

# EXHIBIT 2



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS TWELFTH AIR FORCE (ACC)  
DAVIS-MONTHAN AIR FORCE BASE ARIZONA

MEMORANDUM FOR LT COL VICTOR J. FEHRENBACH, 366 OSS SEP 12 2008

FROM: 12 AF/CC  
2915 S. 12 AF Drive, Ste 218  
Davis-Monthan AFB, AZ 85707-4100

SUBJECT: Notification of Show Cause Action Initiated Under AFI 36-3206, Chapter 3,  
paragraph 3.6.8.

1. I am initiating action against you under AFI 36-3206 *Administrative Discharge Procedures for Commissioned Officers*, Chapter 3, paragraph 3.6.8, homosexual conduct, that requires you to show cause for retention on active duty.
2. I am taking this action because you did, at or near Boise, Idaho, on or about 12 May 2008, engage in homosexual acts with another man. Absent findings in support of the aggravating circumstances identified in AFI 36-3206, para 3.1.3.1, the least favorable character of discharge that the Secretary of the Air Force may approve is under honorable conditions (general). In the event the Secretary should find any of the previously referenced aggravating circumstances to exist in your case, the least favorable character of discharge he may approve is under other than honorable conditions (UOTHC). Attached is a copy of the documentary evidence supporting this action.
3. Sign and date the attached indorsement acknowledging receipt of this notification memorandum. A copy of the notification memorandum will be provided to you. If you decline to acknowledge receiving this notification memorandum, the officer presenting it to you will indicate on it the date and time you declined to acknowledge receipt and this will be included as a part of your case file.
4. Familiarize yourself with AFI 36-3206, particularly the rights that you have. If you do not apply for retirement or request a resignation in lieu of further administrative action, a Board of Inquiry (BOI) will convene as provided in Chapter 7. Contact Capt Karin B. Peeling, Area Defense Counsel, AFLOA/ADC, 828-2675, to discuss the procedures involved and your rights and options. If you decline counsel, contact Maj Rosalind Abdulkhalik, Chief, Military Personnel Flight, 366 MSS/DPM, 828-6254, for counseling about your rights and options.
5. If you elect to present matters to a BOI, the standard of proof used by the board members to make findings is a preponderance of evidence. You may present evidence and argument to rebut the reason set forth in this notification memorandum or any additional reason or information developed during the BOI proceedings. You may also present other pertinent evidence.

Government Exhibit 2

Page 1 of 42

6. Within 10 calendar days after you receive this notification memorandum, you must respond by indorsement to me. If I do not receive the indorsement within the allotted time I will proceed with further action under AFI 36-3206. Include in your indorsement:

a. Any statement you wish to submit on your own behalf and/or any additional evidence that you wish me to consider. If you desire that the BOI consider retention, you must submit evidence documenting the existence of all the circumstances cited in paragraph 3.3.3.1 in AFI 36-3206. If you are unable to submit your statements or documentary evidence within 10 calendar days after receiving this notification memorandum, you may request more time as allowed under AFI 36-3206. Submit your request for additional time to me. If you do not submit statements or evidence, your failure will constitute a waiver of your right to do so; and I will refer your case to the BOI.

b. A statement that Capt Karin Peeling counseled you and that you fully understand your rights and options in this action. If you declined counsel, so state and indicate that Maj Rosalind Abdulkhalik counseled you and that you fully understand your rights and options in this action.

c. A statement that you understand the following regarding recoupment of education assistance, special pay, or bonuses received if you haven't completed the period of active duty you agreed to serve:

(1) Recoupment of a portion of education assistance, special pay, or bonus monies received if you voluntarily separate.

(2) Recoupment of a portion of education assistance received if involuntary discharge is for misconduct.

(3) Recoupment of education assistance, special pay, or bonus money received if basis for discharge is determined to be statements, or marriage or attempted marriage to a person of the same sex, for the purpose of seeking separation.

(4) Recoupment of education assistance, special pay, or bonus money received if a discharge under other than honorable conditions (UOTHC) is authorized, or if the homosexual conduct is punishable under the UCMJ. This is the case whether or not you are actually discharged with a UOTHC or actually convicted under the UCMJ.

(5) The recoupment in all cases is an amount that bears the same ratio to the total amount or cost provided to you as the unserved portion of active duty bears to the total period of active duty that you agreed to serve.

(6) If you dispute that you are indebted for educational assistance, an authority appointed by the MAJCOM/CC will make findings and recommendations concerning the validity of your indebtedness. See AFI 36-3206, paragraph 4.32 regarding special rules for recoupment.

d. A statement notifying me whether you intend to apply for retirement or tender your resignation. If you have applied for retirement or tendered your resignation, attach a copy of the retirement application or the resignation.

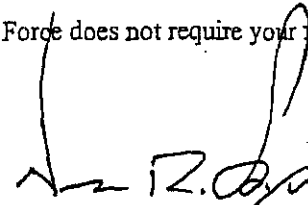
e. A statement that the area defense counsel or the Chief, Military Personnel Flight, explained separation pay to you and that you understand the eligibility criteria to receive separation pay.

f. Any other pertinent information.

7. In response to this notification memorandum, you may, within 10 calendar days, tender your resignation under AFI 36-3207, *Separating Commissioned Officers*, Chapter 2, section B, with the understanding that, if the Secretary of the Air Force accepts your resignation, you may receive a discharge under other than honorable conditions unless the Secretary of the Air Force determines that you should receive an honorable discharge. If the Secretary of the Air Force accepts your resignation, your discharge date will be as soon as possible but no later than 10 calendar days after the date that the MPF receives separation instructions.

8. I have taken action required under AFI 31-501, *Personnel Security Program Management* because you have had access to Sensitive Compartmented Information (SCI), Single Integrated Operational Plan-Extremely Sensitive Information (SIOP-ESI) or other special access programs.

9. You may request excess leave if the Air Force does not require your further participation in processing this case.



NORMAN R. SEIP, Lieutenant General, USAF  
Commander

4 Attachments:

1. Recommendation Memorandum, dated 11 Sept 08, with 20 Attachments (116 pages)
  1. Report of Investigation, 16 Jun 08 (87 pages)
  2. Personal Data Sheet, 14 Aug 08 (1 page)
  3. Officer Records Review RIP, 12 Aug 08 (5 pages)
  4. Officer Performance Report, 30 Aug 06 – 31 Jan 07 (2 pages)
  5. Officer Performance Report, 30 Dec 05 – 29 Aug 06 (2 pages)
  6. Officer Performance Report, 30 Dec 04 – 29 Dec 05 (2 pages)
  7. Officer Performance Report, 7 Feb 03 – 29 Dec 04 (2 pages)
  8. Officer Performance Report, 7 Jan 02 – 6 Feb 03 (2 pages)
  9. Officer Performance Report, 7 Jan 01 – 6 Jan 02 (2 pages)
  10. Officer Performance Report, 4 Mar 00 – 6 Jan 01 (2 pages)
  11. Officer Performance Report, 4 Mar 99 – 3 Mar 00 (2 pages)
  12. Education/Training Report, 1 May 98 – 3 Mar 99 (1 page)
  13. Officer Performance Report, 1 May 97 – 30 Apr 98 (2 pages)

14. Education/Training Report, 3 Sep 97 - 17 Oct 97 (1 page)
15. Education/Training Report, 30 Mar 96 - 30 Apr 97 (1 page)
16. Education/Training Report, 8 Apr 96 - 3 Jul 96 (1 page)
17. Education/Training Report, 15 Jun 94 - 29 Mar 96 (1 page)
18. Officer Performance Report, 15 Jun 93 - 14 Jun 94 (2 pages)
19. Officer Performance Report, 25 Dec 92 - 14 Jun 93 (2 pages)
20. Officer Performance Report, 24 Sep 91 - 24 Dec 92 (2 pages)
2. Officer's Receipt of Notification Memorandum (two originals)
3. AFI 36-3206 - not included, available at Area Defense Counsel Office
4. AFI 36-3207 - not included, available at Area Defense Counsel Office

# EXHIBIT 3

PROMOTION RECOMMENDATION			
<b>I. RATEE IDENTIFICATION DATA</b> (Read AFI 36-2406, Officer and Enlisted Evaluation Systems, carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
FEHRENBACH, VICTOR J.	REDACT	Maj	Q12K3C
5. ORGANIZATION, COMMAND, LOCATION			6. PAS CODE
AFELM Joint Flying Training, Training Air Wing SIX (TW-6), (AETC), Naval Air Station Pensacola, Florida			TX0JFG0K
<b>II. UNIT MISSION DESCRIPTION</b>			
Plans, supervises, and supports Primary, Intermediate, and Advanced Joint Undergraduate Navigator Training (JUNT). Conducts academic, simulator, and flight training of student Naval Flight Officers (NFO), Combat Systems Officers (CSO), and international military officers to satisfy service requirements of the United States Navy, United States Air Force, United States Marine Corps, and allied military services.			
<b>III. JOB DESCRIPTION</b>			
1. DUTY TITLE: Wing Senior Air Force Liaison, JUNT			
2. KEY DUTIES, TASKS, RESPONSIBILITIES: Reports directly to the Wing Commander. Manages all USAF implementation of and participation in JUNT. Coordinates with Naval Education and Training Command (NETC) USAF Advisor. Provides expertise on USAF joint issues to Chief, Naval Air Training (CNATRA), wing, and squadron staffs. Plans, creates, directs, and supervises all USAF specific programs and functions for over 300 Air Force personnel assigned to TW-6, including personnel and administrative support, manning, indoctrination, student production, physical readiness, and professional military training. T-39N/G Strike Fighter (S/F) Instructor, WSO/SEFE/Mission Commander.			
<b>IV. PROMOTION RECOMMENDATION</b>			
- Superstar! Top 2%/400+ officers; "#1/11 WSOs"; "#1 USAF Strike Fighter Instructor"; "Top 5% of all FGOs" - #1/36 WSOs "Top Gun" in bomb comp; CTW-6 "Top 5% of all officers..."; "#1 Most Effective S/F Instructor" - 9 Air Medals, 1 for heroism! Multiple kills vs Al Qaeda, high-value Iraqi targets; 1/12 select 9-11 alert crew - Tactical pioneer--picked for elite TF 20--integrated F-15E/SOF employment; chosen 1 of 9 initial FDL cadre - Leadership results--494 FS "USAFE/CC Fighter Sq of Year Award" and 335 FS "David C. Schilling Award" - Proven Sqdn ProjO and Det CC for 2 deployments--27 jets/322 personnel--"flawless results"--"best I've seen" - Top-tier officer--S/F Instructor of the Quarter; 8 FW CGOQ, Info Mgr/Qt; OG/Exec; "My #1 officer/aviator" - "Lethal at the business end of an F-15E"--98.4% hit/88 msn/414 hrs, OEF/ANACONDA/OIF/OSW/ONE/OJG - War hero, leader, 11 on a scale of 10! #1/86 O-4s--Best on my staff! Definitely Promote! DO, CC then SDE!			
<b>V. PROMOTION ZONE</b>		<b>VI. GROUP SIZE</b>	<b>VII. BOARD</b>
BPZ <input type="checkbox"/> I/APZ <input checked="" type="checkbox"/>		N/A	P0506A
<b>VIII. SENIOR RATER ID</b> 0JN06			
<b>IX. OVERALL RECOMMENDATION</b>		<b>X. SENIOR RATER</b>	
DEFINITELY PROMOTE <input checked="" type="checkbox"/> PROMOTE <input type="checkbox"/> DO NOT PROMOTE THIS BOARD <input type="checkbox"/>		NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION LEE H. C. LITTLE, CAPT, USN Training Air Wing SIX NAS Pensacola, Florida DUTY TITLE Commodore SSN REDACT	
		SIGNATURE <i>Lee H. C. Little</i>	
<b>Instructions</b>			
<b>Senior Rater:</b> Review previous OERs, OPRs, Education/Training Reports, and Supplemental Evaluation Sheets. May consider other reliable information that is not contained in the record of performance when completing the PRF. Evaluate the officer's performance and assess his or her potential. Write Promotion Recommendation (Section IV) in concise "bullet" format. Enter only the last four numbers of senior rater's SSN. Provide an accurate unbiased assessment free from consideration of race, sex, ethnic origin, age, religion, or marital status. Provide the officer a copy of this report approximately 30 days prior to the board for which this report is prepared.			
<b>Officer:</b> Review record of performance, Officer Pre-Selection Brief, and PRF for accuracy. Prior to your board convening date, you must contact your senior rater to discuss if your PRF is not accurate, omits pertinent information or has an error. If your senior rater concurs, there are procedures to correct prior to the board (reference 36-2406, chapter 8). Per DOD Directive 1320.11, Special Selection Boards, paragraph 4.3., a supplemental promotion board "shall not consider any officer who might, by maintaining reasonably careful records, have discovered and taken steps to correct that error or omission on which the original board based its decision against promotion."			

# EXHIBIT 4



RECORD OF BOARD OF INQUIRY

Concerning

LIEUTENANT COLONEL VICTOR J. FEHRENBACH

REDACTED

BY

Administrative Discharge Board Convened Under  
AIR FORCE INSTRUCTION 36-3206

Held at

MOUNTAIN HOME AIR FORCE BASE, IDAHO

On

14 and 15 April 2009

VOLUME I - Record of Proceedings

Abbreviations Used:

PRES - President  
MEM - Board Member  
LA - Legal Advisor  
REC - Recorder  
AREC - Assistant Recorder  
RES - Respondent  
RC - Respondent's Counsel  
WIT - Witness  
REP - Court Reporter  
INT - Interpreter



1 Has any member ever heard of a member being recommended for retention by a Board of  
2 Inquiry or administrative discharge before?

3 MEM[Col Yuill]: Say that again?

4 RC: Has any member ever heard of a member, a service member, being recommended  
5 for retention by a Board of Inquiry or an administrative discharge board before?

6 That is a negative response by all members.

7 Does any member have any strong opinions about homosexuality in general?

8 That is a negative response by all members.

9 Does any member have any moral or religious convictions that make you believe  
10 homosexual conduct is wrong?

11 That is an affirmative response by Colonel Mouw, Colonel Pollan, Colonel Difonzo,  
12 Colonel Haines, and Colonel Yuill, and a negative response by Colonel Murray.

13 Does any member believe that homosexuality is an abomination?

14 That is a negative response by all members.

15 Does any member have any experience in man power or manning issues?

16 MEM [Col Pollan]: Other than being a commander?

17 RC: And that was Colonel Pollan. That is an affirmative response by Colonel Haines,  
18 Colonel Difonzo, Colonel Mouw, Colonel Yuill, Colonel Murray, and Colonel Pollan.

19 Maybe I should qualify that a bit. Other than in your squadron capacity has anyone ever worked  
20 in, you know, what is it, XP; manning, or man power?

21 And that is an affirmative response by Colonel Haines and a negative response by all  
22 other members. And Sir, we will talk a little more in individual voir dire.

1 This board, after careful considering all the evidence in this case, has, in closed session,  
2 by secret written ballot, a majority of the voting members concurring, based upon the  
3 preponderance of the evidence, made the following findings and recommendations.

4 **FINDINGS**

5 PRES: The Respondent, Lieutenant Colonel Victor Fehrenbach:

6 **Did at or near Boise, Idaho, on or about 12 May 2008, engage in homosexual acts**  
7 **with another man.**

8 The Board finds that:

9 **One, such an act is a departure -- correction, the way this is written the board finds**  
10 **that, no, such acts are a departure from the Respondent's usual and customary behavior;**

11 **No, such acts under all the circumstances are not likely to recur;**

12 **Yes, such acts were not accomplished by use of force, coercion, or intimidation;**

13 **No, under the particular circumstances of the case, the Respondent's continued**  
14 **presence in the Air Force is consistent with the interest of the Air Force in proper**  
15 **discipline, good order, leadership, and morale; and**

16 **No, the Respondent does not have a propensity or intent to engage in homosexual**  
17 **acts.**

18 **RECOMMENDATIONS**

19 PRES: **Recommend the Respondent be discharged from active duty with an**  
20 **honorable discharge.**

21 The undersigned certify that a majority of the voting members concur in the above  
22 findings and recommendations and it's been signed by all members.

**AUTHENTICATION FOR RECORD OF PRECEEDINGS**

I certify that this record accurately depicts the administrative discharge proceedings of Lieutenant Colonel Victor J. Fehrenbach. I further certify that a majority of voting members of the Board concurred in the findings and recommendations.

  
\_\_\_\_\_  
GARY M. JACKSON, COL, USAF  
Legal Advisor

8 MAY 09  
(Date)

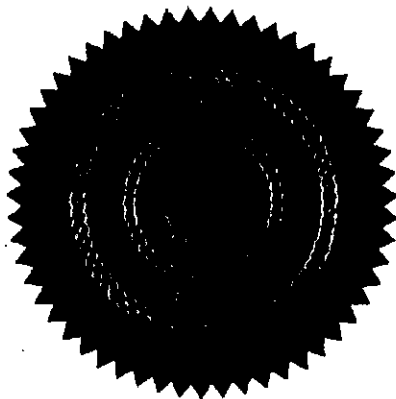
# EXHIBIT 5

CITATION TO ACCOMPANY THE AWARD OF  
THE AIR FORCE COMMENDATION MEDAL

TO

VICTOR J. FEHRENBACH

First Lieutenant Victor J. Fehrenbach distinguished himself by meritorious service as Executive Officer, 8th Operations Group, 8th Fighter Wing, Kunsan Air Base, Republic of Korea, from 2 July 1993 to 1 July 1994. During this period, Lieutenant Fehrenbach's professionalism, leadership, and dedication significantly contributed to the increased combat capability of the 8th Fighter Wing. Immediately upon his arrival, he established an automated suspense tracking system which resulted in zero late or missed suspenses since its inception. In addition, he authored comprehensive policy letters which standardized correspondence and performance reports and greatly reduced paperwork processing times. As a result of his concerted efforts, he was named the 8th Fighter Wing Information Manager of the Quarter and Company Grade Officer of the Quarter for January to March 1994. Lieutenant Fehrenbach also single-handedly rewrote the wing's incentive/orientation flight regulation which set quotas and suspenses for groups and more equitably distributed flights. The result was a much more streamlined, efficient program which provided 24 additional flights per quarter, significantly enhancing morale wing-wide. As a key member of the wing's battle staff mission planning cell, Lieutenant Fehrenbach served on the integrated tasking order breakout team, expertly scheduling over 130 simulated combat sorties during seven operational readiness exercises. His efforts directly contributed to the 8th Fighter Wing's success during the May 1994 Headquarters Pacific Air Forces Operational Readiness Inspection. The distinctive accomplishments of Lieutenant Fehrenbach reflect credit upon himself and the United States Air Force.



RESP EX  
PG OFF  
ADM  
DEI  
FOR D

E

# EXHIBIT 6



CITATION TO ACCOMPANY THE AWARD OF  
THE AIR FORCE COMMENDATION MEDAL  
(FIRST OAK LEAF CLUSTER)

TO

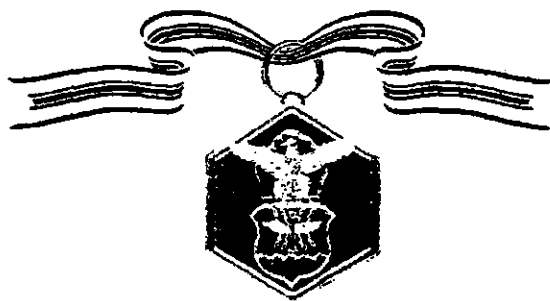
VICTOR J. FEHRENBACH

Captain Victor J. Fehrenbach distinguished himself by meritorious service as Squadron Programmer, 429th Electronic Combat Squadron, 27th Operations Group, 27th Fighter Wing, Cannon Air Force Base, New Mexico, from 21 August 1996 to 20 May 1998. During this period, Captain Fehrenbach successfully completed the EF-111A electronic warfare officer replacement training course, attaining a 97 percent academic average and earning "Commendable" and "Best Seen to Date" ratings for his mission qualification check-ride combat briefing. As Assistant Chief of Weapons and Tactics, Captain Fehrenbach assisted in planning all aspects of combat training missions for the June 1997 squadron surge exercise, resulting in 56 missions flown over a 2-day surge—an all-time EF-111 record. As a member of the wing mission planning cell during the CORONET ROADRUNNER 97-13 Phase II exercise in August 1997, Captain Fehrenbach planned and coordinated 16 successful combat training missions, earning an "Excellent" rating for mission preparation. As the squadron programmer, he expertly scheduled and coordinated over 500 local training missions totaling over 1,500 flying hours and 94 combat missions for 363 flying hours in support of Operation SOUTHERN WATCH. The distinctive accomplishments of Captain Fehrenbach reflect credit upon himself and the United States Air Force.



PERSONNEL  
EG OFF  
ADM  
HEL

# EXHIBIT 7



# DEPARTMENT OF THE AIR FORCE

## THIS IS TO CERTIFY THAT THE AIR FORCE COMMENDATION MEDAL

(THIRD OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

CAPTAIN VICTOR J. FEHRENBACH

FOR

MERITORIOUS SERVICE

11 JUNE 1999 TO 7 FEBRUARY 2001

### ACCOMPLISHMENTS

Captain Victor J. Fehrenbach distinguished himself by meritorious service as Squadron Electronic Warfare Officer and Chief, Squadron Life Support, 494th Fighter Squadron, 48th Operations Group, 48th Fighter Wing, Royal Air Force Lakenheath, England. During this period, Captain Fehrenbach reorganized an ailing life support section. He implemented new procedures to inspect and organize anti-exposure suits for over 65 aircrew members, ensuring quick detection, and repair of any defects in this lifesaving gear. As squadron project officer for Exercise GREEN FLAG 00-02, Captain Fehrenbach coordinated all mobility, munitions, training, and billeting requirements for a 12-aircraft, 169-personnel deployment. His outstanding skills as squadron Electronic Warfare Officer directly contributed to the preparation of 12 aircrew for their initial strike certification boards; resulting in a 100 percent pass rate. He also planned and was mission director for the Royal Navy Joint Maritime Operational Training exercise with over 50 aircraft, increasing the North Atlantic Treaty Organization's go-to-war capability. The distinctive accomplishments of Captain Fehrenbach reflect credit upon himself and the United States Air Force.

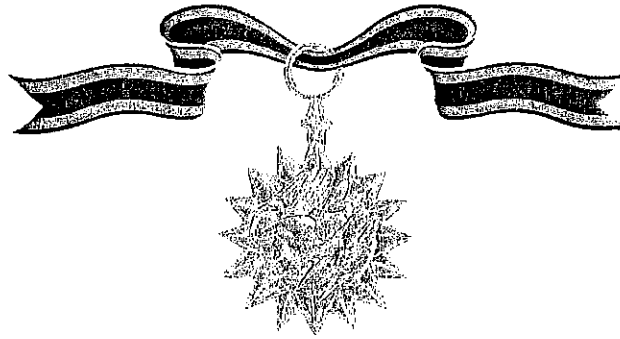
GIVEN UNDER MY HAND  
14 FEBRUARY 2001

IRVING L. HALTER, JR. Colonel, USAF  
Commander, 48th Fighter Wing



RECEIVED  
ADM  
FEB

# EXHIBIT 8



# THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT

THE PRESIDENT OF THE UNITED STATES OF AMERICA

AUTHORIZED BY EXECUTIVE ORDER, MAY 11, 1942

HAS AWARDED

## THE AIR MEDAL

(THIRD OAK LEAF CLUSTER)

TO

MAJOR VICTOR J. FEHRENBACH

FOR

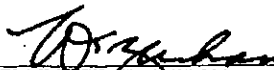
HEROISM

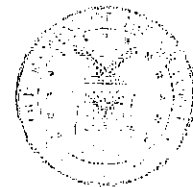
### WHILE PARTICIPATING IN AERIAL FLIGHT

Major Victor J. Fehrenbach distinguished himself by heroism while participating in aerial flight as F-15E Weapon Systems Officer, 335th Expeditionary Fighter Squadron, 379th Expeditionary Operations Group, 379th Air Expeditionary Wing, at Al Udeid Air Base, Qatar on 3 April 2003. On that date, as Major Fehrenbach provided combat airpower in support of coalition forces Operation IRAQI FREEDOM. In direct support of friendly ground forces securing Baghdad International Airport, Major Fehrenbach worked with two ground forward air controllers, providing immediate time-sensitive targeting of two enemy target arrays located near advancing friendly forces. Major Fehrenbach successfully employed nine laser-guided bombs, destroying two enemy missile launchers and 12 armored vehicles within striking distance of coalition ground forces. While destroying these targets, Major Fehrenbach was targeted by constant enemy anti-aircraft artillery fire, one strategic surface-to-air missile, and eight tactical surface-to-air missiles. Major Fehrenbach used preemptive and reactive countermeasures and varied the attack axis for each strike to defeat these threats. His tactical prowess in a high threat environment denied enemy ground force attacks on advancing friendly forces, thereby allowing them to secure Baghdad International Airport safely, and furthering the success of coalition forces in Operation IRAQI FREEDOM. The professional heroism and airmanship displayed by Major Fehrenbach reflect great credit upon himself and the United States Air Force.

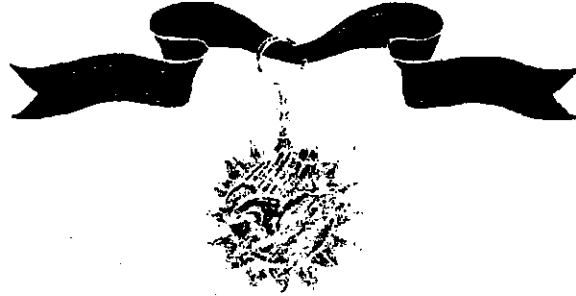
GIVEN UNDER MY HAND

4 SEPTEMBER 2003

  
WALTER E. BUCHANAN III  
Lieutenant General, USAF  
Commander, USCENTAF



# EXHIBIT 9



**THE UNITED STATES OF AMERICA**

**TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:**

**THIS IS TO CERTIFY THAT**

**THE PRESIDENT OF THE UNITED STATES OF AMERICA**

**AUTHORIZED BY EXECUTIVE ORDER, MAY 11, 1942**

**HAS AWARDED**

**THE AIR MEDAL**

**(FOURTH OAK LEAF CLUSTER)**

**TO**

**MAJOR VICTOR J. FEHRENBACH**

**FOR**

**MERITORIOUS ACHIEVEMENT**

**WHILE PARTICIPATING IN AERIAL FLIGHT**

Major Victor J. Fehrenbach distinguished himself by meritorious achievement while participating in aerial flight as F-15E Weapon Systems Officer, 335th Expeditionary Fighter Squadron, 379th Expeditionary Operations Group, 379th Air Expeditionary Wing at Al Udeid Air Base, Qatar, on 20 March 2003. On that date, Major Fehrenbach provided crucial support to special operations ground forces securing a key strategic airfield in western Iraq. Major Fehrenbach's professionalism and fearlessness in the face of anti-aircraft artillery and surface-to-air missile batteries led to a successful mission for the outnumbered ground forces gaining access to command bunkers. Once the airfield threats were silenced and ground objectives were reached, Major Fehrenbach used his targeting pod to reconnoiter the main roads leading to the airfield complex and discovered a convoy of large trucks approaching from five miles west. He designated the location of the vehicles and informed the ground forward air controller of the emerging threat. Once cleared to engage, his flight delivered and guided a laser-guided bomb to a direct hit on the center trucks. All the trucks were immobilized and approximately 60 enemy troops were kept from engaging friendly forces, ensuring ground forces' mission success with zero friendly losses. Major Fehrenbach's exceptional aviation skill directly contributed to coalition forces securing a vital airfield and command bunker, a key strategic objective in Operation IRAQI FREEDOM. The professional skill and airmanship displayed by Major Fehrenbach reflect great credit upon himself and the United States Air Force.

**GIVEN UNDER MY HAND**

**24 DECEMBER 2003**

**WALTER E. BUCHANAN III**

Lieutenant General, USAF

Commander, USCENTAF



5  
SEARCHED INDEXED  
SERIALIZED FILED  
DEC 24 2003  
AFSCENTAF

# EXHIBIT 10





# DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

## THE AIR FORCE COMMENDATION MEDAL

(FOURTH OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

MAJOR VICTOR J. FEHRENBACH

FOR

MERITORIOUS SERVICE

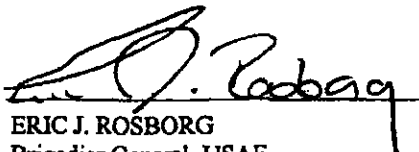
8 FEBRUARY 2001 TO 31 DECEMBER 2003

### ACCOMPLISHMENTS

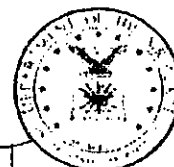
Major Victor J. Fehrenbach distinguished himself by meritorious service in various assignments culminating as Flight Commander/Weapon Systems Officer, F-15E, 335th Fighter Squadron, 4th Operations Group, 4th Fighter Wing, Seymour Johnson Air Force Base, North Carolina. During this period, Major Fehrenbach's professional skill and leadership were instrumental to the squadron's unparalleled combat success in four major combat operations, supporting the Global War on Terrorism. His rock-solid flight discipline contributed to the squadron reaching unprecedented safety milestones, earning Boeing's 100,000 and 110,000 Accident-Free Flying Hour Awards, firsts for any F-15E unit. As initial cadre for the new F-15E Fighter Data Link upgrade, Major Fehrenbach trained over 80 aircrew and was a linchpin in attaining operational capability in less than 30 days, ensuring the squadron was ready for its first-ever combat employment in Afghanistan. As Chief of Wing Training, he submitted a myriad of flying training improvements that were adopted by Air Combat Command, significantly enhancing and streamlining aircrew training throughout the Combat Air Force. Due to his superior aviation prowess, Major Fehrenbach was selected for the initial combat air patrols on 11 September 2001 in support of Operation INFINITE JUSTICE, and later flew 15 alert air patrols over the capital in support of Operation NOBLE EAGLE, guarding vital National assets from further attack. The distinctive accomplishments of Major Fehrenbach reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

9 FEBRUARY 2004

  
ERIC J. ROSBORG  
Brigadier General, USAF  
Commander, 4th Fighter Wing

AF FORM 2224, JUL 99



RECEIVED \_\_\_\_\_  
PC OFF \_\_\_\_\_ ADM \_\_\_\_\_ REJ \_\_\_\_\_

# EXHIBIT 11



# THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:

THIS IS TO CERTIFY THAT

THE PRESIDENT OF THE UNITED STATES OF AMERICA

AUTHORIZED BY EXECUTIVE ORDER, MAY 11, 1942

HAS AWARDED

## THE AIR MEDAL

(FIFTH OAK LEAF CLUSTER)

TO

MAJOR VICTOR J. FEHRENBACH

FOR

MERITORIOUS ACHIEVEMENT

WHILE PARTICIPATING IN AERIAL FLIGHT

Major Victor J. Fehrenbach distinguished himself by meritorious service while participating in sustained aerial flight as F-15E Weapon Systems Office, 335th Expeditionary Fighter Squadron, 332d Expeditionary Operations Group, 332d Air Expeditionary Wing, Ahmed Al Jaber Air Base, Kuwait, and 379th Expeditionary Operations Group, 379th Air Expeditionary Wing, Al Udeid Air Base, Qatar, from 9 January 2002 to 6 March 2003. During this period, the airmanship and courage exhibited by Major Fehrenbach as he provided combat airpower for coalition forces in support of Operations SOUTHERN WATCH and ENDURING FREEDOM, demonstrated his outstanding proficiency and steadfast devotion to duty. He ensured coalition air dominance over Afghanistan and Iraq while also providing interdiction and close air support for coalition operations to deny, degrade and disrupt enemy forces, ensuring the eventual removal of two enemy regimes. Major Fehrenbach provided air to ground delivery of both laser guided and general purpose weapons in a demanding troops in contact combat environment, ensuring success of the ground operations with minimal friendly casualties. The professional ability and outstanding aerial accomplishments of Major Fehrenbach reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

26 FEBRUARY 2004

A handwritten signature in black ink, appearing to read "W. Buchanan", written over a horizontal line.

WALTER E. BUCHANAN III  
Lieutenant General, USAF  
Commander, USCENTAF



# EXHIBIT 12



**THE UNITED STATES OF AMERICA**

**TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:**

**THIS IS TO CERTIFY THAT**

**THE PRESIDENT OF THE UNITED STATES OF AMERICA**

**AUTHORIZED BY EXECUTIVE ORDER, MAY 11, 1942**

**HAS AWARDED**

**THE AIR MEDAL**

**(EIGHTH OAK LEAF CLUSTER)**

**TO**

**MAJOR VICTOR J. FEHRENBACH**

**FOR**

**MERITORIOUS ACHIEVEMENT**

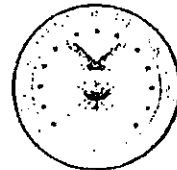
**WHILE PARTICIPATING IN AERIAL FLIGHT**

Major Victor J. Fehrenbach distinguished himself by meritorious achievement while participating in sustained aerial flight as F-15E Weapon Systems Officer, 335th Expeditionary Fighter Squadron, 379th Expeditionary Operations Group, 379th Air Expeditionary Wing, Al Udeid Air Base, Qatar, from 8 March 2003 to 16 June 2003. During this period, the airmanship and courage exhibited by Major Fehrenbach provided combat airpower for coalition forces while flying combat air patrols in support of Operations SOUTHERN WATCH and IRAQI FREEDOM. He ensured coalition air dominance over Iraq while also providing on call close air support for coalition ground forces. Major Fehrenbach's actions directly contributed to establishing security and civil stability in Iraq. The professional ability and outstanding aerial accomplishments of Major Fehrenbach reflect great credit upon himself and the United States Air Force.

**GIVEN UNDER MY HAND**

**12 MARCH 2004**

**WALTER E. BUCHANAN III**  
Lieutenant General, USAF  
Commander, USCENTAF



PROCESSED BY \_\_\_\_\_  
ADJUTANT GENERAL \_\_\_\_\_  
ADM \_\_\_\_\_  
REJ \_\_\_\_\_

# EXHIBIT 13



# DEPARTMENT OF THE NAVY

THIS IS TO CERTIFY THAT  
THE SECRETARY OF THE NAVY HAS AWARDED THE

## NAVY AND MARINE CORPS COMMENDATION MEDAL

TO

MAJOR VICTOR J. FEHRENBACH  
UNITED STATES AIR FORCE

FOR

MERITORIOUS SERVICE AS PLANNING AND PRODUCTION DEPARTMENT HEAD AND AIR FORCE OPERATIONS FLIGHT COMMANDER AT TRAINING SQUADRON EIGHT SIX FROM JANUARY 2004 TO AUGUST 2005. AS AIR FORCE OPERATIONS FLIGHT COMMANDER, HE DIRECTLY SUPERVISED ONE SENIOR NONCOMMISSIONED OFFICER AND THREE COMPANY GRADE OFFICERS, WHILE MENTORING THE PROFESSIONAL DEVELOPMENT OF OVER 30 AIR FORCE STAFF AND MORE THAN 100 STUDENTS. AS PLANNING AND PRODUCTION DEPARTMENT HEAD, HIS EFFORTS RESULTED IN THE ON-TIME AND QUALITY PRODUCTION OF 254 NAVAL FLIGHT OFFICERS AND WEAPONS SYSTEMS OFFICERS. BY HIS NOTEWORTHY ACCOMPLISHMENTS, PERSEVERANCE, AND DEVOTION TO DUTY, MAJOR FEHRENBACH REFLECTED CREDIT UPON HIMSELF AND THE HIGHEST TRADITIONS OF THE UNITED STATES AIR FORCE AND THE NAVAL SERVICE.

GIVEN THIS 11<sup>TH</sup> DAY OF January 2007

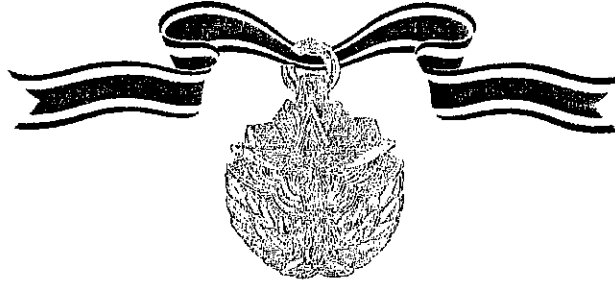


  
SECRETARY OF THE NAVY

PETER P. HUNT  
Captain, United States Navy  
Commander, Training Air Wing SIX

# EXHIBIT 14





**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**

TO  
MAJOR VICTOR J. FEHRENBACH

FOR  
MERITORIOUS SERVICE  
15 AUGUST 2005 TO 1 FEBRUARY 2007

**ACCOMPLISHMENTS**

Major Victor J. Fehrenbach distinguished himself in the performance of outstanding service to the United States as Senior Air Force Liaison, Training Air Wing Six, Naval Air Station Pensacola, Florida, and Commander, Detachment 1, 325th Fighter Wing, Corry Station, Florida. Major Fehrenbach's superior leadership as the wing commander's top advisor on all Air Force personnel issues was critical to the success of joint undergraduate navigator training in the Pensacola area. Brilliant on personnel issues, he expertly prepared 38 promotion recommendations for three boards, earning four additional Definitely Promote recommendations at Management Level Reviews. With no notice, he was hand-picked as detachment commander. Major Fehrenbach immediately enforced discipline, boosted morale, and improved communications among nine units, supporting more than 850 airmen. He flawlessly handled a complex Flying Evaluation Board case, gaining approval from the Headquarters Air Education and Training Command Commander. A proactive leader, he solved long-standing technology shortfalls and improved customer service. The singularly distinctive accomplishments of Major Fehrenbach reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

1 FEBRUARY 2007

TOD D. WOLTERS, Brig Gen, USAF  
Commander, 325th Fighter Wing



# EXHIBIT 15

I. RATEE IDENTIFIC		II DATA (Read A1... 25-70 annually before filing in any form)	
1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.		3. GRADE 2d Lt	
4. DAFSC A7024		5. REDACT	
6. PERIOD OF REPORT From: 25 Dec 92 To: 14 Jun 93		6. NO. DAYS SUPERVISION 172	7. REASON FOR REPORT CRO
8. ORGANIZATION, COMMAND, LOCATION 366th Operations Support Squadron (ACC), Mountain Home AFB, Idaho			9. PAS CODE MW1 CFF6Z
II. UNIT MISSION DESCRIPTION Responsible for airfield and weather services, air traffic control, intelligence, weapons/training, operations/maintenance scheduling, and contingency planning for six squadrons in USAF air intervention composite wing. Develops flying, airspace, and weapons range schedules for over 20,000 sorties annually. Maintains readiness for worldwide deployment.			
III. JOB DESCRIPTION 1. DUTY TITLE: Squadron Section Commander 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Provides administrative, disciplinary, morale, and welfare support for over 230 personnel, including the 366th Operations Group Staff. Administers disciplinary action and advises squadron commander on Article 15, court martial, and administrative discharge considerations. Counsels airmen with personal and professional problems. Supervises three individuals and directs all orderly room functions. Reviews, approves, and provides guidance for performance reports, decorations, and correspondence. Manages multiple squadron personnel programs including self-inspection, weight management, and fitness. Writes, edits, and distributes squadron newsletter. Significant Additional Duty: Chief, Wing Battle Staff Information Management (BSIM).			
IV. IMPACT ON MISSION ACCOMPLISHMENT - Superb BSIM chief—during initial local exercises as composite wing, he established and implemented procedures for distributing all battle staff directives; result was outstanding communication throughout operations group and wing - Took on a fledgling squadron self-inspection program; his identification of multiple program discrepancies and implementation of visionary solutions corrected all procedures prior to an operations group staff assistance visit - Expert short-notice organizer; with only 40 hours notice, he organized squadron change of command ceremony - Contacted dignitaries, wrote script, printed programs, orchestrated practice, ensured required personnel were available, and served as emcee—result was an outstanding ceremony, lauded by 366th Wing Commander - Designed and ordered all materials for the first squadron emblem, quickly allowed diverse squadron to gain identity - Superb Air Force Assistance Fund manager; collected 115 percent of monetary goal in just 3 weeks			
V. PERFORMANCE FACTORS		DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.		<input type="checkbox"/>	<input checked="" type="checkbox"/>

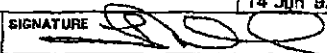
AF FORM 707B, AUG 88 (EF)

COMPANY GRADE OFFICER PERFORMANCE REPORT

**VI. RATER OVERALL ASSESSMENT**

Lt Fehrenbach is a young officer ready and willing to meet any challenge. His ability to grasp a complex problem and solve it with ease is superb. Whether handling a short-notice change of command or tutoring a junior enlisted squadron member, he is always the first to volunteer his time and talents for the good of the squadron and Air Force. His dedication and hard work in setting up the squadron's self-inspection program paid immediate dividends when an operations group inspection found it a model program. As editor of the squadron biweekly newsletter, his personal touch ensured an informative and interesting document which improved morale and communications and has been copied by four other squadrons. He built a comprehensive squadron Right Start program which was immediately rated Outstanding by new squadron members and their spouses. His unselfish work in the squadron and on the base has been outstanding. Continue to challenge, augment to Regular Air Force, and send to Squadron Officer School.

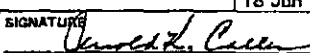
Performance feedback was accomplished consistent with the direction in AFR 36-10. (If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN. COMD, LOCATION TIMOTHY F. NALL, Lt Col, USAF 366th Operations Support Squadron (ACC) Mountain Home AFB, Idaho	DUTY TITLE Commander SSN REDACT	SIGNATURE 	DATE 14 Jun 93
--	--	--	-------------------

**VII. ADDITIONAL RATER OVERALL ASSESSMENT**

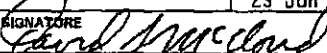
Lt Fehrenbach demonstrated his enormous potential on a daily basis. He has represented the Operations Support Squadron and Operations Group with style as an honor guard fight commander, training 45 personnel and serving as commander at four local funerals and retirement ceremonies. He also performed superbly as honor guard commander during a visit to the base by 17 North Atlantic Treaty Organization Air Force Chiefs of Staff. Lt Fehrenbach is an outstanding officer ready for increased responsibility. Augment into the Regular Air Force now.

CONCUR  NONCONCUR

NAME, GRADE, BR OF SVC, ORGN. COMD, LOCATION JERROLD K. CALLEN, Colonel, USAF 366th Operations Group (ACC) Mountain Home AFB, Idaho	DUTY TITLE Commander SSN REDACT	SIGNATURE 	DATE 18 Jun 93
--	--	--	-------------------

CONCUR  NONCONCUR

**VIII. REVIEWER**

NAME, GRADE, BR OF SVC, ORGN. COMD, LOCATION DAVID J. McCLOUD, Brig Gen, USAF 366th Wing (ACC) Mountain Home AFB, Idaho	DUTY TITLE Commander SSN REDACT	SIGNATURE 	DATE 23 Jun 93
--	--	---	-------------------

**Instructions**

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

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

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

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

AF FORM 707B, AUG 88 (E) (REVERSE)

# EXHIBIT 16

1. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.		2. SSN REDACT	4. OAFSC 37A3
3. PERIOD OF REPORT From: 15 Jun 93 To: 14 Jun 94		5. REL. LT/ATO SUPERVISION 329	7. REASON FOR REPORT Annual
8. ORGANIZATION, COMMAND, LOCATION 8th Operations Group (PACAF), Kunsan Air Base, Republic of Korea			9. PAS CODE KUORFJH4
11. UNIT MISSION DESCRIPTION Responsible for training, flight operations, aircraft maintenance, sortie generation, quality assurance, intelligence, command and control, operational plans, aircraft evaluations, weather support, and airfield management for the 8th Fighter Wing. Ensures combat readiness of two F-16C/D fighter squadrons capable of conducting air operations throughout the Pacific theater.			
12. JOB DESCRIPTION ; DUTY TITLE: Operations Group Executive Officer 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Administers and enforces command policy. Manages group administrative functions. Delegates mission taskings and assigns/coordinates and suspenses for three squadrons and two staff agencies. Ensures all HHQ suspenses are met on time. Responsible for quality control of all correspondence, performance reports, and decorations. Serves on battle staff mission planning cell as member of the integrated tasking order (TTO) breakout team during exercises/contingencies. Monitors the wing incentive/orientation flight program. Manages a \$200,000 equipment account. Significant Additional Duties: Wing Combined Federal Campaign (CFC) Project Officer, Wing Honor Guard Commander, Group Self-Inspection Monitor.			
14. IMPACT ON MISSION ACCOMPLISHMENT - Unmatched--8th Fighter Wing Information Manager and Company Grade Officer of the Quarter, Jan-Mar 94 - Established new automated suspense tracking system--zero late/missed suspenses to HHQ since its inception - Authored a comprehensive OPR/EPR policy letter--reduced processing times and vastly improved quality - Single-handedly rewrote the wing's incentive/orientation flight regulation--expertly managed programs - Set group quotas/suspenses, standardized nomination procedures--provided over 60 flights, raising morale - Outstanding initiative--revamped computer software, replacing outdated programs--increased efficiency - Key member of mission planning cell--developed schedule for 130 simulated combat sorties during exercises - Group Beddown/Reception POC--significantly contributed to "Excellent" mission support rating during ORI - Instituted weekly section CC meetings to distribute information/provide cross-feed--better communication			
V. PERFORMANCE FACTORS			
	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve that knowledge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, and honesty. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

AF FORM 707B, AUG 88 (EF 15 FEB 93) PREVIOUS EDITION IS OBSOLETE COMPANY GRADE OFFICER PERFORMANCE REPORT

**VI. RATER OVERALL ASSESSMENT**

- Lt Fehrenbach is a model executive officer, intelligent, motivated, versatile, and a natural leader
- Improved all areas of administration: suspense tracking, computers/software, correspondence quality
- Established correspondence and OPR/EPR policy that standardized paperwork and streamlined processing
- Key member of group's unit self-assessment team, recommended valuable improvements to admin practices
- Developed daily schedule for over 130 sorties during local exercises and 180 sorties during HQ PACAF ORI
- Authored wing's incentive/orientation flight regulation; significantly enhanced program, raising morale
- Elected Secretary of Company Grade Officers Council; organized trips to teach English to Korean students
- The best Company Grade Officer of the Quarter, Information Manager of the Quarter, Honor Guard CC
- Multitalented with unlimited potential--augment to Regular Air Force and send to SOS in-residence

Performance feedback was accomplished consistent with the direction in AFR 38-10. (If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION RONALD S. WILLKE, Colonel, USAF 8th Operations Group (PACAF) Kunsan Air Base, Republic of Korea	DUTY TITLE Commander	DATE 27 JUN 94
	SSN REDACT	SIGNATURE Ronald S. Willke

**VII. ADDITIONAL RATER OVERALL ASSESSMENT**

- Lt Fehrenbach can do it all--true leader, exceptional officer--made a positive impact on the 8 FW at all levels
- Expertly managed a flawless wing Combined Federal Campaign--ensured wing collected over \$65,000
- Superb Honor Guard Commander--handpicked to plan POW/MIA Retreat--lauded by PACAF/CV
- Outpaced his peers--8 FW Information Manager and Company Grade Officer of the Quarter, Jan - Mar 94
- Give this outstanding officer any challenge, he will excel--send to SOS and make him a Regular officer now

NAME, GRADE, BR OF SVC, ORGN, COMD, LOCATION STEPHEN E. TRENT, Colonel, USAF 8th Fighter Wing (PACAF) Kunsan Air Base, Republic of Korea	DUTY TITLE Commander	DATE 27 JUN 94
	SSN REDACT	SIGNATURE Stephen E. Trent

**VIII. REVIEWER**

Additional Rater is also Reviewer.

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

**Instructions**

All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not consider or comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 708, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.

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

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

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

AF FORM 707B, AUG 88 (EF) (REVERSE)

# EXHIBIT 17



**COMPANY GRADE OFFICER PERFORMANCE REPORT**

<b>I. RATEE IDENTIFICATION DATA</b> <i>(Read AF 36-2602 carefully before filling in any item)</i>			
1. NAME <i>(Last, First, Middle Initial)</i> <b>FEHRENBACH, VICTOR J.</b>	2. SSN <b>REOACT</b>	3. GRADE <b>Capt</b>	4. DA/FSC <b>12F3K</b>
5. PERIOD OF REPORT From: <b>1 May 97</b> To: <b>30 Apr 98</b>	6. NO. DAYS SUPERVISION <b>365</b>	7. REASON FOR REPORT <b>Annual</b>	
8. ORGANIZATION, COMMAND, LOCATION <b>429th Electronic Combat Squadron (ACC), Cannon Air Force Base, New Mexico</b>			9. PAG CODE <b>CD1CFKC4</b>
<b>II. UNIT MISSION DESCRIPTION</b> Maintains combat readiness for deployment with a squadron assigned 31 EF-111A aircraft. Provides global electronic combat (EC) capability to degrade enemy defense systems. Only deployable Air Force unit capable of suppressing ground control intercept, early warning and acquisition radars with complex, <u>directional jamming</u> . Conducts all formal EF-111A qualification and instructor training.			
<b>III. JOB DESCRIPTION</b>			
1. DUTY TITLE: <b>PROGRAMMING OFFICER</b>			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Combat mission-ready Electronic Warfare Officer (EWO) skilled in all facets of employing the EF-111A. Deploys worldwide to execute electronic attack missions against enemy air defense systems in support of national security interests. Continually trains for combat and participates in exercises to improve wartime employment skills and develop tactics for deployed operations. As squadron scheduler, coordinates all unit flying, simulator, and ground training for over 60 aircrew. Deployed squadron scheduler for Operation SOUTHERN WATCH (OSW). Responsible for coordinating EF-111A participation in joint multinational force supporting/enforcing United Nations no-fly resolutions.			
<b>IV. IMPACT ON MISSION ACCOMPLISHMENT</b>			
- Outstanding job as Chief, EF-111A Mission Planning Cell (MPC) CORONET ROADRUNNER Phase II - Planned and coordinated 50 demanding combat training missions—combat performance exemplary - Rated "Excellent" by 27 FW evaluation team members; planning lauded as "Superior" by aircrews - Scheduled 2,260 sorties and 5,885 combat training hours—coordinated airspace, tanker, and EC support - Single-handedly planned a 4-ship exercise mission to NAS Fallon NV—outstanding training for aircrews - Keenly managed chaff/flare account exceeding ACC standard by using ninety percent of stock on hand - Planned 48 missions for Jun 97 wing surge exercise—developed planning packets and new low-level route - Overwhelming success—28 successful sorties flown per day with only 24 scheduled—an EF-111A record - Combat proven aviator—24 demanding sorties over Southern Iraq—valuable multinational joint experience			
<b>V. PERFORMANCE FACTORS</b>	<b>DOES NOT MEET STANDARDS</b>	<b>MEETS STANDARDS</b>	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgement and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

AF FORM 707B, OCT 95 (EF-V1) (PerFORM PRE) JUN 0 3 1998 REVISION EDITION IS OBSOLETE.

DPPB

<b>VI. RATER OVERALL ASSESSMENT</b>		
<ul style="list-style-type: none"> <li>- Capt Fehrenbach is an outstanding officer and highly talented EWO--sets the standard for others to follow</li> <li>- Meticulous MPC performance--directly contributed to 27 FW overall "Excellent" rating in Phase I ORI</li> <li>- Squadron scheduler in an undermanned shop; expertly programed ACC's heaviest tasked fighter squadron</li> <li>- Deployed programming officer; scheduled over 90 combat missions--100 percent combat effectiveness</li> <li>- Authored new smart packs ensuring smooth transition for incoming aircrews--combat readiness improved</li> <li>- Handpicked inquiry official for local security incident--results lauded by 4404 OG/CC as "best ever seen"</li> <li>- Superb planner; my obvious choice to spearhead our flight's force extension exercise--excellent results</li> <li>- Superior performance during two missions in ROVING SANDS 97--world's largest multinational exercise</li> <li>- Capt Fehrenbach is a proven performer; continue to challenge and upgrade to instructor--ISS a must!</li> </ul>		
Last performance feedback was accomplished on: <u>28 Oct 97</u> (consistent with the direction in AFI 36-2402.) <i>If not accomplished, state the reason</i>		
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION WILLIAM W. MELLING, Capt, USAF 429th Electronic Combat Squadron (ACC) Cannon AFB NM	DUTY TITLE Flight Commander SSN REDACT	DATE 1 May 98 SIGNATURE <i>William W. Melling</i>
<b>VII. ADDITIONAL RATER OVERALL ASSESSMENT</b> <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR <ul style="list-style-type: none"> <li>- Capt Fehrenbach is a stellar performer with excellent officership and aviation skills--potential unlimited</li> <li>- Demonstrated maturity and competence--MPC flight chief, squadron scheduler, and squadron surge POC</li> <li>- Experienced aviator proven by 24 flawless combat missions and participation in ROVING SANDS 97</li> <li>- Very versatile and effective officer--investigated security incident; active in CGOC; reliable volunteer</li> <li>- A rising star in our squadron; I expect Vic to excel in the Strike Eagle--challenge and ISS ASAP!</li> </ul>		
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION ALLEN E. WICKMAN, Lt Col, USAF 429th Electronic Combat Squadron (ACC) Cannon AFB NM	DUTY TITLE Commander SSN REDACT	DATE 1 May 98 SIGNATURE <i>Allen E. Wickman</i>
<b>VIII. REVIEWER</b> <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR		
<b>IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR</b> (Indicate applicable review by marking the appropriate box(es).)		
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 7078, OCT 95 (REVERSE) (EF-V1) (PerFORM PRO)

# EXHIBIT 18

**COMPANY GRADE OFFICER PERFORMANCE REPORT**

<b>I. RATEE IDENTIFICATION DATA</b> <i>Read AF Form 707B-1 carefully before filling in any item</i>			
1. NAME (Last, First, Middle Initial) <b>FEHRENBACH, VICTOR J.</b>		2. SSN <b>REDACT</b>	3. GRADE <b>CAPT</b>
4. DA/SC <b>12F3F</b>		5. PERIOD OF REPORT From: <b>4 Mar 1999</b> To: <b>3 Mar 2000</b>	
6. NO. DAYS SUPERVISION <b>315</b>		7. REASON FOR REPORT <b>Annual</b>	
8. ORGANIZATION, COMMAND, LOCATION <b>494th Fighter Squadron (USAFE), RAF Lakenheath, England</b>			9. PAS CODE <b>LD0DFB01</b>
<b>II. UNIT MISSION DESCRIPTION</b>			
One of USAFE's two lead F-15E Expeditionary Fighter Squadrons. Capable of executing strategic attack, interdiction and counterair missions in support of USAFE, USEUCOM and NATO war plans. Employs the full array of air superiority and surface attack munitions to include the most advanced precision-guided weapons in the USAF inventory. Ready to deploy to any theater of operations in the world.			
<b>III. JOB DESCRIPTION</b>			
1. DUTY TITLE <b>F-15E Weapons System Officer (WSO)/Squadron Electronic Warfare Officer</b>			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: <b>Combat-ready WSO in the USAF's premier tactical precision-guided munitions platform, the F-15E multirole fighter. Provides pinpoint destruction of high value targets for US and allied forces in support of national security objectives. Plans, briefs, and leads complex strike, surface attack, and air combat missions. Maintains expert knowledge of F-15E systems, tactics, threat capabilities, and the full arsenal of strike, conventional, laser-guided, and electro-optical munitions. As Squadron Electronic Warfare Officer, responsible for training aircrew on all aspects of F-15E Tactical Electronic Warfare Systems. Ensures all aircraft defensive countermeasure operate at the highest level.</b>			
<b>IV. IMPACT ON MISSION ACCOMPLISHMENT</b>			
<ul style="list-style-type: none"> <li>- Deployed scheduler at Operation ALLIED FORCE (OAF)-scheduled 750 combat sorties for 70 aircrew</li> <li>- Flawless daily coordination with Combined Air Operations Center maximized F-15E combat capability</li> <li>- Restored currencies for 20 people while still deployed-cut redeployment training program by 3 weeks</li> <li>- Outstanding aviator-1999 squadron Top Gun for lost events despite being in mission qualification status</li> <li>- Prepared 6 aircrew for initial and recurring strike certification board-ensured perfect 100 percent pass rate</li> <li>- Superior work earned highest rating of "Excellent" for Operations during 1999 NATO TAC EVAL</li> <li>- Superior Electronic Warfare Officer-maximized aircrew training by doubling daily electronic range usage</li> <li>- Developed aircraft electronic warning deficiency log-identified trends to aid maintenance repair efforts</li> <li>- Increased combat capability-optimized countermeasure dispenser programs against a myriad of threats</li> </ul>			
<b>V. PERFORMANCE FACTORS</b>		<b>DOES NOT MEET STANDARDS</b>	<b>MEETS STANDARDS</b>
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspense.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.		<input type="checkbox"/>	<input checked="" type="checkbox"/>

AF FORM 707B, 19991201 (EF-V1)

PREVIOUS EDITION IS OBSOLETE.

<b>VI. RATER OVERALL ASSESSMENT</b>		
<ul style="list-style-type: none"> <li>- Outstanding aviator and officer—top electronic warfare officer in my flight—tremendous leadership skills</li> <li>- Superb communicator—prepared RED FLAG predeployment briefings on surface threats and countertactics</li> <li>- Excellent writer—prepared 40 medal packages for OAF personnel—ensured right people were rewarded</li> <li>- Excellent organizational skills—created an aircrew transportation plan during 2-day OAF redeployment</li> <li>- Coordinated aircrew manning to support OAF combat operations from two bases—NATO taskings met</li> <li>- Outstanding initiative—planned a multinational Electronic Warfare exercise with over 50 NATO aircraft</li> <li>- Improved Electronic Warfare training by researching and briefing squadron on local range procedures</li> <li>- Increased F-15E combat capability—developed airborne electronic countermeasures suite test procedures</li> <li>- Outstanding contributor, superb leader—ready for instructor upgrade—send to in-residence ISS first chance</li> </ul>		
Last performance feedback was accomplished on: <u>2 Dec 1999</u> (consistent with the direction in AFI 36-2402.) <i>(If not accomplished, state the reason)</i>		
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION KYLE W. ROBINSON, Capt, USAF 494th Fighter Squadron (USAFE) RAF Lakenheath, England	DUTY TITLE F-15E Instructor Pilot/Flight Commander SSN REDACT	DATE 6 MAR 00 SIGNATURE <i>[Signature]</i>
<b>VII. ADDITIONAL RATER OVERALL ASSESSMENT</b>		
<ul style="list-style-type: none"> <li>- Stalwart performer—key member of Squadron Certification boards—#1 in 1999 for loft bombing deliveries</li> <li>- Member of mission planning cell for 1999 NATO TAC EVAL—Operations Performance rated "Excellent"</li> <li>- Outstanding USAF ambassador—planned three allied large force employment exercises—superior training</li> <li>- Ensured combat capability of squadron aircraft—developed electronic warfare testing and tracking program</li> <li>- Gifted officer and aviator with natural leadership skills—my next shop chief—a must for in-residence ISS!</li> </ul>		
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION WARREN L. HENDERSON, Lt Col, USAF 494th Fighter Squadron (USAFE) RAF Lakenheath, England	DUTY TITLE Commander SSN REDACT	DATE 6 MAR 00 SIGNATURE <i>[Signature]</i>
<b>VIII. REVIEWER</b>		
<p>NAME, GRADE, BR OF SVC, ORGN, COMD &amp; LOCATION IRVING L. HALTER, JR., Colonel, USAF 48th Fighter Wing (USAFE) RAF Lakenheath, England</p> <p>DUTY TITLE Commander SSN REDACT</p> <p>DATE 10 MAR 00 SIGNATURE <i>[Signature]</i></p>		
<p><b>Instructions</b></p> <p><b>Rater:</b> Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 708, DER Indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion.</p> <p><b>Rater:</b> Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for augmentation or assignment.</p> <p><b>Additional Rater:</b> Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflected. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for augmentation or assignment.</p> <p><b>Reviewer:</b> Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflected, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VII. Do not use "NONCONCUR" simply to provide comments on the report.</p>		
<b>IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR</b>		
<i>(Indicate applicable review by marking the appropriate box(es).)</i>		
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE

AF FORM 7078, 1999 1201 (REVERSE) (EF-V1)

# EXHIBIT 19

Boeing 113e

COMPANY GRADE OFFICER PERFORMANCE REPORT (2LT thru CAPT)			
I. RATEE IDENTIFICATION DATA (Read AF 36-2408 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) FBHRENBACH, VICTOR J.	2. SSN REDACT	3. GRADE CAPT	4. DA/SC 12F3F
5. PERIOD OF REPORT From: 4 Mar 2000 To: 6 Jan 2001	6. NO. DAYS SUPERVISION 306	7. REASON FOR REPORT CRO	
8. ORGANIZATIONAL COMMAND, LOCATION 494th Fighter Squadron (USAFE), RAF Lakenheath, England			8. PAS CODE LD0DFB01
II. UNIT MISSION DESCRIPTION A combat-ready F-15E squadron capable of executing strategic attack, interdiction, and counterair missions in support of USAFE, USEUCOM and NATO war plans. Employs the full array of air superiority and surface attack munitions to include the most advanced precision-guided weapons in the USAF inventory. Capable of deploying to any theater of operations in the world.			
III. JOB DESCRIPTION			
1. DUTY TITLE F-15E Weapon Systems Officer (WSO)/Chief, Squadron Life Support			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Combat-ready weapon systems officer in the USAF's premier tactical precision-guided munitions platform, the F-15E multi-role fighter. Provides pinpoint destruction of high-value targets for US and allied forces in support of worldwide national security objectives. Plans, briefs, and leads complex strike, surface attack, and air combat missions. Maintains expert knowledge of F-15E systems, tactics, threat capabilities, and the full arsenal of strike, laser-guided, electro-optical, and conventional munitions. Supervises two NCOs and three airmen responsible for inspection and maintenance of life support equipment.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> <li>- Outstanding life support officer-introduced new program to track aircrew training; 100% on-time delivery</li> <li>- Instituted new process to notify aircrew of equipment modifications-reduced late issues by over 25%</li> <li>- Evaluated 16 aircrew for wing strike certification; provided crucial training for aircrew-100% pass rate</li> <li>- Authored F-15E capabilities brief and five squadron weapons letters-provided valuable tactics information</li> <li>- Selected as squadron project officer for GREEN FLAG exercise-increased overall combat capabilities</li> <li>- Coordinated all munitions, billeting, and transportation requirements for 12 aircraft and 170 personnel</li> <li>- Developed comprehensive deployment packages for all personnel and compiled tactical lessons-learned</li> <li>- Combat-proven-flew nine sorties in Operation JOINT GUARDIAN-enforced UN sanctions in Balkans</li> <li>- Selected above others as mission aircrew for Nuclear Surety Inspection (NSI)-commended by inspectors</li> </ul>			
V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officer-ship. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspense.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

VI. RATER OVERALL ASSESSMENT		RATEE NAME: FEHRENBACH, VICTOR J.	
<ul style="list-style-type: none"> <li>- First-rate officer and aviator--perfect mix of talent and dedication--invaluable asset to flight and squadron</li> <li>- Expert squadron life support officer; initiative and foresight ensured zero aircrew overdue for training</li> <li>- Proactive coordination maintained 100% aircrew currency for back-to-back overseas deployments</li> <li>- Hand-picked as GREEN FLAG 00-02 deployment project officer due to tremendous organizational skills</li> <li>- Facilitated first employment of Guided Bomb Unit-15 at a Flag Exercise providing valuable training</li> <li>- Outstanding with the pen--developed extensive F-15E capabilities brief--adopted as the squadron standard</li> <li>- Superior aviation skills; number 2 of 25 squadron WSOs in challenging annual tactical competition</li> <li>- Tenacious and thorough--squadron representative in three 48 FW "War Days"; increased wing capabilities</li> <li>- Top-notch performer with the motivation to succeed at any task--send to Intermediate Service School (ISS)</li> </ul>			
Last performance feedback was accomplished on: <u>5 Aug 2000</u> (Consistent with the direction in AFI 36-2408.) (If not accomplished, state the reason.)			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
KENT A. BODILY, Capt, USAF 494th Fighter Squadron (USAFE) RAF Lakenheath, England		Flight Commander	6 Jan 01
		SSN REDACT	SIGNATURE <i>Kent A. Bodily</i>
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> <li>- Superior officer--energetic, committed to mission accomplishment--consistently produces superb results</li> <li>- Selected to lead life support shop--resolved problem areas, established new processes--put us back on track</li> <li>- Perfect execution as mission WSO during crucial wing NSL--aircrew performance rated "Excellent" by IG</li> <li>- Instrumental in squadron receiving the USAFE Commander's 1999 "Fighter Squadron of the Year" award</li> <li>- Highly dedicated performer--continue to challenge with increased responsibility--send to ISS in residence</li> </ul>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
STEVEN J. DEPALMER, Lt Col, USAF 494th Fighter Squadron (USAFE) RAF Lakenheath, England		Commander	6 Jan 01
		SSN REDACT	SIGNATURE <i>S. Depalmer</i>
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
IRVING L. HALTER, JR., Colonel, USAF 48th Fighter Wing (USAFE) RAF Lakenheath, England			8 Mar 01
		SSN REDACT	SIGNATURE <i>I. Halter, Jr.</i>
All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only the last four numbers of SSN. Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment. Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflected. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment. Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflected, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.			
IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR		ACQUISITION EXAMINER	AIR FORCE ADVISOR
(Indicate applicable review by marking the appropriate box(es).)		(If applicable)	(If applicable)
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION	SIGNATURE	DATE	

AF FORM 707B, 20000801 (REVERSE) (EF-V.2)

FOR OFFICIAL USE ONLY (When filled in)



# EXHIBIT 20

**COMPANY GRADE OFFICER PERFORMANCE REPORT (2LT thru CAPT)**

<b>I. RATEE IDENTIFICATION DATA</b> <i>Read AF 707B-2008 carefully before filling in any data!</i>			
1. NAME (Last, First, Middle Initial) <b>FEHRENBACH, VICTOR J.</b>		2. GRADE <b>REDACT CAPT</b>	4. DAFCG <b>12F3F</b>
5. PERIOD OF REPORT From <b>7 Jan 2001</b> Thru <b>6 Jan 2002</b>		6. NO. DAYS SUPERVISION <b>208</b>	7. REASON FOR REPORT <b>Annual</b>
3. ORGANIZATION, COMMAND, LOCATION <b>335th Fighter Squadron (ACC), Seymour Johnson AFB NC</b>			8. PAR CODE <b>SM1CFFBM</b>
II. DUTY MISSION DESCRIPTION Conducts combat operations in the F-15E aircraft. Responds to wartime commitments to secure and defend national interests. Executes dual-capable aircraft fighter missions in support of contingency operations worldwide. Employs conventional and special weapons against targets in strategic attack, interdiction, counter air, and offensive air support roles. Provides defensive counterair for national assets.			
III. JOB DESCRIPTION 1. DUTY TITLE: <b>ASSISTANT CHIEF OF WEAPONS/WEAPON SYSTEMS OFFICER (WSO), F-15E</b> 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: <b>Manages aircrew training for 70 aircrew on weapon delivery systems, electronic warfare, current intelligence, space assets, aerial combat maneuvering, and air weapons control procedures required for joint combat operations. Coordinates with outside agencies for dissimilar assets providing realistic training scenarios. Develops Air-to-Air (A/A) and Air-to-Ground (A/G) Special Instructions. Maintains mission-ready status and conducts combat operations as a WSO in complex multirole F-15E. Specially trained to employ precision-guided weapons for pinpoint destruction of high value targets. Assistant Flight Commander; Assists in training and professional development of 21 rated personnel.</b>			
IV. IMPACT ON MISSION ACCOMPLISHMENT - Weapons expert--1 of 9 chosen as initial cadre for Fighter Data Link (FDL); key to training 84 aircrew - First squadron Suite 4 ground instructor; trained 22 experienced instructors on checklist procedures - Multitalented; authored Weapons and Tactics Training Plan--incorporated seven documents into one book - Innovative--combined Time Sensitive Targeting with Close Air Support doctrine; benchmark FDL tactics - USAF ambassador; deployed to support German AF WIC; fostered improved USAF/GAF interoperability - Invaluable weapons officer; flew 20 A/A sorties for F-15C WIC--provided unmatched threat replication - Handpicked ground controller for professional baseball four-ship flyby; 4 FW/CC: "perfect timing" - Meticulous--updated target list for National Command Authority (NCA); unit ready for AEW taskings - Superstar; 1/12 select alert aircrew supporting Operation NOBLE EAGLE in defense of nation's capitol!			
V. PERFORMANCE FACTORS			
		DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Seeks to improve knowledge.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets expenses.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.		<input type="checkbox"/>	<input checked="" type="checkbox"/>

AF FORM 707B, 20080801 (EF-12)

PREVIOUS EDITION IS OBSOLETE.

FOR OFFICIAL USE ONLY (When filled in)

VI. RATER OVERALL ASSESSMENT		RATER NAME: FEHRENBACH, VICTOR J.	
<ul style="list-style-type: none"> <li>- #1 of 11 WSOs in my flight—quintessential leader and superb aviator—setting the standard in C Flight</li> <li>- Dazzling F-15E WSO; #2 of 36 for A/G Top Gun Award; tactical role model for young aviators to match</li> <li>- Chosen as Lead WSO for Operation NOBLE EAGLE—provided homeland defense for nation's capitol</li> <li>- Flawless—planned and briefed a Nuclear Certification; lauded by 4 OG/CC as "best seen in his career!"</li> <li>- Squadron expert; handpicked FDL cadre trained at Boeing Headquarters; returned to educate 4 FW crews</li> <li>- Solid airmanship; expertly handled complex in-flight emergency; safely recovered a \$44 million asset</li> <li>- Hard charger; early into coveted Air-to-Ground Missile (AGM)-130 upgrade; cornerstone asset of AEW</li> <li>- Indispensable; project officer spearheaded squadron change of command ceremony—Chiefs standard!</li> <li>- Absolutely superior aviator/problem solver; excels at every task; instructor next; ISS in residence a must!</li> </ul>			
Last performance feedback was accomplished on: <u>26 Sep 2001</u> (Consistent with the directive in AF 26-240E) If not accomplished, state the reason.			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
LOUIS J. HALLENBECK, Capt, USAF		Flight Commander/WSO F-15E	7 Jan 2002
335th Fighter Squadron (ACC)		SSN	SIGNATURE
Seymour Johnson AFB NC		REDACT	<i>[Signature]</i>
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> <li>- #1 of 36 WSOs in system delivery competition; best weapons score of 21.6 meters—superior 94% hit rate</li> <li>- Dynamic leader; informal leadership is crucial to squadron's success; sets and enforces highest standards</li> <li>- Showcase officer; crafted Weapons Training Plan; focused daily training sorties on go-to-war taskings</li> <li>- Flawless management of Suite 4/FDL training plan; met my objective of 70 aircrew trained in 30 days</li> <li>- Highest caliber officer and aviator; instructor upgrade/Assistant Ops Officer next; ISS in residence now!</li> </ul>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
JAMES E. DENNIS, Lt Col, USAF		Commander	26 Jan 2002
335th Fighter Squadron (ACC)		SSN	SIGNATURE
Seymour Johnson AFB NC		REDACT	<i>[Signature]</i>
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DAVID M. EDGINGTON, Brig Gen (S), USAF 4th Fighter Wing (ACC) Seymour Johnson AFB NC			
DUTY TITLE		DATE	
Commander		28 Jan 2002	
SSN		SIGNATURE	
REDACT		<i>[Signature]</i>	
Instructions All recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations as AF Form 709, DER assignment levels, family activities, medical status, race, sex, ethnic origin, age, or religion. All evaluators enter only the last four numbers of SSN. Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment. Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflected. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment. Supervisor: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflected, mark the form "CONCUR" and sign the form. If you disagree with previous evaluations, you may ask them to review their evaluations. You may not direct them to change their opinions. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VII. Do not use "NONCONCUR" simply to provide comments on the report.			
IX. ACQUISITION EXAMINER/AFRC ADVISOR		ACQUISITION EXAMINER	AFRC ADVISOR
(Indicate applicable reviews by marking the appropriate box(es))		(If applicable)	(If applicable)
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	DATE

AF FORM 709, 20000001 (REVERSE) (E-F-1/2)

FOR OFFICIAL USE ONLY (When filled in)

# EXHIBIT 21

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

<b>I. RATEE IDENTIFICATION DATA</b> (Read AFI 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) <b>FEHRENBACH, VICTOR J.</b>	2. SSN <b>REDACT</b>	3. GRADE <b>MAJ</b>	4. DAFC <b>12P3F</b>
5. PERIOD OF REPORT From: <b>7 Jan 2002</b>   Thru: <b>6 Feb 2003</b>		6. NO. DAYS SUPERVISION <b>120</b>	7. REASON FOR REPORT <b>Annual</b>
8. ORGANIZATION, COMMAND, LOCATION <b>4th Operations Support Squadron (ACC), Seymour Johnson AFB NC</b>			8. PAB CODE <b>SM1CFCLY</b>
<b>II. UNITY MISSION DESCRIPTION</b>			
Provides operations support, air traffic control, airfield and weather services, intelligence, weapons, tactics, training, maintenance coordination, and mission planning capabilities for four F-15E squadrons, a KC-135 squadron, and multiple staff functions. Coordinates worldwide contingency operations involving fighter and tanker requirements. Steward of \$40 million, 46,000 acre, joint bombing and electronic combat range.			
<b>III. JOB DESCRIPTION</b>			
1. DUTY TITLE: <b>CHIEF, WING TRAINING/F-15E WEAPON SYSTEMS OFFICER (WSO)</b>			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for the training management of two operational and two formal training unit F-15E fighter squadrons. Ensures the quality and standardization of local syllabi. Oversees the Ready Aircrew Program. Produces quarterly and semiannual reports for HHQ. Coordinates Crew Resource Management training for four squadrons. Leads the local Realistic Training Review Board (RTRB) process, coordinates squadron inputs with HHQ, and represents the 4 FW at the ACC RTRB. Mission-ready F-15E WSO qualified in all phases of air-to-air and air-to-ground employment, including specialized precision-guided munitions. <b>ADDITIONAL DUTY: 4 FW Supervisor of Flying.</b>			
<b>IV. IMPACT ON MISSION ACCOMPLISHMENT</b>			
<ul style="list-style-type: none"> <li>- Combat warrior; Operation ENDURING FREEDOM/ANACONDA/SOUTHERN WATCH hero</li> <li>- 21 combat sorties including longest combat sortie in squadron history—multiple kills, two Air Medals</li> <li>- Incorporated lessons learned in combat into squadron training program—increased combat capability</li> <li>- Improved 4 OG Training—instituted electronic processing; standardized products, improved efficiency</li> <li>- Ensured accurate/timely execution of all training programs—OG's vision immediately conveyed to units</li> <li>- RTRB coordinator—ensured OG's training guidance focused toward the highest and most credible threat</li> <li>- Command impact; produced 10 background papers detailing OG issues; 4/6 positions adopted by ACC</li> <li>- Solicited/consolidated input, drafted comprehensive change to F-15E training AFI—more user friendly</li> <li>- Fighter leader; selected as Operation NOBLE EAGLE Lead WSO—prevented future attacks on capital</li> </ul>			
<b>V. PERFORMANCE FACTORS</b>			
	<b>DOES NOT MEET STANDARDS</b>		<b>MEETS STANDARDS</b>
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>		<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>		<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>		<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>		<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>		<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>		<input checked="" type="checkbox"/>

AF FORM 707A, 20000601 (EF-V3)

PREVIOUS EDITION IS OBSOLETE

FOR OFFICIAL USE ONLY (When filled in)

VI. RATER OVERALL ASSESSMENT		RATER NAME: <b>FEHRENBACH, VICTOR J.</b>	
<ul style="list-style-type: none"> <li>- My #1 officer/aviator; combat veteran and staff officer—gets the job done on time and right the first time</li> <li>- Air-to-ground expert and "Top Gun"; #2 of 36 WSOs for FY02; destroyed multiple al-Qaida targets</li> <li>- Skillfully managed wing training; added Close Air Support, Airborne Forward Air Control, and Time Sensitive Targeting with minimal increase in requirements—balanced needed training with flights available</li> <li>- Led year-end training closeout of 6 squadrons, 15.4K sorties, 237.2K events—a record-breaking year</li> <li>- Innovator; authored F-15E capabilities brief and produced video of cockpit displays, improved training</li> <li>- Simplified Night Vision Goggles upgrade—OG owns waivers; currency now a more realistic 2 months</li> <li>- Obtained \$200K to fund dissimilar air combat for F-15E Basic Course students—more realistic training</li> <li>- Combat leader and outstanding professional officer on the ground or airborne! ISS now, then joint staff</li> </ul>			
Last performance feedback was accomplished on: <b>19 Dec 2002</b> (consistent with the direction in AFI 36-2406.) <i>(If not accomplished, state the reason.)</i>			

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION <b>WILLIAM C. DeMASO, Lt Col, USAF</b> 4th Operations Support Squadron (ACC) Seymour Johnson AFB NC	DUTY TITLE <b>Commander, Current Operations Flight</b>	DATE <b>7 Jan 2003</b>
SSN <b>REDACT</b>	SIGNATURE 	

VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> <li>- Multitalented FGO—total success in combat, as 4 OG Chief of Training, and on the joint exercise staff</li> <li>- Stellar combat/combat support for ENDURING FREEDOM/SOUTHERN WATCH/NOBLE EAGLE</li> <li>- Represented 4 FW at ACC Training Boards—coordinated 4 OG inputs; focused ACC on 4 FW concerns</li> <li>- Joint impact; AF representative to Joint Fleet Exercise—ensured proper targeting priority and allocation</li> <li>- Outstanding officer, leader, and decorated warrior—sent to ISS first chance, then broaden with joint staff</li> </ul>			

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION <b>GLENN C. SAMUELSON, Lt Col, USAF</b> 4th Operations Support Squadron (ACC) Seymour Johnson AFB NC	DUTY TITLE <b>Commander</b>	DATE <b>7 Jan 2003</b>
SSN <b>REDACT</b>	SIGNATURE 	

VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
----------------	--	--	------------------------------------

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION <b>ERIC J. ROSBORG, Brig Gen, USAF</b> 4th Fighter Wing (ACC) Seymour Johnson AFB NC	DUTY TITLE <b>Commander</b>	DATE <b>3 Mar 03</b>
SSN <b>REDACT</b>	SIGNATURE 	

**Instructions**

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

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

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

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

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

# EXHIBIT 22

**FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL) 504P3 101496**


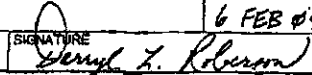

<b>I. RATEE IDENTIFICATION DATA</b> (Read AFJ 35-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) <b>FEHRENBACH, VICTOR J.</b>	2. SSN <b>REDACT</b>	3. GRADE <b>MAJ</b>	4. DAFC <b>12F3F</b>
5. PERIOD OF REPORT From: <b>07 Feb 2003</b> Thru: <b>29 Dec 2003</b>		6. NO. DAYS SUPERVISION <b>326</b>	7. REASON FOR REPORT <b>CRO</b>
8. ORGANIZATION, COMMAND, LOCATION <b>335th Fighter Squadron (ACC), Seymour Johnson AFB NC</b>			9. PAS CODE <b>SMICFEBM</b>
<b>II. UNIT MISSION DESCRIPTION</b>			
Conducts combat operations in the F-15E aircraft. Responds to wartime commitments to secure and defend national interests. Executes dual-capable aircraft fighter missions in support of contingency operations worldwide. Employs conventional and special weapons against targets in strategic attack, interdiction, counterair, and offensive air support roles. Provides defensive counterair for national assets.			
<b>III. JOB DESCRIPTION</b>			
1. DUTY TITLE <b>FLIGHT COMMANDER/WEAPON SYSTEMS OFFICER (WSO), F-15E</b>			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Supervises 22 rated officers. Responsible for their professional development and maintaining their ability to fight in combat. Manages training requirements and matches qualifications to maximize combat capability and safety. Mission-ready F-15E WSO flying complex air-to-air and air-to-ground training and combat missions. Worldwide deployable to support JCS/Allied War Plans and contingency operations. Employs conventional, nuclear, and precision-guided munitions to include the Guided Bomb Unit (GBU)-28 "Bunker Buster" in normal and time-sensitive targeting operations. ADDITIONAL DUTY: 4 FW Supervisor of Flying (SOF).			
<b>IV. IMPACT ON MISSION ACCOMPLISHMENT</b>			
<ul style="list-style-type: none"> <li>- Combat centurion; legacy of success continued in Operations SOUTHERN WATCH/IRAQI FREEDOM (OIF)</li> <li>- 14 combat sorties/98.4% hit rate; one of the tops in the squadron; awarded 2 Air Medals, 1 for heroism</li> <li>- Joint/Special Operations Forces employment expert, defining the blueprint for the next generation of warfare</li> <li>- Planned/flew multiple sorties against high-value targets; the jackhammer that brought down the Iraqi regime</li> <li>- Perfect accountability of flight members/families through Hurricane Isabel; flawless evac/recovery—all secure</li> <li>- Planned, led, executed 4-ship, 24-sortie cross country; diversified training opportunities for young aircrew</li> <li>- Handpicked for critical patrols in support of Operation NOBLE EAGLE; protected nation's capital from attack</li> <li>- Consummate professional; planned/led mission escorting CICS across Iraq during OIF; troop morale boosted</li> <li>- Expert on Joint Scud hunting doctrine, developed new attack card, benchmarked by all six deployed squadrons</li> </ul>			
<b>V. PERFORMANCE FACTORS</b>			
	<b>DOES NOT MEET STANDARDS</b>	<b>MEETS STANDARDS</b>	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and efficiency. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets surprises.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and sound decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

AF FORM 707A, 200006D1 (JMT-V1)

PREVIOUS EDITION IS OBSOLETE.

FOR OFFICIAL USE ONLY (When Filled In)



VI. RATER OVE. ASSESSMENT		RATEE NAME: FRHR SAC., VICTOR J.	
<ul style="list-style-type: none"> <li>- Energetic Flight/CC; maximized training for assigned personnel; his mentoring laid cornerstone of sq's future</li> <li>- Superb mentor; prepares officers for leadership positions; I've selected multiple shop chiefs from his flight</li> <li>- Devoted to recognizing top performers; authored over 80 awards packages for his flight members from OIP</li> <li>- Epitome of leadership, both on and off the job; prime driver for social and off-duty events--morale champion</li> <li>- Aviation prowess a direct contributor to sq winning Air Force Association's 2003 David C. Schilling Award</li> <li>- Primary aircover for Special Ops advance on key Iraqi airfield prior to full scale combat; objective secured</li> <li>- Superb flight discipline contributed to 335 FS 110,000-plus accident free hours; a first ever for any F-15E unit</li> <li>- Oversaw requalification program after return from combat, 100% requalified in &lt; 30 days--ensured sq C-1</li> <li>- All-asset leadership; continue to challenge with greater responsibilities; send to IDE now then return to fly</li> </ul>			
Last performance feedback was accomplished on: 04 Aug 2003 (Consistent with the direction in AFI 36-2404. If not accomplished, state the reason.)			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION MARK W. MOUW, Lt Col, USAF 335th Fighter Squadron (ACC) Seymour Johnson AFB NC		DUTY TITLE Commander	DATE 2 Feb 04
		SSN REDACT	SIGNATURE 
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	
<ul style="list-style-type: none"> <li>- Superstar in all endeavors, shapes flight personnel into impeccable professionals, outstanding flight mentor</li> <li>- Elite Task Force 20 crew; integrated F-15E/Special Operations Force combat employment--maximized effect</li> <li>- Most lethal at the business end of an F-15E; destroyed countless targets across Iraq in OIP; vanquished enemy</li> <li>- Exemplary judgment; SOF for combat ops, six aircraft types, live weapons, austere conditions--zero incidents</li> <li>- Two-time combat proven warrior/leader; send to IDR then back to fly; challenge with increased responsibility</li> </ul>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DARRYL L. ROBERSON, Colonel, USAF 4th Operations Group (ACC) Seymour Johnson AFB NC		DUTY TITLE Commander	DATE 6 FEB 04
		SSN REDACT	SIGNATURE 
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION ERIC J. ROSBORG, Brig Gen, USAF 4th Fighter Wing (ACC) Seymour Johnson AFB NC		DUTY TITLE Commander	DATE 12 Feb 04
		SSN REDACT	SIGNATURE 
<p><b>Instructions</b></p> <p>All Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluations enter only last four numbers of SSN.</p> <p><b>Rater:</b> Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for a assignment.</p> <p><b>Additional Rater:</b> Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflected. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change to the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p><b>Reviewer:</b> Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflected, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their opinions. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate review by marking the appropriate box(es) if applicable.)		ACQUISITION EXAMINER	FUNCTIONAL EXAMINER
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	AIR FORCE ADVISOR DATE

AF FORM 787A, 20000801 (REVERSE) (MKT-V1)

FOR OFFICIAL USE ONLY (When filled in)

# EXHIBIT 23

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

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

1. NAME (Last, First, Middle Initial) <b>FEHRENBACH, VICTOR J.</b>	2. SSN <b>REDACT</b>	3. GRADE <b>MAJ</b>	4. DAFSC <b>T12K3C</b>
---	-------------------------	------------------------	---------------------------

5. PERIOD OF REPORT From: <b>30 Dec 2003</b> Thru: <b>29 Dec 2004</b>		6. NO. DAYS SUPERVISION <b>265</b>	7. REASON FOR REPORT <b>Annual</b>
--	--	---------------------------------------	---------------------------------------

8. ORGANIZATION, COMMAND, LOCATION <b>AFELM Joint Flying Training, Training Squadron EIGHTY SIX (VT-86), (AETC), Naval Air Station Pensacola, Florida</b>	9. PAS CODE <b>TX0JFM15</b>
--	--------------------------------

**II. UNIT MISSION DESCRIPTION**

Provides joint advanced undergraduate flying, simulator, academic, and officership training to student Naval Flight Officers (NFO), USAF Navigators, and international officers leading to rated duty as: Weapon System Officers (WSO), Tactical Coordinators (TACCO), Radar Intercept Officers (RIO), Electronic Countermeasures Officers (ECMO), and Combat Systems Officers (CSO) in support of Chief of Naval Air Training (CNATRA).

**III. JOB DESCRIPTION**

1. DUTY TITLE:  
**Chief, Production and Planning/Strike Fighter Instructor, Joint Undergraduate Navigator Training (JUNT)**

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:  
Directly supervises two Naval officers. Responsible for the long-range planning and production of DoD's only NFO/Navigator Training Wing. Controls Training Air Wing SIX's annual production of up to 300 students from 3 services and 4 allied nations. Coordinates with eight gaining Formal Training Units (FTU). Supervises all special projects including Undergraduate Military Flight Officer (UMFO) Conference, training systems upgrades, and CNATRA Quality Management Boards. Strike Fighter Instructor, T-39N Mission Commander. PREVIOUS DUTY: USAF Operations Flight Commander, annually produced 84 USAF WSOs.

**IV. IMPACT ON MISSION ACCOMPLISHMENT**

- Outstanding organizational skills--guided squadron long-term planning and training requirements from three services, four nations, eight FTUs--produced 254 navigators/NFOs; zero deficiencies, met 100% FTU goals
- Stellar leader--Detachment Lead for 152 VT-86 personnel and 15 aircraft for challenging offsite training Det
- Perfect flexibility--planned and executed 10-day Detachment in less than 4 weeks; increased production 69%
  - Coordinated airspace with 3 USAF units; secured lodging/transportation for 152 personnel--flawless results
- Innovative manager; after major hurricane halted training for 5 weeks, developed a long-term production plan
  - Coordinated with USN and USMC FTUs to backfill FTU requirements--meeting 100% annual requirements
- Top 5% of all instructors--despite heavy leadership load, instructed 112 simulator and 88 flight training events
- Awarded VT-86 Strike Fighter Instructor of the Quarter (Sep-Dec 04); rose to #1 after just 6 months on-station

**V. PERFORMANCE FACTORS**

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

VI. RATER OVERALL ASSESSMENT		RATEE NAME: FEHRENBACH, VICTOR J.		
<ul style="list-style-type: none"> <li>- Top 5% of field grade officers; peerless leader, manager, instructor--made major improvements to operations</li> <li>- Exemplary organizational skills; my #1 choice to run two of VT-86's most demanding department head jobs</li> <li>- Detachment Commander--led Myrtle Beach deployment; outstanding training/production plan; flawless results <ul style="list-style-type: none"> <li>-- Selected for his superb leadership; one of the best deployments I've seen--increased sortie production 69%</li> </ul> </li> <li>- Superb Flight Commander--balanced squadron mission and administrative needs for all AF students and staff</li> <li>- Extraordinary HUREVAC response in wake of 3-week emergency, maintained 100% contact with over 35 students--coordinated TDY orders/pay and additional leave for over 55 students and instructors upon return</li> <li>- Perfect Instructor Under Training (IUT) checkout in min time; finished 3 checkrides in 1 week, 0 downgrades</li> <li>- My #1 USAF Strike Fighter Instructor; ready for the toughest jobs--next pick for Operations Officer, IDE now!</li> </ul>				
Last performance feedback was accomplished on: <u>01 Aug 2004</u> (Consistent with the direction in AFI 36-2406. If not accomplished, state the reason.)				
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION PETER HALL, CDR, USN Training Squadron EIGHTY SIX NAS Pensacola, Florida		DUTY TITLE Commanding Officer	DATE 4 Feb '05	
SSN <b>REDACT</b>		SIGNATURE <i>Peter Hall</i>		
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR	
<ul style="list-style-type: none"> <li>- The best--consistently lauded on student critiques as the squadron's #1 Most Effective Strike Fighter Instructor</li> <li>- Added combat-proven experience; applied real-world expertise, made valuable changes to training curriculum</li> <li>- Leader and mentor--personal advisor to 10 USAF student WSOs; provided expert guidance for future careers</li> <li>- Brilliant officership--yielded 100% time-to-train goal for 254 students through 4 phases of training syllabus</li> <li>- Top 5% of all officers/instructors in CTW-6--ready for Operations Officer, then command; IDE a must now!</li> </ul>				
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION LEE H. C. LITTLE, CAPT, USN Training Air Wing SIX NAS Pensacola, Florida		DUTY TITLE Commodore	DATE 7 FEB 05	
SSN <b>REDACT</b>		SIGNATURE <i>Lee H. C. Little</i>		
VIII. REVIEWER		<input type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR	
Additional Rater is also the Reviewer.				
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE	
SSN		SIGNATURE		
<p>Instructions</p> <p>All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.</p> <p>Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.</p>				
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate review by marking the appropriate box(es) if applicable.)		<input type="checkbox"/> ACQUISITION EXAMINER	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input checked="" type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION DONALD G. SEILER, Colonel, USAF Naval Education and Training Command (NETC) NAS Pensacola, Florida		SIGNATURE <i>Donald G. Seiler</i>		DATE 9 Feb 05

# EXHIBIT 24

PC576A  
1509

FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)			
I. RATEE IDENTIFICATION DATA (Read AFJ 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.	2. SSN REDACT	3. GRADE MAJ	4. DAFSC Q12K3C
5. PERIOD OF REPORT From: 30 Dec 2004 To: 29 Dec 2005		6. NO. DAYS SUPERVISION 137	7. REASON FOR REPORT Annual
8. ORGANIZATION, COMMAND, LOCATION AFELM Joint Flying Training, Training Air Wing SIX (CTW-6), (AETC), Naval Air Station, Pensacola, Florida			9. PAS CODE TX0JFG0K
II. UNIT MISSION DESCRIPTION Plans, supervises, and supports Primary, Intermediate, and Advanced Joint Undergraduate Navigator Training (JUNT). Conducts academic, simulator, and flight training of student Naval Flight Officers (NFO), Combat Systems Officers (CSO), and international military officers to satisfy service requirements of the United States Navy, United States Air Force, United States Marine Corps, and allied military services.			
III. JOB DESCRIPTION			
1. DUTY TITLE Wing Senior Air Force Liaison, JUNT			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Reports directly to the Wing Commander. Manages all AF implementation of and participation in JUNT. Coordinates with Naval Education and Training Command Senior Air Force Advisor. Provides expertise on AF and joint issues to Chief, Naval Air Training (CNATRA), wing, and squadron staffs. Plans, supervises, creates, and directs all AF specific programs and functions for over 300 AF personnel assigned to TW-6, including manning, personnel and administrative support, indoctrination, student production, physical readiness, and professional military training. T-39N/G Instructor/SEFE/Mission Commander. Prev Duty: VT-86 Chief, Plans/Production.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> <li>- Selected ahead of 15 majors—all senior to him to lead my AF command section; deftly coordinated manning, decorations, OPRs, PRFs, MLR preparation, and officer assignments—mentor for 69 instructors/240 students</li> <li>- First choice for inclusion on the curriculum development team for the future integration with Randolph SUNT</li> <li>- Pursued/obtained TDY funding for over 300 USAF personnel after massive, area-wide hurricane evacuations</li> <li>- Handpicked to choose future fighter and bomber students competing for Pensacola from OTS selection board</li> <li>- Key player in development and implementation of improved Strike Fighter advanced syllabus and curriculum</li> <li>- Updated 2vX academics, authored new flight training instruction (FTI) chapter, added A-A to strike portion</li> <li>- Ensured 100% FY05 student production goal met, despite hurricane delays; 224 students to 10 FTUs on-time</li> <li>- Vastly improved post-winging flow of all AF grads—eradicated inefficiencies that existed for over seven years</li> </ul>			
V. PERFORMANCE FACTORS			
	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
AF IMT 707A, 2000D801, V3	PREVIOUS EDITION IS OBSOLETE	FOR OFFICIAL USE ONLY (When filled in)	

VI. RATER OVERALL ASSESSMENT		RATEE NAME: FEHRENBACH, VICTOR J.	
<ul style="list-style-type: none"> <li>- #1/86 O-4s in my multi-service command! Leader of leaders; hands-down #1 advisor on all my USAF issues</li> <li>- New curriculum guru--revamped advanced syllabus, added air-to-air to strike portion, enhanced WSO training</li> <li>- Single-handedly improved advanced 2vX phase--rewrote classroom academics/authored new chapter to FTI</li> <li>- Stellar upgrade to SEFE in min time; even with demanding collateral duties, remained #3/71 VT-86 instructors</li> <li>- Takes care of people--worked tirelessly to obtain TDY funding for over 300 personnel following HUREVAC</li> <li>- Developed innovative, long-term strategy to fix student production shortfalls--ensured seven FTU goals 100%</li> <li>- Skilled communicator--edited/rewrote 10 PRFs for recent Major CSB; won an additional DP at AETC MLR</li> <li>- Model mentor--as personal advisor to 10 USAF/USMC/USN student WSOs, ensured 100% graduation success</li> <li>- Top 2% of over 400 officers in TW-6! Ready for Squadron XO in my wing! DO, CC, then SDE in-residence</li> </ul>			
Last performance feedback was accomplished on: 25 Oct 2005 (Consistent with the direction in AFJ 55-2406. If not accomplished, state the reason.)			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
LEE H. C. LITTLE, CAPT, USN Training Air Wing SIX NAS Pensacola, Florida		Commodore	19 DEC 05
SSN REDACT		SIGNATURE <i>Lee H. C. Little</i>	
VII. ADDITIONAL RATER OVERALL ASSESSMENT		CONCUR	NONCONCUR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
SSN		SIGNATURE	
VIII. REVIEWER		CONCUR	NONCONCUR
Rater is also the Reviewer.			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
SSN		SIGNATURE	
<p><b>Instructions</b></p> <p>All: Recommendations must be based on performance and the potential based on the performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.</p> <p>Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflected. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewers: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflected, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate review by marking the appropriate box(es) if applicable.)		ACQUISITION EXAMINER	FUNCTIONAL EXAMINER <input checked="" type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	DATE
DONALD G. SEILER, Colonel, USAF Naval Education and Training Command (NETC) NAS Pensacola, Florida		<i>Donald G. Seiler</i>	29 DEC 05

AF INT 707A, 20000601, V3

(REVERSE)

FOR OFFICIAL USE ONLY (When filled in)

# EXHIBIT 25



FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)			
I. RATEE IDENTIFICATION DATA (Read AF 105-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
FEHRENBACH, VICTOR J.	REDACT	MAJ	Q12K3C
5. PERIOD OF REPORT		6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
From: 30 Dec 2005	Thru: 29 Aug 2006	243	CRO
8. ORGANIZATION, COMMAND, LOCATION			9. PAS CODE
AFELM Joint Flying Training, Training Air Wing SIX (TW-6), (AETC), Naval Air Station Pensacola, Florida			TX0JFG0K
II. UNIT MISSION DESCRIPTION			
Plans, supervises, and supports Primary, Intermediate, and Advanced Joint Undergraduate Navigator Training (JUNT). Conducts academic, simulator, and flight training of student Naval Flight Officers (NFO), Combat Systems Officers (CSO), and international military officers to satisfy service requirements of the United States Navy, United States Air Force, United States Marine Corps, and Allied military services.			
III. JOB DESCRIPTION			
1. DUTY TITLE			
Wing Senior Air Force Liaison Officer (SAFLO), JUNT			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:			
Reports directly to the Wing Commander. Manages all USAF implementation of and participation in JUNT. Coordinates with Naval Education and Training Command Senior Air Force Advisor. Provides expertise on USAF/Joint issues to Chief, Naval Air Training (CNATRA), wing, and squadron staffs. Plans, supervises, creates, and directs all USAF specific programs and functions for over 300 personnel currently assigned to TW-6, including personnel and administrative support, manning, indoctrination, student production, physical readiness, professional military training, promotions, and assignments. Serves as T-39 Mission Commander.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
- Exceptional leader of Wing's AF command section—expertly coordinated manning, decorations, OPRs, PRFs, MLR preparation, PME selection, student production, and officer assignments for 70 instructors/112 students			
- Corrected B-1 student overproduction and F-15E EWO shortfall—expert integration with AFPC and Air Staff			
- Brilliant foresight—spearheaded comprehensive changes to HUREVAC reporting procedures, coordinated with local MPF and wing/squadron reporting agencies, assuring TDY funding and accountability for 300 personnel			
- Prodigious ambassador—singlehandedly organized three flawless USAF flag officer visits to NAS Pensacola			
- Visionary problem-solver—planned informational trip to Holloman AFB after several WSO centrifuge failures			
- Cross-talk yielded changes to WSO profiles—increased graduation rates, potentially saved \$5M in training			
- Integral link to the future curriculum development and move/integration of Randolph SUNT to Pensacola JUNT			
V. PERFORMANCE FACTORS			
	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge			
Has knowledge required to perform duties effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Strives to improve knowledge.			
Applies knowledge to handle nonroutine situations.			
2. Leadership Skills			
Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Displays initiative. Self-confident. Has respect and confidence of subordinates.			
Fair and consistent in evaluation of subordinates.			
3. Professional Qualities			
Exhibits loyalty, discipline, dedication, integrity, honesty, and citizenship.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Adheres to Air Force standards. Accepts personal responsibility.			
Is fair and objective.			
4. Organizational Skills			
Plans, coordinates, schedules, and uses resources effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedules work for self and others equitably and effectively.			
Anticipates and solves problems. Meets deadlines.			
5. Judgment and Decisions			
Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills			
Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

AF IMT 707A, 20000601, V3

PREVIOUS EDITION IS OBSOLETE.

FOR OFFICIAL USE ONLY (When filled in)

Milpds Processed

VI. RATER OVERALL ASSESSMENT		RATEE NAME: FEHRENBACH, INSTRUCTOR J.	
<ul style="list-style-type: none"> <li>- Hard-charging SAFLOR! Deftly handled myriad personnel issues for over 180 students and staff--awesome task</li> <li>- Developed innovative, long-term strategy to fix student production overages/shortfalls; met 3 FTU goals 100%</li> <li>- My "go-to" host for DV visits--planned and executed all aspects for AETC/CC, 19AF/CC trips--lauded by all!</li> <li>- Model mentor--as personal advisor to 11 USAF/USMC/USN student WSOs, ensured 100% graduation success</li> <li>- Even with demanding Wing staff duty, remained in the top 5% of instructors in student critiques and production</li> <li>- Arranged first-ever, 5-day, 12-sortie, cross-country composite mission--provided best, most realistic training!</li> <li>- Above and beyond--coordinated informative F-15E, T-38 visits; spearheaded trip to F-15E FTU for cross-talk</li> <li>- Skilled communicator; edited/authored 38 PRPs for 3 O-4/O-5 CSBs; earned 4 additional DPs at AETC MLRs</li> <li>- Peerless leader--top 5% of over 400 officers in my Wing! Ready for OpsO, Command, and SDE in-residence!</li> </ul>			
Last performance feedback was accomplished on: <u>20 Jun 2006</u> (Consistent with the direction in AFJ 38-2406. If not accomplished, state the reason.)			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
LEE H. C. LITTLE, CAPT, USN Training Air Wing SDX NAS Pensacola, Florida		Commodore	13 Sep 06
SSN REDACT		SIGNATURE	
		<i>Lee H. C. Little</i>	
VII. ADDITIONAL RATER OVERALL ASSESSMENT		CONCUR	NONCONCUR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
SSN		SIGNATURE	
VIII. REVIEWER		CONCUR	NONCONCUR
Rater is also the Reviewer.			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
SSN		SIGNATURE	
<p><b>Instructions:</b></p> <p><b>Rater:</b> Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations on AF Form 706, OER Indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluations enter only last four numbers of SSN.</p> <p><b>Rater:</b> Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p><b>Additional Rater:</b> Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflected. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluator. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p><b>Reviewer:</b> Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflected, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their approach. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR		ACQUISITION EXAMINER	FUNCTIONAL EXAMINER
(In circle review by marking the appropriate box(es) if applicable.)			<input checked="" type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	DATE
DONALD G. SHELTER, Col, USAF Naval Education and Training Command (NETC) NAS Pensacola, Florida		<i>Donald G. Shelter</i>	14 Sep '06

# EXHIBIT 26

FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)			
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
FEHRENBACH, VICTOR II.	REDACT MAJ		C12K3C
5. PERIOD OF REPORT			
From: 30 Aug 2006	To: 31 Jan 2007	6. NO. DAYS SUPERVISION	7. REASON FOR REPORT
		155	CRO
8. ORGANIZATION, COMMAND, LOCATION			9. PAB CODE
Detachment 1, 325th Fighter Wing (AETC), Corry Station, Pensacola, Florida			TX0JFPGV
II. UNIT MISSION DESCRIPTION			
Detachment 1, 325th Fighter Wing supports aviation and technical training in a multi-service environment for over 850 Air Force members assigned to 9 units at 3 Naval installations in the greater Pensacola, Florida area. The only Air Education and Training Command organization to combine finance, flight management, military personnel, personnel systems management, and information management functions in a single unit.			
III. JOB DESCRIPTION			
1. DUTY TITLE Commander, Detachment 1			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Commands geographically-separated unit of 30 company grade officers and 18 enlisted personnel supporting over 850 aviation and technical training staff and students. Ensures quality administrative, personnel, finance, and aviation management support to area Air Force personnel. Responsible for morale, welfare, discipline, and training. Initiates administrative and nonjudicial punishment actions. Advises Navy senior raters on officer and enlisted evaluations and promotion recommendation processes. Manages \$80K budget and \$250K computer resources. Maintains mission-ready status as T-39 Instructor Weapons System Officer (WSO).			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> <li>- Rock-solid leader; awesome credentials! No-notice pick as Det 1/CC; immediate results...turned unit around</li> <li>- Drastically improved communication, enforced discipline &amp; enhanced morale...lauded by customers and CCs</li> <li>- Contingency guru; created hurricane evac (HUREVAC) plan for region; streamlined notification &amp; reporting</li> <li>- Efficiency expert; instituted new security in-processing procedures...93 student sec clearances 100% accurate</li> <li>- Repaired damaged customer relations; expanded work hrs, hosted CC meetings...resolved tough support issues</li> <li>- Fit to fight! Turned PT program upside-down; created aggressive, structured program...fitness levels soared</li> <li>- Assigned casual lieutenants to military personnel flight; augmented staff...ensured productive use of personnel</li> <li>- Solved manning shortfall...improved NAS Pensacola 3S/3A manning 20% to 60%, region-wide 62% to 85%</li> <li>- Key to Joint Undergraduate Navigator-Training (JUNT) success; instructed 52 sorties/103 hrs...total package</li> </ul>			
V. PERFORMANCE FACTORS			
		DOES NOT MEET STANDARDS	MEETS STANDARDS
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle nonroutine situations.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and citizenship. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets deadlines.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Finds compromise in stressful situations. Recognizes opportunities and acts to take advantage of them.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Communication Skills Listens, speaks, and writes effectively.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
AF IMT 707A, 20000801, V3		PREVIOUS EDITION IS OBSOLETE	
PBSE-3		FOR OFFICIAL USE ONLY (When filled in)	

VI. RATER OVERALL ASSESSMENT		RATER NAME: <b>FHRENBACH, VICTOR J.</b>	
<ul style="list-style-type: none"> <li>- Unbelievable leadership! Huge msn impact from day 1; incredible navigator, phenomenal CC...stellar results!</li> <li>- Team builder! Literally grabbed Det 1 from clutches of failure, transformed ops into msn, customer showcase!</li> <li>- Process genius; sharpened aviation mgmt for 300 troops...100% compliant; rocketed O/EPR on-time to 100%</li> <li>- Hosted 19 AF/CC &amp; AETC/A3; gave vital insight on future JUNT msn restructuring...senior leaders informed</li> <li>- Relentless! Fixed long-standing computer network probs...five units now fully tied to parent wing...vital to CC</li> <li>- Solved HUREVAC plan access problem; put it online...gave nine units/two NAFs easy access to critical info</li> <li>- Keen foresight; consolidated recall rosters for nine units from five different wings/bases...100% accountability</li> <li>- Expert multitasker; easily managed CC and flying duties..."Most Effective" JUNT instructor on 5 of 6 critiques</li> <li>- Electrifying impact; wish all my CCs had half his fire; rocket-propelled leader...definitely Sq/CC after SDE!</li> </ul>			
Last performance feedback was accomplished on: <b>08 Dec 2006</b> (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
ALAN T. LAKE, Lt Col, USAF 325th Mission Support Group (AETC) Tyndall Air Force Base, Florida		Commander	2 Feb 2007
SSN <b>REDACT</b>		SIGNATURE <i>[Signature]</i>	
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
<ul style="list-style-type: none"> <li>- #1 pick of 11 more sr as Det 1 CC; eye-watering, Mach 2 ldrship...excellence drove spectacular msn success!</li> <li>- Dynamite enabler; engaged CCs one-on-one, resolved issues, shaped their perspective...locked in top feedback</li> <li>- Policy wiz; led complex flying eval board case; built pkg/briefs for HHQ...19 AF/CC &amp; AETC/CC concurred</li> <li>- Brilliant JUNT WSO instructor...#1 pick to brief 19 AF/CC &amp; AETC/A3 on joint ops transition/cmd structure</li> <li>- Top 5% of 477 officers; impressive leadership across the bd; make this superstar a CAF Sq/CC; SDE ASAP!</li> </ul>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
TOD D. WOLTERS, Brig Gen, USAF 325th Fighter Wing (AETC) Tyndall Air Force Base, Florida		Commander	10 Feb 2007
SSN <b>REDACT</b>		SIGNATURE <i>[Signature]</i>	
VIII. REVIEWER		<input type="checkbox"/> CONCUR	<input type="checkbox"/> NONCONCUR
Additional Rater is also the Reviewer.			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DUTY TITLE	DATE
SSN		SIGNATURE	
<p><b>Instructions</b></p> <p>All: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in PME, advanced education, previous or anticipated promotion recommendations or AF Form 700, OER Indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.</p> <p>Rater: Focus your evaluation in Section IV on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignments.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and unfiltered. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and unfiltered, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate review by marking the appropriate box(es) if applicable.)		ACQUISITION EXAMINER	FUNCTIONAL EXAMINER
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	DATE

AF IMT 707A, 20000601, V3

(REVERSE)

FOR OFFICIAL USE ONLY (When filled in)

# EXHIBIT 27

**OFFICER PERFORMANCE REPORT (Lt thru Col)**

<b>I. RATEE IDENTIFICATION DATA</b> (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.	2. SSN <b>REDACT</b>	3. GRADE Lt Col	4. DAFSC 12F3F	5. REASON FOR REPORT Annual	6. PAS CODE MWICFF6Z
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 366th Operations Support Squadron (ACC), Mountain Home AFB ID (AD)			8. PERIOD OF REPORT 1 Feb 2007 THRU 31 Jan 2008		9. NO. DAYS SUPV. 245

<b>II. JOB DESCRIPTION</b> (Limit text to 4 lines) DUTY TITLE F-15E WEAPONS SYSTEMS OFFICER/ASSISTAND DIRECTOR OF OPERATIONS				10. SRID 1C660	
- Directs 7 flts/225 Airmen; provides airfield ops, intel, current ops, range/airspace, tactics, life support, wx support - Oversees CC special projects/programs, including budget, readiness, awards/decs, OPR/EPR, APT, equip/facilities - MD for ORE/ORI; responsible for 110+ fighter sorties daily; acts directly for FW, OG/CCs to direct msn execution - Mission-ready F-15E WSO; qualified in all air-to-air, air-to-ground missions; directs ops as supervisor of flying					

<b>III. PERFORMANCE FACTORS</b>				DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)				<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>IV. RATER OVERALL ASSESSMENT</b> (Limit text to 6 lines)					
- #1 pick for first-ever OSS/ADO; textbook leadership--developed new MD log/checklist; streamlined procedures - Results day one: revamped APT program; revised EPR/OPR process; redesigned ARTS reporting--100% precise - Engineered ORE readiness; coordinated all logistics/personnel req's for seven flights/four OREs--OSS war ready - Directed recognition program; authored/edited 22 award noms; won one FW, seven OG awards--morale at pinnacle - Masterminded sq budget; \$458K annual plan, 19 unfunded requests/\$134.9K/seven flts--secured vital combat needs - Superstar FGO; proven leader/warrior...can do it all! #1 choice for AETC ops officer--SDE in residence a must					
Last performance feedback was accomplished on: <u>12 Oct 2007</u> (IAW AFI 36-2406) (if not accomplished, state the reason)					

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JEFFREY L. MARKER, Lt Col, USAF 366th Operations Support Squadron (ACC) Mountain Home AFB ID		DUTY TITLE Commander	DATE 19 Mar 2008
		SSN <b>REDACT</b>	SIGNATURE MARKER.JEFFREY.L.1152778267

<b>V. ADDITIONAL RATER OVERALL ASSESSMENT</b> (Limit text to 4 lines)		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
- Dynamic MD; directed 928 successful missions in four OREs; pure gold leadership under pressure--FW ORI ready - Visionary; reorganized 35 administrative tasks for AF mandated CSS consolidation--seamless support to four sqs - #1/56 FGOs to fill Creech AFB tasking; handpicked to re-establish 432 OSS--vital for continued UAV combat ops - Pure leadership; vision, experience, warrior ethos are second to none; perfect choice for AETC DO--SDE soonest			

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN K. MCMULLEN, Col, USAF 366th Operations Group (ACC) Mountain Home AFB ID		DUTY TITLE Commander	DATE 20 Mar 2008
		SSN <b>REDACT</b>	SIGNATURE MCMULLEN.JOHN.K.1069235030,

<b>VI. REVIEWER</b> (If required, limit text to 4 lines)		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
--	--	--	-------------------------------------

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION NORMAN R. SEIP, Lt Gen, USAF Twelfth Air Force (Air Forces Southern) (ACC) Davis-Monthan AFB AZ		DUTY TITLE Commander	DATE 28 Mar 2008
		SSN <b>REDACT</b>	SIGNATURE SEIP.NORMAN.R.1028755011

<b>VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR</b> (Indicate applicable review by marking the appropriate box)		<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
--	--	--	--

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

<b>VIII. RATEE'S ACKNOWLEDGMENT</b>				
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	SIGNATURE FEHRENBACH.VICTOR.J.1080253490,	DATE 7 Apr 2008

RATEE NAME: FEHRENBACH, VICTOR J.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])	DOES NOT MEET STANDARDS
1. <b>Job Knowledge.</b> Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	<input type="checkbox"/>
2. <b>Leadership Skills.</b> Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>
3. <b>Professional Qualities.</b> Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>
4. <b>Organizational Skills.</b> Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	<input type="checkbox"/>
5. <b>Judgment and Decisions.</b> Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	<input type="checkbox"/>
6. <b>Communication Skills.</b> Listens, speaks, and writes effectively.	<input type="checkbox"/>
7. <b>Physical Fitness.</b> Maintains Air Force physical fitness standards.	<input type="checkbox"/>

X. REMARKS (use this section to spell out acronyms from the front)  
Awaiting Permanent-Change-of-Station Training (APT); Automated Readiness Tracking System (ARTS); Mission Director (MD)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para. 3.9. Specifically,

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; It does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.

NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

**INSTRUCTIONS**

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

**RATER:** Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

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

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

**RATEE:** Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 26-2401 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR).

**PRIVACY ACT STATEMENT**

**AUTHORITY:** Title 10 United States Code, Section 8013 and Secretary of the Air Force and Executive Order 9397, 22 November 1943.

**PURPOSE:** Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

**ROUTINE USES:** None. **RATIONALE:** This information will not be disclosed outside DoD channels.

**DISCLOSURE:** Disclosure is mandatory; SSN is used for positive identification.



# EXHIBIT 28

**OFFICER PERFORMANCE REPORT (L u Col)**

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

1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.	2. SSN REDACT	3. GRADE Lt Col	4. DAFS 12F3F	5. REASON FOR REPORT Annual	6. PAS CODE MW1CFF6Z
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 366th Operations Support Squadron (ACC), Mountain Home AFB ID (AD)			8. PERIOD OF REPORT 1 Feb 2008 THRU 31 Jan 2009		9. NO. DAYS SUPV. 225

**II. JOB DESCRIPTION** (Limit text to 4 lines)  
DUTY TITLE F-15E WEAPON SYSTEMS OFFICER/ASSISTANT DIRECTOR OF OPERATIONS

10. SRID  
1C660

- Directs 7 flts/225 airmen in sqdn providing airfield ops, intel, current ops, range/airspace, tactics, AFE, and wx spt  
 - Oversees CC special projects/programs, including readiness, awards/decorations, OPRs, EPRs, PRFs, equipment  
 - MD for FW OREs/ORI, directs 110+ sorties daily, acts on FW/CC behalf; 432 OG Augmentee/FMRC Coordinator  
 - Mission-ready F-15E WSO; qualified in all air-to-air, air-to-ground missions; directs ops as supervisor of flying

**III. PERFORMANCE FACTORS**

Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)	DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>	FITNESS EXEMPTION <input type="checkbox"/>
---	--	---	--

**IV. RATER OVERALL ASSESSMENT** (Limit text to 6 lines)

- Masterful FMRC coordinator; planned/hosted most successful conf in MQ-1B history--38 attendees/480% increase  
 - Conducted comprehensive review of MQ-1B T.O.; initiated sweeping changes to -1, -34, checklists and procedures  
 - Authored/collected/submitted 151 inputs from MQ-1B units--boosted inputs 431% from five previous CAF FMRCs  
 - Ensured 105 of 151 of inputs were adopted/incorporated in record time--produced new -1 and checklist in 6 months  
 - Gifted communicator; edited 72 EPRs/OPRs/awards/decorations--ensured zero returns and OSS morale at pinnacle  
 - Pure leadership; vision, experience, warrior ethos are second-to-none; perfect choice for AETC DO--SDE soonest

Last performance feedback was accomplished on: 26 Jul 2008 (IAW AFI 36-2406) (if not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION MARK E. THOMPSON, Lt Col, USAF 366th Operations Support Squadron (ACC) Mountain Home AFB ID	DUTY TITLE Commander	DATE 19 Feb 2009
SSN REDACT	SIGNATURE THOMPSON.MARK.E.1046744299	

**V. ADDITIONAL RATER OVERALL ASSESSMENT** (Limit text to 4 lines)  CONCUR  NON-CONCUR

- Dynamic leader; perfect pick to augment 432 OG, represent 366 OG; positive impact for future MQ-1B combat ops  
 - Stellar FMRC leader; 432 WG/CC: "single-handedly led the most revolutionary improvements in Predator history!"  
 - Revamped facility/offices; coordinated w/DRMO, cleared tons of furniture/equip--aided OG reorg, AFE integration  
 - Accomplished FGO; proven leader/warrior, does it all! Top pick for AETC DO--SDE in residence 1st opportunity

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JAMES J. MCGOVERN, Col, USAF 366th Operations Group (ACC) Mountain Home AFB ID	DUTY TITLE Commander	DATE 25 Feb 2009
SSN REDACT	SIGNATURE MCGOVERN.JAMES.J.1176957537,	

**VI. REVIEWER** (If required, limit text to 4 lines)  CONCUR  NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION NORMAN R. SEIP, Lt Gen, USAF Twelfth Air Force (Air Forces Southern) (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 26 Feb 2009
SSN REDACT	SIGNATURE SEIP.NORMAN.R.1028755011	

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

FUNCTIONAL EXAMINER  AIR FORCE ADVISOR

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

**VIII. RATEE'S ACKNOWLEDGMENT**

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

Yes  No

SIGNATURE  
FEHRENBACH.VICTOR.J.1080253490,

DATE  
4 Mar 2009

RATEE NAME FEHRENBACH, VICTOR		
IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block(s))		DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.		<input type="checkbox"/>
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.		<input type="checkbox"/>
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.		<input type="checkbox"/>
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.		<input type="checkbox"/>
6. Communication Skills. Listens, speaks, and writes effectively.		<input type="checkbox"/>
7. Physical Fitness. Maintains Air Force physical fitness standards.		<input type="checkbox"/>
X. REMARKS (use this section to spell out acronyms from the front)		
Aircrew Flight Equipment (AFE); Mission Director (MD); Flight Manual Review Conference (FMRC)		
XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)		
I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 3.9. Specifically,		
Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:		
not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.		
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
SIGNATURE		
SIGNATURE OF RATEE		DATE
<b>INSTRUCTIONS</b>		
<p><b>ALL:</b> Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.</p> <p><b>RATER</b> Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.</p> <p><b>ADDITIONAL RATER:</b> Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation, if you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p><b>REVIEWER</b> Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.</p> <p><b>RATEE</b> Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2401 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR)).</p>		
<b>PRIVACY ACT STATEMENT</b>		
<p><b>AUTHORITY:</b> Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.</p> <p><b>PURPOSE:</b> 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.</p> <p><b>ROUTINE USES:</b> May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).</p> <p><b>DISCLOSURE:</b> Disclosure is mandatory; SSN is used for positive identification.</p>		

# EXHIBIT 29

**OFFICER PERFORMANCE REPORT (Lt Col)**

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

1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.	2. SSN REDACT	3. GRADE Lt Col	4. DAFS 12F3F	5. REASON FOR REPORT Annual	6. PAS CODE MW1CFF6Z
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 366th Operations Support Squadron (ACC), Mountain Home AFB ID (AD)			8. PERIOD OF REPORT 1 Feb 2008 THRU 31 Jan 2009		9. NO. DAYS SUPV. 225

**II. JOB DESCRIPTION** (Limit text to 4 lines)  
DUTY TITLE F-15E WEAPON SYSTEMS OFFICER/ASSISTANT DIRECTOR OF OPERATIONS

10. SRID  
1C660

- Directs 7 flts/225 airmen in sqdn providing airfield ops, intel, current ops, range/airspace, tactics, AFE, and wx spt
- Oversees CC special projects/programs, including readiness, awards/decorations, OPRs, EPRs, PRFs, equipment
- MD for FW OREs/ORI, directs 110+ sorties daily, acts on FW/CC behalf; 432 OG Augmentee/FMRC Coordinator
- Mission-ready F-15E WSO; qualified in all air-to-air, air-to-ground missions; directs ops as supervisor of flying

**III. PERFORMANCE FACTORS**

Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)	DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>	FITNESS EXEMPTION <input type="checkbox"/>
---	--	---	--

**IV. RATER OVERALL ASSESSMENT** (Limit text to 6 lines)

- Masterful FMRC coordinator; planned/hosted most successful conf in MQ-1B history--38 attendees/480% increase
- Conducted comprehensive review of MQ-1B T.O.; initiated sweeping changes to -1, -34, checklists and procedures
- Authored/collected/submitted 151 inputs from MQ-1B units--boosted inputs 431% from five previous CAF FMRCs
- Ensured 105 of 151 of inputs were adopted/incorporated in record time--produced new -1 and checklist in 6 months
- Gifted communicator; edited 72 EPRs/OPRs/awards/decorations--ensured zero returns and OSS morale at pinnacle
- Pure leadership; vision, experience, warrior ethos are second-to-none; perfect choice for AETC DO--SDE soonest

Last performance feedback was accomplished on: 26 Jul 2008 (IAW AFI 36-2406) (if not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION MARK E. THOMPSON, Lt Col, USAF 366th Operations Support Squadron (ACC) Mountain Home AFB ID	DUTY TITLE Commander	DATE 19 Feb 2009
SSN REDACT	SIGNATURE THOMPSON.MARK.E.1046744299	

**V. ADDITIONAL RATER OVERALL ASSESSMENT** (Limit text to 4 lines)  CONCUR  NON-CONCUR

- Dynamic leader; perfect pick to augment 432 OG, represent 366 OG; positive impact for future MQ-1B combat ops
- Stellar FMRC leader; 432 WG/CC: "single-handedly led the most revolutionary improvements in Predator history!"
- Revamped facility/offices; coordinated w/DRMO, cleared tons of furniture/equip--aided OG reorg, AFE integration
- Accomplished FGO; proven leader/warrior, does it all! Top pick for AETC DO--SDE in residence 1st opportunity

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JAMES J. MCGOVERN, Col, USAF 366th Operations Group (ACC) Mountain Home AFB ID	DUTY TITLE Commander	DATE 25 Feb 2009
SSN REDACT	SIGNATURE MCGOVERN.JAMES.J.1176957537	

**VI. REVIEWER** (If required, limit text to 4 lines)  CONCUR  NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION NORMAN R. SEIP, Lt Gen, USAF Twelfth Air Force (Air Forces Southern) (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 26 Feb 2009
SSN REDACT	SIGNATURE SEIP.NORMAN.R.1028755011	

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

FUNCTIONAL EXAMINER  AIR FORCE ADVISOR

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

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

**VIII. RATEE'S ACKNOWLEDGMENT**

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

Yes  No

SIGNATURE  
FEHRENBACH.VICTOR.J.1080253490

DATE  
4 Mar 2009

**OFFICER PERFORMANCE REPORT (Lt thru Col)**

<b>I. RATEE IDENTIFICATION DATA</b> (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) FEHRENBACH, VICTOR J.	2. SSN REDACT	3. GRADE Lt Col	4. DAFSC 12F3F	5. REASON FOR REPORT Annual	6. PAS CODE MW1CFF6Z
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 366th Operations Support Squadron (ACC), Mountain Home AFB ID (AD)			8. PERIOD OF REPORT 1 Feb 2009 THRU 31 Jan 2010	9. NO. DAYS SUPV. 365	
11. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE ASSISTANT DIRECTOR OF OPERATIONS/F-15E WEAPON SYSTEMS OFFICER					10. SRID 1C660
<ul style="list-style-type: none"> <li>- Directs 6 flts/190 Airmen; provides airfield ops, intel, current ops, range/airspace, tactics, life support, wx support</li> <li>- Oversees CC special projects/programs, including budget, readiness, awards/dees, OPR/EPR, APT, equip/facilities</li> <li>- MD for ORE/ORI; responsible for 110+ fighter sorties daily; acts directly for FW, OG/CC to direct msn execution</li> <li>- Mission qualified F-15E WSO; capable in all air-to-air &amp; air-to-ground missions, including CAS/IST/DCA/OCA</li> </ul>					
<b>III. PERFORMANCE FACTORS</b>					
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)					
			DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
				<input checked="" type="checkbox"/>	
<b>IV. RATER OVERALL ASSESSMENT</b> (Limit text to 6 lines)					
<ul style="list-style-type: none"> <li>- Dynamic offer; maintained infallible professionalism/attitude despite huge personal challenges--FW msn multiplier</li> <li>- Skilled writer; authored 17 OPRs/EPRs, reviewed/edited 102 OPRs/EPRs--streamlined SQ process, on-time 95%</li> <li>- Spearheaded \$37K effort to refurbish OG bldg floors; doubled use-life--saved \$50K+ in potential replacement cost</li> <li>- Developed offer data sheet; consolidated personnel info from multiple sources--cut research time 75%, new FW std</li> <li>- Spearheaded SQ awards prgm; chaired 4 review boards; edited 48 noms--won 10 OG/4 FW awards, raised morale</li> <li>- Steady workhorse; poised and professional under pressure--perfect choice for Wg Staff deputy chief/NAF staff next</li> </ul> Last performance feedback was accomplished on: <u>28 Jun 2009</u> (IAW AFI 36-2406) (if not accomplished state the reason)					
NAME, GRADE, BR OF SVC, ORGN. COMMAND & LOCATION MARK E. THOMPSON, Lt Col, USAF 366th Operations Support Squadron (ACC) Mountain Home AFB ID			DUTY TITLE Commander		DATE 16 Feb 2010
			SSN REDACT	SIGNATURE THOMPSON.MARK.E.1046744299	
<b>V. ADDITIONAL RATER OVERALL ASSESSMENT</b> (Limit text to 4 lines)					
			<input checked="" type="checkbox"/>	CONCUR	NON-CONCUR
<ul style="list-style-type: none"> <li>- Stalwart ADO; assisted in development of new OSS/OG OCR IAW ACC plan--IN seamlessly realigned under OG</li> <li>- PRF guru; authored/edited 12 PRFs/bullet reference sheets: 100% on-time/error-free--ensured 100% IPZ, promoted</li> <li>- Reorg'd bldg offices to accommodate new OSS conf rm and AFE staff offices--AFE shop construction back on track</li> <li>- Proven leader/warrior; handles every task w/steady, professional focus--Wg agency deputy chief/NAF A3 staff next</li> </ul>					
NAME, GRADE, BR OF SVC, ORGN. COMMAND & LOCATION JAMES J. MCGOVERN, Col, USAF 366th Operations Group (ACC) Mountain Home AFB ID			DUTY TITLE Commander		DATE 17 Feb 2010
			SSN REDACT	SIGNATURE MCGOVERN.JAMES.J.1176957537	
<b>VI. REVIEWER</b> (if required, limit text to 4 lines)					
			<input checked="" type="checkbox"/>	CONCUR	NON-CONCUR
NAME, GRADE, BR OF SVC, ORGN. COMMAND & LOCATION GLENN F. SPEARS, Lt Gen, USAF Twelfth Air Force (Air Forces Southern) (ACC) Davis-Monthan AFB AZ					
			DUTY TITLE Commander		DATE 1 Mar 2010
			SSN REDACT	SIGNATURE SPEARS.GLENN.F.1092096137	
<b>VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR</b>					
(Indicate applicable review by marking the appropriate box)					
			<input type="checkbox"/>	FUNCTIONAL EXAMINER	<input type="checkbox"/>
			<input type="checkbox"/>	AIR FORCE ADVISOR	
NAME, GRADE, BR OF SVC, ORGN. COMMAND & LOCATION			DUTY TITLE		DATE
			SSN	SIGNATURE	
<b>VIII. RATEE'S ACKNOWLEDGMENT</b>					
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.			Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE FEHRENBACH.VICTOR.J.1080253490	DATE 2 Mar 2010