

# 102nd INTELLIGENCE WING Seagull



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**Cultural shift in personnel management  
means biennial evaluations for Air Guard  
noncommissioned officers**

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## Commander's Comments



### [Col. James M. LeFavor: "Roll with the Changes"](#)

We hear a lot of talk from higher levels these days about being resilient in the Air Force. There is a good reason for that....the higher levels tend to know how bad things are going to become. I have always held the belief that being resilient is fairly common sense. You get knocked down, and then you get up and walk it off. [MORE...](#)

## Otis Air National Guard Base | News and Features



### **Cultural shift in personnel management means biennial evaluations for Air Guard noncommissioned officers**

By Army National Guard Sgt. Darron Salzer  
National Guard Bureau

ARLINGTON, Va.-- A cultural shift has begun in the Air National Guard when it comes to how Airmen will be evaluated not only in their job performance, but also as an Airman as a whole – on duty and off.

Enlisted Performance Reports – a tool already in use by the active Air Force and the Air Force Reserve – will be used by Air Guard leaders to evaluate their subordinates in areas such as job performance and physical fitness, as well as in off-duty categories like continuing education and volunteerism.

"This is a huge change culturally for us in the Air National Guard because now we are requiring that our traditional Airmen receive EPRs," said Air Force Brig. Gen. Allyson Solomon, assistant to the director, Air National Guard, focusing on manpower and

reserve issues. "Change is always so difficult, especially when people try to quantify it in terms of "is this going to take more time? What is going to be the added value?"

That value, or worth, is something that Solomon said some Airmen are already questioning.

"From my perspective, and the reason why I think it's a good thing ... is that if we say that our Air National Guard Airmen are the best, this gives us a fabulous opportunity to document some of their value to our organization by quantifying what they bring to the table every two years," she said. "If it's done well ... it's going to foster a much more open dialogue between a supervisor and a subordinate regarding expectations and mission accomplishments."

Solomon was quick to point out

that the only feedback Air Guard members had received prior to this change occurred when commanders would sit down with their Airmen once a year. However, there was nothing documenting performance history and there was nothing from these meetings going into official records.

This new requirement is a way to ensure that Air Guard members get the feedback they need and deserve regarding their performance, and how that relates to their place within the organization, she said.

Solomon said the Air National Guard is the last Air Force component to implement this requirement for its traditional Airmen, and it is a requirement that has been asked for by Air Guard leadership at the Enlisted Field Advisory Council for many years.

It's never had any traction until leaders really started looking across the spectrum and trying to figure out ways in which the playing field across all three components could be leveled, she said.

One way in which this could level the playing field within the Air Guard itself is when it comes to promotions and competition for senior positions as people navigate through their career, she said.

Another benefit, according to Solomon, is in cases where Airmen want to transfer between the three Air Force components.

"We talk about the facilitating or the movement of folks from the [Air Force] Reserve, to the Guard, or to the active force – back and forth – and making that process more seamless and transparent," she said. "The EPR process was one of those gaps between how we do business in the Air Guard and how the other two components do business, and this is a way to alleviate that gap when it comes to transitioning between components."

Solomon said rolling out the EPR process to traditional Air Guard members falls in line with the Air Force's 3-to-1 initiative.

"The goal of 3-to-1 is to help Airmen transition across the three components without any barriers," she said. "A lot of times, paperwork can become cumbersome as we flow from one system to the other, but what [is it] about our human resource man-

agement processes across the components that make that difficult?"

"We need to integrate how we manage our human resource capital and the management of our personnel to make that flow truly 'total force,'" Solomon said.

"We want to make it easier to go from one component to the other, or move within a component, by streamlining those current personnel processes. It's a more efficient way to operate as a total force."

So what does this all mean for the Airman?

The initial rating period began Jan. 1, and includes approximately 32,000 senior airmen and staff sergeants. The rating period for these Airmen is scheduled to end in 2014, and is based on their birth month. So, if you were born in January, you should receive your first EPR sometime in January 2014. If you were born in December, your EPR should come in December 2014.

The rating period for the approximately 33,500 technical sergeants and above is scheduled to begin Jan. 1, 2014, and initially it too will be for one year and based upon an Airmen's birth month.

After the initial EPRs, both groups can expect to be rated during their birth month every two years.

"The idea behind this is that we didn't want to overwhelm the field with a lot of work, and we also wanted to be able to learn from any mis-

takes we could make along the way," Solomon said. "This is new for everybody – from the folks being rated, to those who are processing the forms."

Solomon said that there would be training modules and video teleconference training sessions on the Air Force's myPers website to illustrate, step-by-step, how the form is correctly filled out.

For Solomon, the costs outweigh the benefits, and she believes other leaders will feel the same way.

It's a way to allow Airmen to make their own decisions about their careers because if the feedback is negative, that may mean that some adjustments are needed, but that individual wouldn't know that unless they got the feedback, she said

"It's intangible to me the value of the feedback that will be given to the individual and how that knowledge might increase their performance – you can't quantify that," she said.



[Video: EPR Writing Course by IG Brown Training Center, McGhee-Tyson ANG Base, Tenn.](#)



*The change affects some 65,000 senior airmen through chief master sergeants in the ANG and is being integrated now through 2015.*

*Discuss with your supervisor how this will impact you!*

# DGS-MA Analysts Participate in Joint Virtual Exercise

By the 101st Intelligence Squadron

KIRTLAND AIR FORCE BASE, N.M.— Eight Intelligence, Surveillance & Reconnaissance analysts from Distributed Ground Station-Massachusetts (DGS-MA) recently participated in one of the most unique training environments in the world.

The DGS-MA analysts, along with two analysts from the Office of Naval Intelligence comprised the DGS component during exercise Virtual Flag 14-1, November 12-22 at Kirtland Air Force Base, N.M.

Virtual Flag 14-1 was a seven-day training exercise focused on joint integration in a major theater war. While the exercise focused on four primary mission areas: integrated air and missile defense; close air support, command and control (C2) and air operations in maritime surface warfare, many more challenging mission sets were exercised during the event.

During Virtual Flag 14-1 more than 300 joint participants operated from 24 locations nationwide to prepare for combat in a highly realistic training environment. These forces, representing different elements of full-spectrum theater air warfare, included C2, transport, air superiority, simulated strike and reconnaissance aircraft, as well as ground elements conducting C2, cyber warfare and tactical air control.

“Participation in Virtual Flag allowed our analysts a glimpse of the demands that a future conflict against a peer adversary in an anti-access, area denial scenario would place on them. They were able to see, in real time, how their skill and trade craft could help find, fix, and

target an adversary while keeping aircrews out of harms way,” said Col. David McNulty, 102nd Intelligence Group commander.

Virtual Flag, hosted by the Distributed Missions Operations Center at Kirtland AFB, is currently the largest virtual exercise conducted in the U.S. The quarterly training event allows U.S. and coalition partner aircrews to train for combat in large-scale joint and coalition environments by linking simulators together and flying missions as one unit.

At the strategic level, Virtual Flag allows senior Air Force and Department of Defense leaders to practice the integration of large numbers of forces to achieve strategic objectives. On a smaller scale, aircrews gain experience in integrating the particular strengths of their weapon system and the tactics they employ into an overall battle plan.

The virtual nature of these exercises gives planners the flexibility to tailor each fight to maximize training objectives and incorporate lessons learned during previous exercises. Aircrews are not bound by airspace boundaries or noise-abatement procedures and can hone their craft in any simulated area of interest worldwide.

Additionally, Virtual Flag allows planners to accomplish training similar to a live-fly exercise at a fraction of the cost, by eliminating many of the temporary duty expenses required to bring participants together for a similar live exercise.



# ATTENTION FUTURE MASTER SERGEANTS

Greetings from the 102 Massachusetts Enlisted Professional Military Education (EPME) Satellite Site Staff! We are here to announce an upcoming opportunity to complete your In-Residence Non-Commissioned Officer Academy (NCOA) requirement that will be offered here at Otis Air National Guard Base starting 10 March 2014! If your personal, family, and/or employer responsibilities make it a challenge to go away for the 6 Week In-Residence Course, then we have an offer for you.

Starting this past August 2013, Otis ANGB re-vitalized its own Satellite Enlisted Professional Military Educational Site. A team of certified facilitators have been assisting to instruct a Satellite NCOA Course, in Building 158, on Tuesday and Thursday nights. This allows students to continue to work for their employers and take care of personal and family matters. Don't get me wrong, it is a bit stressful, but you will get more out of the course than just the Academics, you will learn how to balance both your personal career as well as your military career and accomplish more tasks than you ever thought possible in the short amount of time it takes to complete the course.

The next class (Class 14-4) starts on 10 March 2014 and goes to 6 June 2014 (13 Weeks). This is considered Phase 1 of the course that meets twice a week in the evening hours (usually 1800-2200, Tuesday & Thursday) at Otis ANGB. The students then continue on to McGhee Tyson, TN for Phase 2 (2.5 Weeks) which starts on 9 June 2014 with a Graduation Date of 25 June 2014.

If this opportunity is for you and you are Medically Cleared to attend a PME Course; then start your journey now by coordinating with your Unit Training Manager to complete a "Formal School Request". Also, please ensure you have the following documentation, in addition to the application (all documentation must remain current through the entire NCOA Course - example: next time training due 1 July 2014):

- vMPF Report on Individual Personnel
- Current Passing Physical Assessment
- JPAS Letter from Security Manager
- CBT Certificate - DoD IAA CyberAwareness Challenge

ness Challenge

- CBT Certificate - Information Protection

The suspense to have packages turned in to your Unit Training Manager who will in turn, submit to the Base Training Manager, is Close of Business (COB) on Saturday, 7 December 2013. So....mark your calendars and prepare yourself for a great Professional Military Educational Experience! We'll be waiting for YOU!



## Falmouth Service Center, OCAC, and chaplains donate dozens of Thanksgiving fixings to wing members

OTIS AIR NATIONAL GUARD BASE, Mass.—More than 35 frozen turkeys and 450 pounds of fresh vegetables were distributed to 102nd Intelligence Wing members on a first come, first served basis here, November 27.

Thanks to the Falmouth Service Center, Otis Civilian Advisory Council, and facilitation by U.S. Coast Guard chaplains, dozens of Airmen were able to obtain a free Thanksgiving turkey, potatoes, carrots and other fixings for their holiday meals at home.

"The more collaboration we have with the other services on Joint Base Cape Cod, the more our Airmen will have opportunities to receive these types of benefits from our community," said Erin Creighton, Otis Family Programs manager, "We are certainly very thankful for the continuous generosity of our community supporters."

# Are you Storm Ready?

By Senior Master Sgt. Jeffrey Soja  
202nd Weather Flight

Every year mother-nature conjures up a number of weather events that disrupt our daily lives. These large storms with strange names like Nemo often leave in their wake damaged property and infrastructure that cost taxpayers (and households) millions if not billions of dollars in clean-up, power restoration and humanitarian aid. If we are lucky, the cost is only monetary. On occasion the cost involves lost lives.

While there is nothing we can do to prevent dangerous weather events from happening, we can understand the danger, know that they will happen again and prepare in advance. In an effort to do just that, the 102nd Intelligence Wing (102 IW) is working to obtain Storm Ready accreditation from the National Weather Service (NWS).

For the past year, the 202nd Weather Flight (202 WF) has been working with the regional NWS office in Taunton Mass. to implement Storm Ready processes and procedures. These practices have proven to help communities from around the nation to plan and prepare for all types of natural disasters - from blizzards to tornadoes and tsunamis. And they apply to the 102 IW. To build on existing practices, the 202 WF will visit NWS Taunton annually to develop a working partnership and to stay updated on the latest Storm Ready prac-



tices. When applicable, these will be brought back to the Wing and implemented. NWS officials will, in turn, periodically visit Otis Air National Guard Base to update planners and members of the Weather Flight on National Oceanographic and Atmospheric Administration (NOAA) resources available to them.

One resource has already been tapped into. In September of last year NWS meteorologist Bill Babcock traveled to Otis from Taunton and provided members of Civil Engineering, Security Forces and the Weather Flight with Storm Spotter training. The two-hour presentation provided a crash course on severe weather identification and certified all as NWS Storm Spotters. Spotters are registered with the NWS and can report weather phenomena (tornado, rainfall, snow depth) directly to the NWS through the NWS Taunton web page.

Storm Spotter training, offered every two years, is now open to all mem-

bers of the 102 IW. The next Spotter class is scheduled for Sunday, Sept. 7, 2014 at 1 p.m. Contact the 202 WF to reserve a seat (location TBD).

Another cheap and effective resource is a NOAA weather radio. The Command Post and BDOC each now have one radio to augment 15th Operational Weather Squadron weather warning support. These can be purchased by anyone for about \$50 and can be programed by county to give off an audible alert when dangerous weather is expected. Knowledgeable boaters have been taking advantage of weather broadcasts for decades. These free broadcasts are available to everyone.

This month, the 202 WF offers the first in a series of quarterly weather awareness articles for readers of The Seagull. 2Lt. Tobias Conn sheds light on the perils of winter and provides info on safety practices and resources available to members of the 102 IW and their families.

## Winter Threats

By 2nd Lt. Tobias Conn  
202nd Weather Flight

As winter approaches, the 202nd Weather Flight would like to remind everyone of the dangers associated with winter weather and how to prepare for and mitigate the effects of adverse winter weather.

Major winter weather storms can produce heavy snowfall, strong winds, freezing rain, and wind chill, all of

which can produce property damage and power outages that can last for days and even weeks after a storm has passed.

**Blizzard/Winter Storm:** Blizzards and winter storms can degrade driving conditions and reduce visibility. During heavy snow storms traveling in a snow storm can

be fatal. Visibility will be reduced due to strong winds and as a result you will find traveling difficult. The best practice is to stay home and wait for the storm to pass. However there may be instances when you are out and about as a storm begins or even after the event ends, snow will most likely remain in streets and parking lots. A good way to mitigate getting stuck by residual snow is using kitty litter for traction that will enable you to get your vehicle moving again.

**Wind Chill and Cold Temperatures:** Wind chill measures the effect that temperature and wind speed have on your body. Wind chill and cold temperatures can cause hypothermia and frostbite, so you should prepare to avoid these extreme dangers and also know what to do if you see symptoms of medical conditions. Consider keeping an emergency kit, which includes blankets, food and water, in your vehicle so that you can keep warm if

for some reason you have to wait out the snow storm in your vehicle.

**Freezing Rain:** Freezing rain is rain that falls as liquid and freezes on contact with whatever surface it lands on. This is very dangerous because the ice is slick and is also very heavy. Freezing rain can bring down power lines or produce a very slick surface for you to drive on. You should not drive during instances of freezing rain and be prepared for freezing rain events as much as possible. Freezing rain is most frequent during transition seasons (November and March), so be aware that events such as these are more likely to occur in these months.

You can obtain more information about this via the American Red Cross. Visit <http://www.redcross.org/prepare/disaster/winter-storm> and click on the "Prepare" tab to learn more about putting together an emergency supply kit for your home and car.

### What should I do?



- Dress in several layers of lightweight clothing, wear mittens and a hat (preferably one that covers your ears).
- Wear waterproof, insulated boots to keep your feet warm and dry and to maintain your footing in ice and snow.
- Minimize travel. If travel is necessary, keep a disaster supplies kit in your vehicle.
- Listen to a NOAA Weather Radio or other local news channels for critical information from the National Weather Service (NWS).
- Winterize your vehicle and keep the gas tank full. A full tank will keep the fuel line from freezing.
- Insulate your home by installing storm windows or covering windows with plastic from the inside to keep cold air out.
- Maintain heating equipment and chimneys by having them cleaned and inspected every year.
- Bring pets/companion animals inside during winter weather. Move other animals or livestock to sheltered areas with non-frozen drinking water.
- Running water, even at a trickle, helps prevent pipes from freezing.
- All fuel-burning equipment should be vented to the outside and kept clear.

### Cold-Related Emergencies

- Frostbite** and **hypothermia** are two dangerous and potentially life-threatening emergencies. Learn how to care for these emergencies by taking a first aid class.

### What supplies do I need?



- Water—at least a 3-day supply; one gallon per person per day
- Food—at least a 3-day supply of non-perishable, easy-to-prepare food
- Flashlight
- Battery-powered or hand-crank radio (NOAA Weather Radio, if possible)
- Extra batteries
- First aid kit
- Medications (7-day supply) and medical items (hearing aids with extra batteries, glasses, contact lenses, syringes, cane)
- Multi-purpose tool
- Sanitation and personal hygiene items
- Copies of personal documents (medication list and pertinent medical information, proof of address, deed/lease to home, passports, birth certificates, insurance policies)
- Cell phone with chargers
- Family and emergency contact information
- Extra cash
- Baby supplies (bottles, formula, baby food, diapers)
- Pet supplies (collar, leash, ID, food, carrier, bowl)
- Tools/supplies for securing your home
- Sand, rock salt or non-clumping kitty litter to make walkways and steps less slippery
- Warm coats, gloves or mittens, hats, boots and extra blankets and warm clothing for all household members
- Ample alternate heating methods such as fireplaces or wood- or coal-burning stoves

### What do I do after a storm?



- Go to a designated public shelter if your home loses power or heat during periods of extreme cold.
- Avoid driving when conditions include sleet, freezing rain or drizzle, snow or dense fog.
- Before tackling strenuous tasks in cold temperatures, consider your physical condition, the weather factors and the nature of the task.
- Protect yourself from frostbite and hypothermia by wearing warm, loose-fitting, lightweight clothing in several layers. Stay indoors, if possible.
- Help people who require special assistance such as elderly people living alone, people with disabilities and children.
- Check on your animals and make sure that their access to food and water is not blocked by snow drifts, ice or other obstacles. If possible, bring them indoors.

### Caution: Carbon Monoxide Kills

- Never use a generator, grill, camp stove or other gasoline, propane, natural gas or charcoal-burning devices inside a home, garage, basement, crawlspace or any partially enclosed area. Locate unit away from doors, windows and vents that could allow carbon monoxide to come indoors.
- The primary hazards to avoid when using alternate sources for electricity, heating or cooking are carbon monoxide poisoning, electric shock and fire.
- Install carbon monoxide alarms in central locations on every level of your home and outside sleeping areas to provide early warning of accumulating carbon monoxide.
- If the carbon monoxide alarm sounds, move quickly to a fresh air location outdoors or by an open window or door.
- Call for help from the fresh air location and remain there until emergency personnel arrive to assist you.



### ["Relationships" by Chaplain \(Lt. Col.\) David Berube](#)

A long time ago I ran across a gem of wisdom regarding the power of relationships. I don't remember where I heard or read about it, but it has stuck with me for over twenty years. It was simply stated: People don't commit to programs. People commit to people. In other words, because we humans are social creatures who **MORE...**

#### UTA WORSHIP TIMES AND RELIGIOUS RESOURCES

- **Roman Catholic Mass** is 11:00 a.m. Sunday, offered in Building 158 in the third floor Chaplain's area (Band Room)
- **Roman Catholic Mass** at 9 a.m. Sunday, JBCC Chapel on South Inner Road
- **Interdenominational Christian Worship** is 11:45 a.m. Sunday in the Chaplain's area (Band Room)

*For other service times and services for other faith groups, please call the 102d Chaplain's Office at 508-968-4508 on UTA weekends. We'll be happy to help you make a connection.*

## Announcements



### Combined Federal Campaign

The CFC had been placed on hold during the government shutdown, however it is now back up and running! For a \$10 donation per UTA weekend, the commander has again authorized the wear of civilian clothes during December and January UTAs.

### Satellite EPME seeking additional facilitators

The newly stood up Satellite EPME for NCOA and ALS at Otis ANGB is seeking additional facilitators for future classes. This is a wonderful opportunity to assist your fellow NCOs and upcoming Airmen to complete their required EPME requirements. We are looking to add Airmen Leadership to our site by the Fall 2014 class. For more information contact Tech. Sgt. Debra Sardina at 508-968-7209 or email [debra.sardina@ang.af.mil](mailto:debra.sardina@ang.af.mil)

### Joint Diversity Executive Council (JDEC) seeks wing representative

The 102 IW is seeking a qualified volunteer for an additional duty as the 102 IW representative for the Joint Diversity Executive Council (JDEC). The JDEC Wing Rep serves on the State-level Council as the liaison for the 102 IW, attending quarterly meetings at Hanscom AFB, advising on a range of issues related to diversity and equal opportunity, and advocating diversity awareness. This position is open to all ranks. For additional information/questions, contact Capt Alina Myers ([alina.myers@ang.af.mil](mailto:alina.myers@ang.af.mil)). Contact Col James LeFavor ([james.lefavor@ang.af.mil](mailto:james.lefavor@ang.af.mil)) directly if interested in the position. Close out date - 15 Dec 13.

## Outdoor running track now paved; water and work-out stations to be installed

Since 2006, the 102nd Civil Engineering Squadron has been focused on creating an outdoor fitness area for Airmen and civilians to use. In 2011, a gravel paved, three-quarter mile track was laid near the Otis water tower. Today, the same track is now only half a mile, and is concrete paved to make for a smoother running experience. During Nov. 21-22, Soldiers from the 189th Engineering Team, Bridgewater, Mass., and Airmen from the 102nd Roads & Grounds section came together on Otis ANG Base to lay the pavement on the running track.

Three laps around the new track will satisfy the Air Force fitness test requirement. The CES also has plans to install a water station, work-out stations, and a gazebo at the area in the near future.





# FINANCE TIDBITS

Provided by the 102nd Comptroller Flight

## Ariz. National Guard airmen indicted in \$1.4M expense scam

The Defense Travel Management Office is pleased to publish the [fall edition of our quarterly newsletter](#), The Dispatch. Recognizing the need for better communication between the Defense Travel Management Office and the travel community, The Dispatch aims to provide timely travel-related news and updates.

## Why aren't charge card statements and electronic records in DTS valid receipts?

Internal Revenue Service (IRS) regulations require travel expenses to be documented before travel reimbursements can qualify as non-taxable payments. Data available from charge card statements does provide proof of payment, but doesn't provide the level of detail required, such as itemized costs and dates of service. The itinerary and ticket information available in DTS cannot be used to replace a receipt because that information can be edited by the traveler in the voucher process to make corrections reflecting changes to the travel costs after the ticket was originally issued. (Reprinted from DoD Travel Explorer/Knowledge Center aka "TRAX" – Search "charge card statements DTS receipts")

## From the Massachusetts National Guard Education Office:

### Beware of Non-VA GI Bill Websites

Recently, the *Army Times* ran an article about several privately run 'GI Bill' websites that have come on-line. The Department of Veterans Affairs (VA) has taken legal action to protect the GI Bill trademark and to prevent individuals from using, yet new sites continue to pop-up. Soldiers and veterans should always go to the

VA's official website, <http://www.gibill.va.gov/> for up to date and accurate information on their benefits. The VA is the official arbiter of veterans' education benefits and eligibility.

Access the VA website by selecting the "GI Bill" link on GoArmyEd in the footer section under Money for College or the link in this message. Be cautious of information on non-VA websites, no matter how well intentioned the creator of the site. These are your benefits so use them wisely!



## Has employer support made it easier for you to serve in the National Guard or Reserve?

Does your civilian employer promote military service, support your family and keep in contact while you're on routine duty, responding to natural disasters or serving in a deployed location? If so,

then you should nominate them for the 2014 Secretary of Defense Employer Support Freedom Award. The Freedom Award is DoD's highest award for civilian employers supporting Guard and Reserve members. The nomination form takes about 10 minutes and can be found at [www.FreedomAward.mil](http://www.FreedomAward.mil). Just click Nominate on the homepage, then tell us the story on how your employer supports you and fellow military employees.



## Airman & Family Readiness Program

### FAMILY FLYER: DECEMBER 6

- 102 IW Children's Christmas party-- Dec. 14, noon-3 p.m.
- JBCC Angel Tree program info
- Send Holiday care packages overseas
- Free toys for military kids and TONS MORE!!!

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