

“NST Handbook”
for the
NELLIS SUPPORT TEAM
(January 2015)

This text includes the following “Nellis Support Team” (NST) topics:

1. Mission of the NST
2. History of the NST
3. Organizational Construct of the NST
4. Financial Construct of the NST
5. Expectations of NST Members (who are Honorary Commanders)
6. Expectations of a Military Unit Commander
7. Expectations of NST Associate Members
8. Lessons Learned from Honorary Commanders
9. Lessons Learned from Military Unit Commanders
10. Feedback Path for NST Improvements
11. Mission of the USAF Warfare Center
12. Map of Nellis AFB
13. Map of Creech AFB
14. USAF Warfare Center Organizational Diagrams
15. 99ABW/PA Operating Instruction, “Installation Honorary Commander Programs”

Topic 1

“Mission of the NST”

1. The NST’s “Mission” is to provide support to the Airmen who serve under the command of the U.S. Air Force Warfare Center, those Airmen stationed in the Las Vegas valley, regardless of their unit of assignment, and those Airmen who serve in the United States Air Force worldwide.
2. The NST also strives to enhance the relationship between the Las Vegas community, Nellis AFB, Creech AFB, the Nevada Test and Training Range, and the entire Air Force. This is accomplished through information exchange, base visits, and direct and indirect dynamic communication.
3. The commander of the US Air Force Warfare Center and other associated unit commanders are encouraged to provide recommendations to the NST on areas where the NST may focus and dedicate its efforts.
4. The NST provides support to Air Force commanders, the Warfare Center, and Nellis/Creech AFBs on issues such as encroachment, zoning and other issues that may directly or indirectly impact the mission of the US Air Force Warfare Center. This is accomplished by ensuring NST awareness of Nellis/Creech issues, and by generating local, state and national support.

Topic 2

“History of the NST”

1. Military “Support Groups” exist at installations throughout the Department of Defense. The size, objectives, financial support, level of activity and names of these groups vary greatly.
2. While many Support Groups dedicate their efforts to ensuring their associated military installation is not closed or reduced in size, this was not the original, nor the current objective of the NST. However, the preservation of Nellis’ and Creech’s contribution to national security is an objective of the NST.
3. The Nellis Support Team (NST) was begun by Major General Zachary Taylor, a former Warfare Center commander. General Taylor provided periodic briefings at Nellis for local business leaders like Walt Casey, Frank Scott, Jim Cashman, Jr., J.A. Tiberti, Jack Libby, Elaina Blake, Angie Wallin, Chuck Ruthe, Ashley Hall and Harry Wald. In the mid-1980’s, Jim Cashman III and Joe W. Brown joined the group.
4. Since its inception, the NST’s commanders have included Kenny Guinn, Jim Cashman III, Ashley Hall, John Goolsby, Joe Brown, Randy Black and Patrick McNaught. Circa 1984, Kenny Guinn became the first commander of the NST. With the assistance of Major Generals Billy McCoy and Dick Bethurem (Warfare Center commanders), the NST grew into a more active and social organization. Joe Brown added many memorable Civic Leader Tours and “CRUD Games” at the Nellis Officers Club. Other active members in the '80s and '90s included Colonel Scotty Wetzel, Chuck Ruthe, Postmaster Joe Ryan, Norm Jenkins, Steve Wynn, John Mauricio, Jim Kropid, Dominic Panacio, Fred Gibson, Dan Reichartz, Senator Jack Regan, Mel Larsen, Jim Abraham, Lloyd “Boots” Boothby, Richie Clyne, Joe Stockett, Diane Ursick Jett, Angie Wallin, Mary Kincaid, Jim Cashman Jr., J. A. Tiberti, and Walt Casey.
5. In 1996, Nellis experienced serious encroachment pressures on its Eastern border from private property owners. The NST Commander, Joe Brown, solicited the assistance of a local developer, Randy Black (a member of the Las Vegas Planning Commission) to lead the opposition and prevent incompatible zoning changes. As a result of Randy Black’s leadership and zoning acumen, the NST successfully protected the Nellis mission. Subsequently, Randy was selected to succeed Joe Brown as the NST Commander. Warfare Center commanders during this period included Major Generals Marv Esmond and Wally Moorhead.
6. Randy Black brought in an energetic group of new members. In 2000, he and the new Warfare Center commander, Major General L.D. Johnston, provided the NST a new structure with an “Honorary Commander” program. New members in

this program included Randy Campanale, Michael Gaughan, Chris Villareale, Dan Van Epp, Blake Sartini and Gary Ackerman. The NST's "Honorary Commander" program involved the attachment of a prominent member of the Las Vegas community to a specific Nellis unit. Originally, 51 units and agencies were identified, with a civilian leader assigned as an "Honorary Commander." Additionally, units and agencies not aligned under the command of the Warfare Center, e.g., "RED HORSE," were also assigned partner members of the NST.

7. The first "Assumption of Command" for "NST Honorary Commanders" was conducted at the Nellis Officers' Club in 2001, with unit/agency flags passing from military leaders to the "Honorary Commanders." As more community leaders joined the NST, additional military units/agencies were added and some positions were double-billeted. Individuals who were previously members of the military were called "NST Vice Commanders," in order to reserve the "NST Commander" positions for civilian members.
8. In April, 2004, the NST received Tax Exempt status from the IRS under Section 501(c)(3), code #20-2430653.
9. In 2005, Indian Springs Air Force Auxiliary Field was renamed Creech Air Force Base, in honor of General Bill Creech, a former commander of Tactical Air Command (now Air Combat Command). Creech is located 35 miles northwest of Las Vegas, and fell under the oversight of Nellis. In 2008, "Honorary Commanders" were also selected to fill unit positions at Creech.
10. Until 2011, NST members and "Honorary Commanders" were selected and assigned to units by the "Honorary Commander" of the Warfare Center, Randy Black. Recurring events included an annual "Honorary Commander, Change of Command," NST "Commanders' Calls," social functions such as Christmas parties, and DV Receptions for visiting military and national leadership.
11. In the 2011 – 2012 timeframe, as more "Honorary Commander" programs were established around the Air Force, the Pentagon institutionalized and standardized the workings of "Honorary Commander" efforts. An Air Force regulation was written, and Nellis' 99th Air Base Wing developed a Supplemental Operating Instruction. The most significant change to Nellis/Creech NST operations was the technical separation of the NST from the bases' "Honorary Commander" selection. However, there remained a strong connection between the NST and the participating "Honorary Commanders."
12. From 2002 to 2015, the Center commanders were: Major Generals Steve Wood, Steve Goldfein, Mike Worden, Steve Hoog, Ted Kresge, Bill Hyatt, Jeff Lofgren, and Jay Silveria.
13. From the inception of the "Honorary Commander" program in 2000, to 2015, the NST raised over \$1,500,000 to "Support Airmen"...because "It's What We Do!"

Topic 3

“Organizational Construct of the NST”

1. As a 501(c)(3), the NST is overseen by a 3-member “Board of Directors,” and an “Executive Committee” (EXCOM) of approximately 25 members, with approximately 10 Subcommittees. “Board/Executive Committee” meetings are normally scheduled semi-annually to provide direction, fact-finding, budget review/approval and executive interface with Warfare Center leadership. Air Force attendance normally includes the Warfare Center commander, vice commander, Command Chief, Air Base Wing Commander, other major unit commanders, vice commanders and Command Chiefs, Public Affairs and Protocol. Minutes of the “Board/Executive Committee” meetings are available upon request.
2. All active duty Air Force members may act only in a “liaison” capacity to the Executive Committee. They may represent Air Force positions on subjects, but may not participate in the management of the NST, such as voting for budgets and making decisions. Air Force members are free to voice their opinions on how the NST may best serve Nellis and Creech, and to provide guidance and “how to” advice. Per DoD 5500.7-R, paragraph 3-201, “*Membership*,” Air Force members may continue in a membership capacity, but must not participate in management of the NST. In order to avoid triggering the Federal Advisory Committee Act, the NST will not be asked by the Air Force for group or consensus recommendations. Installation personnel will only ask NST Members for their personal or individual observations or recommendations.
3. As of 2015, there were approximately 130 NST members. The majority are “Honorary Commanders.” NST members who were formerly in the military carry the title of “Advisor” to the program.
4. Beginning in 2011, the “Honorary Commander” program is managed by Nellis and Creech AFB, IAW AFI 35-105. “Honorary Commanders” are selected and assigned by their unit, in coordination with the 99th Air Base Wing. “Honorary Commander” positions include the “Honorary Warfare Center Commander,” and “Honorary Wing, Group, Squadron, and Detachment Commanders.” Additionally, some “Honorary Commander” positions are aligned with agencies, such as Protocol and Legal. Normally, “Honorary Commanders” are not from the same immediate family, federally elected or appointed officials, major contractors with Nellis or Creech, or newspaper/TV/radio reporters.
5. Any individual wishing to join the NST can complete an Application Form, which can be obtained from the NST Commander.

6. From 2004 to 2014, the NST's "Board of Directors" included Randy Black, Joe Brown, and L.D. Johnston. As of November 13, 2014, the "Board of Directors" are Patrick McNaught, Scott Gragson, and Craig Cavileer. The "Executive Committee" (EXCOM) Active Duty Military Liaisons, and Retired Military/Civilian members are:

Active Military Liaisons:

USAFWC/CC	NTTR/CC
USAFWC/CV	NTTR/DV
USAFWC/CCC	432 WG/CC
USAFWC/JA	432 WG/CV
57 WG/CC	432 WG/CCC
57 WG/CV	505 TEG/CC
57 WG/CCC	53 TEG/CC
99 ABW/CC	99 ABW/PA
99 ABW/CV	432 WG/PA
99 ABW/CCC	

Retired Military/Civilian Members

Randy Black
Joe Brown
Maj Gen (ret) Billy McCoy
Maj Gen (ret) L.D. Johnston
Brig Gen (ret) Greg Ihde
Brig Gen (ret) Dave Moody
Col (ret) Joe Stockett
Gary Ackerman
Don Andress
Chris Powell
Randall Campanale
Michael Gaughan
David Belding
Susan Sullivan
Allen Kaercher

7. An "NST Membership Application" form is on the next page. On the following page is a form to use when the NST wishes to nominate someone to be an "Honorary Commander." This nomination process is initiated by sending the "NST Nomination Form for an Honorary Commander Position" to the NST Commander. The Commander will then coordinate with the 99th Air Base Wing commander and Public Affairs office.

Nellis Support Team
3960 Howard Hughes Parkway, Ste 150
Las Vegas, NV 89169
(702) 241-7991

NST Membership Application

Name _____ “Go By” Name _____

Spouse/Significant Other Name _____

Phone Numbers: Business _____ Cell _____ FAX _____

Address _____

Email Address _____

Company _____ Position _____

NST Membership Sponsor _____

How did you learn about the NST _____

Reason for membership in the NST _____

Are you interested in a particular Air Force mission at Nellis/Creech? _____

Membership Options:

Contribution per Calendar Year:

“NST Member”

\$1,000

“Associate Member”: (former Military member):

With Corporate Sponsorship:

\$300

Without Corporate Sponsorship:

\$0 (contributions welcome)

Please attach a Biography or Resume

Applicant Signature: _____

Nellis Support Team
3960 Howard Hughes Parkway
Las Vegas, NV 89169
(702) 241-7991

**NST Nomination Form for an “Honorary Commander” Position at
Nellis/Creech**

(This form provides a vehicle for the NST or any NST Member to nominate an individual for an “Honorary Commander” position at Nellis/Creech. Please send the completed form to Patrick McNaught at the address above. Patrick will then process the nomination with the 99th Air Base Wing at Nellis.)

Nominee Name _____ “Go By” Name _____

Spouse/Significant Other Name _____

Phone Numbers: Business _____ Cell _____ FAX _____

Address _____

Email Address _____

Company _____ Position _____

Honorary Commander sponsor _____

Reason for participation in the Honorary Commander program _____

Interested in a particular mission at Nellis/Creech? (Fighters, Rescue, CE, etc.?) _____

Please attach a Biography or Resume

Applicant Signature: _____

Sponsor Signature: _____

Topic 4

“Financial Construct of the NST”

1. The NST accumulates its financial resources through annual (calendar year) contributions and “special contributions” throughout the year. “Special contributions” support events such as the Air Force Charity Ball, the Adopt a Family program, and other events/efforts that directly support the Warfare Center and its Airmen. For example, the Air Force Charity Ball is an annual event in Washington that supports the Air Force Aid Society (AFAS). AFAS helps Airmen and their families (including Airmen from Nellis and Creech), particularly during the hardships encountered due to extended deployments overseas. More information on the Air Force Charity Ball can be found at afas.org. Annually, the Warfare Center commander and Command Chief also provide the NST with a list of areas where the NST may elect to provide assistance; this list is reviewed and adjudicated by the NST’s Executive Committee.
2. All active duty Air Force members may only act in a liaison capacity to the Executive Committee. Per AFI 35-105, “No appropriated funds, non-appropriated funds, or O&M funds will be used to fund honorary commander programs. Base events such as luncheons should be pay as you go or once yearly official representation funds (ORF) funds can be considered.”
3. The NST attained 501(c)(3) status in 2004, thus contributions through annual dues and other contributions are tax exempt/deductible. For tax purposes, only member contributions processed through the “NST account” are tax deductible, i.e., dues and special project contributions. Membership dues are used for the benefit of the Air Force Airmen, and is a charitable donation. For everything else we do, we pay our own way. The amount of dues contributed is not associated with a NST member’s participation in the Nellis/Creech “Honorary Commander” program.
4. The NST Executive Committee (EXCOM) maintains a “Financial Subcommittee” which assists the Board/EXCOM in overseeing all budget and financial activities.

Topic 5

Expectations of NST Members (who are “Honorary Commanders”)

1. Periodically visit your assigned unit, and understand their mission.
2. Form a personal relationship with the unit commander and his/her people. If possible and appropriate, become knowledgeable of any special issues or needs of the family members in the unit. Due to the normal “rotation” of military people, maintaining your personal relationship requires a continuing and dynamic effort.
3. Attend formal and social unit functions such as changes of command, “Commander’s Calls,” “First-Fridays,” and unit functions and parties.
4. If desired, obtain various NST paraphernalia, such as the “NST Coin,” a “Base Access Card,” “NST Leather Jacket and Nametag,” and an “NST Patch.”
5. Where appropriate, integrate your military unit into your civilian realm of interest and influence, including an orientation to your own business area.
6. If you believe your particular business or personal interests might be used to build a better relationship with a unit other than the one you’re currently aligned, contact the Commander of the NST. He can work with the Bases, who are responsible for placing specific individuals.
7. Some NST “Mixer” activities are conducted outside the unit level. When possible, these events will occur after 5:00 pm to permit maximum attendance by NST members. For the same reason, invitations for these events will be distributed as early as possible...hopefully three to four weeks in advance. Examples are:
 - Warfare Center / NST Commanders Calls. These events are dual-hosted by the Warfare Center and the NST. Approximately every year, the Commanders’ Call will include the induction of newly assigned Honorary Commanders.
 - Social functions. These include Warfare Center holiday events and military receptions for DVs who are visiting Nellis. Invitations for such events will come from Nellis Protocol and/or the NST. Some functions, which require only a few representatives from the NST, will result in a personal invitation from the NST Commander.

8. Military and civilian distinguished visitors from around the world visit Nellis and Creech AFB. In order to host these DVs, the Commander of the NST may ask NST Members and their spouses to participate (on a voluntary basis) with your time and financial support.
9. The last part of this “Handbook” includes the 99th Air Base Wing’s Supplement to the Air Force Regulation on “Honorary Commander” programs. It provides additional useful guidance on “do’s” and “don’t’s” as an “Honorary Commander.” Each “Honorary Commander” should read this short pamphlet.
10. Bottom line: As much as possible, provide your support to your assigned unit and commander with your time, talent and treasure, and introduce them to as much of our Vegas community as your schedule permits. It’s all about the “Airmen”!

Topic 6

“Expectations of a Military Unit Commander”

1. Proactively contact your “Honorary Commander” on a regular basis, ensuring they are invited to official and social functions.
2. Introduce your “Honorary Commander” and their Family to as many unit members as possible.
3. Brief and update the “Honorary Commander” on the unit’s mission. Provide them an organizational chart and any other data that you think might help them understand your people and mission.
4. Consider an opportunity for your “Honorary Commander” to fly in an aircraft. The process for making this happen is at the discretion of your wing commander and/or the Warfare Center Commander. The process normally involves the routing of your recommendation up your chain to the wing or Center commander. They may choose to coordinate the request with the NST Commander.
5. Notify the NST of any unit events that you believe other “Honorary Commanders” might enjoy attending. The NST will distribute this data to other NST members.

Topic 7

Expectations of NST “Advisors” (Former Military Members)

1. Participate in applicable NST activities and functions. Visit and understand the mission of the Warfare Center and its units.
2. Form a personal relationship with various unit commanders. If possible and appropriate, become knowledgeable of any special issues or needs of the family members of the Warfare Center. Due to the normal “rotation” of military people, maintaining your personal relationship requires a continuing and dynamic effort.
3. Attend formal and social unit functions such as changes of command, “Commander’s calls,” “First-Fridays,” and unit functions and parties.
4. If desired, obtain various NST paraphernalia, such as the “NST Coin,” a “Base Access Card,” “NST Leather Jacket and Nametag,” and “NST Patch.”
5. Where appropriate, integrate military personnel into your civilian realm of interest and influence, including an orientation to your own business area.
6. Some NST activities are conducted outside the unit level. When possible, these events will occur after 5:00 pm to permit maximum attendance by NST members. For the same reason, invitations for these events will be distributed as early as possible...hopefully three to four weeks in advance. Examples are:
 - Warfare Center / NST Commanders Calls. These events are dual-hosted by the Warfare Center and the NST. Approximately every year, the Commanders’ Call will include the induction of newly assigned Honorary Commanders.
 - Social functions. These include Warfare Center holiday events and military receptions for DVs who are visiting Nellis. Invitations for such events will come from Nellis Protocol and/or the NST. Some functions, which require only a few representatives from the NST, will result in a personal invitation from the NST Commander.
7. Military and civilian distinguished visitors from around the world visit Nellis and Creech AFB. In order to host these DVs, the Commander of the NST may ask NST Members and their spouses to participate (on a voluntary basis) with your time and financial support.

Topic 8

“Lessons Learned from Honorary Commanders”

Request current NST “Honorary Commanders” provide lessons they’ve learned during their current and/or previous tours as an Honorary Commander. They will be incorporated in future editions of the “NST Handbook.” Your comments can be sent electronically to L.D. Johnston at ldjinellis@aol.com, or via phone at (702) 644-6927, or (702) 496-1230. Below are some previous comments from NST Members:

1. “Be involved your military unit, including professional and social functions.”
2. “Be easily accessible to ALL members of your unit, and make them and their families feel welcome in our community. Eliminate or minimize the road blocks that make their transition to the Las Vegas valley more difficult.”
3. “The personal relationship between the unit commander and the Honorary Commander is the cornerstone of the NST. Every effort must be made to ensure this relationship is sound and continuous.”
4. “The NST provides exposure to a kind of “camaraderie” that exists only in the military.”
5. “We’re not different...Airmen and NST members...Patriots all!”
6. “The relationship is tremendous...100% both ways!”
7. “The personal relationship with the unit commanders and their people makes being an Honorary Commander a real privilege!”
8. “Nellis people are a cross-section of Americana...we need to ensure the Las Vegas community knows, embraces and cares for them.”

Topic 9

“Lessons Learned from Military Unit Commanders”

Request current Unit Commanders provide Lessons they've learned during their current and/or previous assignments. They will be incorporated in future editions of the “NST Handbook.” Your comments can be sent electronically to L.D. Johnston at ldjnellis@aol.com, or via phone at (702) 644-6927, or 496-1230. Below are some previous comments from Military Unit Commanders:

1. “Involvement and interaction with the Honorary CCs is the most important aspect of the NST program.”
2. “Frequent and prominent involvement with unit officials and social events enable the NST mission.”
3. “Unit CCs and Honorary CCs should review unit AEF cycles and involve Honorary CCs in the pre-deployment and post-deployment activities.”
4. “Ensure Honorary CCs, to the max extent possible, are invited to every “Hail and Farewell.” This affords the Honorary CC the opportunity to stay actively engaged with the unit.”
5. “Honorary CCs’ hosted tours or social functions in their area of interest and/or location is great for educating and exposing military members to Las Vegas community interests.”
6. “Unit CCs, or subject matter experts, should speak at Honorary CC-sponsored events on their unit mission, specialty, and/or Nellis contributions to National Security.”
7. “Invite Honorary CCs to attend mission planning and execution phases of exercises such as RED FLAG, or during mission operations in the Combined Air Operations Center.”
8. “Offer a “Shadow Program,” enabling the Honorary CC to follow a military member throughout their workday, during a training event, or during tours through several unit office areas.”

Topic 10

“Feedback Path for NST Improvements”

1. Feedback and new ideas on how to improve the NST’s performance are heartily encouraged. Please forward them via email or phone to L.D. Johnston at ldjnellis@aol.com, or (702) 644-6927, or (702) 496-1230.

Topic 11

“Mission of the USAF Warfare Center”

The U. S. Air Force Warfare Center (USAFWC) at Nellis Air Force Base, Nev., reports directly to Air Combat Command. The Center was founded Sept. 1, 1966, as the U.S. Air Force Tactical Fighter Weapons Center. It was renamed the U.S. Air Force Warfare Center in October 2005.

Purpose

The USAFWC exists to ensure deployed forces are well trained and well equipped to conduct integrated combat operations. From our testing and tactics development programs to our training schools and venues, we provide our Airmen with proven and tested technology, the most current tactics, superb academic training and a unique opportunity to practice integrated force employment. The USAFWC vision, mission and priorities are central to supporting Air Combat Command's mission to fly, fight, and win - integrating capabilities across air, space, and cyberspace to deliver precise coercive effects in defense of our Nation and its global interests.

Commander's Vision and Mission

Preparing Airmen for the Joint fight - providing the Joint Force Commander with highly skilled Airmen, effective weapons, and effective command and control of air, space, and cyberspace.

The mission of the USAFWC is developing cross-domain leaders and capabilities through operational testing, tactics development and advanced training in air, space and cyberspace at the tactical and operational levels of war.

Commander's Priorities:

F-35 Operational Testing

Cross-Domain Integration of Air, Space and Cyberspace

Live, Virtual, Constructive Implementation

Warfighting in Contested, Degraded and Operationally-Limited Environments

Organizations

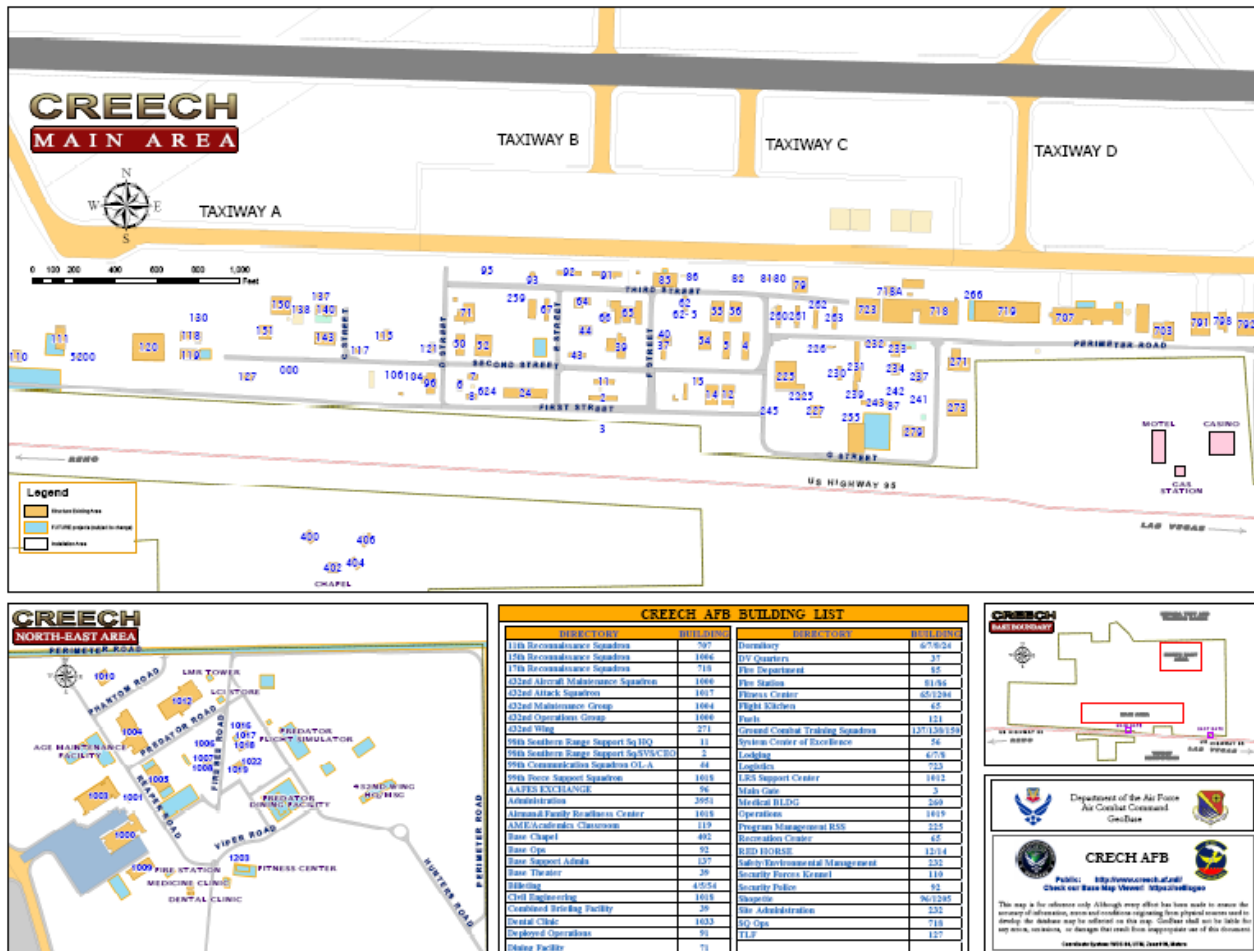
To execute its mission, the USAFWC oversees the operations of four Wings, one direct reporting unit, and one named activity: **the 57th Wing**, 99th Air Base Wing, and the Nevada Test and Training Range at Nellis AFB, Nev.; the **53rd Wing** at **Eglin AFB**, Fla.; the 505th Command and Control Wing at **Hurlburt Field**, Fla; and **Air Force Tactical Exploitation of National Capabilities** at Schriever AFB, Colo. The USAFWC is approximately 11,000 personnel (active duty, guard, reserve and civilians), located in 22 states, 32 different locations. The USAFWC also includes its own Inspector General, Staff Judge Advocate, Protocol Office, and Historian.

Topic 12 “Map of Nellis AFB”



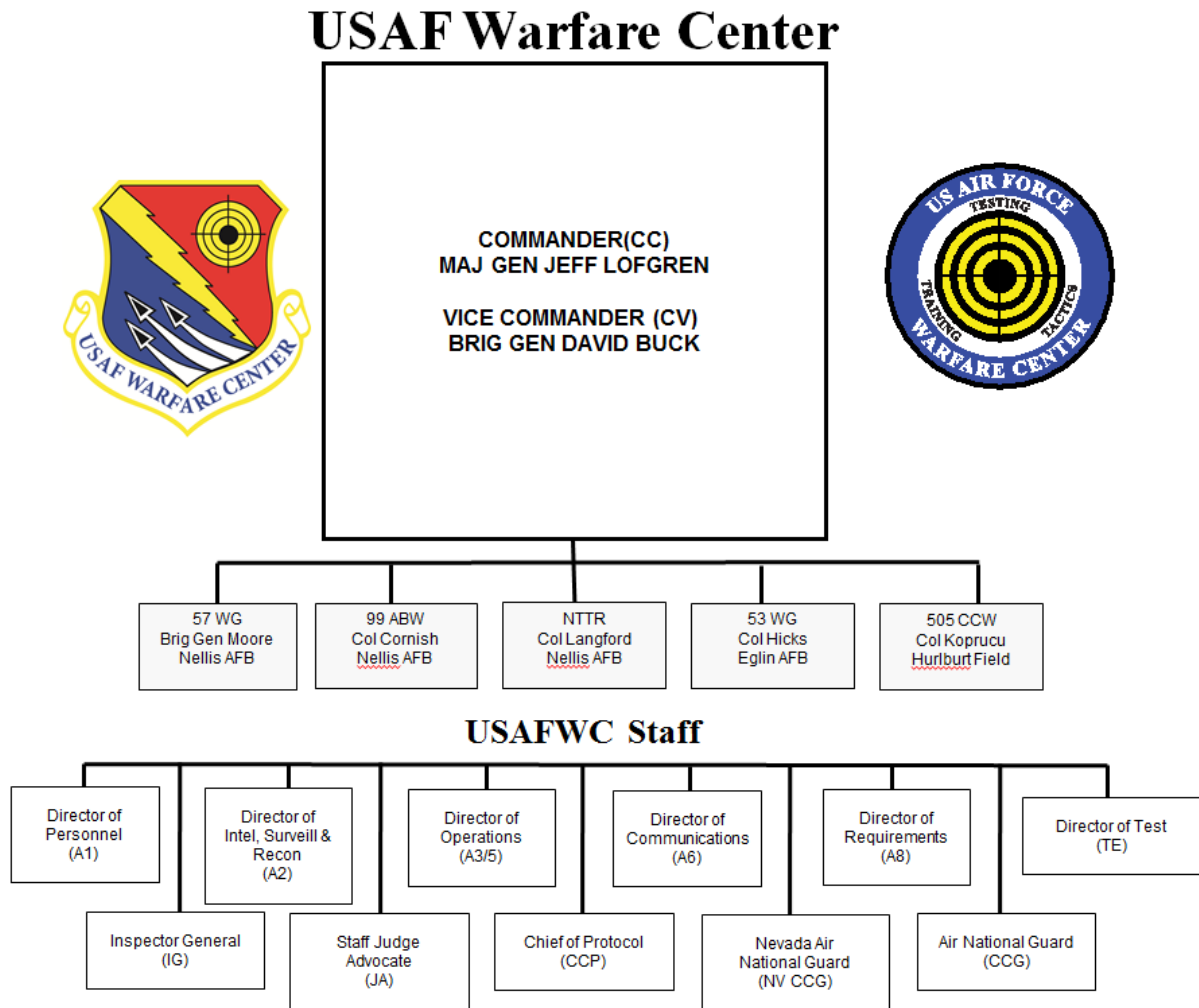
Topic 13

“Map of Creech AFB”



Topic 14

“USAF Warfare Center Organizational Diagram”



Nellis AFB Major Tenant Units:

563rd Rescue Group
58th Rescue Squadron
66th Rescue Squadron
763rd Maintenance Squadron

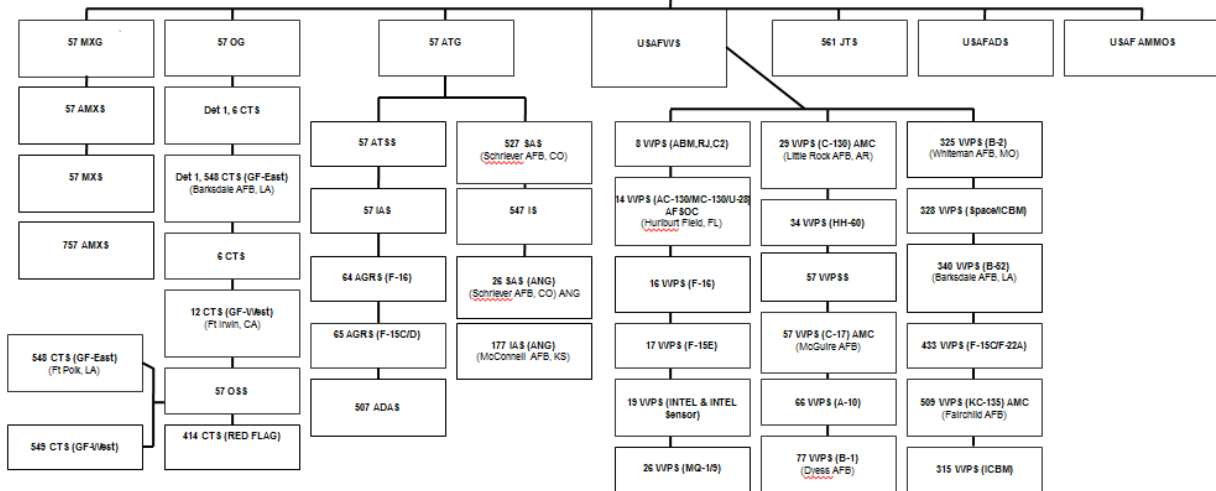
820th RED HORSE Squadron
55th RED HORSE Squadron (AFRES)
896th Munitions Squadron

57th WING



COMMANDER (CC)
BRIG GEN CHARLES L. MOORE, JR.

VICE COMMANDER (CV)
COL ALEXUS G. GRYNKEWICH

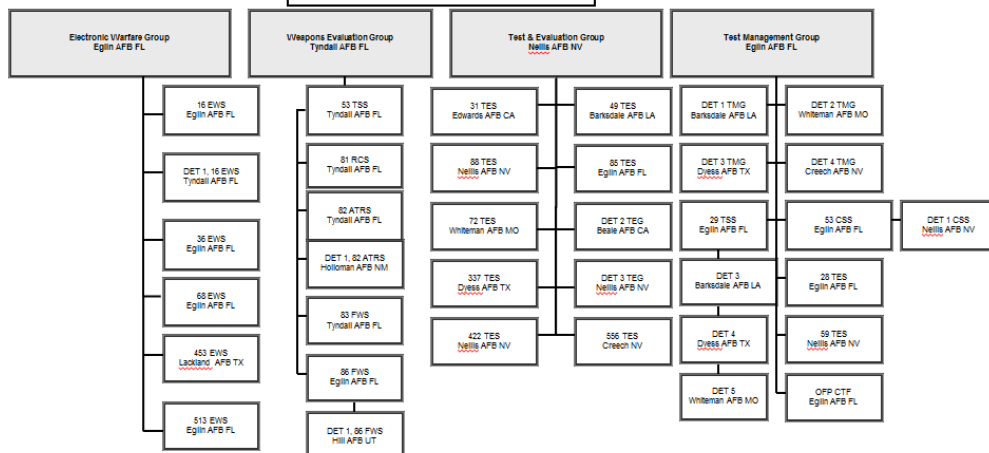


53D WING

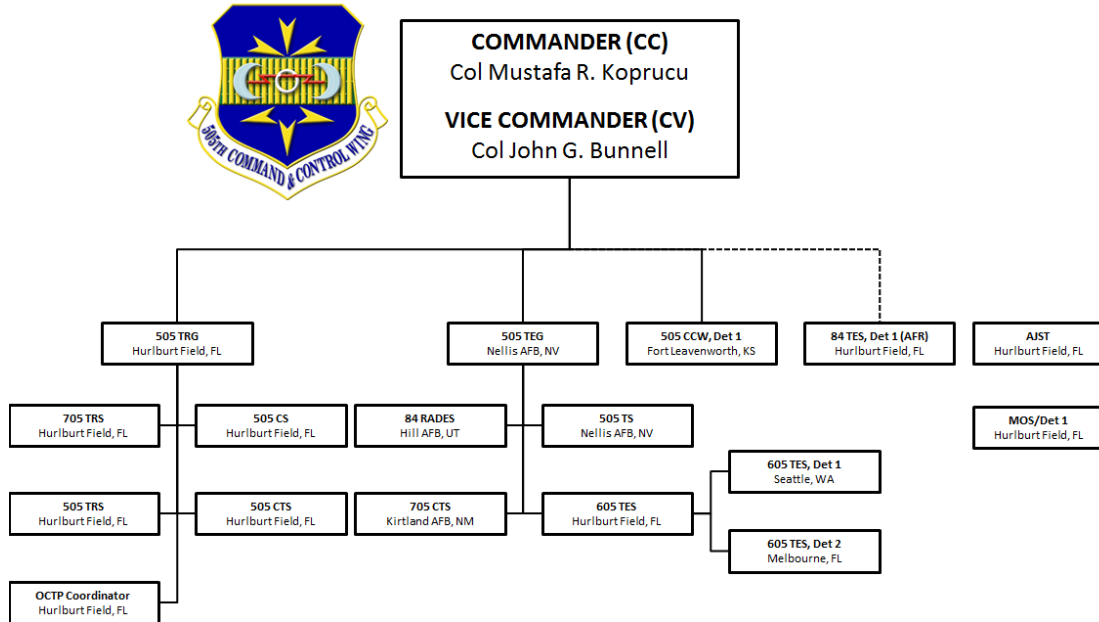


COMMANDER (CC)
Col David Hicks

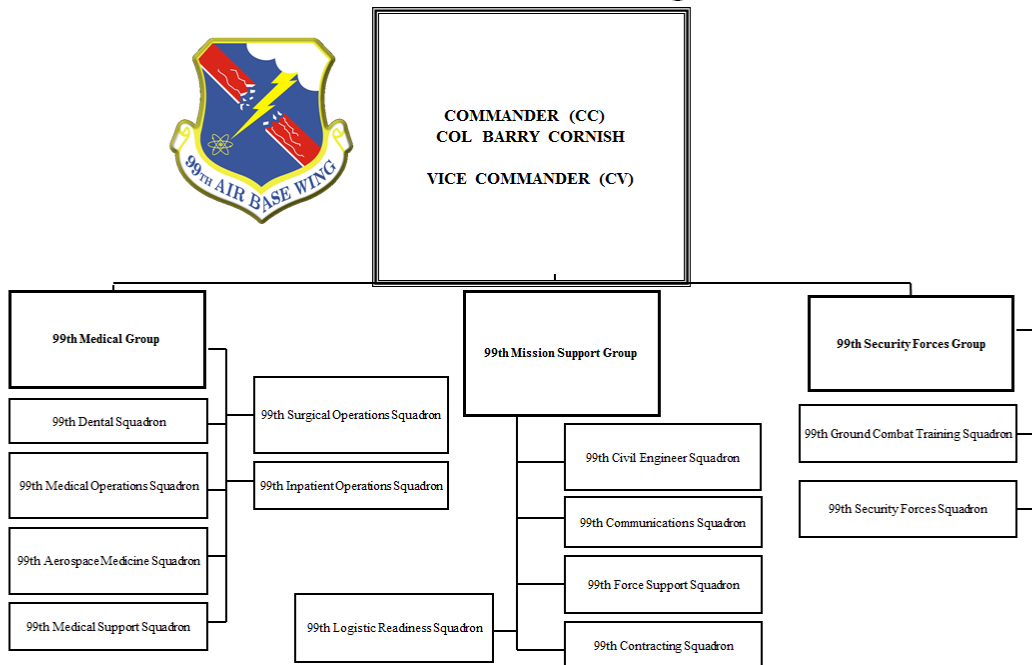
VICE COMMANDER (CV)
Col Lane Humphreys



505th Command and Control Wing



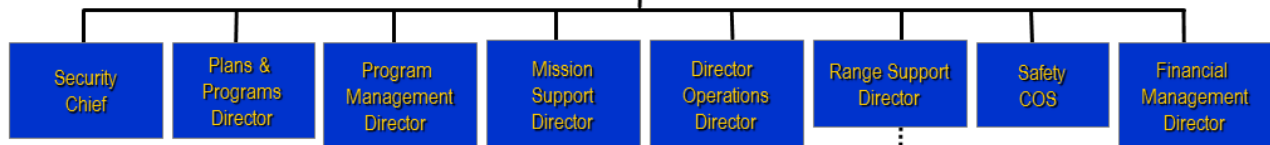
99th Air Base Wing



Nevada Test and Training Range



Nevada Test & Training Range
CC – Col Stephen Langford
DV – Ms Yvonne Gresnick



**Civil Engineering / Services
Transportation / Logistics
Target Build / Range Clean
BOS at Creech AFB, Tonopah**



**Target / Threat Instrumentation
Command, Control, Communications**

BY ORDER OF THE COMMANDER
99th Air Base Wing

99 ABW/PA OI 35-105-2
20 December 2012



Public Affairs

**INSTALLATION HONORARY
COMMANDERS PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: This publication is available digitally.

RELEASABILITY: Access to this publication is restricted to dot mil site.*****

OPR: 99 ABW/PA/Maj Mae-Li Allison

Certified by: 99 ABW/CC
USAFWC/CC
Pages: 8

This operating instruction supplements Air Force Instruction (AFI) 35-105, *Community Relations*, and per Section K, para. 45.2.6.1.9., establishes local policies and procedures governing the Installation Honorary Commanders Program for Nellis AFB, Creech AFB and the Nevada Test and Training Range (NTTR). This instruction is applicable to all Nellis/Creech/NTTR units participating in the program. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>. Contact supporting records managers as required.

1. Overview/Objective and Intent. The Air Force has a responsibility to establish and maintain personal contact with local civic leaders in order to increase public awareness of the missions, policies and programs of the United States Air Force and an understanding of the Department of Defense. The goal is to partner with members of the local community while exposing them to the missions of the armed Services. The Honorary Commanders Program is one such vehicle for meeting this objective and the intent is to create one-on-one opportunities to inform and educate local community leaders about the missions of the U.S. Air Force, Nellis AFB, Creech AFB, and the Nevada Test & Training Range (NTTR) across the United States Air Force Warfare Center, 5 Wings, 52 tenants units and 2.9 million acres of the NTTR. Participants are selected based on their position or influence in the community and their ability to have a positive impact on public support for the Air Force and our Nellis-Creech-NTTR missions.

1.1. Key civic leaders or groups should be invited to the base for informational briefings and meetings hosted by the commander and staff, to include honorary commanders, as applicable. Commanders must ensure that these individuals or groups will not be given preferential treatment that implies or confers authority or access to base services they would not be otherwise be entitled to. Commanders and public affairs offices should be made aware of any misuse of commander granted access to the base, to include use of services meant exclusively for Airmen, their families and DoD employees. In the event command considers rescinding base access or privileges afforded to a key civic leader or group, to include honorary commanders, maintaining base security is the paramount factor to be considered along with the potential impact on community ties and/or local factors.

1.2. In order to avoid triggering the Federal Advisory Committee Act, these groups will not be asked by the Air Force for group or consensus recommendations. Installation personnel will only ask participants in community leadership programs for their personal or individual observations or recommendations.

2. Recommendation and Selection of Honorary Commanders.

2.1. Recommendations. Any Nellis, Creech, or NTTR Airman can nominate an individual to be an Honorary Commander via his or her chain of command to 99 ABW/PA. Additionally, civic leaders, current honorary commanders and other non-federal entities associated with the installation can also nominate individuals directly to 99 ABW/PA.

2.1.1. Nominations should be in writing with a background on the nominee and include a brief justification on how the nominee's involvement with the Honorary Commanders Program would improve his or her understanding of the Air Force. If a biography or resume is available, it should also be submitted.

2.1.2. Restrictions. The following individuals should not be nominated to participate in the Honorary Commanders program:

2.1.2.1. Individuals should not be nominated if the only justification is based on being an immediate relative (spouse, child, parent, sibling) of a current or former Honorary Commander. *(Exception: Individuals who are prominent business or civic leaders in their own right can be nominated. If an immediate relative is currently serving, the individual nominated must not be from the same organization per Para. 2.1.2.3, and will be assigned to a different wing or tenant organization than his or her relative.)*

2.1.2.2. Individuals should normally not be military retirees because the goal of the program is to orient new community members with limited knowledge of the Department of Defense. *(Exception: Military retirees who are prominent business or civic leaders as a result of non-military activity and have limited knowledge of a unit's mission, [i.e. retired from different service or career field or organization not affiliated with nominating unit], may be approved on a case-by-case basis. Justification should be provided with the nomination.)*

2.1.2.3. No more than one nominee from any individual organization should serve as an Honorary Commander in any given year with the exception of organizations whose membership comes from a wide variety of business and organizations such as a Chamber of Commerce, Military Affairs Committee or other non-federal and civic supported entities. Examples of organizations that should only have one representative to the program include individual schools or businesses. *(Exceptions may be granted on a case-by-case basis for large organizations and entities [i.e. a Casino Executive and Marketing Manager may be with the same corporation, but have little or no interaction.] If an exception is approved, individuals will be assigned to different wings or tenant organizations.)*

2.1.2.4. Nominees can work in a media-related field, but cannot be a newspaper, TV, or radio reporter due to the conflict of interest when reporters are allowed unescorted access to the installation and senior leadership.

2.1.2.5. Nominees will not be members of Congress, their staff or federally elected or appointed officials.

2.1.2.6. Nominees whose presence creates a potential conflict of interest should not be nominated. *(Note: In order to ensure there is no perception of conflict of interest or to create an unfair business advantage, individuals will be placed with organizations that do not conduct business or contract for the services of these individuals. Additionally, organizations or members of the federal government should not nominate anyone they do business with, regardless of eventual unit of assignment.)*

2.1.2.7. Nominees should not include anyone whose membership would cast a negative light on the U.S. Air Force.

2.2. Selection and Placement.

2.2.1. 99 ABW/PA will review each nomination to ensure compliance with AFI 35-101 and the restrictions listed in Section 2.1.2.

2.2.2. If an individual meets the requirements to be part of the Honorary Commanders Program, 99 ABW/PA will assess placement of individuals based on the Master Priority Fill List.

2.2.2.1. The Master Priority Fill List contains all Nellis/Creech/NTTR units with honorary commander vacancies. The list's order comes from vacant fill priorities established by each wing commander and is designed to utilize a fair share process to equally distribute new members to the program across all organizations.

2.2.2.2. Utilizing the Master Priority Fill List, 99 ABW/PA will coordinate approval of placement nominees with appropriate Wing or Equivalent Commanders.

2.2.2.3. Exceptions. Units without an Honorary Commander who nominate an individual via their chain of command to be part of the program will be given the opportunity (with

appropriate Wing or Center commander approval) to have the nominee assigned to their unit. Personnel should first contact 99 ABW/PA and have the nomination reviewed for compliance prior to submitting via the chain of command.

3. Term Limits and Annual Reviews.

3.1. Initial four-year term limits and annual reviews have been established to enhance reach and effectiveness while ensuring opportunities exist for new community leaders to participate in the Honorary Commanders Program and avoid program stagnation.

3.1.1. Annual reviews will be conducted to ensure Unit Commanders and Honorary Commanders are engaged and maintaining a positive relationship.

3.1.1.1. If a review reveals that an Honorary Commander is not fulfilling his or her responsibilities, the affected Center Commander, Installation Commander or Wing Commander may terminate the Honorary Commander's term early.

3.1.2. If an Honorary Commander remains actively involved and receives positive annual reviews, he or she will be considered for retention at the end of the initial four-year period. Each individual considered for retention (reviewed on a case-by-case basis) may be extended within their current unit, be given an opportunity to participate in the program with another unit assigned to a different wing or tenant organization, or be "promoted" to a group or senior leadership Honorary Commander position.

3.1.3. If requested, an Honorary Commander may terminate his or her term early.

4. Unit Commander Responsibilities

4.1. Unit commanders will:

4.1.1. Proactively contact and engage with their Honorary Commander on a regular basis, and maintain an active relationship.

4.1.2. Ensure Honorary Commanders (and spouses when appropriate) are invited to official unit and social functions such as changes of command, unit awards presentations, commanders calls, holiday parties, retirement ceremonies, deployment and homecoming events.

4.1.3. Personally introduce the Honorary Commander to as many unit members as possible and ensure he or she receives a unit tour and mission briefing that provides information on how the unit supports Air Force missions and objectives at the wing, base, center, and command levels. Provide them an organizational chart and any other data which the unit feels would help the Honorary Commander understand the unit's people and mission.

4.1.4. Attend base-level events such as CC Calls and Induction Ceremonies with the Honorary Commander. It is imperative that the Active-Duty Commander or a Unit Representative is in attendance when their Honorary Commander is first inducted into the program.

4.1.5. When appropriate, consider other base opportunities for the Honorary Commander such as a tanker flight or orientation flight. Individuals should be part of the Honorary Commander program for at least two years before being considered for an orientation flight. Orientation flights are limited and significant justification on what the individual has done for the unit or base and how a flight would further enhance his or her understanding of the mission is required. Contact 99 ABW/PA for more information on the approval process.

5. Honorary Commander Responsibilities

5.1. Honorary Commanders are expected to:

5.1.1. Periodically visit their assigned unit, and understand their mission.

5.1.2. Form a personal relationship with the unit commander and his/her people. If possible and appropriate, become knowledgeable of any special issues or needs of the family members in the unit. Due to the normal “rotation” of military personnel, maintenance of your personal relationship requires a continuing and dynamic effort.

5.1.3. Attend formal and social unit functions such as changes of command, “Commander’s Calls,” “First-Fridays,” and other unit functions and events.

5.1.4. Where appropriate, integrate your military unit into your civilian realm of interest and influence, including an orientation to your own business area.

5.1.5. Participate in base-level Honorary Commanders events. When possible, these events will occur after 5 p.m. to permit maximum attendance by Honorary Commanders. For the same reason, invitations for these events will be distributed as early as possible with three to four weeks in advance as the goal.

5.1.5.1. U.S. Air Force Warfare Center /Honorary U.S. Air Force Warfare Center Commanders Calls. These events are dual-hosted by the USAFWC/CC and his Honorary Commander.

5.1.5.2. Annual Induction Ceremony for newly assigned Honorary Commanders.

5.1.5.3. Other Social functions. These include Wing and Center holiday events and military receptions for DVs who are visiting Nellis. Invitations for such events will come directly from Nellis Public Affairs or Protocol. Some functions, which require only a few Honorary Commanders, will result in a personal invitation from the U.S. Air Force Warfare Center Honorary Commander.

5.1.5.4. To the max extent possible, provide support to your assigned unit and commander with your time, talent and treasury as well as introduce them to as much of your community as time allows.

6. Legal Considerations.

6.1. No appropriated funds, non-appropriated funds, or O&M funds will be used to fund Honorary Commander programs. Base events such as luncheons should be pay as you go or once yearly where official representation funds (ORF) funds can be considered. Consult USAFWC/JA before making plans.

6.2. Guidelines for event participation and gifts apply to Honorary Commander and advisory group programs. Event participation cannot violate DOD 5500.7-R, *Joint Ethics Regulation* (JER). Avoid anything that could be perceived as fraud, waste, and abuse.

6.3. The Honorary Commanders Program is a U.S. Air Force Public Affairs Community Outreach program and constitutes an official activity of a Department of Defense (DoD) component. Overall program responsibility rests with the Installation Commander. 99 ABW/PA exercises program management responsibilities as designated by the Installation Commander. As such, the standards of ethical conduct contained within the JER apply to any activities or interactions with non-Federal entities. Appointment as an Honorary Commander is separate and distinct from membership in any non-Federal entity. Membership in any non-Federal entity is neither a prerequisite nor a factor in selection for appointment. Honorary Commanders may be members of a non-Federal entity so long as their participation complies with the JER. Questions regarding activities with non-Federal entities should be directed to USAFWC/JA for legal review.

6.4. The standards of ethical conduct within the JER regarding solicited or unsolicited gifts from outside sources apply to all activities of the Honorary Commanders Program. Military members are prohibited from soliciting gifts or services from Honorary Commanders. Unsolicited gifts from an Honorary Commander must comply with the limitations set forth in the JER.

6.5. If any doubt arises as to the legality of any program activity, obtain a legal opinion from USAFWC/JA at 652-5407.

7. Other OPR Responsibilities.

7.1. Center/Wing/NTTR Commanders

7.1.1. Review and Approve Nominations for Honorary Commanders within your organization.

7.1.2. Provide PA with Prioritized Vacant Units for the Master Priority Fill List.

7.1.3. Approve any unit-level nominations for Honorary Commanders after coordination with PA.

7.1.4. Invite Honorary Commanders to significant Nellis Events such as Aviation Nation and the Nellis-Creech-NTTR Air Force Ball

7.1.5. Ensure Unit Commanders and Honorary Commanders assigned to your organization are aware of the demands and expectations associated with participation in the Honorary Commanders Program.

7.1.6. Coordinate base-wide orientations, events, CC Calls and other activities to inform and educate all assigned Honorary Commanders of the larger mission.

7.1.7. Consider Conducting Organizational-Level Briefs, Tours, and Orientations for assigned Honorary Commanders.

7.2. Nellis Public Affairs

7.2.1. Ensure Compliance with this Operating Instruction.

7.2.2. Provide Center/Wing Leadership periodic reviews and updates on Honorary Commanders Program.

7.2.3. Coordinate Honorary Commander Nomination Packages for Approval.

7.2.4. Actively seek new candidates for participation in the program and recommend for Wing leadership approval.

7.2.5. Coordinate with USAFWC/CC, USAFWC/CAG, USAFWC/CCP, and USAFWC Honorary Commander to schedule, plan, and conduct honorary commanders Induction Ceremony.

7.2.6. Conduct annual reviews to ensure Honorary Commanders and active-duty counterparts are actively engaged.

7.2.7. Maintain database to track Honorary Commanders program participants.

7.2.8. Coordinate issuance of base passes for Honorary Commanders with 99th Security Forces Group.

7.2.9. Personal data must be labeled and stored in accordance with the requirements of the Privacy Act of 1974 and related Air Force records management procedures. Units must ensure the privacy of personal data maintained on individuals for the purpose of interacting with the public and its representatives selected for routine contact. Units will ensure access to such personal data is not disclosed beyond the original intent of its collection without the individual's permission.

7.3. Nellis Protocol/USAFWC CAG

7.3.1. Assist as OCRs with planning and execution of annual Honorary Commanders induction and other USAFWC-level hosted Honorary Commanders events and activities.

7.3.2. Ensure Honorary Commanders receive formal invitations (print or electronic) to significant events and activities as USAFWC/CC deems appropriate.

7.4. USAFWC Judge Advocate

7.4.1. Review and provide advice for any legal issues that may arise with the Honorary Commanders Program at Unit Level and above.

7.4.2. Provide commanders with ethics advice regarding the JER, acceptance of gifts, and the solicitation of goods and services from outside sources.

7.4.3. Provide assistance to 99 ABW/PA on any legal issues arising during the nomination, selection or placement process.

7.5. 99th Mission Support Group

7.5.1. The Installation Commander has approved issuance of base passes to Honorary Commanders for unescorted entry on the installation at FPCON Alpha and below. Base passes are strictly for access only and do not imply or confer any authority to the individual or his/her honorary position.

7.5.2. Serve as liaison for issuance of base passes to Honorary Commanders while educating 99 ABW/PA and Honorary Commanders on any changes to base access procedures.

7.5.3. Assist 99 ABW/PA with any access, parking or Entry Access List issues for Honorary Commander events or activities.

7.6. 57th Wing

7.6.1. Serve as liaison in coordinating, scheduling and approving all orientation flights.

7.6.2. Serve as liaison for planning and execution of any base-level hosted Honorary Commander events or activities to be conducted within vicinity of the Nellis flightline or 57th Wing facilities.

7.7. Honorary Commanders Advisory Group

7.7.1. The Honorary Commanders Advisory Group is a group of retired former wing-level equivalent and above commanders and vice commanders who reside locally.

7.7.2. These advisory group members liaise between the community and Honorary Commanders program and keep senior leaders and Honorary Commanders informed on issues and topics that affect the Nellis-Creech-NTTR Mission.

7.7.3. The group members also assist with the planning and execution of Honorary Commander events as needed.

BARRY R. CORNISH
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Commander