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**145TH AIRLIFT WING**

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# **ANNUAL REPORT 2019**

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**A YEAR OF GLOBAL REACH**

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The Annual Report is a detailed collection of the 145th Airlift Wing's priorities, accomplishments, and contributions to the community and our Nation.

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## Airlift Missions Take us to New Locations

### PAGES 22 - 31

In Fiscal Year 2019, the Airmen of the 145th Airlift Wing traveled the world like never before, turn to page 22 to read about how we utilized our new Aircraft to not only better serve our nation abroad, but also to revolutionize the way we receive and conduct training.



## Driving on with the C-17 Conversion

### PAGES 16-19

While one major construction project completed, three more began as the 145th Airlift Wing continues to modernize our facilities to handle the C-17 airframe. Turn to pages 16 and 17 to see how much progress we made in fiscal year 2019, and pages 18 and 19 to see where we are going.



# Meet the Commander

## Colonel Bryony A. Terrell

Colonel Bryony A. Terrell is the Commander of the 145th Airlift Wing, North Carolina. As commander, she leads 21 units; ensures effective maintenance production, combat ready aircrew, support activities, and mission essential tasks. Col. Terrell reviews training and compliance programs to execute an annual budget of \$81 Million and manages \$2.3 Billion in facilities and assets. The 145th provides global strategic and tactical airlift in support of National Command Authority Objectives.

Colonel Terrell entered the Air Force in 1998 and received her commission through the Air Force Reserve Officer Training Corps program at Ohio University. She has experience in the Regular Air Force and Air National Guard as a support officer, maintenance officer, and operational pilot. Her command experience includes the 167th Aircraft Maintenance Squadron, 167th Airlift Wing, Martinsburg, W. VA., and 139th Mission Support Group, 139th Airlift Wing, Saint Joseph, MO. Colonel Terrell has served on the National Guard Bureau staff and at the Air National Guard Readiness center as the Functional Area Manager for Strategic Airlift in NGB/A3 and the Branch Chief for Rated Management and Personnel Policy in NGB/A1.

Since taking Command Colonel Terrell has presided over a massive conversion project, transforming a C-130 Wing of 40 years, into a Global Strategic C-17 Airlift Wing. Overseeing \$175 Million in military construction and 33 sustainment, restoration, and modernization projects.



### COMMANDER FACTS

#### COMMANDER OF THE 145TH AIRLIFT WING

June 2018 to Present

#### PREVIOUS TOURS INCLUDE MULTIPLE STATES AND COUNTRIES

Texas, South Korea, Japan, Italy, West Virginia, Maryland, Missouri, Kuwait, Saudi Arabia, Virginia, and North Carolina

#### SENIOR PILOT WITH MORE THAN 1100 FLYING HOURS

Flown in the C-17, C-5, T1 and T-6 Aircraft

### EDUCATION

#### 1997 OHIO UNIVERSITY, ATHENS OH

Bachelor of Science

#### 2012 AIR COMMAND AND STAFF COLLEGE

#### 2014 AIR UNIVERSITY

Masters of Military Operational Art and Science

#### 2018 NATIONAL WAR COLLEGE, ND UNIVERSITY, WA D.C.

Masters of Science, National Security Studies

### CONTACT

#### COMMANDERS STAFF OFFICE

704-391-4306

#### WEBSITE

[www.145aw.ang.af.mil](http://www.145aw.ang.af.mil)

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# VISION

# MISSION

# GOALS

**An elite global force multiplier, preeminent in all we do.**

**Provide Strategic Airlift, Combat and Humanitarian support to Federal and State authorities.**

**Operational Readiness: Setting the bar on deployment and inspections.**

**Safety: Developing a safety mind-set and encompassing operational readiness management.**

**Communication: Effective and efficient communication at all levels.**

**People: Recognize, reward, value and improve.**

**Customer Service: Constant focus on improving products and processes.**

# PRIORITIES

## **1. Ready War-fighters**

***Fly, Fight, Win.***

## **2. Develop Empowered Airmen**

***Foster Agile Airmen***

## **3. Exceptional Stewards**

***Manning, Modernization, and Recapitalization***

## **4. Promote Partnerships**

***Trust, Teamwork, Transparency***

# WING ORGANIZATION CHART

**145 AW/CC**  
Col. Bryony Terrell

**145 AW/CV**  
Col. Allan Cecil

**145 AW/CCM**  
CMSgt Susan Dietz

## Wing Staff

Chaplain

Information  
Protection

Command Post

Judge Advocate  
General

Command Support  
Staff

Public Affairs

Equal Opportunity

Recruiting &  
Retention

Human Resources  
Advisor

Safety

Inspector General

## 145 Operations Group

145 Operations  
Support Squadron

156 Airlift Squadron

156 Aeromedical  
Evacuation Squadron

118 Aerial Support  
Operations Squadron

235 Air Traffic Control  
Squadron

156 Weather Flight

## 145 Maintenance Group

145 Aircraft Maintenance  
Squadron

145 Maintenance  
Squadron

145 Maintenance  
Operations Flight

## 145 Medical Group

## 145 Mission Support Group

145 Civil Engineer  
Squadron

145 Communications  
Flight

145 Force Support  
Squadron

145 Logistics  
Readiness Squadron

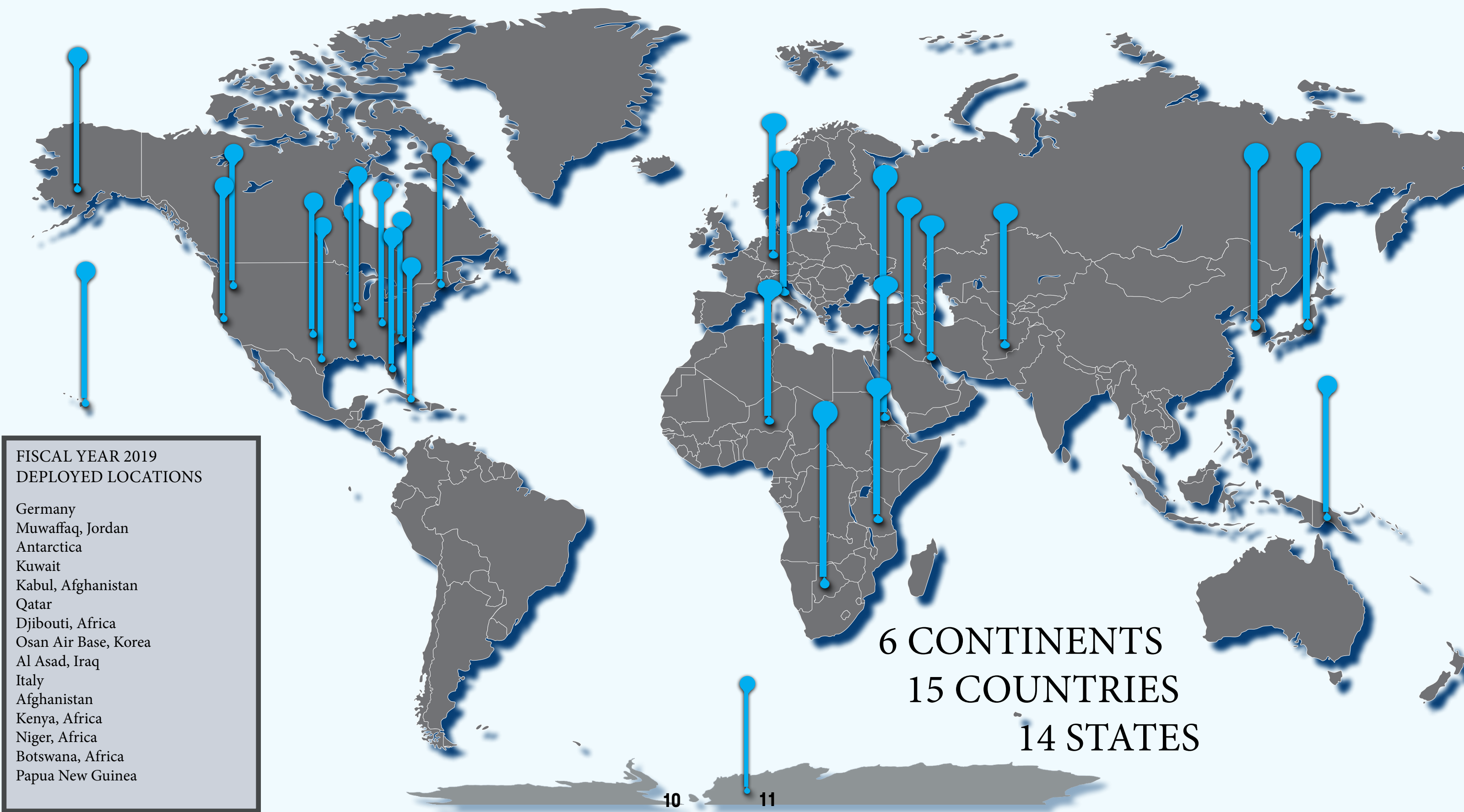
145 Security Forces  
Squadron

263 Combat Communica-  
tions Squadron

245 Civil Engineer  
Flight



# WORLDWIDE REACH



# Operational Readiness

## Worldwide Airlift, Combat, and Humanitarian Support

The 145th Airlift Wing is the home of the C-17 Globemaster III. We provide airlift, combat and humanitarian support to federal and state governments.

- 2 + HURRICANE SUPPORT MISSIONS
- 2 + EXERCISES INCLUDING 1 JOINT FORCE EXERCISE
- 1 + PACIFIC ANGEL MISSION TO PAPUA NEW GUINEA
- 1 + UNCC FOOTBALL FLYOVER
- 5 + AE CHANNEL MISSIONS

2019 was our first full year flying the C-17 Globemaster III, and our flying and operational stats have more than tripled in some instances from our previous fiscal year report. As projects are completed and more of our aircrew are trained, the numbers are expected to grow even more by fiscal year 2020.



## Air Missions

**SORTIES IN 2018: 218**  
**SORTIES IN 2019: 483**

**121.56 % Increase**



## PAX Support

**PASSENGERS 2018: 385**  
**PASSENGERS 2019: 2430**

**531% Increase**

## Airlift Support

**CARGO 2018: 27 tons**  
**CARGO 2019: 1756 tons**

**6403.70% Increase**



## Air Experience

**FLYING HOURS 2018: 600**  
**FLYING HOURS 2019: 1690.9**

**181.82% Increase**

# Diverse Force Structure

## A World Class Organization

The 145th Airlift Wing maintains an optimal force structure of over 1600 members, over 300 full-time, between Charlotte and the geographically separated units in Stanly County, NC. Our Airmen stand ready to answer the call to the state, nation or country. Back in 2018 we achieved a milestone by appointing our first female Commander and first female Command Chief Master Sergeant. In FY 2019 we continued the trend with Chief Master Sgt. Lisa Phillips becoming the first female Chief for the 145th Maintenance Group.

Later in the year we reached another diversity milestone when State Command Chief Master Sergeant David Rodriguez, formerly of the 145th Security Forces Squadron, was selected as the Senior Enlisted Leader for the North Carolina National Guard. Chief Rodriguez is the first service member of Latin heritage to hold the position.

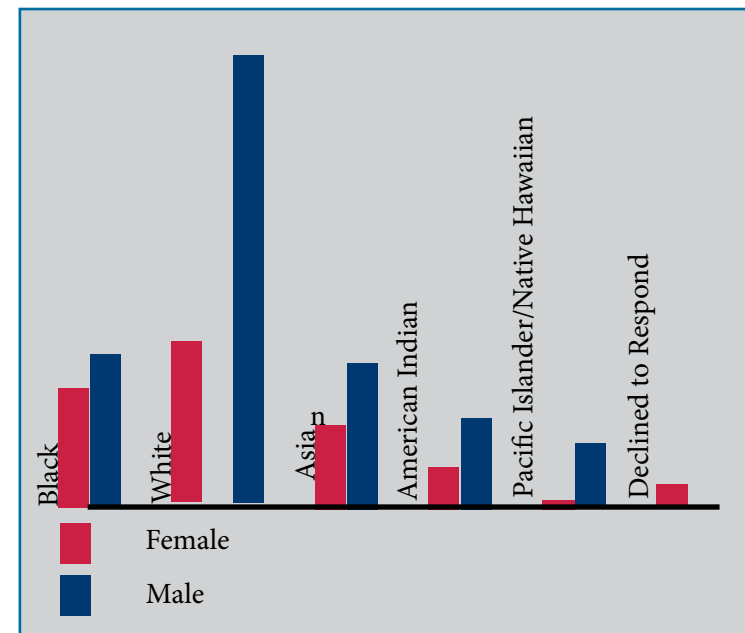
**97.3%**  
End Strength



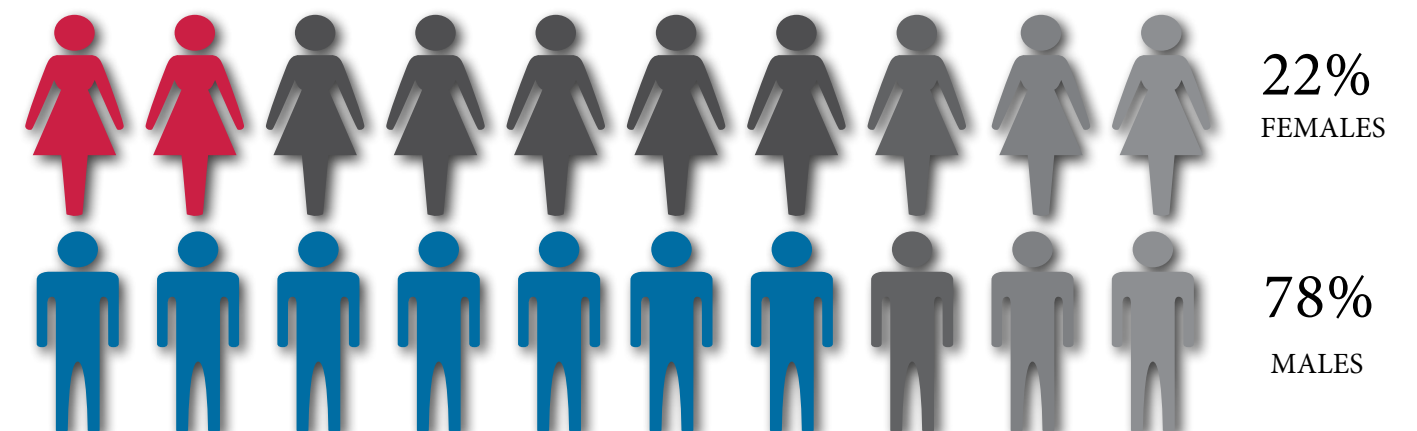
**91%**  
Retention Rate

## Airmen Featured in National Guard Heritage Profile

Staff Sgt. Liceth Bulla Rey is a member of the 145th Maintenance Squadron as an aircraft electrician; she enlisted in the military in 2012, and is originally from Columbia, South America. Bulla Rey was inspired to enlist after seeing military natural disaster relief efforts. She is attending North Carolina State University for a Masters of Science Degree in Physiology with a Certificate in Biotechnology, meanwhile awaiting acceptance in Dental School. She frequently volunteers with non-profit organizations and conducts missions trips to other countries. In 2019 Staff Sgt. Bulla Rey was featured in a National Guard Spotlight on outstanding Latino service members.



North Carolina National Guard Soldiers and Airmen participated in Military Appreciation Day at the 2019 North Carolina State Fair in Raleigh, N.C., Oct. 23, 2019. The celebration included a parade, a short program with a speech by State Command Chief Master Sgt. David Rodriguez.



The 145th Airlift Wing is 78% male and 22% females as of Oct. 2019

# Sustainable Infrastructure

**The 145th Airlift Wing remains committed to being good stewards of the environment by investing in sustainable infrastructure and ensuring our facilities remain economically and environmentally sound assets to service members and our community.**

In Fiscal Year 2018 we began construction on the Mikeal Operations Building, dedicated to Lt. Col. Paul K. Mikeal who perished in the MAFFS 7 accident 2012. The building was completed in May of 2019 and officially opened that same month, following a dedication ceremony.

We also began three new major construction projects in FY19, these include a new C-17 hangar, the in ground fuel system, and the McCormik simulator building, named after Maj. Joseph M. McCormick also a member of the MAFFS 7 Crew.



## C-17 Fuel Hangar

— BUILT FOR: \$29M

Construction work began in June of 2019 with an official Ground Breaking Ceremony taking place on 25 June 2019. This project once complete will allow the 145th Maintenance Group to utilize two hangars, and effectively double their production and efficiency.



## Fuel Hydrant and Apron Expansion

— BUILT FOR: \$21M

When complete the fuel hydrant system will save hundreds of man hours by allowing our Airmen to pump fuel directly to the flightline instead of transporting it across the base. Additionally the apron expansion will provide us the additional parking spaces necessary to bed down our full complement of eight owned C-17's.



## C-17 Flight Simulator

— BUILT FOR: \$5.5M

In the process of converting from C-130's to C-17's many of our pilots must conduct training at other locations outside of Charlotte. The C-17 Simulator will provide a local on base location to allow our pilots to train their flight skills, without even leaving the base.



57.11%

REDUCTION IN ENERGY  
USED SINCE 2003

87.88%

REDUCTION IN WATER  
CONSUMPTION  
SINCE 2007

\$20 M

IN LOCAL ECONOMY  
STIMULATION

# CONVERSION TIME-LINE

November  
2018

Fuel Cell Hangar  
Construction Be-  
gins, expected time-  
line - 18 months

May  
2019

Fuel Cell Hangar Ex-  
pected Completion  
Date. Hangar 51 Reno-  
vation Begins

October  
2020

Ramp Expansion/Hy-  
drant Complete. All  
C-17's parked in CLT

Charlotte base be-  
gins construction  
on Ramp Expans-  
ion and Fuel Hy-  
drant System

February  
2019

Simulator Facility Be-  
gins Construction, ex-  
pected time-line - 12  
months. New Opera-  
tions Building open and  
operational.

August  
2020

145th Airlift Wing  
exits conversion &  
initial operation  
capability

January  
2021



# Economic Impact

## Creating Jobs Throughout the Carolina's

The 145th Airlift Wing is a State Organization that employs a total of 1,433 military members, who support a total of 3,319 dependent family members. In addition to our military work force we also employ 252 civilians full time.

Our construction projects bring in millions to local construction businesses as we continue to work towards our C-17 conversion. Additionally we stimulate the local economy through service contracts, medical contracts, and local lodging contracts which provided a direct stimulus to the local economy in Fiscal Year 2019 of \$271,272.

**Total Economic Impact FY19: 102.5 Million**



During the few remaining days of fiscal year 2019, last minute funds became available and members were able to purchase equipment for almost 1,500 members of the NCANG to ensure deployment readiness.

From new aircraft hangars and buildings to a fuel hydrant system project and a new flight simulator, budget and fiscal needs have soared towards a \$54 million budget in order to make these projects happen. Therefore, adherence to many rules and regulations to spend the funds appropriately, lawfully, and efficiently must be followed diligently. The 145th Finance office makes all of this possible.

**\$20,703,972**  
Civilian  
Pay

**20%**



**\$36,609,500**  
Job Creation

**36%**

**10%**



**\$9,830,257**  
Operating  
Expenditures

**\$35,331,678**  
Military  
Pay



**34%**

# Global Airlift

The C-17 is known as the Globemaster III, and in 2019 the 145th Airlift Wing put this name to the test, as multiple units ranging from the 145th Maintenance Squadron to our Security Forces traveled across the globe to obtain unique experience for Annual Training.



# 145th Medical Group

## Tripler Army Medical Center, Hawaii

Tripler Army Medical Center is the only federal tertiary care hospital in the Pacific Basin. It supports 264,000 local active duty and retired military personnel, their families, and veteran beneficiaries. In addition, the referral population includes 171,000 military personnel, family members, veteran beneficiaries, residents of nine U.S. affiliated jurisdictions (American Samoa, Guam, and the former Trust Territories), and forward-deployed forces in more than 40 countries throughout the Pacific.

In May of 2019, the 145th Medical Group was granted the opportunity to work at TAMC for two weeks. During their time at the hospital, 35 of our Airmen utilized one of the best medical facilities in the country to train in skills they don't normally have access to on drill weekends, with eight of them completing their training requirements for forty hours of emergency room experience.



The Med Group wasn't just on the receiving end for training, during their stay, they developed a new training program for Tripler's patient simulation lab.

At the end of their trip, the 145th Medical Group had encountered over 996 direct patients, and worked independently for over 1,530 hours. Meanwhile the work they provided to TAMC saved the hospital over \$98,253 dollars.



# 235th Air Traffic Control

## Ramstein Airbase, Germany

In July of 2019 nearly 50 members of the 235th Air Traffic Control Squadron joined with members from the New Hampshire and Maine Air National Guard heading to Ramstein Air Base, Germany, to assist the 1st Combat Communications Squadron, an active duty unit, with training on setting up, utilizing, and tearing down a mobile air traffic control tower and deployable tactical air navigation system.

With constant technological changes and differences between airfields at each base, air traffic controllers are in a constant state of training.

Since the Air Base in Charlotte shares a runway with the local International Airport, the 235th ATCS primarily works out of New London North Carolina, in which they are able to operate out of their own control tower. This however creates a unique challenge when it comes to training, as the amount of traffic coming into the New London Airport is less than that of a base that owns its own runway.

In Germany, Airmen of the 145th had the ability to learn expeditionary skills, which lay outside the traditional craft of Air Traffic Control, such as loading aircraft, packing pallets, and coordinating aerial ports and aircrew, all of which are crucial skills.

This experience was invaluable as the National Guard continues the four year deployment cycles, of which the 145th Airlift Wing and members of the 235th are scheduled for in 2020.



# 145th Maintenance Group

## Joint Base Elmendorf-Richardson, AK



This year the 145th Maintenance Group traveled to Joint Base Elmendorf-Richardson to train on various C-17 Globemaster III maintenance procedures as a part of their Annual Training.

For two weeks 60 members of the 145th Maintenance group signed off on over 743 required training tasks.

Fiscal Year 2019 was the first full year for the Maintenance Airmen to work with the C-17 Globemaster III aircraft. As such there are still constraints in regards to facilities and equipment available in Charlotte. JBER provided a robust platform for steady state C-17 operations.

The 176th recently obtained their C-17 mission in 2017 from the 3rd Wing also based out of JBER. This meant that our Airmen had a unique opportunity to train and learn with other technicians who had just undergone the same trials that the 145th would experience with its own conversion.



# 145th Security Forces

## Joint Base Elmendorf-Richardson, AK



The Milo Range is an interactive use of force, tactical judgement, and firearms training system used across the globe for military and government law enforcement agencies. Within a simulation, there is someone controlling the level of escalation and de-escalation, as well as number of targets, and weapons calibration, as each person training attempts to face these virtual scenarios.

This was just one of the many training facilities that the 145th Security Forces Squadron utilized during their two weeks of Annual Training at Joint Base Elmendorf-Richardson in Anchorage Alaska.

National Guardsmen and Airmen of the security forces squadron have to make the most of their drill weekends and annual training days. Their tactical skills demand enhanced training which is provided in partnership with local Charlotte Mecklenburg Police during drill.



By traveling to JBER, our Security Forces gained the opportunity to learn with other members of the Air Force in a diverse environment that is difficult to duplicate back home.

The 145th Security Forces Squadron plays a pivotal roll in the safety and day to day operations of the Charlotte Air National Guard. Receiving this unique training increases their effectiveness and overall operational readiness for the entire Airlift Wing.



# 145th Logistics Readiness Squadron

## Yokota Air Force Base, Japan



In late July of 2019 the 145th Logistics Readiness Squadron traveled to the land of the rising sun, where they spent two weeks training at the Yokota U.S. Air Force Base in Fussa-Tokyo, Japan.

They integrated themselves with the LRS units of the Regular Air Force 374th Airlift Wing, and shared knowledge and experience while getting signed off on important upgrade training tasks.

145th LRS Airmen from material management, vehicle maintenance, small air terminal, fuels, ground transportation, log plans, and traffic management all traveled via C-17 to reach Japan. While in country our LRS assisted the active duty, the 17 small air terminal Airmen in moving 535 tons of cargo and processed 826 passengers. While material management saved the 374th over \$1,200 by assisting them in enabling blue tooth scanners that were inoperable for around six months. Meanwhile five Airmen from Fuels processed 50,000 gallons of fuel and assisted with off loading 177,000 gallons of fuel.



# 263rd Combat Communications Squadron

## Williams Field, Antarctica



When December rolls around all eyes are traditionally focused on the North Pole. That was not the case this year however, for four members of the 263rd Combat Communications Squadron, who spent the first few months of fiscal year 2019 focused on the South Pole of Antarctica and Operation Deep Freeze.

Operation Deep Freeze (ODF) is a Joint Task Force mission that provides air, land, and sea support to the National Science Foundation, located at McMurdo Station; a mere 850 miles north of the South Pole. The Airmen of the 263rd Combat Communications Squadron spent over two weeks in the Arctic weather installing and validating satellite communications.

December is the time of year when the Earth's Southern Hemisphere experiences summer. For Antarctica that means twenty-four-seven sunlight for a couple of weeks, making work hours extremely flexible, but resting hours extremely awkward.



This was the second year in a row that the 145th Airlift Wing participated in Operation Deep Freeze. As our global presence continues to grow with our C-17's we expect to be seen in even more remote locations where we can demonstrate our exceptional knowledge and our commitment to excellence.



# Upward Minuteman

## 2019

### Bringing The Expertise of North Carolina to South Africa

Every National Guard unit has a state partner, a foreign country allied with the United States in which we frequently exchange experience and training to build foreign relationships. In FY 19 the 145th Airlift Wing and the North Carolina National Guard, participated in Exercise Upward Minuteman 2019, in the South African country of Botswana. For two weeks Airmen and Soldiers partnered up with the soldiers of the Botswana Defense Force at Thebaphatswa Air Base, July 9-18, 2019.

This was the real iteration of Upward Minuteman, and it included teams from North Carolina, Alabama and New Jersey National Guard. Around 170 American Service Members, attended and were partnered with over 300 members of the Botswana Defense Force.

From the 145th Airlift Wing, Airmen of all careers and specialties participated in this exercise, including Flight Operations, Judge Advocate General, Fuel technicians, Security Forces, Medical technicians, Maintenance, Fire Fighters, Civil Engineers, Finance specialists, Intel specialists, Weather, Air Traffic Control, Combat Communications, and Public Affairs.

Air Force Col. Shawne Johnson, 145th Mission Support Group Commander, with the 145th Airlift Wing, and the commander of U.S. Forces for Upward Minuteman 2019, was hopeful that the culminating exercise after training would show how successful the training had been leading up to the two-day, hands-on event.

"It's been great," Johnson said. "The Botswana Defense Force really enjoys the training from my perspective. They absorb everything, they want to learn, they want to be the best defense force they can be."

South Africa is scheduled to host the next Upward Minuteman exercise in 2020.

There are currently 13 State Partnerships between the United States and African Nations: North Carolina is partnered with both Botswana and the country of Moldova. The State Partners actively participate in a host of engagement activities ranging from bilateral familiarization, fellowship-style internships, civic leader visits and medical events. All activities are coordinated through the Theater Combatant Commander and the U.S. Ambassadors' country teams, and other agencies as appropriate, to ensure that the National Guard support is tailored to meet both U.S. and country objectives.



# Squadron Year End Status Report

## Unit Highlight

### 156th Airlift Squadron

It takes the skills and expertise to fly the C-17 Globemaster III, and we could not do it without the men and women of the 156th Airlift Squadron. Part of the 145th Operations Group, the 156th AS is home to our pilots and load masters. 2019 was the first full year they had with the C-17 Globemasters, and as a result they shattered their operational numbers from 2018.

#### The Airlift Squadron Provides A Mission Essential Critical Capability to the Air National Guard



32

- 2 Hurricane Support Missions
- 2 Major Exercises including 1 Joint Force Exercise
- 1 PAC Angel Mission to Papa New Guinea
- 1 University of North Carolina Charlotte Football fly over
- 5 AE Channel Missions
- 230 total missions
- 482 sorties
- 1690.0 flying hours
- 2439 passengers

- Red Erwin Award winner from the 156th Airlift Squadron given their award.
- Flew to 21 foreign countries: Botswana, Finland, Hungary, Ukraine, Germany, Japan, Pap New Guinea, Singapore, Thailand, Afghanistan, Spain, and the United Kingdom.
- 1756 tons of cargo

#### New Operations Building Gives New Life to Airlift Squadron, While Honoring the Life of Fallen Heros.

Family and friends of the North Carolina Air National Guard gathered in a hangar at the base on June 9, 2019 to commemorate the loss of four crew members of the Modular Airborne Fire Fighting System 7 mission over South Dakota, that occurred July 1, 2012. The four fallen members, Lt. Col. Paul K. Mikeal, Maj. Joseph McCormick, Maj. Ryan S. David, and Senior Master Sgt. Robert S. Cannon, would have 4 buildings dedicated in their honor, including the new base operations, small air terminal (see LRS page), the aircraft maintenance hangar, and the soon-to-be built flight simulator.



As these buildings are erected and modified to suit the new mission of the North Carolina Air National Guard, we reflect on the dedicated service of our fallen Airmen and their willingness to answer a call for something bigger than themselves.

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# Squadron Year End Status Report

## Unit Highlight

### 145th Force Support Squadron

It takes everyone working together to make the mission work, and through the past year, every Group, Squadron, and Flight accomplished some outstanding things as they completed their mission, the Force Support Squadron was no exception; here are their end of year achievements and stats.

#### Training a New Wave of Honor Guard



During 2019, for two weeks, fourteen volunteers from around the 145th Airlift Wing trained with traveling instructors from the United States Air Force Honor Guard Training Flight based out of Washington D.C. This was the first time the AF Honor Guard conducted a training course here in Charlotte. For the 145th Airlift Wing this means that for the first time, it has a large group of skilled Airmen that can provide uniformed service to funerals and ceremonies throughout North Carolina and South Carolina.



- Managed training resources of \$5,000,000+, obligating 7500+ officer & 12,500+ enlisted days; ensured DTS authorizations were complete & vouchers accurate & finalized resulting in trained personnel. GTC expenditures of \$107,765.
- Advising members in Community College of the Air Force matters, resulted in a total of 75 graduates for Oct and April; several 2nd degrees.
- Organized and oversaw RODEO for 430 members collectively at the GSU and Charlotte; 400+ Airmen now deployment ready.
- Audited 150 State Active Duty orders following Hurricane Florence
- Processed more than 50 accessions of new members to the wing
- 171 Reenlistments
- 88 Extensions
- 196 Accessions/ ENLORDs
- Made Approximately 2000 ID Cards
- 11 retiree death cases for benefits
- 263 Passport Applications
- Assisted in the mobilization of over 250 wing members
- 31 Technician to AGR Conversions
- 26 Temporary AGR's hired
- 29 Technician Hires
- 4 Manned PERSCO Team dispatched to Botswana for Upward Minuteman
- Completed 70 ID tag requests
- 7,200 lunches served in the dining facility
- Processed 200 evaluations while at ARPC Training



FSS Members Staff Sgt. Larandus Hopper and Airman First Class Bradley Thompson helped support the Northern Lightning Exercise at Volk Field, WI. Northern Lightning is one of seven Air National Guard joint accredited exercises held at the Combat Readiness Training Center. The two-week long exercise increases military readiness by providing participating units a tactical level, joint training environment, emphasizing user-defined objectives.

Senior Airman Sayvon Lane and Staff Sergeant Jackson supported an IRT to Puerto Rico. Together they supported medical providers, at six different locations throughout the territory, from April 25th through May 8th. Each location consists of a four person food services team and one services personnel for lodging.



# Squadron Year End Status Report

## Unit Highlight

### 145th Logistics Readiness Squadron

From supplies warehousing to aircraft fueling, the Logistics Readiness Squadron handles a large number of specific unique tasks around the wing. Aside from traveling to Japan for their Annual Training, the 145th LRS had a number of fantastic accomplishments for 2019.

#### Small Air Terminal Dedicated to Fallen Hero



The C-17 Conversion has affected every single shop within the 145th Airlift Wing, and the Small Air Terminal is no exception. In June of 2019 the Wing held a building dedication ceremony for four major construction projects. It was here that the first images were revealed for the SAT renovation which will be begin within the next few years.

The new terminal is named after Major Ryan S. David, a Flight Navigator who perished in the MAFFS 7 accident while fighting the wildfires in Edgemont South Dakota in 2012. When Complete the David Small Air Terminal will be able to process more passengers efficiently, and activate the 145th Airlift Wing Space-A program for retired and civilian status travelers.



- Booked 67 passengers
- 2,409 Cargo Movement Operational
- Systems Shipped
- 1,000 M-16's Shipped back to DEPOT
- Utilized multiple C-17 missions to move documented cargo while providing training for TMO, SAT and Operations
- Hosted a two week hazardous Materials Preparer course for the Air National Guard
- Held 6 Hazardous Materials Technical Specialist courses for the 145th Airlift Wing
- Conducted 449 Small Air Terminal Missions
- Processed 628,030 lbs of cargo through Small Air Terminal
- 11 LRS Personnel activated for Hurricane Dorian support
- Vehicle Operations processed \$2,473,519.74 worth of equipment assets for the C-17 Conversion.
- Processed 813 total passengers through the Small Air Terminal
- 7 SAT Members sent to Botswana for Upward Minuteman 2019 to train 27 Botswana Defense Force personnel
- 20 Members successfully climbed to the summit of Mt. Fuji during a team building day on Annual Training.



It was a rainy, yet happy day in March of 2019 when the 145th Logistics Readiness Squadron held the promotion ceremony for Chief Master Sergeant Jonathan Shores, who is the Material Management Superintendent for the 145th Airlift Wing. He can be seen in the photo here reenlisting with Lt. Col. Lisa Kirk, Commander of the 145th LRS.



# Group Year End Status Report

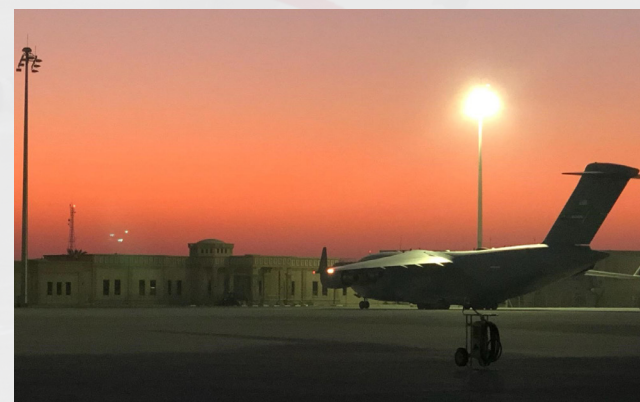
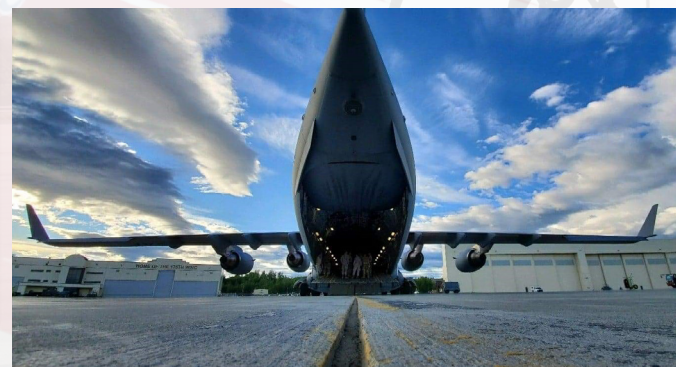
## Unit Highlight

### 145th Maintenance Group

Getting an aircraft off the ground takes more than a pilot and fuel. That's where the mechanical experts of the 145th Maintenance Group come into play. Their knowledge is hands down the best in the business and their work ethic is second to none. Let's take a look at what they have accomplished in 2019.

#### Nothing Quite Beats the Views from a Flightline

These fantastic images were captured by MXG Airmen who work day in and day out keeping our Aircraft in the sky.



- The 145th MXG supported upwards of 1,689 flying hours for the wing
- Supported 505 sorties
- 30,776.4 Maintenance Man Hours
- Mission Capable rate at 70.1%
- 9 AE Channel Missions
- Maintenance Squadron reports 202.6 hours flown across 44 sorties
- Supported PAC Angel, flying 17 sorties with 75.4 hours flown
- Delivered 155,800 pounds of cargo to include (5) C-130 engines and over 70 passengers
- Traveled to Alaska for Annual Training where 60 overall MXG members signed off on over 743 training requirements



The mechanics with the 145th Maintenance squadron have proven effective enough to be called to work even outside of Charlotte. In the image to the right, we see multiple Airmen from the MXS and AMXS conducting repairs to a nose strut on a TACC mission jet, at the Raleigh-Durham International Airport.

- Attended multiple Mission Readiness Airlift to locations including Hawaii, Alaska, and the Caribbean
- Sent MRT package to repair TACC Mission nose strut at Raleigh-Durham International Airport
- Completed two rescheduled drills for dedicated training, accomplishing 1,600 TBA tasks signed off
- 12 members attended FTD School at the Jackson Mississippi Air National Guard Base.
- Provided members to complete seven aircraft washes off station, continued to outfit composite took kit.
- Supported State Hurricane Michael relief, flying 4 aircraft, 4.2 flight hours.

Part of receiving a new aircraft is making it your own. That is especially the case for Tech Sgt. Zachary Mortensen, Staff Sgt. Mark Staley, and Staff Sergeant Christian Aleman who are seen in this image applying the Charlotte tail flash to aircraft 02-1107, while in a hangar at Martinsburg West Virginia.



# Unit Highlight

## 263rd Combat Communications Squadron

The mission of the 263rd CBCS is to deploy, install, and validate isolated SATCOM capabilities, they also provide expeditionary cyberspace support to include radios and secure network capabilities. In 2019 they were able to demonstrate their mission expertise multiple times.

### 263rd CBCS Airmen Grab the Bull by the Horns



During 2019 members of the 263rd CBCS traveled to Robins Air Force Base, Georgia, for the National Combat Communications Rodeo. This event featured 120 participants from across the Air Force. Conducting training and training exercises to expand the career knowledge of the Air Force communication specialists, allowed our Airmen to receive concrete career training in a short amount of time, instead of the years it would normally take. Additionally the Airmen were able to network and meet other members of the career field they will likely meet again in deployment.



## Squadron Year End Status Report

- Deployed to Williams Field Antarctica in- stalled and validated isolated SATCOM capabilities and developed processes in support of Joint Task Force.
- Deployed 8 personnel to Thebephatshwa Airbase, in Botswana Africa to support Upward Minuteman 2019
- Provided cyberspace support to include 40 tactical handheld radios, NIPR network, VoIP phones, print services, and power conversion and conditioning in support of Command and Control and White Cell Leadership while in Botswana
- First us of the Ranger Airbus 1200 1.2 meter dish by the 263 in a deployed environment
- Provided services for C2 operations managing over 170 US Army and Air Force personnel, including radios and base station, internet services, printer station, and 230V to 115V power conversion using UP's
- Traveled to Alaska with the 145th Security Forces Squadron and provided radio and radio programing support.
- Provided 36 programmed radios during the Security Forces Field exercise
- Provided detailed orientation and overview of 263rd Communications structure, roles and equipment to
- Participated in Operation Cyber Shield 2019 in Camp Atterbury in Indiana where they honed their skills in cyber security



# Unit Highlight

## 145th Civil Engineer Squadron

From service requests to domestic operations, the 145th Civil Engineer Squadron answers the call whenever and wherever, and 2019 was no exception.

### 145th Civil Engineers Prepare for Hurricane Dorian



Just one year after Hurricane Florence, Dorian threatened North Carolina with another strong storm. In August of 2019 Dorian slammed into the Bahamas leaving destruction in its wake.



Originally expected to hit Florida, the storm made an abrupt turn before reaching the coast and instead targeted North Carolina. With much of the Carolina Coast still recovering from Florence, our Mission Support Group and Civil Engineers prepared to meet the threat head on. Before the storm could arrive the 145th Airlift Wing activated Mobile Emergency Operations Center and a team of Airmen to stage in Eastern North Carolina.



Meanwhile the CE debris clearing teams activated and readied their equipment in case Dorian caused any storm damage along the North Carolina roads. Thankfully Dorian continued to move and barely grazed North Carolina before moving further North.

## Squadron Year End Status Report

- Four engineers supported Operations Pac-Angel, stood up cultural house that provided critical medical treatment to over 4,000 citizens; installed western style utilities and improved school houses, which enhanced quality of life and learning environments for 1,780 students; Updated maternity wards that serviced surrounding provinces, ensuring proper medical care for expecting females in the area
- Sent 28 engineers in supported of STEM Center for the Girl Scouts of Hawaii
- 12 Engineers deployed to Ft. Fisher, NC to do electrical and roof repairs for NCNG
- Regional Training site trained nearly 2,000 Total Force Engineers with over 500 training days.
- Deployed in support of Hurricane Dorian Relief
- Senior Master Sgt. George Huffstetler and Mr. Chris Bryant logged a total of 136 community volunteer hours. Generating \$86K in contribution funds from local chapter to National Conservation Non-Profit Organization. Opened 3,546 acres in NC to sportsmen; and donated 25 turkeys to Lincoln County Christian Ministries as part of the Turkey Hunter Program
- DoD Urban Search and Rescue Training Site trained over 300 personnel in Fiscal Year 2019 to include military, DoD civilian, and local civilians. Site is the DoD's only approved Direct Delivery Agency which also supports USAFE and PACAF Rescue Technician Curriculum



## Unit Highlight

# 156th Aeromedical Evacuation Squadron

The 156th AES is one of the most called upon in the 145th Airlift Wing. Through their deployments and Mission Readiness Airlifts they were seen traveling all over the world in 2019.

## North Carolina Air National Guard Embarks on Life-Saving Mission Amidst Conversion

As the North Carolina Air National Guard has oriented its mission with C-17 Globemaster III aircraft over the past two years, the 145th Airlift Wing and 156th Airlift Squadron have gained a real-world mission that positively impacts those in need across the globe.



Members of the North Carolina Air National Guard prepare and work diligently in their first real-world mission while converting to C-17 Globemaster III aircraft, towards assisting other Air Force Active Duty, Reserve, and Guard units as they take part in the Aeromedical Evacuation Patient Distribution Channel; a mission that is constantly in force moving patients, and casualties of war inflicted wounds, in need of transport from one medical facility to another across the world.

Each unit that participates runs about a 90-day or four-month mission, so the units rotate over time with each other. Patient distribution from 2018 to present includes a total of 2,362 patients; 12 urgent casualties, 46 priority, which need treatment within 24-hours, and 2,304 routine needing treatment within 72 hours. 88 of the 2,362 patients were victims of battle injuries. The 156th AS rotation will end early FY 2020.

## Squadron Year End Status Report

- 6 Missions to Andrews AFB, MD, 3 Missions to Kelly Field Annex, TX, 1 Mission to Travis AFB, CA
- Participated in Northern Strike Exercise
- Participated in Patriot North Exercise
- Participated in Patriot South Exercise
- 8 Personnel sent to Bagram, Afghanistan
- 5 Personnel to Ramstein Germany
- 3 Personnel to Joint Base Andrews, DC
- 5 Air Medal citations, 3 AFCEM, 3AAM
- 6,363 patients moved
- Participated in Ultimate Cadeuceus, JRTC, and Mobility Guardian Exercises
- Participated in Hurricane Exercise NAS Key West
- 1100+ flight hours
- 6 Mission Readiness Airlifts, traveling to Gulfport CRTIC MS, Oklahoma City OK, Joint Base Andrews MD, Mac Dill AFB FL, Pear Harbor-Hickam HI, Ramstein AB Germany.
- 280 Launched/recovered missions
- Managed communications with 21 allied nations and 13,000 allied service members
- \$7.7 million worth of equipment tracked with 100% accuracy
- 2019 Airman of the Year Staff Sergeant Britney Orr
- 4 CCAF Graduates, 1 Honor Guard Graduate, 2 Members working IRT, 2 members on NGB ADOS Tours.



The 156th AES utilizes highly specialized equipment that must be monitored and inventoried regularly. Prior to each mission the equipment is transported to the flightline and placed in a specific organization pattern that makes preparing for the flight quick and efficient. In a real world mission this expediency could be the difference between life and death for patients requiring transport.



# Unit Highlight

## 145th Security Forces Squadron

Air Base Defense is essential to the success of our mission, and the 145th Security Forces Squadron is tantamount to the security of our Wing. These Airmen are responsible for monitoring who enters our base as well as keeping 24 hour watch on our flightline and perimeter.

### Security Forces Welcomes New Chief Master Sergeant

In May of 2019 the 145th Security Forces Squadron promoted Robert Green to the rank of Chief Master Sergeant. Chief Master Sgt. is the ninth, and highest enlisted rank in the United States Air Force. Achieving the rank of Chief is a monumental honor, and represents years of hard work and dedication.



Chief Green is the security forces manager and has been responsible for the military upbringing of our defenders. By federal law, around one percent of the enlisted Air Force may hold the rank of Chief and every Chief Master Sergeant is expected to serve as a mentor for non-commissioned officers and junior enlisted members, and to serve as advisers to unit commanders and senior officers.

## Squadron Year End Status Report

- Over 3200 Perimeter Installation Checks conducted
- Over 2100 Random Antiterrorism Checks completed
- 780 Random Installation Entry/ Exit Vehicle Checks Conducted
- 141,288 Total Scans at Installation Entry Control Points 31 new high definition cameras approved for installation
- CCTV Camera and Network update valued at \$233,130.63
- Squad Ops CCTV access control installed valued at \$154,542.13
- Upcoming new facility security projects estimated at \$681,217.49 in future electronic security projects to enhance the security of personnel and resources.
- 1532 Construction DBIDS Cards Issued
- 87 Suspect/Witness statements taken
- 3906 Background checks, 233 denials and 980 hrs dedicated to vetting
- 3 Raven Apprentices Completed a 40 hr Raven INDOC course
- Raven Missions supported for 164AW/105 AW to the Country of Georgia, Croatia, Ukrain, and Niger
- 484 Airmen qualified on the M4, 413 Airmen qualified on the M9, 66 Airmen qualified on the 240 B, 66 Airmen qualified on the M249, 36 Airmen qualified on .50 caliber machine gun, 30 Airmen qualified on M870 shotgun all in FY19
- 1847 Visitor Passes Issued



Security Forces celebrated a big milestone over the summer when construction finished on the covered roof and interior remodel for the main gate. This new cover provides protection from the elements during mandatory inspections.

The responsibility of defending our base is shared between our enlisted force, and civilian contractors. The civilian defenders integrate into the National Guard operating procedures seamlessly.



## Unit Highlight

# 118th Aerial Support Operations Squadron

There are few things that can change the course of battle like a properly executed air strike; As members of Air Force Special Warfare our Tactical Air Control Party (TACP) specialists imbed with Army and Marine units on the frontline assuming the responsibility for calling in strikes on the right targets at just the right time.

## 118th ASOS Raises Money for Fallen Heroes



Set up in the local town of New London North Carolina, the TACP's encourage local citizens to get involved, whether by donation to the cause, or showing symbolic support by running (or walking) a lap.

This year the unit raised over \$20,000 dollars for the TACP association. Active participants from over 150 volunteers garnered 470+ miles on the course.

Every year the 118th ASOS participates in the 24 Hour Challenge, a run/walk fund-raiser that generates funds and awareness for the families of fallen service members. The 24hr challenge isn't just about raising money, each unit also has the symbolic goal of logging the most miles, which encourages community involvement since everyone is allowed to contribute on the course.



## Squadron Year End Status Report

- 29 Personnel Forward Deployed in support of military operations around the globe.
- Conducted Airborne Training, Air Assault Training, Pathfinder Training, Mountain Warfare Training, Military Free Fall Training, and Small Unit Tactics Training
- MedEvac/ TCCC training
- Shoothouse Training
- Conducted Spies (Special Patrol Insertion and Exfiltration) and Fries (Fast Rope Infiltration and Extraction) training.
- \$20k raised for 2019 24hr Challenge
- Over 470 miles recorded for 24 hr challenge
- Entire Squadron mobilized for annual training at the Army National Training Center in California to prepare for FY20 deployment rotation



These highly trained experts go through intense physical, mental and technical training in order to withstand the demanding conditions of battle and provide their team with the firepower they need for continued success on the battlefield.



## Unit Highlight

### 145th Communications Flight

The Communications and Information Career Field encompasses a broad range of expertise: network systems operations, including information assurance, computer network defense and electronic protection, and information resource management.

The wing comm shop plans, designs, builds, manages, and maintains communications and information systems architectures, plans and organizes comm and info acquisition management activities, performs comm and info engineering functions, and direct information life-cycle management activities.

#### Functional Mission Analysis-Cyber Course

In Fiscal Year 2019 the 145th Communications Flight attended the FMA-C Course at Fort Fisher, North Carolina. This course bridges the gap between network operations and the five core missions of the Air Force. Students will begin the transition to a war fighting mind-set necessary to “fight the network” as a weapon system.



## Unit Highlight

### 145th Medical Group

The 145th Medical Group was very active during the 2019 Fiscal year and played a critical role in ensuring that Wing personnel were medically capable to perform their duties during state emergencies and worldwide deployments. Our medical clinicians saw approximately 2500 office visits.

They processed almost 300 personnel to support Hurricane Dorian, and around 200 personnel to support operations throughout the world. They medically cleared over 200 new recruits into the NCANG and managed almost 150 federal technician to AGR conversions.

#### Med Group Around the World

The medical group sent a flight surgeon to provide real world medical support for U.S. Airmen and Soldiers and medical training to Botswana Defense Force personnel. Additionally they provided military dentists to back fill a dental clinic at Aviano Air Base, Italy and Hickam Air Force Base Hawaii.



# COMMUNITY OUTREACH



# Special Events

- 1 President Visit
- 1 Vice President Visit
- CBBC Blood Drive
- Special Olympics Day at the Races
- Retiree Breakfast
- Clergy Day
- Domestic Violence Shelter Donation
- Building Dedication Ceremony
- Operation Santa Clause
- JROTC Drill Competitions
- 2 Strong Bonds Events
- Annual Memorial Ceremony
- Family Day
- TACP 24 Hour Challenge
- Backpacks for Homeless Vets
- JEC Roadside Clean-up
- Trail of History TV Appearance
- Carolina Panthers Visit
- Base Speaker at Military Officers Association
- 8 Base Tours



# Notable Accomplishments



## Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

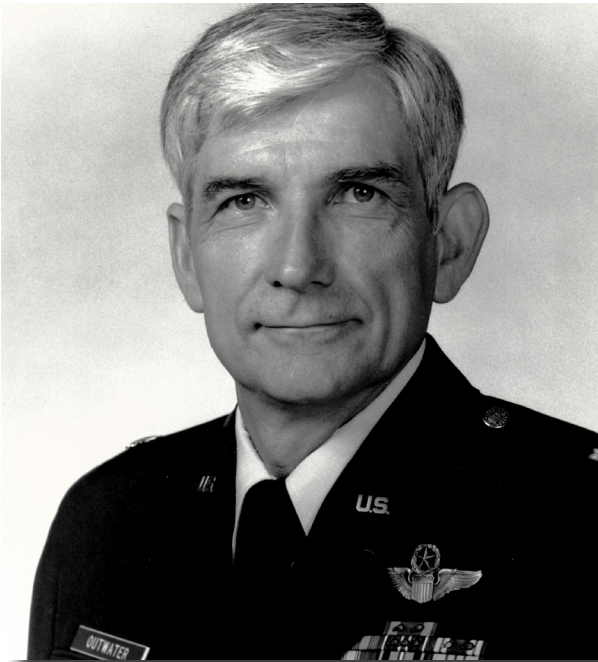
—• **AWARDED TO:** Brigadier General (Ret) Fisk Outwater

Brigadier General (Ret) Fisk Outwater, was selected as the winner in 2019 for the Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award for both the Air National Guard and the United States Air Force.

The award was named in honor of Zachary and Elizabeth Fisher, both of whom had contributed extensively to the support and welfare of members of the U. S. Armed Forces and their families. The inaugural Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award was presented to the Fishers at the Army-Navy football game in December 1996.

The Army, acting as executive agent, published a joint service regulation in 1998, establishing the award as a multi-service recognition to be given to an individual or organization demonstrating exceptional patriotism and humanitarian concern for members of the Armed Forces or their families. The recipient must exemplify Zachary and Elizabeth Fisher's personal qualities of patriotism, generosity, and selfless dedication to improving the quality of life of members of the Armed Forces of the United States.

General Outwater is currently in the nomination process for overall service wide winner of the award.



## Red Erwin Loadmaster of the Year Award

—• **AWARDED TO:** Tech. Sgt. Brian Wahl, 156th Airlift Squadron

Air Force. Tech. Sgt. Wahl, 156th Airlift Squadron loadmaster, was awarded the prestigious Red Erwin Award for when he was deployed to Afghanistan in 2017 and served as an air advisor for the Afghanistan Air Force airdrop program. He received the award in April of 2019 at an awards ceremony at the 145th Airlift Wing.

During 2017, Wahl served as an air advisor to the Afghanistan Air Force where he provided instruction on their first ever airdrop. He advised the Afghanistan Air Force on their airdrop program and rigging course for the C-130 and C-208 aircrafts. The first ever airdrop released over 600 pounds of food and leaflets, and a key area controlled by ISIL forces. As a result of Wahl's leadership, the town elders that received the leaflets provided the location of a hidden ammunitions cache for the Afghanistan National Army, which resulted in liberation a key area and no casualties during the mission.

The Red Erwin award was created in 1997 in memory of Henry Red Erwin, who was a flare operator during WWII. Erwin and his crew were aboard a B-52 aircraft for a bombing mission to Japan. He was in charge of deploying phosphorous flares to mark targets and a flare prematurely deployed inside of the aircraft. Erwin grabbed the flare while enduring severe burns, and threw it out the copilot's window to save the crew and aircraft.

# 2019 Special Recognition

## Chapter 7

In the 2018 report we talked about our Starbase program and the good things it does to introduce young children to science and aviation. This year we would like to talk about another of our important organizations, Chapter 7. Consisting entirely of volunteers from around the Wing, they are a private organization that is not part of the Department of Defense or any of its components. Chapter 7 promotes professional military education, community involvement, and developing leaders. They do outstanding things for the community every year, but let's look at some of their achievements in 2019.



In 2019 Tech. Sgt. Erik Maiers, Chapter 7 member and organizer, was awarded the Noncommissioned Officer Academy Graduate Association's Outstanding Graduate of the Year. Additionally Col. Allan Cecil was awarded the IG Brown Command Excellence Award. The Major IG Brown Command Excellence Award is to acknowledge one commander each year who has performed in an exemplary manner during the last fiscal year for their support of the ANG NCOAGA and the enlisted forces under their command.



### Safe Alliance Domestic Violence Shelter Drive

Safe Alliance Domestic Violence Shelter Drive is an annual event in coordination with the Sexual Assault Response Coordinator in which the unit takes up supply donations for the local domestic violence shelter. This year SARC and Chapter 7 were able to donate 85 toiletry items, 10 packs of cleaning supplies, 109 house ware items, and 6 different types of clothing items.

### Special Olympics Day at the Races

Every year, Chapter 7 gathers the wing to conduct a Special Olympics Day at the races. Uniformed service members travel to the Charlotte NASCAR racetrack to serve food and play games with the Special Olympics Athletes before they watch a race on the nearby track. This year was the 34th year of the event, the 20th year the NCANG has participated and in total they served 600 athletes.



### Backpacks for Homeless Veterans

Backpacks for Homeless Vets is an annual Chapter 7 event in which they take donations from across the wing of backpacks, sweatshirts, sweat-pants, and shoes.



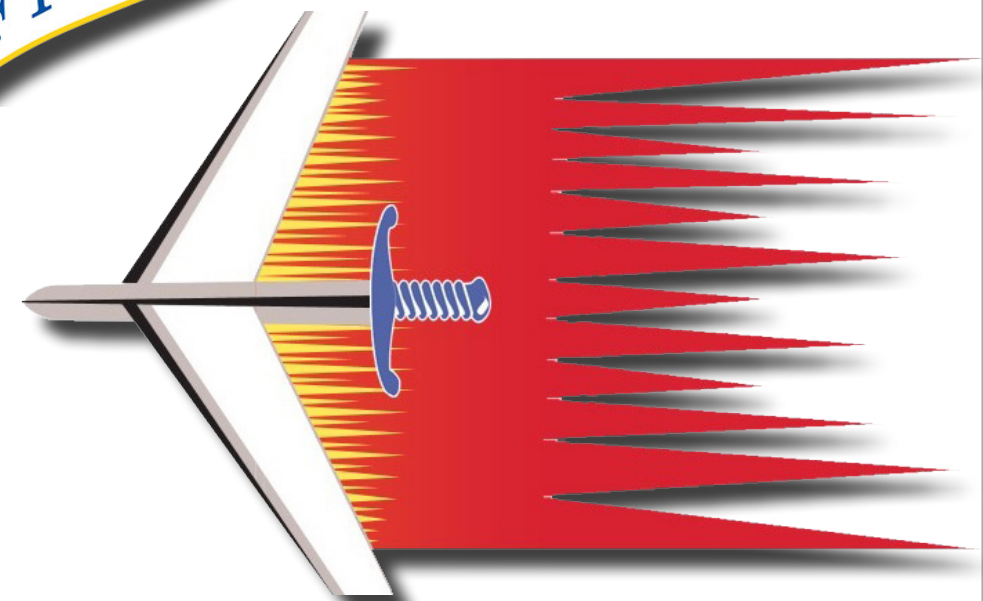
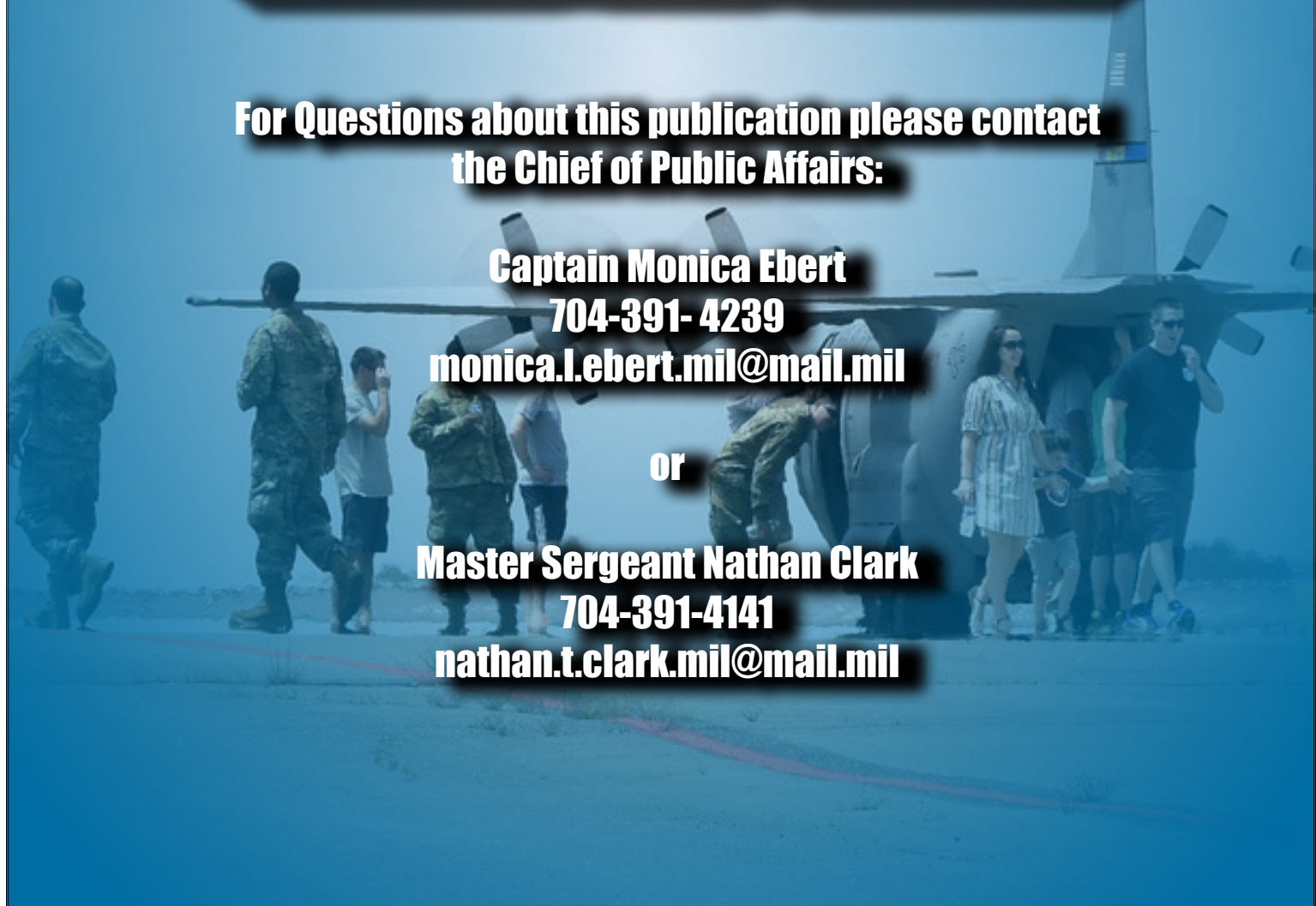


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