



148TH FIGHTER WING

2014 ANNUAL REPORT



FROM THE COMMANDER



2014 saw the 148th Fighter Wing engaged around the globe and challenged with mission change. We sent aircraft and Airmen to Europe for the first time since our F-4's went to Germany in 1987. The wing deployed Airmen to far away continents. We ended an era of Alert, and embraced a new mission. And we did all this while maintaining nation-leading metrics of strength, readiness, and aircraft availability.

The year began with the Bulldogs once again supporting our nation. In addition to individual taskings for the force support squadron and operations support squadron, our civil engineers deployed to Afghanistan, and security forces and fire fighters did the same in other parts of the Middle East.

From May 18 to June 24, the 148th FW enhanced our North Atlantic Treaty Organization (NATO) partnership by deploying aircraft and personnel to Graf Ignatievo Air Base, Bulgaria and Amari Air Base, Estonia. The Bulldogs were thrust into the intense atmosphere of the Ukraine crisis as they supported NATO exercises. Pilots trained against MIG-21 Fishbed, MIG-29 Fulcrum, SU-24 Frogfoot, Greek F-16, British Eurofighter, Swedish Grippen aircraft, and Soviet Surface to Air Missile systems (SAM's). Deployed leadership hosted Gen. Gorenc, the United States Air Forces in Europe Commander, as well as the Bulgarian Chief of Defense and U.S. Ambassador to Bulgaria; the Estonian Prime Minister, Defense Chief, and Air Force Chief; the U.S. Ambassador to Estonia; and the base commanders from Graf Ignatievo and Amari.

The wing ended an era of Alert after successfully executing its mission in Fresno, Calif. As that mission ended, the 148th embarked on a new one - "Distributed Training Operations Center (DTOC) Remote Capability (DRC) site." The DTOC operation in Des Moines, Iowa provides simulated training events for active, Guard, and Reserve pilots and controllers. With demand exceeding 4,500 events last year, the DTOC expanded its capacity with a remote site in Duluth. We are excited for this new challenge and to watch the mission grow.

Our 2014 report card is "straight A's." We ended the year manned at 103% - the 14th consecutive year over 100%! The wing maintained a retention rate over 90%, an aircraft mission capable rate of 77%, and a pilot mission-ready rate of 96%. We led the mid-west region in medical readiness and 148th members performed over 4,700 hours of community service.

2014 was certainly a year of change and challenge. As they always have, the Bulldog team embraced these challenges, tightened their grip on the bat, and knocked the ball out of the park. The Legacy of Excellence continues to shine.

Colonel Frank H. Stokes
148th Fighter Wing
Commander

"To improve is to change; to be perfect is to change often."

Winston Churchill

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.

The 148th Fighter Wing flies the Block 50 F-16CM, the newest and most capable F-16 in the U.S. Air Force fleet. The 148th Fighter Wing is one of only two Air National Guard wings tasked to provide Suppression of Enemy Air Defense (SEAD) support for our nation. The wing continues to actively support overseas Air Expeditionary Force (AEF) and Expeditionary Combat Support (ECS) taskings in support of the Global War on Terror.

In May through June of 2014, the 148th Fighter Wing joined forces with Graf Ignatievo Air Base in Bulgaria and Amari Air Base in Estonia, successfully completing several multi-lateral total force exercises including Thracian Star, BALTOPS, and Saber Strike. These events included training pilots to execute the Suppression of Enemy Air Defense mission and to maintain sovereignty of United States and NATO airspace.

Other Missions:

The 148th Fire Department provides 24-hour operations as the sole crash and rescue force for the Duluth International Airport.

The 148th Explosives Ordnance Disposal (EOD) identifies and disposes of explosives found within the local area, providing the only source with this capability in the region.



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.

In 2014, the wing deployed over 175 members in support of overseas contingency operations including Southwest Asia, Norway, Croatia, Bulgaria and Estonia.

The 148th Fighter Wing continues its focus on manning and retention by maintaining 103% end strength - the 14th consecutive year over 100%. The wing also maintained a retention rate of over 90%, an aircraft capable rate of 77%, and a pilot mission-ready rate of 96%. The wing flew over 3,400 hours in fiscal year 2014 with ZERO aircraft accidents.

2014 also saw the implementation of the new Commander's Inspection Program (CCIP) and is now the foundation of the Air Force

Inspection System (AFIS).

The new inspection system is structured to report in accordance with four key areas of managing resources, leading people, improving the unit and executing the mission by a process of continuous self-assessment and improvement.

As part of the new AFIS, the wing now has four full-time and one traditional member making up the Inspector General (IG) team. The IG, along with the support of Subject Matter Experts (SME's), will report on the health of each 148th Fighter Wing section through inspecting programs and core capabilities.



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.

The 148th Fighter Wing is on a continuous mission to reduce energy consumption and to incorporate energy savings into base operations.

Areas of Focus in 2014:

- Continued installation of LED retro fit lighting in existing facilities and specified new LED or high efficiency light fixtures to be installed in new projects.

- Worked to promote social awareness campaigns for energy resource use reduction.
- Upgraded four facilities to restore the buildings to their original operating condition and to fix inefficiencies.
- Reduced water consumption by approximately 14% since 2007 due to education, reduced use and updating infrastructure.

Future Infrastructure Initiatives:

- Maintained the weapons training facility as the number one project for the Minnesota Air National Guard; it is currently 35% designed and scheduled for construction in fiscal year 2017.
- Designed the jet engine shop to meet Leadership in Energy and Environmental Design (LEED) standards and is being awarded for construction in fiscal year 2015.



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.

Duluth Beyond the Yellow Ribbon Program

- Hosted the "Sense of Community" event at the University of MN - Duluth.

148th Fighter Wing Airman & Family Readiness Program

- Presented the Transition Assistance Program (TAP) to members preparing to retire.
- Presented Transition Assistance Program-Goals, Plans and Success Workshop (TAP-GPS) to Servicemembers preparing to deploy over 180 days.

- Three childcare providers in the Home Community Program (HCC) provided free childcare on drill weekends to 311 148th children.
- Received 13 Minnesota Military Family Foundation grants for Servicemembers and families in need.
- Assisted all branches with child behavior, personal and work life issues, bankruptcy and foreclosure resources, and job searches.
- Offered workshops on wills, trusts and estate planning, strategies for home buying,

- Strong Bonds Marriage Enrichment and Singles-Got Your Back.
- Offered three morale building/community awareness opportunities, at Enger Tower, the Lakewalk and Bayfront Park.
- Practiced setting up an Emergency Family Assistance Center and trained Key Volunteers on Psychological First Aid.
- Brought eight local and national universities to the 148th during the annual Family Day celebration.



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 value that diversity brings to its organization and the positive impact it has on accomplishing our mission. The wing is committed to recruiting and retaining talented members to reflect the community we serve and educating its force regarding the benefits of diversity.

Diversity Actions and Involvement:

- The 148th Diversity Council meets regularly and identifies areas for further attention. Some of these include: entry into service, service related barriers to retention, and upward progression.
- Members of the wing attended "It's Time to Talk: Forums on Race" focusing on

improving race relations at work, in the community, and with family and friends.

- Continuing progress toward creating a culture that embraces inclusion and capitalizes on a diverse workforce. Our wing recruiters focus on college fairs and diversity events within our community.
- Members of the wing participated in a three day Diversity Leadership Challenge Program with colleagues from the 133rd Airlift Wing, Saint Paul, Minn. This program aims to increase awareness and understanding of the dynamics of diversity and addresses cultural issues within the organizations.



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 2014, the 148th Fighter Wing continued its focus on Cyber Security and Response and achieved the following:

- Attained U.S. Air Force accreditation and certificate to operate the Joint Worldwide Intelligence Communications Systems.
- Planned for and completed the National Guard Bureau's Base Area Network Modification upgrade program.
- Implemented Very High Frequency dual band Advanced Encryption Standards throughout the wing's voice network.

- Completed wing wide recertification and approval of Emission Security Controls and operating standards.
- Maintained above average Air National Guard closure rates for all Information Assurance Vulnerability Measures.

In addition, the 148th Communications Flight continues to advance the command, control and training capabilities of the 179th Fighter Squadron performing a critical function in the establishment of the Battlefield Operational Support System, the Distributed Training Operations Center's (DTOC's) Remote Capability (DRC) and the Air Combat Maneuvering Instrumentation System.

DEPLOYMENTS & EXERCISES



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.

International Training Exercises

Thracian Star- Graf, Ignatievo Air Base, Bulgaria:

- The 148 Fighter Wing sent eight F-16's and over 110 Airmen comprised of 20 different career fields to participate in the Bulgarian training exercise to enhance interoperability with Bulgarian, Hellenic, and Romanian Air Forces and bolster readiness to conduct combined air operations. This is the first year the Bulgarian Air Force has included the United States in its yearly interception and air combat training since joining NATO in 2004.

Saber Strike and BALTOPS- Amari Air Base, Estonia:

- Five days following the conclusion of Thracian Star, the same wing members deployed to Amari Air Base, Estonia to participate in two joint training exercises which ran concurrently June 9-20, 2014.
- 148th members participated in Saber Strike; a long-standing, multilateral, multifaceted U.S. Army Europe-led training exercise focusing on command and control, and interoperability highlighting joint, multi-national training to improve operational capability. The exercise involved approximately 4,500 personnel from

10 countries including Canada, Denmark, Estonia, Finland, Latvia, Lithuania, Norway, Poland, United Kingdom and the United States.

- The 148th Fighter Wing provided maritime interdiction and dissimilar air combat training in the BALTOPS joint training exercise enhancing multinational maritime capabilities and interoperability, and improve involvement in the larger Baltic region Theater Security Cooperation (TSC) strategy; Twelve countries and approximately 1,300 U.S. Servicemembers participated in the 42nd annual BALTOPS exercise.

Deployments

In 2014, more than 175 members deployed overseas. Some significant mission accomplishments include:

- Civil Engineering Squadron repainted over 40,000 lineal feet of airfield markings and installed five airfield signs, ensuring safe aircraft movements at the busiest combat air logistics hub in the Department of Defense. Over 500 construction and maintenance work orders for 210 facilities were completed with the construction of a major facility allowing the relocation of \$550,000 worth of Air Force assets.
- Security Forces Squadron provided installation security for over 800 personnel and 500 buildings through entry control points and foot patrols, continuously deterring emerging threats.

ALERT MISSION

On Oct. 1, 2014, the 148th Fighter Wing concluded its nearly 55 years of performing the North American Aerospace Defense Command's (NORAD) Aerospace Control Alert (ACA) mission. Assuming the Air Defense mission in 1959, the wing flew five different fighter aircraft and supported over ten different sites in support of the alert mission.

Highlights:

- In 1948, the 179th Fighter Squadron was activated at the Duluth Municipal Airport and began flying the Air Defense mission in 1959.
- In 1976, the wing changed to the Reconnaissance role until 1983 when the unit converted back to the Air Defense mission.
- From 1987 to 1990, the wing supported alert sites overseas and stateside including Germany, Maine, Arizona and California. In 1990, the wing began alert at Tyndall Air Force Base, Florida until September 2001.
- On Sept. 11, 2001, the 148th responded to the terrorists' attacks performing alert in Duluth and Minneapolis, Minn. and later supporting alert at Langley Air Force Base, Va.
- In 2007, the wing assumed the ACA mission at Hickam Air Force Base, Hawaii due to a long-term grounding of the Air Force's F-15 fleet; the unit was the first to conduct this mission outside of the Hawaiian Air National Guard since World War II. In February 2008, personnel and jets moved from Hickam to Elmendorf Air Force Base, Alaska and was the first F-16 unit to intercept a Russian Bear Bomber off the coast of Alaska.
- On June 30, 2013, the 148th concluded its home station ACA and transitioned to Fresno Air National Guard Base, Calif. in September, to help augment and mentor their alert mission, while Fresno converted to the F-15. On Oct. 1, 2014, the conversion was complete and thus ended the 148th Fighter Wing Aerospace Control Alert mission.



F-89 "SCORPION" (1959-1966) (TOP)
F-102 "DEUCE" (1966-1971) (BOTTOM)



F-102 "DEUCE" (1966-1971) (BOTTOM)
F-101 "VOODOO" (1971-1976) (TOP)



F-101 "VOODOO" (1971-1976) (TOP)
RF-4C "PHANTOM II" (1976-1983) (BOTTOM)



F-4D "PHANTOM II" (1983-1990) (TOP)
F-16 BLOCK 15 ADF "FIGHTING FALCON" (1990-2003)



F-16 BLOCK 25 "FIGHTING FALCON" (2003-2010)



F-16 BLOCK 50 "FIGHTING FALCON" (2010-2015)

ECONOMIC IMPACT

The 148th Fighter Wing is the seventh largest employer in Duluth with over 1,000 members; more than 450 are full-time employees.

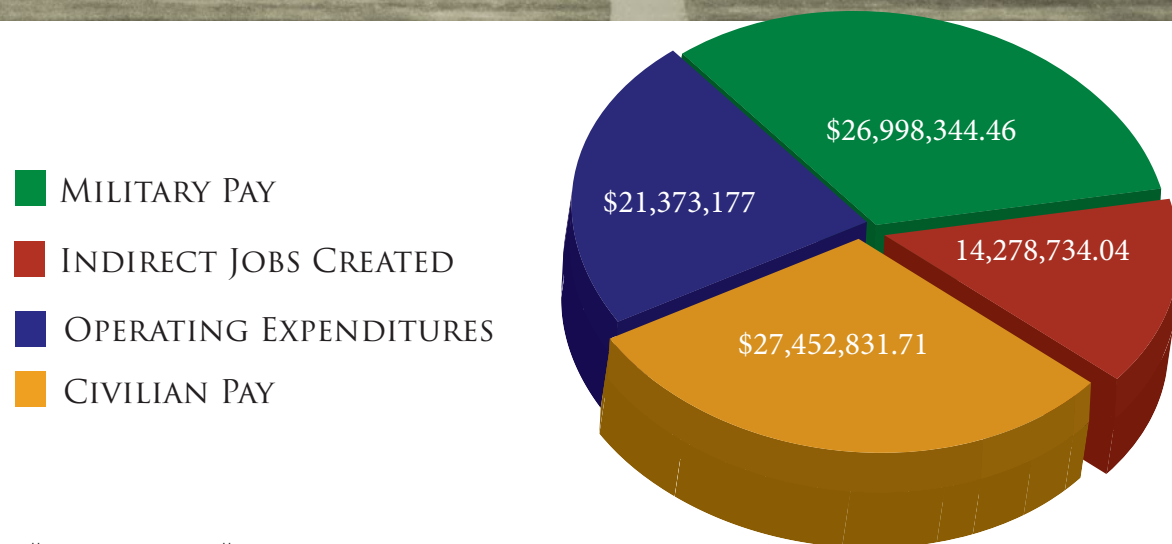
In fiscal year 2014, the 148th Fighter Wing had an economic impact over \$90.1 million. With personnel wages totaling more than \$54.4 million and operating

expenditures of nearly \$21.4 million, the wing created indirect jobs close to \$14.3 million. This translates into home, vehicle and other purchases positively impacting our local community and businesses.

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



FISCAL YEAR 2014: \$90.1 MILLION



COMMUNITY SUPPORT

In 2014, 148th members devoted more than 4,700 hours of support to our local community.

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
- Supported the Northland Honor Flight
- Duluth Air Show
- Veterans of Foreign Wars (VFW)
- Boy Scouts of America
- Adopt-a-Highway clean-up project
- Habitat for Humanity
- Red Cross
- Salvation Army Toy Drive



WORLDWIDE VIRTUAL TRAINING- DRC

The 148th Fighter Wing took on a new mission in 2014 as a new Distributed Training Operations Center (DTOC) Remote Capability (DRC) site providing simulated training events for active, Guard and Reserve pilots and controllers around the world.

With the demand for simulator training exceeding 4,500 events in 2014, the DTOC expanded its capacity from the DTOC operations in Des Moines, Iowa to include a remote site in Duluth, Minn. The DRC is essentially a franchise of a large networked-training hub. It provides a tactical civilian employment opportunity for the Minnesota National Guard's traditional combat aviators and increases their proficiency and currency in F-16 multi-role tactics techniques and procedures while training the Combat Air Force (CAF).

Mission:

The DRC's mission is to remotely increase event capacity of the DTOC and provide realistic, relevant training opportunities by

generating frequent, small-scale, team level tactical scenarios.

For example, as pilots at Vermont Air National Guard Mission Training Center sit inside their simulators, event controllers from computer consoles in Duluth, Minn. populate the simulator environment with hostile, friendly, and neutral aircraft, surface-to-air missile systems and real-time radio communications.

These simulator events are based upon user requests and may free-flow for an entire 1 hour 30 minutes or be stopped periodically for part-task debrief in order to optimize the user's training efficiency.

Benefits of the Mission:

Virtual training is the future of training and securing this opportunity not only increases wing pilot proficiency and currency, but diversifies the 148th Fighter Wing's integration with the CAF and increases its sustainable infrastructure.



HIGHLIGHTS & FUTURE INITIATIVES

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Highlights

- Enhanced international and NATO partnerships, deploying eight F-16's and more than 110 Airmen in support of three international training exercises in Bulgaria and Estonia.
- Established a new Distributed Training Operations Center (DTOC) Remote Capability (DRC) site providing simulated training events for active, Guard and Reserve pilots and controllers around the world.
- Deployed over 175 Airmen to seven countries and continued to actively support overseas Air Expeditionary Force (AEF) and Expeditionary Combat Support (ECS) taskings in support of the Global War on Terror.
- Concluded nearly 55 years of NORAD Aerospace Control Alert (ACA) on Oct. 1, 2014.

Future Initiatives

- Welcome Active Associate Airmen
- Extend Runway 3/21 at the Duluth International Airport
- Continue to improve the 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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