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# COMMANDER

By Colonel Ronald Wilson, 110Th Attack Wing Commander



*Members of the 110th Attack Wing, welcome to March drill.*

The weather is warming and spring is in the air—Michigan’s version of spring at least—and I for one welcome the change no matter how gradual it is. There is something about the transformation of snow

slowly giving way to blooming flowers and grass that is naturally relaxing, even more so if you compare it to the guaranteed uncertainty of an ever-changing landscape that is America’s fighting force. Still, I am thankful to be part of such an amazing organization as the 110th. No matter how chaotic our path may seem at times, we always find a way to get the job done. Across the board, the United States military is rapidly transitioning from the weapons and delivery apparatuses of last century to the kind of higher-impact, lower-cost, technology-driven platforms that deliver the biggest bang for the buck. I see no greater example of this right now than the ongoing, back-and-forth fight in Congress over future of the tried-and-true A-10 Warthog. From the Navy’s deck-mounted infrared weapon system to the MQ-9 Reaper, we are quickly realizing our role in the future of global warfare. And with our AOG and RPA missions serving as cornerstones of the United States intelligence, surveillance and reconnaissance network, the 110th has effectively been moved to the forefront of the Air Force’s uppermost growth missions. Next stop—sustainment.

With increased pressure from Washington to cut costs, the Air Force is looking for opportunities to better utilize the Guard as a means to streamline resources. And since it is no secret that cuts to the Defense budget are always on the horizon, we are compelled to remain at the top of our game if we are going to avoid losing momentum. At my meeting with the Weapon Systems Council a couple of weeks ago, there was a lot of discussion about the Air Force’s growing interest in increasing orbits at all 12 Air National Guard RPA units. Now this may seem like a good thing on the surface, if you consider increased workload as a means to increasing relevance. But when it comes to RPAs, too many orbits without sufficient resources can be a death blow to the entire system. With many units still in the process of transition, now is not the time for a surge in orbits. Agreeing that the Guard needs to take control of our own destiny, the Weapon Systems Council has resolved to accept 12 orbits only—1 orbit per RPA unit until the conversion is complete. We plan to meet again in April to finalize all discussions and then bring this proposal to Lt. Gen. Stanley Clarke, Director of the ANG; U.S. Air Force Chief of Staff, Gen. Mark Welsh; and the Secretary of Defense, Ashton Carter. This is great news because it divides the work evenly amongst all wings, allows us to transition without the added pressure of too much too fast, and solidifies our continued standing as a wing that’s in it for the long haul, assuming a greater presence in the execution of national and international defensive interests.

But if you are one of the people out there who think that our future is in question, I’ve got some information that will hopefully put your mind at ease. With LRS now fully moved into their new building (6901), we can finally begin the remodel of building 6914. The 30-day construction bid has gone out with an anticipated completion date of May 2016. The plan is to have closing inspections over the summer of 2016 and the Operations Group will finally be taking ownership of their RPA-ready facilities in the fall of that

year. So keep an eye on the former LRS building because it is about to get a radical facelift.

And finally, it is that time of the year when we set aside a portion of our drill weekend to step away from the hustle and bustle of required trainings and exercises to gather in observation one of the most critical aspects of our functional ability—each other. Next month is our Wingman/Safety Down Day, which if you don’t already know is our annual opportunity to collectively address hugely important issues like suicide, safety, airman resiliency, and establishing a charitable working environment. As I have said many times before, I believe that gaining any traction on even the most mundane elements of our missions means first stepping up to make sure the men and women who stand at our sides are taken care of. The critical importance of supporting each other has never been more vital than today, when we are being asked to accomplish more with so much less. Unlike many other bases, Battle Creek is currently executing two missions that truly reflect the evolutionary growth of the Air National Guard. Between the AOG and RPA, our airmen are, and for the foreseeable future will be, fully-engaged in 24-hour operations around the world. What this means is that many of our members have given up their traditionally pre-arranged 2-days per month Guard obligation for a more flexible schedule that requires regular travel and adjusted hours. Frankly, this is a hard adjustment to make for both members and their families, and as the Wing Commander I believe that it is my job to make sure we have the right programs and people in place to ensure that progress does not translate to stress, staff burnout, or family hardships. If we are to continue to exceed operational expectations we must remain attentive to those psychological factors that directly contribute to our effectiveness as a unit. That is what our upcoming Wingman/Safety Day is all about.

Be safe and have a great weekend.

# BULLETIN

## DFAC MENU

### Saturday (St. Patty's Day Holiday Meal)

Corned Beef	Sheppards Pie
Red Potatoes	Buttered Egg Noodle
Brown Gravy	Cabbage w/Bacon
Baby Carrots	Dinner Rolls

**Short Order:** Brats, Mashed Potatoes, & Gravy

### Sunday

Savory Baked Chicken	Swedish Meatballs
Gravy	Mashed Potatoes
Steamed Rice	Creamed Corn

Asparagus

**Short Order:** Burgers, Fries, Onion Rings

## EARTH DAY

Get a head start on Earth Day

Volunteers needed for the

110th Attack Wing

Annual ADOPT-A-HIGHWAY Clean Up Day

Saturday April 11 2015, 1300-1530

POC: SrA Pesce

DSN 580-3343

email: mary.pesce@ang.af.mil

Volunteers need supervisor approval to attend  
Clean up is the stretch of road in front of the base,  
Hill Brady Rd to 20th St.

Vets, Bags, Gloves, Water and Bug Spray will be provided

## MICHIGAN NATIONAL GUARD WEBSITE

[www.minationalguard.com](http://www.minationalguard.com)

Have you visited the Michigan National Guard's homepage yet? This in the MINGs public page and has links to useful information about federal and state jobs, family programs, and other resources such as the MING military organization structure and much more. The electronic Wolverine Guard magazine is also there, and soon you will be able to input your information in a form-fill template to create a hometown news release to tell your community that you were promoted, received an award, or other accomplishments. Visit [www.minationalguard.com](http://www.minationalguard.com) and check it out.

## FITNESS ON BASE

### Wing Fitness Center

Hours 0500-1900

(SFS can open outside these hours if you ask)

New /Updated Strength and Cardio Equipment 2014!!!

### BASE BOX

(affiliate name TBD)

**Building 6900 (Large Hangar) WOD Day/Times**

(Workout of the Day)

**Sun of UTA 0630-0730**

**Tues-Fri 0630-0730**

(Equal Strength/Cardio, POC robert.shankleton@ang.af.mil)

**Tues/Wed/Fri 1600-1700 &**

**Thurs 1100-1200**

(\*\*Strength/Low Cardio, POC daniel.fawcett@ang.af.mil)

**Temporary Mon-Fri 0715-0815**

(Equal Strength/Cardio, POC aaron.pertner@ang.af.mil)

All Skill /Fitness Levels welcome and encouraged!!!

**FOR MORE INFORMATION talk to avid WOD Killers:**

(POC's above and Master Sgt's Chad Thompson (AOG), Brian Leonard (AOG), Robert Richards (FM), Sonia Pawloski (PAO), Chris Jenney (FSS), Tech. Sgt.'s Nicky Gilbert (FM), Matthew Pawloski (AOG), Dave Jacobs (Comm), Denae Mongeon (FSS), Senior Airman Lateia Kelley (FM), Lauren Stadler (Comm), Kaleb Willson (AOG), Braelyn Sneider, Senior Master Sgt.'s Erik Morse, Garza (CE), Joel Wilson, Lt. Stein (MDG) Col. Wilson, Maj. Brian Martin, Capt. Bristow, Maj. Wendy Burris

WHAT WE DO AT THE BOX?

<https://www.youtube.com/user/CrossFitHQ>

### 2017 Formal Dining Out Committee Forming Now!

If interested in helping with the organization of this event, meet in the DFAC at 1615 hrs; or contact Capt. Jennifer Bechtel at Jennifer.Becht@ang.af.mil, ph: 269-969-3246.

### All Battle Creek ANG CGOCs invited to attend!

Company Grade Officers Council Meeting 1130 hrs at the All Ranks Open Mess area of building 6909  
POC: Capt Jennifer Bechtel, Jennifer.Becht@ang.af.mil, ph: 269-969-3246



## PROMOTIONS

1 February 2015

Master Sgt. Felica Harris (FSS)

Master Sgt. Thomes Miller (AOG)

Master Sgt. Carl Westphal (AOG)

Tech. Sgt. George Hartman (OSS)

Staff Sgt. Anthony Serrels (CES)

Senior Airman Keehan Reinhardt (CES)

Senior Airman John Rourke (OSS)

1 March 2015

Tech. Sgt. Luke A. Gongalski (AOG)

Senior Airman Aldo Romero II (AOG)

Airman First Class Darren VanMeekeren (SFS)

## RETIREMENTS

ATKW) Senior Master Sgt. Jeanne Lahaie

Retiring March 11, 2015

(AOG) Master Sgt. Robert Bonack

Retiring March 3, 2015

## RPA PILOT

The 172nd Attack Squadron, a Michigan Air National Guard unit out of Battle Creek, Michigan, will be accepting applications for the 2015 Undergraduate Remote Pilot Training (URT) Board. This board will select applicants to enter training to become pilots of the MQ-9 "Reaper" RPA (Remotely Piloted Aircraft). These are for part-time/traditional positions.

- Applications are due by April 30th, 2015.
- The interviews will be held Jun 5-7, 2015.
- You must be no older than 28 years old at the time of interview.
- You must enter into URT prior to turning 30.

If interested please contact Capt. Lucas Freudenburg or Maj. Andre Sprauve at DSN 580-3281/ COMM 269-969-3281, or [lucas.freudenburg@ang.af.mil](mailto:lucas.freudenburg@ang.af.mil) [andre.sprauve@ang.af.mil](mailto:andre.sprauve@ang.af.mil) for an application packet.

## PASTOR

Saturday, March 7, 2015, 1300  
Operations Group Auditorium

## Avoid Becoming a Cyber Crime Victim

The Multi-State Information Sharing and Analysis Center recently released suggestions on protecting yourself from cyber crime.

### Configure Your Devices Securely

Use privacy and security settings in software, email systems and web browsers. It is imperative to regularly update your anti-virus software to identify and thwart the newest threats.

### Keep Software and Operating Systems Updated

Be sure to install all software updates as soon as they are offered; using the "auto update" setting is the best way to ensure timely updates.

### Use Strong Passwords

Never use simple or easy-to-guess passwords like "123456" or "p@\$word". Cybercriminals use automated programs that can try every word in the dictionary within a few minutes.

### Be Cautious About Links and Attachments

Be cautious about all communications you receive and the links within them, including those allegedly from friends and family. When in doubt, delete it.

### Protect Your Personal Information

Cybercriminals will look at your social networking webpage to find information about you-. Many of the answers to website and bank security questions may be found online, like the color of your car (remember posting that picture of you standing in front of your car?) and your mother's maiden name. Use privacy settings to limit who can see the details of your social network pages, and be smart about what you decide to share online.

### Review Your Financial Statements Regularly

Cybercriminals find loopholes and your accounts may get hacked through no fault of your own, so review your financial statements regularly. Contact your financial institution immediately if you see any suspicious looking activity.

## “Forget about the score, ...focus on the process”

By Lt. Col. James Shay, 110th Attack Wing IG

Say what you will about deflated footballs ... (more on this later). Coach Bill Belichick has led the New England Patriots to four Super Bowl championships as a head coach, and was an assistant coach for two more.

Coach Belichick's winning formula? He consistently tells his players to "forget about the score, and focus on the process" of playing football. Then he trains his players relentlessly on the process (the New England playbook). Then his team wins, ...repeatedly, ...year after year.

The new Air Force Inspection System (AFIS), Commander's Inspection Program (CCIP), is no different. A systematic, Commander-driven inspection process, at every level of the organization, will achieve the ultimate goal of the CCIP; long term, sustainable mission effectiveness, at the lowest possible, acceptable risk, with little or no un-detected risk.

7 Suggestions follow for all ATKW leaders and Commanders looking to institute a sustainable, process-driven, Commander Inspection Playbook:

1. Start by reading Gen. Mark A. Welsh III's short "playbook" for Commanders, AFI 1-2, **COMMANDER RESPONSIBILITIES**. Gen Welsh's 6-page AFI was published on 8 May 2014. This AFI describes how Commander Duties and Responsibilities, the new Commanders Inspection Program, Risk Management, AEF Readiness, Mission Assurance, Strategic Alignment, Data-Driven Decisions, Root Cause Analysis, Self-Inspection, and Command and Control, are all related. AFI 1-2 explains these concepts using the framework of the four Major Graded Areas (MGAs) of the AFIS CCIP; 1. Managing Resources, 2. Leading People, 3. Improving the Unit, and 4. Executing the Mission.

2. Understand your role in the CCIP Playbook, AFI 90-201, **THE AIR FORCE INSPECTION SYSTEM**.

At a minimum, know all of the programs



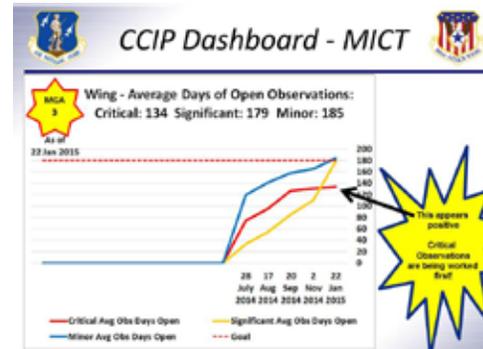
Photo from Business Insider.com

and areas in attachment 3 that your unit will be inspected on during the 48 month UEI cycle. These programs have been deemed high-risk, and as such are more likely to be inspected, or more likely to attract significant scrutiny during inspections.

3. Ensure you have a robust, systematic MICT checklist review process. Commanders and Supervisors should routinely review the MICT answers of their Airmen, with their Airmen. Focus first on the highest risk items. ...What are your Airmen telling you are your critical, high risk non-compliance items? Look for potential un-detected risk within your units. Look for Tier 3, Wing Commander-waiverable items that you don't add value, and apply for a waiver using the IG office waiver template. Use these MICT reviews as teaching moments. Reinforce honest answers and realistic, achievable get well plans. Looking for a model MICT review process in 110 ATKW? Talk with LRS.

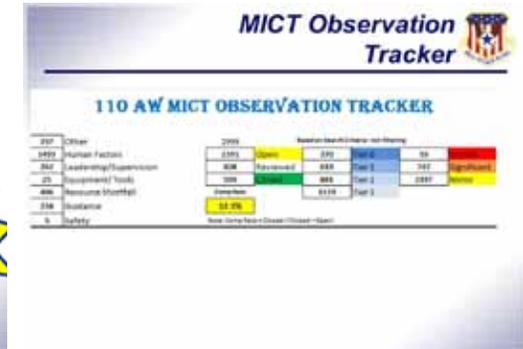
4. **MICT ANALYTICS** – Take full advantage of best-in-class monthly MICT analytics produced by Lt Justin Andrews and Staff Sgt. Richard Parker from 217 AOG. These are reported at monthly Commander Inspection Management Board meetings, and available anytime through the IG office. Brig. Gen. John D. "Odie" Slocum, former ANG/IG and now Wing Commander at Selfridge ANG base, succinctly described Lt Andrews MICT dashboard graphics and SSgt Andrews searchable MICT data base as "perfect, exactly what this program needs." Ensure your Group and Squadron MICT focal points know how to

pull MICT statistics from the MICT program and summarize them for you and your unit leaders at any time. Ensure your MICT focal points are keeping up on the new built-in analytics as they roll out within the MICT program itself. Talk with Master Sgt. Marshall if you or your Airmen need additional MICT help or training. Bottom line; Commanders have the tools they need to know what their Airmen-identified high risk items are at all times,...ensure you are using them.



MICT Analytics Dashboard, *courtesy of 217 AOG; Lt. Justin Andrews*

MICT Analytics Observation Tracker, *courtesy of 217 AOG; Staff Sgt. Richard Parker*



5. Commander Priorities, Mission Focus, and The Role of the Airman – The new CCIP is Commander-Driven, and Mission-focused. Ensure you routinely review the 110 ATKW mission, vision, and strategy with all of your Airmen, in addition to your own unit-level mission, vision, and strategy documents. Ensure your Airmen know what is in their Doc statements. Ensure they understand how they fit in as an Airman, a Warrior, and a sensor within the new CCIP. Ensure they know how they directly support the Wing's overall mission, and how important each one of them is to mission success. Remind your Airman that the new CCIP is about far more than MICT. It is about everything they do every day, that helps achieve, sustain, and improve unit and Wing overall effectiveness.

6. Recognize efforts aligned with the new CCIP. – There is an old saying that “you tend to get more of the behaviors that you reward.” Publicly recognize, reward, and praise the Airman that are putting their shoulders to the wheel and building the new CCIP. Whether they are acting as Wing Inspection Team members, MICT focal points, or are brave enough to alert you to problems, or smart enough to suggest sustainable fixes for them...recognize it, and you will get more of it.

7. Eliminate the thought of “just-in-time” Inspection-Preparation within your units. The old ORI/UCI inspection system was reliant upon a massive amount of “pre-game” inspection preparation, that often contributed little or nothing to overall mission effectiveness. Then new AFIS CCIP is built to assess unit effectiveness over time, and no amount of short term, just-in-time pre-game inspection preparation will help your unit as the October 2015 UEI gets closer. In fact, any evidence of short term inspection preparation will be heavily penalized by the MAJCOM Inspector General. So eliminate inspection preparation, “wet ink,” and “brand new binders.” Just build a sustainable, process-based CCIP playbook in your unit, train your personnel to run it every day to achieve, improve and sustain your unit's mission, ...and the UEI “score” will take care of itself.

Bottom Line – The Wing will be successful in the new CCIP if you: “Forget about the score, and focus on the process,” (and.... Never, ever, let anyone deflate the footballs before the big game).

# Geriatric Thinking

By Chief Master Sgt. James Trainor, 217th Air Operations Group

Albert Einstein said, "It has become appallingly obvious that our technology has exceeded our humanity." This is something our younger leaders may want to consider when they accept the leadership gauntlet. Where am I going with this? The sad fact is the "new normal" is to be at your work station only to be instant messaged by your coworker seated 15 feet away. Or we may hear, "Well, I sent you an E-mail ..." when a phone call or face-to-face interaction would probably have been more appropriate for certain subjects.

One day in the near future, our RPA mission will generate a shiny new fence with stern access restrictions. Already, our Air Operations Group has been challenged with trying to stay in touch under strict security constraints. If you want to develop as a leader, you are going to have to talk to others face-to-face.

For example, when is the last time you went to the DFAC and said to yourself, "You know, I don't know who half these members are, where they work or what they do." Networking is how we get things done in the Guard. If your members have pay issues or need deployment gear, can you pick up the phone and be familiar with those providing customer service? Make the time to become involved with the councils, professional development opportunities, or any chance to interact with other Wingmen.

On a personal level, I will try to meet our tech savvy members half way. I pledge to actually read and respond to E-mail (although short on E-stamps). I will Google social networking and discover what that is all about. I am most excited delving into the DVD dimension, having nearly worn out my VHS recorder.

One way or another, we have to stay in touch so we can take care of our members who will, in turn, take care of the mission. By the way, the "new normal" is just the "good old days" 20 years from now.

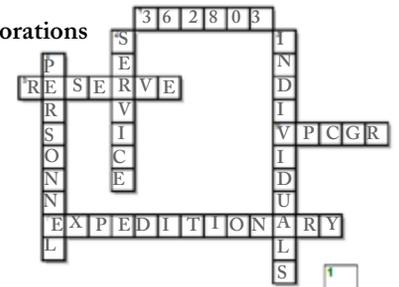
# Domestic Operation planning at Battle Creek

By Maj. Kelly Black, 110th Attack Wing Executive Officer

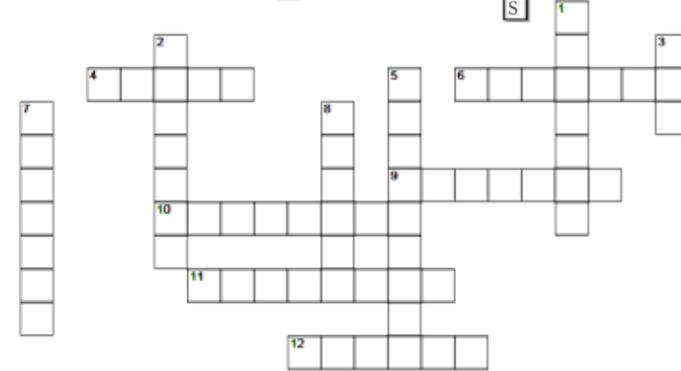
Battle Creek, Mich – Planning, command & control for exercise NORTHERN STRIKE and domestic emergency response were key agenda items at the 217th Air Component Operations Squadron (217ACOS), within the 110th Attack Wing (110ATKW). Brigadier General Phillip Owens with the Joint Services Working Group (JSWG) brought Army, Air National Guard, Navy, Marines, FEMA, Michigan State Police, NORTHCOM liaisons and more together to review the extraordinary Command and Control (C2) Facilities and Emergency / campaign planning abilities at Battle Creek. In previous years Battle Creek has quietly worked behind the scenes ensuring solid planning and careful C2 enabled success of NORTHERN STRIKE, with its multitude of participants. Each year exercise NORTHERN STRIKE has provided a rare opportunity for diverse group of military and governmental organizations to work together to achieve a common goal. Previous exercises have included A-10 Tank-killers from Michigan, Refueling aircraft from Ohio, C-130 transport aircraft from Massachusetts, para-troopers from Army Special Forces, a Coast Guard Ice-Breaker, military forces from both Latvia and Canada, Navy F/A-18 Super Hornets, RQ-7 (Remote Piloted Aircraft), Joint terminal attack controllers from the Marines and a broad range of other participants. With contingency-planning and C2 facilities reminisce of NASA's mission control or NORTHCOM's Air Operations Center (AOC); the ACOS and AOC in Battle Creek are being reviewed for a further expansion into exercises such as NORTHERN STRIKE. During the visit, Battle Creek's noted performance in NORTHERN STRIKE and previous support for evacuating Hurricane KATRINA victims and C2 for Hurricane Sandy made it a clear choice for expanded Emergency Domestic Operation planning and Domestic C2. As requirements build and budgets shrink, the Joint Services Working Group is expected to continue draw more from the expansive capabilities at Battle Creek.



## 5. Awards and Decorations



## 6. Fitness



### ACROSS

- 4 All SNCOs must have passed the Physical Fitness test to be considered for promotion within 3 UTAs (as scheduled on the M-1 Order) of their promotion \_\_\_\_?
- 6 A member must meet the \_\_\_\_ score on all areas of the PT test however, in doing for all portions will constitute a failure?
- 9 All members must have a \_\_\_\_ PT test score in order to be promoted?
- 10 A failing PT score at the time of close-out results in what type of OPR/EPR?
- 11 A failing PT score \_\_\_\_ an enlisted member from re-enlisting?
- 12 The \_\_\_\_ (portion) makes up 60% of the PT test score?

### DOWN

- 1 The \_\_\_\_ Commander in the AOR is the approving official that can allow a member with a PT failure to deploy?
- 2 The Fitness Improvement Program On-line (formerly the "Be Well") CBT in ADLS must be accomplished after a PT \_\_\_\_?
- 3 First Sergeants and \_\_\_\_ courses are some examples of course that have specific PT requirement in order to attend?
- 5 A Fitness Assessment Questionnaire (FSQ) and an AF 4446 must be \_\_\_\_ prior to the fitness assessment?
- 7 AFI \_\_\_\_ governs the Air Force Fitness Program?
- 8 In order to attend a formalized school tour a member's PT score must be valid for the length of the \_\_\_\_?

# Air Force Responds to National Commission on the Structure of the Air Force Report

Secretary of the Air Force Public Affairs

The Air Force responded to the National Commission on the Structure of the Air Force's recommendations in a report to Congress today.

Of the Commission's 42 recommendations, the Air Force disagreed with only one and is already in the process of implementing 25, and as well as developing plans or pilot programs for another 16.

"The body of work that came out of the commission will help us advance the ball toward an even stronger Total Force," said Secretary of the Air Force Deborah Lee James, "and I'm convinced the future of the Air Force includes a greater reliance on our Guard and Reserve components."

The disestablishment of the Headquarters Air Force Reserve Command was the only recommendation in which the Air Force disagreed with the Commission. Elimination of the AFRC would not result in substantial savings, as nine different Major Commands would have to assume the roles and responsibilities currently accomplished by HQ AFRC. Additionally, the current structure allows the Chief of the Air Force Reserve to manage AFR authorized and appropriated resources as required by key statutory obligations.

Over the last two years, the Air Force has made significant progress toward improving collaboration and cooperation between the components to strengthen and institutionalize relationships across the Total Force. All three components have participated in the Air Force's budgetary discussions and planning from start to finish beginning with the Fiscal Year 2015 President's Budget. This process enables an integrated approach to maximize capability and capacity in times of increasing fiscal constraints.

Transformation during wartime is difficult and the Air Force is short warfighting capacity in nearly all mission areas. Even though the NCSAF report identified possible cost savings associated with moving approximately 36,000 active airmen into the reserve component and related savings of roughly \$2 billion, our analysis does not support this concept. Based on SECDEF-mandated dwell rates, the Air Force is short capacity across almost all mission areas, assuming approximately a 12% risk to meeting deployment demand and other requirements; shifting the 36,000 to the reserve component would exacerbate this risk to nearly 20%. To effectively meet requirements and maintain the active component's 1-to-2 and reserve component's 1-to-5 dwell times, the Air Force needs to grow both the active component and reserve component.

"No one is more invested in Total Force Integration than the Air Force," said Lt. Gen. James F. Jackson, Chief of Air Force Reserve. "Going forward, there is no doubt that our Air Force is going to rely more, not less, on our Reserve and National Guard forces. It is essential to leverage our reserve components more effectively in the current global security environment."

The Air Force has spent the last year thoroughly analyzing 80 percent of the Air Force mission-sets, taking a close look at our active component and reserve component balance. Over the course of the next year, the Air Force will continue evaluating the remaining 20 percent of the mission areas, as well as re-look at major mission areas that need further examination.

Our overall Air Force assessment so far resulted in changes to our FY16 budget. We added nearly 3,000 positions to our reserve component endstrength. We've bought back F-15Cs for our ANG units and actively associated them; re-established a classic association with the RQ-4; made some adjustments in our Space Positioning, Navigation and Timing system; and grew reserve component in our Cyber mission area.

"The evolution of our Total Force over the years is a great success story, but much of that story has yet to be written," said General Mark A. Welsh, III, Chief of Staff of the Air Force. "We need to be as good at the headquarters level as our Airmen are at the operational and tactical levels. Those Airmen, who've been fighting side-by-side for years, don't see the difference between an Active Component member, Guardsman or a Reservist. And those who benefit from American airpower really don't care. They just know that without it...you lose."

The NCSAF was established by Congress in 2013 to determine how the Air Force's structure should be modified to best fill current and future mission requirements, and the commission first presented their findings on Capitol Hill in January 2014. During the same period, the Air Force initiated a comprehensive review of the Air Force Total Force enterprise. Upon completion of the Air Force's internal review and the Commission's report, the Air Force established the Total Force Continuum, an organization led by a brigadier general from each component. The TF-C is charged with pursuing legislative, policy, educational, operational and organizational changes to more fully integrate the three components into "One Air Force" and identifying the optimal balance of Active, Guard and Reserve across all mission sets. Subsequent recommendations continuing the Air Force's efforts at integrating across the components will be presented in future budget proposals.

"One unified Air Force needs to be the way we do business without even thinking about it," said Lt. Gen. Stanley E. Clarke, III, Director of the Air National Guard. "We are committed to ensuring we evolve in our Total Force Integration with a synchronized team always ready to deliver unparalleled airpower anywhere in the world."

# Top AF senior enlisted leader testifies on AF quality of life

By Tech. Sgt. Anthony Nelson Jr., Secretary of the Air Force Public Affairs Command Information / Published February 27, 2015

WASHINGTON (AFNS) -- The top enlisted leaders representing each service testified about quality of life issues in the military during a hearing of the House Appropriations Committee, Subcommittee on Military Construction and Veteran's Affairs, Feb. 25, in Washington, D.C.

Chief Master Sgt. of the Air Force James A. Cody answered questions about current quality of life issues within the Air Force. The testimony focused on the looming possibility of sequestration and how it would affect Airmen and their families in areas such as health and wellness, benefits, infrastructure and the uncertainty of future recruiting and retention.

"We've had to let good Airmen go before their desired time," Cody said. "When I came in 30-plus years ago, when you were a good Airmen and you worked hard you had the opportunity to serve 20 years and you didn't have to worry about that. But today, there is the uncertainty in the future of their ability to serve. Today the Air Force is the smallest Air Force since our inception."

A primary priority of the Air Force leadership is to take care of its people. Active-duty component saw a substantial decrease in end strength, dropping from 327,600 at the start of fiscal year 2014 to 312,980 at the start of fiscal 2015. At the same time, global demands and geopolitical realities made it clear the need to halt further force reduction initiatives.

"The Air Force faced a significant challenge last year as we went through a period of force drawdown," Cody said. "Yet despite the stress our Airmen continue to serve proudly. We are committed to providing the best support possible to build and maintain ready and resilient Airmen and families.

Leveraging the enlisted core with continuing education -- both military and civilian -- that implores strategic thinking was another topic among the service's senior enlisted leaders.

"Every Airman is an important investment," Cody said. "These developmental opportunities provide the foundation for robust recruitment and retention, and solidify our Airmen's professional capabilities. Our focused efforts produce highly skilled and highly effective Airmen who are well prepared to contribute to our nation's defense and equipped for professional life after they've served our nation."

Cody then referenced the legislation the committee provides to protect and support Airmen and their benefits given to them by the Air Force such as the Air Force Airman and Family Care Program which offers financial planning, family readiness, support for exceptional family members, transition assistance and more.

"These programs directly support resiliency and readiness of our Airmen and their families," he said.

Another quality of life topic Cody highlighted in his written statement was the Air Force's need to improve infrastructure.

"The Air Force has dormitories that do not meet quality of life standards," Cody said. "If Congress supports the President's Budget request, the Air Force will be able to invest \$62 million to build new dormitories around the Air Force. We must keep faith in the American people (by taking care of our Airmen)."

## SECAF INTRODUCES DIVERSITY INITIATIVES

By Tech. Sgt. Anthony Nelson, Jr., / Published March 04, 2015

WASHINGTON (AFNS) -- Secretary of the Air Force Deborah Lee James kicked off Women's History Month by speaking to attendees during the Center for a New American Security "Women and Leadership in National Security" conference in Washington, D.C., March 4, 2015.

"There's simply no country in the world as widely diverse as the U.S." James said, who was the keynote speaker at the event. "Progress has been made, but we (the Air Force) can do better."

She spoke about the steps the Air Force is taking to strengthen its diversity and inclusion by introducing nine initiatives. James along with Air Force Chief of Staff Gen. Mark A. Welsh, III and Chief Master Sergeant of the Air Force James A. Cody, signed two memos that were sent out to all Airmen to help guide the Air Force efforts.

Air Force leaders want to ensure the service attracts and retains the most innovative, skillful Airmen possible. "Diversity and inclusion help us become more strategically agile," James said.

The initiatives SecAF discussed were career path tool transformation, diversity and inclusion perspective for development team boards, promotion board memorandum of instruction (MOI), Career Intermission Program, increased female officer applicant pool, Reserve Officer



Secretary of the Air Force Deborah Lee James speaks to attendees at the Center for a New American Security's, "Women and Leadership in National Security," in Washington, D.C., March 4, 2015. During her speech, James touted the diversity of the United States of America, and said the Air Force is working to continue to recruit and retain the best our nation has to offer. (U.S. Air Force photo/Scott M. Ash)

Training Corps rated height screening, identifying high-performing enlisted Airmen for Officer Training School, post pregnancy deployment deferment, use of panels in civilian hiring.

## Time

Lt. Col. Kurt Taylor, 217Th Air Operations Squadron

The month of March means baseball. Oh, it means a lot of other things too. For a preacher, it also means Lent, which tends to be the most stressful time of year. Maybe that's why I prefer to focus on baseball. For me, baseball is the opposite of stress. Sitting in the stands, beverage in one hand, scorecard in the other; there's nothing else that even exists in the world for those three hours or so.

And so, to pursue the stress-free-three-hour opportunities to their fullest extent, about nine years ago, my son and I embarked on a quest to see a ball game at every major league baseball park. We successfully completed that quest last June in Phoenix. I mention this partially to brag, but also to transition toward something far more important.

At every park we visited we'd engage in conversation with the locals, telling them what we were doing. After responding with the extremely common, "You know, I've always wanted to do that," there were a number of occasions when the local would suggest that I could be elected "Father of the Year." I'd smile in appreciation, and then think about how untrue that statement must be. There's a quote that has become cliché, attributed to numerous people, which goes, "Nobody on their deathbed ever said, 'I wish I had spent more time at the office.'" The corollary to that quote goes like this, "If you don't want to spend more time at the office, they'll find someone who will." The latter occupies our attention when we're trying to be as productive and successful as we can...for our sake, and the sake of our family. The former stabs us in the back when an aforementioned son goes off to college. We completed our ballpark journey before my son turned 18, before he left for school, before he'd be gone for a month at a time, before I realized how much I'd miss him. It's a pre-deathbed realization: I bet I could have spent more time with him, and still accomplish what I've accomplished.

This is not catharsis. Nor is it to suggest that I wasn't a good dad. It's more like a head's up from someone getting old to those of you who aren't so old. It really does sneak up on you, this whole "the kids are all grown up now" thing. And while the Air Force, civilian careers, or personal interests demand a whole lot of our time and attention, you will get to a point where you do some evaluation. Be ready for that.

## AIRMAN'S GUARDIAN

By Lt. Col. John McMahon, 110th Attack Wing Inspector General

Chaplains help protect you spiritually. Security Forces helps protect you physically. A counselor helps protect you mentally. But who helps protect your rights?

The answer may surprise you. You have a right to be treated fairly and equitably. You have the right to freely share ideas, to pray, to protect yourself and you also have the right to help right what is wrong.

So, who helps protect your rights? Who is there when you've run things up the chain of command and cannot get an issue resolved? Who protects Airmen?

*The Inspector General (IG).*

Most of the lion's share of attention with an upcoming inspection is rightly focused on getting things right in the 110th and the IG office is at the forefront of improvement. There have been many changes in how the IG does business but there is one aspect of the IG that hasn't changed. The IG is still the "Airman's Guardian" when it comes to complaints, rights and abuse of power.

There are three basic functions of the IG Office, inspections, criminal investigation (AFOSI) and complaints resolution. Complaints resolution is a way for the Air Force to provide Airmen with a voice and a listening ear when it seems no one is listening.

Let's say you are working on a project for your unit. You notice that some of your fellow Airmen are not quite following the standards the Air Force has set in place to guide your efforts. You tell your supervisor and he does nothing. You tell your commander and she does nothing but you still feel there is something wrong.

So, where would you go? The answer: the IG.

First, no one can prevent you from speaking with the Inspector General's office. It's just plain illegal and it's called Restriction. Secondly, if you do speak to an IG and adverse actions are taken

because of your communication, it's called Reprisal and it's also illegal under 10 US Code 1034

We've heard the phrase, "see something, say something" and it is one of your duties as an Airman to make sure everyone is following the same playbook, the AFI's and other guidelines. When they do not, it is up to you to be the sensor, to tell someone something is wrong and get it fixed. Turning a blind eye to bad behavior does not make it go away.

What makes it go away is resolution, not time.

As we move forward to new missions, new buildings and new people, our sets of rules help guide others to the right way to do things. When this is violated, one of the military's oldest offices can help bring about change. IG's have corrected many ways of "doing business" over the years from bad processes to waste to abuse of power.

We are your guardian, it is your right.

If you have a complaint or just need some guidance, the IG office is here for you. We're located in Building 6905, Room 112. You can call 269-969-3447, email or if you don't feel comfortable with on-base resources, there is the USAF IG Hotline at 1-800-468-6661.

## College classes wrap up

By Maj. Kelly Black, 110th Attack Wing Executive Officer

Battle Creek, Michigan 4 March 2015 - Wednesday evening one of Governor's Snyder's education initiatives reached a milestone. The Michigan State Tuition Assistance (MISTAP) program provides tuition assistance to members of up to \$4,500 per academic year to members of the Michigan National Guard. Battle Creek's Air National Guard Base is home to the 110th Attack Wing. As a result the Governor's MISTAP program, the 110th has developed education partnerships with Western Michigan University, Central Michigan University, Sienna Heights and Kellogg Community College. Battle Creek Air National Guard Base Wing Commander, Col. Ronald Wilson is encouraged by the success of these partnerships in education, "These new partnerships are steadily expanding the capabilities of military service members by providing greater access to education." These partnerships have led to several courses being held at the airport primarily for members and their families, but also including local civilians. The first of these initial classes was completed Wednesday Evening. Central Michigan University's class for their Master's Degree program and also their undergraduate Algebra class just completed. Col Wilson was on hand to congratulate the students on taking this step and to thank representatives from the University for their efforts. Western Michigan's Undergraduate English Composition course wraps up next, followed by a Speech class from Kellogg

## Annual Prayer Breakfast Sunday, February 8, 2015

*Below is a letter written by Sgt. Koetje to Col. Wilson thanking him for affording him the opportunity to speak to us*



World War II veteran, Sgt William Koetje speaks of his wartime experiences during the National Prayer Breakfast held at Battle Creek Air National Guard Base in Battle Creek Michigan on Sunday, February 8, 2015.

Sgt Koetje was wounded while fighting in Vichy, France and taken to a temporary aid station that had been set up in some nearby horse stables.

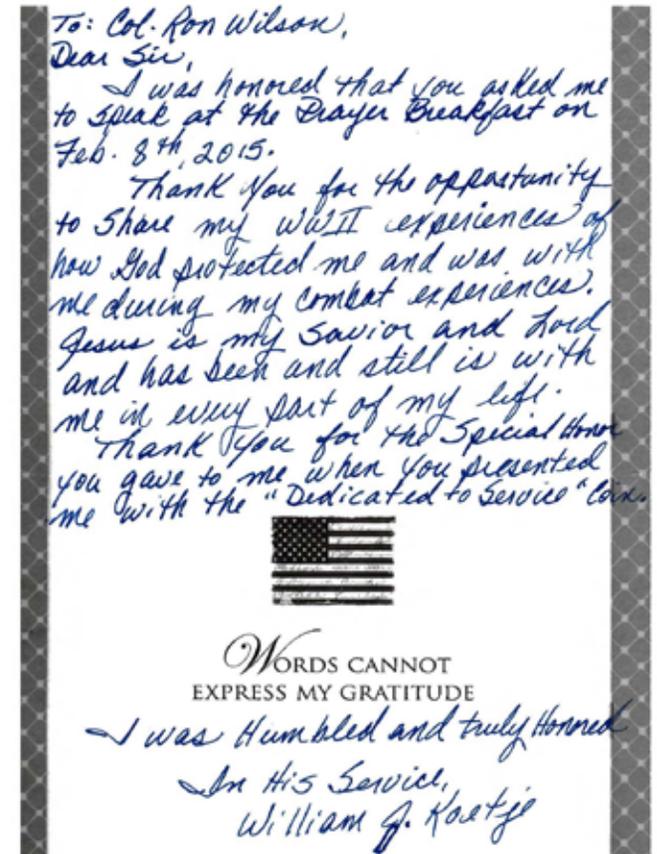
One evening during his recovery, Sgt Koetje woke to the unmistakable sounds of enemy aircraft. He quickly dove onto the ground and covered himself with his mattress.

When the bombing stopped, only 4 out of the 180 men at the aid station were still alive. So badly wounded was Sgt Koetje, doctors didn't think he'd survive the evacuation for medical treatment. But survive he did and he spent the remainder of the War in England.

A DVD telling Sgt Koetje's amazing story is available in the Chaplain's office.



Community College. WMU, CMU and KCC representatives are already working with the 110th to solidify their partnership and publish the next set of class offerings. Maj. Kelly Black, the project officer supporting launch of the program noted "We have a wealth of well-educated personnel with diverse needs to complete the next step in their civilian education. Our educational partners are making a difference in fulfilling the Governor's initiative and helping service-members complete degree programs".



# SENATOR STABENOW MEETS THE TROOPS AT THE 110TH ON PRESIDENTS DAY

By Maj. Kelly Black, 110th Attack Wing Executive Officer

BATTLE CREEK AIR NATIONAL GUARD BASE, MICHIGAN – Senator Debbie Stabenow met the troops during the Presidents Day weekend, at the 110th Attack Wing, Battle Creek Air National Guard Base. She received briefings from the Adjutant General of Michigan – Maj. Gen. Gregory Vadnais, the 110th Attack Wing Commander – Col. Ronald Wilson and the Fort Custer Training Center Post Commander – Lt. Col. Mark Gorzynski.



Col. Kier Knapp outlined the excellent opportunities for Remote Piloted Aircraft to support Michigan's interests in addition to U.S. missions. "This aircraft is a little larger than an A-10, with a 66ft wingspan making it very stable; its ability to stay in the air for extended periods and excellent cameras are well suited to wildfire spotting, search & rescue for lost people and in support of natural disaster victims". He noted that such support is currently challenging due to FAA regulations since the base does not have authorization for a "launch and recovery element" for personnel or any aircraft assigned to Battle Creek.

217th Air Operations Group Commander, Col. Sean Southworth explained that his command has the only forces within the Air Force assigned to U.S. Air Forces-Africa. He indicated how his Air Operations Center and Contingency planners have steadily provided troops to support Europe and Africa; most recently in response to the Ebola threat. His command includes experts in over 90 different jobs, including logistics, infrastructure, communications, fire-protection, security, medical and air-traffic managers in addition to senior-pilot positions. His expansive command & control centers have been noted for their potential to support FEMA, in addition to their other missions. He noted that the pending cut of 50 personnel, eliminating the mobility squadron that is basic to controlling



movement of people and equipment in such a vast area as Africa, is a significant challenge.

Maj. Gen. Vadnais adroitly responded to Senator Stabenow's questions regarding manpower cuts and the lack of a full-time flight surgeon (a doctor specific to pilots). He showed that 37% of all Air Force cuts within the Air National Guard since fiscal year 2012 were from Michigan. "That's 631 job cuts from Michigan, compared to 1069 for all other states combined". The Adjutant General also elaborated on the challenges associated with being in 50th place for DoD Employees, DoD Payrolls and DoD Dollars, with having lost all four of its Active Duty Air Force bases and currently being in 47th place for Army & Air Force bases. Senator Stabenow showed clear interest and resolve in correcting this situation. She simultaneously directed her staff to obtain related details before turning to the Cyber-defense mission discussion. Maj. Gen. Vadnais provided an overview of work between the

Merit Group, Battle Creek's 110th Attack Wing and Governor Snyder that established a pilot-program defending Michigan Business, Utilities and infrastructure from malicious cyber-attacks. Further, the program matches with Governor Snyder's education incentives that resulted in the 110th partnering with WMU, CMU, KCC and Siena Heights. The Cyber-Defense mission, which started over a year ago, has already successfully defended Michigan interests.

Lt. Col. Gorzynski provided Senator Stabenow with an update regarding the Ballistic Missile Defense System and answered her associated questions. The system provides a way to intercept Missiles launched at the continental U.S. while they are still in space over the north-pole and without using an explosive war-head. Battle Creek offers several noted advantages over the remaining contending sites, such as least overall cost (due to existing infrastructure) and thus least time to operational capability. Senator Stabenow showed marked interest in this Defense system and how Michigan is in position to best meet this Defense needs and return DoD jobs to Michigan. While addressing the requirement to be financially responsible in our National Defense, Senator Stabenow simultaneously indicated that "...we can't afford to be in a situation where we are foolish in terms of our national threats."

"The 110th Attack Wing was honored to have Senator Stabenow visit our wing" said Col. Wilson. "We have highlighted our challenges as a wing and in general as a Michigan National Guard as part of our Michigan community. Senator Stabenow is very supportive for us gaining an RPA launch and recovery element, a cyber-defense squadron and the regions Ballistic missile defense system."



# Michigan Air National Guard: *Always on Mission*

Master Sgt. Denice Rankin, JFHQ, Michigan National Guard Public Affairs

Air National Guard is always on mission, which is represented by the Air Guard's ability to respond to homeland operations, security cooperation through partnerships nationwide with other countries, and their warfighting capability. On Jan. 9, 2015, the homeland operations piece was tested when "whiteout" weather conditions caused a 193-vehicle pile-up and explosion on I-94 near Battle Creek, Michigan. Firefighters assigned to Michigan's 110th Attack Wing, based at the Battle Creek Air National Guard Base were quick to respond.

Lt. Adam Magers, a 12-year veteran with the Battle Creek Fire Department was on duty at W.K. Kellogg Airport's fire station, which is collocated with the Air National Guard Base. Magers is also an Air Force technical sergeant and trains one weekend a month with the wing's 217th Air Operations Group as a fire protection subject matter expert.

"I've always been proud of the 110th and its members' willingness to serve this community," said Magers. "The Battle Creek Fire Department and the 110th work very well together."

Senior Master Sgt. Rolando Garza and Airman 1st Class Bush McCarthy, both firefighters assigned to the 110th Civil Engineer Squadron, were at the airport Friday to support an Air Force KC-135 aircraft scheduled to land there. When the call came for help to support the multi-vehicle crash, one fire engine was staged and ready on the flight line and Garza, McCarthy and Magers were dispatched to the crash site.

Upon arrival, in addition to the multiple collisions, Garza, Magers, and McCarthy encountered a semi-truck that was hauling 40,000 pounds of fireworks, exploding like an Independence Day display. The men returned to the base to get three Battle Creek ANG special-purpose crash and rescue fire trucks, including the "crash-rig" that has a turret with a 175-foot-reach and can spray fire-retardant foam.

"It wasn't initially known if we were encountering hazardous material because of the fireworks," said Garza. "With the crash rig, we were able to provide a good initial attack to make way for the local community firefighters to get in with their hand lines."

According to 110th Attack Wing Executive Officer Maj. Kelly Black, the base has decades of experience training and preparing for this type of scenario.

"For more than 20 years, we've had fulltime firefighters at the base preparing to respond to a major aircraft accident," said Black. "As a result, there was a very compatible crossover to support the massive vehicle incident."

Garza has been a firefighter at the base for 24 years; Magers, for 10; and McCarthy, though relatively new to the Guard, has seven years of experience as a firefighter. McCarthy had just completed a required Air National Guard school and was on a 180-day military order for on-the-job "seasoning training" to learn the additional requirements for an Air Force firefighter. The real-life scenario was not expected, but he was prepared.

"The always on mission motto requires us to maintain our training to respond to military requirements and be prepared to support any civilian requirements to protect life or property damage," said Black. "This was a great opportunity to utilize our Airmen and equipment to support our community in a very important role."



Michigan Air National Guard firefighters from the 110th Attack Wing, Battle Creek Air National Guard Base, respond to a multi-vehicle crash on the I-94 expressway near the base, Jan. 9, 2015. The Air National Guard is "Always on Mission" and Michigan Airmen and equipment demonstrated this capability by assisting civil authorities to protect life and property damage. Photo by Airman 1st Class Bush McCarthy, 110th Civil Engineer Squadron/Released)



**CE TRAINING**  
*January 14, 2015*



**MDG CC Promotion**  
*January 14, 2015*

# PROFESSIONAL DEVELOPMENT SEMINAR 2015

Friday, January 9, 2015, the Professional Development Seminar included a severe snow storm the day and night prior. The main speaker Maj. Gen. Gregory Swaub (ret) was unable to attend as planned as his departure flight had been cancelled. With that Chief Master Sgt. Robert Shankleton, 217th Air Operations Group conducted a short notice presentation showcasing the video The World War II Air War, a Documentary of the 8th Air Forces involvement up until D-Day during the morning segment. After lunch the breakouts included choices of: 4 Lenses, Mentoring, Bullet Statement Writing/Awards & Decorations, Electronic Promotion Process, Introduction to the Portal, Tuition Assistance Program, CCAF/Point System, EPRs/OPRs-Feedback, Public Speaking, Ethics and Professional Conduct, and Letter of Counseling. Over one hundred Airman from the Battle Creek Air National Guard Base attended the seminar put together and ran by the Professional Development Council which solicited volunteers around the Wing to bring the event to a close. Thank you to all involved.

