

ANNUAL REPORT 2018

Legacy of Excellence



FROM THE COMMANDER

Leaders, Colleagues, Friends, and Fellow 148th Bulldogs,

This annual report details the fiscal year 2018 accomplishments and milestones of the 148th Fighter Wing located at the Duluth International Airport. These pages represent the hard work and values held true within our wing with hard hitting data. These monumental tasks have been made possible through the diligence and dedication of our Airmen, their families and friends, and through the support of our local community.

This year has been an extremely challenging year for our Airmen and families. During one quarter of the year nearly half our members, over 500 Airmen, were deployed outside of the Continental United States performing our Federal mission. Along with our deployed missions, we had the most engaging year for VIP base visits, community engagements, and wing events. Despite two concurrent deployment missions, our members triumphed and bolstered our “Legacy of Excellence”.

The 148th Fighter Wing remains Duluth's seventh largest employer with \$93.9 million in economic impact. We've added 52 new full-time Active Guard Reserve (AGR) jobs in support of our Active Association and Total Force Integration (TFI). This directly contributed an additional \$5 million in economic impact to our local economy.

As we go forward into 2019 and coming years, our community and state partnerships will be more important than ever. Gaining the next generation fighter aircraft is the key to the wing's survival and partnerships will be essential. We will continue to strive for this acquisition with the support of our community and state leaders, the Military Affairs Committee, and the successes of our missions.

We are forever grateful to our community and state supporters and will continue to show our appreciation through community respect, fiscal responsibility and environmental stewardship.

Furthermore, our gratitude for our Airmen and their supportive families is ceaseless. They hold this wing up, and their families bear the burden. Thank you Bulldogs!

I look forward to serving the wing, community, state, and nation with our “Legacy of Excellence” in this and future years.



Colonel Chris Blomquist
Wing Commander
148th Fighter Wing



MN NATIONAL GUARD PRIORITIES

- People First
- Leader Development
- Organizational Safety & Security
- Fiscal & Property Responsibility
- Communicate & Partner

VISION

Legacy of Excellence

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).

MISSION

Provide ready Airmen to defeat America's enemies and rapidly respond to state and community needs.

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.

READINESS

5,971+
FLYING HOURS

94.2%
PILOT MISSION-READY RATE

2,518+
SORTIES (FLIGHTS)

76.62%
AIRCRAFT MISSION CAPABILITY RATE

OUR BOTTOM LINE RESPONSIBILITY IS TO BE READY TO FIGHT OUR NATION'S WARS AND WIN. EVERYTHING WE DO SUPPORTS AND IS CONNECTED TO OUR PRIMARY RESPONSIBILITY.

The fiscal year began with temporary deployments in weekly rotations of up to 300 Airmen and 70 short tons of cargo to Volk Field, Wis. during the Duluth International Airport runway closure.

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.

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.



148FW Airmen perform maintenance at an undisclosed location in Southwest Asia in support of Operation Inherent Resolve.

DEPLOYMENTS



A Block 50 F-16 touches down for a landing after completing a mission in Southwest Asia.

500+
AIRMEN DEPLOYED CONCURRENTLY

363+
SHORT TONS OF CARGO DEPLOYED

330+
DEPLOYED FOR AVIATION
EXPEDITIONARY FORCE (AEF)
MISSION

9
DEPLOYED IN SUPPORT
OF HURRICANE MARIA

130+
DEPLOYED FOR
RESERVE COMPONENT PERIOD
(RCP) MISSION

From late 2017 into the summer of 2018, over 130 Airmen deployed overseas to various locations in support of Operation Inherent Resolve. Areas deployed included Logistics Readiness, Communications, Security Forces, Civil Engineering, Chaplains, Force Support, Public Affairs, First Sergeants, and Maintenance Administrative Personnel.

Following the aftermath of Hurricane Maria, nine Airmen joined over 230 Air National Guardsmen from 29 states and deployed to Puerto Rico. Members provided humanitarian relief, operated within the Airfield, and served meals to military and civilian relief teams.

In 2018, over 330 Airmen deployed overseas to an undisclosed location in support of Operation Inherent Resolve. These Airmen were assigned to the 407th Air Expeditionary Group, serving as part of Combined Joint Task Force Operation Inherent Resolve (CTR-OIR). While overseas, they generated, executed, and sustained combat airpower across their assigned region.

PREPAREDNESS



148FW Airmen from the Logistical Readiness Squadron secure returning cargo on July 18, 2018.

IN ORDER TO PROVIDE OUR NATION WITH A FULLY CAPABLE FORCE, EXERCISES AND INSPECTIONS ARE PLANNED TO TEST OUR EFFECTIVENESS AND READINESS. THE 148FW INSPECTOR GENERAL AND EMERGENCY MANAGEMENT OFFICES SHARE PRIMARY RESPONSIBILITY FOR IDENTIFYING AND HIGHLIGHTING WING DEFICIENCIES.

- **Seven By-Law Inspections**

Congressionally required inspections - Personnel Accountability, Suicide Prevention, Transition Assistance, Equal Opportunity, and Sexual Assault Prevention/Response

- **Two Wing Readiness Inspections**

Mobility Recall and simulated Terrorist Attack inspection

- **Five Wing-Wide Program Inspections**

Continuity of Operation Inspections

- **Three Unit Inspections**

Operations Group, Maintenance Group, and Chaplain's office

- **Two Active Shooter Exercise Inspections**

One planned and one without notice

APRIL

Statewide Tornado Drill

Minn. Homeland Security and EM conducted a Statewide Tornado Drill which involved mass notification system and base populace sheltering.

MAY

Weapons of Mass Destruction/ Terrorism exercise "Gamma Scatter"

Simulated a radiation dispersal device at the 148FW. Exercise participation included St Luke's Hospital, Essentia Health, Minn. Dept. of Health, Duluth Fire Dept., and Northeast Healthcare Preparedness Coalition.

Active Shooter Exercise

Active Shooter exercise "Runaway Canary" included civilian and federal law enforcement agency representatives who support the 148FW through Memorandums of Understanding.

JUNE

Continuity of Operations (COOP)

Exercise "BOOMERANG FLY" was a cyber security simulated scenario that denied access to facilities, equipment, and personnel.

Duluth Airshow Exercise

In preparation for the July Airshow, a coordinated exercise was conducted to raise awareness of the response required for an emergency incident at the Duluth Air Show. Participants included public safety agencies, St. Luke's Hospital, St. Louis County Rescue Squad, St. Louis County 9-1-1, Duluth Fire Department and local volunteers.

SEPTEMBER

St. Luke's Hospital Bomb Threat Drill

148FW Explosive Ordnance Disposal (EOD) participated in a bomb threat drill at St Luke's Hospital along with local law enforcement, bomb teams, and the 55th Civil Support Team.

ENGAGEMENTS

Chief Master Sgt. Ronald Anderson, Command Chief Master Sgt. for the Air National Guard and Lt. Gen. Scott Rice, Director of the Air National Guard visit the 148FW on March 24, 2018.

FISCAL YEAR 2018

OCTOBER

Celebration of 148FW 70th Anniversary Year
RCP Deployment Departures Begin



FEBRUARY

Provided Airspace Security for SUPER BOWL LII

MARCH

State of the State in Washington, D.C.
Director of ANG, Lt. Gen. Scott Rice Visits Wing
Republic of Croatia, Defense Minister, Brig. Gen. Ivica Olujic Visits Wing

APRIL

AEF Deployment Begins

JUNE

President Donald Trump, Duluth Visit Supported

JULY

Cold Lake Air Show in Alberta, Canada
Duluth Air Show

AUGUST

Vice President Mike Pence, Duluth Visit Supported

SEPTEMBER

Family Day
148FW Deployer's Parade
Bosslift and Spouselift Flights
Minn. Adjutant General, Maj. Gen. Jon Jensen, Visits Wing

PEOPLE TRULY ARE OUR GREATEST RESOURCE. THROUGH OUR PEOPLE, WE CONTINUE TO STAY PREPARED TO SERVE IN RESPONSE TO OUR STATE DURING TIMES OF DISASTER OR CRISIS, IN SUPPORTING GLOBAL OPERATIONS AND IN MAINTAINING POSITIVE RELATIONSHIPS WITHIN THE COMMUNITIES IN WHICH WE SERVE.

Diversity and Inclusion

The 148th Fighter Wing remains a strong supporter of diversity and inclusion efforts within the state and local community.

Diversity & Inclusion Human Resource (HR) Trainings Provided and Attended:

- (4) “4 Lenses” workshops with University of Superior Wis. (UWS) uniformed students, Rookie Ranks, Minn. Joint Force Headquarters, and UWS civilian students
- “Huddle” held with Airmen to gain foundational understanding of the millennial view of diversity and inclusion
- Junior Non-Commissioned Officer diversity and inclusion foundational training
- Topic of “Unconscious Bias” training to 1st Sergeant committee
- Attended Women’s Leadership Forum

Airmen and Family Readiness

The Airmen and Family Readiness program along with nine Key Volunteers help connect service members, veterans, military families, employers and communities to ensure the resilience of those who serve. In 2018, the program maintained a strong focus on supporting over 500 deployed Airmen and their families.

- First annual Wonder Women Event served over 120 female service members
- 48 Couples and Individuals attended two Strong Bonds weekend retreats
- 26 Student Flight members attended a “Got Your Back” condensed retreat
- (3) Veterans Affairs Benefits briefings
- (2) Financial workshops
- (1) 10 Steps to a federal resume writing course
- (126) pre-separation and capstone programs held

93.19%
RETENTION RATE
Exceeding wing goal of 90%

104.84%
PERSONNEL END STRENGTH
18th consecutive year over 100%

1,062
AIRMEN ASSIGNED

380
FULL-TIME PERSONNEL

143
AIRMEN USED STATE TUITION REIMBURSEMENT
\$867,770.27 paid towards Airmen tuition costs

158
AIRMEN RECIEVED STATE ENLISTMENT BONUSES
\$336,286 paid to 148th Airmen



PEOPLE FIRST

148FW members who deployed in fiscal year 2018 were recognized as part of a “welcome home” parade on Sept. 15, 2018.

LEADER DEVELOPMENT

THE WING IS COMMITTED TO DEVELOPING LEADERS OF ALL RANKS IN ORDER TO GROW FUTURE LEADERS OF THE UNIT. FROM THIS VISION THE FORCE DEVELOPMENT COUNCIL WAS CREATED. THE FOLLOWING PROGRAMS HAVE BEEN INITIATED OR ANNUALLY ATTENDED IN ORDER TO INSPIRE A CULTURE OF CONTINUOUS GROWTH AND DEVELOPMENT.

- **Bulldog Leadership Talks** - Sponsored by the Force Development Council, this new program features weekly "TED Talks" inspired speeches, lectured by wing and community leadership to provide a unique perspective on leadership, teamwork, and problem solving. Speeches are recorded within the group and shared to the base populace electronically.
- **Junior Non-Commissioned Officer (NCO) Development Course** - Sponsored by the First Sergeant Council, this course has offered personal and professional growth opportunities to Junior NCO's who wish to push their military career to the next level.
- **Senior Development Course** - Held at Camp Ripley, this course is sponsored by the First Sergeant and Chief's Council. This course is designed to push senior leaders to the next level of engagement and communication with their Airmen.
- **Wing Continuous Process Improvement (CPI)** - An Air Force program created to maximize the wing's limited resources and increase the effective utilization of our people, time and money.
- **CPI Senior Leaders Course** - A course for top-level decision-makers that educates leaders on utilizing proven techniques and strategies that improve the work environment and stimulate positive changes.
- **Baldrige Excellence Framework** - A nationally recognized system to manage all the parts of an organization as a unified whole. It ensures plans, processes, measures, and actions are unified and consistent to achieve the mission.
- **Lean Six Sigma** - A National Guard CPI program that comprises both the aspects of Lean's waste elimination strategies and Six Sigma's techniques for process improvement. "Lean Six Sigma" provides a framework for overall organizational culture change. Certified instructors trained members towards earning "Green Belt" certification, giving them the knowledge on change facilitation techniques, practical problem solving, CPI principles and tools to implement improvement ideas.

The Director and Command Chief Master Sgt. of the Air National Guard address 148FW Airmen on March 24, 2018.

ORGANIZATIONAL SAFETY & SECURITY

ORGANIZATIONAL SAFETY AND SECURITY IS TOP PRIORITY TO ENSURE BOTH MENTAL AND PHYSICAL ASSURANCE TO OUR MEMBERS. THROUGH WORKPLACE SAFETY, FORCE PROTECTION, CYBER SECURITY, WELLNESS AND RESILIENCY TRAINING, AND PROMOTION OF DIGNITY AND RESPECT FOR ALL, THE WING PROTECTS THEIR GREATEST ASSET.

Security Forces

- \$8 million has been awarded toward security enhancements for Protection Level Resources
- The entire wing was weapons qualified to support full spectrum readiness
- \$40,000 in personal protective equipment acquired for state guard personnel
- Domestic Ops Training was completed
- Heavy weapons qualification was accomplished
- Antiterrorism physical security plan approved and in planning stage

Culture FREE of Harassment & Sexual Assaults

- **ZERO** reported sexual assault or perceived retaliation reports
- **FOUR** "Green Dot Bystander Intervention" small group wing-wide huddles

Communications (Comm) and Cyber Security

- **22** servers upgraded
- **100%** increase in trained members
- **817** work tickets processed
- **3,600** resolved Comm problems

Wellness & Resiliency

- **500+** members attended Yellow Ribbon Reintegration Program events

148th Fighter Wing App

Coming into the modern age, the wing's Communication Working Group has created a wing mobile App solely intended for wing members and their families. The wing app provides information of all pertinent topics that members and families need to plan drills, attend training, learn about leadership opportunities, communicate with their commanders, and be deployment ready.

148FW Security Forces Airmen stand watch over a Block 50 F-16 on July 7, 2018.

FISCAL & PROPERTY RESPONSIBILITY



Logistics Readiness Airmen handle returning deployment cargo on July 18, 2018.

THE 148TH FIGHTER WING IS THE SEVENTH LARGEST EMPLOYER IN DULUTH WITH OVER 1,000 MEMBERS; 380 ARE FULL-TIME TECHNICIANS OR ACTIVE GUARD RESERVE (AGR).

52 NEW FULL-TIME AGR JOBS CREATED

MILITARY PAY
\$38,709,049

OPERATING EXPENDITURES
\$9,710,324

CIVILIAN PAY
\$27,089,040

INDIRECT JOBS CREATED
\$18,458,171

\$93.9 MILLION
FISCAL YEAR 2018

The wing invests in sustainable infrastructure to ensure our facilities are economically and environmentally sound and provide the safest, most mission-effective working environments.

In 2018, the base made significant progress towards completion of the Weapons Load Training facility. The new \$7.2 million facility will provide space for the overhaul and repair of fighter aircraft weapons release and gun systems, maintenance and dispatch offices, Alternate Mission Equipment (AME), spare gun systems, and mobility equipment.

In addition, the Corrosion Control Cleanroom and renovated Precision Measurement Electronics Laboratory (PMEL) projects were completed.

17.25% reduction in energy intensity

23% reduced water consumption

2019 Energy Project

The wing continues to replace outdated and inefficient lighting and circulation fixtures. In 2019, the base's high bay building will have 48 LED light fixtures and 16 new destratification fans installed.

\$14,620 in estimated avoided costs as a result of High Bay Energy Project

2019 Slated Projects

Complete Weapons Load Training Facility

Logistic Readiness Squadron renovated and addition (4) Mission Training Center (MTC) simulators

COMMUNICATE & PARTNER



Vice President Mike Pence and newly elected Congressman Pete Stauber are greeted by Col. Chris Blomquist on Aug. 8, 2018 during a visit to Duluth, Minn.

WE FOCUS ON DEVELOPING MEANINGFUL RELATIONSHIPS WITH 148FW FAMILIES.

WE ENSURE WE ARE INVOLVED IN COMMUNITIES WHICH OUR AIRMEN LIVE AND WORK IN.

WE TAKE EVERY OPPORTUNITY TO ADVANCE THE MINN. NATIONAL GUARD'S (MNNG) PARTNERSHIP WITH OUR STATE PARTNER, THE REPUBLIC OF CROATIA, AND OUR LONG-TIME TRAINING PARTNER, NORWAY.

WE STRIVE TO ENSURE THAT THE LOCAL AND STATE ELECTED OFFICIALS ARE INFORMED ABOUT OUR ORGANIZATION AND EMERGING NEEDS.

In 2018, our Minn. State partner, the Republic of Croatia, visited the wing.

Defense Minister, Brig. Gen. Ivica Olujic, toured the base and received an orientation flight in a F-16. These engagements help the MNNG grow crucial relationships with our international partners.

6,225 HOURS

Community Support - 148FW members are integrated in the surrounding communities. They live and work side-by-side with our civilian counterparts.

220 RESPONSES

148FW Fire Department emergency responses that included 56 mutual aid responses.

1057 MAN-HOURS

Very Important Persons Protection Support Activity (VIPPSA) man-hours for Explosive Ordnance Disposal (EOD) Flight, during five VIPPSA operations.

NEXGEN AIRCRAFT

Military Affairs Committee (MAC) - The MAC works to support 148FW initiatives through the legislative and governmental channels as well as through garnering community support. The MAC currently continues to advocate for next generation aircraft for the wing.

STARBASE Minnesota Duluth is located directly on base. STARBASE teaches an immersive, hands-on and technology-rich Science, Technology, Engineering and Math (STEM) program for northland fifth graders.

- **750** students served
(Four school districts, 13 schools, 43 classes)
- **1,155** hours of programming
- **1,400** students attending in 2019

2018 HIGHLIGHTS

- Deployed 500+ Airmen and 363 short tons of cargo
- Conducted 21 IG inspections and six exercises/drills
- Participated in three major events, including POTUS and VPOTUS visits to Duluth, and Super Bowl LII airspace security
- Achieved 104.89% personnel end strength; 18th consecutive year over 100%
- Hired 44 of 52 new AGR full-time positions

AWARDS & RECOGNITION

- 179th Expeditionary Fighter Squadron Meritorious Unit Award
- Nomination received for 2019 General Mark A. Welsh III “One Air Force” Award

2019 OBJECTIVES

- Prepare for 5th Generation or newer manned Fighter Aircraft:
 - Re-construct current non-compliant aircraft shelters
 - Advocate for the improvement of local training airspaces
 - Pursue shared funding to combine STARBASE and Headquarters facilities
- Continue to conduct training and resource for optimal mission readiness posture
- Continue to improve our campus:
 - Consolidated LRS Facility
 - Complete F-16CM Simulator Training Facility

ACHIEVEMENTS & GOALS



President Donald Trump arrives at the 148FW, Duluth, Minn. on June 20, 2018.



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