

139th Airlift Wing

Annual Report



2021

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Cover photo: Airmen from the 139th Airlift Wing are greeted by family members at Rosecrans Air National Guard Base, St. Joseph, Missouri, Nov. 19, 2020. The Airmen were deployed to U.S. Central Command's area of responsibility where they provided C-130 Hercules aircraft support for Operation Inherent Resolve and Operation Resolute Support.

Wing Commander

To say past year has been a challenge for our Wing would be an understatement. The nation, state and local community have asked more from us than any year I can remember. However, in true 139 AW fashion, we blew away everyone's expectations. Some of the things we have supported throughout the last year include Capital Response, the National Science Foundation's Antarctic program, the Presidential Inauguration, and Operation Allies Welcome, which involved assisting and transporting thousands of refugees from Afghanistan. We did all of this while still supporting our state's COVID response, deploying hundreds of Airmen to operations worldwide, changing work schedules, and taking a revised approach for selective retention and force development. On top of that, we had a complete turnover of all of wing leadership and hosted the 2021 Sound of Speed Airshow & Open House which was named the 2021 Military Show Site of the Year by the U.S. Air Force Thunderbirds. Wow, what a year!

With all of these accomplishments, it does lead to an emotional and physical toll on our Wing. However, our Airmen continue to demonstrate an absolute professionalism and resiliency in this changing world that has placed ever increasing expectations on them, and for that I could not be prouder. Our family, leadership and community recognize this hard work and share my sentiments, but more importantly, our nation knows that the 139th is "Always Ready, Ever Willing".

Our other initiatives are moving forward as well. We have continued with our north side development plan by completing a new communications/FSRT building and started construction on a first class, multi-million dollar, full-motion simulator facility. We have also engaged with our elected officials to discuss the continued modernization of the C130H and our plan to procure the C130J model to ensure longevity of the 139th mission for generations of Airmen to come. These investments light the path of a bright future for this Wing. Of course none of this would be possible without the most important asset of this wing, its people. Their hard work each and every day is what stands out ahead of all other units and puts the 139th

in a place that we all can be proud.

Looking ahead, this high operational tempo is likely to persist, and we will continue to be called upon when the situation requires it. I know we are all prepared to meet these future challenges head on. To continue to do that, we need to keep attracting and retaining mission ready Airmen, keep updating our facilities, and keep modernizing our fleet with the latest technology available. Doing so will allow us to always be the first in global response, tactical airlift and homeland support!

As we move into 2022, we will continue the mission, including the deployment of many of our fellow Airmen. Please keep them and all those on mission in your thoughts and prayers. I am proud to serve the men and women of this Wing. I've served here all of my adult life and being your Wing commander is the honor of a lifetime. I am humbled daily by the strength and the personal sacrifices that our men and women put forth in service to our Wing, state and this great nation. The state of the 139th is strong and I look forward to the future that lies ahead.

Serving each of you,
John "Bean" Cluck



Col. John Cluck
139th Airlift Wing Commander

Economic Impact

Fiscal Year 2021

| | |
|--|---------------|
| Salaries, Wages, and Monetary Benefits | \$72,270,106 |
| Education Benefits* | \$5,920,464 |
| AATTC Students/Symposiums | \$2,098,404 |
| Construction and Capital Investment | \$20,171,009 |
| Operation and Maintenance Expenditures | \$11,402,298 |
| Military Personnel (MilPers) Expenditures | \$1,862,605 |
| Active Duty, Air Force Reservist, ADOS/MPA Tours | \$4,644,797 |
| AVPOL | \$1,639,422 |
| Weapon System Sustainment | \$5,607,800 |
| TOTAL EXPENDITURES | \$124,616,905 |
| TOTAL IMPACT (1.8 multiplier) | \$224,310,429 |

*Education benefits are based on the enlisted personnel pursuing undergraduate education. The total 4 year process for a Bachelor's degree was then broke down annually and based on 60% of the total enlisted personnel utilizing their benefits.



U.S. Army Maj. Gen. Levon Cumpton, the adjutant general of the Missouri National Guard and Col. John Cluck, commander of the 139th Airlift Wing, along with local civic leaders, cut a ribbon signifying the opening of a newly constructed communications building at Rosecrans Air National Guard Base, St. Joseph, Missouri, Aug. 25, 2021.

Command Chief

I am honored to serve the great men and women of the 139th Airlift Wing! Our accomplishments over the last year are a testament to the devotion of each of you. We have faced many challenges in 2021 and overcame them all. I couldn't be more proud to be a part of this organization. Members taking part in mass vaccination teams ensuring Missouri citizens received COVID vaccines. Supporting local food banks providing much needed nourishment to Missouri residents. The phone bank mission in Jefferson City, ensuring information was available 24 hours a day. Members fulfilling RCP responsibilities and supporting Operation Allies Welcome. Our 2021 Air Show, first in attendance show for the U.S. Air Force Thunderbirds. The completion of the communication facility and the beginning construction on a new flight simulator facility. Remodels of wing HQ, operations, and ATF buildings. These are just a few of the many accomplishments of 2021. All of this while maintaining an aggressive day to day mission schedule and maintaining readiness. It takes all of us working as a team to make this happen and I could not be more proud of the team we have! Many thanks to each member of our team for always living up to our motto, "Always Ready, Ever Willing". I look forward to what 2022 brings our way!



Thomas Triplett
Command Chief Master Sgt.
139th Airlift Wing



Airmen with the 139th Airlift Wing, Missouri Air National Guard, gathered in formation for a moment of silence at Rosecrans Air National Guard Base, in St. Joseph, Missouri, Sep. 11, 2021, to remember and reflect on the 9/11 terrorist attacks that occurred 20 years ago. 2,996 people lost their lives from terrorist attacks on Sept. 11, 2001.

139th Operations Group

The 139th Operations Group (OG) started FY21 by returning from a successful deployment in the Middle East region in support of Operation Inherent Resolve and Operation Resolute Support despite continued challenges with the COVID-19 global pandemic. The 139th OG was also the only ANG unit capable of generating multiple current and qualified crews to support Silver Arrow in support of USAFE/AFRICOM missions. OG crews executed multiple real world JA/ATT, exercise support, and Afghan refugee moves for Operation Allies Refuge compiling over 100 flight hours and airdropped 550+ paratroops. Our members remained actively involved in local, state, and national operations. The 139 OG was also one of the lead units that supported multiple airlift missions supporting US Capital security.

The OG saw multiple instances of working virtually with hybrid split shifts but continued to execute flying in support of state and federal missions. In early 2021, several members of the OG were activated on 502F orders to augment the state in support of the mass vaccine roll-out.

The 139th OG is continually looking to the future and has answered the CSAF's call of "accelerate, change, or lose" by being the first C-130 unit to provide operational proof of concept in the Agile Combat Employment (ACE) mission. Our crews directly integrated with 5th generation fighter aircraft in an exercise scenario to rapidly move assets from a simulated forward deployed location.

Tactics and Intel: The 139th OSS tactics division successfully deployed aircrew and ground personnel across four months at the end of last year; during which we complete theater threat assessments, aircraft defensive system training, tactical datalink capabilities and day of departure updates on the missions being flown by the deployed units.

Trained 8 loadmasters in AMC's wet-wing defueling checklists (Special Fueling Operations [SFO]), and accomplished integrated combat turns of weapons to two F-22 Raptors during Langley AFB's Agile Combat Employment (ACE) Exercise in January.

Airdropped 123 personnel and multiple LCLA



Loadmasters look out the back end of a C-130 Hercules aircraft during the practice run of the Sound of Speed Airshow at Rosecrans.

bundles as the sole fixed-wing participant of Operation Viking 21.01; held at Cape Cod Coast Guard Air Base in support of the 412th Civil Affairs Battalion (Airborne).

Airlifted three 30,000 pound HIMARS from St Joseph, Missouri, to Casper, Wyoming, under sub-optimal environmental conditions. This airland event supported the 2nd Battalion, 130th Field Artillery of the Kansas Army National Guard's Annual Training requirements, held at Camp Guernsey, Wyoming.

Supported the tactician deployment to SILVER ARROW 2021 with up-to-date mission planning computers and printers, augmenting bare-bones conditions at the deployed location.

The 139OSS Tactics division provided essential, local personnel airdrop training opportunities using our established relationship with the Nebraska Army National Guard via Lincoln JAATTs. Personnel airdrop opportunities were also delivered through relationships with JTACs out of Ft Riley, Kansas who coordinated personnel drops along with the opportunity for dirt landing zone airland training near Ft Smith, Arkansas.

The 139OSS Intel division established an unclassified training program that allowed assigned Intel members to maintain proficiency from home on specific task items, while adhering to operational risk management constraints in the COVID environment.

The 139OSS Intel division deployed one Intel



A C-130 Hercules aircraft flies over Missouri Western State University prior to a football game.

Airman on 502f orders in support of rapid response COVID operations across the state of MO. Also deployed was one Intel Airman to provide critical intelligence support to Silver Arrow operations in Germany.

The 139OSS Intel division provided critical academic support to the Advanced Air Mobility Intelligence Course (AAMIC) during a shortage of manning at the AATTC. This support afforded a greater opportunity to integrate current Intel operations into the academic environment and inform future course updates.

Airfield Management acted as the primary POC for the OG and 241st Air Traffic Control Unit Control Center (UCC), ensuring seamless operational continuity during COVID-19 Operations, ensuring all members had proper clearance and base restricted access to complete the assigned mission. Additionally, 6233 future planning, Snow and Ice Control, airfield inspections, ramp maintenance and repair, construction planning & coordination and direct flight operations support. Thanks to a rigorous inspection process, 0 mission cancellations occurred due to airfield inoperability. Additionally, AM annually files 600+ flight plans, publishes 80+ NOTAMS and issues 70+ PPR's.

Aviation Resource Management: The ARMS shop maintained aircrew proficiency as Primary COMSEC Responsible Officers for the entire group, AATTC and WIC missions.

The efforts of ARMS provided 28 AO's, 473 Flight Authorizations, 2,140.0 total hours, 1,012 sorties, and 3,500+ training events logged for the year. Transferred 140+ Flight Record Folders to the new electronic version. 2 members deployed to the AEF for 120 days.

Aircrew Flight Equipment: Redeployed as lead unit from AOR 2 members who palletized numerous hazardous cargo items and test equipment. Also AFE members participated in the first AOR readiness exercise as PAR Team players. They responded to numerous Red Ball calls for flight line support of oxygen system malfunctions. They reprogrammed Hand Held Radios (HHR) for 2 SPINS changes and updated JPRC on a new HHR ID tracking and assignment system. They ran armory duties for SF Ravens, Aeromedes, and 3 flying squadrons. Two members were sent out on 502F orders in the state of MO helping administer COVID vaccines.

Also another 2 members deployed to support Silver Arrow and provided NVG support for night ops. The shop conducted 40+ aircrew training events; 90+ members trained to remain current

AFE procured \$100K from NGB for aircrew cold weather gear and started to distro. In addition to the annual procurement of \$200K in sustainment items for mission needs. An AFE member was selected as NCO of the Year for the state of Missouri and also selected as a pilot candidate. Another member was voted Jr Enlisted Counsel Vice President. Another member volunteered to be a Victim's Advocate. We completed the installation of a new beacon on the parachutes to enhance PR for a/c. The AFE section had full member support (15 members) for the Sound of Speed Air Show; parking lot duty, sandbags, flight line duties, and security.



Soldiers assigned to the Missouri Army National Guard board a C-130 Hercules aircraft at Rosecrans. The soldiers were preparing to assist with the 59th Presidential Inauguration.

241st Air Traffic Control Squadron

The men and women of the 241st ATCS tackled numerous challenges covering numerous spheres across the spectrum of operations. Though many organizations within the 139th Airlift Wing conducted operations through telework and minimal manning while on site, the 241 ATCS continued to sustain operations at levels near pre-COVID levels. During this time frame air traffic controllers trained two Louisiana and one North Carolina Air National Guardsmen in the realm of ATC while supporting the Operations Group, AATTC and WIC C-130 operations with Tower and Radar Approach Control services.

The volunteerism of 241st personnel shined through when the Governor of Missouri called upon the Guard to support Operation Show Me COVID-19 RESPONSE 2021. 14 personnel volunteered to serve throughout the State of Missouri to assist in the vaccination of over 400,000 of its citizens against the effects of the COVID virus while simultaneously supporting contact tracing efforts for the State of Missouri.

While supporting local and State missions, 241st personnel supported its Reserve Component Period with overseas contingency operations on three continents. 11 men and women supported tower and radar operations throughout Africa and the Middle East covering basic ATC operations and maintenance of mobile towers and migrating radar operations from deployable systems to fixed base systems. Supporting Operation JUNIPER SHIELD, INVERTED LIGHT and FREEDOM SENTINEL these men and women supported over 14,000 Intelligence, Surveillance and Reconnaissance activities as well as other kinetic and non-kinetic actions. Furthermore, Senior Master Sgt. Elizabeth Alacca led host nation liaison efforts, developing and implementing the first uncontrolled airfield operations at her deployed location. Her efforts directly contributed to the doubling of aircraft operations at her location while championing Africa Command's highest priority of strengthening partner networks. Additionally, the 241 ATCS supported AMCs Theater Air Command Center. Capt. Matt Phillips supported flight planning and mission support for various operations including African Lion and the



Airmen from the 241st ATCS supported overseas deployments in FY21.

Afghanistan non-combatant evacuation operations.

Locally, 241 ATCS personnel supported the 139 Airlift Wing and Rosecrans Memorial Airport Airshow event, which at the time, was the largest public gathering of 20,000+ people after the initiation of restrictions due to COVID. Moreover, training efforts continued across the spectrum of the 11 AFSCs assigned within the unit. Radar Airfield Weather System personnel worked in conjunction with the Terminal Instrument Specialists (TERPS), 139 Operations Group and to establish new instrument approach procedures to Rosecrans Memorial Airport. Validated by our Inspector General team, the designed operational capability of the Tactical Air Navigation team and TERPS was demonstrated meeting higher headquarters requirements of testing essential tasks. The leadership team was successful in validating the need for a certified Tower Display Workstation through Air Force Flight Standards Agency. Once the \$1.3M project is funded, ATC personnel will have the ability to utilize radar feeds from Kansas City Approach to provide a safer operating environment for general and military aviation operating in Northwest Missouri. As always, the determination of the men and women of this organization met each test, overcame and successfully carried out the myriad of missions placed before them.

139th Maintenance Group

The 139th Maintenance Group lived up to its motto *Ubique Gentium in Bello ac in Pace* (In Peace or War around the World) and entered into FY 21 during COVID-19 operations with 50 members deployed to Ali Al Salem, Kuwait in support of Operation Inherent Resolve. Additionally, 41 Maintenance Personnel were activated on Title 32 502(f) orders to support COVID-19 vaccination efforts. Maintainers supported 15 National Guard Bureau dedicated missions, 9 JA/ATT's, and 2 Weapons Instructor Course (WIC) cross-country deployments. The team at home station was split into Pony and Express teams with alternating work schedules. Having approximately 25% of personnel on station at one time they performed over 24,446.6 direct man hours and generated 945 sorties executing 2,158.7 flying hours.

The 139th Maintenance Group professionals continued to provide C-130H aircraft to the 29th Weapons Squadron. Personnel configured, launched, and deployed to Fort Campbell, Peterson AFB, and Dyess AFB, while also supporting home-station training missions. Our Avionics and Munitions sections ensured all aircraft systems were fully compliant solidifying the Weapons School capabilities to complete over 46 demanding combat training missions. The 139 MXG also supported the AATTC by providing 7 personnel to an Orleans, France deployment to assist the European Tactical Airlift Center in conducting the European Tactics Aircrew Course (ETAC) as well as sending 5 personnel to support the 2021 AATTC Winter Training event in Ft. Huachuca.

In January, members worked throughout multiple



A crew chief from the 139th Maintenance Group performs a pre-flight inspection at Rosecrans Air National Guard Base, St. Joseph, Missouri on Jan. 16, 2021. Airmen routinely perform pre-flight inspections before take off.

weekends to repair and prepare the required aircraft used to answer the call of duty. 10 C-130H aircraft were used to transport National Guard members to Washington DC for U.S. Capitol operations. Over 25,000 troops were transported and stationed in DC then transported back to home station upon mission completion.

In March, members deployed on aircraft 90-1791 to Greenland for the support 109th Airlift Wing which provides for the National Science Foundation's Antarctic Program when it is winter in New York and summer in Antarctica. Combined with the 109th Airlift Wing, more than 800 hours were flown during the Greenland support season; while transporting about 2.1 million pounds of cargo, 49,000 pounds of fuel, and 1,790 passengers. Aircraft 90-1796 suffered major wind damage to the rudder at home station. The supply system indicated a 4-6 month delay for the resources required for repairs. Our fabrication section identified all discrepancies, worked closely with engineers to restore the integrity of the aircraft structure. The accessories section worked to restore all hydraulic and electrical systems affected by the damage and in turn restored the aircraft to FMC in 88 days, a 60% reduction in the original repair timeline.

The 2021 Sound of Speed Airshow was the first Airshow in the country that was open to the community due to public health risks associated with COVID-19. It was a successful and monumental event where 139th Maintainers became the anchor of airfield operations. They received and parked over



Maintenance and fuels management routinely work together to ensure aircraft are mission ready. (Photo by Master Sgt. Daniel Hess)

Other Maintenance Actions

- Isochronal Inspections - 6
- Home Station Checks - 5
- Transfer/Acceptance Inspections - 4
- Special Inspections - 696
- Time Changes - 76
- Aircraft Document Reviews - 30
- Aircraft Wash - 15
- Delayed Discrepancies - 16
- Time Compliance Technical Order - 51
- Maintenance Recovery Teams - 4

20 aircraft for public viewing while also ensuring the Air Force Thunderbird aerial demonstration team had the required facilities to conduct airshow operations. Maintenance teams were postured throughout the airfield to ensure the health and safety of the 30,000 members of the public. Immediately after completion, maintainers prepared and launched all airshow aircraft and restored the ramp to normal operations.

In September 2021, the 139th MXG participated in Silver Arrow 2021 which included preparing and deploying 2 aircraft and 24 maintenance personnel to Germany. A total of 53 sorties, 102.2 flying hours,

567 paratroopers, 463 passengers and 26.5 tons of cargo were hauled. Fully executed the movement of 142 Afghan refugees via airlift to Ramstein AB and to other host countries in support of OAR (Operation Allies Refuge). 139th maintenance personnel generated 7 USAREUR exercises for airlift and airdrop capabilities in 8 different nations in support of EUCOM/NATO readiness. Their efforts directly enabled OPERATION EAGLE STORM, the first time use of 2 OCONUS drop zones expanding Croatian training capabilities. Two C-130's were tasked to stage out of Aviano AB, Italy supporting exercise SkyBridge in Nis, Serbia. At the request of the Serbian Ministry of Defense team, Master Sgt. Andrew Cooksey provided U.S. support to Nis Tower operations in case of a language barrier during any aircraft emergency while executing equipment and paratroop airdrop.

While executing missions around the world our team has also ensured the continuation of all local operations. Propulsion specialist performed a complete overhaul of two T56-15A engines and 20 54H60 propellers. The Isochronal section completed 50%

more inspections than FY 20. Flight line members completed 30% more special inspections than FY 20. AGE flight received two new Snorkel AB60 boom lifts and hosted a field training class on safety, operations, and maintenance.



Crew chiefs from the 139th Maintenance Group perform a pre-flight inspection at Rosecrans.

139th Medical Group

Lt. Col. Jason Horn assumed command of the 139th Medical Group (MDG) 12 Jan 2021 during a ceremony led by the 139th Airlift Wing Commander, Col. Edward Black. Horn brings 32 years of military experience to the position and has served in every group on base, most recently as the Maintenance Group Vice-Commander. Prior to that assignment, he served as the 139 MDG Chief, Medical Administration.

Reflecting on Lt. Col. Horn's military career, Col. Black reminisced on relationships built during their time as members of the 180 Airlift Squadron after Lt. Col. Horn transitioned from active duty to the Missouri Air National Guard in 1992. In addition, he discussed the various leadership positions Lt. Col. Horn has earned, both at the 139 AW and in his civilian occupation as a banker.

"I'm extremely proud and excited to be the next 139 MDG commander" said Lt. Col. Horn. "I look forward to the challenges of leading the 139 MDG during this unprecedented time."

Lt. Col. Horn replaced Lt. Col. Jeff Bailey who served as the acting MDG/CC following the retirement of Col. Kevin Echterling in October 2020.

In September, Lt. Col. Horn celebrated another military mile stone as the new 139 AW Commander, Col. John Cluck, presided over Lt. Col. Horn's promotion to Colonel

A lifelong resident of St. Joseph, Col. Horn is the Vice President, Portfolio Manager for Commerce Bank. He and his wife Tara recently celebrated 20 years of marriage. They have two teenage children, Olivia and Hayden.

The 139th Medical Group Detachment 1 Change of Command ceremony was conducted during a Combined Training Event (CTE) at Camp Clark National Guard Training Center in Nevada, MO. The command of Detachment 1 transitioned from Lt. Col. Travis Hawks to Lt. Col. Joshua Pead. Lt. Col. Hawks served as the detachment commander from 2019 to 2021. He passed Lt. Col. Pead a Commander's badge worn by each of the Det 1 commanders since its inception in 2017.

"The change of command was a fantastic event.



Lt. Col. Joshua Pead assumes command of Detachment 1, 139th Medical Group, Missouri Air National Guard, from outgoing commander Lt. Col. Travis Hawks, during a change of command ceremony, at Camp Clark, in Nevada, Missouri, March 11, 2021.

I was so grateful for all the hard work that went in the planning and executing it," said Lt. Col. Pead. "It was a great opportunity to celebrate the command of Lt. Col. Hawks and look back on all the Detachment has accomplished over the last three years through his leadership. It also gives us a chance to make decisions in ourselves how we will influence and move the Detachment forward in the years ahead."

During the CTE, members conducted field training with an exercise focused on training on operating in a contaminated environment, implementation on search and extraction plans, decontamination and facilitate mutual coordination between units for triage and medical treatment.

"Being able to conduct decontamination training in a contaminated environment from radioactive misuse was helpful to prepare us for real word scenarios," said Staff Sgt. Gregory Hickey.

The 139 MDG now has members receiving readiness training and improving their medical skills via a recently approved TAA with the University of Kansas Hospital, Kansas City. Each RSD three medical personnel (nurses, nurse practitioners, 4N0X1's), receive hands on training at the hospital while working alongside their civilian counterparts.

Maj. Kristie Miller spearheaded the agreement



Medical Airmen receive hands on training at the University of Kansas Hospital.

designed to accomplish USAF required skill sets not available at a guard medical unit.

Fifty eight members of the 139 MDG participated in deployed annual field training at the Center for Air Superiority (CAS) at Savannah, GA 29 Jul to 5 Aug.

COVID forced numerous schedule and attendance changes and flexibility and NGB emergency training funds became key to some outstanding training events for medical group personnel.

The MDG utilized training space at the CAS to accomplish an all call, ancillary and readiness training, non-clinical personnel Trauma Casualty Care Course (TCCC), Pediatric Advanced Life Support (PALS) and medication administration and protocols training. In addition, Lt. Col. Horn met with his leadership team for a strategic planning sessions and prepared the CY 2022 MDG schedule and training plan.

The majority of the MDG members traveled to Perry, GA on 1 Aug for three days of emergency medical training at the Guardian Center training site. During the first two days of training, 139th MDG members participated in training to include: a cadaver lab, Command & Control (C&C), and Urban Search & Rescue (US&R) training. Members were exposed to numerous scenarios in which they performed critical care skills, urban rescues, water rescues, C&C directives, etc. These critical skills and training allowed for the members to further their knowledge and solidify their skills for future utilization of domestic response operations.

“It has been a great opportunity to train together as a unit. This training has really allowed everyone to get a perspective on each role that is played in

these responses. This will make us more proficient at performing our roles in a real world response,” said Staff Sgt. Drew Harper

During US&R training, members were exposed to numerous scenarios where they formed rescue teams, conducted reconnaissance and executed rescue operations in collapsed structures. These scenarios included confined space, high angle and low angle rescue. These critical skills and training allowed for the S&E team members to further enhance and solidify their skills for future utilization within the Chemical Response Enterprise.

In August, two MDG members took part in Security Forces Squadron (SFS) annual training as the range medics. During SFS weapons qualification at Fort Riley, KS, these medics were responsible for implementing an emergency transport plan and provide field medical care for any injuries incurred during the field deployment.

Outside of duty hours, their medical skills were called upon to respond to an Airman having symptoms of COVID-19. While ensuring social distancing and proper personal protective equipment, they were able to safely and effectively treat and transport the Airman to the nearest medical treatment facility. By taking the appropriate quarantine measures directly from 139th AW Pandemic Operations Plan, these Airmen were able to mitigate risk and successfully fulfill the needs security forces mission.



Airmen from the 139th Medical Group complete urban search and rescue training in a flooded environment at the Guardian Centers, Perry, Georgia, Aug. 3, 2021. The Airmen applied life-saving skills in various disaster simulations.

Logistics Readiness Squadron

The Logistics Readiness Squadron was faced with its most challenging task yet in Fiscal Year 2021: the challenge of sustaining a high operations tempo while continuing to provide the best customer service during a worldwide health pandemic. We have tested and stretched communication resources and assets to the extreme while developing plans to sustain operations in a sterile environment. As always, the men and women of the LRS have proven to be resilient and committed to ensuring that the mission never fails. Despite losing numerous senior leaders and SMEs to retirement, LRS continued to lead the way.

Vehicle Maintenance (VM) continues to provide excellent service. Mechanics supported the Advanced Airlift Tactics Training Center (AATTC) and Operations Group during nine classes and a winter training. VM completed 534 work orders, including 1,179 sub-orders, culminating in a 94% vehicle-in-commission rate, besting the Air National Guard benchmark of 90%. In addition to this, VM had a pivotal role during the COVID-19 pandemic. They were able to provide vehicles to support Second Harvest which was providing meals to families suffering financially. VM also provided vehicles to support COVID-19 testing at several locations across the state. Finally, VM is in the process of gaining 2 new members to join the team of mechanics.

In FY21, the Petroleum, Oils, and Lubricants (POL) flight's fuels operations section continued to work with DLA and Tetra Tech as part of the RMMR program to allocate 25 new work orders and make repairs to the fuels facility, at no cost the 139 AW. Master Sgt. Colwell worked with the Arizona ANG to provide a delivery of an R-11 refueler to Ft. Huachuca to support the operation/class. POL again was a critical part of the successful Sound of Speed airshow; receiving, issuing, and accounting for over 150K gallons of jet fuel for the airshow alone with zero errors and no mission loss. Master Sgt. Michael Colwell traveled to Langley AFB to take part in a joint training exercise with the F22 community testing the hot refuel/defuel capabilities of our C-130s. POL transferred to the latest and greatest fuels computer system "Fuels Manager Defense 9" (FMD-9) which



Airmen from the 139th Logistics Readiness Squadron load cargo onto a C-17 Globemaster III aircraft Jan 16, 2021 at Rosecrans. Soldiers assigned to the Missouri Army National Guard were preparing to depart to Washington, D.C., to support the 59th Presidential Inauguration.

is a web-based accounting, quality control, ordering and reporting system used career wide across all services. POL brought on-line a new fuels automatic tank gauging server to run the Fuels Manager Operate program which is used to track and inventory both the bulk and service station storage. POL delivered approximately 1.5 million gallons of aircraft fuel, made more than 1,400 trips to the flight line, drew and analyzed over 1,000 Laboratory tests with over 3,000 test sets, and reconciled over 3,500 lines of accounting.

TMO completed 1k pounds of inbound ammo shipments in support of the upcoming C-130H WIC and AATTC missions. They worked in coordination with the Air Terminal Function (ATF) to successfully move over 300+ Army personnel, luggage, weapons, and cargo to Washington DC in support of the Presidential Inauguration. Once again, TMO worked in coordination with ATF and successfully provided manifests and hazardous declarations for dangerous goods for 6 HIMARS rocket launchers for the Kansas Army Guard deployment readiness exercise. Finally, TMO said goodbye to Staff Sgt. Nycole Cross. Staff Sgt. Cross was a valued member of the flight that left military service to support her growing family. We thank her for her many contributions and wish her

luck in her future endeavors.

Ground Transportation (GT) during FY21 ushered Senior Master Sgt. Rob Ward off on his deployment in support of Operation FREEDOM SENTINEL, where he served as the LRS superintendent. GT personnel performed outstanding support by formatting an AEF return bus/transportation plan and assisted with the vehicle parking. They also assisted civilians on airshow parking lot detail and worked diligently at formulating a TVO instruction driving route and submitted to the NGB FAM for further certification. GT troops also participated in the COVID-19 mission support by helping the State of Missouri with its mass vaccination sites and assisting NGB during the presidential inauguration. Obed Berozoza Carreon was welcomed as the newest member of Ground Transportation while Tech. Sgt. Mike Hill retired from the ANG with over 20 years of military service; he will be greatly missed.

Materiel Management (MM) continues to aggressively train and standardize. During FY21, MM inventoried 4,817 line items, with 52,919 assets, worth \$18M. MM completed 151 Repair Cycle Turn-Ins, verified and cleared 2,798 1348's, pulled 519 Issues, 1,066 Shipments, and processed 11 Condition Code changes. MM also expertly created, changed or deleted 385 storage locations, inspected 655 warehouse assets, processed 52 MSI's issuing parts to aircraft, received 54 assets for put-away, and deployed one kit for Operation SILVER ARROW with 74 assets worth \$6.5M. MM's assisted 287 customers, and placed 135 KYLOC/ILSS orders for 640 assets worth \$130K. HAZMAT processed 56 receipts and 44 ISU/DOR's. The Individual Equipment Element completed the mobility inventory of 4,870 assets worth \$690K; processed 250 members through mobility; cleaned and inventoried 130 M50 masks, and supported 5 CBRN class with 154 members. MM also completed inventories on 12 equipment accounts and conducted 7 organizational visits for 674 line items valued at \$6.8M.

Air Terminal Function (ATF) continued its exceptional support to the wing and its three flying missions. During FY21, ATF worked a total of 340 aircraft; across three weapons systems. In addition, ATF processed 1,452 passengers and 286 short tons of cargo. ATF was also busy performing fleet services and aerial delivery, fleeting 133 aircraft

and packing, rigging, and recovering 138 short tons of aerial delivery equipment. ATF also supported state COVID-19 missions. Senior Master Sgt. Brain Coleman along with others spearheaded operations for the 2nd Harvest Food Bank in Saint Joseph, Missouri. Finally, ATF worked to strengthen alliances and build new partnerships, as new training relationships were established with the 71st and 73rd Civil Support Teams.

During FY21, the Logistics Plans (LP) office was essential in completing virtual in-processing for 214 502(f) members supporting COVID missions throughout the state. Coordination was made for an additional 8 members to continue to support the COVID mission through the end of CY21. The LP office attended a total of 39 IDO call-ins with the total force weekly pertaining to COVID planning, FHP Policy updates, deployment processing updates in a COVID environment, APOE and Aggregation Installation Changes due to COVID and vaccination requirements. LP also deployed and returned 53 deployers from Silver Arrow. FY21 has brought preparation for RCP 07. LP is finalizing plans for the upcoming RCP, which consists of approximately 120 members. In July and August, LP attended readiness exercise planning meetings and will continue to assist in the planning efforts for a successful exercise. In August, LP began assisting with Operation Allied Refuge (OAR) that transitioned to Operation Allied Welcome and (OAW).



TMO received a replacement vertical stabilizer for a C-130 Hercules aircraft. (Photo by Staff Sgt. Jennifer Cornelius)

Civil Engineer Squadron

Fiscal year 2021 started with the continuation of building upon the previous year's successes in dealing with the Global Pandemic of Covid-19. Over half of the dedicated men and women of the 139th Civil Engineer Squadron provided many months of service to the ongoing COVID-19 missions across the state. They served in many roles to include mobile COVID-19 testing, call center operations, food bank support and mobile vaccination teams. In addition to COVID support missions, the 139th Civil Engineer Squadron was also heavily involved with the return of the Sound of Speed Airshow. Our members assisted with the set up and tear down of the show center line, coordination with the mobile aircraft arresting system, as well as a myriad of other responsibilities ensuring the success of this event.

As with any year, change is inevitable. The 139th Civil Engineer Squadron welcomed another change of command this past year. Lt. Col. Kris Bockting was brought in from the 139th Mission Support Group to replace Lt. Col. Eric Rawlings as he assumed command of the 180th Airlift Squadron. Militarily there were several gains and losses but on the Full-time side we were able to welcome several new members to the team. Randy Mendenhall (Deputy BCE), Matt Long (Construction Project Specialist) and Pam Woodruff (Custodian).

One of the primary missions of the Civil Engineer Squadron is the maintenance of our facilities. The squadron maintains a total of 449.25 acres of owned and leased land which holds 391,000 square feet of facilities worth more than 222 million dollars. The maintenance of these facilities is the responsibility of Operations Management. With hard work and extreme dedication, the section completed over 2000 work orders to keep base equipment and infrastructure operating smoothly, creating a safe, comfortable, and clean environment base wide. The team responded to eight after-hours snow events and two during normal business hours, ensuring the roads, flightline and aircraft parking ramps remained mission ready and safe to use. In addition, the team also responded to three after-hours calls as the result of frozen and broken water lines due to extreme cold weather. The



Firefighters assigned to the 139th Fire Emergency Services, Missouri Air National Guard, and local civilian agencies conduct a live fire simulation during a major accident response exercise at Rosecrans Air National Guard Base, St. Joseph, Missouri, March 5, 2021. The exercise allows first responders to practice various emergency scenarios including aircraft crash, missing child, and civil disturbance.

team mitigated further issues and resolved the broken water pipes before more damage could be done, preventing loss of equipment and resources.

The 139th CES also made great strides in the transition of the base to the north. In this monumental year the lease and license were signed for the addition of 86 acres. With the completion of these documents, the base has now secured all of the land

necessary to develop our master plan. In addition to the signing of the lease, we also had a ribbon cutting ceremony for the new communications facility and continued the construction of the simulator facility. While we continue to push for construction on the north, the existing facilities on the main base cannot be neglected and this was emphasized in the ribbon cutting ceremony for the operations facility and the completion of the renovation of the north end of building 51.

Emergency Management continued to be heavily involved with the States Covid-19 response. Members continued to volunteer for the Harvest Express and Cameron School lunch programs that provided food and meals to those affected most by the pandemic in the local area. The team also took on the enormous task of retraining the wing in hands-on CBRN since COVID took away the in-person option last year. The team is implementing their plan to regain the training losses and has made significant gains in this task across the 139th Airlift Wing. The EM team will deploy 4 of their 6 personnel in support of RCP7. The members left at home station will continue to train the wing in hands-on CBRN training and will continue to maintain all EM equipment as they revamp their inventory and accountability procedures.

The COVID-19 global pandemic continued to present significant challenges to the Nation's emergency services organizations and the 139th Fire Emergency Services Flight was no exception. The department continues to practice recommended procedures to reduce transmission to the virus. These challenges did not curtail our responses to a total of 298 incidents including 43 structural emergencies, 7 aircraft emergencies, 4 medical responses, 13 mutual aid responses and 34 building inspections/welding permits. The installation did not have a single fire loss again this year. Fire prevention is the cornerstone service and is the first line of defense against fire on the installation.

One of the highlights of the year was our participation in the 2021 Sound of Speed Air Show; the first in-person military airshow in the nation. Our preparations for the air show allowed us to once again utilize the mobile aircraft fire training apparatus provided by Missouri University Fire Training Institute. The mobile aircraft trainer was used during the MARE EXERCISE and enabled our members,

as well as our mutual aid partners, to obtain valuable joint training before the event. The training exercise included a mock aircraft crash, casualty search and recovery in conjunction with medical triage which tested our command and control functions as well as validated our interagency mitigation effectiveness. This training contributed to the successful outcome in response to an emergency involving a Beechcraft "Twin Beech" that suffered a gear malfunction and collapse on the air show practice day.

The Prime BEEF Airmen of the 139th Civil Engineer Squadron are concluding the year preparing to deploy for RCP 7 starting in late 2021 and continuing into 2022. Approximately half of the squadron will be deploying to several different countries in support of operations in the AOR. These members are once again chomping at the bit to get their hands dirty.

The 139th Civil Engineer Squadron looks forward to taking on another challenging year in FY22 and with this group of individuals, this RCP will be fully supported and well represented with the best of what we do and who we are.



Airmen don chemical protective gear during a training exercise.

Force Support Squadron



Airmen from the 139th Airlift Wing participate in the 1.5 mile run portion of the physical fitness assessment at Rosecrans July 1, 2021. Air Force fitness tests officially resumed this month after delays due to COVID-19.

The 139th Force Support Squadron takes our motto “Cradle to Grave” very seriously as we continually demonstrate by our actions. Our mission is to provide continual support to members of the 139 Airlift Wing covering all aspects of service to members from their initial enlistment through retirement and even beyond. The past year has certainly brought some new challenges as well as some recurring ones. Throughout the continued pandemic and the pending RCP, the FSS team demonstrated our resilient spirit as we continued to accomplish our core missions in a difficult and ever-changing environment.

As 2021 began, spikes in the local COVID-19 infection rates drove multiple changes to operations across the entire Wing. These changes frequently occurred with little notice, and required our team to remain flexible. The FSS team transitioned effortlessly between in-person, split wing, and virtual operations in order to meet ongoing training and readiness requirements while still supporting the Wing and accomplishing our core missions. Working in a virtual environment, the FSS team successfully processed these Wing members as they started or completed their orders for multiple missions.

In January, the Wing received tasking to provide an additional 150 members on State Emergency

Duty for a new mission in response to the COVID-19 pandemic. The new mission involved guard members deploying across the state to operate mass vaccination sites and data entry teams. This mission involved coordinating with health professionals and emergency management directors at the local state and federal level. The emergency deployment required the FSS team to rapidly develop a plan to out-process these members in a virtual environment. The team sustained and maintained this capability throughout the duration of the mission as members rotated on and off State Emergency Duty often with little notice.

While several FSS members were deployed to support the COVID-19 missions, ten other members volunteered to deploy to Washington D.C. and provide support for the 59th Presidential Inauguration. Our FSS team helped provide meals for Joint Task Force of more than 25,000 personnel assigned to protect our Nation’s Capital during the inauguration. Their professionalism and dedication were evident to all.

Our goal is to provide excellent service to the Wing members through multiple capacities. The squadron conducts personnel actions including accessions, re-enlistments, promotions, demotions, separations, retirements, DEERS, Passport, and ID card operations. The squadron also supports the force by providing meals, fitness, FSRT, lodging, systems access, IPR functions to include AFPAAS, compliance training, formal school training, testing, bonuses. Even with the high operations tempo, FSS prepared several members, and alternates, for deployment during RCP07 by ensuring all readiness training was completed.

FSS members played a key role leading up to and during the 2021 Sound of Speed Airshow. The airshow allowed the 139AW to show case our military capabilities to our citizens. Over twenty thousand citizens and performers were on base and our squadron filled many roles to help make their experience positive. Squadron members helped ensure the safety of military and civilian members by providing extra security at entry control points, manning the parking lots, and many work details. FSS members provided water to military members and



FSS Airmen supporting a food bank mission at Second Harvest.

civilian first responders. Additionally, FSS members supported hospitality requirements for community leaders and all airshow performers by managing over

\$30,000 of lodging requirements. Adding to the challenges of our emerging missions and our normal high operations tempo, we had the opportunity to move to a newly remodeled workspace within our current building and a newly constructed building for our Fatality Search and Rescue Team. The remodeling of our office space allowed FSS and Finance to create a combined state of the art customer service area to better support our wing members. The FSS team displayed its flexibility as it packed up all office equipment and relocated to the new workspace all while seamlessly continuing to provide excellent service to our customers. Our team also was able to relocate multiple assets to the new multi-million dollar building shared between the Communication Flight and FSRT. The space provided in the new FSRT building will allow the team to enhance their readiness and preparation for rapid deployment.

| 139th FSS Accomplishments | | |
|--|---------------|--------------------------------|
| • DFAC Meals | | 6611 |
| • AF Home Community Care | | Total Children: 12 |
| • Mortuary Affairs | | 2 Fallen Airman |
| • Color Guard | | 1 Event |
| • Lodging | | \$89,779.04 |
| • Man-Days executed | | 3635 |
| • Fitness Assessments | | 500+ |
| • TESTING - CDC/PME | | 169 |
| • MEST Mandays Executed - Officer | | 243 |
| • MEST Mandays Executed - Enlisted | | 1846 |
| • School Mandays Executed - Enlisted | | 8076 |
| • School Mandays Executed - Officer | | 2794 |
| • School Resources | | \$2,442,428.46 |
| • RCP Deployments tracking | | 120 |
| • Covid Reporting | | 115 cases |
| • 502F Covid-19 Deployment | | 246 |
| • PSM: Passport Agent | | 2 partnership and AF missions |
| • USM and TASS | 100+ | 2875's; 168 civilian employees |
| • 2096 Actions | | 513 |
| • Awards & Decorations | | 235 |
| • Retirements | | 24 |
| • Separations | | 50 |
| • Enlisted Demotions | | 2 |
| • Promotions Officer/Enlisted | | 18/195 |
| • Accessions Officer/Enlisted | | 8/50 |
| • Reenlistments | | 162 |
| • Initail Aviation Bonus Contracts & AvB payouts | 3 contracts / | 16 payouts |
| • RAPIDS CACs issued / Chipless cards created | 617 CACs / | 395 USIDs |

Security Forces Squadron

The 139th Security Forces continues to embody the Air Wing's motto of "Always Ready, Ever Willing!" Over the past year, the Security Forces Squadron stood ready for multiple domestic mobilizations, while simultaneously training and preparing for its federal activation in support of the continued Global War on Terrorism. The 139th Security Forces Squadron led by example in its perpetual devotion to mission accomplishment through its high operations tempo and focused training regiment, ensuring a highly trained, motivated, and capable force for a myriad of mission sets.

Defenders from the 139th Security Forces Squadron answered the Nation's and State of Missouri's call during the COVID-19 Pandemic. These 25 Defenders were activated in support of Operation SHOW ME COVID RESPONSE 21 and were dispersed among 9 mass vaccination teams across the state. Each team was assigned a MO Highway Patrol Region and were responsible for coordinating with local health departments to establish traffic flow, coordinating safety/security with local law enforcement, patient registration, post vaccination observation, and recording vaccine data. Their direct efforts aided in the total vaccination of more than four million Missouri residents. Our defenders excelled at being ambassadors to the community, forging relationships that will last for years to come. Early into the activation Senior Airman Hannah Millsap was identified by the MO Department of Health and Senior Services as the "Highlighted Supporter of the month". In total, defenders from the 139th Security Forces Squadron dedicated more than 2000 days to ensure safety and health of their fellow Missourians.

In the midst of the COVID-19 vaccination mission, protests and riots persisted throughout the country. While many were peaceful, the violence exhibited by some caused additional activations of guard forces nationwide to help maintain the peace. The 139th Security Forces stood ready by training and making available small teams capable of responding nationwide to assist those communities, as well as communities in Missouri. In order to ensure the 139th Security Forces provides the best trained and most

capable defenders possible, a 13 person squad and two officers participated in the annual Patriot North Domestic Exercise, sponsored by the National Guard Bureau and held at Volk Field, WI. Master Sgt. Cody Root participated in the role of Trusted Agent, responsible for creating, coordinating, and evaluating facets of the DOMOPS UTCs.

He ensured that Defenders from 5 wings were trained in all areas necessary to successfully respond to a natural disaster incident, treat injuries, evacuate casualties, call in helicopter support, respond to civil disturbances, and successfully integrate with civilian authorities. During the 72 hour exercise defenders were pushed and tested at every level, from the lowest ranking Airman, to the highest. They responded to a simulated city that was devastated by an earthquake. The exercise culminated in a large scale civil disturbance response where our defenders worked riot control lines alongside civil authorities to re-establish control of the city in very realistic riot exercise. The outstanding performance by members of the 139th Security Forces Squadron led to two members, Staff Sgt. Arely Guajardo-Herrera and Airman 1st Class Orin Yoder, receiving awards by the Patriot North exercise coordinators.

Continuing the 139th Security Forces Squadron's dedication and devotion to duty, a 5 person team, led by Master Sgt. Timothy Sebert deployed to Anderson Air Force Base in Guam to support PACAF exercise COPE NORTH 2021. While assigned, the 5 person team provided security for the joint tri-lateral field training exercise designed to develop synergistic Humanitarian Assistance and/or Disaster Relief Operations, and increase interoperability of U.S. Air Forces, Royal Australian Air Force, and the Japanese Air Self Defense Force. Their efforts led to the success of the joint training exercise, bolstering U.S. and Allied relations, with zero security incidents.

After putting forth more than their fair share



already, 139SFS defenders once again stood ready and willing to answer their nations call and volunteered to support OPERATION ALLIES WELCOME. Four defenders; Lt. Paul Day, Tech. Sgt. Jenifer West, Staff Sgt. Randy Curtis and Maj. William Sarti, volunteered to deploy to Volk Field, WI and Joint Base McGuire-Dix-Lakehurst on short notice to support security operations taking place. They provided security for over 30,000 refugees, working tirelessly to ensure the success of the resettlement mission. Major Sarti is serving as the village mayor at JBMDL for approximately 4,000 refugees assigned to his village.

Amidst all of the domestic support the 139 SFS provided, Senior Master Sgt. Joseph Peeples deployed to Ramstein Air Base in Germany in support of the Federal mission as the Program Manager for Small Counter Unmanned Aerial Systems (C-sUAS). During his 6 month tour of duty working with AFAFRICOM, Senior Master Sgt. Peeples led a team responsible for developing, equipping, and evaluating the effectiveness of C-sUAS systems. As threats developed and emerged, Senior Master Sgt. Peeples was instrumental in successfully equipping deployed units with the necessary capabilities to defeat our adversaries attempts at espionage or destruction.

Despite such a high operations tempo for the squadron, our home station mission was never compromised. Through a combination of our full time military members and State Security Officers, we continued to provide security for approximately three hundred million dollars in Air Force assets and 1,300 assigned personnel. During the year, the 139th Security Forces squadron also provided security for U.S. and Allied aircraft in support of the Advanced Air Tactics Training Center while stationed at Rosecrans Air National Guard Base. The 139th Airlift Wing also hosted the first military Air Show of 2021 following the pandemic. Our defenders integrated seamlessly with local, state, and federal law enforcement agencies in order to protect over thirty thousand attendees, resulting in zero security incidents. Instrumental in providing highly effective security is ensuring our defenders are equipped and trained with the latest force protection equipment. The Combat Arms section of the squadron, led by Master Sgt. Windmeyer, upgraded our service pistols to the new M18 pistol. His section processed 122 new pistols and ensured every defender was qualified within 60 days of



Chief Master Sgt. Mark Richie gives a speech upon retiring from the 139th Security Forces Squadron, Missouri Air National Guard, at Rosecrans Air National Guard Base, Missouri, June 5, 2021. Richie has been with the Missouri Air National Guard since 1986.

receiving the weapons. Additionally, Combat Arms executed over 530 qualifications of squadron and wing personnel in preparation for the upcoming RCP and annual requirements. Furthermore, the squadron upgraded its restricted area badge system and executed a mass re-issue of over 500 badges to Air Wing personnel. This improvement aids in better detection and tracking capabilities for personnel operating within restricted areas.

The 139th Security Forces Squadron looks ahead to another demanding year as we prepare to deploy in support of our federal mission. We will continue to provide the same level of highly professional, capable, and lethal defense forces, who stand ready for any mission, at any time, in any environment.

Communications Flight

As 2021 began the Communications Flight was reflecting upon a successful and difficult 2020 having implemented numerous teleworking initiatives such as Cisco Webex, Microsoft Teams, Desktop Anywhere and VPN clients and the challenges of remaining operational during the COVID-19 pandemic. We looked forward to a 2021 that allows our organization to regain momentum and successfully execute the communications mission while focusing on recruiting and retention and closing compliance and training gaps that extended teleworking can produce. Through the efforts of the 139th Communications Flight, the ability to virtualize the wing's largest weapons system, while remaining fully mission capable, provided wing leadership with expanding operational readiness options.

May brought an exciting event to back to Rosecrans as we hosted the SOUND of SPEED Airshow. Though these events are a great opportunity to exhibit the Air Force capabilities and the hospitality of the 139th Airlift Wing, they do not happen without extensive planning and preparation. Communications was tasked this year to assist with vendors during setup. Our radio shop personnel worked diligently coordinating radio communications interoperability between numerous state and federal agencies. In addition to the exceptional support to the Sound of Speed Airshow, the radio shop also programmed and issued 60 Harris quad band LMR radios integrating with the Buchanan County, Missouri Statewide



Construction was finalized on the new communications facility on the north campus of the base.

Interoperability Network (MOSWIN) and National Interoperability Field Operations Guide (NIFOG) systems at a cost of over \$300,000.

June marked the acquisition of our newest deployable mission set the Joint Incident Site Communication capability (JISCC). This mission is to provide command and control communications support to Homeland Response Force (HRF) and Chemical Biological Radiological Nuclear (CBRN) High-Yield Explosive Enhanced Response Force Package (CERFP). This team of full-time and drill status guardsmen embrace the new mission set and are completing required training and proficiency evaluation tasks well ahead of established time frame. The 139th JISCC deployment set is 1 of 42 B3 terminals.

Construction was finalized on the new communications facility on the north campus of the base. This state of the art \$7.4 million communications building will mark the first time a military construction project was engineered and designed as a communications facility for the 139th Airlift Wing. Numerous construction projects across the wing required extensive communications support, to include the relocation of Operations Group personnel into the newly remodeled building 17.

The ability to provide the men and women of the 139th Airlift Wing with dependable and sustainable communications options has become the hallmark of the 139th Communications Flight. We look forward to the safe return of our deploying members and moving into the new Communications facility.



Example of a JISCC in action. (Courtesy photo)

Airman & Family Readiness

"We Can't Direct the Wind but We Can Adjust Our Sails" - Thomas S. Monson



Key volunteers assisted the Airman and Family Readiness Program during the Air Show.

Our Resiliency Team last year focused on Mission Readiness, developing those local community resources and promoting Resiliency. Airman and Family Readiness Program (AFRP) continued to rise to the challenge our Airmen faced and provided tools to assist them as they continued to be part of state, national and overseas missions. We wanted to make sure they were ready mentally, physically, socially and spiritually.

Our Resiliency Team stood up and stood out as a team! They showed the wing that they would go the distance to, get the job done and ensure that we help our Airmen and their families be "Always Ready... Ever Willing! The team designed and dug deep by putting in a Serenity Garden outside of the Resiliency Center that includes a short path to help Airmen unwind and enjoy the beauty of the world around them. They also held a Treasure Hunt for the wings children during the 2021 Sound of Speed show.

This year we helped provided approximately 300 individuals with Pre/Post deployment briefs for local and abroad deployers as they headed out to protect and support our nation. There were approximately 100 TAP Initial counseling Sessions & 14 Pre-Separation briefings for members being mobilized on Title 10 status. The team presented 94 RSD virtual Specialized

Topic groups, Personal & Work Life and Financial Point with over 75 in attendance to those workshops. All done in an effort to provide the resiliency centered topics that would help our Airman adjust to the unique virtual daily aspect of our wing. Our PFC presented over 158 separate virtual financial briefings which held 480 client contacts with a total of over 1,405 participant's visits to the PFC. Two virtual Retire Ready workshop were held with over 72 in attendance.

The Yellow Ribbon program provided Service Members (SM) valuable information concerning benefits, resources and contacts aiding them in their respective deployment phase. Our 2021 year started with the 2020 form of online YR events. The first Regional In-person event since the March 2020 onset of COVID was held this past July in St. Louis, MO. The success of that event allowed further In-person events to follow. During FY 21 a total of 178 personnel attended regional YR events comprised of 91 SM and 87 individuals including Leadership, ADOS staff, family members and friends from the 139th AW.

Our Key Spouse Volunteers team stepped up to support our deployed members and their families by making over 200 hours of contact calls to each family member and supplying resource and assistance to deployed families. They provided over 600 hours of volunteer time for our wing and stood out as a shining example of how volunteering can make a team strong and steadfast. These resilient volunteers helped take care of the 2021 Sound of Speed Airshow, AFR Tents and ensuring the safety and wellbeing of children who attended with their families. We ask that if you are interested in volunteering, becoming a Key Spouse, or you need resources or referral, please contact the Resiliency Center at (816) 236-3939.



Inspector General

In 2021 the Inspector General office had a lot of hiring and position movement. First, Senior Master Sgt. Chris Blake was promoted and selected as the IG Superintendent. Secondly, we welcomed three new members to the office. Maj. Rhonda Brown as the Director of Complaints Resolution Program, Maj. Rob Payeur as the Director of Inspections and Tech. Sgt. Nanci King as the Inspections Coordinator. Their talent and experience will enhance the Wing's readiness, economy and efficiency in many aspects. We are excited to get them trained and proficient into their new positions.

In preparation for the Sound of Speed Air Show 2021, the Inspector General was integral in developing and planning the Maj. Accident Response Exercise (MARE). During the MARE the Fire Department utilized the University of Missouri Extension's Mobile Aircraft Firefighter Trainer. The use of this trainer allowed our fire fighters to utilize their own vehicles and equipment to fight live fires while simultaneously working with our mutual-aid partners on the procedures and techniques needed to save lives if and when an aircraft accident/incident occurs.

In addition to new manning, we continue to

build our rapport with the Missouri United States Property Fiscal Office (USPFO) and the Air Force Audit Agency (AFAA) out of Offutt, AFB. We work closely with these agencies to ensure regulated programs, equipment, and expenditures are kept in compliance. All deficiencies are tracked in the Inspector General Evaluation Management System (IGEMS) for corrective action plans and validate for an effective plan to mitigate future deficiencies. Moving forward into 2022 the 139th AW will test our war-fighting capabilities during the Large-Scale Readiness Exercise. Wing Inspection Team members will evaluate each squadron on performance measures to achieve Mission Essential Tasks.

The 139 AW Inspector General office is committed to maintain a culture of consistent, continual compliance. Our inspection battle rhythm covers mission assurance exercises, vertical, and By-Law inspections to ensure compliance and learn ways to improve. We will continue to keep the Wing ready to answer the call of our state and our nation. And finally we will be the on the leading edge for the MAF community.



Firefighters assigned to the 139th Fire Emergency Services battle a simulated aircraft fire on a mobile training plane at Rosecrans. This mobile training tool is facilitated by a joint partnership between the Department of Transportation, Federal Aviation Administration, and the University of Missouri's Fire and Rescue Training Institute who brought the training plane to St. Joseph.

Safety

The challenging limitations brought on by COVID-19 in 2020 carried over into 2021. The wing returned to full presence at the base at the start of the fiscal year. Things looked like they were getting back to normal, but with a rise in COVID cases the wing returned to an alternating week model in the summer. The safety staff advised decision makers across the wing in risk mitigation measures relating to the pandemic. At the mid-point of the year the wing hosted the first airshow of the airshow season in late April. The event was a huge success and the preparedness of wing members and cool weather ensured there were no safety incidents among the thousands of attendees. Tech. Sgt. Steven Miller had spent the previous year fine tuning the program as the first full-time dedicated Weapons Safety Manager at the 139th Airlift Wing. His hard work paid off as the inspector found no deficiencies in the program and commended Tech. Sgt. Miller. In July, the Safety Office staff spent a week in Little Rock, Arkansas doing a Staff Assistance Visit (SAV) to the 189th Airlift Wing safety office of the Arkansas National Guard. The findings and suggestions this office gave the Arkansas team helped them achieve a grade of “Effective” with only minor write-ups.

Change and education were also big themes in the safety office this year. Lt. Col. Aron Peña replaced Lt. Col. Chase Bodenhausen as the Wing Chief of Safety in April and attended the Aircraft Mishap



Investigation Course (AMIC) in May. Senior Master Sgt. Aaron Cluck continued to mentor Tech. Sgt. Ray Wheeler on the job of Occupational Safety Manager. Tech. Sgt. Steven Miller became fully trained in his role at the wing Weapons Safety Manager (WSM) by attending the Occupational Safety Apprentice Course in March and the Lightning Protection Course in June. Tech. Sgt. Wheeler attended the Mishap Investigation Non-Aviation (MINA) course in September. In addition, the wing sent one maintenance SNCO to AMIC in August and secured another AMIC course for a Flight Safety NCO from the Operations Group to attend in early FY22.



Public Affairs

Just like the beginning of 2020, in January of this year the Public Affairs shop was called into action to assist the state with the COVID-19 mass vaccination sites across the state. The shop also played a key role in the 2021 Sound of Speed Airshow with media engagements, video/photography and press releases to highlight the 139th and its mission readiness.

Airman 1st Class Janae Masoner participated in the Urban Search and Rescue training with the Homeland Response Force (HRF) in Georgia where she documented Airmen and local civilian agencies training for mass casualty events. Masoner was able to capture about 500 photos of the participants while they were actively engaged in the exercise.

Staff Sgt. Andy Rivera mobilized with region D for Missouri's mass vaccination mission. Rivera was involved with the planning, setting up, and directing the orderly flow of patients through the clinics. He also took part in Governor Michael L. Parson's inauguration as the 57th governor of Missouri where he took video of the occasion for the Missouri National Guard.

Staff Sgt. Audrey Chappell participated in Urban Search and Rescue training with the Homeland Response Force (HRF) team in Georgia where she documented Airmen and local civilian agencies training for mass casualty events. Chappell captured over 3000 photos of this exercise.

Tech. Sgt. Patrick Evenson took part in Governor Michael L. Parson's inauguration as the 57th governor of Missouri where he documented the occasion through photos for the Missouri National Guard. Evenson also played a key role in documenting the role the 139th played in the food bank mission.

Senior Master Sgt. Michael Crane mobilized with the region F team in support of the COVID-19 mission which was tasked with the central part of Missouri. Crane was a member of the data entry team which was responsible for manually entering all the vaccination information into the states website for proper tracking. Crane also worked out of state headquarters where he managed the state's national guard social media presence.

1st. Lt. Adam Miller mobilized with the region



F-16 Fighting Falcon aircraft with the U.S. Air Force Thunderbirds Air Demonstration Squadron perform during the Speed of Sound Airshow at Rosecrans Memorial Airport in St. Joseph, Missouri, April 30, 2021.

F team which was tasked with the central part of Missouri. Miller was assigned to lead the data entry team which was responsible for manually entering all the vaccination information into the state website for proper tracking. He was also assigned public affairs duties for the regional commanders where he helped prepare the commanders for interviews, both live and recorded.

Capt. Sean Navarro mobilized to state headquarters in support of the COVID-19 mission where he was assigned to the state public affairs office where he was the interagency liaison between the National Guard Public Affairs team and key agencies within Missouri. In his role, he communicated with local and state news agencies as well as liaised with the governors staff daily as well while the governor and TAG were on site for the mass vaccination clinics. In November Capt. Navarro assumes the role of Chief of Public Affairs.

Maj. Rhonda Brown mobilized as region B and H commander in support of the COVID-19 mission where she led a joint team of 45 members from the Missouri Army and Air National Guard. After 13 years in public affairs, Brown moved to IG where she assumed the Director of Complaints role for the wing.

Advanced Airlift Tactics Training Center



Col. Barrett Golden
AATTC Commandant

European Defense Agency (EDA). Additionally, the AATTC expanded upon the relationship with our “sister center,” the European Tactical Airlift Centre (ETAC).

In January of 2021 the AATTC hosted the AMC A3T, Col. Ryan Aerni at our campus. This integration

The Advanced Airlift Tactics Training Center (AATTC) began 2021 with a commitment to return to full capacity in our student workload despite continued COVID challenges and to continue our established international partnerships with the European Air Transport Command (EATC) and the

with AMC was an excellent engagement opportunity to discuss challenges AMC faced with regard to the National Defense Strategic posture towards

preparing for a Near Peer adversary. It gave the AATTC the opportunity to further educate AMC on its current offerings and to identify our entrepreneurial desire to assist AMC with evolving mission sets. Out of this meeting and further engagements with AMC, the AATTC was able to secure support for our Trailer of Excellence (TOE) that houses multiple classrooms and workspace, and acquire funds/manning resources to further advance our datalink education and training capabilities for the MAF.



In May of 2021, the AATTC took a crew and support staff to Orleans, France to participate in the European Tactical Airlift Centre's version of our own aircrew course, the European Tactical Airlift Programme-Course (ETAP-C), a complex two week flying course. ETAP-C 21-3 was hosted by the French Air Force and consisted of the US Crew from the AATTC, as well as crews from France, Italy, and Spain. The allied international engagements and integration where an excellent opportunity to advance our tactics and training capability as a unified force.

In September 2021, the AATTC hosted the First Sergeant Functional Managers; Chief Master Sgt. Perry (USAF Diamond 1), Chief Master Sgt. Myers (ANG), Chief Master Sgt. Dennis (AFRC), in addition to Chief Master Sgt. Settle (NGMO CCM) to advocate for a full-time First Sergeant position at the AATTC. This was quite an unprecedented event

to have the head First Sergeants from Active Duty, ANG, and AFRC in attendance. With advocacy from State Command Chief Settle, the meeting was extremely well received and all components agree that the AATTC is deserving of a First Sergeant position. Further engagement will continue to identify the resource and component that will host the position.

In August of 2020, Air Force Chief of Staff General Charles Q. Brown, Jr. published a strategic approach document for the USAF. In that document, he coins the phrase 'Accelerate Change or Lose.' As the United States military postures to a Near Peer adversary type conflict, the AATTC continues to epitomize that mantra. We are dedicated to change rapidly to meet new mission sets and are postured to do so with great success.



First sergeant functional managers from the regular Air Force, Air Force Reserve, and Air National Guard met with Missouri ANG, AATTC and 139th leadership to discuss the possibility of the school receiving a first sergeant position.

AATTC - Training Division



This fiscal year, the AATTC Training Division executed 18 separate courses as directed by AMCI 11-207, providing exceptional, “one of a kind,” training for over 511 U.S. and allied students, to include the countries of Belgium and Denmark.

Advanced Tactics Aircrew Course (ATAC):

There were 10 AATTC flying courses this fiscal year featuring 2 ½ days of academics and 9 flying sorties. We trained a total of 272 MAF crewmembers, broken down as follows: AMC-55, ACC-0, ANG-111, AFRC-53, USMC- 39, and PACAF-16. POC Maj. Butch Brennan, DSN 356-3141

Advanced Airlift Mobility Intelligence Course (AAMIC): This three-week course, held in conjunction with the ATAC, affords intelligence and aircrew personnel the opportunity to brief, mission plan, and fly together - fostering improved interoperability and increased combat capability. We had a total of 8 AAMIC classes this fiscal year with 52 AAMIC students broken down as follows: AMC-31, ANG-2, AFRC-0, ACC-15, USMC-0, USAFE-4, AETC-1, and PACAF-0. POC Capt. Matt Cotter, DSN 356-3546

International Mobility Intelligence Course (IMIC): This two-week course, held in conjunction with the ATAC, affords intelligence and aircrew personnel the opportunity to brief, mission plan, and fly together - fostering improved Allied interoperability and increased combat capability. This course is based on the original AAMIC. There was a total of 1 IMIC class held this fiscal year, with 3 students trained. POC Capt. Matt Cotter, DSN 356-

3546

Mobility Commanders Tactics Course (MCTC):

The AATTC instructors provided a two-day tactics refresher for squadron and group commanders, squadron operations officers, and intelligence commanders. MCTC better prepares these officers for their leadership duties and responsibilities while deployed to an area of operations. There were 4 MCTC classes held this fiscal year. A total of 22 leaders were trained broken down as follows: AMC-5, AFRC-8, and ANG-9. POC Lt. Col. Mike Gard, DSN 356-3732

Mobility Datalink Manager’s Course (MDMC):

The Mobility Air Force’s Datalink Manager’s Course was offered 5 times this fiscal year with 42 attendees broken down as follows: ANG-17, AMC- 16, AFRC-8, PACAF-1, other-1. As units across the MAF continue to be outfitted with Real Time Information in the Cockpit (RTIC), we have seen an exponential increase in requests for training. This course focuses on developing unit level subject matter experts to establish and maintain wing datalink infrastructures and training programs. All MAF datalink systems are taught with emphasis on the Situational Awareness Datalink (SADL) that is being installed on the ARC C-130H fleet, as well as the regular Air Force C-130J and C-17 fleets. POC Capt. Justin Bigham, DSN 356-3455

Combat Aircrew Tactics Studies / Mobility Electronic Combat Officer Course (CATS/ MECOC): This two-week academic course is an AMCI 11-207 requisite for Tactics Chiefs. There were 6 CATS/MECOC class held this year with a total of 120 CATS-MECOC students trained broken down as follows: AMC-49, ACC-4, ANG-30, AFRC-14, PACAF-9, USAFE-9, AETC-4, and USMC-1. POC Maj. Will Sanders, DSN 356-3521



AATTC - Development Division

AATTC's Development Division is focused on supporting AMC, AFRC, and ANG efforts in developing, testing, and training relevant tactics based on currently installed equipment, operator needs, and adversary TTPs.

Tactics Development: Lt. Col. Haugsven attended MAF WEPTAC as the lead for all represented MDS AMC Tactics Review Board (TRB) Additional support was given to Tech. Sgt. Tonisha Odom and Master Sgt. Scott Stueven in running the TRB and adjudication of more than 40 Tactics Improvement Proposals (TIPs) covering new and emerging tactics for all AMC airframes. Lt. Col. Teufel and Senior Master Sgt. Ryan Blake supported ARC WEPTAC helping the ARC C-130H/J force prioritize NGREA funding for acquisition of COTS/GOTS equipment. Lt. Col. Haugsven was the Mission Planning Cell (MPC) OCT Representative during Rally in the Rockies. Lt. Cols. Ehresman, Teufel, Maj. Hodgson, and Capt. Warner supported AMC assets at Mobility Guardian. Senior Master Sgt. Blake was the lead in developing SFO procedures for the MAF through checklists and an ABFDS Tactics Bulletin. These were executed at Mobility Guardian and with 180th AS tails in conjunction with F-22s. Additionally, All of Development Division gave maximum support to every Maj. MAF conference this year, to include the AATTC Datalink Users Group, MAF WEPTAC/TRB, and ARC WEPTAC.

Electronic Warfare Systems: All of Development Division provided EW expertise to CATS-MECOC to ensure the course continues to be the preeminent source of knowledge for MAF tacticians around the globe. Lt. Col. Haugsven was lead on creating the first ever C-130H Mission Data File (MDF) for the ARL-69A. This was accomplished with a team of subject matter experts, AATC members and is a first for the Mobility Forces as a whole.

Datalink: The Datalink team continued to be on the cutting edge of Datalink development for the MAF. The Mobility Datalink Managers Course has increased student throughput to meet the need for the command. The team was lead on bringing TDL into use with Green Flag exercises. Additionally, the team



provided support to mobility guardian, training crews and assisting with equipment and knowledge. Maj. Hodgson established and deconflicted all connections for tankers and Contingency Response forces for Mobility Guardian. AMC has directly requested AATTC to support their assets in multiple tests and training of members to increase the forces use of all datalinks.

Tactics Analysis: TA championed multiple GUNSLINGER SMOKE intelligence products supporting Tactics Development initiatives and Test efforts for both the active duty and ARC, providing expert classified analysis on a variety of topics. This support is critical in the advancement of items on both the AMC Test Priority List (TPL) and the ARC Modernization Book that allocates funding to future integration of capabilities for the MAF.

AMTASE: Senior Master Sgt. Chris Strunk has been amazing as the Chief of the AMTASE. He and Senior Airman Mason Wudtee collaborated with multiple intelligence community agencies and tactics analysis teams to further hone efforts to prepare for and successfully execute AMTAT 2021 by contributing multiple AMTASE PONY EXPRESS products, as well as white papers, that highlighted new adversary TTPs and threats to MAF. AMTAT 2021 occurred at Scott AFB hosted by Lt. Col. Sean Haugsven and the AMTASE Team, it was widely attended by Weapons Officers from multiple MDS. POC – Senior Master Sgt. Christopher Strunk, DSN 356-3739

Weapons Instructor Course

The C-130H Weapons School finished 2020 with graduating four Weapons Officers in Class 20B. From October through December these students flew integrated missions in Colorado with C-130Js, at Dyess Air Force Base (AFB) with B-1 bombers and Joint Terminal Air Controllers, and finally at Nellis AFB with every combat aircraft in the Air Force and a few Navy ones too. The C-130H Weapons School started 2021 with a class of three C-130H Weapons Undergraduate Students (WUGS) alongside with eight

C-130J WUGS down in Little Rock Air Force Base. Unfortunately, one of the C-130H WUGS didn't make it through the course. The two remaining students continued through a COVID challenged class and graduated in June. Capt. John Miller from the Nevada Air National Guard earned the C-130H Flying Award while Maj. James McKinney from the Connecticut Air National Guard was awarded the Top Academic Award. These two students, led by their Weapons Officer cadre out of the Advanced Airlift Tactics Training Center (AATTC) at Rosecrans Air National Guard Base undertook three hundred and thirty-four hours of in class academics, seventeen written tests, twenty-three flights, three formal briefings and one master's level paper. The flights started with single ship threat reactions in the Kansas plains culminating in the Nellis AFB Range with a one hundred plus aircraft package integrating fighter, bomber, airlift, space, cyber, and Intelligence, Surveillance, and Reconnaissance capabilities to execute an Army Brigade Combat Team insertion against an array of air and ground threats emulating a peer adversary. These graduates are now prepared to lead their squadrons in future conflicts requiring innovative leaders that are experts in advanced tactics and joint operations.

After these students graduated, the second half of the year was focused on C-130H Weapons School cadre attending Weapons and Tactics conferences, exercises, and leadership meetings around the country. AATTC Weapons Officers attended the Air Mobility Tactics Analysis Team working group at Scott AFB, IL where he and his team analyzed intelligence reports on adversary threats and tactics thus publishing



a SECRET report for dissemination to front line operators and intelligence professionals. They also attended the Air Mobility Command's Weapons and Tactics Conference and the Air Reserve Component's Weapons and Tactics Conference where tacticians from across the Air Force come together to revisit, improve and push for new capabilities and tactics, techniques and procedures. The

C-130H Weapons School cadre also participated in Air Force Reserve's largest exercise "Rally in the Rockies" which brought units from the Guard and Reserve to execute against a peer adversary. These crew operated from multiple small forward operating bases to execute airdrops throughout Wyoming and Colorado to remote drop zones. Crews were also able to land on a highway in Wyoming showing the full austere capability of the C-130. The C-130H Weapons School leadership visited the National Guard Bureau at Andrews AFB and Air Mobility Command at Scott AFB to brief leadership on previous classes and the future of the C-130H Weapons School. This year will end with C-130H cadre flying with the C-130J Weapons School WUGS in Colorado and Nellis AFB in syllabus sorties as we prepare to graduate six Weapons and look forward to starting a new class of four C-130H pilots on 4 January 2022.



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