

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

## 2015 ANNUAL REPORT





# FROM THE COMMANDER



*"Excellence is not a skill. It is an attitude."*

Ralph Marston

Leaders, Colleagues and Friends,

It is my honor to present to you the summarized work of the 148th Fighter Wing over the course of 2015. The annual report that follows provides a synopsis of our efforts to translate entrusted resources into combat power for our state and nation.

At the 148th Fighter Wing, we are committed to providing a highly trained, well prepared and equipped force capable of responding to our community's and nation's needs, at a moment's notice. To accomplish this, we continuously perform mission readiness training, exercises and inspections. The past year saw us surpassing goals in every area of our operation; from increasing personnel accession and retention to reducing energy consumption and honing our expeditionary combat skills, just to name a few. Some major highlights include:

- Deploying over 470 Airmen in support of training exercises to Sentry Savannah, Combat Hammer and Red Flag - Alaska.
- Welcoming our first Active Association Airman. Active Association embeds active duty Air Force personnel within Air National Guard units in order to train and work together.
- Exceeding all performance metrics:
  - Executed over 3,700 Flying Hours
  - 94.2% Pilot Mission Ready Rate
  - 101% Personnel End Strength
  - 92.8% Retention Rate
  - 4,674 Community Service Hours
  - 30% Reduction in Energy Usage Since 2006

While 2015 was another resounding success for the 148th Fighter Wing, the nature of our mission does not allow much time for reflection. By the time you read this report, we will have already participated in several training exercises and inspections, and begun final preparations for a major deployment. We've been blessed with some of the finest people and equipment our great nation has to offer and I have no doubt that next year, during our 2016 annual report, I will be able to relay that the Bulldogs have continued to build upon our Legacy of Excellence.

Colonel Jon S. Safstrom  
148th Fighter Wing  
Commander

## VISION

LEGACY OF EXCELLENCE

## MISSION

PROVIDE READY AIRMEN TO DEFEAT AMERICA'S ENEMIES AND RAPIDLY RESPOND TO STATE AND COMMUNITY NEEDS.

## FEDERAL MISSION

MAINTAIN WELL-TRAINED, WELL-EQUIPPED UNITS AVAILABLE FOR PROMPT MOBILIZATION DURING WAR AND PROVIDE ASSISTANCE DURING NATIONAL EMERGENCIES (SUCH AS NATURAL DISASTERS OR CIVIL DISTURBANCES).

## STATE MISSION

WHEN MINNESOTA AIR NATIONAL GUARD UNITS ARE NOT MOBILIZED OR UNDER FEDERAL CONTROL, THEY REPORT TO THE GOVERNOR OF MINNESOTA, SUPERVISED BY THE ADJUTANT GENERAL. UNDER STATE LAW, THE MINNESOTA AIR NATIONAL GUARD PROVIDES PROTECTION OF LIFE, PROPERTY AND PRESERVES PEACE, ORDER AND PUBLIC SAFETY.



## MINNESOTA NATIONAL GUARD PRIORITIES

- COMPETENT, READY FORCE
- OPTIMAL FORCE STRUCTURE
- SUSTAINABLE INFRASTRUCTURE

- BEYOND THE YELLOW RIBBON
- DIVERSIFY THE FORCE
- CYBER SECURITY AND RESPONSE

# COMPETENT, READY FORCE

We will achieve and maintain the required personnel, equipment, training and resourcing levels that ensure our success. Additionally, we will value, maintain and enhance our international partnerships.

**3,700+** FLYING HOURS  
EXCEEDING 3,517 FLYING HOURS GOAL

**94.2%** PILOT MISSION-READY RATE

**175+** AIRMEN DEPLOYED OVERSEAS

**4** OVERSEAS DEPLOYMENTS  
AFGHANISTAN  
ALASKA  
KUWAIT  
KOREA

# FORCE

The 148th Fighter Wing flies the **Block 50 F-16CM, the newest and most capable F-16 in the U.S. Air Force fleet**, and is one of only two Air National Guard wings trained to provide Suppression of Enemy Air Defense (SEAD) support for our nation.

The wing is committed to providing a trained, prepared and equipped force capable to respond to our community's needs and federal mission. To accomplish this, we continuously perform mission readiness training, exercises and inspections to evaluate performance and strengthen external agency partnerships.

In 2015, the 148th Fighter Wing achieved its flying goals accomplishing a **pilot mission-ready rate of 94.2%** and an **aircraft mission capability rate of 74.3%** with zero aircraft accidents.

The wing participated in **4 emergency response exercises** collaborating with external emergency response agencies and **deployed 470 Airmen** in support of **3 military training exercises**; Sentry Savannah, Combat Hammer, and Red Flag - Alaska where wing members trained with the Japan Air Self-Defense Force and the Republic of Korea Air Force on SEAD operations.

During 2015, the 148th Fighter Wing Inspection Team (WIT), along with Subject Matter Experts (SME's), completed **333 self-assessments covering 7,864 areas**. Additionally, WIT completed **23 independent internal inspections** and external government and military agencies completed 10 inspections confirming compliance and our capability to accomplish the mission.



# OPTIMAL FORCE STRUCTURE

We will continuously assess and evaluate the right mix of people and equipment to leverage our capabilities, while balancing the ideal composition for current and anticipated missions.

*BULLDOGS*

101%

PERSONNEL END STRENGTH  
15TH CONSECUTIVE YEAR OVER 100%

92.8%

RETENTION RATE  
EXCEEDING WING GOAL OF 90%

The 148th Fighter Wing maintains an optimal force structure of **1,000+ Airmen** who are trained and mission ready to provide vital support to our state, nation and country at a moment's notice.

In 2015, the wing expanded its force as an **Active Association Unit** welcoming its first U.S. Air Force active duty member. This important initiative incorporates active duty pilots and aircraft maintainers into the 148th Fighter Wing's mission using our members' extensive experience to train and prepare them for their next duty assignment.

## COMMUNITY SUPPORT MISSIONS:

The **148th Fire Department** provides 24-hour emergency operations support as the sole fire and rescue services for the Duluth Air National Guard base, Duluth International Airport and its civilian tenants. As a significant community partner, the department provides fire and emergency services response for Duluth and its surrounding townships, when requested. In 2015, the 148th Fire Department responded to 145 emergency service calls of which over 50 included dispatching wing resources to our local community.

The **148th Explosives Ordnance Disposal (EOD) Flight**, when approved, identifies and renders safe explosives hazards found within the local area, providing the only source with this capability in the region. With approval from the Minnesota Adjutant General, EOD provides support to civilian authorities and the surrounding area, range support to 4 military installations, the 148 FW and to the U.S. Secret Service. In 2015, the 148th EOD assisted local authorities twice; identified and assisted with disposal of a pipe bomb and identified and disposed of a military practice hand grenade.



# SUSTAINABLE INFRASTRUCTURE

We must advance our environmentally sustainable infrastructure with regards to our facilities and equipment statewide, continue to set the standard with our environmental initiatives and be good stewards of our cultural resources.

**30%** REDUCTION IN ENERGY USE SINCE 2006

**27%** REDUCTION IN WATER CONSUMPTION SINCE 2007

The 148th Fighter Wing continues to reduce energy consumption and incorporate energy savings goals into base operations through facility consolidation, modernization, lighting retro fits and education.

## Areas of Focus in 2015:

- Achieved a solid waste diversion rate of **nearly 60% of solid waste** being sent to a landfill.
- **Collaboration with Army National Guard** establishing a plan extending critical resources, minimizing long-term costs, addressing environmental considerations, and improving energy resiliency to support the Department of Defense and State of Minnesota energy, water, waste and other sustainability goals.

## Future Infrastructure Initiatives:

- **Community Partnership-** Continuing ramp repairs while runway 9-27 is shut down for reconstruction, minimizing impact on and ensuring continuation of flying mission.
- **Efficiency-** Upgrading the secondary base entrance providing access for heavy deliveries (e.g., fuel) minimizing large vehicle traffic at the main gate, improving safety and efficiency.
- **Security Enhancements-** Replacing existing vehicle final denial barriers and upgrading the intrusion detection system for access to aircrew flight equipment.

# BEYOND THE YELLOW RIBBON

The objective of the Beyond the Yellow Ribbon program is to improve the wellness and resilience of Servicemembers, their employers and military family members.

**320+** MILITARY CHILDREN RECEIVED FREE CHILDCARE DURING GUARD DRILL WEEKENDS

**\$30K** RECEIVED IN GRANTS FROM THE MINNESOTA MILITARY FAMILY FOUNDATION PROVIDING ASSISTANCE TO SERVICE MEMBERS AND THEIR FAMILIES IN NEED

## Duluth Beyond the Yellow Ribbon Program

- Hosted a "Joining Community Forces" event where military and community members addressed best practices, gaps in services and strategic planning for the program's future.

## 148 FW Airman & Family Readiness Program

- Provided, in conjunction with the 148th Fighter Wing Chaplains, 3 Strong Bonds Marriage Enrichment events attended by **159 military couples** and 2 Got Your Back retreats attended by **18 Airmen and spouses**.
- Established an Emergency Family Assistance Center (EFAC) during Vigilant Guard 2015, a major state-wide exercise, to ensure key volunteers and the Northland National Chapter of the Red Cross are ready to assist families in an emergency.
- At the 148 FW Family Day, partnered with **18 community agencies and 9 colleges**, offering fire, weapons and driving safety demonstrations.
- Successfully completed all areas of the Minnesota State Family Programs Office Accreditation Council process, demonstrating accountability in resource management, meeting best practices for service and administration, and providing increased organizational capacity per the accreditation framework.

# DIVERSIFY THE FORCE

We are committed to fostering an environment that truly represents the demographics of the communities in which we serve. We must reflect those who we lead, serve and protect.



The 148th Fighter Wing recognizes the significant value that diversity brings to our organization. The wing is committed to recruiting and retaining talented members to reflect the community we serve and educating our force regarding the benefits of diversity.

## Diversity Actions and Involvement:

- In 2015, the 148th Fighter Wing Community Outreach Ambassador program **connected with 32** high schools, colleges and universities; attended **over 28** community events; provided numerous base tours to our community partners and students; and provided **over 9** formal and informal training and education opportunities to wing members.
- 148th Fighter Wing recruiters actively participate in local and regional events and visit schools within and outside our local community.
- The 148th Diversity and Inclusion Council meets regularly and identifies areas for further attention. Some of these include: entry into service, service related barriers to retention, and career progression.
- Approximately **60 mid-level and 30 first-term wing members** participated in a three-part Race Awareness Workshop (RAW) training series providing cultural competencies needed to succeed by increasing understanding of changing demographics and cultural expectations of our current and future diverse members.

# CYBER SECURITY AND RESPONSE

We will mitigate threats and coordinate efforts to assist civil authorities in the event of a large-scale failure of, or an attack on, one of Minnesota's many vital computer systems. We must defend the Minnesota National Guard's cyber network and be able to assist civil authorities in the event that an essential system is interrupted or degraded.

In 2015, the 148th Fighter Wing continued its focus on Cyber Security and Response achieving the following:

- Instrumental in the development and configuration of 1st Air National Guard operational Joint Worldwide Intelligence Communications Systems.
- Coordinated and completed the National Guard Bureau's directed migration to the Defense Enterprise Electronic (DEE) **mail service for 1,100 users**.
- Championed wing recertification of Emission Security Controls and operating standards to continue viable cyber warfare mission capabilities.
- Continued highly successful **migration to the 800 MHz communications architecture** for the 148th Fighter Wing Fire Department and the Security Forces Squadron creating enhanced interoperability with our civilian partners.
- Developed and implemented new Internet Protocol Television system, providing training elements to all 148th desktops, **enhancing warrior training interoperability by 75%**.
- Advanced the command, control and training capabilities of the 179th Fighter Squadron through Phase II enhancements leading to the fully mission capable Battlefield Operational Support System.

# TRAINING DEPLOYMENTS

The 148th Fighter Wing maintains mission readiness through exercises, hands-on and computer-based training, training deployments, and inspections to ensure the wing is fully trained and capable to deploy and perform its federal and state missions.

306

COMBAT TRAINING FLIGHTS (SORTIES)

623

FLYING TRAINING HOURS (FLIGHT TIME)

470

DEPLOYED AIRMEN

## SENTRY SAVANNAH

The Air National Guard's largest fighter integration, air-to-air training exercise. 148 FW pilots conducted air-to-air combat simulations with 6 different military aircraft platforms and continued its Suppression of Enemy Air Defense (SEAD) training; the wing's primary mission.

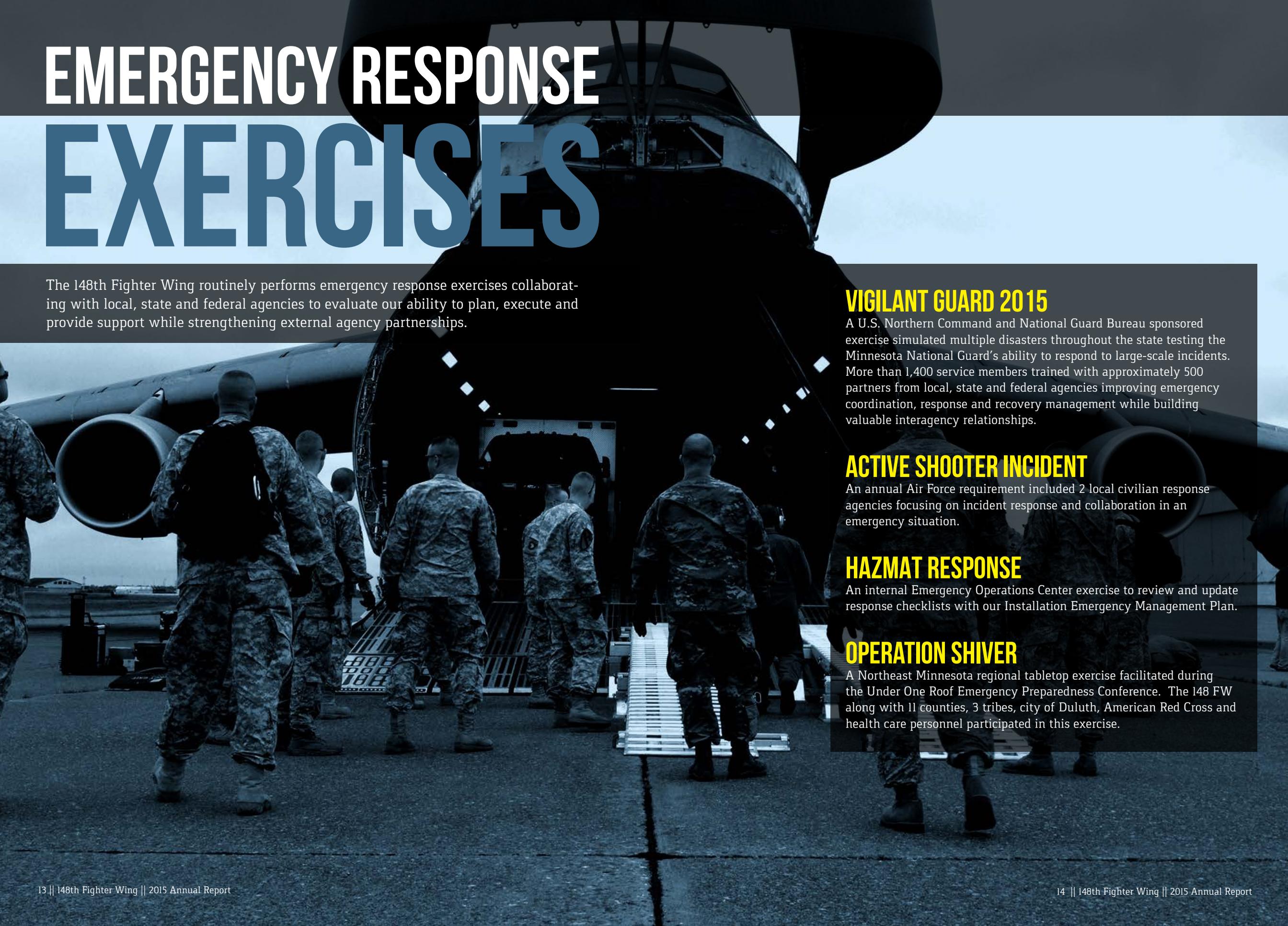
## COMBAT HAMMER

A Weapons System Evaluation Program (WSEP). 148 FW pilots, maintainers and munitions Airmen were tested and evaluated on their weapons system capabilities in its entirety- from bomb buildup through-out weapons employment.

## RED FLAG - ALASKA

A large force, multi-service, multi-national air combat training exercise. 148 FW Airmen trained with coalition nations from the Japan Air Self-Defense Force and Republic of Korea Air Force on SEAD operations.

# EMERGENCY RESPONSE EXERCISES



The 148th Fighter Wing routinely performs emergency response exercises collaborating with local, state and federal agencies to evaluate our ability to plan, execute and provide support while strengthening external agency partnerships.

## VIGILANT GUARD 2015

A U.S. Northern Command and National Guard Bureau sponsored exercise simulated multiple disasters throughout the state testing the Minnesota National Guard's ability to respond to large-scale incidents. More than 1,400 service members trained with approximately 500 partners from local, state and federal agencies improving emergency coordination, response and recovery management while building valuable interagency relationships.

## ACTIVE SHOOTER INCIDENT

An annual Air Force requirement included 2 local civilian response agencies focusing on incident response and collaboration in an emergency situation.

## HAZMAT RESPONSE

An internal Emergency Operations Center exercise to review and update response checklists with our Installation Emergency Management Plan.

## OPERATION SHIVER

A Northeast Minnesota regional tabletop exercise facilitated during the Under One Roof Emergency Preparedness Conference. The 148 FW along with 11 counties, 3 tribes, city of Duluth, American Red Cross and health care personnel participated in this exercise.

# ECONOMIC IMPACT

The 148th Fighter Wing is the seventh largest employer in Duluth with over 1,000 members; more than 350 are full-time employees.

In fiscal year 2015, the 148th Fighter Wing had an economic impact of over \$80.1 million. With personnel wages nearly \$51 million and oper-

ating expenditures over \$13 million, the wing created indirect jobs close to \$16 million.

The economic impact is also an important indicator of how the 148th Fighter Wing enhances the Duluth area.

## FISCAL YEAR 2015

# \$80.1 MILLION

### OPERATING EXPENDITURES

\$13,107,729

### INDIRECT JOBS CREATED

\$16,014,640

### MILITARY PAY

\$23,525,673

### CIVILIAN PAY

\$27,452,832

# COMMUNITY SUPPORT

# 4,674 HOURS

148th members participated in blood drives, fundraisers, environmental support, were mentors and community board members, and supported local community projects and events.

Some examples include:

- JOHN BEARGREASE SLED DOG MARATHON
- TWIN PORTS THANKSGIVING BUFFET
- SUPPORTED SIX VOLUNTEER FIRE DEPARTMENTS
- CIVIL AIR PATROL
- COMBINED FEDERAL CAMPAIGN
- VETERANS OF FOREIGN WARS (VFW)
- BOY SCOUTS OF AMERICA
- ADOPT-A-HIGHWAY CLEAN-UP PROJECT
- HABITAT FOR HUMANITY
- RED CROSS
- SALVATION ARMY TOY DRIVE



# ACTIVE ASSOCIATION

On July 20, 2015, the 148th Fighter Wing welcomed its first Active Associate Airman. The active association construct brings U.S. Air Force active duty Airmen to the 148th Fighter Wing and incorporates them into the mission.

The first Active Associate member, an F-16 pilot, came to the 148th Fighter Wing from the active duty Air Force and has the distinction of being the first active associate member at the 148th Fighter Wing. He is assigned to the 148th Fighter Wing and will take part in progressive pilot training over the next 3 years. At the end of his training, he will be a fully qualified Suppression of Enemy Air Defense (SEAD) flight lead by the time he transfers to his next duty assignment.

The Air National Guard is a great place to train new active duty pilots and maintainers due to the experience level of its personnel. "The reason why the active associate construct works is that the active duty and the Air National Guard have the exact same training methods and technical orders to accomplish the mission," said Col. Jon Safstrom, 148th Fighter Wing Commander.

"This association will help train our active duty counterparts while at the same time help solidify our future at the 148th Fighter Wing."

"Let me emphatically state that none of this would have been possible without the unwavering support of our elected leaders, the Duluth Chamber of Commerce and the Military Affairs Committee (MAC). I would like to personally thank them for their leadership and dedicated efforts toward making this important initiative happen for our wing," said Safstrom.



# 2015 HIGHLIGHTS

- **DEPLOYED OVER 470 AIRMEN IN SUPPORT OF 3 MILITARY TRAINING EXERCISES**
  - **SENTRY SAVANNAH**
  - **COMBAT HAMMER**
  - **RED FLAG - ALASKA**
- **WELCOMED OUR FIRST ACTIVE ASSOCIATE AIRMAN**
- **EXCEEDED ALL PERFORMANCE GOALS**
  - **3,774 FLYING HOURS**
  - **94.2% PILOT MISSION-READY RATE**
  - **101% PERSONNEL END STRENGTH**
  - **92.8% RETENTION RATE**
  - **4,674 COMMUNITY SERVICE HOURS**
  - **30% REDUCTION IN ENERGY USE SINCE 2006**

# FUTURE INITIATIVES

- **CONTINUE WELCOMING ACTIVE ASSOCIATE AIRMEN**
- **EXTENSION OF RUNWAY 3/21 AT THE DULUTH INTERNATIONAL AIRPORT**
- **CONTINUE TO IMPROVE OUR CAMPUS**
  - **CONSOLIDATED LOGISTICS READINESS SQUADRON FACILITY**
  - **WEAPONS LOAD TRAINING FACILITY**
  - **F-16CM SIMULATOR TRAINING FACILITY**
- **PREPARE FOR THE F-35 JOINT STRIKE FIGHTER**



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**148TH FIGHTER WING**

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