

# F.E. WARREN AIR FORCE BASE

# PEACEKEEPER

## APRIL 2020

## Female Missileers stand alert

Female missileers from the 90th Missile Wing took over nuclear deterrence across Wyoming, Colorado and Nebraska on March 12, 2020, during an all-female alert at F. E. Warren Air Force Base Missile Complex.

“Every single day approximately 90 missileers travel more than 20,000 square miles, report to their capsules about 60 feet below ground, and control the world’s most powerful weapons system,” said Chief Master Sgt. Tiffany Bettisworth, 90th Missile Wing command chief.

“Today, all of them are females,” Bettisworth emphasized.

The role women play in the United States military is consistently intensifying. According

to the Department of Defense, women now make up 20 percent of the U.S. Air Force.

The annual all-female alert honors female history and pays tribute to the female missileers who go above and beyond in what used to be a predominantly male career.

On the morning of the event, the missileers shared bagels and coffee with the Cheyenne Women’s Civic League and wing command chief before beginning their 24-hour shifts.

“Thanks to everyone who may not be wearing the uniform but supports this mission,” Chief acknowledged. “It is because of the relationships we have built here in Cheyenne that we are successful in our mission.”



*The all-female alert team stands ready to take up positions in the missile field for the fifth year in a row at F. E. Warren Air Force Base, Wyoming, March 12, 2020. These women pay tribute to the females who served before them, prepared to take on the alert alongside their sisters-in-arms. (U.S. Air Force photo by Senior Airman Nicole Reed)*

After a commemorative group photo, Bettisworth said a few more words before sending the women off to protect the country.

“This is a compliment

to how far we have come as a nation,” she said. “This is a thank you to all of the men and women who see inequality and push for equality.”

On the night of March 12, 2020, the world went to sleep while a team of dedicated women stood watch.

## Wyoming legislature immersed in F.E. Warren mission



*Capt. Sarah Dubuisson briefs state legislators on missile operations during a visit to F. E. Warren Air Force Base, Wyoming, Feb. 7, 2020. The legislators visited the base to learn about the 90th Missile Wing mission and meet Airmen. The representatives and senators saw demonstrations of the missile procedural trainer, missile maintenance trainer, explosive ordnance disposal and security forces. (U.S. Air Force photos by Joseph Coslett)*

Fifteen Wyoming senators, representatives, and spouses experienced the Mighty Ninety’s mission Feb. 7, through a tour around F.E. Warren Air Force Base, Wyoming.

Wyoming legislature members from all over the state came to

Cheyenne for the 2020 Budget Session. A tour of F.E. Warren was included on the special events calendar for the session.

Col. Peter Bonetti, 90th Missile Wing commander, greeted the attendees at Trail’s End Club. From there, they were taken to the Missile Procedures Trainer where the 90th Operations Group described what it takes to defend the nation with the world’s premier Intercontinental Ballistic Missile force.

The next stop on the tour was to U-01, where the visitors were taken down into the trainer the 90th Maintenance Group uses to simulate working in a launch facility and on a Minuteman III ICBM. At this location, missile security forces also demonstrated their capabilities in protecting the assets.

The final demonstration on the tour came from a collaboration between Explosive Ordinance Disposal and Military Working Dog units. These units are able to respond to situations all over the state, lending support to other agencies in detecting and disposing of explosives.

The event ended with an opportunity for the visiting legislature members and guests to join the wing at First Friday at the Trail’s End Club following the Quarterly Awards. First Friday offered a time for them to speak with commanders and Airmen, as well as witness a CRUD tournament, a hands-on, contact billiards game.

“It is impressive to see just a glimpse of what these Airmen do on a daily basis. I grew up in this community and didn’t realize the breadth and depth that the mission of FE Warren had,” Representative Landon Brown of Laramie County said. “It was truly an honor to attend last week and I appreciate Colonel Bonetti’s invitation to our state delegation.”



## Retired 20AF Commanders receive updates, give leadership lessons



*Maj. Gen. Fred Stoss, 20th Air Force commander; retired Maj. Gens. Roger Burg, Tim McMahon, Don Alston and retired Brig. Gen. Mike Carrey; Chief Master Sgt. Charles Orf, 20th Air Force command chief, pose for a photo during the 20th Air Force Commander's Roundtable, F. E. Warren Air Force Base, Wyo., Jan. 23, 2020. The event was the largest gathering of past 20 AF commanders in 20 AF history. (U.S. Air Force photo by 1st Lt. Ieva Bytautaite)*

Four former Twentieth Air Force commanders joined current commander Maj. Gen. Fred Stoss for a Commander's Roundtable January 23, 2020. Held in the recently-dedicated Maj. Gen. Thomas H. Neary Conference Room—himself a former commander—this marked the largest ever official gathering of Twentieth Air Force commanders. Combined, those present amassed 166 years of service to the U.S. Air Force, much of that time with the ICBM mission and various levels of command.

The four retired generals in attendance were Maj. Gen. (ret.) Timothy J. McMahon, Maj. Gen. (ret.) Roger W. Burg, Maj. Gen. (ret.) C. Donald Alston, Brig. Gen. (ret.) Michael J. Carey.

During the morning session, Gen. Stoss provided the visitors an update on the state of the command. He and his staff briefed a range of topics related to the ICBM mission, including operations, maintenance, security, nuclear surety, leadership challenges, cultural and organizational changes, and more. Those present also received information on future developments to include Air Force Global Strike Command's (AFGSC) recent acquisition of the MH-139 "Grey Wolf" helicopter.

After lunch, Gen. Stoss opened up the venue for discussion, hoping to absorb some of the collective wisdom from individuals who've previously occupied his seat. "These awesome former commanders, along with my

other predecessors who were unable to attend, made foundational decisions that positively shaped the ICBM mission,” said Gen. Stoss. “I’m humbled by their willingness to return to Twentieth Air Force to ask thoughtful questions and share their insights on the future of our vital mission. Their enthusiasm and dedication to this command and ICBMs is just as strong as the day they relinquished command.”

Rather than a one-time affair, Gen. Stoss envisioned holding similar gatherings annually for former retired commanders eager to remain engaged with the command while maintaining lines of mentorship for future Twentieth Air Force commanders.

## 90th MDG wall breaking: upcoming construction

*Story and photo by Senior Airman Abbigayle Williams*



*Colonel Kristine Hackett, 90th Medical Group commander, gives opening remarks during the 90th MDG Wall Breaking Ceremony Feb. 10, 2020, at F.E. Warren Air Force Base, Wyo. The ceremony marks the beginning of a three-year modernization project of the clinic, aiming to accommodate the latest technology and evolving medical practices. (U.S. Air Force photo by Senior Airman Abbigayle Williams).*

The 90th Medical Group held a wall breaking ceremony Feb. 10, 2020, to symbolize the beginning of a three-year clinic modernization.

The first phase of this project will begin Feb. 24, 2020, with the Active Duty Clinic, PRAP Clinic, Flight Medicine, and Public Health moving into temporary facilities located on the South side of the main clinic. The Family Health and Pediatric Clinics will move one week later. During this transition period, approximately 2 weeks, appointment availability will be limited to acute care only. Normal operations for all clinics will resume in the temporary facilities on March 10, 2020.

this time, please coordinate your care with your Primary Care Team to schedule an appointment either before or after these moves occur.

You may also log onto [www.TRICAREOnline.com](http://www.TRICAREOnline.com) to schedule an appointment or message your provider team with any health concerns you have using the secure messaging system. If you're not sure whether or not you need an appointment, you may also call the Nurse Advice Line at 1-800-TRICARE.

If you have any questions or concerns, please call the appointment line at 307-773-3461.

The 90th Medical Group wants to thank everyone for their patience and understanding during this transition and the next few years of construction within the facility.



## Warren Lanes re-opens for business

*Story and photo by Senior Airman Braydon Williams*



*Lieutenant Colonel Isabella Ramirez, 90th Force Support Squadron commander, and Chief Master Sgt. Jason Penny, 90th FSS chief enlisted manager, cut the ribbon for the grand re-opening of Warren Lanes, Feb. 18, 2020, on F.E. Warren Air Force Base, Wyo. The bowling alley closed in December for a restoration project. (U.S. Air Force photo by Senior Airman Braydon Williams)*

Warren Lanes, the bowling alley at F.E. Warren Air Force Base, Wyoming, held a grand re-opening Feb. 18, 2020.

Air Force Services Center selected Warren Lanes for a \$300,000 grant, allowing them to close the doors for refurbishment Dec. 16,

2019. During the two month upgrade, the kitchen was fully remodeled along with new flooring, carpeting and counters.

The lanes and bowling equipment were upgraded during a previous close in 2018.

The grand re-opening brought out a number of F.E. Warren residents, Airmen and leadership.

Before the ribbon cutting, the 90th Force Support Squadron Commander, Lt. Col. Isabella Ramirez, said a few words.

“We are happy to bring the community, family and Airmen to this center,” said Ramirez. “Thank you for your business and your support.”

Additionally, Ramirez said the bowling alley is one of the primary dining facilities for Airmen on base.

One of the primary upgrades was the kitchen remodel, allowing an ease of flow for the staff. A to-go cooler which will be stocked with quick, healthy options was also added. The to-go area is expected to be stocked next week.

Visitors of the bowling alley can still enjoy the same menu, with some additional heart-healthy options.



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# 90th Mission Support Group

## Mission Video



## AFGSC tests Minuteman III missile

*Courtesy Global Strike Public Affairs*

A team of Air Force Global Strike Command Airmen from the 341st Missile Wing at Malmstrom Air Force Base, Montana, the 90th Missile Wing at F.E. Warren Air Force Base, Wyoming, and the 91st Missile Wing at Minot Air Force Base, North Dakota, launched an unarmed Minuteman III intercontinental ballistic missile equipped with a test reentry vehicle at 12:33 a.m. Pacific Time Feb. 5 from Vandenberg Air Force Base, California.

The ICBM's reentry vehicle traveled approximately 4,200 miles to the Kwajalein Atoll in the Marshall Islands. These test launches verify the accuracy and reliability of the ICBM weapon system, providing valuable data to ensure a continued safe, secure and effective nuclear deterrent. Test launches are not a response or reaction to world events or regional tensions.

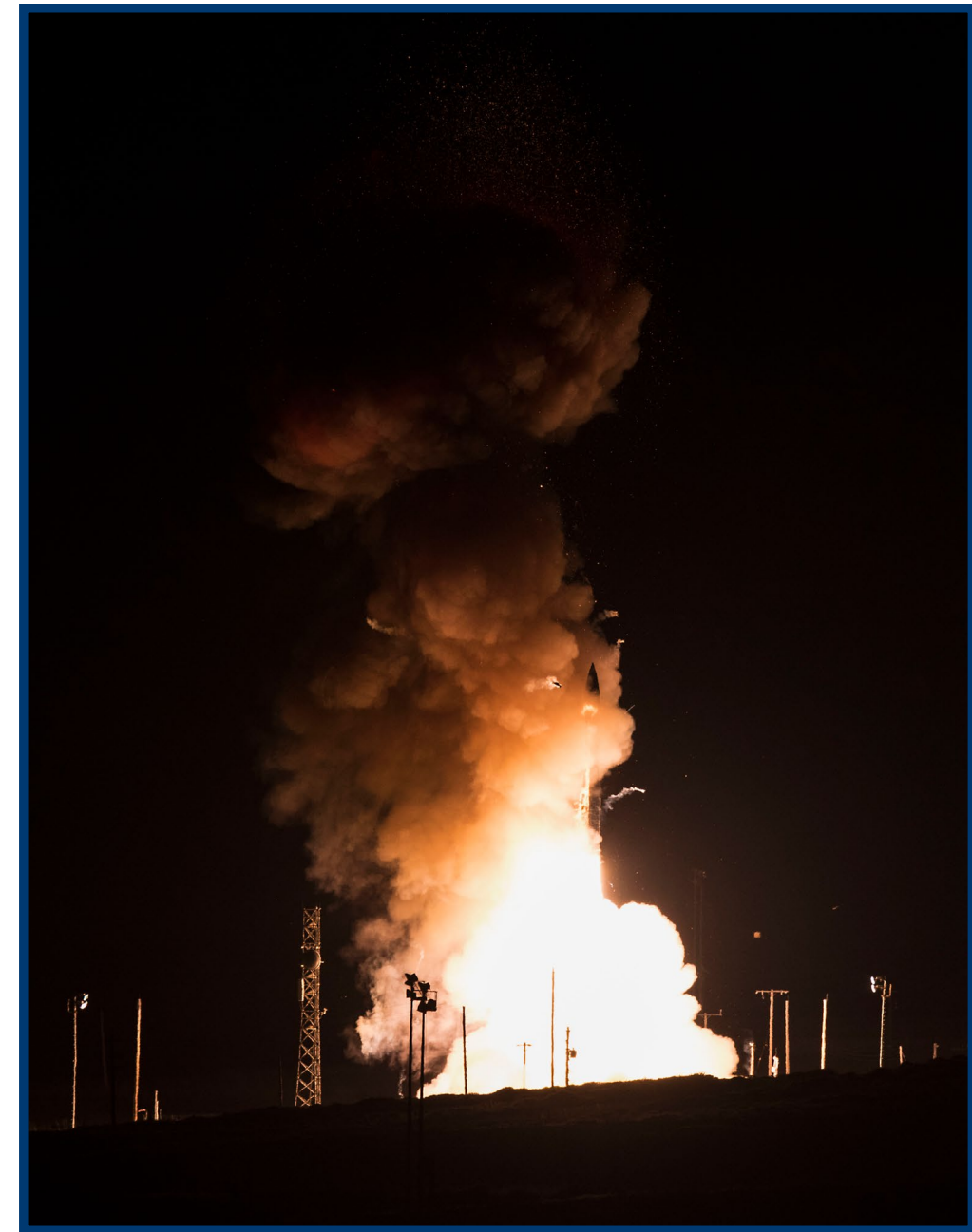
This test was a Developmental Test Launch, which differs from routine Operational Test Launches (Glory Trips). Rather than randomly selecting a fielded ICBM to verify fleet-wide reliability, a Developmental Test Launch uses a spare missile from storage to validate flight worthiness of new or replacement components in an as-near-to operational environment as possible. Flight Test Unit 2 (FTU 2) is the second of four FTUs scheduled over the next several years to validate replacement components that will ensure continued Minuteman III viability. FTU 1 occurred in February of 2019.

"Developmental testing provides valuable data to Air Force Global Strike Command and Air Force Nuclear Weapons Center for both modernization and sustainment of the ICBM weapon system," said Col. Omar Colbert, 576th Flight Test Squadron Commander. "The Minuteman III is aging, and modernization programs such as this are essential in ensuring that our Nation has a reliable nuclear deterrent through the rest of its lifespan and beyond. Most importantly, this visible indicator of our National security capabilities serves to assure our partners and dissuade potential aggressors."

The test launch is a culmination of months of preparation that involve multiple government partners. The Airmen who perform this vital mission are some of the most skillfully trained and educated the Air Force has to offer.

Airmen from the 341st Missile Wing at Malmstrom AFB, 90th Missile Wing at F.E. Warren AFB, and 91st Missile Wing at Minot, were selected for the task force to support the test launch. The three missile bases have crew members standing alert 24 hours a day, year-round, overseeing the nation's ICBM alert forces.

"It's been an incredible opportunity for the combined Task Force of combat crew and maintenance members from F.E. Warren, Minot and Malmstrom AFB to partner with the professionals from the 576th Flight Test Squadron and 30th Space Wing," said Maj. Christopher Crommie, Task Force Commander. "I am extremely proud of the team's hard work, professionalism and dedication to accomplish



*An unarmed Minuteman III intercontinental ballistic missile launches during a developmental test at 12:33 a.m. Pacific Time Wednesday, Feb. 5, 2020, at Vandenberg Air Force Base, Calif. (U.S. Air Force photo by Airman 1st Class Hanah Abercrombie)*

a unique and important mission to prepare the ICBM for test and monitor the sortie up until test execution. The attention given to every task accomplished here reflects the precision and professionalism they – and our fellow Airmen up north – bring every day to ensure the success of our mission out in the missile fields," he said.

The ICBM community, including the Department of Defense, the Department of Energy, and U.S. Strategic Command uses data collected from test launches for continuing force development evaluation. The ICBM test launch program demonstrates the operational capability of the Minuteman III and ensures the United States' ability to maintain a strong, credible nuclear deterrent as a key element of U.S. national security and the security of U.S. allies and partners.

The launch calendars are built three to five years in advance, and planning for each individual launch begins six months to a year prior to launch.



*An unarmed Minuteman III intercontinental ballistic missile launches during a developmental test at 12:33 a.m. Pacific Time Wednesday, Feb. 5, 2020, at Vandenberg Air Force Base, Calif. (U.S. Air Force photo by Airman 1st Class Hanah Abercrombie)*

## Things to do In Cheyenne without breaking the bank

I have lived in Cheyenne, Wyoming, for more than twenty years. When I chose to write this article, I thought that I knew nearly everything there was to know about the city and the surrounding area. After a bit of research, though, I found that there are a lot of things I did not know and there is a lot more to do than some might realize.

Yes, we all know that Cheyenne is home to Frontier Days, the world's largest outdoor rodeo and western celebration. But, the rodeo lasts for 10 days and only comes once a year in July. Listed below are five relatively cost-free things to occupy your time in Cheyenne for the rest of the year.

If you're into being outdoors, then you can take a short road trip just 27 miles west of Cheyenne into the Medicine Bow National Forest. Vedauwoo (which means "Land of the Earthborn Spirits") is home to endless hiking trails or if you're into climbing, then Vedauwoo has very unique ancient rock formations that are a must-see.

After leaving Vedauwoo, don't head back to town just yet. Nearby, you will find Ames Monument, a 60- foot high granite pyramid built at the highest point on the Transcontinental Railroad and completed in 1882. The monument was dedicated to Oake and Oliver Ames, two brothers who were instrumental in the construction of the nation's first Transcontinental Railroad.

Closer to home, explore Cheyenne and go on a scavenger hunt as part of the Big Boots tour. The eight-foot tall cowboy boots are strategically located throughout the city, and painted by local artists to illustrate the history of Cheyenne and Wyoming. Maps of the boots locations can be found within the historical Cheyenne Depot in the Visitor Center. Once on the hunt, call (307) 316-0067 to listen to the artists reflect and tell stories about the significance of the images that they painted on their particular boot.

Are you a nature lover? Then breathe in some Wyoming fresh



*Outside the Cheyenne Botanical Garden. (U.S. Air Force photo by Glenn S. Robertson)*

air at the Botanic Gardens (free admission). The newly renovated Grand Conservatory offers an incredible array of different types of plants, shrubs, and trees from around the world. While there, don't forget to visit the family friendly Paul Smith Children's Village or take a walk through the Community Vegetable Garden and greenhouse.

Show off your art skills and get to meet some local artists by participating in the Cheyenne Art Walk. The Art Tour is the second Thursday of the month from 5 to 8 p.m. The tour visits eleven different galleries and studios in the Cheyenne area.

The moral of this particular story is that that there are a lot of things to do in Cheyenne, all without emptying your wallet. Just get out and do some exploring. For more information on the locations in the article and other things to do in Cheyenne, visit <https://www.cheyenne.org>.



# When the Rubber Meets the Road



It took Capt. Mary Young, Inspector General chief of operations inspections, one run with a friend to begin the journey of overcoming some bumps in the road. (U.S. Air Force photo by Tech. Sgt. Tyler Placie)

Scary. Too much. Impossible. These are all words that might describe times in the life of an Airman.

Those same words could also come to mind when discussing running marathons.

Capt. Mary Young, Inspector General chief of operations inspections, uses a positive mental attitude and mental discipline to overcome life's challenges and while competing in and completing marathons.

"If you've ever attempted a marathon, then you know there's some truth to the saying that running is 90% mental," said Young.

The mental part of training and completing a marathon has had a significant impact on Young's career in the Air Force and in life.

"During my first years of college, I experienced some bumps in the road," she said. "One evening, a friend I worked with suggested we go out running a couple miles to talk."

Young went on that run.

"I found an extraordinary amount of healing in just that one run," she recalled. "My friend and I continued to run together for several months, and the strength I found in running farther and farther distances inspired me to look forward and set my goals high."

She met her goal of qualifying for the Boston Marathon three years later, only two years after giving birth to her son.

"Running showed me I am capable of anything I set my mind to, has taught me to stand tall after failure, and has helped me grow as an athlete and as a person," said Young.

Capt. Young's journey started as one run with a friend.

Many Airmen also face bumps in the road, and while these roadblocks may not be a literal marathon, it may still feel like it's going to last forever.

Young believes that the lessons she's learned where the rubber meets the road can easily be leveraged to the struggles in daily life.

When she was asked how she views the parallels between dealing with struggles in life and a marathon, she said, "Don't ever give up! If you hit a rough patch, strategize to get through it; force yourself to stay positive and just keep trying."

## Lessons in Leadership: The importance of followership

Commentary by Col. Jerry Crigger, 582nd Helicopter Group Commander

Our society embraces the pursuit of leadership. If you want to be successful in the military, you need to be a strong leader, right? Read any performance report, and you will have the highlights of a person's demonstrated leadership. If we are all leaders, who are we leading? Leadership is essential but so is its opposite: followership. Our military is structured like a pyramid, with a single leader at the top and a wide base of subordinates below. Since the number of followers exceeds the number of leaders, shouldn't there be more discussion on how to be a good follower? No matter your rank you are part of the overall foundation of our military

U.S. Air Force Col. Phillip Meilinger wrote an article called the "The Ten Rules of Good Followership." I will pull a few of the rules to discuss here. First we need to define what followership is. Webster defines followership as 1) following or 2) the capacity or willingness to follow a leader. Ivey Business Journal defines followership as "the ability to take direction well, to get in line behind a program, to be part of a team and to deliver on what is expected of you." I prefer the simple take away from the quote attributed to Thomas Paine: Lead, follow or get out of the way. If we are going to participate and we aren't in charge then we support the one who is.

Col. Meilinger's first rule is Don't blame your boss for an unpopular decision or policy; your job is to support, not undermine. I will admit I have failed in abiding this rule in my career. Of course a young Lieutenant knows more than senior leaders! Unfortunately a squadron

commander can also fail to support leadership. I relished that my boss had made an obviously dumb decision and was only slightly restrained in letting it be known. I felt better getting it out of my system, but eventually realized that I had not only undermined my boss but myself as well. I had just demonstrated to my airmen that it is acceptable to push back against guidance and even ridicule it. Unfortunately, I soon had to deal with the ramifications when I made an unpopular decision and heard the grumblings within my unit. It was embarrassing to apologize both to my boss and to my unit for setting such a poor example.

Accept responsibility whenever it is offered. This goes against the old adage of never volunteer, but it is a great way to grow and learn something outside your career field. Some people are afraid to take chances and "risk" their reputation. If you never try anything then you never learn anything. Our military is designed for continued growth and development of the individual. If you are afraid to take a chance then maybe you should think about a different career. No one expects everything to be perfect when starting a new project. Whether it is organizing volunteer effort, running a snack bar or being the project officer for a DV visit, you will learn and grow from the experience. Additionally, if you are being offered responsibility then someone sees potential in you. You may not see it in yourself but trust their judgement.

Keep your boss informed of what's going on in the unit: people will be reluctant to tell him or her their problems and successes. This I have

seen too many times to recount. Sometimes the assumption is that the commander is all knowing and must know everything is going on. Commanders are pulled so many directions with the job that we rely on "trusted agents" to keep us informed. Without that, we miss out on providing support when required or nipping problems in the bud before the fully develop. Two examples, one on each side of the issue. I suffered a significant loss shortly after PCS'ing into a new unit. It was years later and it came up in a discussion with the commander and he was floored that it had transpired without him knowing. He was hurt that no one had brought it up to him and felt that he had failed me. On the other side, I was approached by one of my NCOs and was notified that a Staff Sgt. was dealing with a tough divorce and may be suicidal. I had not known that there was anything happening much less a divorce. I was able to start the conversation and assist the Airmen in getting the help he needed.

These are a few vignettes on followership and some different aspects of it. Being considered a follower and not a leader often carries negative connotations. We need to realize that being a follower is just a role and one that we experience more than a leadership role. Just as a strong leader is essential for mission success, so is a strong follower. As we take care of our Wingmen, we should expand that to include bettering our followership skills. We have all volunteered "to support and defend" and our mission is too important to fail. I challenge everyone to think more actively about followership and how well we are doing it.

## Medical tabletop exercise with community partners

Story by Lt. Emily Seaton



Colonel Peter Bonetti, 90th Missile Wing commander, addresses participants of a tabletop exercise March 5 at the Trail's End Club on F.E. Warren Air Force Base, Wyo. Over 60 people came together from the base and community to discuss possible medical scenarios. (U.S. Air Force photo by Capt. James Fisher)

More than sixty representatives from 90th Missile Wing units, community partners and national agencies came together for a tabletop exercise focused on medical responses and health protection measures March 5 at the Trail's End Club on F.E. Warren Air Force Base, Wyoming.

Participants included first responders, Cheyenne Regional Medical Center, American Medical Response and Centers for Disease Control and Prevention.

During this exercise,

three different medical scenarios were presented, and the group discussed how the situation would be handled.

"As the military, it is our responsibility to stay prepared for anything," said Col. Peter Bonetti said, 90th Missile Wing commander. "For the good of our Airmen and neighbors alike, it is extremely important to combine efforts with our community partners."

Here are some general tips provided by the CDC to prevent the spread of germs:

- Avoid close contact with people who are sick.

- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.

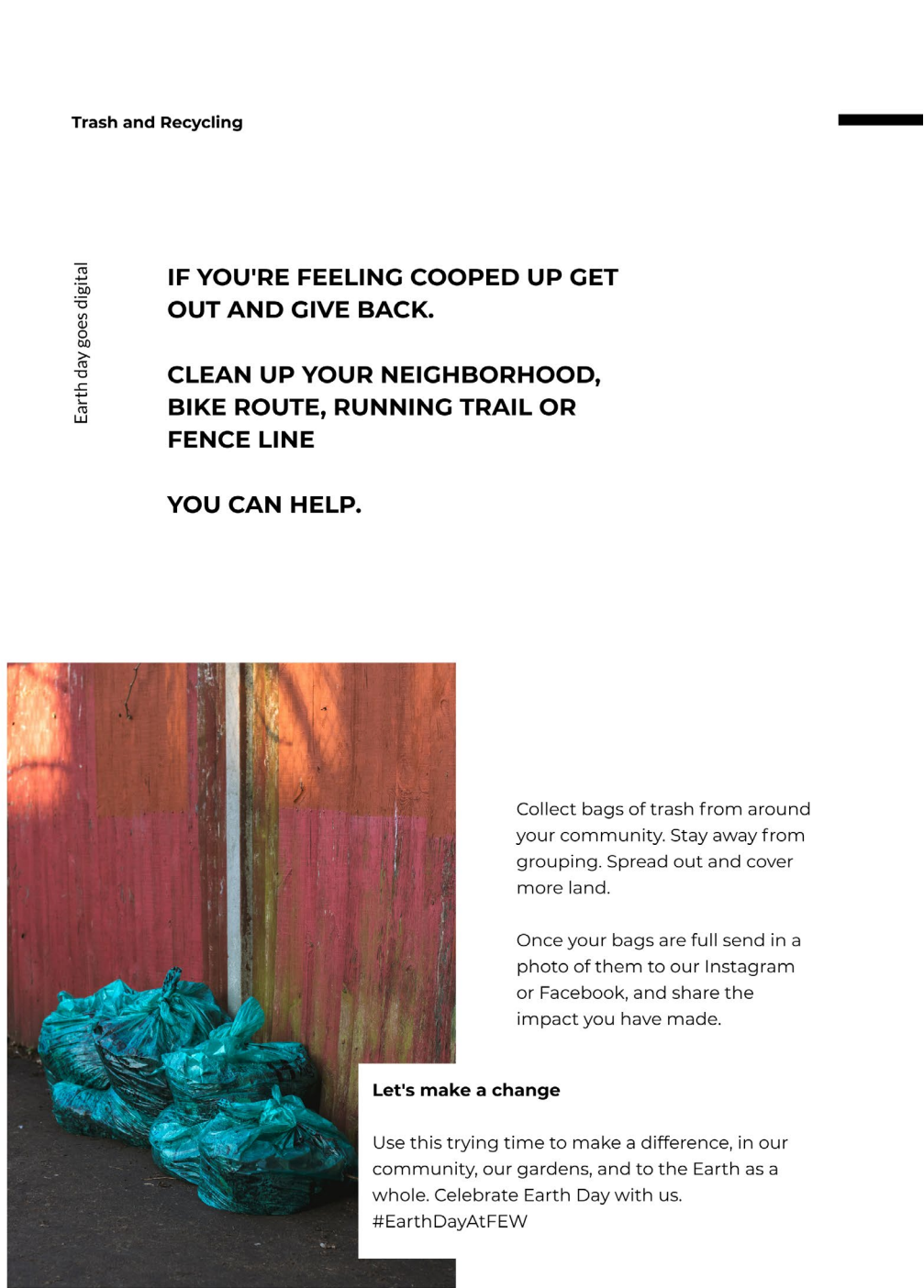
- If you don't have a tissue, cough or sneeze into your upper sleeve or elbow, not your hands.

- Wash your hands often with soap and water for at least 20 seconds.

- Avoid touching your eyes, nose, and mouth.

- Clean and disinfect frequently touched objects and surfaces, for example cell phones.

- Stay home when you are sick, except to get medical care.







# *F. E. WARREN*

## *AIR FORCE BASE*

### ECONOMIC IMPACT

2019

**\$396.3** *TOTAL ECONOMIC  
MILLION IMPACT*

**6,824**  
*TOTAL  
PERSONNEL*

ACTIVE DUTY : 3,332  
APPROPRIATED FUND CIVILIANS: 592  
NAF PERSONNEL: 564  
PRIVATE BUSINESS: 255

**\$61.0** *MILLION  
TOTAL  
EXPENDITURES*

CONSTRUCTION : \$27 MILLION  
SERVICES : \$22.5 MILLION  
PROCUREMENT: \$11.4 MILLION

**\$258,990,609**  
*TOTAL ANNUAL PAYROLL*

ACTIVE DUTY: \$200.1 MILLION  
APPROPRIATED FUND CIVILIANS: \$45.2 MILLION  
NAF PERSONNEL: \$14.3 MILLION

*MORE THAN  
50,000  
EST.  
VOLUNTEER  
HOURS*

**1,524**  
*EST. INDIRECT JOBS CREATED*

**\$ 76.3 M**  
*EST. DOLLAR VALUE OF THOSE JOBS*

**105**  
*PINTS OF  
BLOOD  
DONATED*