of Staff, Operations (HAF)	Pentagon, Washington DC

DUTY DESCRIPTION

Oversees all aspects of talent management & human resourcing for the 2234-member Total Force TACP Specialty. Advises the Director of Air Force Special Warfare (AFSPECWAR), Deputy Chief of Staff for Operations & SecAF. Develops policy & guidance for the Air Force, Joint Force & Congressional hearings. Coordinates with other career field managers & guides the TACP Weapon System to develop commonality & synergy across the AFSPECWAR enterprise.

RATER ASSESSMENT

EXECUTING THE MISSION — EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION

Chief Spreter dual-hatted as the Group Senior Enlisted Leader for the 4th Air Support Operations Group in USAFE while also working as the enlisted career field manager for the largest career field in Air Force Special Warfare. During this time, James also guided the movement of a 32-person O-6 headquarters and authored a CSAF, force-wide directive.

LEADING PEOPLE — FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION

James reinvigorated the TACP enlisted developmental team. The TACP developmental process now provides 180 SNCOs with a coherent career path and ensures critical positions are paired to the most qualified eligible member. Additionally, this process provides opportunities to guide senior leaders toward their personal and professional goals.

MANAGING RESOURCES — MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE

Chief Spreter directed the elimination of USAF-directed training items redundant to career field training items. This removal of duplicative and wasteful training saved over 10K hours of unnecessary training across the enterprise. Additionally, he diagnosed inefficiencies in a consultant contract and drafted a fix action that saved $920K annually.

IMPROVING THE UNIT — DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION

James assisted with the management of the joint base combatives club. He instructed 80-hours of basic hand-to-hand combat and sourced an expert instructor to conduct free seminars in the Pentagon and on Fort Belvoir for 74 local service members.

RATER NAME, GRADE, AND BRANCH OF SERVICE	RATER SIGNATURE
MATTHEW M. MCMURTRY, Lt Col, USAF	\\signed, MMM, 1109106603, 23 Jul 25\\

RATER DUTY TITLE	RATER ORGANIZATION AND COMMAND
Chief, Training & Readiness Division	Directorate of Special Warfare, Deputy Chief of Staff, Operations (HAF)

HIGHER LEVEL REVIEWER ASSESSMENT

HIGHER RESPONSIBILITY: **Ready Now**

RATER ASSESSMENT: **Concur**

FUTURE ROLES

1.Group SEL **2.**

Jim is a highly effective Chief with broad understanding and an acumen for strategic context. His contributions to the progress of force-wide initiatives will be hard to replace when he retires in 2026.

HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE	HIGHER LEVEL REVIEWER SIGNATURE
ADRIAN L. SPAIN, Lt Gen, USAF	\\signed, ALS, 1153031297, 23 Jul 25\\

HIGHER LEVEL REVIEWER DUTY TITLE	HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND
Deputy Chief of Staff, Operations	Deputy Chief of Staff, Operations (HAF)

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CMSgt SPRETER, JAMES M. (1238617363)

ENLISTED PERFORMANCE BRIEF (E-9)

DUTY TITLE	DAFSC	REASON	PERIOD
Senior Enlisted Leader	J1Z300	Annual	1 Jun 23 THRU 31 May 24
	DAYS SUPERVISED: 261	DAYS NON-RATED: 0	RATEE ACKNOWLEDGEMENT: \\signed, JMS, 1238617363, 18 Jun 24\\

ORGANIZATION AND COMMAND: 4th Air Support Operations Group (USAFE)

LOCATION: Lucius D. Clay Kaserne, Germany

DUTY DESCRIPTION

Chief advises the commander on the organization, training, equipping, & the operational employment of 370 personnel across five squadrons, at 22 locations, throughout 10 countries. He leads the integration & the synthesis of AFSPECWAR & combat weather Airmen into the EUCOM theater of operations. Additionally, he leads the TACP Career field where he serves as the focal point for the development & training of 1.7K Airmen across five MAJCOMs as CFM.

RATER ASSESSMENT

EXECUTING THE MISSION — EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION

Chief's advocacy & vision as TACP CFM forged & guided a VCSAF-directed AFSPECWAR PAD & as Gp SEL he utilized his deep expertise to reoptimize Service-retained AFSPECWAR forces for Great Power Competition. He led the federation of USAFE Precision Strike & Guardian Angel missions building Special Warfare Teaming capability & capacity in Europe.

LEADING PEOPLE — FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION

Jimbo cultivated a culture of organizational empowerment & initiative. He directed SELs to delegate tasks beyond their known high performers, which created a safe space in the ASOG for members to innovate & succeed without fear. He also created a career field-wide Chief's council to align & amplify critical CMSgt feedback from across five MAJCOMs.

MANAGING RESOURCES — MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE

Chief guided the reallocation of manpower & resources that postured Europe's TACPs for CFACC relevance, sourcing low-cost solutions for Group HQ relocation & enabling execution of $7.4M despite a $2.1M budget. His leadership vaulted acquisitions & modernization of ASOG C2 capability 5-years ahead of conventional TOC Family of Systems timelines.

IMPROVING THE UNIT — DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION

Chief continuously connected operational design gaps between strategic direction, actual combat capability, & tactical capacity. He injected SECAF intent into AGOW & ASOG combat capability development. His efforts resulted in 7 CWS winning USAF Weather Squadron of the Year & 2 ASOS leading the USAF for CAF land warfare & C2 force development.

RATER NAME, GRADE, AND BRANCH OF SERVICE	RATER SIGNATURE
JEFFREY M. MACK, Colonel, USAF	\\signed, JMM, 1239935091, 31 May 24\\

RATER DUTY TITLE	RATER ORGANIZATION AND COMMAND
Commander	4th Air Support Operations Group (USAFE)

HIGHER LEVEL REVIEWER ASSESSMENT

HIGHER RESPONSIBILITY: **Ready Now**

RATER ASSESSMENT: **Concur**

FUTURE ROLES

1.Career Field Manager **2. Joint CSEL**

Jimbo is an absolute Rock Star! His unmatched vigor for humans & mission makes him an ideal fit for his upcoming TACP Career Field Manager role. He will continue his high-energy passion for developing the readiness of warfighting AFSPECWAR Airmen.

HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE	HIGHER LEVEL REVIEWER SIGNATURE
MATTHEW A. BARTLETT, Colonel, USAF	\\signed, MAB, 1041894420, 31 May 24\\

HIGHER LEVEL REVIEWER DUTY TITLE	HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND
Commander	435th Air Ground Operations Wing (USAFE)

PRIVACY ACT INFORMATION: The information in this form is CONTROLLED UNCLASSIFIED INFORMATION. Protect IAW the Privacy Act of 1974.

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CMSgt SPRETER, JAMES M. SYSTEM GENERATED PAGE 1 / 1

(1238617363)

ENLISTED PERFORMANCE BRIEF (E-9)

DUTY TITLE	DAFSC	REASON	PERIOD
Senior Enlisted Leader	J1Z300	Annual	1 Jun 22 THRU 31 May 23
	DAYS SUPERVISED: 365	DAYS NON-RATED: 0	RATEE ACKNOWLEDGEMENT: \\signed, JMS, 1238617363, 7 Sep 23\\

ORGANIZATION AND COMMAND: 4th Air Support Operations Group (USAFE)

LOCATION: Lucius D. Clay Kaserne, Germany

DUTY DESCRIPTION

Advises commander on 351 personnel, 4 squadrons & 8 detachments at 21 locations & 10 nations. Leads ASOG operational employment of AGOW mission with AFSPECWAR Airmen & Staff Weather Officers directly supporting joint forces. Guides Corps TACP support of 31.2K-Soldier, operational command of air-land integration, joint fires, C2, & airpower employment. Leads 33 personnel group staff; ensures combat readiness of $87.8M in equipment & $3.1M budget.

RATER ASSESSMENT

EXECUTING THE MISSION — EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION

CMSgt Spreter integrated HAF priorities into evolution at the group and wing level. He provided senior mentorship to three distributed mission events to test efficacy of EUCOM employment methods in INDOPACOM scenarios and guided 130 personnel from 3 MAJCOMs to validate tactical relevance for 16 Unit Type Codes for use across 2 Combatant Commands.

LEADING PEOPLE — FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION

Chief led a EUCOM housing policy working group that identified discrepancies between local standards and DoD policy and guided six command level MOA working sessions with nine stakeholder teams. These initiatives garnered direct engagement from the CMSAF to uphold service standards and solve housing issues affecting 120 Airmen at 6 GSU locations.

MANAGING RESOURCES — MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE

CMSgt Spreter identified manpower & expertise gaps in the wing operations center, a crucial C2 node. He crafted & sourced a $2.6M contract vehicle to rapidly add 9 members to the strategic development & current operations teams. The infusion of expertise accelerated wing operational capabilities by 6 months & aligned efforts across the 3 groups.

IMPROVING THE UNIT — DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION

James led the automation of professional development across the career field. He authored & implemented the digitized TACP developmental team process for over 200 SNCOs. This process not only reduced the E-8 developmental team timelines from 5 days to 4 hours, but it was also adopted by AF/A1 for the AF's Developmental Special Duty hiring process.

RATER NAME, GRADE, AND BRANCH OF SERVICE	RATER SIGNATURE
JUSTIN M. DUPUIS, Colonel, USAF	\\signed, JMD, 1011618479, 30 Jul 23\\

RATER DUTY TITLE	RATER ORGANIZATION AND COMMAND
Commander	4th Air Support Operations Group (USAFE)

HIGHER LEVEL REVIEWER ASSESSMENT

HIGHER RESPONSIBILITY: **Ready Now**

RATER ASSESSMENT: **Concur**

FUTURE ROLES

1.Career Field Manager **2. Joint Assignment SEL**

CMSgt Spreter is an experienced & transformational leader with an unmatched ability to assign tangible & achievable goals to a strategic vision, then bring those goals to fruition. He would be perfect as the next TACP enterprise Career Field Manager.

HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE	HIGHER LEVEL REVIEWER SIGNATURE
BRYAN T. CALLAHAN, Colonel, USAF	\\signed, BTC, 1024599457, 30 Aug 23\\

HIGHER LEVEL REVIEWER DUTY TITLE	HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND
Commander	435th Air Ground Operations Wing (USAFE)

PRIVACY ACT INFORMATION: The information in this form is CONTROLLED UNCLASSIFIED INFORMATION. Protect IAW the Privacy Act of 1974.

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ENLISTED PERFORMANCE REPORT *(CMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA ***(Refer to AFI 36-2406 for instructions on completing this form)***

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. RANK	4. DAFSC
SPRETER, JAMES M	[redacted]	CMSgt	J1Z300

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. SRID
4 Air Support Operations Group (USAFE) Lucius D. Clay Kaserne, Germany	PE0DFWTR	0DM74
	8. REASON FOR REPORT Annual	

9. TAFMSD (RegAF) / PAY DT (ARC) *(DD Mmm YYYY)*	10. PERIOD OF REPORT *(DD Mmm YYYY)*	11. NO. DAYS SUPERVISION	12. HYT *(DD Mmm YYYY)*
22 Mar 2000	From: 1 Jun 2021 Thru: 31 May 2022	365	22 Mar 2030

13. DUTY TITLE
Senior Enlisted Leader

II. RATER'S PERFORMANCE ASSESSMENT *(Consider performance in such areas as mission accomplishment, resource utilization, team building, mentorship compliance and enforcement of standards, communication skills, training, and fostering a healthy unit climate/duty environment. Comments are highly encouraged when making CCM recommendations.*

1. COMMENTS *(Minimum 2 lines when Referral, otherwise optional provided "Line Intentionally Left Blank" is inserted. Highly encouraged when making CCM recommendations)*

- Led TACP redesign; SEL for 5x ops plng tms, guided 25 SMEs--reduced overhead 30%, garnered 5x MAJCOM CCs approval
- Evolved USAF talent mgt; led test/eval for 19 service-wide automation tools--decreased record review time by 80%
- Designed ASOG mobility pln; phased 35 pax to 4 locations/3 nations--team postured for 3-star HQ spt 2 weeks early
- Managed Gp msn change; guided trng plan, sourced $1.5M equipment, 35 mbr readiness shift--est'd C2 for 15 nations

III. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA sessions were completed, as required by AFI 36-2406).*

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE	SSN	DATE
Justin M. Dupuis, Colonel, USAF 4 Air Support Operations Group (USAFE) Lucius D. Clay Kaserne, Germany	Commander	9399	14 Jul 2022
	Type of Signature: Digital	SIGNATURE: JUSTIN M DUPUIS 1011618479	

IV. SENIOR RATER'S PERFORMANCE ASSESSMENT ☒ CONCUR ☐ NON-CONCUR

Consider performance in such areas as mission accomplishment, resource utilization, team building, mentorship, communication skills, compliance and enforcement of standards, training, and fostering a healthy unit climate/duty environment. Raters/Senior Raters are encouraged to include cumulative 5 line comments in Sections II and IV.

1. COMMENTS *(Mandatory when Referral, otherwise optional. Highly encouraged when making CCM recommendations*)*

- Acted as CFM for 2 mos; championed 3x policy working gps/led 40 SMEs--solidified guidance for 5K SW Amn/CCM now!

2. CONSIDER FOR HIGHER RESPONSIBILITY	3. RECOMMENDED FUTURE ROLES
Ready Now	Command CMSgt (CCM) # 1 of 8 Assigned CMSgts MAJCOM Functional Manager

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE	SSN	DATE
Bryan T. Callahan, Colonel, USAF 435 Air Ground Operations Wing (USAFE) Ramstein AB, Germany	Commander	4622	
	Type of Signature: Digital	SIGNATURE: [redacted].BRYAN.T.1 Digitally signed by CALLAHAN.BRYAN.T.1[redacted] Date: 2022.08.11 16:50:	

V. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR
(Indicate applicable review by marking the appropriate box)

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE	SSN	DATE
	Type of Signature: Digital	SIGNATURE	

VI. RATEE'S ACKNOWLEDGEMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge feedback, Formal/Informal was accomplished during the reporting period and upon receipt of this report.

Type of Signature	SIGNATURE	DATE
Digital	JAMES M SPRETER 1238617363	11 Aug 2022

AF FORM 912, 20150529, V2

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VII. REMARKS *(Only use this section to spell out uncommon acronyms used on the form.)*

Air Support Operations Group (ASOG); Command and Control (C2); Career Field Manager (CFM); Headquarters (HQ); Major Command (MAJCOM); Operational Planning Team (OPT); Senior Enlisted Leader (SEL); Subject Matter Expert (SME); Special Warfare (SW); Tactical Air Control Party (TACP); United States Air Force (USAF)

VIII. REFERRAL REPORT *(Complete only if report contains referral comments or the overall Performance Assessment and/or consider for higher responsibility block(s) is marked as "Do Not Retain")*

I am referring this EPR to you according to AFI 36-2406, para 1.10. It contains comments(s)/ratings(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 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension only 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 in your official record 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 Military Personnel Section (MPS) or the Air Force Total Service Center (TFSC) 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 of other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or TFSC if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may request to appeal this 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 1.

NAME, GRADE, BRANCH OF SERVICE OF REFERRING EVALUATOR	DUTY TITLE	DATE

	SIGNATURE OF RATEE	DATE

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Negative comments require the EPR to be referred IAW AFI 36-2406. Comments are mandatory for any non-concur marking in Section IV. Senior Rater's Section IV "Groom" recommendation(s) alone does not constitute a referral EPR. If ratee is deployed, provide a copy and provide feedback via email and/or telecon.

AF FORM 912, 20150529, V2

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ENLISTED PERFORMANCE REPORT *(CMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA ***(Refer to AFI 36-2406 for instructions on completing this form)***

1. NAME *(Last, First, Middle Initial)*	2. [redacted]	3. RANK	4. DAFSC
SPRETER, JAMES, M.		CMSgt Select	D1Z391

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. SRID
Directorate of Special Warfare, Operations (HAF) Pentagon, Washington DC	HH13FV07	XO11N
	8. REASON FOR REPORT: ANNUAL	

9. TAFMSD (RegAF) / PAY DT (ARC) *(DD Mmm YYYY)*	10. PERIOD OF REPORT *(DD Mmm YYYY)* From: Thru:	11. NO. DAYS SUPERVISION	12. HYT *(DD Mmm YYYY)*
		304	1 Mar 2030

13. DUTY TITLE

Tactical Air Control Party (1Z3) DEPUTY Career Field Manager (CFM)

II. RATER'S PERFORMANCE ASSESSMENT *(Consider performance in such areas as mission accomplishment, resource utilization, team building, mentorship compliance and enforcement of standards, communication skills, training, and fostering a healthy unit climate/duty environment. Comments are highly encouraged when making CCM recommendations.*

1. COMMENTS *(Minimum 2 lines when Referral, otherwise optional provided "Line Intentionally Left Blank" is inserted. Highly encouraged when making CCM recommendations)*

- Led Pubs evolution; guided 5 MAJCOMs through trng process build--fused 2 pubs & codified guidance f/15 AFSCs
- Streamlined HAF contract execution; balanced lines of effort to manpower demand--reduced execution costs $1.5M
- Pioneered AFSPECWAR enlisted mgmt; paired 5 AFSC to no cost solution--primed 4.5k Amn for jt ldr development
- Averted AF wide cape loss; id'd contract gap for 45 msn essential sys--retained production and CMR reqs for 2k Amn

III. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA sessions were completed, as required by AFI 36-2406).*

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE	SSN	DATE
DAVID M. ANDERSON, Lt Col, USAF HQ USAF/A3S (HAF) Pentagon, Washington DC	Division Chief	3481	09 Jun 2021
	Type of Signature: Digital	SIGNATURE: ANDERSON.DAVID.M.1139022072 Digitally signed by ANDERSON.DAVID.M.1139022072 Date: 2021.06.09 19:12:57 -04'00'	

IV. SENIOR RATER'S PERFORMANCE ASSESSMENT ☒ CONCUR ☐ NON-CONCUR

Consider performance in such areas as mission accomplishment, resource utilization, team building, mentorship, communication skills, compliance and enforcement of standards, training, and fostering a healthy unit climate/duty environment. Raters/Senior Raters are encouraged to include cumulative 5 line comments in Sections II and IV.

1. COMMENTS *(Mandatory when Referral, otherwise optional. Highly encouraged when making CCM recommendations*)*

- Filled CFM duties for 10 months stood-up new directorate and brand new AFSC--Group CEM experience then CCM

2. CONSIDER FOR HIGHER RESPONSIBILITY	3. RECOMMENDED FUTURE ROLES
READY NOW	# of Assigned CMSgts

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE	SSN	DATE
JOSEPH T. GUASTELLA, Lt Gen, USAF HQ USAF/A3 (HAF) Pentagon, Washington DC	Deputy Chief of Staff Operations	5670	29 Jul 2021
	Type of Signature: Digital	SIGNATURE: GUASTELLA.STAFF.SUPPORT.1.1109967056 Digitally signed by GUASTELLA.STAFF.SUPPORT.1.1109967056 Date: 2021.07.29 08:33:23 -04'00'	

V. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR ☒ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR
(Indicate applicable review by marking the appropriate box)

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE	SSN	DATE
	Type of Signature: Digital	SIGNATURE	

VI. RATEE'S ACKNOWLEDGEMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge feedback, Formal/Informal was accomplished during the reporting period and upon receipt of this report.

Type of Signature	SIGNATURE	DATE
Digital		02 Aug 2021

AF FORM 912, 20150529, V2

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Sheet: 51

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VII. REMARKS *(Only use this section to spell out uncommon acronyms used on the form.)*

Air Force Special Warfare (AFSPECWAR); Air Support Operations Center (ASOC); Tactical Air Control Party (TACP); Special Warfare (SW); Career Field Manager (CFM); Combat Mission Ready (CMR); Headquarters Air Force (HAF)

VIII. REFERRAL REPORT *(Complete only if report contains referral comments or the overall Performance Assessment and/or consider for higher responsibility block(s) is marked as "Do Not Retain")*

I am referring this EPR to you according to AFI 36-2406, para 1.10. It contains comments(s)/ratings(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 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension only 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 in your official record 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 Military Personnel Section (MPS) or the Air Force Total Service Center (TFSC) 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 of other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or TFSC if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may request to appeal this 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 1.

NAME, GRADE, BRANCH OF SERVICE OF REFERRING EVALUATOR	DUTY TITLE	DATE
	Type of Signature: Digital — SIGNATURE	

Type of Signature	SIGNATURE OF RATEE	DATE
Digital		

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Negative comments require the EPR to be referred IAW AFI 36-2406. Comments are mandatory for any non-concur marking in Section IV. Senior Rater's Section IV "Groom" recommendation(s) alone does not constitute a referral EPR. If ratee is deployed, provide a copy and provide feedback via email and/or telecon.

AF FORM 912, 20150529, V2

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Sheet: 52

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ENLISTED PERFORMANCE REPORT *(MSgt thru SMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*		3. RANK	4. DAFSC
SPRETER, JAMES M.	[redacted]	SMSgt	D1Z391

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. SRID
Directorate of Special Warfare,Operations (HAF/A3S) Pentagon,Washington DC	HH13FV07	XO11N

8. PERIOD OF REPORT *(DD Mmm YYYY)*	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Aug 2019 Thru: 31 Jul 2020	0	362	ANNUAL

II. JOB DESCRIPTION

1. DUTY TITLE
1Z3 Deputy Career Field Manager

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)*
- Provides policy, guidance & subject matter expertise on employment of the AF Theater Air Control System (TACS)
- Develops/evaluates concepts, policies, and doctrine for world wide integration of air & space ops with Joint land ops
- Integrates AF-wide requirements in support of command and control/TACS into DoD planning & budgeting process
- Briefs CSAF on C2 and fires employment issues; Fwd Air Controller and Joint Fires HAF Staff functional manager

III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING *(Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)*

1. **Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource Utilization** *(e.g. time, management, equipment, manpower and budget)***:** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the Airman and their subordinates *(*collaboration*)*. **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates *(includes listening, reading, speaking, and writing skills)* in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 8 lines)*
- Modernized AFSPECWAR EDT; built 4.1k Amn functional gp--created ldrshp crossflow structure for 4 new AFSCs
- Led TACP CFETP rev; adjoined 137 common tasks, 4 AFSCs, 3200 Amn--increased production efficiencies by 28%
- Resolved vehicle deficit; led HAF & MAJCOMs experts on force distro plan--reduced $17M expense for 427 UTCs
- Mentored advisory council; guided 23 through leadership philosophy--published 26 pg leadership handbook for 2.6K
- Contract Officer rep; negotiated $1.4M contract--enabled O7 led org to support COVID 19/Iranian missile strike/riots
- Created TACP career progression standard; sync'd 52 duty titles, 3.5k exp identifiers--codified lifecycle for 2.2k Amn
- Led wpn sys WISR review; aligned prod policy/guidance to congressional reqs--created 100% gender neutral model
- Developed AFSPECWAR OFT; fused 5 MAJCOM, ESU, 480 tasks, 4 AFSC--captured cmbt readiness for 4.1k Amn

IV. WHOLE AIRMAN CONCEPT

1. **Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 2 lines)*
- Established AF/A3S annual awards; merged AFSPECWAR team to inclusive recognition model--28 Amn recognized
- Complet'd 3 college crses towards MBA; 3.9 GPA/on track for Deans list--applied lessons to HAF policy & guidance

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V. OVERALL PERFORMANCE ASSESSMENT *(Overall assessment of performance during rating period commensurate with Sections III-IV.)*

RATEE NAME: SPRETER, JAMES M.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

VI. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)*

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
CHRISTOPHER S. BROWN, Maj, USAF HQ USAF/A3S (HAF) Pentagon, Washington DC	TACP Officer Deputy CFM	03 Sep 2020
	SSN: 1881	SIGNATURE: BROWN.CHRISTOPHER.SHAWN.1242360717 Digitally signed by BROWN.CHRISTOPHER.SHAWN.1242360717 Date: 2020.09.03 16:50:42 -04'00'

VII. ADDITIONAL RATER'S COMMENTS *(Comments are optional unless required for Referral; if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

1. COMMENTS *(Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines)*

- Developed phasing for directorate creation; guided 5 CFM on manpower priority--optimized standup of 32 positions
- Led strategic C2 evolution; guided 15 mbr risk analysis tm for 2035 employment--aligned 12 pax w/ JADC2 concept

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
THOMAS B. PALENSKE, Brig Gen, USAF HQ USAF/A3S (HAF) Pentagon, Washington DC	Director of Air Force Special Warfare	09 Sep 2020
	SSN: 1162	SIGNATURE: PALENSKE.THOMAS.BLAIR.1150484363 Digitally signed by PALENSKE.THOMAS.BLAIR.1150484363 Date: 2020.09.09 06:59:48 -04'00'

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS *(Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used".)* ☒ CONCUR ☐ NON-CONCUR

- Fixed A3S throughput disconnect; scrubbed 4xAFSC PGL--remedied 15% recruit data error/incr'd throughput for 2K

1. FUTURE ROLES *(Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)*
1. Large Squadron Superintendent 2. Legislative Liaison 3. AETC

2. EDUCATION (as of closeout date)		3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date)	4. THIS IS A REFERRAL REPORT	5. QUALITY FORCE REVIEW *(Ratee's personnel record has been reviewed for quality force indicators during the reporting period)*
CCAF Conferred	PME Complete			
YES	YES	YES	NO	YES

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
THOMAS B. PALENSKE, Brig Gen, USAF HQ USAF/A3S (HAF) Pentagon, Washington DC	Director of Air Force Special Warfare	09 Sep 2020
	SSN: 1162	SIGNATURE: PALENSKE.THOMAS.BLAIR.1150484363 Digitally signed by PALENSKE.THOMAS.BLAIR.1150484363 Date: 2020.09.09 06:59:55 -04'00'

IX. FINAL EVALUATOR'S COMMENTS *(Limit text to 1 optional line, if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

- Crushed CFM duties for 4 mos; advanced 15 strategic objs for 2K Amn--championed CSAF vision, rdy for E-9 now!

A. FINAL EVALUATOR POSITION: SENIOR RATER ☒ FORCED ENDORSEMENT

B. SENIOR RATER STRATIFICATION: (This section restricted to Senior Rater only)

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
THOMAS B. PALENSKE, Brig Gen, USAF HQ USAF/A3S (HAF) Pentagon, Washington DC	Director of Air Force Special Warfare	09 Sep 2020
	SSN: 1162	SIGNATURE: PALENSKE.THOMAS.BLAIR.1150484363 Digitally signed by PALENSKE.THOMAS.BLAIR.1150484363 Date: 2020.09.09 07:00:01 -04'00'

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

XI. REMARKS *(Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)*

Air Force Special Warfare (AFSPECWAR); Combat Mission Ready (CMR); Enlisted Development Team (EDT); Exercise Science Unit (ESU); Joint All Domain Command and ConOperational Fitness Test (OFT); Program Guidance Letter (PGL); Tactical Air Control Party (TACP); Unit Type Code (UTC); Women In Service Review (WISR)

XII. RATEE'S ACKNOWLEDGEMENT *I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).*

SIGNATURE: SPRETER.JAMES.MATTHEW.1238617363 Digitally signed by SPRETER.JAMES.MATTHEW.1238617363 Date: 2020.09.09 08:12:09 -04'00' DATE: 09 Sep 2020

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ENLISTED PERFORMANCE REPORT *(MSgt thru SMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*		3. RANK	4. DAFSC
SPRETER, JAMES M.	[redacted]	SMSgt	1C491

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. SRID
604th Air Support Operations Squadron (PACAF) Camp Humphreys, Republic of Korea	OP0RFZPF	0R171

8. PERIOD OF REPORT *(DD Mmm YYYY)*	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Sep 2018 Thru: 31 Jul 2019	0	55	ANNUAL

II. JOB DESCRIPTION

1. DUTY TITLE
Squadron Superintendent

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)*
- Sr AF Enlisted Battlefield Amn; provides tng, close air support, & airpower expertise as joint liaison to 2ID CG/CSM
- Provides organization/tng/eqmt to 64 sq & regionally aligned TACP to support & defend ROK against nK aggression
- Accountable for $28M in physical infrastructure, combat & logistical equipment and vehicle comm/weapon systems
- Advises commander on all issues and provides senior enlisted leadership to 50 Airmen, 13 officers, 15 AF specialties

III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING *(Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)*

1. **Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource Utilization** *(e.g. time, management, equipment, manpower and budget)***:** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the Airman and their subordinates *(*collaboration*).* **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates *(includes listening, reading, speaking, and writing skills)* in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 8 lines)*
- Energized unit relocation; guided 39 Amn moving $15M assets over 2.5k man hrs--established FMC unit 2 mos early
- Fused sq resource utilization; combined $32K TSP w/$1.3M UFR, $137K budget, $1M HP--doubled unit funded trng
- Optimized rotational forces; mng'd 62 Amn at 3 GSUs ISO 3.5k jt warfighters--spt'd POTUS max pressure campaign
- Shepherded Amn; join-spouse, humanitarian assign, guid'd sq memorial--exceeded 7 AF/CC's 'people always' priority
- Directed UTC realignment; managed 3x equip tms, added 350 line items--eliminat'd equip vulnerability ISO PACAF
- Guided CFACC's largest CAS exercise; oversaw 42 ROK/US JTACs ISO 225 CAS msns--prepared 1.5K warfighters
- Authored 3 civ positions descriptions; covered 20 addt'l duty reqs--enabled Amn msn focus f/CSAF sq revitalization
- Rewrote unit DOC; captured evolution of 8xUTC, 3x msn sets--poised 75 PACOM Amn for agile cmbt employment

IV. WHOLE AIRMAN CONCEPT

1. **Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 2 lines)*
- Crushed graduate school reqs; 6 credits to organizational ldrship M.S.--applied crs's to 9 SNCO mentorship sessions
- Coached prof development; led Amn to complete 50 advanced degree credits, 75 CCAF credits--4 degrees conferred

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V. OVERALL PERFORMANCE ASSESSMENT *(Overall assessment of performance during rating period commensurate with Sections III-IV.)*

RATEE NAME: SPRETER, JAMES M.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

VI. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)*

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
KENNETH J. HILLS, Lt Col, USAF 604th Air Support Operations Squadron (PACAF) Camp Humphreys, Republic of Korea	Commander	21 Aug 2019
	SSN: 6388 — SIGNATURE: HILLS.KENNETH.J.1244552818 Digitally signed by HILLS.KENNETH.J.1244552818 Date: 2019.08.21 14:55:53 +09'00'	

VII. ADDITIONAL RATER'S COMMENTS *(Comments are optional unless required for Referral; if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

1. COMMENTS *(Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines)*

- Ensured $35M facility kept on track; ID'd design flaw, liaised w/ engineers & contractors--avoided $5M revision cost
- Coord'd effort f/ASOS facility guide; authored 15 requirements--standardized design & layout for 39 sq's across CAF

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
WILLIAM W. EDMUNDS III, Col, USAF 607th Air Support Operations Group (PACAF) Osan AB, Republic of Korea	Commander	30 Sep 2019
	SSN: 2468 — SIGNATURE: EDMUNDS.WILLIAM.WILSON.III.1047902858 Digitally signed by EDMUNDS.WILLIAM.WILSON.III.1047902858 Date: 2019.09.30 11:19:22 +09'00'	

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS *(Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used".)* ☒ CONCUR ☐ NON-CONCUR

- Oversaw 70 TACP thru 1 CFC & 3 DIV level Exs; synch'd trng obj--ensured jt fires integration for 34K USFK forces

1. FUTURE ROLES *(Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)*
1. MAJCOM FAM 2. HAF Staff 3. Superintendent Large Squadron

2. EDUCATION (as of closeout date)		3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date)	4. THIS IS A REFERRAL REPORT	5. QUALITY FORCE REVIEW (Ratee's personnel record has been reviewed for quality force indicators during the reporting period)
CCAF Conferred	PME Complete			
YES	YES	NO	NO	YES

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
KENNETH J. HILLS, Lt Col, USAF 604th Air Support Operations Squadron (PACAF) Camp Humphreys, Republic of Korea	Commander	30 Sep 2019
	SSN: 6388 — SIGNATURE: HILLS.KENNETH.J.1244552818 Digitally signed by HILLS.KENNETH.J.1244552818 Date: 2019.09.30 14:37:06 +09'00'	

IX. FINAL EVALUATOR'S COMMENTS *(Limit text to 1 optional line, if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

- Consistently exceptional performer; evolved unit culture/led 12 pers AF DMO team--awarded AF recognition ribbon

A. FINAL EVALUATOR POSITION: DEPUTY EVALUATOR ☐ FORCED ENDORSEMENT

B. SENIOR RATER STRATIFICATION: (This section restricted to Senior Rater only)

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
WILLIAM W. EDMUNDS III, Col, USAF 607th Air Support Operations Group (PACAF) Osan AB, Republic of Korea	Commander	30 Sep 2019
	SSN: 2468 — SIGNATURE: EDMUNDS.WILLIAM.WILSON.III.1047902858 Digitally signed by EDMUNDS.WILLIAM.WILSON.III.1047902858 Date: 2019.09.30 15:40:30 +09'00'	

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

XI. REMARKS *(Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)*

(CAS) Close Air Support; (DMO) Distributed Mission Operations; (DOC) Designed Operational Capability; (FMC) Fully Mission Capable; (HP) Human Performance; (JTAC) Joint Terminal Attack Controller; (ROK) Republic of Korea; (TACP) Tactical Air Control Party; (TSP) Theater Security Package; (UTC) Unit Type Code

XII. RATEE'S ACKNOWLEDGEMENT *I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).*

SIGNATURE: SPRETER.JAMES.MATTHEW.1238617363 Digitally signed by SPRETER.JAMES.MATTHEW.1238617363 Date: 2019.09.30 06:40:25 -04'00'

DATE: 30 Sep 2019

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ENLISTED PERFORMANCE REPORT *(MSgt thru SMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. [redacted]	3. RANK	4. DAFSC
SPRETER, JAMES M.		SMSgt Select	1C471

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. SRID
705th Combat Training Squadron (ACC) Kirtland Air Force Base, New Mexico	KV1CF9K6	1C775

8. PERIOD OF REPORT *(DD Mmm YYYY)*	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Oct 2017 Thru: 31 Jul 2018	0	304	ANNUAL

II. JOB DESCRIPTION

1. DUTY TITLE
Operations Superintendent

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)*
- Guides AF DMOC as Ops Supt; coords planning/development/execution of COMACC Ex VIRTUAL FLAG (VF)
- Senior JTAC SME for distributed ops; directs 105 military/civilians/contractors on execution of $15M jt simulator
- Develops CAS academic pgms/trng scenarios for 4 VF/31 Jt/Coalition ex; combines TACP rqmts into synthetic trng
- Provides ops expertise to $250M modeling & simulation center; spts jt/coalition trng to meet CCDR OPLAN rqmts

III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING *(Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)*

1. **Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource Utilization** *(e.g. time, management, equipment, manpower and budget)***:** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the Airman and their subordinates *(*collaboration*).* **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates *(includes listening, reading, speaking, and writing skills)* in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 8 lines)*
- Remedied USA tng demo shortfall; authored 4 events/308 mission tasks--enhanced company lvl tng rqmt/408 cbt rdy
- Filled MAJCOM readiness gap; aligned excess sim equipment to 190 battlefield Amn--reduced acquisition cost $85K
- Eliminated critical cyber security shortfall; led 5 pers tm/50 hr cert crse--doubled security experts for $500M network
- Led 15 pers tm at world's largest sim event; guided 7 day virtual demo--introduced DMO capes to 16.2K stakeholders
- Oversaw AF wide sim sys replacement; mngd 8 experts/19 worldwide sys--averted loss of training for 2k warfighters
- Guided integration cell dev; revolutionized trng for 13 joint ops crew positions--evolved 1.5k mission tasks annually
- Solved critical training shortfall for VF 18-2 ex; sourced 3 aircrew for 15 msn profiles--accomplished 126 RAP events
- Integrated 12 add'l ASOC workstations; replicated JAGIC, expanded C2/ops trng cape--rdy'd 17 jt warfighters for cbt

IV. WHOLE AIRMAN CONCEPT *(Not applicable if Airman receives referral evaluation based on comments or a "Met some but not all" rating in Section III.)*

1. **Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 2 lines)*
- Crushed executive leadership growth; completed 6 credit hrs of graduate school leadership trng--achieved 3.85 GPA
- First Responder to escalator accident; provided emergency assistance for Korea vet--lauded by EMTs for quick action

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V. OVERALL PERFORMANCE ASSESSMENT *(Overall assessment of performance during rating period commensurate with Sections III-IV.)*

RATEE NAME: SPRETER, JAMES M.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

VI. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)*

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
ANGELA M. MESSING, Lieutenant Colonel, USAF 705th Combat Training Squadron (ACC) Kirtland Air Force Base, New Mexico	Commander	09 Aug 2018
	SSN: 7170	SIGNATURE: MESSING.ANGELA.M.1093388646 Digitally signed by MESSING.ANGELA.M.1093388646 Date: 2018.08.09 07:52:08 -06'00'

VII. ADDITIONAL RATER'S COMMENTS *(Comments are optional unless required for Referral; if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

1. COMMENTS *(Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines)*

- Controlled first ever ALE fly by; coord'd 2 acft timing/comms-- showcased airpower to 350 pers/2 former CMSAF
- Presented DMO at HAF ldrship summit; trn'd 130 jt ldrs on LVC capes--tripled CAS footprint/coined by 7 AF CCM

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
JON M. RHONE, Colonel, USAF 505th Test and Evaluation Group (ACC) Nellis Air Force Base, Nevada	Commander	09 Aug 2018
	SSN: 2682	SIGNATURE: RHONE.JON.M.1131117678 Digitally signed by RHONE.JON.M.1131117678 Date: 2018.08.09 08:53:59 -07'00'

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS *(Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used".)* ☒ CONCUR ☐ NON-CONCUR

- Showcased DMOC capes; briefed 8 GO/4 Ex VF DV days on JTAC adv readiness--garnered key senior ldr advocacy

1. FUTURE ROLES *(Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)*
1. Squadron Superintendent 2. Functional Area Manager 3.

2. EDUCATION (as of closeout date)	3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date)	4. THIS IS A REFERRAL REPORT	5. QUALITY FORCE REVIEW *(Ratee's personnel record has been reviewed for quality force indicators during the reporting period)*
CCAF Conferred: YES PME Complete: YES	NO	NO	YES

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
ANGELA M. MESSING, Lieutenant Colonel, USAF 705th Combat Training Squadron (ACC) Kirtland Air Force Base, New Mexico	Commander	09 Aug 2018
	SSN: 7170	SIGNATURE: MESSING.ANGELA.M.1093388646 Digitally signed by MESSING.ANGELA.M.1093388646 Date: 2018.08.09 17:06:56 -06'00'

IX. FINAL EVALUATOR'S COMMENTS *(Limit text to 1 optional line, if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

- Experienced leader/Combat proven/peerless performer; Sq SNCOQ 3Q17; SNCOA DG and Commandant's award!

A. FINAL EVALUATOR POSITION	B. SENIOR RATER STRATIFICATION: (This section restricted to Senior Rater only)
DEPUTY EVALUATOR	

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
JON M. RHONE, Colonel, USAF 505th Test and Evaluation Group (ACC) Nellis Air Force Base, Nevada	Commander	16 Aug 2018
	SSN: 2682	SIGNATURE: RHONE.JON.M.1131117678 Digitally signed by RHONE.JON.M.1131117678 Date: 2018.08.16 11:04:01 -07'00'

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

XI. REMARKS *(Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)*

Advanced Leadership Experience (ALE); Distributed Mission Operations (DMO); Distributed Mission Operations Control (DMOC); Joint Air-to-Ground Integration Cell (JAGIC); Joint Terminal Attack Controller (JTAC); Live, Virtual, and Constructive (LVC); Ready Aircrew Program (RAP); VIRTUAL FLAG (VF)

XII. RATEE'S ACKNOWLEDGEMENT *I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).*

SIGNATURE: SPRETER.JAMES.MATTHEW.1238617363 Digitally signed by SPRETER.JAMES.MATTHEW.1238617363 Date: 2018.08.20 07:31:19 +09'00' DATE: 20 Aug 2018

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ENLISTED PERFORMANCE REPORT *(MSgt thru SMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. [redacted]	3. RANK	4. DAFSC
SPRETER, JAMES M.		MSgt	1C471

5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. SRID
5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	MH0RFSBX	0R114

8. PERIOD OF REPORT *(DD Mmm YYYY)*	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Oct 2016 Thru: 30 Sep 2017	0	365	ANNUAL

II. JOB DESCRIPTION

1. DUTY TITLE
Support Superintendent

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)*
- Leads as Support Supt; 24 personnel/2 flts, 8 AFSCs; $27M assets providing C4I spt to 143 members & 35 wpn sys
- Directs CE/logistics/comm/mx to 32 cmbt UTCs; provides 95 vehicles/246 wpns/125 digital sys to PACOM tasking
- Guides AF Distributed Mission Ops Center as Ops Supt; directs 20 AF/15 civs/70 contractors on $15M jt simulator
- Senior JTAC representative for AF distributed ops; guides 4 flag/31 joint exercises for 8 nations/4 services annually

III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING *(Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)*

1. **Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource Utilization** *(e.g. time, management, equipment, manpower and budget)***:** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the Airman and their subordinates *(*collaboration*)*. **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates *(includes listening, reading, speaking, and writing skills)* in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 8 lines)*
- Solved career field veh antenna issue; aligned 20 SMEs/18 proof trials/ID'd fix--val'd fix for 960 faulty sys CAF-wide
- Guided unit supply sys audit; organized elimination of 91 MAJCOM discreps--dist'd $1.5M of tac equip for PACAF
- Reinvigorated support trng prgm; mng'd 13 trng sessions, taught 39 essential skills--drove enabler readiness up 40%
- Mentored jt air def ofcrs during strat level ex; compl'd 195 trng items, 12 mbrs msn rdy--22% incr from previous year
- Rebuilt PACOM cmbt comm/ASOC emplymt procs; tracked 24 comm sys/elim'd 18 LIMFACs--val'd dplymt rqmts
- Drove sim scenarios for coalition ex; 6 countries/430 players/850 msns--50% raise in joint intgr'n throughout EUCOM
- Led 32 man mentor tm at int'l cmd staff ex; 150 combined warfighters instructed/eval'd--3-star JFC HQ cert'd for cmbt
- Tackled CAS TTP dev for Army recon BDEs; 7 pers tm/104 tasks--incr'd tgt'g capes/est'd CSA employmentt directive

IV. WHOLE AIRMAN CONCEPT *(Not applicable if Airman receives referral evaluation based on comments or a "Met some but not all" rating in Section III.)*

1. **Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 2 lines)*
- Grad'd SEJPME II, Functional Mgr crs, Jt Ops Plng Crs & 3 MS ldrshp classes; mentored 24 Amn--built Jt force ldrs
- Emceed jt base's MSgt promotion celebration; dev'd script & prgm honoring 46 new SNCOs--lauded by 62 AW/CCC

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V. OVERALL PERFORMANCE ASSESSMENT *(Overall assessment of performance during rating period commensurate with Sections III-IV.)*

RATEE NAME: SPRETER, JAMES M.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

VI. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)*

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
JOSHUA A. CATES, Lt Col, USAF 5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	Director of Operations	20 Nov 2017
	SSN: 8519	SIGNATURE: CATES.JOSHUA.A.1187468341 Digitally signed by CATES.JOSHUA.A.1187468341 Date: 2017.11.20 16:49:05 -08'00'

VII. ADDITIONAL RATER'S COMMENTS *(Comments are optional unless required for Referral; if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

1. COMMENTS *(Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines)*

- Led $35M veh wpn sys upgrade; 12 Amn tm/25 comm sys xfers--streamlined install process/down time reduced 93%
- Crushed Add'l Duty 1st Sgt; spt'd Amn thru confinements/post-suicide/terminal illness/displaced vet--4 Amn retained

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
TRENT D. PATTERSON, Lt Col, USAF 5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	Commander	21 Nov 2017
	SSN: 8388	SIGNATURE: PATTERSON.TRENT.D.1027025486 Digitally signed by PATTERSON.TRENT.D.1027025486 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=PATTERSON.TRENT.D.1027025486 Date: 2017.11.21 10:37:25 -08'00'

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS *(Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used".)* ☒ CONCUR ☐ NON-CONCUR

- Dev'd C2 construct for CJTF ex; fixed 7 flaws/$1.5M ntwk construct dev--drove new TTPs for PACOM's interop exs

1. FUTURE ROLES *(Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)*
1. Superintendent 2. MAJCOM Program Manager 3. ASOG Ops Superintendent

2. EDUCATION (as of closeout date)	3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date)	4. THIS IS A REFERRAL REPORT	5. QUALITY FORCE REVIEW *(Ratee's personnel record has been reviewed for quality force indicators during the reporting period)*
CCAF Conferred: YES PME Complete: YES	YES	NO	YES

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
TRENT D. PATTERSON, Lt Col, USAF 5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	Commander	21 Nov 2017
	SSN: 8388	SIGNATURE: PATTERSON.TRENT.D.1027025486 Digitally signed by PATTERSON.TRENT.D.1027025486 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=PATTERSON.TRENT.D.1027025486 Date: 2017.11.21 10:37:42 -08'00'

IX. FINAL EVALUATOR'S COMMENTS *(Limit text to 1 optional line, if not used state "This Section Not Used")* ☒ CONCUR ☐ NON-CONCUR

- My #1/148 MSgts; filled Sq Supt position 30 days, led 3 mentoring events/mgmt of 22 AFSCs--must promote now!

A. FINAL EVALUATOR POSITION: SENIOR RATER

B. SENIOR RATER STRATIFICATION: (This section restricted to Senior Rater only) Top 10% of MSgts

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
DAVID A. MINEAU, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	Commander	30 Nov 2017
	SSN: 0863	SIGNATURE: MINEAU.DAVID.A.1155049274 Digitally signed by MINEAU.DAVID.A.1155049274 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=MINEAU.DAVID.A.1155049274 Date: 2017.11.30 14:36:16 -09'00'

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

XI. REMARKS *(Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)*

Combat Air Force (CAF); Command, Control, Communications, Computers and Intelligence (C4I); European Command (EUCOM); Government Service (GS); Senior Enlisted Joint Professional Military Education (SEJPME)

XII. RATEE'S ACKNOWLEDGEMENT *I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).*

SIGNATURE: SPRETER.JAMES.MATTHEW.1238617363 Digitally signed by SPRETER.JAMES.MATTHEW.1238617363 Date: 2017.12.05 08:51:33 -07'00' DATE: 05 Dec 2017

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ENLISTED PERFORMANCE REPORT *(MSgt thru SMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. [redacted]	3. RANK	4. DAFSC
SPRETER, JAMES M.		MSgt	J1C471

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	MH0RFSBX	0R114

8. PERIOD OF REPORT *(DD Mmm YYYY)*	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Oct 2015 Thru: 30 Sep 2016		291	ANNUAL

II. JOB DESCRIPTION

1. DUTY TITLE

Flight Chief, Bravo Flight

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Primary and Additional Duties)*

- Manages all aspects of training, equipping, and manning for 31 TACP Airmen/5 aligned cmbt UTCs valued at $13M
- Advises Army O-6 Commander & staff on CAS/airpower expertise for a Stryker brigade, 4 battalions, 4.5K Soldiers
- Support Superintendent; leads 39 members/7 AFSCs/2 flts--provides msn spt to 80 operators during 144 trng events
- Deployed Det Supt; led 5 TACP GSUs, Army 1-star advisor, directed primary JTAC support for 15K NATO troops

III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING *(Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)*

1. **Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource utilization** *(e.g. time) management, equipment, manpower and budget)***:** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the airman and their subordinates *(*collaboration*)*. **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates *(includes listening, reading, speaking, and writing skills)* in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 8 lines)*

- Led 18 deployed Amn; dir'd 230 hrs of CAS over southern Afghanistan--team eliminated 27 insurgents/3-star coined
- Thwarted attack on KAF; dir'd CAS iso 10K pers/28 hr engmt--Afghan Maj Gen rescued/thtr compromise prevented
- Initiated feedback for cmbt sys intgr'n; generated 36 jt emplymt debrief items--set talking points for CAF WEPTAC
- Guided flt Stan/Eval; conducted 2 evals/reviewed 15 for PACAF's largest program--maintained 100% msn rdy status
- Orchestrated flt trng plan; oversaw 9 JTAC/3 instructor upgrades--increased JTAC manning 18% and instructor 40%
- Led TACP in Ex GREEN FLAG-West; deployed 29 Amn iso brigade--CG recognized "best in last 12 unit rotations"
- Facilities lead for Kandahar Top 3; sourced MWR & PME centers for 1K Amn/led 13 events--improved access 10%
- COMACC lead for memorial redeployment; sourced return of 7 monuments--saved $10K/Gold Star families honored

IV. WHOLE AIRMAN CONCEPT *(Not applicable if Airman receives referral evaluation based on comments or a "Met some but not all" rating in Section III.)*

1. **Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(If block IV is used minimum 1 line, but limited to 2 lines.)*

- Completed bachelor's degree in Legal Studies; excelled in 21 course hrs--achieved 3.25 GPA/primed for grad school
- Drove sq prof dev seminar; organized flag ofcr enlisted advisor PME dev session--120 Amn gained exec ldr insight

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V. OVERALL PERFORMANCE ASSESSMENT (*Overall assessment of performance during rating period commensurate with sections III-IV)*

RATEE NAME: SPRETER, JAMES M.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

VI. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA sessions were completed, as required by AFI 36-2406)*

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION
SCOTT J. CHUCK, Capt, USAF
5th Air Support Operations Squadron (PACAF)
Joint Base Lewis-McChord WA

DUTY TITLE: Flight Commander
DATE: 11 Nov 2016
SSN: 3834
SIGNATURE: CHUCK.SCOTT.J.1020580522 Digitally signed by CHUCK.SCOTT.J.1020580522 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=CHUCK.SCOTT.J.1020580522 Date: 2016.11.11 10:54:04 -08'00'

VII. ADDITIONAL RATER'S COMMENTS
(Comments are optional unless required for Referral; if not used state "This Section Not Used")
☒ Concur ☐ Non-Concur

- CIV CAS investigation lead; directed 18 pers tm for 35 day POTUS level msn--authored 5 SECDEF directed actions
- Crushed Singapore Jt Advanced Ldrshp Crs; PACAF/CCC #1 nominee--host CSM & CMSAF coined/top 10% grad

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION
TRENT D. PATTERSON, Lt Col, USAF
5th Air Support Operations Squadron (PACAF)
Joint Base Lewis-McChord WA

DUTY TITLE: Commander
DATE: 15 Nov 2016
SSN: 8388
SIGNATURE: PATTERSON.TRENT.D.1[redacted] Digitally signed by PATTERSON.TRENT.D.[redacted] DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=PATTERSON.TRENT.D.[redacted] Date: 2016.11.15 17:29:49 -08'00'

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/ OTHER AUTHORIZED REVIEWER'S COMMENTS
(Comments are optional unless required for Referral; if not used state "This Section Not Used")
☒ Concur ☐ Non-Concur

- Gp SNCO OTY! Powerhouse flight chief & professional SNCO, "Warrior Leader"--selected as Spt Supt above peers

1. FUTURE ROLES (*Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)*
1. Operations Superintendent 2. MAJCOM Program Manager 3.

2. EDUCATION *(as-of closeout date)*		3. PROMOTION ELIGIBILITY *(meets TIG/TIS as-of closeout date)*	4. THIS IS A REFERRAL REPORT	5. QUALITY FORCE REVIEW *(Ratee's personnel record has been reviewed for quality force indicators during the reporting period)*
CCAF conferred	PME complete			
YES	YES	YES	NO	YES

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION
TRENT D. PATTERSON, Lt Col, USAF
5th Air Support Operations Squadron (PACAF)
Joint Base Lewis-McChord WA

DUTY TITLE: Commander
DATE: 16 Nov 2016
SSN: 8388
SIGNATURE: PATTERSON.TRENT.D.1[redacted] Digitally signed by PATTERSON.TRENT.D.[redacted] DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=PATTERSON.TRENT.D.[redacted] Date: 2016.11.16 09:26:17 -08'00'

IX. FINAL EVALUATOR'S COMMENTS
(Limit text to 1 optional line; if not used state "This Section Not Used")
☒ Concur ☐ Non-Concur

- My 14/162 MSgts! PACAFs Sijan Award winner '16; unparalleled combat-tested SNCO/ldr of Amn--must promote

1. PROMOTION RECOMMENDATION *(Completed by authorized reviewer only when member is promotion eligible on closeout date)*

A. FINAL EVALUATOR POSITION	B. SENIOR RATER STRATIFICATION: *(This section restricted to Senior Rater only)*
SENIOR RATER	Top 10% of MSgts

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION
DAVID A. MINEAU, Col, USAF
354th Fighter Wing (PACAF)
Eielson Air Force Base AK

DUTY TITLE: Commander
DATE: 21 Nov 2016
SSN: 0863
SIGNATURE: MINEAU.DAVID.A.1155049274 Digitally signed by MINEAU.DAVID.A.1155049274 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=MINEAU.DAVID.A.1155049274 Date: 2016.11.21 09:36:53 -09'00'

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION

DUTY TITLE:
DATE:
SSN:
SIGNATURE:

XI. REMARKS *(Only use this section to spell out uncommon acronyms)*
Close Air Support (CAS); Combat Air Forces (CAF); Commander Air Combat Command (COMACC); Command Sergent Major (CSM); Kandahar Air Field (KAF) Secretary of Defense (SECDEF); Tactical Air Control Party (TACP); Weapons and Tactics (WEPTAC)

XII. RATEE'S ACKNOWLEDGEMENT

I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).

SIGNATURE: SPRETER.JAMES.MATTHEW.1238617363 Digitally signed by SPRETER.JAMES.MATTHEW.1238617363 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=SPRETER.JAMES.MATTHEW.1238617363 Date: 2016.11.22 09:47:32 -08'00'
DATE: 22 Nov 2016

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ENLISTED PERFORMANCE REPORT *(MSgt thru SMSgt)*

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: Mandatory. 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

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. [redacted]	3. RANK	4. DAFSC
SPRETER, JAMES M.		MSgt	J1C471

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	MH0RFSBX	0R114

8. PERIOD OF REPORT *(DD Mmm YYYY)*	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 13 Jul 2014 Thru: 30 Sep 2015		345	ANNUAL

II. JOB DESCRIPTION

1. DUTY TITLE

Flight Chief, Bravo Flight

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Primary and Additional Duties)*

- Manages all aspects of training, equipping, and manning for 31 TACP Amn, 5 aligned cmbt UTCs worth over $13M
- Advises Army O-6 Commander & staff on CAS/airpower expertise for 1 Stryker Brigade/4 Battalions, 4.5K Soldiers
- Maintains combat readiness as JTAC Instructor and Evaluator; trains/supervises 75 officer/enlisted TACP members
- TAAC-S Detachment NCOIC; supervises 10 deployed pers iso 5 coalition units w/JTAC spt and Weather coverage

III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING *(Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)*

1. **Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource utilization** *(e.g. time) management, equipment, manpower and budget)***:** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the airman and their subordinates *(*collaboration*)*. **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates *(includes listening, reading, speaking, and writing skills)* in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Met all, exceeded some expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(Minimum 1 line, but limited to 8 lines)*

- Deployed Det Superintendent; oversaw 19 KAF defense msns/26 hrs CAS spt--12K pers protected in fighting season
- Led 6 flt controllers for 1 wk Division exercise; executed 28 msns/23 flt hrs--JTACs 100% CMR for global msn spt
- Rebuilt flt trng syllabus; vectored 20 hrs academics/2 simulator msn process--JTACQC test avgs over 90%, 2x DGs
- Managed KAF TACP retrograde; drove equip realignment worth $1M--reduced AFCENT equipping costs by $10K
- Identified major error in theater aircraft allocation; realigned 14 hrs of CAS--enabled 30 crucial ORS kinetic strikes
- Led Div strike cell; authored tgting packages/established positive ID and pattern of life--neutralized 3 AAA/15 EKIA
- Resourced alt billeting at 3 TDY loc'ns; acquired discount rates for 50 trng events--saved sq O&M budget $11.5K/yr
- Consultant for TACP SKT revision; validated 3 subject areas--verified promotion testing material for 1,200 1C4 pers

IV. WHOLE AIRMAN CONCEPT *(Not applicable if Airman receives referral evaluation based on comments or a "Met some but not all" rating in Section III.)*

1. **Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence in All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Met all, exceeded some expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

2. COMMENTS *(If block IV is used minimum 1 line, but limited to 2 lines.)*

- Mentored 7 pers deployed tm; executed 180 JTARs/controlled 120 msns--230 hrs of air coverage for coalition units
- Facilitated jt ldrshp panel; coord'd logistics/brief for 3 E-9s in 90 min group session--50 Amn/Sldrs/Sailors mentored

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V. OVERALL PERFORMANCE ASSESSMENT (*Overall assessment of performance during rating period commensurate with sections III-IV)*

RATEE NAME: SPRETER, JAMES M.

Not-Rated	Met some but not all expectations	Met all expectations	Met all, exceeded some expectations	Exceed most, if not all expectations
☐	☐	☐	☐	☒

VI. RATER INFORMATION *(Signature signifies this is an unbiased assessment and all ACA sessions were completed, as required by AFI 36-2406)*

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
ALLISON K. MANDAS, Capt, USAF 5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	Flight Commander/ALO	23 Nov 2015

SSN	SIGNATURE
7815	MANDAS.ALLISON.K.1270100160 Digitally signed by MANDAS.ALLISON.K.1270100160 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=MANDAS.ALLISON.K.1270100160 Date: 2015.11.23 09:51:56 -08'00'

VII. ADDITIONAL RATER'S COMMENTS
(Comments are optional unless required for Referral; if not used state "This Section Not Used")

☒ Concur ☐ Non-Concur

- Directed Div TACP equip revitalization; repurposed $120K neglected C2 gear--7 wpn systems returned to cmbt rdy
- Assembled 6-mbr SME tm for frat mitigation prgm testing; led 3 hr tool dev session--new equip test rdy 6 mos early

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
FRANCIS J. SCOLARO, Lt Col, USAF 5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	Commander	23 Nov 2015

SSN	SIGNATURE
8820	SCOLARO.FRANCIS.J.1007197116 Digitally signed by SCOLARO.FRANCIS.J.1007197116 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=SCOLARO.FRANCIS.J.1007197116 Date: 2015.11.23 16:08:48 -08'00'

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/ OTHER AUTHORIZED REVIEWER'S COMMENTS
(Comments are optional unless required for Referral; if not used state "This Section Not Used")

☒ Concur ☐ Non-Concur

- Peer leader; member KAF Top 3 & 451 AEG CFC rep w/100% contact, 876 Amn--504 EASOG SNCO 3d Qtr 2015

1. FUTURE ROLES (*Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)*

1. Flight Chief 2. Sq Operations Superintendent 3. MAJCOM Program Manager

2. EDUCATION *(as-of closeout date)*		3. PROMOTION ELIGIBILITY *(meets TIG/TIS as-of closeout date)*	4. THIS IS A REFERRAL REPORT	5. QUALITY FORCE REVIEW *(Ratee's personnel record has been reviewed for quality force indicators during the reporting period)*
CCAF conferred	PME complete			
YES	YES	YES	NO	YES

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
FRANCIS J. SCOLARO, Lt Col, USAF 5th Air Support Operations Squadron (PACAF) Joint Base Lewis-McChord WA	Commander	23 Nov 2015

SSN	SIGNATURE
8820	SCOLARO.FRANCIS.J.1007197116 Digitally signed by SCOLARO.FRANCIS.J.1007197116 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=SCOLARO.FRANCIS.J.1007197116 Date: 2015.11.23 16:09:16 -08'00'

IX. FINAL EVALUATOR'S COMMENTS
(Limit text to 1 optional line; if not used state "This Section Not Used")

☒ Concur ☐ Non-Concur

- Exceptional supervisor; led 8 CAS exercises/instructed 24 Amn/170 controls/4 evaluations--must promote to SMSgt!

1. PROMOTION RECOMMENDATION *(Completed by authorized reviewer only when member is promotion eligible on closeout date)*

A. FINAL EVALUATOR POSITION	B. SENIOR RATER STRATIFICATION: *(This section restricted to Senior Rater only)*
DEPUTY EVALUATOR	

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
JAMES E. BOWEN, JR., Col, USAF 1st Air Support Operations Group (PACAF) Joint Base Lewis-McChord WA	Commander	23 Nov 2015

SSN	SIGNATURE
2067	BOWEN.JAMES.E.JR.1048430216 Digitally signed by BOWEN.JAMES.E.JR.1048430216 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=BOWEN.JAMES.E.JR.1048430216 Date: 2015.11.23 17:04:56 -08'00'

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR *(Indicate applicable review by marking the appropriate box)* ☐ FUNCTIONAL EXAMINER ☐ AIR FORCE ADVISOR

NAME, RANK, BRANCH OF SERVICE, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE

SSN	SIGNATURE

XI. REMARKS *(Only use this section to spell out uncommon acronyms)*

Train, Advise, Assist Command - South (TAAC-S); Operation RESOLUTE SUPPORT (ORS); Kandahar Airfield (KAF); Enemy Killed In Action (EKIA); Centers of Gravity (CoG); JTAC Qualification Course (JTACQC); Joint Tactical Air Strike Request (JTAR); US Air Forces Central Command (AFCENT); Specialty Knowledge Test (SKT)

XII. RATEE'S ACKNOWLEDGEMENT

I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363 Digitally signed by SPRETER.JAMES.MATTHEW.1238617363 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=SPRETER.JAMES.MATTHEW.1238617363 Date: 2015.11.24 09:11:46 +04'30'	24 Nov 2015

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ENLISTED PERFORMANCE REPORT *(MSgt thru CMSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	MSgt	1C471

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
1st Air Support Operations Group (PACAF) Joint Base Lewis-McChord, Washington	MH0RFJ83	0R114

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 13 Jul 2013 Thru: 12 Jul 2014	347	Annual

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
Chief Joint Terminal Attack Controller-Instructor	Joint Terminal Attack Controller-Evaluator (SEE)

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- Oversees grp Tactical Air Control Party (TACP) training program for 260 1C4s, 115+ JTACs, Inst, Evaluators
- Assists DO on all aspects of ops, deployment and contingency taskings for 3 squadrons located at 4 locations
- Advises senior Army commanders on the integration of joint air capabilities into combat plans and operations
- Deploys as special staff member with 1st Corps; integrates/employs airpower into ground commander's plan

III. PERFORMANCE ASSESSMENT

1. PRIMARY DUTIES

Consider Quality, Quantity, Timeliness, Technical Knowledge, Leading, Organizational Climate, Managing and Supervising *(Limit text to 4 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- USAF SME for CAS J-Pub overhaul; led review/vetted 149 inputs--proposed changes fortified jt CAS doctrine
- Led 5 CAS training TDYs; guided 20 training controls/administered 3 evals--group combat readiness now 90%
- Deployed to Japan for ex YS65; taught CAS/coord'd 200 virtual air strikes--bolstered US/Japanese partnership
- Fostered relationships w/Naval P-3 & EA-18 sqs; id'd local trng op--enhanced access to advanced EA training

2. STANDARDS: ENFORCEMENT AND PERSONAL ADHERENCE, CONDUCT, CHARACTER, MILITARY BEARING & CUSTOMS AND COURTESIES

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Supported community clean-up proj; found/reported illegal drug use area--received thanks from councilwoman
- Dedicated 20+ hours to AADD; constructed AADD Facebook page--bolstered access options to airmen in need

3. FITNESS (Maintains Air Force Physical Fitness Standards) *(For referrals, limit text to 1 line)*

[ ] Does Not Meet [X] Meets [ ] Exempt

4. RESOURCE MANAGEMENT AND DECISION MAKING

Consider Efficiency, Judgment, Setting and Meeting Goals *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Appointed team lead for TACP FTU working grp; managed $1.2M finance budget--steered course development
- Directed set up for POW/MIA 24 Hr Run Challenge; ran 15 miles w/first place team--fallen Amn remembered

5. TRAINING, EDUCATION, OFF-DUTY EDUCATION, PME, PROFESSIONAL ENHANCEMENT AND COMMUNICATION

Consider Providing, Supporting and Personal Growth *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Completed 6 credit hrs in military law & literature, 3.1 GPA--continuing to work towards Bachelor/Law deg
- Overhauled JTAC pre IQT; built 797 checklist & qualification prep tests--adopted by ACC for USAF wide use

6. LEADERSHIP/TEAM BUILDING/FOLLOWERSHIP/MENTORSHIP

Consider Team Accomplishments, Leveraging Personal Experiences and Community Support, Recognition/Reward for Others *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Led 6 man Op MOUNTAIN ROUNDUP tm; multi-ntn'l CAS ex/TTP exchange--built coalition interoperability
- Conducted remedial JTAC trng; dedicated 10 hrs exclusive instruction for mbr w/repeat failures--stud msn rdy

7. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations, Safety, Security & Human Relations *(Limit text to 2 lines)*

- Accomplished foreign airborne trng; integrated w/counterparts during TDY--awarded Dutch Parachutist Wings
- Outstanding Group JTAC-I; id'd 16 discreps during GSU inspection, recommended fixes--MSgt well deserved!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
NICOLE L. CAPOZZI, Maj, USAF 1st Air Support Operations Group (PACAF) Joint Base Lewis-McChord, Washington	Director of Operations	13 Aug 2014
	SSN: 3779	SIGNATURE: CAPOZZI.NICOLE.L.1010526520,

AF FORM 911, 20140101 PREVIOUS EDITIONS ARE OBSOLETE

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V. OVERALL PERFORMANCE ASSESSMENT Overall Performance During Reporting Period			RATEE NAME: SPRETER, JAMES M.		
ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 3 Feb 2014 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR ☐ NON-CONCUR

- Deployed to France for 70th D-Day; coord'd air movement & drop zone--successful French national memorial
- Inspected 3 sq JTAC training prgms; id'd 6 findings, proposed solutions--sq received "excellent" rating on UEI
- Guided 14 TACPs through JTAC upgrade; group WEPTAC rep; ASOG units prepared for war--MSgt spot on!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
JAMES E. BOWEN, JR., Col, USAF 1st Air Support Operations Group (PACAF) Joint Base Lewis-McChord, Washington	Commander	17 Aug 2014
	SSN: 2067	SIGNATURE: BOWEN.JAMES.E.JR.1048430216,

VII. REVIEWER'S COMMENTS *(Limit text to 3 lines)* X CONCUR ☐ NON-CONCUR

THIS SECTION NOT USED.

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
JAMES E. BOWEN, JR., Col, USAF 1st Air Support Operations Group (PACAF) Joint Base Lewis-McChord, Washington	Commander	17 Aug 2014
	SSN: 2067	SIGNATURE: BOWEN.JAMES.E.JR.1048430216,

VIII. FINAL EVALUATORS POSITION
- ☐ SENIOR RATER
- X SENIOR RATER'S DEPUTY
- ☐ INTERMEDIATE LEVEL
- ☐ LOWER LEVEL

IX. TIME-IN-GRADE ELIGIBLE
N/A for CMSgt or CMSgt Selectee
- ☐ N/A
- ☐ YES
- X NO

X. 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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

XI. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
JAMES E. BOWEN, JR., Col, USAF 1st Air Support Operations Group (PACAF) Joint Base Lewis-McChord, Washington	Commander	17 Aug 2014
	SSN: 2067	SIGNATURE: BOWEN.JAMES.E.JR.1048430216,

XII. RATEE'S ACKNOWLEDGEMENT

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. X Yes ☐ No

SIGNATURE SPRETER.JAMES.MATTHEW.1238617363 DATE 27 Oct 2014

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.
ROUNTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Usese apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.

AF FORM 911, 20140101 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	TSgt	J1C471

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	NJ1CFK03	1C771

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 31 Aug 2012 Thru: 12 Jul 2013	316	CRO

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
FLIGHT CHIEF	A FLIGHT NCOIC JTAC INSTRUCTOR COURSE MANAGER

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- Joint Terminal Attack Controller Instructor Course (JTACIC) Manager--executes five 3-week courses per year
- Instructs 20+ JTACIC students--manages class lessons, objectives, tests, simulations, and live field controls
- Maintains JTAC-I and Combat Mission Ready status--executes 120+ hrs/40+ live controls over 2 fld exercises
- Instructs 122 sim msns; teaches basic control procedures to 85 students--100% pass rate during live field trng

III. PERFORMANCE ASSESSMENT

1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills *(Limit text to 4 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Qualified in 86 lessons over 5 syllabi; gave 450+ hrs of platform instruction--graduated 775 jt/coalition studs
- Oversaw JTAC Instructor Course; coord'd w/5 fighter sqs, 120+ flying hrs/40+ CAS msns--cbt trn'd 27 instrs
- Authored 15 contested, degraded, ops limited scenarios; certified 20 JTAC-Is--standardized 13 ASOSs in CAF
- Controlled DZ for water parachute ops; safety for 12 jumpers, 45 personnel--rescue sq CSAR exercise success

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Managed WAPS testing pgm during prsnl transition; scheduled 10 mbrs--ensured proper sq NCO development
- Worked 3 hours at local, non-profit, community garage sale; moved boxes & staged items--raised $150 for org

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

[ ] Does Not Meet [X] Meets [ ] Exempt

4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*

Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Vol'd to instruct combative classes to deploying mbrs; 6 hrs of hand-to-hand combat to 5 prsnl--incr'd lethality
- Completed six semester hours in Gov't and Courts; 3.5 GPA--now has 16 hours towards Bachelors Law degree

5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Managed bldg issues; 30 work orders in 3-mos, fixed severe bat infestation--ensured 6CTS/57OG msn success
- Lead JTAC-I for satellite instr program; instructed 35 hrs/5 JTAC-Is--incr'd off-site instr capes, cut TDY costs

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

- Assisted w/LV Police obstacle crs; taught medical techniques, 10 officers--strengthened AF-community bonds
- Exceptional leader & top-notch NCO! 6 CTS NCOY '12 and an excellent teacher--promotion well deserved!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
RAYMOND J. KILROY, Capt, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Flight Commander	16 Jul 2013
	SSN: 8550	SIGNATURE: raymond.kilroy@afcent.af.mil,

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

Sheet: 67

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 20 Mar 13 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR NON-CONCUR

- Outstanding instr; taught jt firepower crs on mobile team, trained 90 jt studs--saved DOD $125K in TDY cost
- Saved woman from smoking vehicle; directed traffic for car accident--lauded for bravery: North Las Vegas PD
- Phenomenal warrior, leader & instructor! Recognized as best JTAC qual crs instructor--highest caliber NCO!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
DANIEL C. CLAYTON, Lt Col, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Commander	17 Jul 2013
	SSN: 3109	SIGNATURE: CLAYTON.DANIEL.CRAIG.1186624951

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
DANIEL C. CLAYTON, Lt Col, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Commander	17 Jul 2013
	SSN: 3109	SIGNATURE: CLAYTON.DANIEL.CRAIG.1186624951

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes No

SIGNATURE	DATE
CLAYTON.DANIEL.CRAIG.1186624951	17 Jul 2013

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Reports written by Colonels or civilians (GS-15 or higher, or Supervisory Pay Band 3), do not require an additional rater; however, endorsement by the rater's rater is permitted unless the report is written by a senior rater or the Chief Master Sergeant of the Air Force. When the rater's rater is not at least a MSgt or civilian (GS-07 or higher, or Supervisory Pay Band 1), the additional rater is the next official in the rating chain meeting grade requirements. An overall rating of 2 or negative comments require the EPR to be referred IAW AFI 36-2406. Rationale for any additional evaluator nonconcurring with an overall rating must be included. Section VIII Reviewer nonconcurrence must be included on an AF Form 77, Letter of Evaluation. If ratee is deployed, provide copy and feedback via e-mail/telecon.

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.

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	TSgt	J1C451

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada (AD)	NJ1CFK03	1C771

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 31 Aug 2011 Thru: 30 Aug 2012	366	Annual

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
CHIEF JOINT TERMINAL ATTACK CONTROLLER INSTRUCTOR (JTAC-I)	NCOIC A Flt

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- JTAC Qualification Course (JTACQC) Instructor; executes 10 four-week trng courses, produces 200+ JTACs
- Instructed 200+ JTACQC studs--managed class lessons, objectives, tests, simulations, and field exercise tasks
- Chief JTAC-I; ensures training/instr readiness for all JTACs on Nellis AFB, Fort Irwin, Fort Polk and Fort Sill
- Maintains JTAC-I & Combat Mission Ready status; manages 360 hrs of live controls during 10 field exercises

III. PERFORMANCE ASSESSMENT

1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills *(Limit text to 4 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Lead JTAC-I for five field ex's; instructed hands on CAS tactics to 40 studs--170 safe live controls executed
- Lead instructor 230 sim msns; procedural control standards reinforced--850+ live stud controls executed safely
- Chief course proctor for two JTACQC classes; responsible for all facets of stud progression--96% passing rate
- Trained 52 JTACQC studs during nine field events; 100% graduation rqmts met--perfect trng w/zero mishaps

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Taught JTAC skills to Nigerian CSAF; gave equipment and msn briefs--US TACP capability awareness raised
- Initiated streamlined procedures for instr upgrade; certified three instr in three courses--incr'd instr depth 50%

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

[ ] Does Not Meet [X] Meets [ ] Exempt

4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*

Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Completed CCAF; associate's in Information Systems Technology--met SNCO promotion rqmt ahead of peers
- Conducted two JTAC-I evals; enforced CC's directed prgm rqmts--incr'd unit operational effectiveness 30%

5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Instructed ground radio fundamentals to RED HORSE; drop zone communications incr'd--zero safety mishaps
- Educated eight Saudi FACs on TACP career field; demonstrated use of tactical equip--set foreign TACP std

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

- Created USAF Guard TACP augmentee program; utilized state TACP assets during FTX week--saved sq $10k
- Selected Instructor of the year; an innovative NCO who is the epitome of the profession of arms--promote now!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
CHRISTOPHER J. ASTRAUSKAS, TSgt, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Squadron Superintendent	7 Sep 2012
	SSN: 6206	SIGNATURE: ASTRAUSKAS.CHRISTOPHER.J.1085877042,

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 15 Jan 2012 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR NON-CONCUR

- Authored/installed new JTAC trng prgm; tracked 18, 57 OG UCI high emphasis item--zero discrepancies found
- Briefed 46 Congressional staffers; taught O-8 equivalents TACP msn/equipment--incr'd civic understanding/spt
- Unsurpassed instructor! Motivated warrior, constantly sets a high standard and goes beyond it--promote now!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
MATTHEW K. WILLIAMS, Maj, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Director of Operations	10 Sep 2012
	SSN: 9388	SIGNATURE: WILLIAMS.MATTHEW.K.1171672909,

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
STUART C. MARTIN, Lt Col, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Commander	11 Sep 2012
	SSN: 9156	SIGNATURE: MARTIN.STUART.C.1064501654

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes No

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363	11 Sep 2012

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Reports written by Colonels or civilians (GS-15 or higher, or Supervisory Pay Band 3), do not require an additional rater; however, endorsement by the rater's rater is permitted unless the report is written by a senior rater or the Chief Master Sergeant of the Air Force. When the rater's rater is not at least a MSgt or civilian (GS-07 or higher, or Supervisory Pay Band 1), the additional rater is the next official in the rating chain meeting grade requirements. An overall rating of 2 or negative comments require the EPR to be referred IAW AFI 36-2406. Rationale for any additional evaluator nonconcurring with an overall rating must be included. Section VIII Reviewer nonconcurrence must be included on an AF Form 77, Letter of Evaluation. If ratee is deployed, provide copy and feedback via e-mail/telecon.

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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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	TSgt	J1C451

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada (AD)	NJ1CFK03	1C771

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 31 Aug 2010 Thru: 30 Aug 2011	365	Annual

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
Joint Terminal Attack Controller Instructor (JTAC-I)	Chief JTAC-I Assistant NCOIC Training

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- JTAC Qualification Course (JTACQC) Instructor; executes 10 four-week trng courses, produces 200+ JTACs
- Instructed 200+ JTACQC studs--managed class lessons, objectives, tests, simulations, and field exercise tasks
- Chief JTAC-I; ensures training/instr readiness for all JTACs on Nellis AFB, Fort Irwin, Fort Polk and Fort Sill
- Maintains JTAC-I & Combat Mission Ready status; manages 360 hrs of live controls during 10 field exercises

III. PERFORMANCE ASSESSMENT

1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills *(Limit text to 4 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Chief crs proctor for two JTACQC classes; responsible for all facets of student progression--96% passing rate
- Lead instructor 230 sim msns; procedural control standards reinforced--850+ live stud controls executed safely
- Authored new sq std for instr upgrades/training; JFCOM benchmark program--two sq ALO's OCO deployed
- Co-authored new operating instruction; established class proctor responsibilities--role model for sq standards

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Dedicated 10 hrs off duty instruction; bolstered stud core knowledge--three additional JTACs ready for OCO
- Superior teaching techniques; multiple excellent critiques from studs--methods benchmarked by instructor cadre

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

[ ] Does Not Meet [X] Meets [ ] Exempt

4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*

Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Pursuing CCAF and associates degrees; accomplished nine credit hours holding a 3.4 GPA--CCAF complete
- Attended USAFWS academics; key player during guided seminar--raised stud awareness on adv'd CAS tactics

5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Integral team mbr to $1.5K renovation of USAF bldg; streamlined C2--quantum leap in trng for 150+ JTACs
- Led volunteer drive; collected 100+ lbs of clothing--assisted living home for mentally handicapped met quota

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

- Lead JTAC-I for five field ex's; instructed hands on CAS tactics to 40 studs--170 live controls executed safely
- Superior instructor and NCO who consistently operates above standards; absolutely promote ahead of peers!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
CHRISTOPHER J. ASTRAUSKAS, MSgt, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	OPERATIONS SUPERINTENDENT	29 Sep 2011
	SSN: 6206	SIGNATURE: ASTRAUSKAS.CHRISTOPHER.J.1085877042,

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 15 Feb 2011 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR ☐ NON-CONCUR

- Mentored 70 teens; spoke at AK Military Youth Academy--recognized by AK Congresman on state house floor
- Sq focal point for JFCOM accreditation; ensured academic compliance with DoD regulation--excellent rating
- Superb NCO; sustained excellence/expert instructor--rdy for group/wing level leadership role, promote ASAP!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
STUART C. MARTIN, Lt Col, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Commander	29 Sep 2011
	SSN: 9156	SIGNATURE: MARTIN.STUART.C.1064501654

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
STUART C. MARTIN, Lt Col, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Commander	29 Sep 2011
	SSN: 9156	SIGNATURE: MARTIN.STUART.C.1064501654

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes ☐ No

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363,	29 Sep 2011

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Reports written by Colonels or civilians (GS-15 or higher, or Supervisory Pay Band 3), do not require an additional rater; however, endorsement by the rater's rater is permitted unless the report is written by a senior rater or the Chief Master Sergeant of the Air Force. When the rater's rater is not at least a MSgt or civilian (GS-07 or higher, or Supervisory Pay Band 1), the additional rater is the next official in the rating chain meeting grade requirements. An overall rating of 2 or negative comments require the EPR to be referred IAW AFI 36-2406. Rationale for any additional evaluator nonconcurring with an overall rating must be included. Section VIII Reviewer nonconcurrence must be included on an AF Form 77, Letter of Evaluation. If ratee is deployed, provide copy and feedback via e-mail/telecon.

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.

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	TSgt	J1C451

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada (AD)	NJ1CFK03	1C771

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 31 Aug 2009 Thru: 30 Aug 2010	355	Annual

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
Joint Terminal Attack Controller Instructor (JTAC-I)	Unit Deployment Manager, Assistant Parachute Operations NCO

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- JTAC Qualification Course (JTACQC) Instructor; executes 10 four-week trng courses, produces 200+ JTACs
- Instructed 200+ JTACQC studs--managed class lessons, objectives, tests, simulations, and field exercise tasks
- NCOIC of Sq Training--managed instructor upgrade & unit deployment schedule/training for 30 AF personnel
- Maintains JTAC-I & Combat Mission Ready status; manages 360 hrs of live controls during 10 field exercises

III. PERFORMANCE ASSESSMENT

1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills *(Limit text to 4 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Lead instr of eight JTACQC classes; taught 30 hrs to 186 studs during 10 JTACQC sessions--92% passing rate
- Engineered Close Air Support (CAS) logs; tracked controls/trng--infused critical data into student trng records
- Instructed 160 sim msns; taught basic control procedures to 90 students--led to 720+ safe live controls in field
- Led JTAC 3-3 Ch11 rewrite; modernized night CAS trng and tactics--new procedures implemented CAF wide

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Devoted 10 personal hrs to remedial stud trng; brought all up to par--three additional JTACs certified for CAF
- Superior professionalism/dedication; lauded by studs in multiple crs--set a new std adopted by all 6CTS instrs

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

☐ Does Not Meet ☒ Meets ☐ Exempt

4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*

Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Executed 38 proficiency controls/master task list; "Q1" on no-notice msn eval--msn rdy JTAC for next 18 mths
- Completed six credit hrs toward CCAF/Bachelor degree; Legal Studies major--maintained 3.5 grade point avg

5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Handpicked for US Army Jt Firepower Crs mobile trng tm; fostered jt integration to 65+ personnel--97% pass
- Revamped four JTACQC classes, implemented new courseware & JP 3-09.3--183 students trained to new stds

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

- Lead JTAC-I for seven field ex's; taught CAS tactics to 60 studs--supervised the execution of 220 safe controls
- Unparalleled dedication to msn with performance commensurate to that of the SNCO level; promote first time!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
CHRISTOPHER J. ASTRAUSKAS, TSgt, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	NCOIC	27 Sep 2010
	SSN: 6206	SIGNATURE: ASTRAUSKAS.CHRISTOPHER.J.1085877042

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 27 Oct 2009 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR ☐ NON-CONCUR

- Briefed 31 congressional staff mbrs; portrayed positive image--electrified high level of govt's view of JTACs
- Stellar Sq Trng NCOIC! Solved major record availability problem--stud trng records now available post grad
- Unstoppable NCO and leader; 57OG Instructor of Qtr 2 CY10; future Flt/NCOIC a certainty; promote soonest!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
TODD A. DURHAM, Capt, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Flight Commander	27 Sep 2010
	SSN: 3853	SIGNATURE: DURHAM.TODD.ANTHONY.1244115183

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER ☐ CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
MONTY A. HOSTETLER, Lt Col, USAF 6th Combat Training Squadron (ACC) Nellis Air Force Base, Nevada	Commander	28 Sep 2010
	SSN: 4102	SIGNATURE: HOSTETLER.MONTY.A.1023376381

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes ☐ No

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363,	28 Sep 2010

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Reports written by Colonels or civilians (GS-15 or higher, or Supervisory Pay Band 3), do not require an additional rater; however, endorsement by the rater's rater is permitted unless the report is written by a senior rater or the Chief Master Sergeant of the Air Force. When the rater's rater is not at least a MSgt or civilian (GS-07 or higher, or Supervisory Pay Band 1), the additional rater is the next official in the rating chain meeting grade requirements. An overall rating of 2 or negative comments require the EPR to be referred IAW AFI 36-2406. Rationale for any additional evaluator nonconcurring with an overall rating must be included. Section VIII Reviewer nonconcurrence must be included on an AF Form 77, Letter of Evaluation. If ratee is deployed, provide copy and feedback via e-mail/telecon.

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.

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

Sheet: 74

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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	SSgt	J1C451

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina (AD)	PV1CFQLV	1C44D

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 23 Nov 2008 Thru: 30 Aug 2009	281	CRO

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
JOINT TERMINAL ATTACK CONTROLLER (JTAC)	Standardization Eval Examiner (SEE), JTAC-Instructor

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- Maintains Joint Terminal Attack Controller (JTAC) combat mission-ready status; operates tactical equipment
- Responsible for setup of tactical communications and equipment and operating AN/MRC-144 weapon systems
- Advises and assists ground commander and staff with close air support (CAS) integration, planning/requests
- Controls CAS and reconnaissance missions in support of Army ground commander's scheme of maneuver

III. PERFORMANCE ASSESSMENT

1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills *(Limit text to 4 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Awarded SEE upgrade; conducted two JTAC initial evals--qualified two JTACs/increased Sq's combat power
- Organized 2-week Sq predeployment trng; secured instructors & materiel--deployed 32 TACPs OIF/OEF ready
- Performed JTAC-I duties during CAS TDY; instructed CAS TTPs--readied four TACPs for initial JTAC evals
- Directed six CAS labs; taught airspace deconfliction/asset employment techniques--prepared 10 for JTACQC

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Team leader Sq Adopt-a-Highway program; removed 90 lbs of debris--beautified local highway & community
- Supported fight against Cancer; participated in Leukemia 5K fun run--raised $1K and awareness for research

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

☐ Does Not Meet ☒ Meets ☐ Exempt

4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*

Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Certified as operator SAFIRE thermal imaging device; trnd personnel on SAFIRE ops--increased Sq lethality
- Conducted Precision Strike Software course; taught 11 1C4's targeting techniques--enhanced OEF deployment

5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)*

☐ Does Not Meet ☐ Meets ☐ Above Average ☒ Clearly Exceeds

- Trained USN Spec Boat team; conducted 5-day TACP CASS/Falcon View class--fostered jnt trng relationships
- Increased Sq CAS simulator operators; trnd two JTAC's on simulator ops--maintained 43 Sq JTAC currencies

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

- Managed Sq combatives pgm; secured two instructor crse slots--saved Sq $1K/trnd two combatives instructors
- Proactive NCO and technically savvy JTAC; unparalleled commitment to Airmen/success of unit--promote!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
BRYAN R. MANCHESTER, MSgt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Chief	19 Nov 2009
	SSN: 5967	SIGNATURE: MANCHESTER.BRYAN.R.1161455233,

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 25 May 2009 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR NON-CONCUR

- Revamped Weapons and Tactics section; updated maps/acquired equip--multiplied Sq's CAS capabilities 10%
- Oversaw CAS simulator Arcnet upgrade; allowed realistic realtime interaction between ASOS and flying units
- Leads from the front; highly respected leader and valued member of squadron--selection to TSgt well earned!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
FRANK A. BIANCARDI, Capt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Commander	20 Nov 2009
	SSN: 3985	SIGNATURE: BIANCARDI.FRANK.A.II.1010698916,

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
ANTHONY D. ABERNATHY, Lt Col, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Commander	27 Nov 2009
	SSN	SIGNATURE: ABERNATHY.ANTHONY.D.1185630656,

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes No

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363,	30 Nov 2009

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Reports written by Colonels or civilians (GS-15 or higher, or Supervisory Pay Band 3), do not require an additional rater; however, endorsement by the rater's rater is permitted unless the report is written by a senior rater or the Chief Master Sergeant of the Air Force. When the rater's rater is not at least a MSgt or civilian (GS-07 or higher, or Supervisory Pay Band 1), the additional rater is the next official in the rating chain meeting grade requirements. An overall rating of 2 or negative comments require the EPR to be referred IAW AFI 36-2406. Rationale for any additional evaluator nonconcurring with an overall rating must be included. Section VIII Reviewer nonconcurrence must be included on an AF Form 77, Letter of Evaluation. If ratee is deployed, provide copy and feedback via e-mail/telecon.

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.

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

Sheet: 76

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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	SSgt	J1C451

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina (AD)	PV1CFQLV	1C44D

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 23 Nov 2007 Thru: 22 Nov 2008	366	Annual

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
Joint Terminal Attack Controller	Squadron COMSEC Officer and Anti-terrorism/Force Protection Representative

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES *(Limit text to 4 lines)*

- Maintains Joint Terminal Attack Controller (JTAC) combat mission-ready status; operates tactical equipment
- Responsible for setup of tactical communications and equipment and operating AN/MRC-144 weapon systems
- Advises and assists ground commander and staff with close air support (CAS) integration, planning/requests
- Controls CAS and reconnaissance missions in support of Army ground commander's scheme of maneuver

III. PERFORMANCE ASSESSMENT

1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills *(Limit text to 4 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Primary JTAC during naval exercise in San Diego; controlled 10 F-18/HH-60 sorties; ensured fleet msn ready
- Flight lead during Sq equipment inventory; inventoried $7M of comm assets; Sq postured for changing AF msn
- Revamped unit's COMSEC account; updated checklists/acquired three safes; 100% accountability of all items
- Created 5 CAS training scenarios at Avon Park, FL; directed 15 A-10 sorties; scenarios lauded by 104 FS/CC

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Tactics expert--executed close quarters battle class; taught building clearing skills; expanded skills of 15 Amn
- Community minded; diligently prepared meals for less fortunate at local church; provided meals to 20+ people

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

[ ] Does Not Meet [X] Meets [ ] Exempt

4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*

Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Knowledgeable/experienced JTAC; earned JTAC-Instructor upgrade; trained/readied eight Amn for JTAC eval
- Completed algebra course through American Military Univ; awarded three credit hours towards CCAF degree

5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)*

[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Primary instructor for Sq's combative program--instructed 10 classes; self defense skills increase survivability
- Advanced Urban Combat Course instructor; held small arms class; taught weapons fundamentals to 22 Airmen

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

- Wrote AF quick reference guide for TACP CAS System; provided detailed information to users--boosted trng
- Superb dedication/drive towards mission success; ready for JTAC stan/eval evaluator upgrade--promote now!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
BRYAN R. MANCHESTER, MSgt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Chief	28 Jul 2009
	SSN: 5967	SIGNATURE: MANCHESTER.BRYAN.R.1161455233,

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 13 Mar 08 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR ☐ NON-CONCUR

- Detailed planner; provided USAF/German JTAC ops guidelines during JRTC 08-09; ensured exercise success
- Articulate--briefed JTAC capes/functions at Pentagon conf--informed/educated high level DoD decisionmakers
- Lead for Ft. Indian Town Gap CAS TDY; planned/executed trng; instructed four JTACs--promote to TSgt now!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
FRANK A. BIANCARDI, Capt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Commander	28 Jul 2009
	SSN: 3985	SIGNATURE: BIANCARDI.FRANK.A.II.1010698916

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
KEITH E. BRYZA, Lt Col, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Commander	29 Jul 2009
	SSN: 7987	SIGNATURE: BRYZA.KEITH.E.1124332326

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes ☐ No

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363,	29 Jul 2009

INSTRUCTIONS

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ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	SSgt	J1C451

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina (AD)	PV1CFQLV	1C44D

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 23 Nov 2007 Thru: 22 Nov 2008	366	Annual

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1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
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- Controls CAS and reconnaissance missions in support of Army ground commander's scheme of maneuver

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1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*

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[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

- Primary JTAC during naval exercise in San Diego; controlled 10 F-18/HH-60 sorties; ensured fleet msn ready
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[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

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- Community minded; diligently prepared meals for less fortunate at local church; provided meals to 20+ people

3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*

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5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*

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[ ] Does Not Meet [ ] Meets [ ] Above Average [X] Clearly Exceeds

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- Advanced Urban Combat Course instructor; held small arms class; taught weapons fundamentals to 22 Airmen

6. OTHER COMMENTS

Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations *(Limit text to 2 lines)*

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- Superb dedication/drive towards mission success; ready for JTAC stan/eval evaluator upgrade--promote now!

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
BRYAN R. MANCHESTER, MSgt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Chief	28 Jul 2009
	SSN: 5967	SIGNATURE: MANCHESTER.BRYAN.R.1161455233,

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE

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Sheet: 79

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V. OVERALL PERFORMANCE ASSESSMENT
Overall Performance During Reporting Period

RATEE NAME: SPRETER, JAMES M.

ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT					X
ADDITIONAL RATER'S ASSESSMENT					X

Last feedback was performed on: 13 Mar 08 If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)* X CONCUR ☐ NON-CONCUR

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- Articulate--briefed JTAC capes/functions at Pentagon conf--informed/educated high level DoD decisionmakers
- Lead for Ft. Indian Town Gap CAS TDY; planned/executed trng; instructed four JTACs--promote to TSgt now!

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
FRANK A. BIANCARDI, Capt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Commander	28 Jul 2009
	SSN: 3985	SIGNATURE: BIANCARDI.FRANK.A.II.1010698916

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 AND LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER X CONCUR ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE	DATE
KEITH E. BRYZA, Lt Col, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Commander	29 Jul 2009
	SSN: 7987	SIGNATURE: BRYZA.KEITH.E.1124332326

IX. RATEE'S ACKNOWLEDGEMENT

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. X Yes ☐ No

SIGNATURE	DATE
SPRETER.JAMES.MATTHEW.1238617363,	29 Jul 2009

INSTRUCTIONS

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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.

AF FORM 910, 20080618 PREVIOUS EDITIONS ARE OBSOLETE **PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.**

Sheet: 80

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ENLISTED PERFORMANCE REPORT *(AB thru TSGT)*

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES, M.	[redacted]	SSGT	J1C451

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	PV1CFQLV	1C440

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 23 Nov 2006 Thru: 22 Nov 2007	365	Annual

II. JOB DESCRIPTION

1. DUTY TITLE

JOINT TERMINAL ATTACK CONTROLLER (JTAC)

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES

Plans, coordinates, controls and directs Close Air Support (CAS), air reconnaissance and aerial resupply missions in support of ground maneuver units. Advises the Army ground commander on the capabilities, missions and weapons effects of all USAF, USN and USMC aircraft. Organizes Army artillery, mortars and attack helicopters for integrated Joint Air Attack Team (JAAT) missions to support the battle plan. Coordinates with Army fire support agencies for target marking and suppression of enemy air defenses. Experienced with air and ground maps and navigation techniques. Operates mobile radio communications systems equipment valued in excess of $300K; supervises a Tactical Air Control Party (TACP). Performs hazardous parachute operations. ADDITIONAL DUTIES: Primary Battery Monitor, and Anti-Terrorism/Force Protection Representative.

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☐ Excellent performer. Consistently produces high quality work.	☒ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

☐ Does not have the basic knowledge necessary to perform duties.	☐ Has adequate technical knowledge to satisfactorily perform duties.	☐ Extensive knowledge of all primary duties and related positions.	☒ Excels in knowledge of all related positions. Masters all duties.

3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☐ Meets Air Force standards.	☐ Sets the example for others to follow.	☒ Exemplifies top military standards.

4. HOW IS RATEE'S CONDUCT ON/OFF DUTY? *(Consider financial responsibility, respect for authority, support for organizational activities, and maintenance of government facilities)*

☐ Unacceptable.	☐ Acceptable.	☐ Sets the example for others.	☒ Exemplifies the standard of conduct.

5. HOW WELL DOES RATEE SUPERVISE/LEAD? *(Consider how well member sets and enforces standards, displays initiative and self-confidence, provides guidance and feedback, and fosters teamwork)*

☐ Ineffective.	☐ Effective. Obtains satisfactory results.	☐ Highly effective.	☒ Exceptionally effective leader.

6. HOW WELL DOES RATEE COMPLY WITH INDIVIDUAL TRAINING REQUIREMENTS? *(Consider upgrade training, professional military education, proficiency/qualification, and contingency)*

☐ Does not comply with minimum training requirements.	☐ Complies with most training requirements.	☐ Complies with all training requirements.	☒ Consistently exceeds all training requirements.

7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☐ Organizes and expresses thoughts satisfactorily.	☐ Consistently able to organize and express ideas clearly and concisely.	☒ Highly skilled writer and communicator.

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Sheet: 81

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IV. PROMOTION RECOMMENDATION *(Compare this ratee with others of the same grade and AFS)*

RATEE NAME: SPRETER, JAMES, M.

RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED THIS TIME	CONSIDER	*READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒
ADDITIONAL RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒

V. RATER'S COMMENTS

- Combat proven leader--deployed 8 months in support of Operation ENDURING FREEDOM (OEF)--Warrior!
- Controlled 52 sorties for Operation ACHILLES--delivered lethal/armed reconnaissance in hotly contested area -- Ops reopened the Taliban held Sangin Valley, vital to local democracy--allowed safe freedom of movement
- Neutralized five enemy fighters with a hellfire missile during Operation SILICON--prevented convoy ambush
- Lead airspace ops manager--deconflicted 50 artillery missions, 30 rotary wing missions and 44 CAS sorties -- Furnished coalition forces timely/seamless combined arms fire support and ensured safety of flight for pilots
- Selflessly sprinted across treacherous terrain--saved Company Fire Support Officer from falling over a cliff
- Supplied critical communication link during recovery of downed CH-47--recovered seven coalition casualties
- Trained 94 Army Soldiers during six CAS-in-extremes classes--greatly enhanced battalion's combat lethality
- Spearheaded inventory/load-out of $1.5M in equipment for OEF deployment--ensured 100% accountability
- Hand-selected by squadron commander to host CNN reporter in OEF--promoted positive image of AF JTACs
- Assisted with distribution of over 500lbs in humanitarian aid to 70+ locals in Tora Bora--positive US image
- Superb leader; excelled at everything thrown at him during the most austere conditions--promote immediately

Last performance feedback was accomplished on: 05 Apr 2007 *(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
RYAN T. KNIGHT, MSgt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight NCOIC	22 Nov 2007
	SSN [redacted]	SIGNATURE

VI. ADDITIONAL RATER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

- Flawlessly executed 35 close air support missions while under direct fire in support of Operation SILVER -- Tracked and struck eight enemy with Predator during troops-in-contact (TIC)--bagged a high-ranking Taliban
- Deconflicted 51 CAS missions, 100+ artillery call-for-fires and 40+ helicopters over 2 week period covering an 18 kilometer radius--performed like a seasoned SNCO during some of the fiercest fighting seen since 2002
- Employed 4K pounds of bombs supporting TICs during Operation LASTAY KULANG--~30 enemy eliminated
- Unrivaled job knowledge for his grade; absolutely ready for more leadership opportunities--promote now!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JOSEPH W. HAGGERTY, Capt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Commander	22 Nov 2007
	SSN [redacted]	SIGNATURE

INSTRUCTIONS

Reports written by a senior rater or the Chief Master Sergeant of the Air Force (CMSAF) will not be endorsed.
Reports written by colonels or civilians (GS-15 or higher) do not require an additional rater; however, endorsement is permitted unless prohibited by the Instruction above.
When the rater's rater is not at least a MSgt or civilian (GS-07 or higher), the additional rater is the next official in the rating chain serving in the grade of MSgt or higher, or a civilian in the grade of GS-07 or higher.
When the final evaluator (rater or additional rater) is not an Air Force officer, enlisted, or DAF civilian, an Air Force advisor review is required.
All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

☒ CONCUR ☐ NONCONCUR *(Attach AF Form 77)* SIGNATURE

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JAN 0 3 2007

ENLISTED PERFORMANCE REPORT *(AB thru TSGT)*

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES, M.	[redacted]	SSGT	J1C451

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
14th Air Support Operations Squadron (ACC) Pope Air Force Base, NC	PV1CFQLV	1C440

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 23 Nov 2005 Thru: 22 Nov 2006	156	Annual

II. JOB DESCRIPTION

1. DUTY TITLE

JOINT TERMINAL ATTACK CONTROLLER (JTAC)

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES

Plans, coordinates, controls and directs Close Air Support (CAS), air reconnaissance and aerial resupply missions in support of ground maneuver units. Advises the Army ground commander on the capabilities, missions and weapons effects of all USAF, USN and USMC aircraft. Organizes Army artillery, mortars and attack helicopters for integrated Joint Air Attack Team (JAAT) missions to support the battle plan. Coordinates with Army fire support agencies for target marking and suppression of enemy air defenses. Experienced with air and ground maps and navigation techniques. Operates mobile radio communications systems equipment valued in excess of $300K; supervises a Tactical Air Control Party (TACP). Performs hazardous parachute operations. ADDITIONAL DUTIES: Primary Battery Monitor and Training Aid Support Center Representative.

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☐ Excellent performer. Consistently produces high quality work.	☒ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

☐ Does not have the basic knowledge necessary to perform duties.	☐ Has adequate technical knowledge to satisfactorily perform duties.	☐ Extensive knowledge of all primary duties and related positions.	☒ Excels in knowledge of all related positions. Masters all duties.

3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☐ Meets Air Force standards.	☐ Sets the example for others to follow.	☒ Exemplifies top military standards.

4. HOW IS RATEE'S CONDUCT ON/OFF DUTY? *(Consider financial responsibility, respect for authority, support for organizational activities, and maintenance of government facilities)*

☐ Unacceptable.	☐ Acceptable.	☐ Sets the example for others.	☒ Exemplifies the standard of conduct.

5. HOW WELL DOES RATEE SUPERVISE/LEAD? *(Consider how well member sets and enforces standards, displays initiative and self-confidence, provides guidance and feedback, and fosters teamwork)*

☐ Ineffective.	☐ Effective. Obtains satisfactory results.	☐ Highly effective.	☒ Exceptionally effective leader.

6. HOW WELL DOES RATEE COMPLY WITH INDIVIDUAL TRAINING REQUIREMENTS? *(Consider upgrade training, professional military education, proficiency/qualification, and contingency)*

☐ Does not comply with minimum training requirements.	☐ Complies with most training requirements.	☐ Complies with all training requirements.	☒ Consistently exceeds all training requirements.

7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☐ Organizes and expresses thoughts satisfactorily.	☒ Consistently able to organize and express ideas clearly and concisely.	☐ Highly skilled writer and communicator.

AF IMT 910, 20000601, V2 PREVIOUS EDITIONS ARE OBSOLETE. **FOR OFFICIAL USE ONLY** (When filled in)

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IV. PROMOTION RECOMMENDATION (Compare this ratee with others of the same grade and AFS)			RATEE NAME: SPRETER, JAMES, M.		
RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1	2	3	4	5 X
ADDITIONAL RATER'S RECOMMENDATION	1	2	3	4	5 X

V. RATER'S COMMENTS

- Superb NCO--always motivated/volunteered to enhance job knowledge, mentored and assist those in need
- Hand-picked by squadron superintendent to implement hazardous waste program--inventoried/organized $75K in mission-essential supplies in under two weeks--100% compliant during Unit Compliance Inspection (UCI)
- Executed 20 CAS controls in support of 56th Fighter Wing exercise--eight pilots trained on current procedures
- Meticulously identified and corrected 16 training records deficiencies--effort led to zero write-ups during UCI
- Expertly instructed 15 Airmen in four advance job knowledge classes--increased unit's combat effectiveness
- Led by example--continuously donated to charities all year--projected positive AF image in local community -- Selflessly gave $110 to three separate foundations and five boxes of cloths/toys to Pope AFB Airman's Attic
- Integrated CAS into six Army exercise evaluations--six new Platoon Leaders certified combat mission ready
- Trained six Airmen on USMC Combative program--improved individual survivability in hand-to-hand conflict
- Completed three credit hours toward CCAF--continuously pursuing associates degree in applied sciences
- Tireless volunteer--drives for Airmen Against Drunk Driving program--resulting in countless lives saved
- SSgt Spreter exhibits true leadership and job knowledge, upgrade to JTAC-Instructor and promote to TSgt now

Last performance feedback was accomplished on: 19 Sep 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
RYAN T. KNIGHT, MSgt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Brigade TACP NCOIC	22 Nov 2006
	SSN [redacted]	SIGNATURE

VI. ADDITIONAL RATER'S COMMENTS X CONCUR NONCONCUR

- Stellar performer--well above peers in job knowledge/leadership--exceeds all expectations of a SSgt JTAC
- Controlled 15 missions during pre-deployment spin-up of Maryland Air National Guard--injected real-world experiences from prior combat experience--10 pilots trained on current CAS tactics, techniques and procedures
- Supervised rail load of five vehicles/one conex--ensured seamless deployment in support of joint exercise
- Graduated arduous Special Forces Advanced Urban Combat Course--expanded knowledge for today's warfare
- Outstanding; continually proves himself capable of increased responsibility--promote to TSgt immediately!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
JOSEPH W. HAGGERTY, Capt, USAF 14th Air Support Operations Squadron (ACC) Pope Air Force Base, North Carolina	Flight Commander	22 Nov 2006
	SSN [redacted]	SIGNATURE

INSTRUCTIONS

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All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

X CONCUR	NONCONCUR *(Attach AF Form 77)*	SIGNATURE

AF IMT 910, 20000601, V2 ***(REVERSE)*** **FOR OFFICIAL USE ONLY** (When filled in)

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ENLISTED PERFORMANCE REPORT *(AB thru TSGT)*

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	SRA	1C451

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
4th Air Support Operations Squadron (4 ASOS), (USAFE), Mannheim Army Installation, Germany	PE0DFMD3	0DC32

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 23 Nov 2004 Thru: 22 Nov 2005	357	Annual

II. JOB DESCRIPTION

1. DUTY TITLE

Tactical Air Command And Control Apprentice

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES

Performs combat duties essential to European Air Support Operations Center (EUROASOC) and NATO Air Operations Coordination Center for effective command and control of offensive airpower and Tactical Air Control Parties (TACP). Performs field duty in support of V Corps and US Army Europe. Employs $250,000 MRC-144 weapons system and associated equipment. Maintains mission-ready and Joint Terminal Attack Controller (JTAC) qualification. Maintains mission-ready and Air Shaping Joint Terminal Attack Controller (ASJTAC) qualification. Coordinates, deconflicts, and integrates Army artillery and aviation with Close Air Support (CAS) missions in accordance with ground maneuver commander's needs. Coordinates and executes daily NATO CAS training missions. Serves as Fighter Duty Technician (FDT) controlling the Air Force Air Request Net (AFARN).

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☐ Excellent performer. Consistently produces high quality work.	☒ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

☐ Does not have the basic knowledge necessary to perform duties.	☐ Has adequate technical knowledge to satisfactorily perform duties.	☐ Extensive knowledge of all primary duties and related positions.	☒ Excels in knowledge of all related positions. Masters all duties.

3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☐ Meets Air Force standards.	☒ Sets the example for others to follow.	☐ Exemplifies top military standards.

4. HOW IS RATEE'S CONDUCT ON/OFF DUTY? *(Consider financial responsibility, respect for authority, support for organizational activities, and maintenance of government facilities)*

☐ Unacceptable.	☐ Acceptable.	☐ Sets the example for others.	☒ Exemplifies the standard of conduct.

5. HOW WELL DOES RATEE SUPERVISE/LEAD? *(Consider how well member sets and enforces standards, displays initiative and self-confidence, provides guidance and feedback, and fosters teamwork)*

☐ Ineffective.	☐ Effective. Obtains satisfactory results.	☒ Highly effective.	☐ Exceptionally effective leader.

6. HOW WELL DOES RATEE COMPLY WITH INDIVIDUAL TRAINING REQUIREMENTS? *(Consider upgrade training, professional military education, proficiency/qualification, and contingency)*

☐ Does not comply with minimum training requirements.	☐ Complies with most training requirements.	☐ Complies with all training requirements.	☒ Consistently exceeds all training requirements.

7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☐ Organizes and expresses thoughts satisfactorily.	☐ Consistently able to organize and express ideas clearly and concisely.	☒ Highly skilled writer and communicator.

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IV. PROMOTION RECOMMENDATION *(Compare this ratee with others of the same grade and AFS)*			RATEE NAME: SPRETER, JAMES M.		
RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒
ADDITIONAL RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒

V. RATER'S COMMENTS

- Deployed to Operation ENDURING FREEDOM (OEF) as ASJTAC, prosecuted requests for aircraft
- Sole JTAC selected to work with Other Coalition Forces (OCF); controlled various CAS assets during combat missions to inflict maximum enemy casualties; minimized friendly casualties and collateral damage
- Masterfully instructed Army personnel on capabilities and employment of CAS assets, instructed CAS procedures and weapons capabilities; raised knowledge level base of V Corps Fire Support Teams (FIST)
- Conceived and developed CAS smart pack, standardized tactics for OEF theater; increased overall efficiency
- Extensive skills of antenna theory and construction used to increase range of existing antennas in OEF, rebuilt and improved sites; increased theater wide line of sight (LOS) communications coverage by more than 15%
- First to utilize F-15 with sniper targeting pod, expertly identified both capabilities and limitations of system
- Spearheaded the EUROASOC move to joint operations center, coordinated with various agencies in order to accomplish the task; provided realistic training capabilities between Army V Corps and 16th AF organizations
- Volunteered off duty time to participate in an Alaskan Americorp challenge program, instructed basic navigation, survival skills, and First Aid; provided a positive role model to urban youth; immediate promotion!

Last performance feedback was accomplished on: 11 Nov 2005 *(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
DANIEL J. BARDELL, SSgt, USAF 4th Air Support Operations Squadron (USAFE) Mannheim Army Installation, Germany	Assistant Operations Flight NCOIC	21 Dec 05
	SSN 1052	SIGNATURE Daniel Bardell

VI. ADDITIONAL RATER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

- Sole USAF JTAC for Quick Reaction Force and Personal Security Detachment (PSD) team member for Afghanistan president in remote locations; provided safe environment to strengthen government credibility
- Invaluable subject matter expert of FDT and Rack and Stack during Exercise "VICTORY FOCUS", trained squadron personnel; increased flexibility and capability of unit's upcoming OEF deployment to Afghanistan
- Placed in top five percent at Joint Firepower course at Nellis AFB, AZ with an overall average of 94%
- Great Airman and leader! A valuable asset to any USAF organization; promote this great Airman immediately!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
ERIC J. LACOUTURE, Capt, USAF 4th Air Support Operations Squadron (USAFE) Mannheim Army Installation, Germany	Chief of Current Operations	21 Dec 05
	SSN [redacted]	SIGNATURE Eric J. Lacouture

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All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

☒ CONCUR	☐ NONCONCUR *(Attach AF Form 77)*	SIGNATURE Luke A. Grossman

AF IMT 910, 20000601, V2 ***(REVERSE)*** **FOR OFFICIAL USE ONLY** (When filled in)

Sheet: 86

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PDS UPDATED

ENLISTED PERFORMANCE REPORT *(AB thru TSGT)*

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	SRA	1C451

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
4th Air Support Operations Squadron (USAFE), Mannheim AIN, Germany	PE0DFMD3	0DC32

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 23 Nov 2003 Thru: 22 Nov 2004	272	Annual

II. JOB DESCRIPTION

1. DUTY TITLE

Tactical Air Command and Control Journeyman

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES

Performs combat duties essential to Air Support Operations Centers (ASOC) and NATO Air Operations Coordination Centers (AOCC) for effective command and control of theater offensive airpower and Tactical Air Control Parties. Serves as a Fighter Duty Technician (FDT) in the ASOC by controlling the Air Force Air Request Net, tracking the Battle Damage Assessment report, and managing the Rack and Stack spreadsheet. Performs field duty in support of V Corps and US Army Europe operations. Employs $250,000 MRC-144 tactical Ground Radio Communications-206 weapons system and associated equipment. Maintains Combat Mission-Ready qualification. Coordinates and executes daily NATO and USAFE Close Air Support training missions from both the European ASOC and deployed locations. ADDITIONAL DUTIES: Operations Flight Safety Representative, Technical Orders Monitor, Battery Monitor, and Hazardous Material Account Custodian

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☐ Excellent performer. Consistently produces high quality work.	☒ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

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3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☐ Meets Air Force standards.	☐ Sets the example for others to follow.	☒ Exemplifies top military standards.

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7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☐ Organizes and expresses thoughts satisfactorily.	☒ Consistently able to organize and express ideas clearly and concisely.	☐ Highly skilled writer and communicator.

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Sheet: 87

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IV. PROMOTION RECOMMENDATION *(Compare this ratee with others of the same grade and AFS)*			RATEE NAME: SPRETER, JAMES M.		
RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒
ADDITIONAL RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒

V. RATER'S COMMENTS

- Outstanding professional; assisted in writing new ASOC training syllabus; ensured useful combat application
- Valuable performer in NATO Exercise CLEAN HUNTER; trained five new airmen on AOCC FDT duties
- Concentrated effort improved peers' technical knowledge; updated currency of table training for four airmen
- Hand picked by 4 ASOG commander for V Corps homecoming parade; presented positive Air Force image
- Took pride in 4 ASOS facilities; utilized weekend to paint ASOC, creating a more professional environment
- Enthusiastic squadron representative; finished voluntary community run before most while encouraging others
- Displayed management skills; properly facilitated Safety, Technical Orders, Battery, and Hazmat accounts
- Took initiative: completed Air Force Tactical Communications Terminal (TACTER) training course
  -- First in group to communicate with TACTER via satellite radios; enabled faster communication with ASOC
- Assisted in digging drainage ditch for plumbing on subsidized housing; benefited Alaskan low income families
- Volunteered on two-day excursion; trained underprivileged youth in survival and orienteering techniques
  -- Helped South East Alaska Guidance Association to instill confidence and valuable life skills to juveniles
- Quality American; displayed characteristics and core values all airmen should possess; promote now

Last performance feedback was accomplished on: 20 Jun 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
MICHAEL S. GREEN, TSgt, USAF 4th Air Support Operations Squadron (USAFE) Mannheim Army Installation, Germany	Current Operations NCOIC	17 Dec 2004
	SSN [redacted]	SIGNATURE

VI. ADDITIONAL RATER'S COMMENTS ☒ CONCUR ☐ NONCONCUR

- Superior performer; trained six personnel for certification on European ASOC duties; increased unit readiness
- Represented 4 ASOS as aggressor in security forces field exercises; gained valuable base defense experience
- Dedicated time and effort to job knowledge training; first airman in flight to complete computer based training
  -- Used new knowledge to instruct peers on proper procedures, speeding up the learning process for 4 ASOS
- Delivered presents to wounded veterans for Operation WARM HEART; raised morale of suffering soldiers
- Proven technician; mastered tasks and met all challenges assigned to him; immediate promotion to Staff!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
TODD FRY, Capt, USAF 4th Air Support Operations Squadron (USAFE) Mannheim Army Installation, Germany	Current Operations Officer In Charge	17 Dec 2004
	SSN [redacted]	SIGNATURE

INSTRUCTIONS

Reports written by a senior rater or the Chief Master Sergeant of the Air Force (CMSAF) will not be endorsed.
Reports written by colonels or civilians (GS-15 or higher) do not require an additional rater; however, endorsement is permitted unless prohibited by the Instruction above.
When the rater's rater is not at least a MSgt or civilian (GS-07 or higher), the additional rater is the next official in the rating chain serving in the grade of MSgt or higher, or a civilian in the grade of GS-07 or higher.
When the final evaluator (rater or additional rater) is not an Air Force officer, enlisted, or DAF civilian, an Air Force advisor review is required.
All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

☒ CONCUR	☐ NONCONCUR *(Attach AF Form 77)*	SIGNATURE

AF IMT 910, 20000601, V2 ***(REVERSE)*** **FOR OFFICIAL USE ONLY** (When filled in)

Sheet: 88

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ENLI ED PERFORMANCE REPORT *(AB thru GT)* **PDS UPDATED**

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	A1C	1C431

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
4th Air Support Operations Squadron (USAFE), Mannheim AIN, Germany	PE0DFMD3	0DC32

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 23 Nov 2002 Thru: 22 Nov 2003	314	Annual

II. JOB DESCRIPTION

1. DUTY TITLE

Tactical Air Command and Control Apprentice

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES

Performs combat duties essential to Air Support Operations Centers (ASOC) and NATO Interim Combined Air Operations Centers (ICAOC) for effective command and control of theater offensive airpower and Tactical Air Control Parties (TACP). Serves as a Fighter Duty Technician (FDT), controlling the Air Force Air Request Net (AFARN). Performs field duty in support of V Corps and US Army Europe operations. Employs $250,000 MRC-144 tactical Ground Radio Communications-206 (GRC-206) weapons system and associated equipment. Maintains Mission-Ready qualification. Coordinates, deconflicts, and integrates Army artillery and aviation with Close Air Support (CAS) missions in accordance with ground commander's needs. Coordinates and executes daily NATO CAS training missions. ADDITIONAL DUTIES: 4th Expeditionary Air Support Operations Group (EASOG) mail clerk, COMSEC Manager, and MRC-144 weapon system manager

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☐ Excellent performer. Consistently produces high quality work.	☒ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

☐ Does not have the basic knowledge necessary to perform duties.	☐ Has adequate technical knowledge to satisfactorily perform duties.	☐ Extensive knowledge of all primary duties and related positions.	☒ Excels in knowledge of all related positions. Masters all duties.

3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☐ Meets Air Force standards.	☒ Sets the example for others to follow.	☐ Exemplifies top military standards.

4. HOW IS RATEE'S CONDUCT ON/OFF DUTY? *(Consider financial responsibility, respect for authority, support for organizational activities, and maintenance of government facilities)*

☐ Unacceptable.	☐ Acceptable.	☒ Sets the example for others.	☐ Exemplifies the standard of conduct.

5. HOW WELL DOES RATEE SUPERVISE/LEAD? *(Consider how well member sets and enforces standards, displays initiative and self-confidence, provides guidance and feedback, and fosters teamwork)*

☐ Ineffective.	☐ Effective. Obtains satisfactory results.	☒ Highly effective.	☐ Exceptionally effective leader.

6. HOW WELL DOES RATEE COMPLY WITH INDIVIDUAL TRAINING REQUIREMENTS? *(Consider upgrade training, professional military education, proficiency/qualification, and contingency)*

☐ Does not comply with minimum training requirements.	☐ Complies with most training requirements.	☐ Complies with all training requirements.	☒ Consistently exceeds all training requirements.

7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☐ Organizes and expresses thoughts satisfactorily.	☐ Consistently able to organize and express ideas clearly and concisely.	☒ Highly skilled writer and communicator.

AF FORM 910, 20000601 ***(IMT-V1)*** PREVIOUS EDITIONS ARE OBSOLETE. **FOR OFFICIAL USE ONLY** (When filled in)

Sheet: 89

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IV. PROMOTION RECOMMENDATION *(Compare this ratee with others of the same grade and AFS)*			RATEE NAME: SPRETER, JAMES M.		
RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒
ADDITIONAL RATER'S RECOMMENDATION	1 ☐	2 ☐	3 ☐	4 ☐	5 ☒

V. RATER'S COMMENTS

- Superior performance displayed during deployment to Operation Iraqi Freedom (OIF), Camp Virginia, Kuwait
  -- Demonstrated outstanding technical skills by erecting four Ultra High Frequency antennas; increased communication range 170 miles and enabled targets to be struck ahead of friendly forces...fratricide zero
- Superbly performed as Airspace Deconfliction Recorder; tracked over 600 mission check-in and tasking's
  -- Created check-in spreadsheet; provided better tracking and allocation of aircraft sorties to forward TACPs
- Performed mission essential tasks during ASOC transition in support of V CORPS in Kuwait for OIF
  -- Set up communications equipment at new ASOC location, providing continuous radio coverage for TACPs
- Worked as ASOC NCOIC; efforts provided communication, air coverage, and a liaison with forward TACPs
- Spearheaded MWR efforts for deployed personnel; successfully lobbied with services squadron on Camp Sathers for big screen TV/gym equipment for 4 EASOG's billets...greatly improved austere living conditions
- Positive USAF role model with distinguished community involvement; rallied Alaskan senators to save youth volunteer corps, recongnised by local paper and credited with saving the Alaskan Troubled Youth Program
- Shows outstanding potential; accomplishes tasks in proficient and timely manner... ready for promotion

Last performance feedback was accomplished on: 24 Aug 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
GREGORY D. CRAWFORD, SSgt, USAF 4th Air Support Operations Squadron (USAFE) Mannheim Army Installation, Germany	NCOIC, Air Operations	26 Nov 03
	SSN 0246	SIGNATURE

VI. ADDITIONAL RATER'S COMMENTS ☒ CONCUR ☐ ~~NONCONCUR~~

- Performed brilliantly during OIF; manned three individual positions during labor intensive portions of conflict
  -- Outstanding service; selflessly sacrificed downtime to acquire ammunition issue for all ASOC personnel
- Highly effective 1C4X1; single-handedly created area maps and smart packs for ETAC's providing CAS security for Secretary of Defense's initial visit to V Corps Headquarters, Baghdad; resulted in no incidents
- Selected as single mail-clerk for deployed 4 EASOG personnel; service helped improve overall unit morale
- Consistent hard-charger; produces quality work/minimal supervision; true team asset...ready for promotion

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
TODD D. FRY, Capt, USAF 4th Air Support Operations Squadron (USAFE) Mannheim Army Installation, Germany	Current Operations Flight Commander	08 Dec 03
	SSN [redacted]	SIGNATURE

INSTRUCTIONS

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Reports written by colonels or civilians (GS-15 or higher) do not require an additional rater; however, endorsement is permitted unless prohibited by the Instruction above.
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When the final evaluator (rater or additional rater) is not an Air Force officer, enlisted, or DAF civilian, an Air Force advisor review is required.
All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

☒ CONCUR ☐ NONCONCUR *(Attach AF Form 77)* SIGNATURE

AF FORM 910, 20000601 ***(REVERSE) (IMT-V1*** **FOR OFFICIAL USE ONLY** (When filled in)

Sheet: 90

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ENLISTED PERFORMANCE REPORT *(AB thru TSGT)*

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	AMN	1C431

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
20th Air Support Operations Squadron (ACC), Fort Drum AIN NY	MN1CF7L9	1C440

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 23 Nov 2001 Thru: 22 Nov 2002	267	Annual

II. JOB DESCRIPTION

1. DUTY TITLE
Tactical Air Command and Control Apprentice

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES
Assists Enlisted Terminal Air Controllers (ETACs) and Air Liaison Officers (ALOs) with planning and execution of Close Air Support (CAS) missions in support of the Army's 1st Brigade, 10th Mountain Division (Light Infantry). Uses global positioning system, infrared marking and targeting devices in the execution of CAS as part of a joint team in support of Army ground commander's scheme of fire and maneuver. Requests artillery fire missions to mark, suppress, neutralize, or destroy enemy targets. Operates, services, and maintains a $250,000 mobile radio communications (MRC-144) combat weapons system and associated combat support equipment. Applies antenna theory to establish and maintain the Air Force Air Request Nets and Tactical Air Control Party (TACP) command nets. Maintains mission ready status. Maintains US Army physical fitness standards. ADDITIONAL DUTIES: Flight Weapons Monitor

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☒ Excellent performer. Consistently produces high quality work.	☐ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

☐ Does not have the basic knowledge necessary to perform duties.	☐ Has adequate technical knowledge to satisfactorily perform duties.	☒ Extensive knowledge of all primary duties and related positions.	☐ Excels in knowledge of all related positions. Mastered all duties.

3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☒ Meets Air Force standards.	☐ Sets the example for others to follow.	☐ Exemplifies top military standards.

4. HOW IS RATEE'S CONDUCT ON/OFF DUTY? *(Consider financial responsibility, respect for authority, support for organizational activities, and maintenance of government facilities)*

☐ Unacceptable.	☒ Acceptable.	☐ Sets the example for others.	☐ Exemplifies the standard of conduct.

5. HOW WELL DOES RATEE SUPERVISE/LEAD? *(Consider how well member sets and enforces standards, displays initiative and self-confidence, provides guidance and feedback, and fosters teamwork)*

☐ Ineffective.	☐ Effective. Obtains satisfactory results.	☒ Highly effective.	☐ Exceptionally effective leader.

6. HOW WELL DOES RATEE COMPLY WITH INDIVIDUAL TRAINING REQUIREMENTS? *(Consider upgrade training, professional military education, proficiency/qualification, and contingency)*

☐ Does not comply with minimum training requirements.	☐ Complies with most training requirements.	☒ Complies with all training requirements.	☐ Consistently exceeds all training requirements.

7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☒ Organizes and expresses thoughts satisfactorily.	☐ Consistently able to organize and express ideas clearly and concisely.	☐ Highly skilled writer and communicator.

AF FORM 910, 20000601 *(EF-V2)* PREVIOUS EDITIONS ARE OBSOLETE. **FOR OFFICIAL USE ONLY** (When filled in)

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IV. PROMOTION RECOMMENDATION *(Compare this ratee with others of the same grade and AFS)* — RATEE NAME: SPRETER, JAMES

RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED AT THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1	2	3	X	5
ADDITIONAL RATER'S RECOMMENDATION	1	2	3	X	5

V. RATER'S COMMENTS

- Superior performance during squadron's deployment to "Joint Readiness Training Center Exercise 02-04"
  -- Demonstrated outstanding technical skills; displayed a thorough working knowledge of communication systems, resulting in a flawless link between command echelons, ensured 100% mission success rating
  -- Performed brilliantly during perimeter security/reconnaissance exercises; when in direct contact with an aggressive opposition infantry force, his diligent efforts led directly to a zero infiltration rate
- Self-motivated; always looking for new/challenging training opportunities designed to hone technical skills
- Successfully completed the rigorous US Army's Combat Lifesaver Course; acquired critical medical skills which significantly increased unit's ability to survive and successfully operate on today's fluent battlefield
- Strives for perfection; recently won squadron "Top Wheels" competition; personally recognized by CC
- Dedicated to flight's demanding CAS training; assisted in development of high intensity mission profiles
- Spearheaded squadron's "Designated Driver" program; since it's inception, zero alcohol related incidents
- Successfully completed the US Army's Unit Armorer School 02-03; vastly increased combat effectiveness
- Demonstrates high potential; accomplishes tasks in a proficient and timely manner; ready for promotion

Last performance feedback was accomplished on: 10 May 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
ROBERT Y. MURPHY, SSgt, USAF 20th Air Support Operations Squadron (ACC), Fort Drum AIN NY	Tactical Air Command and Control Journeyman	22 Nov 2002
	SSN [redacted]	SIGNATURE Robert Murphy

VI. ADDITIONAL RATER'S COMMENTS — X CONCUR — NONCONCUR

- Outstanding performance during "Mountain Peak 02-01"; direct efforts were key to overall mission success
  -- Invaluable communications link during movement to contact phase; skills crucial to urban CAS mission
  -- Efforts instrumental to battle management; essential data link between support and command elements
- Highly effective 1C4X1; demonstrated technical competence and extensive knowledge of both primary duties and field expedient antenna skills during annual stan/eval field examination; overall qualified rating
- Consistent hard-charger; superb initiative; produces quality work with minimal supervision; promote now

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
STEPHEN M. TADICH, MSgt, USAF 20th Air Support Operations Squadron (ACC), Fort Drum AIN NY	Flight Superintendent	22 Nov 2002
	SSN [redacted]	SIGNATURE

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All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

X	CONCUR	NONCONCUR *(Attach AF Form 77)*	SIGNATURE

AF FORM 910, 20000601 ***(REVERSE) (EF-V2)*** **FOR OFFICIAL USE ONLY** (When filled in)

Sheet: 92

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ENLISTED PERFORMANCE REPORT *(AB thru TSGT)*

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

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SPRETER, JAMES M.	[redacted]	A1C	1C431

5. ORGANIZATION, COMMAND, AND LOCATION	6a. PAS CODE	6b. SRID
20th Air Support Operations Squadron (ACC), Fort Drum AIN, NY	LK1CF7L9	1C440

7. PERIOD OF REPORT	8. NO. DAYS SUPERVISION	9. REASON FOR REPORT
From: 22 Mar 2000 Thru: 22 Nov 2001	404	Initial

II. JOB DESCRIPTION

1. DUTY TITLE

Tactical Air Command and Control Apprentice

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES

Assists enlisted terminal attack controllers (ETAC) with close air support (CAS) missions in support of the Army's 1st Battalion, 32nd Infantry Regiment, 1st Brigade (1Bde), 10th Mountain Division (Light Infantry). Assists air liason officers (ALO) on effective use of resources based on knowledge of air support assets, capabilities and limitations. Identifies targets and plans offensive air support missions. Requests artillery fire support to mark, suppress, neutralize, or destroy enemy targets. Selects and prepares bivouac sites. Operates and performs servicing of vehicles, radios, and field support equipment. Establishes and maintains vital air-to-ground communications with attack aircraft and other airborne platforms. Performs field duties as a tactical air control party (TACP) combat team member. Meets and maintains US Army physical fitness standards.

III. EVALUATION OF PERFORMANCE

1. HOW WELL DOES RATEE PERFORM ASSIGNED DUTIES? *(Consider quality, quantity, and timeliness of duties performed)*

☐ Inefficient. An unprofessional performer.	☐ Good performer. Performs routine duties satisfactorily.	☒ Excellent performer. Consistently produces high quality work.	☐ The exception. Absolutely superior in all areas.

2. HOW MUCH DOES RATEE KNOW ABOUT PRIMARY DUTIES? *(Consider whether ratee has technical expertise and is able to apply the knowledge)*

☐ Does not have the basic knowledge necessary to perform duties.	☐ Has adequate technical knowledge to satisfactorily perform duties.	☒ Extensive knowledge of all primary duties and related positions.	☐ Excels in knowledge of all related positions. Mastered all duties.

3. HOW WELL DOES RATEE COMPLY WITH STANDARDS? *(Consider dress and appearance, weight and fitness, customs, and courtesies)*

☐ Fails to meet minimum standards.	☐ Meets Air Force standards.	☒ Sets the example for others to follow.	☐ Exemplifies top military standards.

4. HOW IS RATEE'S CONDUCT ON/OFF DUTY? *(Consider financial responsibility, respect for authority, support for organizational activities, and maintenance of government facilities)*

☐ Unacceptable.	☒ Acceptable.	☐ Sets the example for others.	☐ Exemplifies the standard of conduct.

5. HOW WELL DOES RATEE SUPERVISE/LEAD? *(Consider how well member sets and enforces standards, displays initiative and self-confidence, provides guidance and feedback, and fosters teamwork)*

☐ Ineffective.	☐ Effective. Obtains satisfactory results.	☒ Highly effective.	☐ Exceptionally effective leader.

6. HOW WELL DOES RATEE COMPLY WITH INDIVIDUAL TRAINING REQUIREMENTS? *(Consider upgrade training, professional military education, proficiency/qualification, and contingency)*

☐ Does not comply with minimum training requirements.	☐ Complies with most training requirements.	☒ Complies with all training requirements.	☐ Consistently exceeds all training requirements.

7. HOW WELL DOES RATEE COMMUNICATE WITH OTHERS? *(Consider ratee's verbal and written skills)*

☐ Unable to express thoughts clearly. Lacks organization.	☐ Organizes and expresses thoughts satisfactorily.	☒ Consistently able to organize and express ideas clearly and concisely.	☐ Highly skilled writer and communicator.

AF FORM 910, 20000601 ***(EF-V2)*** PREVIOUS EDITIONS ARE OBSOLETE. **FOR OFFICIAL USE ONLY** (When filled in)

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IV. PROMOTION RECOMMENDATION *(Compare this ratee with others of the same grade and AFS)*				RATEE NAME: SPRETER, JAMES M.	
RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED AT THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
RATER'S RECOMMENDATION	1	2	3	X	5
ADDITIONAL RATER'S RECOMMENDATION	1	2	3	X	5

V. RATER'S COMMENTS

- Hard charger; great asset to the squadron; meets all expected standards in tasks and job performance
- Demonstrated initiative during local exercises conducting self famaliarization on new flight equipment
- Maintained superb communications during several Forward Operating Location exercises; insured mission succes as primary communication link between flight line and deployed air controllers
- Saved the squadron thousands of dollars by heading up a detail to safety wire an entire building's drop lights bestowing the safety of squadron personnel and elevating marks on safety inspections
- Dedicated worker; provided logistical support for deploying and re-deployment of squadron personnel -- Planned and executed transportation after duty hours and on weekends supporting squadron operations
- Gained headway on Career Development Course (CDCs) following delays in security clearance approval -- Completed CDCs at an outstanding rate; completed and prepared for final exam in less than 60 days
- Spearheaded efforts to assemble Brigade Tactical Operations Center in support of winter WARFIGHTER exercises; directly contributied to successful communications and mission coordination--total success
- Good performer among peers; consistantly produces quality work, ready for promotion to next grade

Last performance feedback was accomplished on: 10 Aug 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
JOHNNY B. STEMBRIDGE, SSgt, USAF 20th Air Support Operations Squadron (ACC) Fort Drum AIN NY	Flight NCOIC SSN [redacted] SIGNATURE [signature]	23 Nov 2001

VI. ADDITIONAL RATER'S COMMENTS X CONCUR ☐ NONCONCUR

- Good performer; very knowledgeable and a great flight asset; meets all training standards and currencies
- Distinguished community involvement; marched in local American Legion Veteran's Day Parade
- Outstanding service; pursued bus driver training in support of New York's Civil Air Patrol summer encampment to Fort Drum; directly impacted on training schedule time lines; complete success
- Superb willingness to learn demonstrated during local winter survival training exercises; combat ready
- Shows outstanding initiative and dedication to mission accomplishment; a true asset--ready for promotion

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	DUTY TITLE	DATE
DAVID B. ROYAL, Capt, USAF 20th Air Support Operations Squadron (ACC) Fort Drum AIN NY	Flight Commander SSN [redacted] SIGNATURE David B. Royal	23 Nov 2001

INSTRUCTIONS

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All evaluators enter only last four numbers of SSN.

VII. COMMANDER'S REVIEW

X CONCUR ☐ NONCONCUR *(Attach AF Form 77)* SIGNATURE Joseph C Snow

AF FORM 910, 20000601 *(REVERSE) (EF-V2)* **FOR OFFICIAL USE ONLY** (When filled in)

Sheet: 94

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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

(THIRD OAK LEAF CLUSTER)

TO

CHIEF MASTER SERGEANT JAMES M. SPRETER

FOR

MERITORIOUS SERVICE

5 August 2019 to 17 August 2021

ACCOMPLISHMENTS

Chief Master Sergeant James M. Spreter distinguished himself in the performance of outstanding service to the United States as Deputy Career Field Manager, Readiness and Training Division, Air Force Special Warfare Directorate, Deputy Chief of Staff for Operations, Headquarters Air Force from 5 August 2019 to 17 August 2021. During this time, Chief Spreter's leadership was essential to authoring and developing Air Force Special Warfare training requirements across the spectrum of service guidance publications, identifying and adjoining common skills while improving weapon system specific tasks. He revolutionized enlisted development capabilities utilizing an existing program of record designed for the officer corps. Working with contractors to update and improve the software, he built a database of four thousand one hundred Special Warfare Airmen and laid the foundation for future leadership crossflow across four Air Force specialties. Additionally, Chief Spreter led headquarters and subordinate staffs in developing a vehicle redistribution plan, resolving a functional vehicle deficit, saving seventeen million dollars, and providing combat mobility to four hundred twenty seven equipment packages. Finally, Sergeant Spreter excelled as the acting Tactical Air Control Party Career Field Manager, he aligned production and policy guidance to congressional requirements resulting in the development of operational fitness assessment standards for the seven Air Force special warfare career fields. The singularly distinctive accomplishments of Chief Spreter reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

2 May 2022

JAMES P. HUGHES
Col, USAF
Director of Air Force Special Warfare, HQ

HUGHES.JAMES.P.JR.1064467383
Special Order: G-069938 Condition: 6
PAS: HH13FV07 RDP: 18 May 2021

Sheet: 95

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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

(SECOND OAK LEAF CLUSTER)

TO

SENIOR MASTER SERGEANT JAMES M. SPRETER

FOR

MERITORIOUS SERVICE

16 JULY 2018 TO 16 JULY 2019

ACCOMPLISHMENTS

Senior Master Sergeant James M. Spreter distinguished himself in the performance of outstanding service to the United States while assigned to 604th Air Support Operations Squadron, 607th Air Support Operations Group, Seventh Air Force, Camp Humphreys, Republic of Korea. During this period, Sergeant Spreter served as the senior enlisted advisor responsible for training and equipping 64 Tactical Air Control Party members providing close air support and airpower integration for the Second Infantry Division. In this capacity, he leveraged 28 million dollars of infrastructure, vehicles, combat gear, and communications equipment to set the conditions for his Airmen to protect 51 million Korean civilians. Furthermore, Sergeant Spreter led a Combat Air Forces initiative where he identified and authored 15 new requirements, ultimately enabling design and floorplan standardization for 39 Air Force squadrons. Additionally, he personally highlighted a design flaw in his unit's 35 million dollar construction project. He then liaised directly with the engineers and contractors to correct the deviation and save over 5 million dollars in revision expenses. Finally, Sergeant Spreter led the unit through one Combined Forces Command, three Army Division, and two Numbered Air Force level exercises ensuring joint fires integration in support of 34 thousand United States Forces Korea troops and deterring North Korean aggression. The singularly distinctive accomplishments of Sergeant Spreter reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

14 July 2019

KENNETH S. WILSBACH
Lieutenant General, USAF
Commander, Seventh Air Force

WILSBACH.KENNETH.STEPHEN.1012397255
Special Order: G-080778 Condition: 6
PAS: OP0RFV02 RDP: 15 March 2019

Sheet: 96

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THE MERITORIOUS SERVICE MEDAL

(FIRST OAK LEAF CLUSTER)

TO

MASTER SERGEANT JAMES M. SPRETER

FOR

MERITORIOUS SERVICE

14 JULY 2017 TO 6 JULY 2018

ACCOMPLISHMENTS

Master Sergeant James M. Spreter distinguished himself in the performance of outstanding service to the United States as Operations Superintendent, 705th Combat Training Squadron, 505th Test and Evaluation Group, 505th Command and Control Wing, Kirtland Air Force Base, New Mexico. During this period Sergeant Spreter served as the distributive operations expert for a Headquarters Air Force leadership summit of over 130 Tactical Air Control Party senior leaders, tripling training availability to 2,000 battlefield airmen. In addition, he served as the senior Air Force Close Air Support Live Virtual and Constructive subject matter expert, leading 12 teams through four VIRTUAL FLAG Exercises, accomplishing over 1,200 training tasks and aiding the combat preparation of 65 coalition warfighters. Furthermore, he precisely directed a 15 member team as Noncommissioned Officer in Charge for the world's largest simulation conference, highlighting the Chief of Staff of the Air Force command and control vision to 408 industry partners, demonstrating 308 mission tasks to over 16,000 simulation development professionals, culminating in the selection as the 505th Test and Evaluation Group Team of the Quarter and the 705th Combat Training Squadron Senior Noncommissioned Office of the Quarter. Finally, his superior leadership earned him both the United States Air Force's Senior Noncommissioned Officer Academy's Commandant and Distinguished Graduate award recipient. The singularly distinctive accomplishments of Sergeant Spreter reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

13 August 2018

SEAN M. CHOQUETTE
Colonel, USAF
Commander, 505th Command & Control Wing

CHOQUETTE.SEAN.M.1155161929
Special Order: G-080578 Condition: 6
PAS: KV1CF9K6 RDP: 19 April 2018

Sheet: 97

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THE UNITED STATES OF AMERICA

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THE MERITORIOUS SERVICE MEDAL

TO

MASTER SERGEANT JAMES M. SPRETER

FOR

MERITORIOUS SERVICE
20 JULY 2013 TO 13 JULY 2017

ACCOMPLISHMENTS

Master Sergeant James M. Spreter distinguished himself in the performance of outstanding service to the United States as Support Superintendent, 5th Air Support Operations Squadron, 1st Air Support Operations Group, 354th Fighter Wing, Joint Base Lewis-McChord, Washington. During this period, Sergeant Spreter served as a subject matter expert for the close air support joint publication rewrite, vetting 149 Air Force inputs fortifying operations doctrine for 21 countries. While serving as Flight Chief, he deployed 29 Airmen in support of Exercise GREEN FLAG-WEST, earning recognition as the best in the past 12 unit rotations by the commanding general. Additionally, Sergeant Spreter led an expert team of seven through a test of combat communications capabilities, validating 24 tactical communications systems, maintaining 1,200 air tracks, and providing Headquarters Air Force 18 recommendations for communications infrastructure development. Furthermore, he graduated in the Top 10 percent from the Singapore Joint Advanced Leadership Course and was highlighted for excellence by the host Command Sergeant Major. Finally, due to his unparalleled service and leadership in both operations and support, Sergeant Spreter was named the 1st Air Support Operations Group Senior Noncommissioned Officer of the Year for 2015 and Pacific Air Force's Lance P. Sijan Award winner for 2016. The singularly distinctive accomplishments of Sergeant Spreter reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND
4 August 2017

DAVID A. MINEAU, Colonel, USAF
Commander, 354th Fighter Wing

MINEAU.DAVID.A.1155049274

Special Order: G-080281 Condition:6
PAS: MH0RFSBX RDP:13 April 2017

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CBS

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 MASTER SERGEANT JAMES M. SPRETER (USAF)
HEADQUARTERS, TRAIN, ADVISE, ASSIST COMMAND - SOUTH [redacted]

FOR EXCEPTIONALLY MERITORIOUS SERVICE IN SUPPORT OF OPERATION FREEDOM'S SENTINEL, KANDAHAR, AFGHANISTAN. HIS DEDICATION TO DUTY AS THE FLIGHT CHIEF OF OPERATION, 817TH EXPEDITIONARY AIR SUPPORT SQUADRON (DETACHMENT 2) FOR THE TRAIN, ADVISE, ASSIST COMMAND – SOUTH, DURING COMBAT OPERATION IN AFGHANISTAN CONTRIBUTED SIGNIFICANTLY TO THE OVERWHELMING SUCCESS OF THE COMMAND'S MISSION. MASTER SERGEANT SPRETER'S UNWAVERING LOYALTY AND COMMITMENT TO EXCELLENCE ARE IN KEEPING WITH THE FINEST TRADITIONS OF MILITARY SERVICE AND REFLECT DISTINCT CREDIT UPON HIMSELF, THE TRAIN, ADVISE, ASSIST COMMAND – SOUTH, AND THE UNITED STATES AIR FORCE.

28 MAY 2015 TO 07 DECEMBER 2015

GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON
THIS 10TH DAY OF OCTOBER 2015

PAUL BONTRAGER
BG, US Army
Commanding General
Permanent Order #283-003

SECRETARY OF THE ARMY

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

Sheet: 99

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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

MASTER SERGEANT JAMES M. SPRETER [redacted]

FOR

OUTSTANDING ACHIEVEMENT
19 OCTOBER 2015 TO 11 NOVEMBER 2015

ACCOMPLISHMENTS

Master Sergeant James M. Spreter distinguished himself by outstanding achievement, as Joint Terminal Attack Controller-Instructor, 817th Expeditionary Air Support Operations Squadron, United States Forces-Afghanistan, Kandahar Airfield, Afghanistan. During this period, Sergeant Spreter volunteered outside his aligned unit to augment the commander RESOLUTE SUPPORT directed 15-6 investigation into civilian casualties caused by an airstrike. Sergeant Spreter gave daily briefs on Close Air Support procedures, rules of engagement, and Air Component Special Instructions to a major general and two brigadier generals leading the high profile investigation. In addition, he provided outside the wire controller support to the investigative team during visual inspections of the airstrike location. Following these missions, Sergeant Spreter interviewed Army and Air Force personnel involved in the airstrike and helped draft the report. Additionally, he developed recommendations for corrective training and methods to prevent future civilian casualty incidents. His expertise was repeatedly highlighted to the chain of command as enabling a rapid and professional investigation. The distinctive accomplishments of Sergeant Spreter reflect credit upon himself, and the United States Air Force.

GIVEN UNDER MY HAND
1 DECEMBER 2015

CHARLES Q. BROWN, JR.
Lieutenant General, USAF
Commander, USAFCENT

AF FORM 2274, 20000101 **Special Order: G-04186** **Condition: 4** **PAS: YYYYYYYY RDP: 22 NOV 2015**

Sheet: 100

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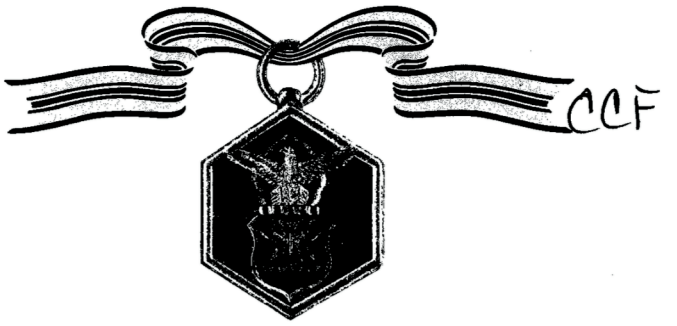

DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

(SECOND OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

TECHNICAL SERGEANT JAMES M. SPRETER [redacted]

FOR

MERITORIOUS SERVICE
8 SEPTEMBER 2009 TO 19 JULY 2013

ACCOMPLISHMENTS

Technical Sergeant James M. Spreter distinguished himself by meritorious service as Chief Joint Terminal Attack Controller-Instructor, 6th Combat Training Squadron, 57th Operations Group, 57th Wing, Nellis Air Force Base, Nevada. During this period, Sergeant Spreter managed the Joint Terminal Attack Controller-Instructor Course where he oversaw four courses, coordinated with five fighter squadrons, and aligned 120 flying hours to achieve forty controls. This effort led to the successful graduation of twenty-seven highly qualified Joint Terminal Attack Controllers for the Combat Air Forces. Additionally, he instructed and executed more than 2,400 close air support terminal attack controls on thirty-two field training exercises as well as 620 simulator events, producing over 1,300 joint fires controllers and integrators. Sergeant Spreter's tactical expertise made him the clear choice to rewrite the Ground-Based Laser Systems chapter of the Joint Terminal Attack Controller's Combat Fundamentals manual, modernizing and updating precision employment in close air support operations worldwide. Furthermore, his efforts led to the development of fifteen contested, degraded, and operationally limited scenarios, standardizing certifications for thirteen Air Support Operations Squadrons across the Air Force. Finally, in recognition of Sergeant Spreter's outstanding performance, he earned the 57th Operations Group Instructor of the Year for 2011. The distinctive accomplishments of Sergeant Spreter reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

1 OCTOBER 2013

MICHAEL E. KENSICK
Colonel, USAF
Commander

Special Order/Date: G-036 16 OCT 13 COND: 6 PAS: NJ1CFK03 RDP: 16 MAY 13

AF FORM 2224, JUL 99

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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

STAFF SERGEANT JAMES M. SPRETER [redacted]

FOR

MERITORIOUS SERVICE
21 MARCH 2006 TO 21 AUGUST 2009

ACCOMPLISHMENTS

Staff Sergeant James M. Spreter distinguished himself by meritorious service as Joint Terminal Attack Controller, 14th Air Support Operations Squadron, Pope Air Force Base, North Carolina. During this period, Sergeant Spreter's exceptional technical skills and leadership were instrumental to the success of the 56th Fighter Wing earning an "Outstanding" rating during an operational readiness exercise. His superb execution of more than 20 Close Air Support controls directly contributed to the training of eight pilots on current tactics, techniques and procedures. Additionally, Sergeant Spreter, as the lead Joint Terminal Attack Controller during a naval exercise in San Diego single-handedly controlled multiple fixed-wing and rotary-wing aircraft, ensuring the fleet's combat mission readiness for future deployments. Finally, Sergeant Spreter articulately briefed and educated high-level Department of Defense decision makers from the Air Force and Army during a conference at the Pentagon on Joint Terminal Attack Control capabilities and functions. His briefing successfully influenced Army leaders to place a heightened emphasis on training and integrating more Joint Forward Observers to assist with Close Air Support operations. The distinctive accomplishments of Sergeant Spreter reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

6 MAY 2010

PETER A. DONNELLY, Colonel, USAF
Commander, 18th Air Support Operations Group

AF FORM 2224, JUL 99 **Special Order: GA-10-30** **Condition: 6** **PAS: PV1CFQLV RDP: 30APR09**

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CBS

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, AUGUST 24, 1962
HAS AWARDED

THE BRONZE STAR MEDAL

TO
STAFF SERGEANT JAMES M. SPRETER [redacted]

FOR
MERITORIOUS ~~ACHIEVEMENT~~
19 JANUARY 2007 TO 1 SEPTEMBER 2007

GIVEN UNDER MY HAND
17 APRIL 2008

AF FORM 2236, 20000101 Special Order: G-15080

Condition:4 PAS: YYYVYVVY RDP: 10 August 2007

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GARY L. NORTH
Lieutenant General, USAF
Commander, USAFCENT

AF FORM 2236, 20000101 Special Order: G-15080

Condition:4 PAS: YYYVYVVY RDP: 10 August 2007

Sheet: 104

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BEST AVAILABLE DOCUMENT

CCA

DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARD[redacted]

THE ARMY COMMENDATION MEDAL

TO SERGEANT JAMES M. SPRETER
CHARLIE COMPANY, 3D BATTALION, 75TH RANGER REGIMENT

FOR FOR EXCEPTIONALLY MERITORIOUS ACHIEVEMENT AGAINST THE ENEMY DURING COMBAT OPERATIONS IN SUPPORT OF OPERATION ENDURING FREEDOM. SGT SPRETER'S ACTIONS CONTRIBUTED DIRECTLY TO THE OVERALL SUCCESS OF THE JOINT TASK FORCE. THROUGH HIS DISTINCTIVE ACCOMPLISHMENTS HE REFLECTS GREAT CREDIT UPON HIMSELF, THE 75TH RANGER REGIMENT, AND THE UNITED STATES ARMY.

FROM 06 JULY 2005 TO 10 OCTOBER 2005

PO 267-121, 24 SEPTEMBER, 2005

COMMANDER, 75TH RANGER REGIMENT
FORT BENNING GA 31905

PAUL J. LaCAMERA
COL, IN
Commanding

DA FORM 4960-14, NOV 97

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DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE ACHIEVEMENT MEDAL

HAS BEEN AWARDED TO

SENIOR AIRMAN JAMES M. SPRETE[redacted]R

FOR

OUTSTANDING ACHIEVEMENT
2 MAY 2005 TO 3 JUNE 2005

ACCOMPLISHMENTS

Senior Airman James M. Spreter distinguished himself by outstanding achievement as Tactical Air Command and Control Journeyman, 4th Air Support Operations Squadron, Mannheim Army Installation, 4th Air Support Operations Group, Heidelberg Army Installation, Germany. During this time, Airman Spreter aided with the European Air Support Operations Center relocation from Sullivan Barracks in Mannheim to Tompkins Barracks in Schwetzingen. He transported and erected over half a million dollars in command and control equipment and coordinated new contact information and procedures with six Europe-based flying wings. Airman Spreter's diligent efforts were instrumental in obtaining active phone lines and network accounts on V Corps' computer servers and domain. All this was accomplished without losing a single day of operational capability resulting in the seamless transition of the close air support command and control structure supporting the European theater. The distinctive accomplishments of Airman Spreter reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

13 December 2005

ROBERT P. BAINE III, Colonel, USAF
Commander

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DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

HAS BEEN AWARDED TO

AIRMAN FIRST CLASS JAMES M. SPRETER

FOR

OUTSTANDING ACHIEVEMENT
23 APRIL 2003 TO 8 NOVEMBER 2003

ACCOMPLISHMENTS

Airman First Class James M. Spreter distinguished himself by meritorious achievement as Fighter Duty Technician, 4th Expeditionary Air Support Operations Center, Camp Victory, Iraq, 484th Aerospace Expeditionary Group, Al Udeid Air Base, Qatar. During this period, in Operation IRAQI FREEDOM, Airman Spreter ensured that all Combined Joint Task Force Seven ground forces received close air support and armed reconnaissance aerospace combat power support to be victorious in their assigned mission. Airman Spreter responded to a mission of national significance. As a leader of the Baathist regime was attempting to flee Iraq, the squadron was directed by the Combined Joint Task Force Seven commanding general to track and neutralize the threat. Over the next 12 hours, Airman Spreter coordinated air activity involving United States Navy, Air Force, Special Forces and British assets. As a result of Airman Spreter's tenacity and expertise as a fighter duty technician, three vehicles and an enemy compound were destroyed, thwarting former regime elements. When enemy forces in Karbala, Iraq ambushed a United States Army's Military Police Patrol, he expertly directed coalition fighters to the area to provide Combined Joint Task Force Seven real time intelligence on the situation. Airman Spreter's quick thinking and expert placement of air power overhead resulted in no loss of American lives. Additionally, he assisted the Special Operations Forces and the 101st Airborne Division Air Assault Forces by controlling aerospace power assets, while attacking the stronghold. The distinctive accomplishments of Airman Spreter reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

20 APRIL 2004

WALTER E. BUCHANAN III
Lieutenant General, USAF
Commander, USCENTAF

2224, JUL 99

Sheet: 107

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DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

THE ARMY COMMENDATION MEDAL

TO AIRMAN FIRST CLASS JAMES M. SPRETER
4TH AIR SUPPORT OPERATIONS GROUP

FOR EXCEPTIONALLY MERITORIOUS ACHIEVEMENT WHILE SERVING AS A TACTICAL AIR COMMAND AND CONTROL SPECIALIST. AIRMAN FIRST CLASS SPRETER'S COMMITMENT TO DUTY AND PERSONAL PERSEVERANCE WAS A GREAT ASSET TO THE CORPS' MISSION TO LIBERATE IRAQ, IN SUPPORT OF OPERATION IRAQI FREEDOM. AIRMAN FIRST CLASS SPRETER'S DUTY PERFORMANCE IS IN KEEPING WITH THE HIGHEST STANDARDS OF SELFLESS SERVICE AND REFLECTS GREAT CREDIT UPON HIMSELF, 4TH AIR SUPPORT OPERATIONS GROUP, VICTORY CORPS, AND THE UNITED STATES ARMY.

FROM: 19 MARCH 2003 TO 23 APRIL 2003

THIS 22D DAY OF APRIL 2003

PO 113-122, 22 Apr 03
Commander, V Corps
Heidelberg, Germany



WALTER WOJDAKOWSKI
Major General, USA
Deputy Commanding General

DA FORM 4980-14, NOV 97

PDS UPDATED

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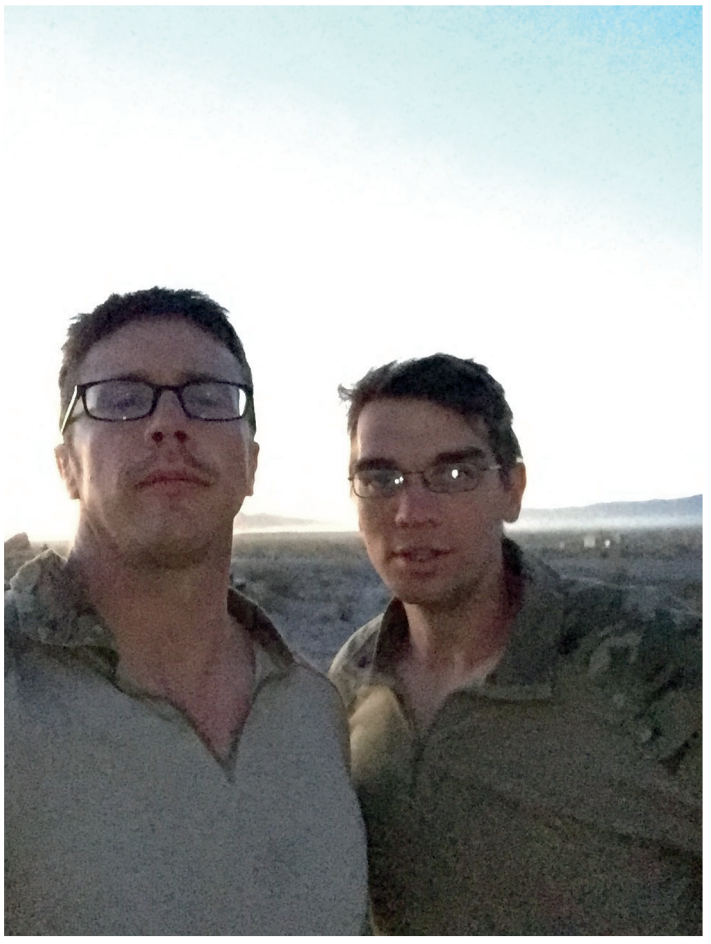



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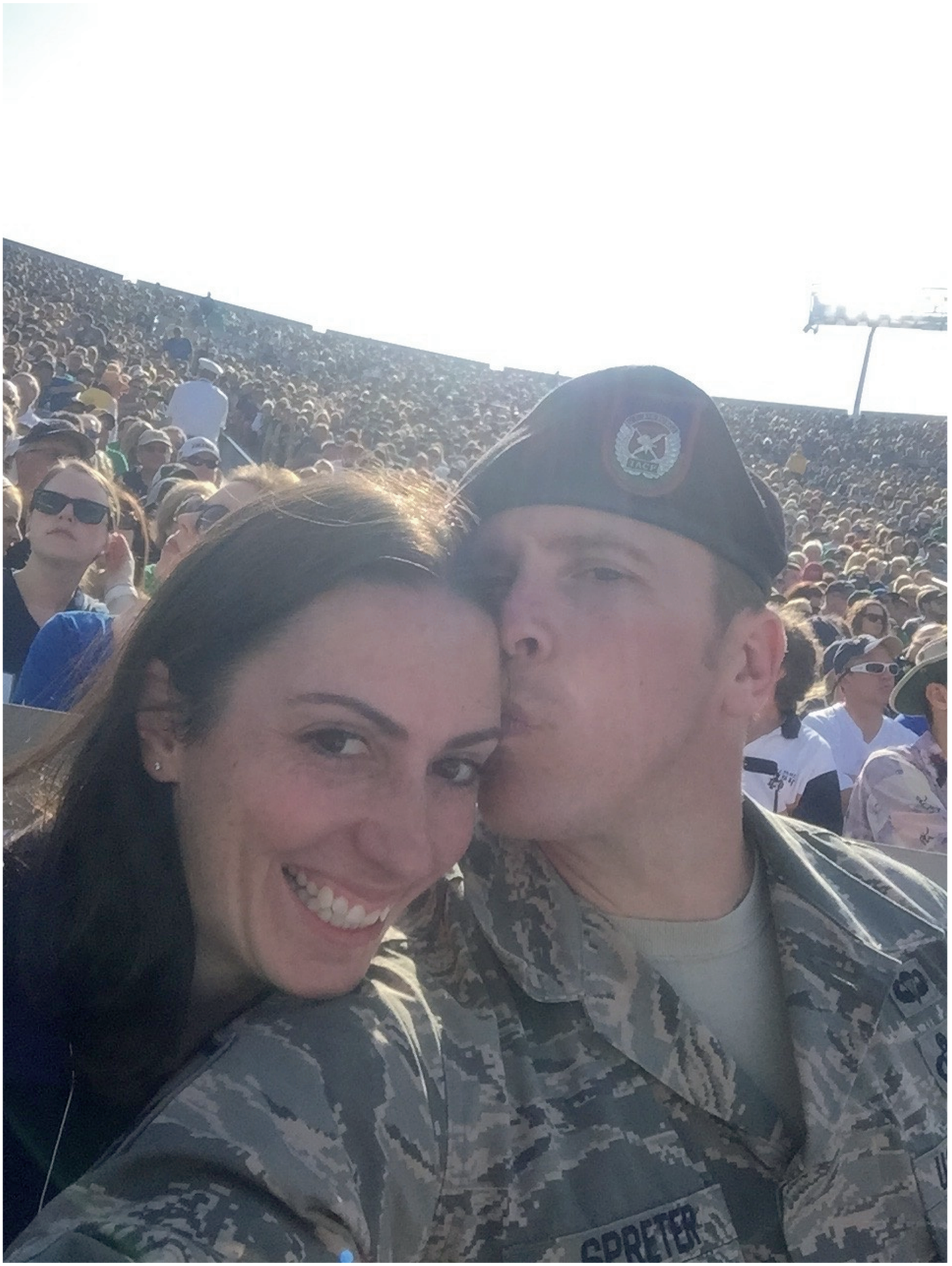

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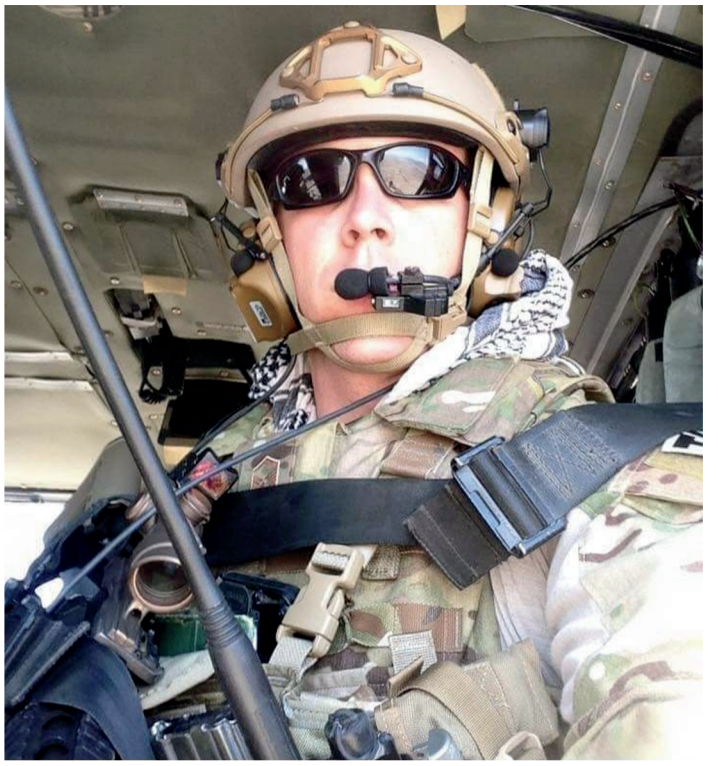

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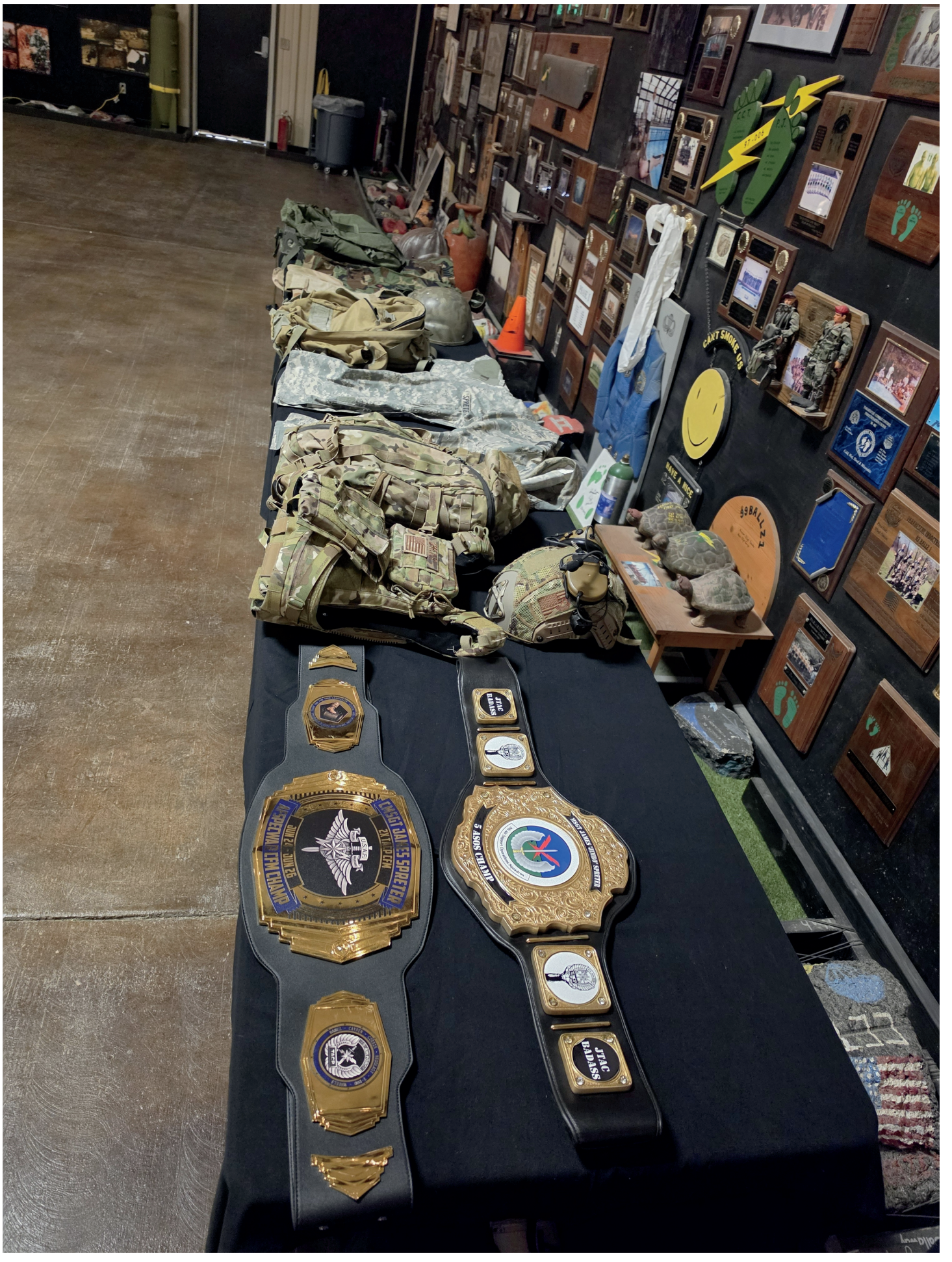

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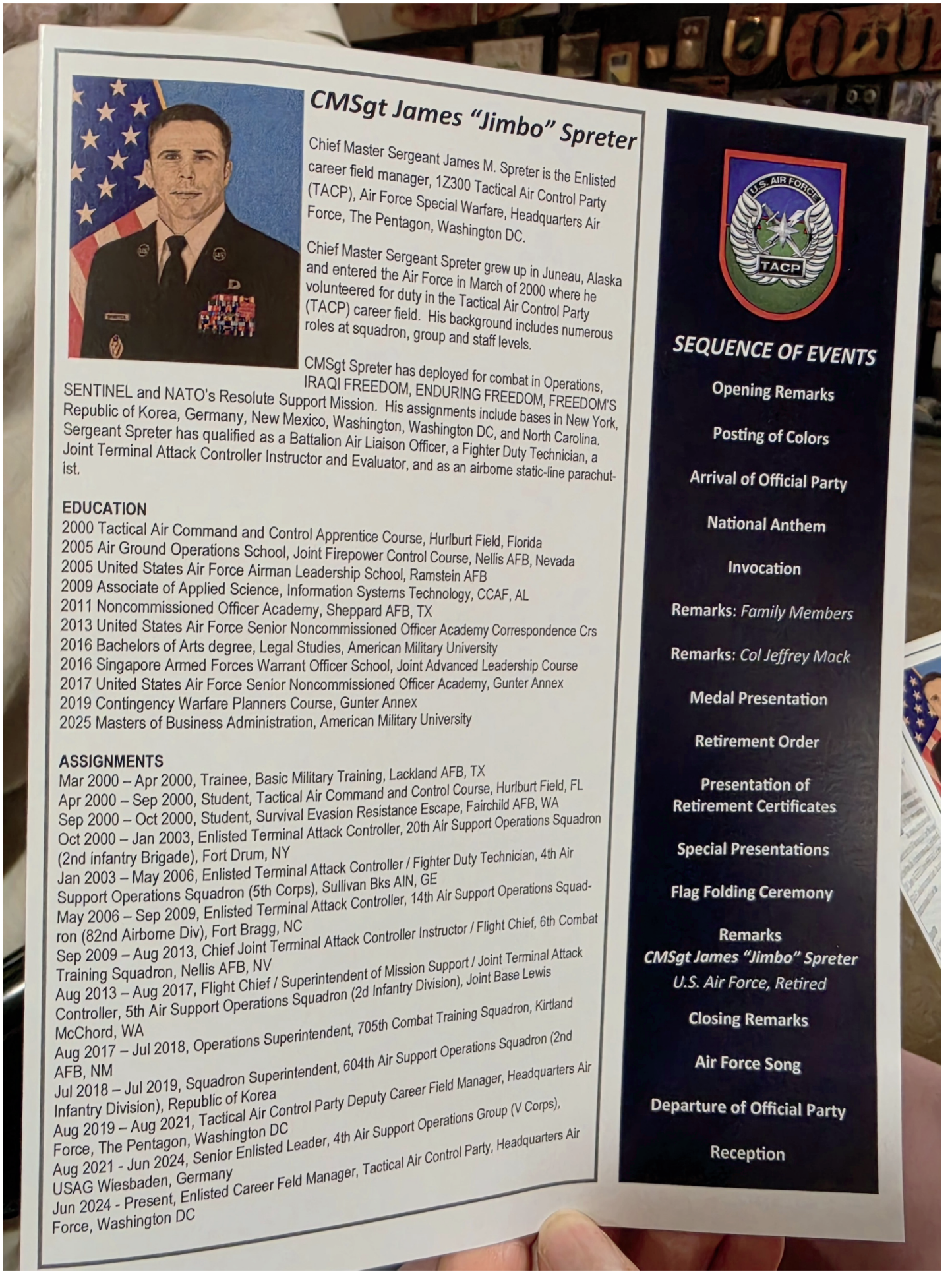

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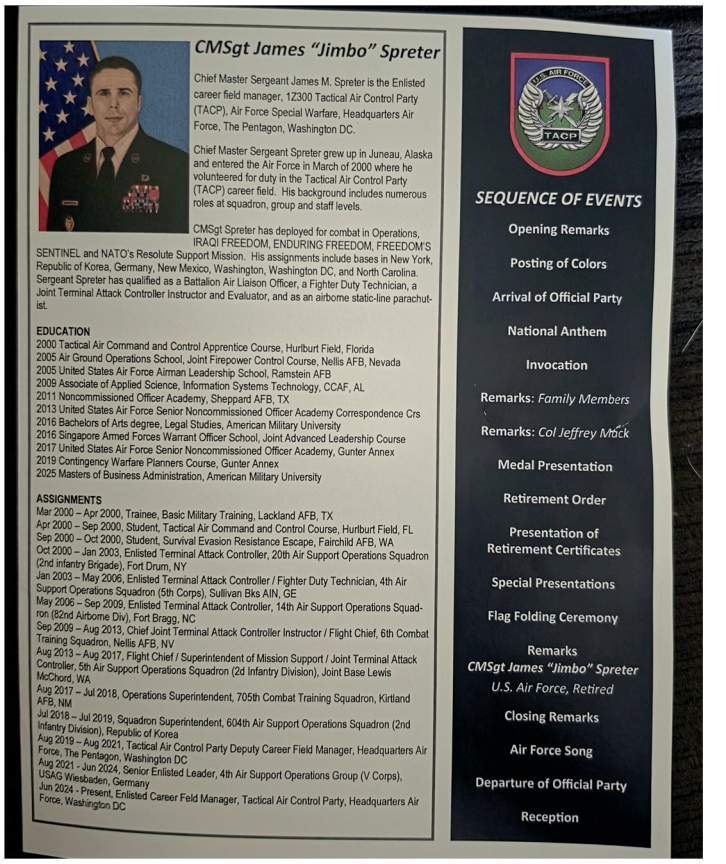

CMSgt James "Jimbo" Spreter

Chief Master Sergeant James M. Spreter is the Enlisted career field manager, 1Z300 Tactical Air Control Party (TACP), Air Force Special Warfare, Headquarters Air Force, The Pentagon, Washington DC.

Chief Master Sergeant Spreter grew up in Juneau, Alaska and entered the Air Force in March of 2000 where he volunteered for duty in the Tactical Air Control Party (TACP) career field. His background includes numerous roles at squadron, group and staff levels.

CMSgt Spreter has deployed for combat in Operations, IRAQI FREEDOM, ENDURING FREEDOM, FREEDOM'S SENTINEL and NATO's Resolute Support Mission. His assignments include bases in New York, Republic of Korea, Germany, New Mexico, Washington, Washington DC, and North Carolina. Sergeant Spreter has qualified as a Battalion Air Liaison Officer, a Fighter Duty Technician, a Joint Terminal Attack Controller Instructor and Evaluator, and as an airborne static-line parachutist.

EDUCATION

2000 Tactical Air Command and Control Apprentice Course, Hurlburt Field, Florida
2005 Air Ground Operations School, Joint Firepower Control Course, Nellis AFB, Nevada
2005 United States Air Force Airman Leadership School, Ramstein AFB
2009 Associate of Applied Science, Information Systems Technology, CCAF, AL
2011 Noncommissioned Officer Academy, Sheppard AFB, TX
2013 United States Air Force Senior Noncommissioned Officer Academy Correspondence Crs
2016 Bachelors of Arts degree, Legal Studies, American Military University
2016 Singapore Armed Forces Warrant Officer School, Joint Advanced Leadership Course
2017 United States Air Force Senior Noncommissioned Officer Academy, Gunter Annex
2019 Contingency Warfare Planners Course, Gunter Annex
2025 Masters of Business Administration, American Military University

ASSIGNMENTS

Mar 2000 – Apr 2000, Trainee, Basic Military Training, Lackland AFB, TX
Apr 2000 – Sep 2000, Student, Tactical Air Command and Control Course, Hurlburt Field, FL
Sep 2000 – Oct 2000, Student, Survival Evasion Resistance Escape, Fairchild AFB, WA
Oct 2000 – Jan 2003, Enlisted Terminal Attack Controller, 20th Air Support Operations Squadron (2nd infantry Brigade), Fort Drum, NY
Jan 2003 – May 2006, Enlisted Terminal Attack Controller / Fighter Duty Technician, 4th Air Support Operations Squadron (5th Corps), Sullivan Bks AIN, GE
May 2006 – Sep 2009, Enlisted Terminal Attack Controller, 14th Air Support Operations Squadron (82nd Airborne Div), Fort Bragg, NC
Sep 2009 – Aug 2013, Chief Joint Terminal Attack Controller Instructor / Flight Chief, 6th Combat Training Squadron, Nellis AFB, NV
Aug 2013 – Aug 2017, Flight Chief / Superintendent of Mission Support / Joint Terminal Attack Controller, 5th Air Support Operations Squadron (2d Infantry Division), Joint Base Lewis McChord, WA
Aug 2017 – Jul 2018, Operations Superintendent, 705th Combat Training Squadron, Kirtland AFB, NM
Jul 2018 – Jul 2019, Squadron Superintendent, 604th Air Support Operations Squadron (2nd Infantry Division), Republic of Korea
Aug 2019 – Aug 2021, Tactical Air Control Party Deputy Career Field Manager, Headquarters Air Force, The Pentagon, Washington DC
Aug 2021 - Jun 2024, Senior Enlisted Leader, 4th Air Support Operations Group (V Corps), USAG Wiesbaden, Germany
Jun 2024 - Present, Enlisted Career Feld Manager, Tactical Air Control Party, Headquarters Air Force, Washington DC

SEQUENCE OF EVENTS

Opening Remarks
Posting of Colors
Arrival of Official Party
National Anthem
Invocation
Remarks: *Family Members*
Remarks: *Col Jeffrey Mock*
Medal Presentation
Retirement Order
Presentation of Retirement Certificates
Special Presentations
Flag Folding Ceremony
Remarks
CMSgt James "Jimbo" Spreter
U.S. Air Force, Retired
Closing Remarks
Air Force Song
Departure of Official Party
Reception

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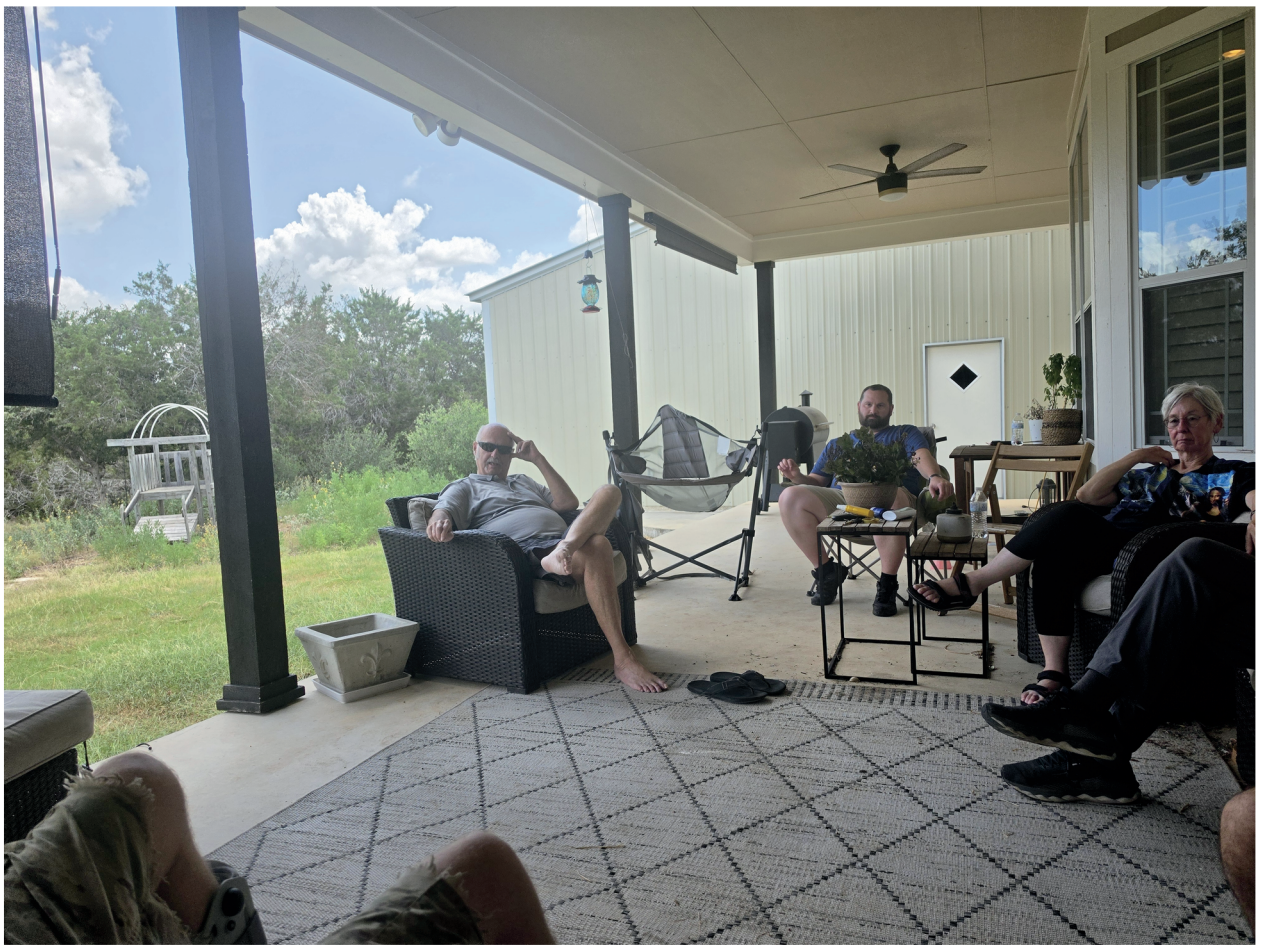

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