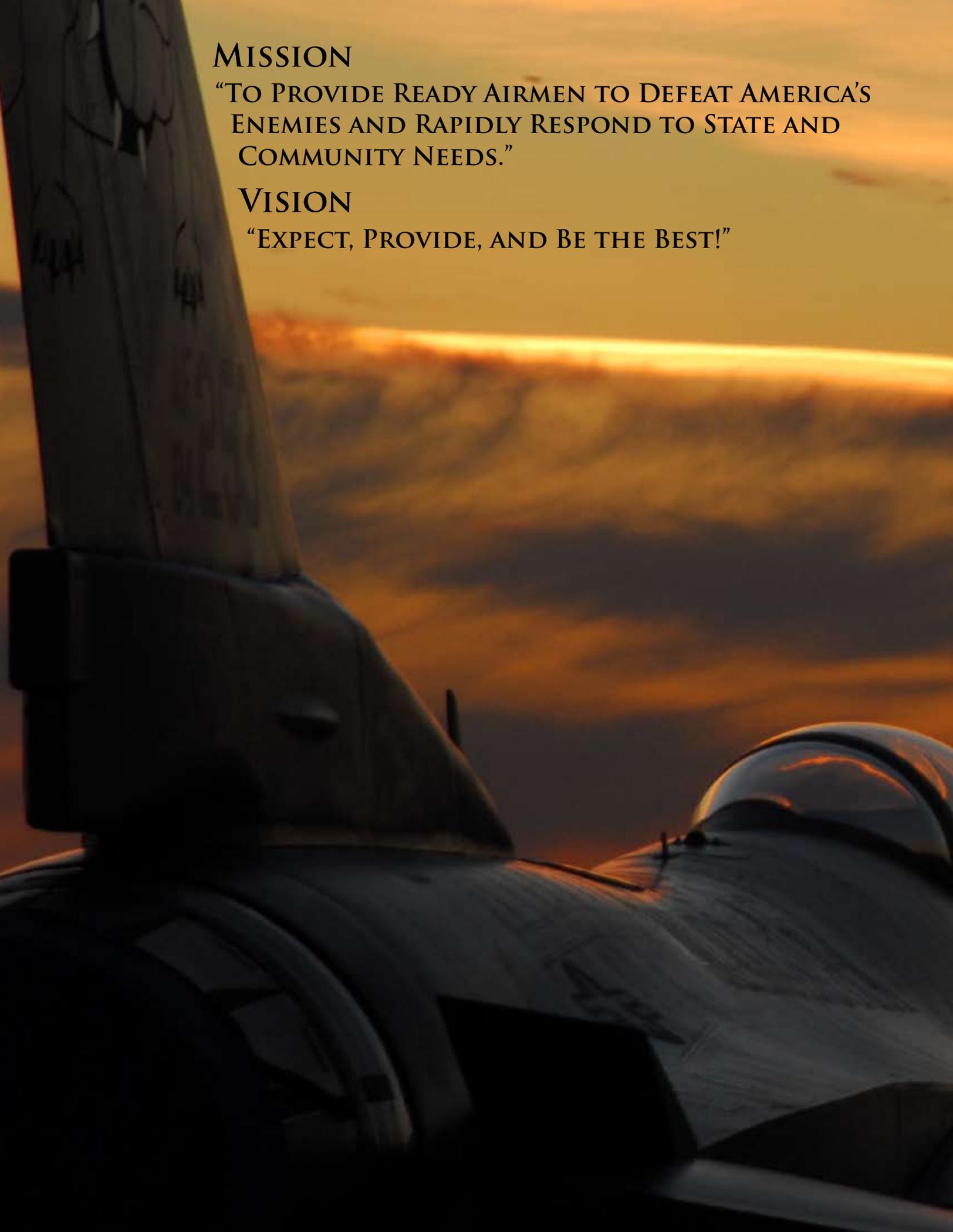


# 148<sup>TH</sup> FIGHTER WING

DULUTH, MINNESOTA



## 2007 ANNUAL REPORT



## MISSION

“TO PROVIDE READY AIRMEN TO DEFEAT AMERICA’S ENEMIES AND RAPIDLY RESPOND TO STATE AND COMMUNITY NEEDS.”

## VISION

“EXPECT, PROVIDE, AND BE THE BEST!”

## FROM THE WING COMMANDER

*“Success usually comes to those who are too busy to be looking for it.” Henry David Thoreau (1817 - 1862)*

Time will tell if 2007 will be remembered as an extremely successful year, but we can certainly say it was a very busy year. The contributions the 148th made to the nation, the state, and the communities we live in were unprecedented and phenomenal. Whenever and where ever we were called upon, we responded with our normal “Can do Attitude.” When that was not enough and we were asked to do even more, we never flinched; we just kept right on performing in our normal “Outstanding” manner. Every single member of this Wing was too busy doing the mission to be looking for individual success.

Busy is defined by Webster as, “engaged in action” or “full of activity.” Either of these definitions very aptly describes the 148th Fighter Wing in 2007. Throughout the world, we were “engaged in action” supporting the Global War on Terrorism. In addition, the remainder of time certainly could be labeled as “full of activity.” Every Unit Training Assembly, every day of Annual Field Training, and every normal workday was jam packed with activity. “Busy,” the Bulldogs redefined busy!

The Bulldogs did not waste one single day in 2007. We made all 365 days count for something - nothing was squandered. Our efforts have already received recognition from senior Air Force and Air National Guard leaders. Regardless of what history writes about the outcomes of additional formal recognition by Higher Headquarters, we should all hold our heads up high and realize, “that while we were too busy doing our jobs - we were extremely successful at accomplishing the mission.” I could not be prouder of what the Wing has accomplished. Thank You!

Colonel Mark R. Johnson

# A PROUD TRADITION IS BORN...

On September 17, 1948, on a bright and windy day, a group of 13 officers and 37 enlisted Airmen, mostly World War II veterans, gathered on a concrete ramp on the south side of the Duluth Municipal Airport in front of the city hangar. As they stood at attention, Maj. Gen. Ellard A. Walsh, The Adjutant General of Minnesota, read Special Order Number 144 ordering the activation of the 179th Fighter Squadron.

That was the beginning of a legacy that still continues today. Through the almost 60 years that followed, "A Proud Tradition" has nurtured a culture of "Sustained Superior Performance" second to none. Time and time again, the Bulldogs have stepped up to the plate; volunteering to deploy when no other units would, achieving inspection results few units would even attempt to accomplish, and receiving recognition other units only dream about.

The Bulldog's vision is that if one expects the best, and then provides the best, ultimately you will be the best! The Bulldogs have demonstrated this throughout the World, within the borders of the United States of America and the great state of Minnesota. However, as a citizen based defense force, we maintain strong roots and ties to our local communities in which we live. This is what shapes our vision, which has emerged from a "Proud Tradition," and is verified by nearly 60 years of "Sustained Superior Performance."



**1945** Air Force Established

**1950** 179 FS Activation

**1955** 179 FS Mobilized - Korean War

**1960** -Redesignated 148 FG  
-Duluth Alert

**1965** F-102

**1970** William Tell Winner

**1975** RF-4C  
-Design  
-Duluth  
-Assum  
Recon

Timeline labels: F-51D, F-94B, F-94C, F-89J, F-101, RF-4C

# SUSTAINED SUPERIOR PERFORMANCE CONTINUES...

## PEOPLE

- Wing Strength - Averaged over 100% end strength per year for past 20 years
- Personnel Retention - 2007 #1 ANG unit, over 90% the past 15 years

## NATIONAL AWARDS

- 2006 "Outstanding" Air National Guard Flying Unit (AFA)
- Air Force Outstanding Unit Awards - 2003, 2000, 1987 & 1979
- Air Combat Command's Safety Award - 2001, 2000 & 1999
- Air Defense William Tell Award - 1970
- Earl Ricks Trophy - 1964
- Winston P. Wilson Trophy - 1957



## INSPECTIONS

- Operational Readiness Inspections - two Outstandings
- NORAD Alert Force Evaluations - two Outstandings & six Excellents
- Air Combat Command Communication Security - six Outstandings



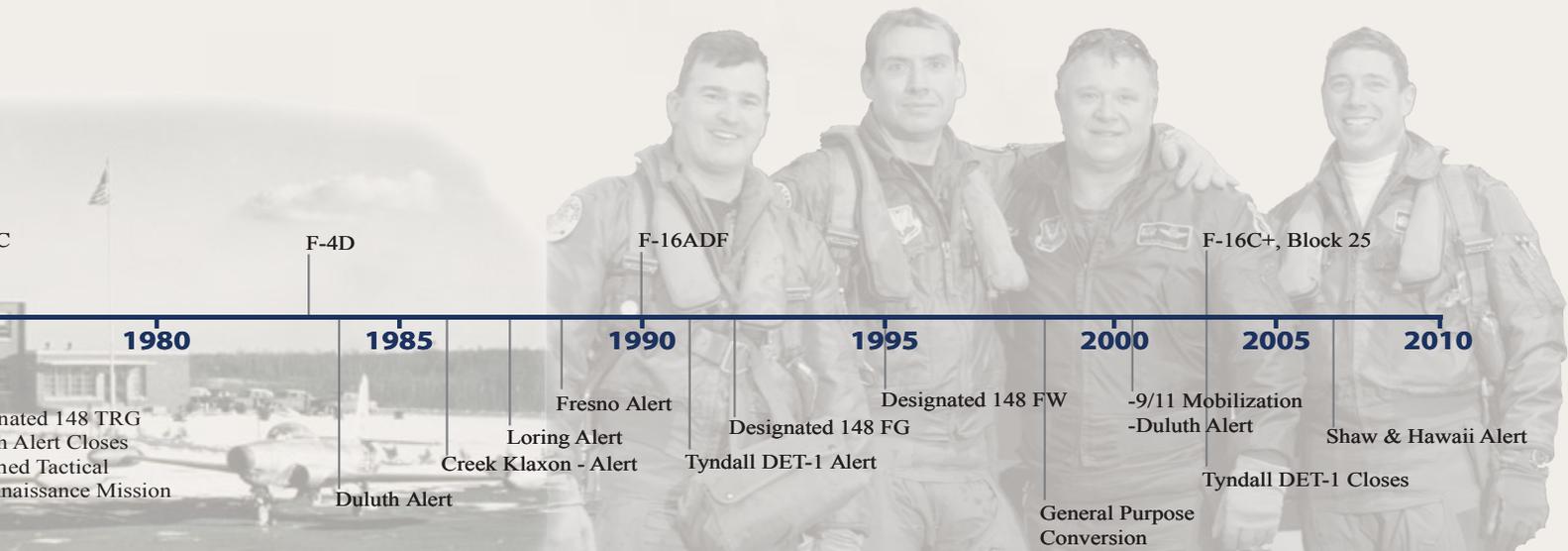
## COMBAT AND CONTINGENCY DEPLOYMENTS

- In 1951, the 179 Fighter Squadron called to active duty for the Korean Conflict
- In 1990, 12 Fire Fighters called to active duty for Desert Storm
- In 1990, 13 Security Forces personnel called to active duty for Desert Storm



## STATE & COMMUNITY SUPPORT

- State Active Duty Missions - Floods, BWCA Forest Fires, and Snow Storms
- Community Service Hours - Over 26,000 hours in the last five years
- Duluth Airport Crash, Fire, Rescue Support
- Explosive Ordnance Disposal Incidents



# 2007...THE YEAR OF THE BULLDOGS

WING STRENGTH - 105.14% - All time record!

WING RETENTION RATE - 93.5% - #1 Unit in the Air National Guard

## DEPLOYMENT PARTICIPATION

- **Operation Iraqi Freedom** - 292 personnel to six different countries
- **Operation Enduring Freedom** - 40 personnel to six different countries
- **Operation Noble Eagle and Air Sovereignty Alert** - 72 personnel at three separate locations
- **Operations Coronet Oak and Deep Freeze** - 10 personnel to two separate locations
- **Operation Jump Start** - 16 personnel to three different locations

## STATE ACTIVE DUTY

- **2007 Wildfire and Forest Fire Fights** - four personnel to two different locations



# 2007 WING AWARD WINNERS

## BRONZE STAR RECIPIENTS



**Col. Frank Stokes**



**Col. John Spencer, Jr.**



**CMSgt. Mike Layman**



**TSgt. Scott Castleman**



**COMPANY GRADE  
OFFICER OF THE YEAR  
Capt. Brian Mandt**



**UNIT CAREER ADVISOR  
OF THE YEAR  
Master Sgt. James Juntti**



**PILOT OF THE YEAR  
1Lt. Thomas Rendulich, Jr.**



**AIRMAN OF THE YEAR**

**Senior Airman  
Nicole Rosga**  
*148th FW  
Minnesota ANG  
1st Air Force*

**Staff Sgt. Megan Mork**  
*148th FW*



**NCO OF THE YEAR**



**Master Sgt. Paul Raj**  
*148th FW*

**SNCO OF THE YEAR**

**Sr. Master Sgt.  
Gary Luke**  
*148th FW  
Minnesota ANG*



**1ST SGT OF THE YEAR**

# 2007...THE YEAR OF THE BULLDOGS

In 2007, the 148th Bulldogs achieved unprecedented levels of mission performance and global participation. Amazing mission success rates, multiple deployments, and unmatched inspection performance highlighted 2007. The Wing continues to exceed expectations of senior Air Force and Air National Guard leaders as well as federal, state, and local community and elected officials.

## INSPECTIONS AND ASSESSMENTS

- January: "Excellent" NORAD Alert Force Evaluation
- May: Comprehensive Environmental, Safety, Occupational Health Assessment
  - Environmental Section received four "Best Seen to Dates"
- July: "Outstanding" Air Combat Command Communications Security Inspection
- July: Precision Equipment Measurement Laboratory successfully completed the Air Force Meteorology and Calibration inspection.
- October: Received an "Excellent" Phase I Air Combat Control Inspector General Operational Readiness Inspection.
  - 2/3 of the graded areas rated "Outstanding"
  - 90% graded as "Outstanding" or "Excellent."
  - 39 Individual Superior Performers.
  - 29 Superior Performer Teams, far exceeding the number traditionally recognized



## AIR EXPEDITIONARY FORCE DEPLOYMENTS

- January - December: Expeditionary Combat Support functions deployed in support of Operations Iraqi and Enduring Freedom.
- February - April: Aviation Package deploys to Balad Air Base, Iraq. Members supported a last minute 10-day tour-of-duty extension.
- Outstanding results - 100% mission success in support of Operation Iraqi Freedom with 581 combat sorties and 2,385 combat hours.



# 2007 WING PERFORMANCE

## OPERATION NOBLE EAGLE

- 100% mission effectiveness covering Duluth Home Station Air Sovereignty Alert (ASA), 24/7, 365 days - Hours and Sorties since 9/11.
- June - July: Deployed 41 personnel and four F-16s in less than 48 hours notice to Shaw Air Force Base, S.C. deployment extended an additional nine days.
- November - January 2008: Deployed 54 Airmen and six F-16s on short notice in support of Operation Noble Eagle alert to Hickam, Air Force Base, Hawaii, Pacific Command (PACOM), maintaining 24/7 alert coverage for nearly three months



## WING EXERCISES

The 148th continually practices its state and federal missions by participating in exercises to give our members practice on various events. In 2007, the 148th participated in the following exercises:

- June Mass Accident Response Exercise: working with civilian agencies to best respond to a mass aircraft accident at the Duluth International Airport.
- Operational Readiness Exercises in August and September.
- 906 members took the Air Force Fitness Test in August.



## NOTABLE EVENTS

While 2007 was full of deployments, exercises and inspections; it also contained some other notable events that are not necessarily measured, but definitely worth documenting. Some of these events include:

- Hosted a breakfast event at the 148th for employers of 148th members.
- The 148th recorded its highest aircraft maintenance readiness rate ever at 87.5% in March.
- 148th Fighter Wing hosted tours for military visitors from Croatia and Norway.
- The 148th along with the Minnesota National Guard, Fox Sports and Minnesota Twins won an Emmy Award for "Freedom Week and Operation Home Base"



# BASE FACILITIES

## MAJOR MILITARY CONSTRUCTION (MILCON) PROJECTS COMPLETED

2007 was another extremely busy year for base facilities. No new projects were begun, but several projects were completed and became fully operational.

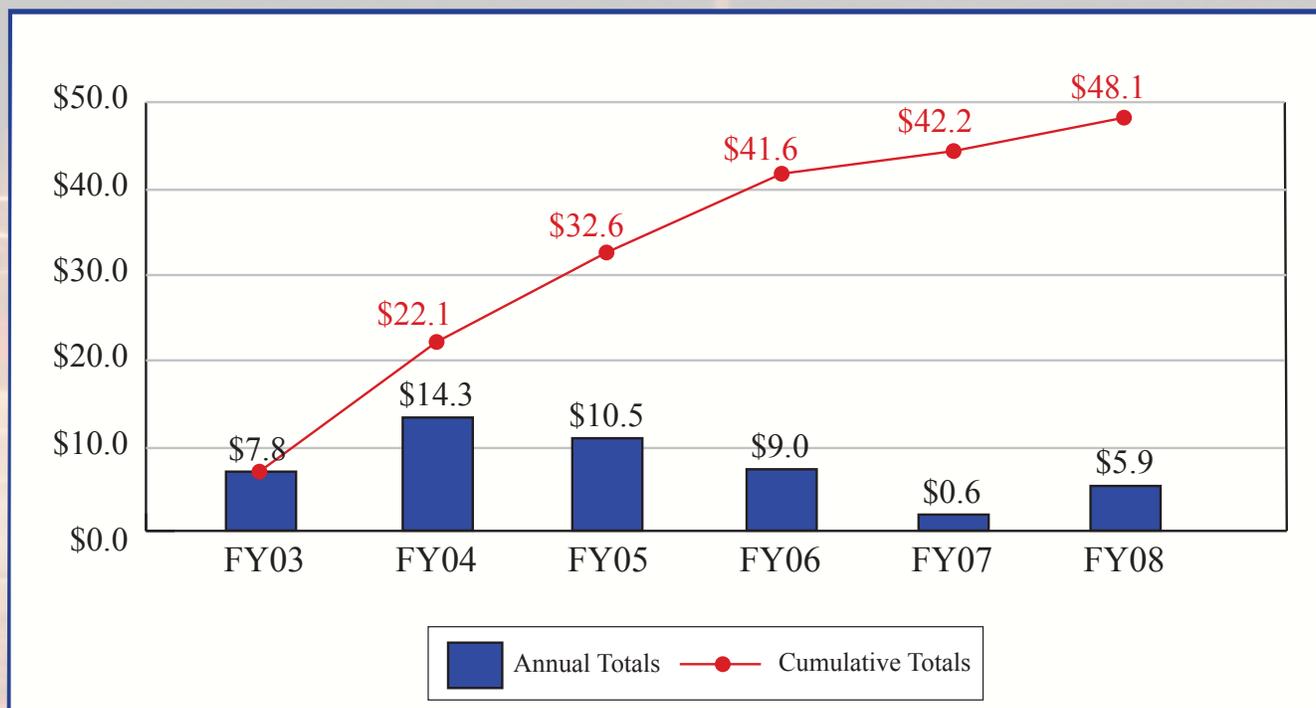
- On April 13, the alert pilots and crew chiefs spent their first night in the new \$2.7 million, 12 bedrooms, and 13 bathroom facility.
- \$3.3 million Base entrance road, “Bulldog Boulevard,” and the Front Gate Facility set the tone for every member and visitor entering the 148th. First impressions are lasting, and the Front Gate personnel have demonstrated that 100% of the time.
- Phase I of the Joint Duluth Airport Authority and 148th Crash, Fire, Rescue Facility was completed for \$1.3 million. Work continues on Phase II with a projected completion date of January 2008.



## SAFETY, RELIABILITY, AND MAINTAINABILITY (SRM) PROJECTS COMPLETED

- Two projects were completed at the Weapons Storage Facility. The Munitions Maintenance Facility was refurbished for \$.6 million and the Munitions Storage Facility received a \$1.3 million face lift.

## COMBINED MILCON AND SRM EXECUTED AND BUDGETED

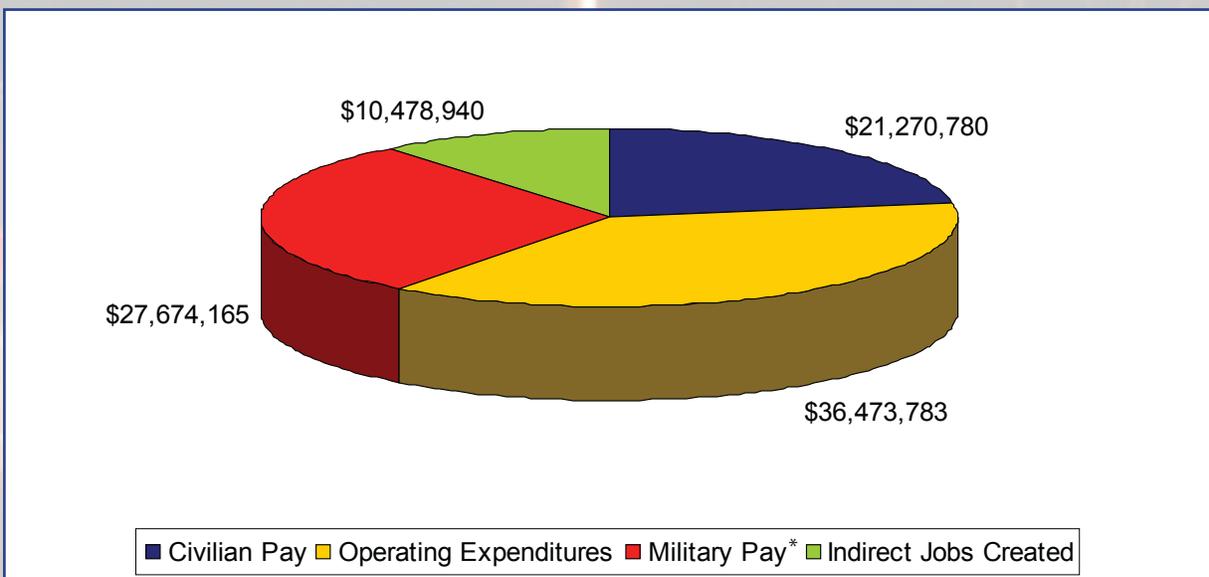


# FINANCIAL AND PERSONNEL RESOURCES

## 2007 FISCAL YEAR LOCAL ECONOMIC IMPACT

- Economic impact on the local community was \$95.9 million; including payroll, operating expenses and indirect jobs created in Duluth and the surrounding areas
- The 148th employs 1,301 individuals; 445 are full-time and 856 are part-time employees
- Each position at the 148th Fighter Wing sustains .71 jobs in the local community
- 310 indirect jobs were created in the local area with a financial impact of \$10.5 million

### ECONOMIC IMPACT - \$95.9 MILLION



### PERSONNEL RESOURCES

- Full Time Employees - 439
- Federal Civil Service Technicians - 202
- Active Guard and Reserve Personnel - 152
- State Employees (Federally Funded) - 60
- Title V Civilian Employees - 25

### MILITARY WORK DAYS UTILIZED TO SUPPORT OPERATIONAL & TRAINING MISSIONS

- Active Duty Special Work - 3,093 days
- Annual Field Training - 10,295 days
- Military Personnel Appropriations - 36,461 days
- School Training Days - 4,634 days
- Special Training Days - 1,656 days
- Total Military Days - 56,139 (Equivalent to 154 full time employees)



# FAMILY SUPPORT

## FAMILY PROGRAMS

The Minnesota National Guard provides numerous programs for family support, resources, and enrichment opportunities. These programs are supported through state and national coordination along with volunteers from military organizations and the community. These programs include:

- Deployment Support Programs
- Exceptional Family Member Program (EFMP)
- Family Assistance Centers
- Guard Family Network
- Minnesota National Guard Youth Camp
- Youth Services and Resources



## THE GUARD FAMILY NETWORK

The Guard Family Network is an organization whose goal is to develop an active, cohesive, supportive network of Air National Guard members, family members and volunteers who work together to improve family readiness and vigorously support the Airmen who are deployed in service to their country or state or are in need due to tragic circumstances. Today's Guard families need to be prepared for the possible deployment of their Airmen. The best way to prepare them is through the use of chartered Family Readiness Groups. These preparations include but are not limited to:

- Formation of a telephone tree to pass information to families quickly and efficiently.
- Training volunteers and family members on the benefits and services available to them upon the mobilization.
- Helping deploying Airman and their families prepare for separation and the problems that come with deployment.
- Networking with other Guard families to share lessons learned and to provide mutual support.



## 2007 GUARD FAMILY NETWORK ACTIVITIES

- Made 404 calls to deployed 148th Fighter Wing member's families
- Facilitated attendance for 320 148th Fighter Wing members attendance at Reintegration Training, also known as Beyond the Yellow Ribbon
- Made 7795 contacts via phone, newsletters or visits to Air National Guard families
- Made 316 contact with families of Army National Guard, Coast Guard and Naval Reserve Families
- Planned many events to include:
  - Spring Fling
  - Family Skate at Hermantown Middle School attended by 200 people
  - Discover Day attended by 55 people
  - Tiki Freaky Trick Treaty Halloween Party attended by 75 people
  - Delivered 25 turkeys donated by local businesses to family of deployed 148th members
  - Co-hosted the Kid's Christmas Party attended by 155 people



# FAMILY SUPPORT

## BULLDOG ENLISTED COUNCIL SUPPORT

The 148th “Bulldogs” have four enlisted councils called the Chief’s Council, Mid-Level Ranks Council, First Sergeant’s Council and Junior Enlisted Council. Their goals are to identify issues affecting 148th members within their peer groups and make recommendations to solve the issues. They are also active in planning leadership courses, morale events and community service. Here are some examples of what the Enlisted Councils did in 2007:

- Raised \$1010 that paid for gas for MAC-V vans which transport local veterans to medical appointments
- Planned the Senior NCO Leadership Course at Camp Ripley
- Planned and coordinated an F-16 photo opportunity during the 2007 Family Day event
- Worked at Family Day; chaperoning kids rides, selling pizza and pop
- Hosted 1st annual game night for the 148th members
- Began planning efforts for the 2008 Military Ball



## SERVICES CLUB

The services club mission is to serve the 148th community by providing entertainment and social options to bring people together. This in turn helps to foster unit esprit de corps, volunteerism, and a sense of community. The club also has a proud tradition of offering its services to other 148th organizations and its facilities to support the wider community. Originally an enlisted only club, today all members of the 148th, as well as our sister services, are eligible for membership.

- Served 375 meals at the Spaghetti Dinner in June.
- Driftwood Estates hosted the annual Courage Duluth Fishing Tournament in June. Over 80 anglers with physical disabilities from all over the region participated.
- A successful benefit dinner, using food donated by the club, allowed a young woman with Huntington’s disease to achieve her dream of going to Sea World.
- In July, the Family Picnic at Driftwood Estates was a huge success, filling the campground to capacity with over 200 people.
- In September, over 400 people attended the 29th Annual Oktoberfest.



## BEYOND THE YELLOW RIBBON

The Minnesota National Guard has pioneered a program in hopes of changing how Soldiers and Airmen are reintegrated back to their communities. Called Beyond the Yellow Ribbon, the program is named as a reminder that the support of military members cannot end when they return from deployment and the yellow ribbons are united.

# COMMUNITY SUPPORT

## COMMUNITY SERVICE

Members volunteered over 5,500 hours of community service to such events as:

- Veteran's Events
- Grandma's Marathon
- Northshore Incline Marathon
- St. Scholastica's Thanksgiving Day Buffet
- Multiple Parades
- Memorial Blood Center Blood Drives
- John Beargrease Dog Sled Marathon
- Donated \$13,900 to Combined Federal Campaign (CFC).
- 72 Community F-16 Fly Bys to include locations throughout Minnesota and Wisconsin. 40 Fly Bys were flown on Memorial Day, and an additional 19 were during the 4th of July holiday.



## CRASH, FIRE AND RESCUE AIRFIELD FIRE DEPARTMENT

The 148th Fighter Wing provides the sole crash, fire, and rescue services for the Duluth Airport, their tenants on the airfield, and the surrounding areas and fire departments. This is provided to the City of Duluth via a Joint Use Agreement. These include:

- 250 airfield emergency responses
- Four civilian mutual aid responses
- Four emergency medical calls
- 16 aircraft in-flight emergencies
- Five aircraft ground emergencies
- Six fuel spill responses
- 71 alert scrambles



## EXPLOSIVE ORDNANCE DISPOSAL (EOD)

The Bulldog EOD Technicians are a highly experienced and extremely competent group of individuals. They are responsible for supporting local, state, and federal officials when called upon. 2007 was a record year for EOD incident response.

- 28 EOD requests throughout both Minnesota and Wisconsin.



# COMMUNITY SUPPORT

## MILITARY AFFAIRS COMMITTEE (MAC)

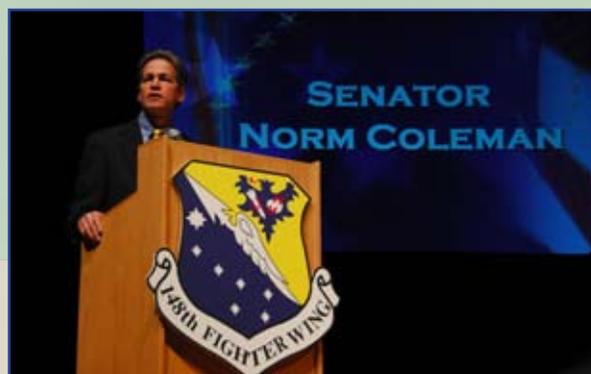
The Military Affairs Committee was formed in 1999 by Brig. Gen. Cossalter (former 148th Wing Commander), Mr. Bill Bennett (LHB), and Ms. Tess Dandrea (formerly with the Duluth Chamber of Commerce). Its sole purpose was to build a working relationship with the surrounding communities, Duluth Chamber of Commerce, local business leaders, and military members.

From its inception, it has been a success. It has brought many individuals, from various walks of life, together as one voice to represent those that choose to serve their country. Never was this more evident than during the 2005 Base Realignment and Closure (BRAC) process. Without the help of the MAC, the Duluth Chamber of Commerce, and community leaders, the 148th would NOT exist today. From all the members of the 148th Fighter Wing - "Thank You."



## THANKS TO OUR ELECTED OFFICIALS

Beginning with the Wing's Deployment Ceremony on February 4, 2007, every single elected official has supported the 148th in its quest to maintain viability well into the future. In a bipartisan manner, together with their staffs, they have set aside politics to ensure that the 148th will continue to have the opportunity to serve the Nation, state, local community. From all the members of the 148th Fighter Wing - "Thank You to our elected officials and their staffs for support and service to the Country."

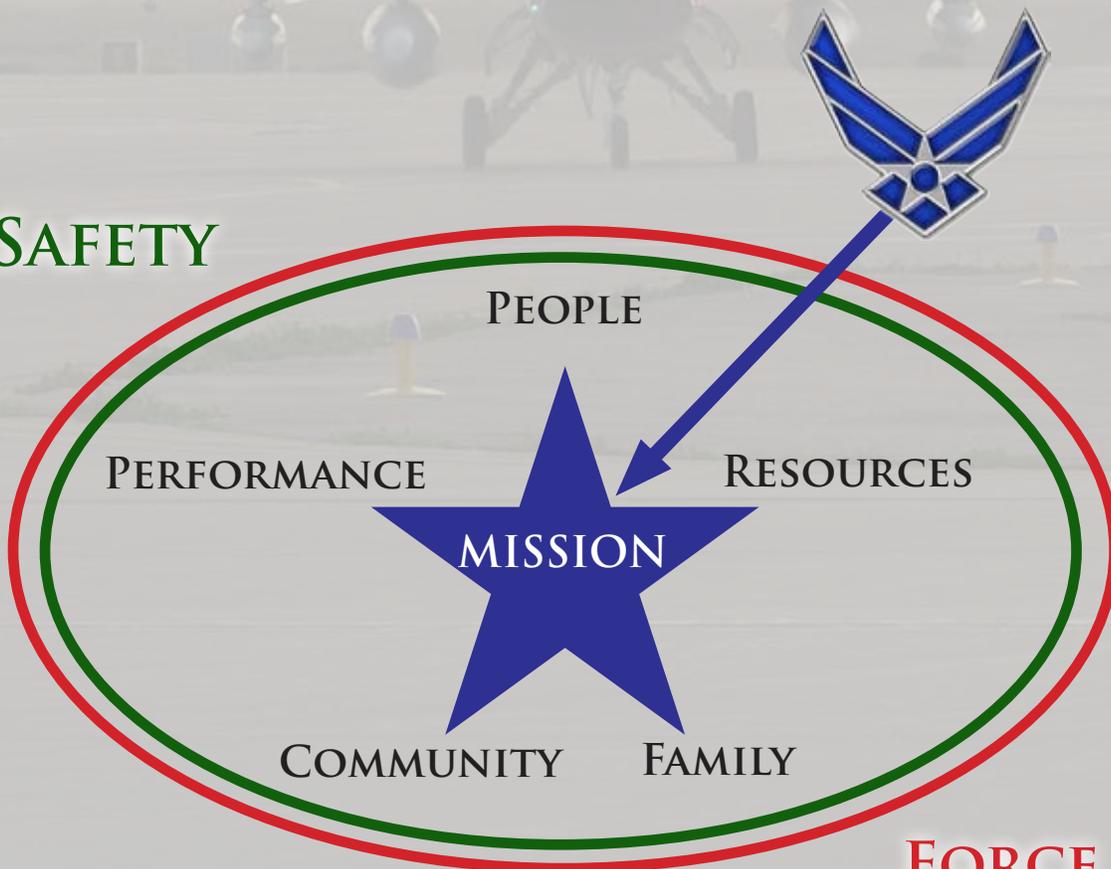


# BULLDOGS IN 2008...WING'S 5 FOCUS POINTS

FROM THE 5 POINTED STAR IN THE CENTER OF THE AIR FORCE EMBLEM, THE BULLDOGS DRAW THEIR INSPIRATION FOR THE WING'S 5 FOCUS POINTS.

- The most important, at the top of the star, are People. Past, present, and future members of the Wing are vital to our continued existence. They define "A Proud Tradition" as we look to the future and a "Tradition With Vision."
- Equally important are Performance and Resources, without either, they both fail. If we do not continue to maintain our "Sustained Superior Performance," why do we deserve the Resources. Without sufficient and efficient use of ALL our allocated Resources, it would be impossible for us to maintain the unprecedented level of Performance. "Expect, Provide, and Be the Best!" will continue to be our Vision.
- Holding the star upright are two critical legs, Family and Community. Without their continued support and sacrifice, the Mission will fail.
- In the center and the heart of the star is the Mission. Every Wing member contributes to the overall accomplishment of our assigned missions. It takes 100% of the Wing members contributing 100% to accomplish the mission.
- Surrounding and protecting the star are two critical items. The first, "Safety Always," we must protect everything inside our environment as well as the environment. The second circle is for Force Protection, which has now become critical because of the violent times in which we live.

**SAFETY**



**FORCE  
PROTECTION**

# 2008 WING GOALS

## PEOPLE:

- Develop, train, recognize, retain, and recruit the best Airmen

## PERFORMANCE:

- Execution of Air Sovereignty Alert
- Train all Airmen for peacetime and wartime missions

## RESOURCES:

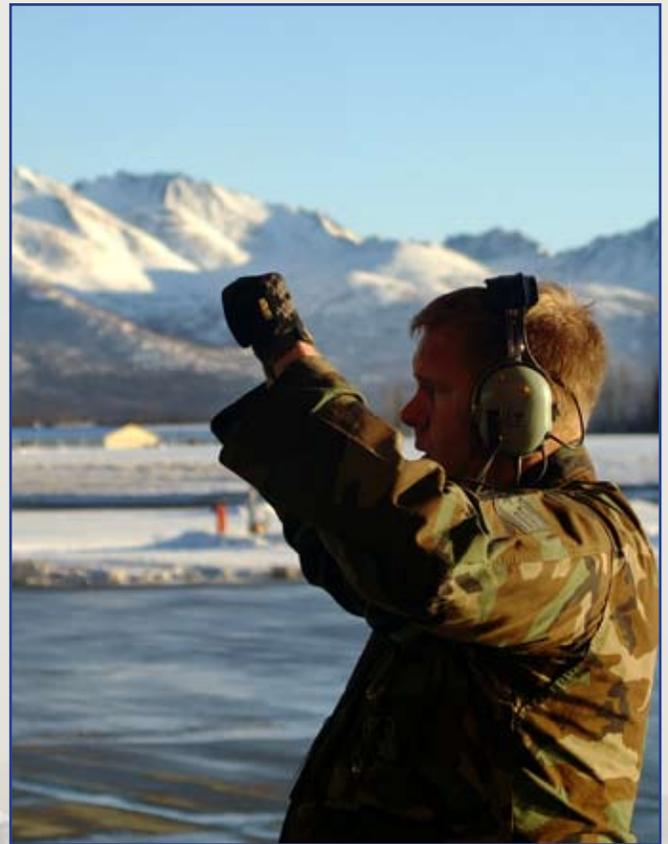
- Complete all funded Military Construction & SRM projects and Base Master Plan
- Efficient use of all available funds, work years, and work days
- Maximize use of existing airspace & develop new airspace to meet ever changing mission requirements

## FAMILY SUPPORT:

- Foster atmosphere of support from individual and extended families

## COMMUNITY SUPPORT:

- Provide designated community support and volunteer support



# 148TH OF TOMORROW...FUTURE INITIATIVES

- SOLIDIFY ROAD MAP FOR NEWER BLOCK F-16C UNTIL THE F-35, LIGHTNING II, JOINT STRIKE FIGHTER IS AVAILABLE
- FULLY SUPPORT THE AIR FORCE'S TOTAL FORCE INTEGRATION POLICY BY CREATING AN ACTIVE ASSOCIATE FIGHTER WING
- INCREASE WING FROM 15 PRIMARY MISSION AIRCRAFT ASSIGNED TO 18 ASSIGNED AIRCRAFT IN FISCAL YEAR 2010 WITH AN ULTIMATE GOAL OF 24 ASSIGNED AIRCRAFT BY FISCAL YEAR 2014
- SECURE MILITARY CONSTRUCTION AUTHORIZATION FOR MAINTENANCE SUPPORT FACILITY, WHICH WILL CONSIST OF FUEL CELL REPAIR AND AIRCRAFT WEAPONS LOAD TRAINING FUNCTIONS NO LATER THAN FISCAL YEAR 2011



# FUTURE INITIATIVES...IN DEPTH LOOK

## SOLIDIFY ROAD MAP FOR NEWER BLOCK F-16C UNTIL THE F-35, LIGHTENING II, JOINT STRIKE FIGHTER IS AVAILABLE

- F-16C Block 50/52 will provide the most combat capable aircraft with the longest airframe life
- By Fiscal Year 2010, the 148th Fighter Wing will be the only F-16C Wing flying Combat Coded F-16C+ Block 25 aircraft
- On three separate occasions (2007, 2002, and 1996), scheduled/proposed conversions to F-16C Block 30 aircraft were overturned

## FULLY SUPPORT THE AIR FORCE'S TOTAL FORCE INTEGRATION POLICY BY CREATING AN ACTIVE ASSOCIATE FIGHTER WING

- Community Basing relocates active duty personnel to Air National Guard (ANG) Bases to leverage the high experience level of ANG pilots and maintenance personnel
- Community Basing concept is a win-win for the Total Force and should be expanded
- Duluth and surrounding community stand ready to provide an excellent environment for integrating active duty personnel and their families

## INCREASE WING FROM 15 PRIMARY MISSION AIRCRAFT ASSIGNED (PMAA) TO 18 PMAA IN FISCAL YEAR 2010 WITH ULTIMATE GOAL OF 24 PMAA BY FISCAL YEAR 2014

- All BRAC actions completed on September 30, 2011 - 148th Fighter Wing will be only 15 PMAA F-16C+ Wing in the Air Force, Air National Guard, or Air Force Reserve
- Every other F-16C Wing/unit will be resourced with 18, 21, or 24 PMAA
- If F-35, Lightning II, JSF may only be assigned to units with 24 PMAA – the 148th Fighter Wing needs to position itself with sufficient resources to meet this type of organization

## SECURE MILITARY CONSTRUCTION (MILCON) AUTHORIZATION FOR MAINTENANCE SUPPORT FACILITY WHICH INCLUDES FUEL CELL REPAIR AND AIRCRAFT WEAPONS LOAD TRAINING FUNCTIONS NO LATER THAN FISCAL YEAR 2011

- Current maintenance facilities will support an immediate conversion to newer Block F-16C aircraft with “ZERO” MILCON requirements
- Fuel Cell Repair Facility will require major modifications in the future - more advantageous to replace rather than modify the existing facility
- Load training is currently being conducted in the newly finished, state of the art facility; Consolidated Aircraft Maintenance Complex - Separate facility needed to maintain mission readiness



**148TH RECRUITING TEAM  
“VITAL LINK TO THE FUTURE”**

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