

Seagull

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COMMANDER'S COMMENTS



Inspection Ready – Employing The Art of the Air Force Debrief

By Col. Michael Cornell
202 ISRG/Commander

For many of us who have worn the Air Force uniform over the course of the past three decades, the mere mention of an IG inspection can evoke equal parts dread and eye-rolling. The dread is born from a misguided history of associating negative inspection results with dire career consequences, while the eye-rolling is an instinctive reaction to the outdated belief that units often painted a picture for inspectors that did not always reflect the daily operational realities of the unit's members.

Put more bluntly, in the past, many units "pencil-whipped" records and polished over deficiencies to avoid poor inspection ratings because poor inspection ratings were viewed as events from which a unit (and/or its commander) might not recover. In those days, there were two ways to do things: (1) the way that units actually did things day-to-day; and (2) the way in which units told inspectors they did things in order to mask deficiencies.

Thankfully, today's Air Force employs the Air Force Inspection System ("AFIS") which not only encourages units to identify

deficiencies but seeks to have us do so at the lowest level possible in order to effectively identify and address the root cause of those deficiencies. In doing so, the AFIS exemplifies a concept that has served the U.S. Air Force well – namely, the art of the debrief.

In its simplest terms, the debrief is based on the idea that team members at every level can freely admit mistakes, identify deficiencies, and/or discuss corrective actions without fear of retribution or negative consequences. Likewise, successful tactics can be suggested by anyone, regardless of position or experience. The two primary rules of a debriefing are that: (a) rank does not matter; and (b) what is said in the debrief, stays in the debrief. These rules are intended to achieve the goal of the debrief -- which is candid, operator-level discussions focused on yielding a better understanding of the underlying root cause of deficiencies (as well as the reasons for success) so that units can apply lessons learned and improve mission effectiveness.

Air Force operators are well-versed in mission debriefs. The Plan-Execute-Debrief cycle is employed by aviators, cyber forces, and intelligence professionals during both training events and real-world missions, and it has been codified in various operational Air Force Instructions as a mandatory practice. Here at Otis, 102d FW pilots debriefed flying sorties for nearly 50 years while today our 102d IW crews continue to debrief intelligence missions on a near-daily basis.

One of the best examples of the value of the debrief is Project Red Baron, parts of which remained classified until approximately 2006. During WWII, American airpower enjoyed a 14:1 kill ratio over German and Japanese air forces. During the Korean War, that ratio fell to 10:1 against the Chinese and North Koreans. By the end of the Vietnam Conflict, the U.S. Air Force had a dismal 2.5:1 kill ratio over the North Vietnamese Air Force. Beginning in 1966, the Air Force launched Project Red Baron in an attempt to understand why American pilots seemed to have lost their edge over less-experienced pilots flying less-capable equipment.

The Project Red Baron team looked at more than 400 aerial engagements in painstaking detail including, but not limited to, conducting pilot interviews, reviewing gun camera footage, and drawing detailed diagrams of each engagement from start to finish. In the end, Project Red Baron produced a series of brutally honest reports totaling more than 3,400 pages. Among the project team's findings were the observation that American pilots could no longer achieve the basic standards necessary to master air combat tactics and those who were shot down rarely saw the enemy aircraft or even knew they were being engaged. The team identified the root causes of these problems to be a too diverse set of mission standards for pilots to maintain mixed with training that was lacking and/or unrealistic for the environment in which the aircrews were expected to operate. They also found that if a pilot survived his first 10 combat missions then he had a much better chance of surviving the war. The team attributed this to the need to understand and master effective combat tactics early in a pilot's career by learning from other, more experienced pilots.

To address these issues, the Project Red Baron team recommended the formation of the U.S. Air Force Fighter Weapons School and the development of Exercise RED FLAG – both of which focus on realistic training and a strict adherence to proven standards while placing great emphasis on teaching operators the art of debriefing a mission. As a result, today's

Air Force operators are extremely adept at deconstructing events to identify the root cause of deficiencies and employ lessons learned to mitigate and/or correct those deficiencies. While advanced weaponry provides the USAF with superior firepower, it is our culture of debriefing missions that makes our pilots the most innovative and effective aviators in the world.

The value of the Air Force debrief has been recognized and mimicked by other professions such as surgeons (who debrief each operation) and business leaders (who debrief complex negotiations). Indeed, countless books have been written about how to apply the art of the military debrief to achieve success in the private sector. In short, the debrief is all about identifying the source of mistakes and/or the reasons for successes, learning from them, and then applying those lessons learned to either avoid those same mistakes the next time around or to find new, innovative ways to achieve success going forward.

AFI 90-201, which governs the AFIS, states that "the purpose of inspecting is to improve" and it encourages communication at all levels of our organizations, as demonstrated by the Airmen-To-IG Sessions that the ACC/IG team will conduct with many of you in the coming days. The debrief likewise incorporates these concepts in that it is designed to improve mission readiness and effectiveness and it only works if there is open and candid communication across all team members.

And so for these reasons I encourage you to keep the concept of the Air Force debrief at the forefront of your inspection activities as we continue our self-assessments in MICT and prepare for our mid-point inspection visit by the ACC/IG team this weekend. Have you had candid discussions with members of your team at all levels to identify potential deficiencies? Where deficiencies do exist, can you identify the root cause? Where root causes are discernible, have you developed a plan to address them and correct the deficiency? Where you have achieved success or effectively corrected deficiencies, are you applying those lessons learned to your daily mission and/or incorporating them into other areas where your unit needs improvement? Asking yourself these questions and applying a debriefing approach to your inspection programs will put you on the path to employing one of the single most effective tools used by our Airmen to improve USAF readiness.

Thank you for all that you do to make this Wing the best in the ANG and have a great drill!



Ms. Jill Garvin
102nd IW/Director of Psychological Health

May is Mental Health Awareness Month and I would like to remind the 102d of our resources. Each week in May, the DPH will send an email with resources.

Most of you are familiar with the VET Centers around the state, and

the closest one to the wing, is the Hyannis Vet Center (several off Cape). Tony Knowlton, their readjustment counseling technician actually keeps office hours here at Otis. He has some hours over at the intel building and at the chapel. He is wonderful to talk to and can also connect you with VA benefits and services at the VET Center.

While they provide excellent counseling services, most of you may not know about their free groups that are offered.

- Writing and drama therapy group
- Vets and Pets
- Parenting Support Group
- Equine events
- Women’s group
- Partner support group
- Heavy metal healing group (interesting, right)?
- Diabetes Support Group.

There are several other VET Centers in the state and all offer different types of groups, depending on the need and response.

They also provide marriage/relationship counseling, sexual assault counseling, they will work with families and children while a member is deployed, PTSD and individual counseling. Our intel members on orders qualify to see the VET Center or if you served in OIF/OEF you qualify. The groups are open to any service member! To make an appt, you call the office, they ask basic info on the phone, and they meet on Tuesdays for a staff meeting to connect you with one of their counselors. It’s quick and they make it very easy. What I also love about the VET Center is that it’s a non-medical setting, as opposed to walking into a VA hospital, you walk into an inviting space that is personable and

welcoming. They are also a great resource even if you do not qualify to see them individually. They will direct you, or me, to a professional in the community that specializes in an area and that are familiar with military culture. I’ve never seen them turn anyone away OR they make sure the person gets connected!

Cape Cod Vet Center
474 W. Main Street
Hyannis, MA 02601
508.778.0124 (W)

Another resource is CHANGEDIRECTION.ORG. They offer 12 free counseling session and will set you up with someone in your community.

Massmen.org This was created because middle aged men are at higher risk for suicide. This resourceful site allows you to take all types of mental health assessments with lots of humorous videos as well. Great educational info. You may want to check it so if you have a wingman struggling, you can direct them to this site.

In honor of mental health month, I ask you this: Is there anyone in your group, squadron, unit, staff that is struggling with a loss, going through a divorce, having financial difficulties or back from a deployment and appears to be having difficulty adjusting? Try to think of someone and one thing you can do to offer support; even if you don’t know them that well! Send a text, drop off a card, ask if they want to talk about it or if there is anything you can do! CONNECTION and knowing our people is key to helping. Feeling alone, hopeless, isolated and feeling disconnected leads to depression. Sometimes we don’t say anything at all to someone we know is suffering or going through something difficult—because it makes US uncomfortable. It’s better to say something, rather than nothing. People will let you know if they want to talk about it, but you will never offend anyone by checking on them and telling them you are sorry they are going through a difficult time.

Happy Summer!

This listing was compiled to assist you in caring for your Wingman. Please use this page for your information and as guidance for referral.

DIRECTOR OF PSYCHOLOGICAL HEALTH

The Psychological Health Program offers free of charge, confidential psychological assessments and brief solution focused coaching, consultations, referrals and case management. You can also find Zoe here, the wing therapy and morale dog. [Contact Ms. Jill Garvin, jill.a.garvin.civ@mail.mil](#) (P) 508.968.4827 (C) 508.237.6652

SUICIDE PREVENTION

The Director of Psychological Health can be the first contact for individuals in suicidal crisis or those having thoughts of suicide. She can advise supervisors and peers regarding support for distressed coworkers, and is Point of Contact for Suicide Prevention Training and Education. [Contact Ms. Jill Garvin, jill.a.garvin.civ@mail.mil](#) (P) 508.968.4827 (C) 508.237.6652

AIRMAN AND FAMILY READINESS

The Otis Airman and Family Readiness Office offers a wide variety of services and programs that contribute to the mission readiness, resiliency, and well-being of the Air Force community by taking care of people. A&FR programs are available free of charge to military personnel, DoD civilians, retired military and family members. [Contact Ms. Erin Creighton, erin.k.creighton.civ@mail.mil](#) (P) 508.968.4855 (C) 774.313.8534

CHAPEL OFFICE

The mission of the Chapel Team is to provide a holistic ministry of presence, care and hope to members of the Wing in a flexible, responsive, and competent way. Private conversations of those seeking the counsel of Chaplain Corps personnel as matters of faith or acts of conscience are strictly privileged communication. [Contact the Chapel Office](#) (P) 508.968.4508

VETERAN’S CENTERS

We are the people in the U.S. Dept. of Veterans Affairs who welcome home the war veterans with honor by providing quality readjustment services in a caring manner. We assist veterans and their family members toward a successful postwar adjustment. 1.800.905.4675 (local - Hyannis 508.778.0124)

SEXUAL ASSAULT RESPONSE COORDINATOR (SARC)

Providing private, confidential care for assault victims and assistance with reporting both unrestricted and restricted. [Contact Ms. Robin Mungin, JFHQ SARC at robin.m.mungin.civl@mail.mil](#) (O) 339.202.3118 (C) 774.286.1164 SARC Helpline: 508-889-6644

MEDICAL GROUP

A resource for both medical and psychological conditions affecting the wellness of airmen: Provider consultation can be arranged for discussion of these and other conditions by contacting the reception desk or via your Unit Health Monitor. [Contact the Medical Group](#) (P) 508.968.4091



By Senior Master Sgt. Sean Sullivan
102 IW/First Sergeant

Titles mean something. Wing commander, commander, chief, first sergeant, supervisor... they are all titles bestowed on those who are called by an organization to lead. They have the official duties and responsibilities that go with the title.

Our Air Force leadership schools, OTS, ALS, NCOA etc. are the best in the world and teach us that leadership is influence. Now that is true, but are the people with the titles the only ones called to lead? Absolutely not. The title gives them some positional authority, but leaders are needed at every level of an organization and every Airman is and should be a leader. And the best organizations have 360-degree leaders, individuals that lead from above, below and laterally, positioned throughout.

Those without positional authority can and should lead. A team with leaders at every level will beat any team with leadership centralized at the top. But are Squadrons only led when the commander is around? Does the work stop when no one of positional authority is there to direct it? Of course not, and it is because we are all leading at some level.

We all have the ability to influence others no matter our title. The title gives you authority but your character gives you respect. Leading without the title is the purest form of leadership. I am not suggesting it is always easy, but it is necessary. I would love to cover four ways you can lead without the title These suggestions take courage. Fear of being ignored, ostracized, or reprimanded may exist. Courage is not the absence of fear, courage is taking action despite the fear.

First, lead through words. If you don’t say it, who will? Too many people wait for someone else to say what needs to be

said at critical moments. Leaders speak out no matter what title they hold. If something is wrong or you see something that does not fall into our core values, be the leader and say something.

Lead Through Deeds. Leaders do more than speak out, they step out. They move things forward through their actions. People follow people who are unafraid to do the right thing or the hard thing. Initiative is a trait leaders have. Take the initiative and others will follow your example. Here is an example, if you see a water bottle blowing through the parking lot pick it up. Your action will lead others to do the same. Sometimes it’s the simplest things that can have the greatest impacts.

Lead Through Attitude, let everyone know it is the best day of your life and your proud to be an American Airman. Attitudes are contagious. Is yours worth catching? Leaders don’t drag others into a pit of whining and despair. At any level, someone has the opportunity to pull others out of that pit. Why not you? I was once part of an organization that had a bad culture spreading through one section. One day we started a new employee who was eager and ready to work hard. A few weeks later I noticed him looking disgruntled and asked what was up. His reply was “this place sucks” and when pressed he couldn’t answer why. I spoke to my boss and we moved him to another section and in weeks he was back to being motivated with a high work output.

Lead Through Mentoring. Servant leadership creates followers. If someone is willing to put out a hand and help others, it will be noticed. If you see someone struggling – help them. It may be in your supervisor’s job description, but it is your opportunity to influence others.

Some people want to lead, but frustration sets in because they feel their title does not allow them to. Titles don’t make a leader, influence does. We all have opportunities to influence others, therefore, we are all called to lead.

By Airman 1st Class Brianna Hogan
102 FSF/Customer Service

The Force Support Flight has implemented new hours:

- Monday : Closed
- Tuesday- Friday: 0800-1530
- UTA Weekend Hours:
 - Saturday: 0900-1500
 - Sunday: 1030- 1500

Reminder that ID card appointments are Tuesday and Friday by appointment only, no exceptions.

This month we are looking at promotion requirements for Master Sergeant to Chief Master Sergeant

Technical Sergeant to Master Sergeant

- Member must be sole occupant of UMD position
- PAFSC at 7-level (Except for provisions outlined in AFI 36-2502)
- Time in Service of at least 9 years
- Time in Grade of at least 2 years
- Retraining Statement (if applicable)
- Member is worldwide qualified and medically cleared for worldwide deployment
- Member meets PME requirement
- Member is “fit to fight” fitness requirement (75 minimum)
- HRO Form 1-9 (if applicable) signed by State HRO
- ONE year (TWO years if AGR) SERVICE Agreement as outlined in ANGI 36-2101

Master Sergeant to Senior Master Sergeant

- Member must be sole occupant of UMD position
- PAFSC at 7-level (Except for provisions outlined in AFI 36-2502)
- Time in Service of at least 11 years
- Time in Grade of at least 2 years
- Retraining Statement (if applicable)
- Member is worldwide qualified and medically cleared for worldwide deployment
- Member has Associates Degree from CCAF (or CCAF waiver)
- Member meets PME requirement
- Member is “fit to fight” fitness requirement (75 minimum)
- HRO Form 1-9 (if applicable) signed by State HRO if member is AGR
- Two year Service Agreement as outlined in ANGI 36-2101

Senior Master Sergeant to Chief Master Sergeant

- Member must be sole occupant of UMD position
- PAFSC at 9-level (Except for provisions outlined in AFI 36-2502).
- Time in Service of at least 14 years
- Time in Grade of at least 2 years
- Retraining Statement (if applicable)
- Member is worldwide qualified and medically cleared for worldwide deployment
- Member has Associates Degree from CCAF (or CCAF Waiver)
- Member meets PME requirement
- Member is “fit to fight” fitness requirement (75 minimum)
- HRO Form 1-9 (if applicable) signed by State HRO
- Two year Service Agreement as outlined in ANGI 36-2101



By Chaplain (Capt.) Derek White
102nd IW/Chapel

One of the Hebrew meanings for Sabbath is “a refresher or a breathing moment”. In American culture we have made being busy a demi-god. We praise people who are constantly busy. We associate being busy with being important. We think important people are too busy for small matters. But we weren’t made to be busy all the time. Jesus says in

Mark 2:27, “The Sabbath was made for man, not man for the Sabbath”. In essence God made a day specifically for refreshment. God did not make one day to be worshiped. Every day is a day to give thanks to God. The Sabbath is a day God gives to us to be refreshed. It is a day for self-care, a day to breathe.

I come from a family of workaholics. Growing up there was never a moment for leisure. I had to learn to give myself time to breathe. If you are sick take the advice of Doctors to get well. If you are stressed out from being busy take the advice from God how to be refreshed. God created the beautiful nature for a leisurely nature walk. God created beautiful beaches to lay on and relax. God created the air for taking that deep breath that helps everything melt away. We as humans create business. God creates Sabbath.

Practice some self-care and forget your cell phone at home. Unplug from technology. Remind yourself it is not good to always be busy. Every six days stop and take a day of refreshment. The seventh day is the bonus day God has given you. The Sabbath is God’s way of saying I got things covered so take a day off this week.

WORSHIP OPPORTUNITIES FOR THE RSD

Saturday	
1500 hrs	Roman Catholic Mass, Army Chapel (the white chapel outside the Inner Gate) Building 1201
Sunday	
1030 hrs	Roman Catholic Mass, Building 165, Auditorium
1100 hrs	Christian Worship, Building 330, Conference Room 7
Tuesday	
1130 hrs	Weekly Bible Study, Building 170, Chaplain Office

If you need or want a worship experience other than these, contact us at 508-968-4508. We will be happy to help you.

MAY RELIGIOUS HOLIDAYS

1	Beltane - Samhain *- Wicca/Pagan Northern and Southern hemispheres
1	Lailat al bara’ah *- Islam
2	Last day of Ridvan *- Baha’i
3	Saints Philip & James - Christian
3	National Day of Prayer USA - Interfaith
3	Lag B’Omer *- Jewish
10	Ascension of Jesus - Christian
16-Jun 15	Ramadan *- *- Islam
17	Ascension of Jesus - Orthodox Christian
20-21	Shavuot *- Jewish
20	Pentecost - Christian
23	Declaration of the Bab *- Baha’i
27	Pentecost - Orthodox Christian
27	Trinity Sunday - Christian
29	Ascension of Baha’u’llah *- Baha’i
31	Corpus Christi- Catholic Christian

Technical Sgt. Jonathon Fiore is the newest member of the Massachusetts Air National Guard Recruiting Team, assigned to work the Cape and Islands region.

Enlisting in the ANG in 2005, Fiore started his career as an F-15 crew chief in the 102nd Fighter Wing here at Otis. When the wing transitioned to intelligence in 2008, Fiore cross-trained into Powered Production Systems with the 267th Combat Communications Squadron. While with the 267th, he deployed in support of Operation ENDURING FREEDOM, as well as provided JISCC support stateside for Operation BIG ICE and the Boston Marathon bombing.

In 2013 Fiore returned to his aircraft maintenance roots and transferred to the 103rd Airlift Wing, Bradley ANGB, Connecticut as a crew chief on the C-130H. While at Bradley, Fiore identified an Air Force-wide C-130H crew seat deficiency as well as deployed to Kuwait in support of Operation FREEDOM SENTINEL.

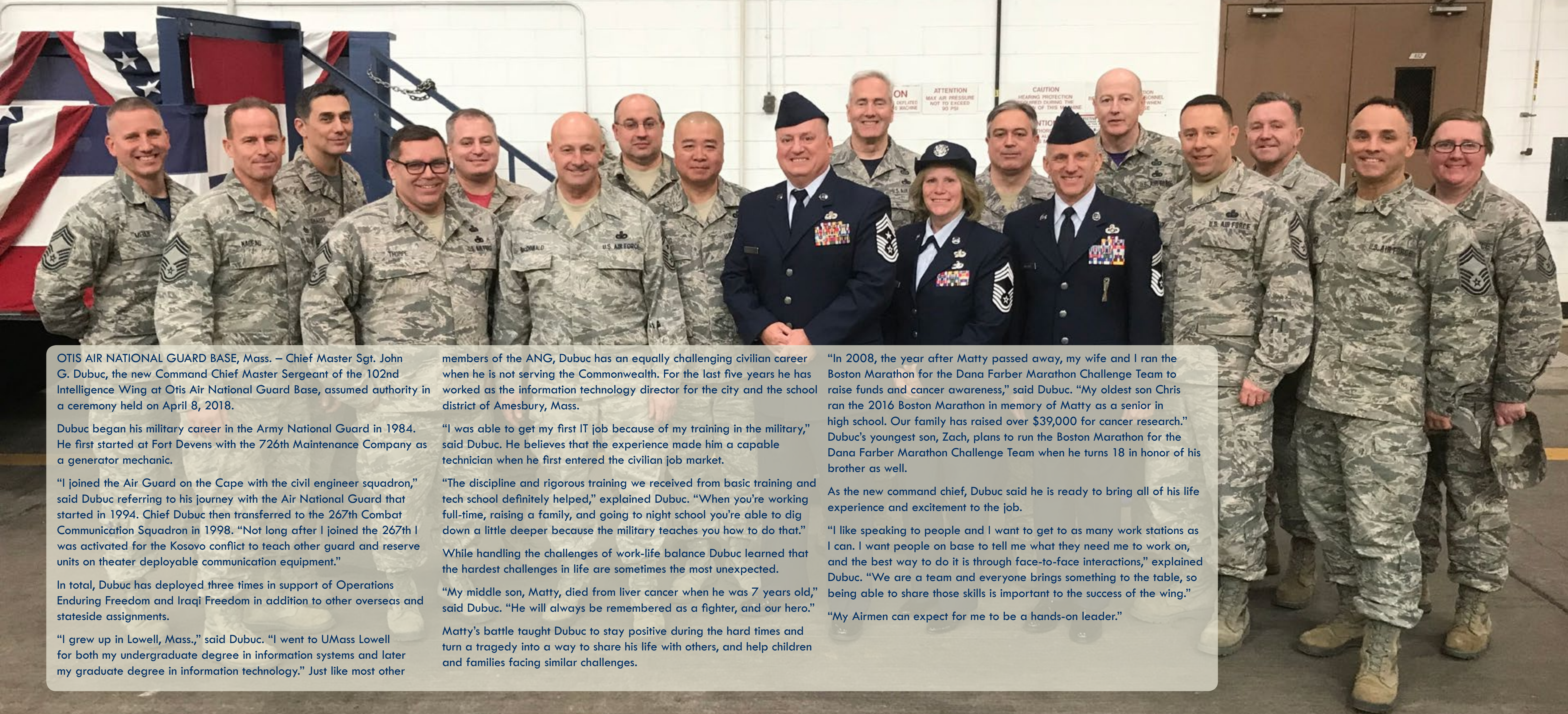
According to Fiore, “Although it was a hard decision to leave aircraft maintenance, I’m extremely excited to be back in Massachusetts where I previously served with my father and my wife, and continue to serve alongside my brother.” He went on to say, “My family legacy in the Mass. Air National Guard has been a constant influence in my life and ultimately led me right back here to where it all started!”

Fiore says he is thrilled to be back in the Massachusetts Air National Guard as a Recruiter.



102ND INTELLIGENCE WING WELCOMES NEW COMMAND CHIEF MASTER SERGEANT

By Airman 1st Class Junhao Yu
102nd IW/ Public Affairs



OTIS AIR NATIONAL GUARD BASE, Mass. – Chief Master Sgt. John G. Dubuc, the new Command Chief Master Sergeant of the 102nd Intelligence Wing at Otis Air National Guard Base, assumed authority in a ceremony held on April 8, 2018.

Dubuc began his military career in the Army National Guard in 1984. He first started at Fort Devens with the 726th Maintenance Company as a generator mechanic.

“I joined the Air Guard on the Cape with the civil engineer squadron,” said Dubuc referring to his journey with the Air National Guard that started in 1994. Chief Dubuc then transferred to the 267th Combat Communication Squadron in 1998. “Not long after I joined the 267th I was activated for the Kosovo conflict to teach other guard and reserve units on theater deployable communication equipment.”

In total, Dubuc has deployed three times in support of Operations Enduring Freedom and Iraqi Freedom in addition to other overseas and stateside assignments.

“I grew up in Lowell, Mass.,” said Dubuc. “I went to UMass Lowell for both my undergraduate degree in information systems and later my graduate degree in information technology.” Just like most other

members of the ANG, Dubuc has an equally challenging civilian career when he is not serving the Commonwealth. For the last five years he has worked as the information technology director for the city and the school district of Amesbury, Mass.

“I was able to get my first IT job because of my training in the military,” said Dubuc. He believes that the experience made him a capable technician when he first entered the civilian job market.

“The discipline and rigorous training we received from basic training and tech school definitely helped,” explained Dubuc. “When you’re working full-time, raising a family, and going to night school you’re able to dig down a little deeper because the military teaches you how to do that.”

While handling the challenges of work-life balance Dubuc learned that the hardest challenges in life are sometimes the most unexpected.

“My middle son, Matty, died from liver cancer when he was 7 years old,” said Dubuc. “He will always be remembered as a fighter, and our hero.”

Matty’s battle taught Dubuc to stay positive during the hard times and turn a tragedy into a way to share his life with others, and help children and families facing similar challenges.

“In 2008, the year after Matty passed away, my wife and I ran the Boston Marathon for the Dana Farber Marathon Challenge Team to raise funds and cancer awareness,” said Dubuc. “My oldest son Chris ran the 2016 Boston Marathon in memory of Matty as a senior in high school. Our family has raised over \$39,000 for cancer research.” Dubuc’s youngest son, Zach, plans to run the Boston Marathon for the Dana Farber Marathon Challenge Team when he turns 18 in honor of his brother as well.

As the new command chief, Dubuc said he is ready to bring all of his life experience and excitement to the job.

“I like speaking to people and I want to get to as many work stations as I can. I want people on base to tell me what they need me to work on, and the best way to do it is through face-to-face interactions,” explained Dubuc. “We are a team and everyone brings something to the table, so being able to share those skills is important to the success of the wing.”

“My Airmen can expect for me to be a hands-on leader.”

A DAY IN THE DRILL: 202ND INTELLIGENCE SUPPORT SQUADRON

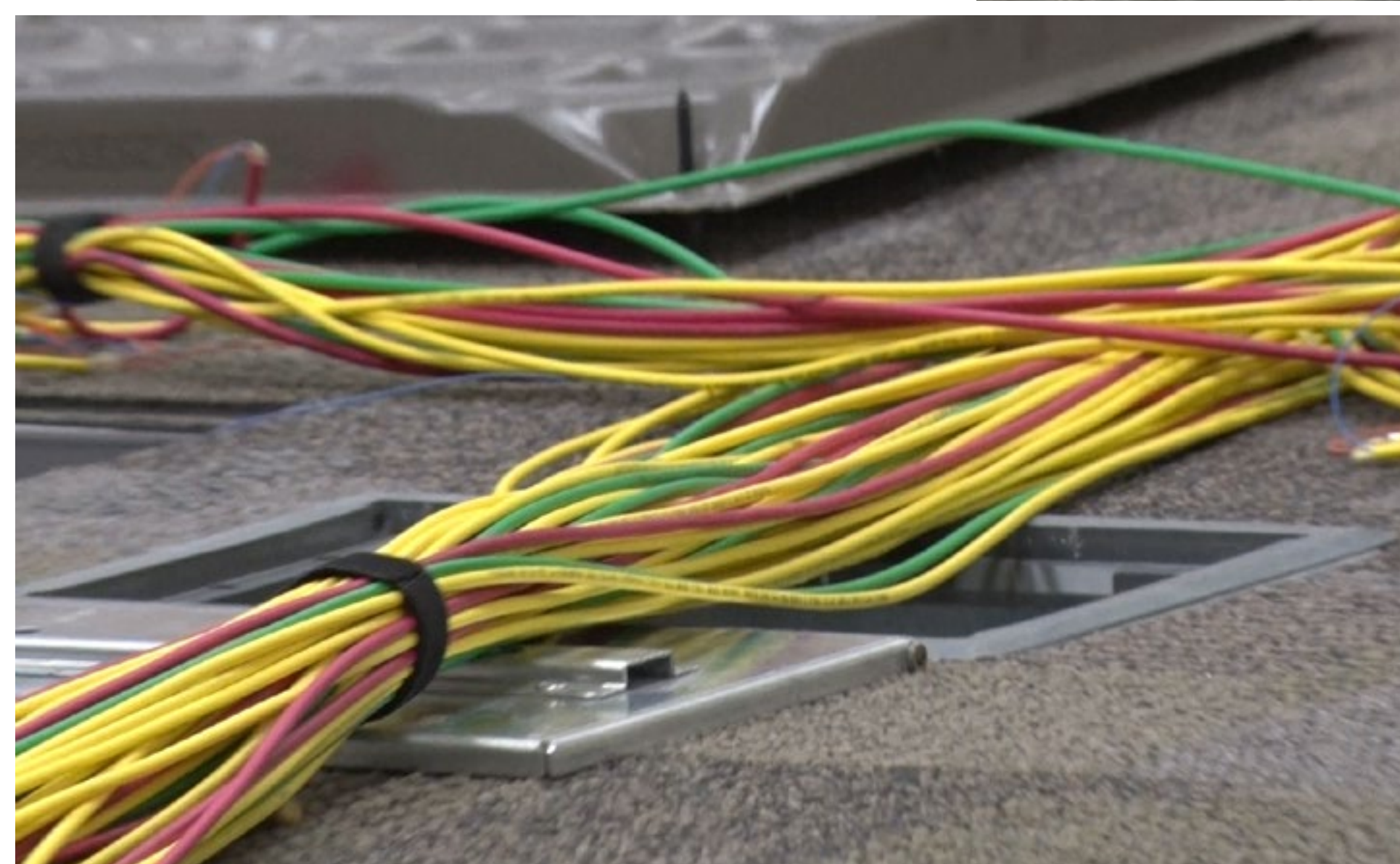
Airmen from the 202nd Intelligence Support Squadron, specializing in computer networking, pulled back and removed communications wiring from a building at Otis Air National Guard Base that is in the process of being repurposed for the new cyber intelligence mission during the regularly scheduled drill on April 6, 2018.

Communications Superintendent, Chief Master Sgt. Michael Walsh, described the work the Systems and Communications Airmen are in the process of completing, "The SCO shop is pulling back a couple miles worth of three different styles of network fiber and a lot of copper that will be used for the installation of the new mission."

Chief Walsh also explained how these Airmen specialized in computer networking are being good stewards of the facilities on base. The work they're doing is saving the government money by recycling the wiring used during a previous mission. The Airmen are also preparing the building for future upgrades that will be required for the new cyber intelligence mission at the 102nd Intelligence Wing.

Check out the video story here: <https://www.dvidshub.net/video/593873/air-national-guard-airmen-recycle-communications-hardware>

(Air National Guard photos by Staff Sgt. Thomas Swanson and Airman 1st Class Junhao Yu)



102ND FIGHTER WING AIRCRAFT HONORED AT TYNDALL AIR FORCE BASE

By Staff Sgt. Thomas Swanson
102 IW/Public Affairs

OTIS AIR NATIONAL GUARD BASE, Mass. — Military aircraft that responded to the attacks over our homeland during the tragic events of September 11, 2001, are being honored at the The Killey Center for Homeland Operations at Tyndall Air Force Base in Panama City, Florida. The facility is headquarters for 1st Air Force (Air Forces Northern) and the Continental U. S. NORAD Region, one of the three regions that make up the North American Aerospace Defense Command. 1st AF (AFNORTH) is the air component of the United States Northern Command, with an area

of responsibility that includes the continental United States, Alaska, Canada and Mexico.

An F-15C was repainted to depict one of the F-15A aircraft from the 102nd Fighter Wing that scrambled from Otis Air National Guard Base, Massachusetts on that terrible day over 16 years ago. Additionally, an F-16 was repainted to represent one of the fighters from the District of Columbia Air National Guard's 113th Wing that launched from Andrews Air Force Base and flew over Washington D.C. and the Pentagon.

"The F-15 and F-16 represent the U.S. Air Force's first response to the 9/11 attack," said Casey Connell, Historian for the Killey Center for Homeland Operations. "The 1st Air Force's mission has always

been the defense of the North American continent, but with the attacks of 9/11, Operation Noble Eagle became the primary mission. A mission that 1st Air Force executes 24 hours a day seven days a week."

Operation Noble Eagle is managed by NORAD and is a combined military air defense mission carried out by the United States and Canada to prevent another similar attack in North America.

"We must never forget the events of that tragic day in September and always maintain an unerring vigilant commitment to ensuring the safety of our nation and its people," said Maj. Pamela Stauffer, director of public affairs, 1st Air Force (Air Forces Northern)."

The Colors, Markings and Insignia package approved by CONR-1st AF (AFNORTH) commander at the time

Lt. Gen. Stanley E. Clark, III, which authorized the static display's commemorative restoration reads, "Since the terrorist attack against the United States on 11 September 2001, the F-15 has been a major component of the combat forces committed to the Global War on Terrorism flying thousands of sorties in support of operations NOBLE EAGLE (Homeland Defense), ENDURING FREEDOM in Afghanistan and IRAQI FREEDOM. It is under the Operation NOBLE EAGLE mission that the partnership between the F-15 and the First Air Force are intertwined. On the morning of the attacks, the F-15's assigned to the Massachusetts Air National Guard's 102nd Fighter Wing responded from their alert status at Otis ANGB, MA to intercept any potential hostile aircraft over New York City."

The CMI package continues, "In recognition of the 102nd Fighter Wing's commitment to the safeguarding of American skies, the First Air Force wishes to paint our static display aircraft, serial number 80-0016 in the markings of F-15A serial number 77-0102. Aircraft 77-0102 was one of the two alert aircraft that flew over World Trade Center on that morning."

The 102nd Fighter Wing has since transformed to the 102nd Intelligence Wing at Otis Air National Guard Base on Cape Cod, but our legacy as a flying unit remains. The 102nd Fighter Wing will be remembered by our military and Nation for its immediate response to defend the country against previously unimaginable threats.



FROM SERGEANT STUBBY TO AIRMAN ZOE: A LEGACY OF MILITARY CANINE COMPANIONS

By Mr. Timothy Sandland
102 IW/Public Affairs

Animals have played a part in nearly every military since the earliest days of recorded history, and have filled many roles in that time. From Hannibal’s war elephants during the Second Punic War to camera toting pigeons employed for intelligence gathering during World War I, animals have played an important part in the success of military units and their campaigns.

Although most of the animals throughout military history had a specific, war-time role to fill, the morale animal’s contributions should not be understated.

From mascots to therapy dogs, these animals serve an important service for the mental well-being of the Soldiers, Sailors, Airmen and Marines with whom they serve.

Sergeant Stubby

In July of 1917, prior to the American entry into World War I, an unusual volunteer for military service turned up on the grounds of Yale University. At the time, the Soldiers of the 102nd Infantry Regiment, 26th Yankee Division, were training at the New Haven, Conn. campus in preparation for the unit’s deployment to Europe early the next year.

Stubby, as he was affectionately named, was a high-spirited Boston Terrier, who found a home with the Soldiers training for war. The loyal and faithful Stubby never strayed far from his troops.

When the time came to ship out, one soldier, Corporal Robert Conroy who had developed a fondness for Stubby, snuck him on to the transport. Making his way to France, Stubby was discovered by the unit commander who, when Stubby saluted smartly, turned a blind eye to the pup.

Stubby went on to serve as the morale dog for the 102nd Infantry throughout the war.

Through 18 months, 17 battles and four offensives, Stubby accompanied his adoptive unit, dealing with constant enemy fire – all the while, providing comfort to the soldiers he served with. In April 1918, Stubby was wounded in the leg by hand grenades thrown by retreating Germans. He would be wounded again by grenades later in the war. On another occasion, he was injured by a mustard gas attack.

Once recovered from his wounds, Stubby would always rejoin his soldiers in the trenches. To protect him from future gas attacks, the men specially designed a mask to protect him. Because of his experience in the field, and his keen senses, Stubby was able to warn his unit in advance of incoming gas attacks and artillery shelling, usually before his human comrades became aware of the danger.

Legend has it that Stubby, due to his valor in the capture of a German spy, was promoted by his commanding officer to the rank of Sergeant. By the end of the war, Sergeant Stubby returned home, the most decorated and arguably, the most famous morale dog of all time.

After the war, Stubby returned to the United States and became a celebrity, being decorated by Gen. John Pershing, commander of American Forces in Europe at a ceremony honoring veterans of the 102nd. He led marching troops during parades and even met three sitting presidents.

In 1921 Corporal Conroy, Stubby’s longtime human companion, attended Georgetown University and of course, brought the clever pup along. During halftime at football games, Stubby would be given the ball and he would nudge it around the field, entertaining all in attendance, and securing a place for Stubby as one of the university’s first mascots.

In a tale reminiscent of Forrest Gump, Stubby’s story may seem like an outlandish work of fiction but surprisingly it checks out, with the possible exception of confirmation of an actual Sergeant’s billet in the U.S. Army.

Airman Zoe

Fast forward a century and you will find Airman Zoe, the 102nd Intelligence Wing’s therapy dog, who provides comfort and morale to Massachusetts Air National Guardsmen today. Provided by Heroes in Transition of Mashpee, Mass. in 2016, Zoe has been an integral member of the 102nd team ever since.

When asked about her important role, Zoe seemed at a loss for words, but one thing was clearly evident – her exuberance and dedication to the mission of watching over the Airmen of the wing.

With the various stressors of military service, the presence of a therapy dog can make a real difference. In the words of one 102nd IW Airman, “There were many times when I would visit the [Director of Psychological Health] struggling to talk about difficult things. Zoe always picked up on this and would curl up beside me and put her head in my lap. I would feel instantly at ease.”

In her time here, Zoe has touched a great many lives. One wing Airman recalled, “When I was having a bad day, I would go and see Zoe to lift my mood!”

Yet another Airman said, “Zoe always brightened my day when I saw her. Zoe made me feel more at ease when I needed to talk.”

There are countless anecdotes like these from Airmen across the wing - all pointing to the impact that Zoe has had on their lives.

One hundred years may separate Stubby and Zoe, but the fruits of their labor are exactly the same – to provide affection and comfort to those who protect and defend the Nation.

For that, we raise a paw in honor of Sergeant Stubby and toss a treat and provide a head-scratch to our own Airman Zoe, who will be hanging up her lead effective on May 1. She will be transitioning back to civilian life after a successful term of service, and will soon be enjoying a dog’s life, likely chasing seagulls on one of the Cape’s many beaches.

Words attributed to Pericles, a prominent Greek statesman and general of Athens perhaps say it best, “What you leave behind is not what is engraved on stone monuments, but what is woven into the lives of others.”

That will be the legacy of Zoe. She has spun a thread through the fabric of the wing, providing a service that has benefited many. Her service validates the usefulness of therapy dogs and reinforces the success of programs like Heroes in Transition, who brought her to our unit.

The 102nd Intelligence Wing would like to thank Zoe, for her hard work and dedication to our Airmen.

(JFHQ/PA published a great video on Sergeant Stubby - check it out here: https://www.youtube.com/watch?v=9esx_qre9n4)



212TH ENGINEERING INSTALLATION SQUADRON REACHES NEW HEIGHTS



Airmen from the 212th Engineering and Installation Squadron, 102nd Intelligence Wing, install a new radio tower at Otis Air National Guard Base, Mass. on April 11, 2018. The new radio tower is expected to enhance communications capabilities. Click here to view time lapse footage of the build:

<https://www.dvidshub.net/video/594095/tower-installation-time-lapse>

(Air National Guard Photo by Airman 1st Class Junhao Yu)

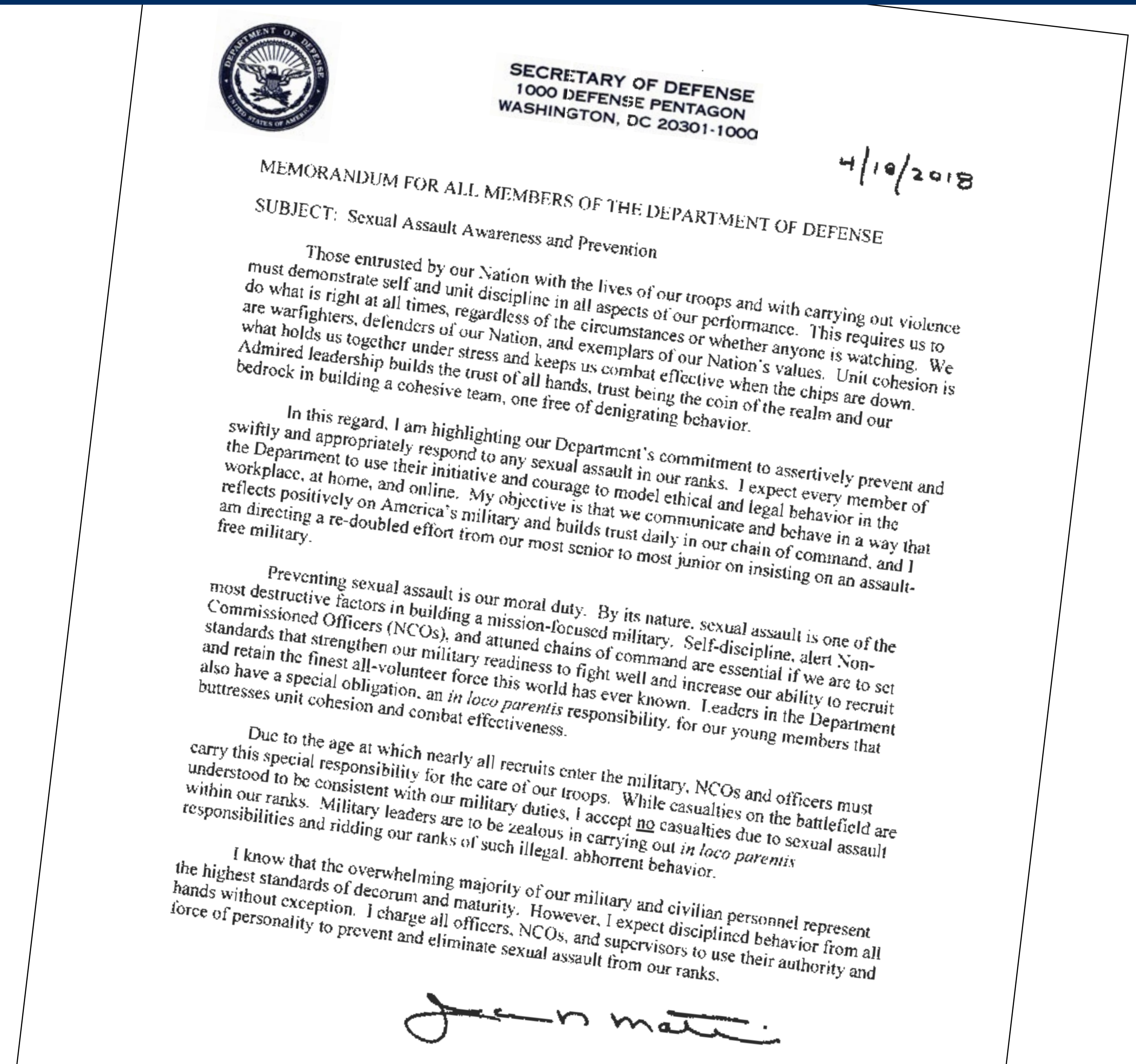
SECDEF OUTLINES COMMITMENT TO SEXUAL ASSAULT AWARENESS AND PREVENTION



“While casualties on the battlefield are understood to be consistent with our military duties, I accept no casualties due to sexual assault within our ranks.”

Defense Secretary James N. Mattis

April 18, 2018



101ST INTELLIGENCE SQUADRON MEMORIALIZES MASTER SGT. THOMAS VIRNELLI

102nd Intelligence Wing hosted a room dedication ceremony on April 7, 2018 at the 101 Intelligence Squadron conference room. The room is named after a Massachusetts native Thomas “Pop” Virnelli, a veteran pilot of both World War I and II who had a key role in many successful missions in Europe and Africa. (Air National Guard photos by Airman 1st Class Junhao Yu)



DON'T SPIN WHEELS WHEN IT COMES TO BICYCLE SAFETY

By 72nd Air Base Wing Safety Office

TINKER AIR FORCE BASE, Okla. -- How many of us ride bicycles? We usually start this activity early in life and if we learn good habits early, they will stay with us the rest of our lives. However, it is never too late to learn to be safe. Below are some tips on protective equipment for you, necessary equipment for your bike and safe riding tips to incorporate in your daily or weekly ride.

Protective gear

Helmets for bicycles are approved by the American National Standards Institute, the Consumer Product Safety Commission and the Snell Memorial Foundation, and are singularly the best piece of safety equipment you can wear. Ensure you adjust the fit to your head and always fasten the chin strap. The helmet does you no good if it flies off as you begin your fall to the ground.

Equipment

Depending on the type of bicycling you do, the rest of the gear you wear varies. "Roadies" use aerodynamic helmets; slick, lightweight clothes; clip-on shoes and small water-packs. Cross-country riders use standard style helmets, larger water-packs, long sleeved shirts (to protect them from tree branches) and sturdier clip-on type shoes. Down-hillers use chest protectors; moto-cross style Department of Transportation approved helmets, knee and elbow pads and hiking boots to ensure good traction on the heavy cleat-pedals.

Bike accessories

Regardless of the style of riding you do, if you use your bicycle on the road, there is certain equipment all bicycles should have. That equipment includes reflectors on the wheels and pedals as well as on the seat post and front handlebar stem. If the bicycle is used during periods of reduced visibility, it must have bicycle headlamps, rear lights and or rear reflectors. All of these reflectors and lights help the other guy see you and may keep you from being hit in traffic.

Rules of the road for bike riding

- Never wear headphones while biking -- you need to hear everything going on around you when you ride
- Stop at all stop signs and obey traffic lights just as cars do.
- Yield to pedestrians, stop at red lights, and be especially careful at intersections.
- Always ride in the same direction as cars do. Never ride against traffic.
- Try to use bike lanes or designated bike routes whenever you can
- Stop and check for traffic in both directions when leaving a driveway, alley or a curb.
- Watch traffic closely for turning cars or cars leaving driveways.
- Don't ride too close to parked cars -- doors can open suddenly.
- When riding in a group, always ride single file on the street.
- When passing other bikers or people on the street, always pass to their left and call out "On your left!" so they'll watch for you.
- Never change directions or lanes without first looking behind you

Bicycling is fun and adventurous, but can also be dangerous. Remember the right of weight rule: if it is bigger than you are, give it the right of way and always wear your gear.



HISTORY OF THE UNITED STATES AIR FORCE SONG

Compiled by MSgt Peter D. Forman
USAF Heritage of America Band

In 1938, Liberty magazine sponsored a contest for a spirited, enduring musical composition to become the official Army Air Corps song. Of 757 scores submitted, the one composed by Robert MacArthur Crawford (1899-1961) was selected by a committee of Air Force wives. The song (informally known as “The Air Force Song” but now formally titled “The U.S. Air Force”) was officially introduced at the Cleveland Air Races on September 2, 1939. Fittingly, Crawford sang in its first public performance.

A bridge section, “Toast to the Host,” is part of the original Air Force Song. Many times this is sung as a separate piece. This is the verse which commemorates those who have fallen in the name of our service and our great country. This is the reason for the difference in melody and the reverent, reflective mood.

Crawford didn’t write “Hey!” in the lyrics. He actually wrote “SHOUT!” without specifying the word to be shouted. Also, wherever they appear, the words “U.S. Air Force” have been changed from the original “Army Air Corps.” By the way, the words in parentheses are spoken, not sung.

The U.S. Air Force Song

Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At ‘em boys, Give ‘er the gun! (Give ‘er the gun now!)

Down we dive, spouting our flame from under,
Off with one helluva roar!
We live in fame or go down in flame. Hey!
Nothing’ll stop the U.S. Air Force!

Additional verses:

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew! (God only knew then!)

Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before And bombers galore. Hey!
Nothing’ll stop the U.S. Air Force!

Bridge: “A Toast to the Host”

Here’s a toast to the host
Of those who love the vastness of the sky,
To a friend we send a message of his brother men who fly.
We drink to those who gave their all of old,
Then down we roar to score the rainbow’s pot of gold.
A toast to the host of men we boast, the U.S. Air Force!

Zoom!

Off we go into the wild sky yonder,
Keep the wings level and true;
If you’d live to be a grey-haired wonder
Keep the nose out of the blue! (Out of the blue, boy!)

Flying men, guarding the nation’s border,
We’ll be there, followed by more!
In echelon we carry on. Hey!
Nothing’ll stop the U.S. Air Force!



CUSTOMS AND COURTESIES

Courtesy of the 102nd Force Support Flight and 102nd IW Inspector General’s Office

Our customs and courtesies reflect the unique nature of our profession and guide significant aspects of our behavior. They emphasize our strong bond with other military members as well as our mutual respect for one another and our military and civilian leadership. As a reminder:

- Use proper rank or “Sir/Ma’am” when addressing military personnel
- Render a verbal greeting to all senior personnel when passing them. For example, say, “Good morning Ma’am/Sir” or Good afternoon Sir/Ma’am”
- When practical, say, “please” and “thank you”
- Always try to be on time. If you are going to be late, call and let the person know ahead of time. Try not to keep people waiting.
- Use appropriate titles such as “Mr. or Ms.” when addressing civilians
- Do not gossip. The morale of any unit may suffer due to conflicts and bad feelings that arise from gossip.
- Conduct yourself in a professional manner in your work center. Do not lean or sit in your desk, lean back in your chair or put your feet up on your desk.
- Always give senior person (enlisted or commissioned) the position of honor when walking, riding or sitting with them. Therefore, if accompanying an individual senior to you, take the position to the senior person’s left.
- Military personnel enter automobiles in reverse order of rank. Junior personnel enter a vehicle first and take the appropriate seat on the senior person’s left. The senior person will be the last to enter and first to leave.
- Juniors shall stand at attention (unless seated at mess or circumstances make such action impracticable or inappropriate) as follows:
 - When addressed by a senior officer
 - When an officer of flag or general rank, the commanding officer, or an officer senior to the commanding officer, or an officer making an official inspection enters the room or space.
- Unless told otherwise, rise and stand at the position of attention when a senior officer enters a room
 - If more than one person is present, the person who first sees the officer calls the group to the position of attention

- Do not call the room to the position of attention, if an officer of equal or higher rank than the officer entering the room is already in the room
- When an officer departs, call the room to the position of attention unless an officer of equal or higher rank remains in the room

Ten Saluting Tips:

- Junior member always salutes first and should initiate the salute in time to allow the senior officer to return it before they pass you. Keep in mind that saluting considerations are dictated by the situation.
- Salute and extend a verbal greeting (e.g, “Good morning, Sir,” “Good afternoon, Ma’am”)
- If an officer is carrying articles in both hands, the officer does not have to return the salute, but should nod or render a verbal greeting. The junior member comes to the position of attention, salutes, extends a verbal greeting and drops the salute as the officer passes them
- If a junior member is carrying articles in both hands, the individual should exchange a verbal greeting only (do not have to salute)
- If possible, items should be carried in left hand so you can salute
- Only salute if you approach an officer from the opposite direction; do not salute if you approach an officer from behind.
- Saluting is only required when in uniform; it is not required when wearing civilian attire.
- Salute and exchange a verbal greeting for all commissioned officers of the US Armed Forces.
- Saluting indoors is only required when formally reporting to an officer or during some ceremonies (e.g., when receiving an award or when receiving a decoration).
- Salutes are not required at public gatherings such as sporting events, meetings or when a salute would be inappropriate or impractical.

Thank you for reflecting the right image.



PROMOTIONS

SENIOR AIRMAN

Michael Teixeira
Benjamin Garner

STAFF SERGEANT

Michael Lethin
James Santos
Thomas Stanley
Eric Sowersby
Michael Couture
Kenneth Oliver
Jason Ranjbar
Jennifer Hughes

TECHNICAL SERGEANT

Bradford Townsend
Marc Bilodeau
Daniel Rogers
Derek Silva
Luke Visconti
Lauren Gray

PERFECT FITNESS TEST

SrA Brittany Marino
Capt Andrew Bonney
2Lt Colin Walsh
MSgt John Connolly

SMSgt Tom Belisle
SrA Marc George
TSgt John Moore
A1C Sean Fagan

AWARDS AND DECORATIONS

Have you recognized an Airman lately?



Meritorious
Service Medal

Air Force
Commendation
Medal

Air Force
Achievement
Medal

Military
Outstanding
Volunteer
Service Medal

Recognition can be both formal and informal. Medals are an important way to formally recognize Airmen. There are many medals and ribbons an Airman may be eligible to receive during their career. The most commonly earned medals are those for achievement, commendation and meritorious service which an Airman may be eligible for.

There is also quarterly and annual awards - vital programs that provide deserved recognition and as a byproduct provide excellent material for medal packages.

For more information on these programs, contact your supervisor, mentor, first sergeant, Commander's Support Staff or the Force Support Flight.

Recognize an Airman today!

PRESCRIPTIONS REMINDER

IAW AFI 48-123 chap 10, each ANG member is responsible for promptly (within 72 hours) reporting an illness, injury, disease, operative procedure or hospitalization to include MEDICATIONS to the Medical Group. Members who refuse to comply with requests for medical information are considered medically unfit for continued military duty and are referred to their immediate commander for administrative discharge processing IAW AFI 36-3209. Documentation may be faxed to (508) 968-4061, emailed to MSgt Amy McNeill, amy.t.mcneill2.mil@mail.mil or hand carried on Saturday mornings of each RSD.

CHIEFS COUNCIL CORNER

102nd Intelligence Wing Outdoor Recreation offers the area's best prices on boat, camper and trailer storage, with a secure on-base location to serve you. New customers are welcome now! Fees and charges are \$125.00 per calendar year. Please take a look at us, located inside the I-Gate next to Eagles Nest. We currently have nine slots open with plans to add additional spots this summer. E-mail Chief Walsh for terms and conditions at: michael.p.walsh6.mil@mail.mil or call 508-968-4380.

MASSACHUSETTS TUITION AND FEES WAIVER

Eligibility for the Massachusetts Tuition and Fees Waiver Certificate for state schools is determined by your status as a member of the 102nd Intelligence Wing. Members are eligible for the benefit the day they enlist or are appointed with the Massachusetts Air National Guard. The benefit may be used at any point during your membership with the 102nd IW. Contact the Base Training Office for more information at 508-968-4189.

HONOR GUARD OPENINGS

The 102 IW Honor Guard is seeking motivated airman of any rank to fill volunteer rolls in the Base Honor Guard. This is a rewarding opportunity that will allow you to show your dedication the Air Force and your strong military bearing. Honor Guard members are required to participate in a minimum of four details per year. These details include military funeral honors as well as wing and community colors events. While the Honor Guard would be glad to have you participate anytime of the month, if you can only participate on drill weekends that is acceptable as we are currently working on having at least 2 members from each squadron train to do retirements and special occasion events . Please stop by or call 968-4431 and see an Honor Guard member and inquire about this rewarding all volunteer force opportunity.

DEFENSE TRAVEL MANAGEMENT OFFICE NEWSLETTER

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. To view, go to: http://www.defensetravel.dod.mil/Docs/Dispatch/Defense_Travel_Dispatch_Fall_2017.pdf

The 102nd Intelligence Wing Public Affairs Office welcomes your feedback and submissions. Got a great story idea? Is your unit or shop doing something impressive? We welcome articles written by unit members on topics of interest to the wing and its personnel.

WRITTEN STORY SUBMISSIONS

If you like to write and would like to submit a full article for publishing in the Seagull, we would be happy to take a look at it. Typically written stories are between 500-800 words and are formatted in the Associated Press (AP) format. Stories should have some relevance to the wing, its mission or its people. We reserve the right to review and edit your piece but will talk any edits over with you.

TELL US YOUR STORY IDEA

If you aren't interested in writing your own story but would still like to call attention to someone or something great happening in the wing, contact wing PA. Give us some background details and we will take it from there!

ANNOUNCEMENTS

Got something to say that doesn't warrant a full article? Send us your announcements and we will include them in the appropriate section of the Seagull. Please limit your message to a short paragraph or less.

PHOTOGRAPHS

Did you capture some great shots while training on a cool piece of equipment at some obscure training site out in the woods? Maybe you went to a great going away luncheon or a promotion ceremony. Perhaps you snapped a picture of you and your team working hard and building camaraderie. Send us your shots! Public Affairs can't always be there but we still want to share those moments with the wing. For submissions, just give us a few lines about what was going on, where the photo was taken, who is in it and who took the photo. We might be able to get them in the Around Otis section of the Seagull and possibly on our Facebook page.

FIND US

Public Affairs can be reached at x4516 or x4003, via email at usaf.ma.102-iw.mbx.pa@mail.mil or by simply dropping by our office in Bldg 170, Room 219. For official portraits and studio photography, we take appointments for Tues-Thurs from 0730-1130 or walk-ins on RSD Sundays from 0800-0900.

Typically, 10 issues of the Seagull are published annually. Below you will find the deadlines for submission of content for each issue. The basic guidelines for submissions can be found on the right side of this page. Although Public Affairs makes every effort to accept your stories and images, we cannot guarantee content received after the submission deadline will make it in.

ISSUE SUBMISSION DEADLINE	
OCTOBER	2 Oct 2017
NOVEMBER	23 Oct 2017
DECEMBER	20 Nov 2017
JANUARY	26 Dec 2017
FEBRUARY	29 Jan 2018
MARCH	15 Feb 2018
APRIL	19 Mar 2018
MAY	23 Apr 2018
JUNE / JULY	21 May 2018
AUGUST / SEPTEMBER	13 Aug 2018



THE 102D INTELLIGENCE WING SMART PHONE APP

Available at an app store near you is the official smart phone app for the wing. With it, you will be able to access commonly used phone numbers, check on events happening in the wing, and find useful applications such as fitness, commonly used instructions and checklists, as well as the latest news from the wing.

GET IT TODAY!





CINCO DE MAYO AT THE DTAC!

Join us in the Arnold Hall Dining Facility on Saturday to celebrate Cinco de Mayo!

Taco and Fajita Bar

Fill them with your choice of shredded beef or chicken

Add some fun to it with choices of refried beans, sautéed peppers and onions, lettuce cheese, tomatoes, sour cream and jalapenos.

Add Spanish Rice, Black beans or Fiesta Corn to complete any plate!

Also available:

- * Fresh quesadillas made on right the line!
- * Nacho Bar with tortilla chips
- * Aged melted cheddar queso dip
- * Homemade guacamole
- *Homemade chili

Desert:

Churros