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**AIRCRAFT  
ACCIDENT INVESTIGATION BOARD  
REPORT**

**US ARMY UH-60  
BLACK HAWK HELICOPTERS  
87-26000 AND 88-26060**

**VOLUME 20**

**TAB AB**

**AIRCRAFT  
ACCIDENT INVESTIGATION BOARD  
REPORT**

**COPY**

15

**OF**

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**TAB AB**

**ADMINISTRATION AND GLOSSARIES**

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TAB AB-1  
PROCEDURAL NOTES

1. Witness Advisements:

a. **General Advice.** Witnesses before the Board were advised of the nature of the Board and their general rights and obligations concerning it. A copy of the script used for this purpose is at attachment 1.

b. **Suspect Advice.** Several witnesses were given suspect rights advisements under Article 31, Uniform Code of Military Justice. Such an advisement is a congressionally mandated protection for the individual being interviewed and should not be taken as an opinion by the Board that an individual did or did not commit an offense. The advisements were time specific and each determination of whether to give an Article 31 advisement was based on the information then known by the board. The interview itself, or information subsequently received, may or may not have altered the Board's perspective of the witness' status.

2. Statements of Witnesses. Statements of witnesses were prepared in several forms, using the format which seemed, at the time, most appropriate for the conditions under which the interviews were accomplished and the substance of the interviews. Where summaries were prepared, they faithfully represent the language of the witness and were certified as accurate summaries of the relevant information by an attorney who was present during the interview.

3. Relationship to Safety Board Procedures. An early decision was made by command authorities that the investigation of this incident would be under the provisions of Air Force Regulation 110-14, to ensure maximum public disclosure of the information. Ordinarily, an accident investigation under Air Force Regulation 110-14 follows a largely confidential safety mishap investigation under Air Force Regulation 127-4, and much of the data for an accident investigation is acquired from the non-privileged portions of the USAF Mishap Report prepared by the AFR 127-4 investigators. To ensure completeness, then, the accident investigation board created to the extent possible, the same exhibits which would have been prepared by a Safety Mishap investigation; they are located at Tabs A through S of this report. Where specified Tabs were not relevant to the circumstances of this case, and therefore not used, that has been noted.

4. Control Witnesses. The appointing authority for this Board, consistent with U.S. Air Force policy, directed the Board to protect, to the maximum extent provided by law, the identity of the military members directly involved in the incident. To comply with this direction, the Board established Control Witness designators to use in place of names and other personal identifiers, for each of the individuals on board the AWACS aircraft (including the Airborne Command Element/Duke), the F-15 pilots and the Combined Force Air Component Mission Director (Mad Dog). Initially and while interviews were being conducted, there was a longer list of potential

Control Witnesses. As a result, there are gaps in the numerical sequencing of the control witness numbers; the gaps in the sequence represent witnesses whose identities have been disclosed, by name, in the report.

5. **Witness Notes**. Several witnesses prepared notes concerning their knowledge of the incident, at the direction of military superiors. Some of these may have been directed at a point in time when the military superiors suspected the individuals preparing the notes of misconduct; if so, the supervisors should, under military law, have first advised them of their rights as a suspect. To avoid rendering the results of the investigation unusable for disciplinary purposes, the Board caused questionable notes of this type to be sealed without reading them, and did not make reference to them until the investigation was otherwise completed. Hence, there are some references during interviews to notes under seal, or to a witness being instructed to not disclose what was in the information provided by a potential suspect. The notes were unsealed after the investigation was otherwise completed, and other evidence preserved, and reviewed by the Board to ensure nothing was overlooked in its deliberations.

6. **Classified Information**. The incident occurred during an ongoing military operation. Some of the information related to the incident was part of classified operational documents and procedures. In every instance where such information was relevant to the investigation, the Board sought declassification of the information. Declassification occurred in many cases. Where it was not possible (largely in areas related to Rules of Engagement) it has been noted; either an unclassified paraphrase of the classified material has been substituted, or the extent of the classified material omitted has been indicated.

7. **Order Not to Discuss**. To preserve the individual recollections of witnesses, the Board President issued orders to witnesses to not discuss the matters related to the investigation without specific authorization to do so. A copy of that order is at Attachment 2.

INTERVIEW  
GUIDE

1. The time is now \_\_\_\_\_, on \_\_\_\_\_. Persons present are the following:

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This interview is being conducted at Incirlik AB, Turkey.

2. This is an official AFR 110-14 aircraft accident investigation into the facts and circumstances surrounding the crash of two US Army Black Hawk helicopters and the possible involvement of US fighter aircraft in the crash of these helicopters in the northern "no-fly zone" of Iraq on 14 April 1994.

This investigation is being conducted at the direction of General Robert C. Oaks, CINCUSAFE/CC.

This investigation is not a safety mishap investigation conducted under AFR 127-4. It is an aircraft accident investigation conducted under AFR 110-14. The purpose of this accident investigation is to obtain and preserve all available evidence for use in claims, litigation, disciplinary action, adverse administrative proceedings, and for all other purposes. Testimony before a safety mishap investigation board is given with the understanding that it can only be used for mishap prevention purposes and all witnesses are advised that the testimony will be treated in confidence. However, testimony given in this accident investigation may be used for any purpose deemed appropriate by competent authority, and may be publicly disseminated.

Do you understand the difference between a safety mishap investigation and this accident investigation?

Do you understand the purpose of this investigation?

Do you have any questions?

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Arch 1



3. Your testimony will be recorded and (transcribed verbatim) (summarized) so that a written record can be made available to the appointing or higher authority. For the benefit of the reporter, please avoid the use of acronyms or jargon, speak slowly, clearly, and loudly. Remember to explain your testimony carefully so that others who do not have your technical training will be able to understand.

**4. (NOTE: ADVISEMENT FOR WITNESSES WHO ARE NOT SUSPECTED OF ANY CRIMINAL OFFENSES)**

As this is an official investigation, you are required to answer questions put to you by this board. You are further advised not to discuss classified information unless necessary to develop your testimony. If it is necessary for you to discuss classified information, you need to identify it as such.

**NOTE: SKIP TO #7.**

**5. (NOTE: ADVISEMENT FOR MILITARY WITNESSES WHO ARE SUSPECTED OF ANY CRIMINAL OFFENSES)**

I am \_\_\_\_\_. As previously stated, this board is investigating the facts and circumstances surrounding the crash of two US Army Black Hawk helicopters in the northern "no-fly zone" of Iraq on 14 April 1994 and the possible involvement of US fighter aircraft. You are suspected of the following offense(s):

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I advise you under Article 31, Uniform Code of Military Justice, you have the right to remain silent, this is, to say nothing at all. Anything you say may be used as evidence against you in a trial by court-martial or in other judicial or administrative proceedings. I also advise you that you have the right to consult with a lawyer, if you desire, and to have a lawyer present during this interview. You may obtain a civilian lawyer of your own choosing at no expense to the government; or, if you wish, the Air Force will appoint a military lawyer for you free of charge. You may request a lawyer at any time during the interview, and if you decide to answer questions without a lawyer present, you may stop the questioning at any time.

Do you understand your rights?

Do you wish to remain silent or will you answer our questions?

Do you want a lawyer?

You are further advised not to discuss classified information unless necessary to develop your testimony. If it is necessary for you to discuss classified information, you need to identify it as such.

NOTE: SKIP TO #7.

6. (NOTE: ADVISEMENT FOR CIVILIAN WITNESSES WHO ARE SUSPECTED OF ANY CRIMINAL OFFENSES)

I am \_\_\_\_\_ . As previously stated, this board is investigating the facts and circumstances surrounding the crash of two U.S. Army Black Hawk helicopters in the northern "no-fly zone" of Iraq on 14 April 1994 and the possible involvement of U.S. fighter aircraft. You are suspected of the following offense(s):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I advise you that under the provisions of the Fifth Amendment to the Constitution, you have the right to remain silent, that is to say nothing at all. Anything you do say may be used as evidence against you in a trial or in other judicial or administrative proceedings. I advise you that you have the right to consult with a lawyer, if you desire, and to have a lawyer present during this interview. You may obtain a civilian lawyer of your own choosing at your own expense or if you cannot afford a lawyer, the Air Force will give you reasonable assistance in finding one. However, the Air Force will not provide you with an attorney. You may request a lawyer at any time during this interview, and if you decide to answer questions without a lawyer present, you may stop the questioning at any time.

Do you understand your rights?

Do you wish to remain silent or will you answer our questions?

Do you want a lawyer?

**You are further advised not to discuss classified information unless necessary to develop your testimony. If it is necessary for you to discuss classified information, you need to identify it as such.**

7. Would you please rise so that I may swear you in?

Do you solemnly swear (affirm) that the testimony you are about to give in the matter now under investigation shall be the truth, the whole truth, and nothing but the truth so help you God?

8. State your full name, grade, organization, station, and present duty assignment.

9. Question the witness.

10. Do you have any further information, statements, or evidence which you wish to present?

11. You are reminded this is an official investigation. You are ordered not to divulge the nature of this investigation or the questions, answers, or discussions included in this interview with anyone unless authorized to do so by the Board President, Major General Andrus, CINCUSAFE/CC, or higher authority. If anyone other than a member of this board should approach you regarding your testimony or the matters discussed here, you must report it immediately.

12. Do you have any questions?

13. The time is \_\_\_\_\_, and this interview is concluded.

DEPARTMENT OF THE AIR FORCE  
UNITED STATES AIR FORCES IN EUROPE


16 Apr 94

MEMORANDUM FOR \_\_\_\_\_

FROM: Major General James G. Andrus, AFR 110-14 Accident Investigation Board President

SUBJECT: Order Not to Discuss Information

You are ordered not to discuss any information concerning the facts and circumstances surrounding the crash of two US Army Black Hawk helicopters and the possible involvement of US fighter aircraft in the crash of these helicopters on 14 Apr 94 except as directed by me. This is essential to preserve the integrity of the current AFR 110-14 aircraft accident investigation. If anyone other than a member of the AFR 110-14 accident investigation board approach you for information regarding this investigation, report this to me immediately.

  
JAMES G. ANDRUS  
Major General, USAF  
Board President

1st Ind, \_\_\_\_\_

TO: Major General James G. Andrus

I acknowledge receipt and understanding this \_\_\_\_\_ day of April 1994.

\_\_\_\_\_

**TAB AB**

**ADMINISTRATION AND GLOSSARIES**

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**TAB AB-2**  
**GLOSSARY OF DEFINITIONS**

**AIM-9** - An air-to-air missile that guides to heat sources, e.g. jet engine exhaust

**Aircraft** - Singular and plural--do not put an "s" on the end

**Aircrew** - One word

**Air-to-Air** - Hyphenate as shown

**ALQ-144** - Infrared Countermeasure Set

**APR-39** - Radar Signal Detector

**Aspect** - An abbreviation of aspect angle which describes in degrees your relationship to an object aircraft with the nose of the aircraft being 0 degrees and the tail of the aircraft being 180 degrees irrespective of from which side you view the object aircraft

**Aux** - (1) An abbreviation of auxiliary; used to describe a secondary radio in the F-15  
(2) Additional, external fuel tanks carried on the UH-60 Black Hawk helicopter

**AWACS Communication Plan -**

<u>FREQUENCY USE</u>	<u>TYPE FREQUENCY</u>
SAVVY OPS	SATCOM
MAD DOG	SAT COM
ENROUTE CONTROL	UHF
TAOR CONTROL	HAVE QUICK/UHF
TAOR CONTROL	UHF CLEAR
DUKE COORDINATION	HAVE QUICK/UHF
DUKE COORDINATION	UHF
SAVVY OPS	UHF
TANKER CONTROL	UHF
GCI COMMON	UHF
MARDIN RADAR	UHF
GUARD	UHF
GUARD	VHF

LINK COORDINATION HF

LINK COORDINATION HF

**Base Plus** - Each day a classified base number is randomly selected and that number is then used to encrypt altitude information e.g., base number = 5, base + 29 = 34,000 ft

**BUDDY SPIKE** - Code words which mean your RWR indicates Friendly radar

**Channel 8** - Capital "C" and arabic numeral

**Chock#** - Helicopter position in multi-aircraft flight

**Claw** - Call sign of an F-15C two-ship formation

**Cougar** - Call sign of AWACS controllers

**Counter Rotating Cap** - A racetrack pattern flown in extended trail so that the aircraft or flights are on opposite ends of the racetrack

**Derick** - An enroute reporting point between K-town and Jump

**Duke** - Call sign of Airborne Command Element (ACE) onboard AWACS

**Eagle** - Call sign of MCC Black Hawk helicopters

**Fence-in** - To prepare all appropriate systems for combat operations

**Flight Lead** - The pilot responsible for a formation of 2 or 4 aircraft

**FOX THREE** - A code word which means an AIM-120, AMRAAM has been fired

**Frag** - Fragmentary order, a synonym for ATO

**Freq** - An abbreviation of frequency, normally refers to radio frequency or radio channel

**G-suit** - Life support equipment which is worn around the legs and abdomen of aircrew members

**Gate or Gate One** - The enroute reporting point at the Turkey/Iraq border in the northwest corner of the "No-Fly-Zone"

**Golden BB** - Reference to a very name, single bullet that could shoot an aircraft down

**Harness** - Life support equipment which is worn around the torso of aircrew members and attaches to the aircrew's parachute

**Have Quick** - A tactical radio subsystem which is designed to defeat jamming attempts by operating across a spectrum of radio frequencies

**Hurricane** - Call sign of a Harrier flight

**Intel** - An abbreviation for intelligence; refers to the office which is responsible for receiving and disseminating intelligence information

**IRE** - IFF reply evaluator; IRE switch settings S1, S2 (0,3); AAI switch settings S1, S2 (0,3); switch settings 0,3

**Jump Point** - The furthest east, enroute reporting point between Incirlik and Iraq

**Key West** - An abbreviation of Qayyarah West; an airfield in North Central Iraq which is situated 13 miles south of the southern border of the "No-Fly-Zone"

**Kit 1 Charlie** - Transponder computer that functions with Mode 4  
- Avionics unit that stores IFF codes in F-15 and Black Hawks among others

**Kir 1C** - Avionics unit that stores AAI codes in F-15C aircraft

**K-Town** - The western most enroute reporting point between Incirlik and Iraq

**KY** - An abbreviation for KY58 - A radio signal encryption device that allows secure communication between properly programmed radios

**KYK-13** - Electronic device used to enter

**Lat Longs** - An abbreviation of latitude and longitude

**Lion** - Call sign of a VC-10

**Local Time** - Incirlik is three hours ahead of GMT i.e., Z - 3. The local time in the AOR is Z - 4

**Mad Dog** - Mission Director (equivalent to Duke)

**M130** - Chaff dispense against radar guided weapon threats

**Mode IV** - Radar transponder that when encoded allows IFF

**Mosel** - A city in north, central Iraq 20 nm north of the southern "No-Fly-Zone" boundary

**No-Fly-Zone** - Airspace in Iraq, north of 36 degree latitude which no Iraqi aircraft may fly

**Parrot** - Radar check

**Press** - Clearance to continue as planned

**Puma** - Call sign of KC135 tankers



**Raider** - Call sign of an F-16 2-ship formation

**RAYGUN** - Code word which means your radar is locked onto an unknown aircraft

**Recce** - An abbreviation of reconnaissance

**Roland** - A surface-to-air missile system

**ROLEX** - A codeword which means that the entire ATO is delayed for stated time

**Runway 23** - The runway which is oriented on a heading of 230 degrees

**Sanitize** - (1) To remove all identifying patches and personal effects except for "dog tags" and military ID card  
(2) To clear the area of hostile aircraft

**Savvy** - Call sign of a E-3 aircraft

**SENTINEL BYTE** - An electronic communication system used by intelligence offices at OPC to distribute information to users

**Slip** - Delay launch

**SOUR** - A code word which means a system checks bad

**SPIKE** - A codeword which means your RWR indicates an AI radar

**Squawk** - Aircraft radar transponder response

**Step Brief** - A briefing conducted before an aircrew leaves the squadron

**Survival Vest** - A garment worn by aircrews that contains survival equipment

**SWEET** - A code word which means a system checks good

**Tanker** - An aircraft capable of refueling other aircraft e.g., KC-135, VC-10

**TD Box** - Target Designator Box, a square displayed on the pilot's heads-up display that encircles the position of the target that the radar is tracking

**Tiger** - Call sign of F-15C formation, Tiger1 was the flight lead, Tiger2 was the wing man

**Trail** - A tactical formation which has succeeding aircraft flying a specified distance directly behind the preceding aircraft

**Two-ship (Four ship)** - The number of aircraft flying together under the control of a flight lead

**Black Hawk** - A UH-60 helicopter

**Wezel** - Call sign of a F-4G/F-16, 2 ship formation

**WORDS** - A code word which questions or declares information related to any phase of the operation

**Z or Zulu = GMT** - Greenwich mean time

**9 mm** - Refers to 9 millimeter pistols

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## GLOSSARY OF ACRONYMS

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**AAA** - Anti-aircraft artillery

**AAI** - Air-to-Air IFF Interrogator

**AAST** - Advanced Air Surveillance Technician

**AB** - Air Base

**ACE** - Airborne Control Element - Callsign: Duke

**ACO** - Airspace Control Order

**AEW** - Airborne Early Warning

**AFSC** - Air Force Speciality Code

**AGE** - Aerospace Ground Equipment

**AGL** - Above Ground Level

**AI** - Airborne Interceptor

**AIM** - Air Intercept Missile

**ALC** - Air Logistics Center

**ALO** - Air Liaison Officer

**AMRAAM** - Advanced Medium Range Air-to-Air Missile

**APU** - Auxillary Power Unit

**AR** - Air Refueling

**ARF** - Aircrew Read Files

**ART** - Airborne Radar Technician

**ASAP** - As Soon As Possible

**ASE** - Aircraft Survivability Equipmnt: Army aircraft 'countermeasures'

**ASO** - Air Surveillance Office

**AST** - Air Surveillance Technician

**ATA** - Actual Time of Arrival

**ATD** - Actual Time of Departure

**ATO** - Air Tasking Order

**AWACS** - Airborne Warning and Control System

**BINGO** - A codeword which means the minimum fuel required to return home and land safely

**BIT** - Built-in-test

**BOGIC** - An unidentified aircraft

**BOQ** - Bachelor Officer's Quarters

**BSD** - Battle Staff Directive

**BVR** - Beyond Visual Range

**CAS** - Close Air Support

**CDC** - Career Development Course

**CFAC** - Combined Forces Air Component

**COMAO** - Composite Air Operations

**CND** - Could Not Duplicate

**CONS** - Contrails

**CRC** - Control and Reporting Center

**CTF** - Combined Task Force

**DCA** - Defensive Counter Air

**DETCO** - Detachment Commander

**DIA** - Defense Intelligence Agency

**DOC** - Desired Operational Capability

**DOD** - Department of Defense

**DNIF** - Duty Not Including Flying

**E and E** - An abbreviation of Escape and Evasion

**E-ERES** - External-Extended Range Fuel System

**EID** - Electronic identification

**ESSS** - External Stores Support System

**ETA** - Estimated Time of Arrival

**ETD** - Estimated Time of Departure

**EUCOM** - U.S. European Command

**FS** - Fighter Squadron

**GLO** - Ground Liaison Officer

**GPS** - Global Positioning System

**HARM** - High-speed anti-radiation missile

**HAS** - Hardened Aircraft Shelter

**HELO** - An abbreviation of helicopter

**HUD** - Heads Up Display

**ICAO** - International Civil Aviation Organization

**ID** - Identification

**IFF** - Identification Friend or Foe

**INS** - Inertial Navigation System

**IR** - Infrared

**IRE** - Interrogator Response Evaluator: Component of the F-15 AAI system

**JAG** - Judge Advocate General

**JSOTF** - Joint Special Operations Task Force

**JTIDS** - Joint Tactical Information Distribution System

**KDP-KTV** - Kurdish Democratic Party - Kurdish T.V.

**LIMFAC** - Limiting Factor

**LMR** - Land Mobile Radio

**LOWAT** - Low Altitude Tactics

**LVD** - Low Velocity Detection

**MCC** - (1) Military Coordination Center  
(2) Mission Crew Commander

**MD** - Mission Director - Call sign: Maddog

**MISREP** - Mission Report

**MR** - Mission Ready

**MWC** - Modification Work Center

**MR** - Mission Read

**NCO** - Noncommissioned Officer

**NOTAMS** - Notices to All Airman

**OPC** - Operation PROVIDE COMFORT

**RAPCON** - Radar Approach Control

**RHAW** - Radar Homing and Warning Equipment

**ROE** - Rules of Engagement

**ROZ** - Restricted Operations Zone

**R/T** - Receiver/Transmitter

**RTB** - Return to Base

**RWR** - Radar Warning Receiver: Component of the F-15 Electronic Warfare System

**RPI** - Rated Personnel Identifier

**SA** - Situational Awareness

**SAM** - Surface-to-air Missile

**SAR** - Search and Rescue

**SD** - Senior Director

**SEAD** - Suppression of Enemy Air Defenses

**SIF** - Selective Identification Feature

**SITREP** - Situation Report

**SKC** - Sky Clear

**SOC** - Squadron Operations Center

**SOF** - Supervisor of Flying

**SPINS** - Special Instructions

**SZ** - Security Zone

**TAOR** - Tactical Area of Responsibility -Synonomous with Area of Responsibility (AOR)

**TEWS** - Tactical Electronic Warfare System

**TDY** - Temporary Duty

**UHF** - Ultra High Frequency

**USAFE** - United States Air Forces in Europe

**VFR** - Visual Flight Rules

**VID** - Visual identification

**VSD** - Vehicle Situation Display

**WD** - Weapons Director

**WR ALC** - Warner Robins Air Logistics Center: A depot facility located in Robins, Ga.

**WSEP** - Weapon System Evaluation Program



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**SUMMARY OF MEDIA INVOLVEMENT**  
**BLACK HAWK ACCIDENT - 14 APRIL 1994**

Media queries concerning the April 14, 1994 aircraft mishap were quick and intense for the first two days following the incident. U.S. European Command headquarters Public Affairs (EUCOM/PA) received notification from its command center that U.S. aircraft had just reported shooting down two Iraqi HIND helicopters in the northern Iraq exclusion zone. Within four hours of the mishap, more than thirty media queries were received by EUCOM/PA and the Combined Task Force Public Affairs Offices (CTF/PA). In accordance with CTF/PA guidance, all queries on the incident were referred to EUCOM/PA. EUCOM/PA immediately notified the DoD Public Affairs duty officer and the Office of the Assistant to the Secretary of Defense for Public Affairs. Queries to CTF/PA were received from local Turkish and in-country international (CNN, Reuters TV, Associated Press, etc) journalists. By the sixth hour media outside the country (BBC-London, Washington Post, ABC-London, etc) began making inquiries to CTF/PA and EUCOM/PA as reports were already on the international wire services. Initial queries concerned reports that Hinds had been shot down, which were similar to those related by CTF and EUCOM command centers. Based on these initial command center operational reports from OPC officials, EUCOM/PA completed and cleared an initial press release. At approximately 1315Z, the EUCOM command center asked EUCOM/PA to hold the press release until further notice. During this period of confusion, Kurdish sources claimed the Iraqis had shot down two U.S. helicopters. Meanwhile media queries continued. With no firm information from operational channels, EUCOM/PA was able to confirm an incident had occurred, but provided no factual data pending the availability of accurate information.

At approximately 1335Z EUCOM/PA was notified that initial reports may have been in error and that U.S. helicopters may have been the aircraft which were shot down. EUCOM/PA made notification to DoD/PA and prepared proposed public affairs guidance. At approximately 1515Z EUCOM command center confirmed U.S. F-15's had shot down two U.S. Black Hawks. At 1545Z, OATSD/PA requested additional information for President Clinton who was having breakfast with a Congressional peacekeeping committee members. The proposed announcement was faxed to General Joulwan, commander U.S. European Command, and OATSD/PA. OATSD/PA approved the statement at 1730Z and the President used the statement at 1800Z. The initial information was then released to the media. The statement provided the most accurate and complete information available at the time.

First television reports with the accurate information was broadcast on CNN at 1803Z. The Presidents statement was followed by statements from the Secretary of Defense and Chairman of the Joint Chiefs of Staff. At 1925Z, OATSD/PA requested, and CINCEUR approved a 30 minute telephone interview between the Pentagon Press Corps and the EUCOM Chief of Staff

Media speculation into the cause of the accident was extensive. Media were able to find numerous, "experts," speculating on the cause. Unfortunately, the media often quoted "unofficial Pentagon sources," with speculation as to the cause of the accident.

More positive articles and news coverage later appeared in covering memorial services for the victims. News items and editorials appeared to express the sense of loss felt by the families and the nation. Once the investigation board began its investigation media interest quickly dissipated. Only a few questions were asked during the subsequent DoD press briefs.

*Ray B. Shepherd*  
RAY B. SHEPHERD, Lt Col, USAF  
Public Affairs Board Member