




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



## 2016 ANNUAL REPORT



*Excellence is an art won by training and habituation...we are what we repeatedly do. Excellence, then, is not an act but a habit.*

Aristotle

# FROM THE COMMANDER

Leaders, Colleagues and Friends,

It is my pleasure to present to you the 148th Fighter Wing 2016 Annual Report. It's hard to believe that another year is already in the history books...it seems like yesterday I was writing to you about the 2015 Annual Report...but the 148th Fighter Wing has completed yet another very busy year of working, flying and training with the entrusted resources that you provide to our state and nation.

The centerpiece of our past year was a major Theater Security Package (TSP) deployment to the Republic of (South) Korea. Twelve aircraft and over 270 people spent 90 days at Osan Airbase, embedded with the 51st Fighter Wing. Our mission was to provide a visible, immediate deterrent to any aggressive actions made by other nations in the region. While there, the airmen of the 148th participated in local flying training, emergency response exercises and combat readiness drills. We flew over 1,000 hours, 635 sorties and transported over 270 short tons of equipment - flawlessly! By all accounts, the deployment was a resounding success with everyone returning home safely by late summer.

In addition to deployments, the 148th Fighter Wing continued to collaborate with our state and local partner agencies by conducting 10 emergency response exercises. These exercises ranged from Tornado Drills to Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE)

preparations. Next, we received our fourth Distinguished Flying Unit Plaque as one of the five highest rated Air National Guard flying units of the year. We remained laser focused on manning with 103% personnel end strength - the 16th consecutive year over 100%! We also achieved a retention rate over 93%, an aircraft mission capable rate of 80%, and a pilot combat mission ready rate of 95%. Additionally, 148th members performed over 4,700 hours of community service. Lastly, we earned our Voluntary Protection Program (VPP) recertification and "Star" rating from OSHA, validating once again that our occupational health and safety practices are second to none at the 148th Fighter Wing.

I'm very proud of the men and women of the 148th Fighter Wing - Citizen Airmen - providing tremendous service to state and nation. I think you'll find that the following pages bear witness to that fact. It is clear to me that if excellence is an art that is truly won by training and habituation, then there is no doubt that the 148th Fighter Wing continued to build upon its "Legacy of Excellence" this past year.



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
- DIVERSITY
- CYBER SECURITY AND RESPONSE

# COMPETENT, READY FORCE





# 3,665 +

FLYING HOURS

# 95 %

PILOT MISSION-READY RATE

# 360 +

AIRMEN DEPLOYED

# 3

OVERSEAS DEPLOYMENTS  
JAPAN  
KUWAIT  
SOUTH KOREA

We provide the required personnel, equipment and partnerships to ensure we have a competent, ready force to meet the needs of our state and nation.

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.

In 2016, the 148th Fighter Wing achieved its flying goals accomplishing a **pilot mission-ready rate of 95%** and an **aircraft mission-capability rate of 80%** with zero aircraft accidents.

The wing conducted **10 emergency response exercises** including three in collaboration with our external emergency response partners. The wing also **deployed over 270 Airmen overseas** to three locations and nearly **90 Airmen stateside** in support of military operations and training exercises.

During 2016, the 148th Fighter Wing Inspection Team (WIT), along with more than 50 Subject Matter Experts (SME's) throughout the base, completed **412 self-assessments covering 6,626 areas**. While the wing was deployed to Osan Air Base, South Korea, two deployed unit inspections were performed along with the large-scale exercise Beverly Herd 16-01 to test our wing's readiness in a contested environment. Additionally, **seven emergency response exercises** were evaluated by the Inspector General and **19 independent in-depth internal inspections** were conducted confirming compliance and our capability to accomplish the mission.




# OPTIMAL FORCE STRUCTURE

103 %  
93 %

PERSONNEL END STRENGTH  
16TH CONSECUTIVE YEAR OVER 100%

RETENTION RATE  
EXCEEDING WING GOAL OF 90%





**We optimize our force by organizing our personnel, equipment and capabilities to accomplish current and anticipated missions.**

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.

### **ACTIVE ASSOCIATION UNIT:**

In 2012, the 148th Fighter Wing was one of only four National Guard bases across the country to be designated as a new Active Association Unit and welcomed its first active duty Airman in 2015. The Active Association construct brings U.S. Air Force active duty pilots and maintainers to the 148th Fighter Wing to train with the wing's highly experienced and skilled Airmen. The wing will continue to welcome and seamlessly integrate its Active Associate members and incorporate them into the mission.

### **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 2016, the 148th Fire Department responded to **130 emergency service calls**, 45 calls included dispatching wing resources to our local community.

The **148th Explosive Ordnance Disposal (EOD) Flight** identifies, renders safe and disposes of explosive hazards found within the local area providing a unique capability to the region. With approval from the Minnesota Adjutant General, EOD provides support to civilian authorities in the surrounding area, assistance in clearing Unexploded Ordnance (UXO) from military facilities and protection to the United States Secret Service and Department of State. In 2016, the 148th EOD assisted local law enforcement disposing of military hand grenades on two occasions, responded to **nine UXO calls in the region**, and participated in the clearance of four military bombing ranges.



# SUSTAINABLE INFRASTRUCTURE

We invest in sustainable infrastructure to ensure our facilities are economically and environmentally sound and remain assets to service members and communities.

## 2016 FOCUS AREAS:

- **Saved 282,780 kWh** through major lighting retrofits and installed 200 energy efficient LED lighting fixtures; Overall savings could power 132 homes, take 190 cars off the road and save nearly 981 tons of carbon dioxide.
- Upgraded secondary base entrance providing access for heavy deliveries (e.g., fuel) minimizing large-scale vehicle traffic at the main gate improving safety and efficiency.
- Provided critical engineering oversight diverting 60% of construction debris away from landfills.

## 2017 INITIATIVES:

- On track to meet Executive Order 13693 with a peak **energy intensity reduction of 3.6%** by 3rd quarter of fiscal year 2017.
- Construction scheduled to begin on the Weapons Load Crew Training & Weapons Release Facility. The **23,600 square foot structure** will facilitate safe and efficient hands-on F-16 weapons load training and weapon systems maintenance along with shop and support areas increasing mission effectiveness.



29 %

REDUCTION IN ENERGY USE

27 %

REDUCTION IN BASE WATER CONSUMPTION  
(OVERALL REDUCTION OF 46% SINCE 2007)





# BEYOND THE YELLOW RIBBON

We connect service members, veterans, military families, employers and communities to ensure the resilience of those who serve.

3,500 +  
900 +

HOURS OF FREE CHILDCARE DURING  
GUARD DRILL WEEKENDS

AIRMEN & THEIR FAMILIES PARTICIPATED IN “POWER  
UP! ENERGIZE YOUR BULLDOG SPIRIT” FAMILY DAY

## 148 FW AIRMAN & FAMILY READINESS PROGRAM

- Trained **11 Key Volunteers** and three Red Cross personnel to conduct an Emergency Family Assistance Center (EFAC) to ensure volunteers are prepared to assist families in an emergency. Partnered with the Director of Wing Psychological Health providing Psychological First Aid training to volunteers to assist them in handling an emergency situation.
- More than 3,500 hours of free childcare, valued at **over \$21,000**, was provided to 24 military families by three local childcare providers.
- Prepared **280 Airmen and their families** for a three-month deployment to South Korea holding pre-, during and post-deployment events in conjunction with the Yellow Ribbon Reintegration Program Coordinator.
- Provided, in conjunction with the 148th Fighter Wing Chaplains, three Strong Bonds events hosting **42 military couples** using the “Laugh Your Way to a Better Marriage” curriculum and “7 Habits of Highly Effective Couples,” and a “Got Your Back” retreat attended by six Airmen.



# DIVERSITY

**We value diversity in our organization to broaden our perspective, incorporate a variety of strengths and better represent the communities we serve.**

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 AND INCLUSION INVOLVEMENT:**

- In 2016, the 148th Fighter Wing hosted a Community Conversation with **over 30 area community leaders** who represent our underrepresented and underserved population, focusing on a strategy of collaboration to best serve the needs of and connect with our communities.
- 148th Fighter Wing recruiters and Wing Diversity Council members actively participate in local and regional events and visit schools within and outside our local community.
- Facilitated three community “Four Lenses Personality Temperament” workshops attended by over 75 city employees, and high school and college students to improve lines of communication with others that foster mutual understanding and acceptance.
- Organized three diversity focused Lunch & Learns attended by **more than 230 individuals** and four community events highlighting the 148th Fighter Wing’s Explosive Ordnance team to share the wing’s extensive career opportunities.



# CYBER SECURITY AND RESPONSE

We secure our state's military network and collaborate with interagency partners to enhance our response to and recovery from negative cyber events.

In 2016, the 148th Fighter Wing continued its focus on Cyber Security and Response achieving the following:

- Upgraded network operations and security of **1,100 users** to meet National Guard Bureau's upgrade migration to Network Control Center Virtual (NCCV) network server farm.
- Implemented additional wing facility security providing **immediate 100% visual assessment** of the base and its perimeter reinforcing threat deterrence.
- Championed the recertification of 386 Emission Security Controls and operating standards in the course of **36 assessments** to continue viable cyber warfare mission capabilities.
- Developed and implemented Radio over Internet Protocol (RoIP) system providing upgraded digital radio remote communication capabilities enhancing warrior communications interoperability while **reducing necessary assets by 40%**.
- Continued successful support of meticulous configuration and maintenance of 1st Air National Guard operational Joint Worldwide Intelligence Communications Systems.



# DEPLOYMENTS & TRAINING 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.

635

TSP FLIGHTS (SORTIES)

1,000 +

DEPLOYED FLYING HOURS

270 +

SHORT TONS OF CARGO DEPLOYED

# DEPLOYMENTS

## THEATER SECURITY PACKAGE (TSP)- SOUTH KOREA

In 2016, approximately 270 Airmen and 12 F-16's deployed to South Korea for over three months in support of the Theater Security Package to enhance regional security on the Korean Peninsula.

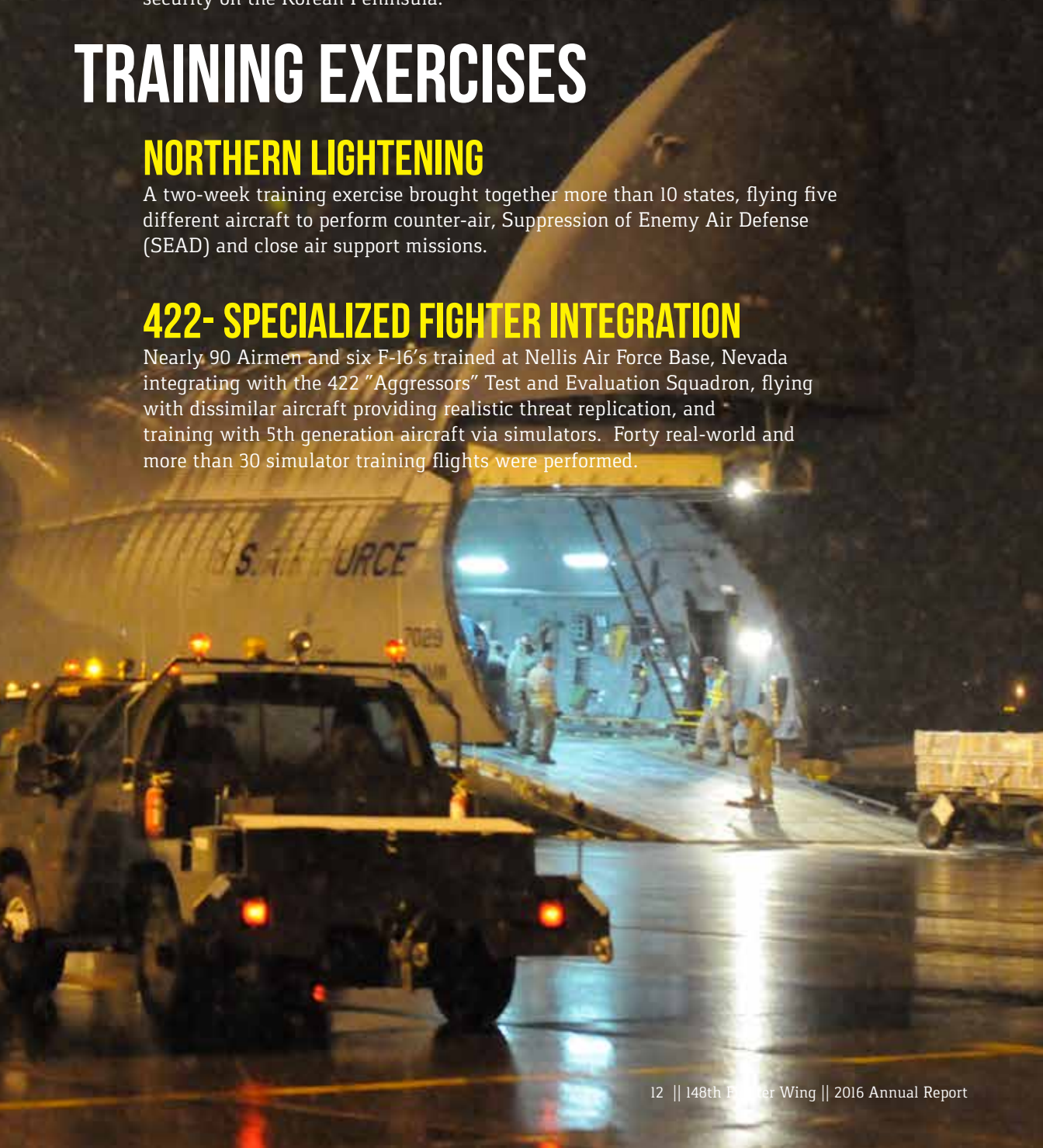
# TRAINING EXERCISES

## NORTHERN LIGHTENING

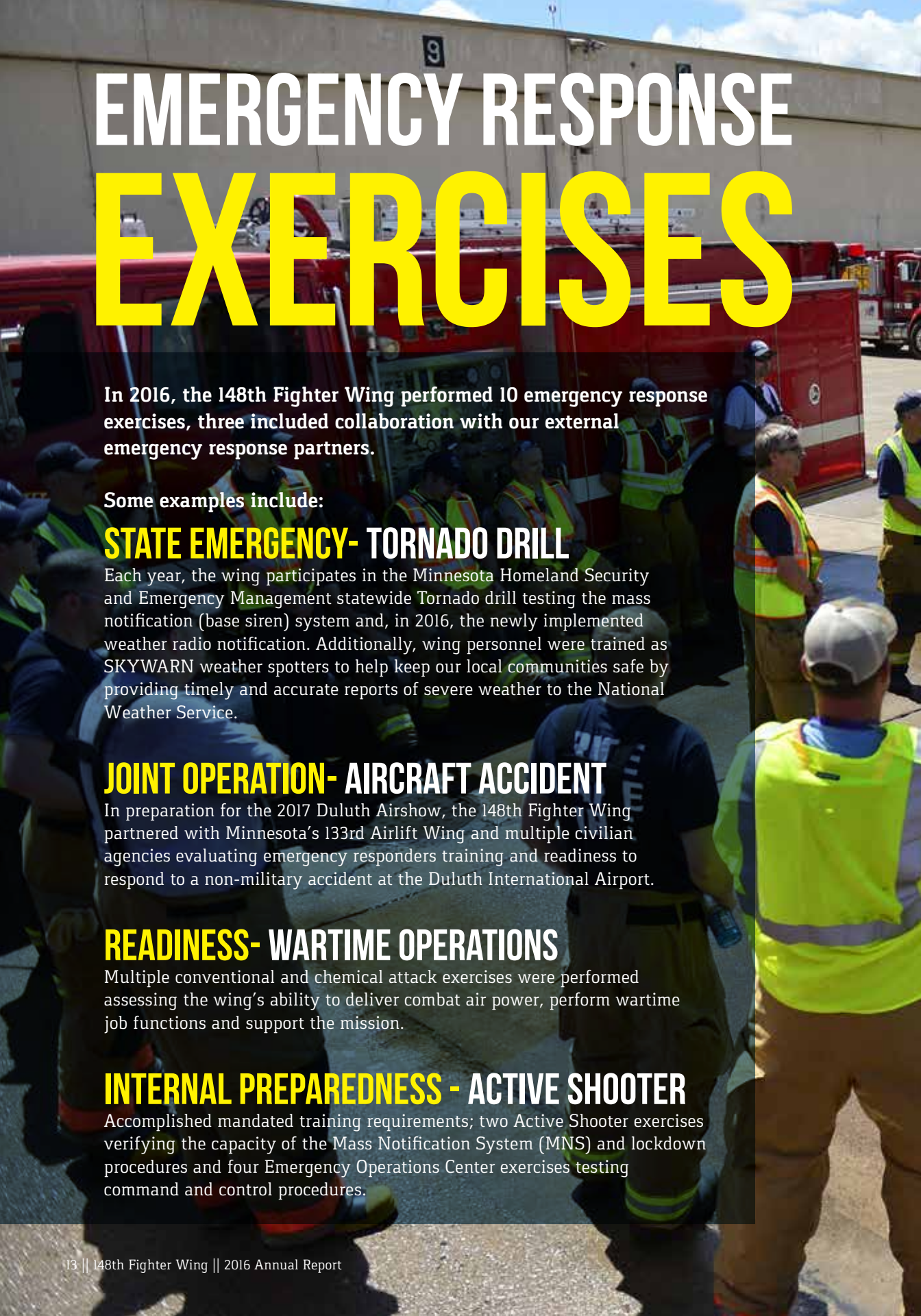
A two-week training exercise brought together more than 10 states, flying five different aircraft to perform counter-air, Suppression of Enemy Air Defense (SEAD) and close air support missions.

## 422- SPECIALIZED FIGHTER INTEGRATION

Nearly 90 Airmen and six F-16's trained at Nellis Air Force Base, Nevada integrating with the 422 "Aggressors" Test and Evaluation Squadron, flying with dissimilar aircraft providing realistic threat replication, and training with 5th generation aircraft via simulators. Forty real-world and more than 30 simulator training flights were performed.







# EMERGENCY RESPONSE EXERCISES

In 2016, the 148th Fighter Wing performed 10 emergency response exercises, three included collaboration with our external emergency response partners.

Some examples include:

## STATE EMERGENCY- TORNADO DRILL

Each year, the wing participates in the Minnesota Homeland Security and Emergency Management statewide Tornado drill testing the mass notification (base siren) system and, in 2016, the newly implemented weather radio notification. Additionally, wing personnel were trained as SKYWARN weather spotters to help keep our local communities safe by providing timely and accurate reports of severe weather to the National Weather Service.

## JOINT OPERATION- AIRCRAFT ACCIDENT

In preparation for the 2017 Duluth Airshow, the 148th Fighter Wing partnered with Minnesota's 133rd Airlift Wing and multiple civilian agencies evaluating emergency responders training and readiness to respond to a non-military accident at the Duluth International Airport.

## READINESS- WARTIME OPERATIONS

Multiple conventional and chemical attack exercises were performed assessing the wing's ability to deliver combat air power, perform wartime job functions and support the mission.

## INTERNAL PREPAREDNESS - ACTIVE SHOOTER

Accomplished mandated training requirements; two Active Shooter exercises verifying the capacity of the Mass Notification System (MNS) and lockdown procedures and four Emergency Operations Center exercises testing command and control procedures.







# 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 2016, the 148th Fighter Wing had an economic impact of nearly \$80.7 million.

With personnel wages over \$52 million and operating expenditures nearly \$12 million, the wing created indirect jobs close to \$16.5 million.

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

## FISCAL YEAR 2016

# \$80.7 MILLION

**OPERATING EXPENDITURES**

**\$11,778,489**

**INDIRECT JOBS CREATED**

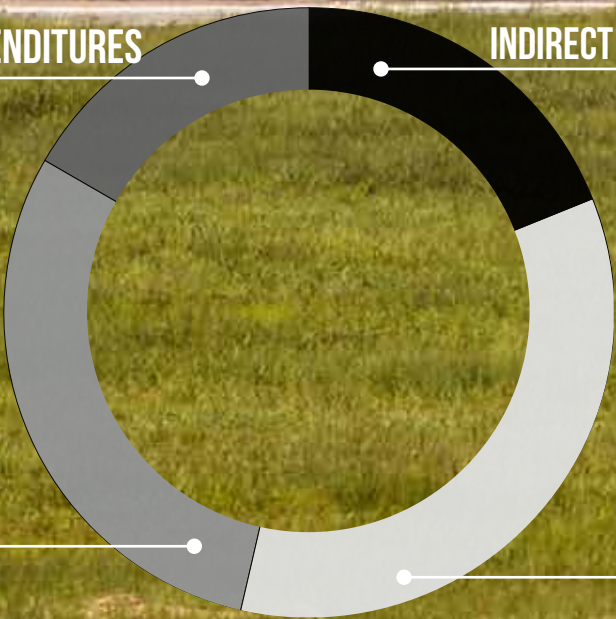
**\$16,456,824**

**MILITARY PAY**

**\$25,141,998**

**CIVILIAN PAY**

**\$27,274,705**



# COMMUNITY SUPPORT

4,730 +

VOLUNTEER 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
- MEMORIAL BLOOD CENTER
- NORTHERN LAKES FOOD BANK
- DOUGLAS COUNTY HUMANE SOCIETY
- MILITARY KIDS CLUB



# ACHIEVEMENTS

## DISTINGUISHED FLYING UNIT

In 2016, the 148th Fighter Wing was awarded the National Guard Association of the United States (NGAUS) Distinguished Flying Unit Plaque, presented to the five highest-rated Air National Guard flying units for the year.

## VPP STAR RATING

The 148th Fighter Wing achieved its Voluntary Protection Program (VPP) recertification receiving recognition for exemplary achievement for occupational safety and health practices earning the most prestigious “Star” rating for the **third consecutive time**. The wing continues to maintain the highest VPP rating earning the initial Star level status in 2008, and receiving recertification in 2011 and again in 2016.

Through the Occupational Safety and Health Administration (OSHA), VPP recognizes employers who have implemented a comprehensive safety and health management system, meet strict selection standards and pass the rigorous evaluation process. The 148th Fighter Wing incorporates safety into its culture in the air, on the ground, at work and at home.

## STORMREADY

In 2016, the 148th Fighter Wing earned its StormReady certification for the **third time**. The 148th was the first Air National Guard (ANG) unit to achieve StormReady certification in 2010 as well as the first ANG unit to be recertified in 2013.

StormReady is a nationwide program that enhances a community’s ability to better protect their citizens during severe weather. To become certified, communities must meet guidelines established by the National Weather Service in partnership with federal, state and local emergency management professionals.





# HIGHLIGHTS

- **Deployed over 360 Airmen** to three countries with one major deployment to South Korea in support of a Theater Security Package to enhance regional security on the Korean Peninsula
- **Conducted 10 emergency response exercises** including three in collaboration with our external emergency response partners
- **Achieved 103% personnel end strength;** the 16th consecutive year over 100%
- **Awarded the NGAUS Distinguished Flying Unit Plaque** as one of the five highest-rated Air National Guard units for the year
- **Safety Hat Tricks:** Voluntary Protection Program (VPP) Star Rating and StormReady recertifications



# 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**
- Prepare for the F-35 Joint Strike Fighter



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