

132d WING

Iowa Air National Guard

2017 Annual Report



DEAR LEADERS AND FRIENDS,

2017 was another great year for the 132d Wing. We were able to prove our ability to simultaneously provide support to our nation through much needed combat capability, our homeland through our hurricane response in the southeast United States, and to Kosovo through our state partnership program. All of this would not be possible without the amazing efforts of our Airmen, their families and the employers who support them. This year we continued to determine the “new normal” as we settled into our three relatively new mission sets of remotely piloted aircraft (MQ-9 Reaper), intelligence targeting, and cyberspace operations. Both our MQ-9 and cyber operations missions were “deployed” at home station. Due to advances in capability and technology, our members were able to provide combat capability while stationed at home that would normally require a deployment to another part of the world. While it is nice that our Airmen don’t have to spend time away from family, it does make it more difficult for them to put the mission behind them when going home at the end of the day. At the same time, we provided support to the states of Texas, Florida, and Puerto Rico as they worked to respond to the devastation that was caused by multiple hurricanes.

What made our year even more remarkable was the fact that it was successfully executed while under a government continuing resolution for seven months of the year. These budgetary challenges have now become the new normal and despite the challenges our Airmen continue to exceed expectations. In fact, the 132d Wing was awarded the 12th Air Force Outstanding Unit Award, a highly prestigious award for our Airmen.

As you flip through the pages of this year’s annual report, I hope you picture the impact your support has on the success of our Wing. We share over 65% of our personnel, our most valuable resource, with the employers in the community as these Airmen serve part-time. And while the service member wears the uniform, everyone that supports them serves. Thank you for your service and what you do to help us succeed. As we usher in 2018, I’ll be moving on to serve as the next Deputy Adjutant General for Air for the state of Iowa and Col Mark Chidley will continue to take the 132d Wing to new heights as the next Wing Commander.



Col Shawn D. Ford
Wing Commander

Chief Master Sergeant Mark Miller
Command Chief Master Sergeant



132D WING LEADERSHIP



Col Mark Chidley
Vice Wing Commander



Col Monica Brouse
Mission Support Group
Commander



Col Trent Twedt
Intelligence, Surveil-
lance, Reconnaissance
Group Commander



Col Travis Crawmer
Operations Group
Commander



Lt Col Chad Hynnek
Medical Group
Commander



1st Lt Clarissa Atwell
Wing Executive Officer

Vision

To be an organization known for excellence, capable of providing mission ready forces, and willing to serve our nation, state, and community.

Mission

The 132d Wing trains, deploys, executes and sustains operations in missions supporting our nation, state, and community.

Values

- Integrity First
- Service Before Self
- Excellence in All We Do

Commander Priorities

1. Execute the Mission
2. Improve the Unit
3. Manage Resources
4. Lead People

*"Success is more permanent when you achieve it
without destroying your principles"*

Walter Cronkite

OUR MISSIONS

MQ-9 Reaper- The MQ-9 is an armed aircraft that provides real-time full-motion video to combatant commander's around the globe. Mission success is made possible through a complex communication infrastructure that is maintained by our Information Technology specialists.

Intelligence Targeting- As US military aircraft and weapons increase in precision and lethality, the demand for precise target information also increases. Our imagery analysts use intelligence information and training to determine the strengths and weaknesses of an enemy target complex and pass that information off to our weaponeers who determine the best aim point and weapon to achieve the desired target destruction.

Cyber Protection Team- The nation is more reliant than ever on networks and information technology. Nations that cannot compete with us militarily are now relying on inexpensive computers and networks to impact our ability to meet our country's goals. Our Cyber Operations Squadron is tasked with analyzing and protecting our network and systems by determining vulnerabilities and implementing solutions.

Distributed Training Operations Center- The world of warfare is extremely complex. In many cases, the most realistic training that our nation's aircrew can participate in needs to occur in the simulator. Our simulation training experts have the knowledge to connect simulators around the globe and create virtual training scenarios, that cannot be matched, to prepare our Airmen, Soldiers, Sailors and Marines for real world operations and deployments.

Mission Support- The ability to provide combat capability, support, and training to any Airmen at any time is only made possible through the support of multiple organizations in our Wing. Support of 24/7 operations is provided in the fields of security forces, logistics, civil engineering, communications, finance, personnel, and others. Our Airmen set the standard of excellence in these areas that is second to none.

RC-26 Metroliner - The mission of the RC-26 is to provide real-time incident awareness and assessment to emergency personnel and incident commanders during state response to natural disasters, special security events, and life or death situations. In lieu of this response, the RC-26 crew partners with local law enforcement in an effort to provide support in removing drugs from the streets of Iowa and surrounding states.

Medical- The Medical Group is mission-focused and ready to fully support the individual medical requirements of the federal mission, state domestic operations and Air Force Medical Service expeditionary combat support needs. Ultimately, their efforts ensure that the 132d war-fighter is medically ready to deploy anytime, anywhere.

EXECUTE THE MISSION

Cyberspace Operations

First Unit Mobilization (NORAD/NORTHCOM Defense):

- All 110 milestones/objectives achieved
- Cyber Operation missions—51
- Network Analysis hours—216
- Mission Hours—516 (6.5 TB data analyzed)
- Recommended 45 countermeasures

Exercises:

- Cyber Frost (hosted Minneapolis Army NG)
- Iowa State Cyber Defense Competitions
- Cyber Shield (Camp Williams, UT)

ACC F-16 Cyber Incident Response Team:

- Sanitized 75+ impacted aircraft

Intelligence Targeting

Targeting Products: 2,700+

Hours of Analysis: 5,300+

Hours of Quality Control: 1,700+

Results:

- 57 combat strikes on targets created
- 95 combat mission ready analysts

Exercises and Deployments:

- Blue Flag Exercise at Hurlburt Field, FL
- Targeting Support to Langley AFB, VA
- Key Resolve exercise in South Korea
- Operation INHERENT RESOLVE
- European Command



RC-26 Metroliner

Training Support Flights:

- Over 100 Special Ops and 800 Marines trained

Counterdrug Operations:

- 75 lbs. meth & 100 lbs. marijuana seized
- \$8.2 million in seized drugs
- 189 missions/370+ hours
- 30 arrests

Distributed Training

Operations Center

***Cost Avoidance**: \$905M**

***Training Results*: 14,000+ personnel trained**

2017 Initiatives:

- Tested integration of simulators with live fly aircraft
- Training with NATO Airborne Warning and Control
- Installed Navy connection for Joint events

* The equivalent cost if the training were to have occurred with actual aircraft

MQ-9 Remotely

Piloted Aircraft

***Combat Flights*: 355**

***Combat Hours*: 7,500+**

***Weapons Employed*: 23**

***Training Events Supported*: 1,600+**

100% Success

225 Aerial Achievement Medals earned

IMPROVE THE UNIT

The 132d Wing is constantly looking for ways to improve. Although perfection may be impossible to achieve, continuously striving for perfection is an attitude that can be accomplished by every Airmen in the organization. From family focused events to audits and self-inspections, we spent 2017 getting one step closer to that impossible goal.

A big focus for our organization is creating a work environment that fosters dignity, respect, and is a place our Airmen look forward to coming to work. Although we are serious about the missions we perform, we work hard to not take ourselves too seriously.

“Enhance the Wing as a healthy, fulfilling work environment”

Family Events:

- Family Day
- BBQ Competition
- Super Bowl Party
- Christmas Party
- Mini-Golf Competition
- Holiday Luncheon

Self- Inspections:

- Our Wing self-inspection program ensures we are in compliance with the rules, regulations, and laws. This year, our program was validated as effective by the Air Force Inspector General team.
- In August, we successfully conducted a base wide Active Shooter exercise to ensure our Airmen know how to respond to this all too common occurrence.

Audits:

- 7 visits from external agencies to include the Air Force Audit Agency, the Department of State, Air Combat Command, and United States Property & Fiscal Office helped ensure we are managing resources correctly.



Partnerships:

- **US STRATEGIC COMMAND**—We use our expertise in imagery analysis to provide support for USSTRATCOM’s mission as workload allows
- **PACIFIC AIR FORCES**—Our Intelligence Airmen have provided such valued support to PACAF missions and exercises that they are oftentimes requested by name.
- **AIR COMBAT COMMAND**—Our Cyber Operation Squadron was able to successfully respond to an ACC cyber incident and provide valuable recommendations for further protecting some of our national assets.
- **AIR FORCE SPECIAL OPERATIONS COMMAND**—When needed, our MQ-9 crews will augment the crews in AFSOC. This helps to provide a healthy cross-flow of information that benefits both organizations.
- **OFFUT AIR FORCE BASE**—Our base honor guard partners with the Offutt AFB honor guard to provide honors during funerals and events throughout the region. Our honor guard team served at 53 events this year to include 7 funerals, 9 joint events, and 2 weddings.

Although our organization just went through our most impactful mission conversion in our 76 year existence, we are always looking for ways to improve our existing capability. This year we became fully-operational in our MQ-9 mission and intelligence targeting mission. In addition, we stood up our new capability in cyber operations.

As we explore our roles in these new national mission sets, we recognized potential and began partnerships with STRATCOM, Air Combat Command, PACAF, and Special Operations Command to improve our impact. We also extended our targeting capabilities to our domestic operations missions. With creative Airmen, the sky is the limit.

“Prudently expand Wing organizations to improve capability”



MANAGE RESOURCES

Whether it is facilities, personnel, or money, we are committed to ensuring we are properly and efficiently using the resources provided to us. We earn the confidence of our community, nation, and the parents of the Airmen that have chosen to serve that we will protect the precious capital that has been entrusted to us.

Facilities—We just completed our third Leadership in Energy and Environmental Design (LEED) Silver rating facility and are close to completing our fourth.

Personnel—Our recruiters face the constantly increasing challenge of encouraging our youth to serve. With only about 11% of men and women between 17 and 21 years old having the qualifications and desire to serve, it makes it tough to meet the manning requirements of an all volunteer force.

“Adequate infrastructure to support mission execution”

Facilities/Projects:

- Demolition of our aging petroleum, oils, and lubrication facility
- Base beautification project
- Design efforts on two future facilities
- Energy Reduction: 23% since 2007
- Water Consumption Reduction: 63% since 2007
- Recycling: 190 tons of material

Personnel:

- Our recruiters achieved an 8 year accessions high. The quality of our young adults who are following their desire to serve is encouraging to see.
- Ready to Fight! - Our Medical Group certified 79 deployers to meet the complicated requirements for overseas deployment
- We were consistently in the top 10 of 92 units in the Air National Guard to meet all our medical requirements and hit the number 3 slot last September



Money:

- Closed out fiscal year \$26.8M budget
- Returned \$1.9M of unneeded funding to the National Guard Bureau or other use
- Completed 89 contracts worth \$2.1M
- Saved the Wing \$240K below estimated costs
- Received over \$10K in rebates due to proper use of Government Purchase Card

Security:

- Vetted over 2,700 visitors to base; denying access to over 40 for various criminal convictions
- Trained 592 personnel for over 1,600 training hours
- Provided additional security for Vice President Mike Pence's visit to Des Moines

Money—Our finance and contracting teams did an amazing job managing a complex budget while being under a continuing resolution for seven months. This allowed for only two months of unconstrained funding prior to beginning the fiscal year closeout.

Security—Our Security Forces Airmen are the best in the nation. When it comes to protecting our base, they are well-trained and stand post 24 hours a day/7 days a week. They work closely with local law enforcement to ensure our resources are protected.

“Fiscal responsibility that balances stewardship with adequacy”

Our people are our most valuable resource and we invest our time and money to create the leaders of the future. We focus on leadership development, military education, civilian education, and enhanced technical skills training and certifications. In addition, the challenges of military service require fit Airmen that can answer the call of duty.

Throughout the year, we welcome dialog with key leaders and use the opportunity to showcase our missions and excellence in execution. In addition, we put more efforts in place to take our message off base to educate the public about our missions and distribute quarterly updates.

**“Efficient, timely
organizational
communication”**

Recognition:

- Air Force Outstanding Unit Award for the second year in a row and 12th time total
- National Guard Bureau Awards
 - A1 Special Recognition Team Award
 - A1 Garrit D. Foster, Jr. Award
- Air Reserve Component Force Support Senior Non-Commissioned Officer of the Year Award
- National Guard Association of the US Theodore Roosevelt Leadership Award for Company Grade Officers

Key Leader Engagements:

- Air Force Academy Cadets
- Lieutenant General Weinstein (HAF/A8)
- Brigadier General Wark (NGB A2/3/6/10)
- Matt Pincus (National Guard Association of the US)
- Mr. Robert Denson (DMACC President)
- Dr. Anthony Paustian (DMACC Provost)
- CMSgt Klink (24th AF Command Chief)
- Col Jeffery Fisher (Kosovo US Defense Senior Official)

Promotions:

- 151 Airmen promoted to the next rank and level of responsibility in their military career



Leadership Development:

- We were able to provide two opportunities for members to attend the Leadership Challenge Program. During this program, Airmen participated in a comprehensive process of enhancing individual self-awareness to lead effectively through diversity and resiliency challenges.
- The 132d Wing held professional development opportunities a minimum of 3 times per quarter with a specific message for tailored audiences that ranged from Squadron Commanders to Non-Commissioned Officers
- We were fortunate enough to have one of our officers selected to attend the International Leadership Development Seminar held in France

CCAF Degrees:

- 148 degrees awarded
- #1 out of 90 units in the Air National Guard for the 3rd year in a row
- 2 College Level Exam Placement events resulting in 37 passed exams out of 55 (exceeding AF pass rates) earning over 93 semester hours and saving over \$25K in tuition
- 2 Airmen received their Professional Manager Certification recognizing them for their advanced level of education and experience in leadership and management

Alumni Coffee Events—Our legacy comes from those who served before us and set the standard of excellence. Bi-monthly, we host an alumni coffee event to welcome back our retired members to the base to keep up to date on what is going on at the Wing.

Employer Support of the Guard and Reserves (ESGR) —Each year ESGR hosts the civilian employers of our Airmen to see our mission and the challenges of managing both a civilian and military career. Our employers sacrifice a lot so that our Airmen can be successful.

Community College of the Air Force (CCAF)—Provides the full spectrum of Air Force education including degrees and continuing education for officers, enlisted and civilian personnel through their career.

“Develop Airmen at all levels who foster a positive culture”



DOMESTIC OPERATIONS

Hurricane Relief Support

After the southeastern United States was hit by three devastating hurricanes in a row, our Wing sent Airmen to help these areas respond to the destruction.

HURRICANE IRMA: Our Paralegal deployed to Tyndall AFB, Florida

HURRICANE HARVEY: Our RC-26 provided video awareness

HURRICANE MARIA:

- Our RC-26 aircraft deployed for two weeks to Puerto Rico to provide incident awareness and assessment video to the incident commander for quick actionable intelligence
- 17 of our Security Forces Airmen were on a plane within 48 hours of notification and spent two months in Puerto Rico providing security for the area



Unclassified Processing, Analysis, and Dissemination (UPAD)

This year, our Intelligence Group expanded their capability into the domestic operations realm by standing up a UPAD cell. This cell uses the expertise gained from the intelligence targeting mission to provide imagery analysis and products to the incident commander to help make timely response decisions. Products could include (but are not limited to):



- First Responder route of travel analysis
- Focus areas for flood mitigation efforts
- Operational status of key infrastructure
- Damage estimates
- Optimum staging area analysis
- Plume predictions

DEPLOYMENTS

Alaska:



Our cyberspace operations team mobilized for the first time this year and defended the networks of NORAD and NORTHCOM

Germany:



Airmen from the 132d Wing Communications Squadron deployed to Germany to participate in the 2017 JUDICIOUS RESPONSE training exercise

South Korea:



Our Intelligence Group Airmen participated in the ULCHI FREEDOM GUARDIAN exercise and provided real world targeting expertise to the Pacific Air Force



Florida:



Our Wing led the first Air National Guard MQ-9 COMBAT HAMMER exercise that provided realistic air-to-ground combat scenarios and live fire operations with other remotely piloted aircraft units

Middle East:



Security forces and other Airmen deployed to Kuwait, Qatar, and United Arab Emirates to provide support for the Global War on Terror



Hawaii:



Our Logistic Readiness Squadron deployed to Hickam AFB for training and processed 73 tons of equipment for the F-22s, moved 50 tons of munitions, and inventoried \$1.8M in assets

Iowa: Our Airmen supporting the MQ-9, intelligence targeting, and cyberspace operation missions were “deployed at home” in Iowa every day in 2017.



In 2018, we are preparing over 100 Airmen from our Mission Support Group to deploy around the globe to fight terrorism while still maintaining our home station war tasking.

STATE PARTNERSHIP PROGRAM

Iowa National Guard members pose with Kosovo Security Forces at a landmark near Mitrovica, Kosovo



Iowa Army and Air Guard medical specialists train with their Kosovo counterparts at the Sustainment Training Center at Camp Dodge

Since the partnership began in March 2011, the state of Iowa and country of Kosovo have fostered mutually-beneficial interests across all levels of society to realize the long-term goal of developing the Kosovo Security Forces. Each year the involvement of the 132d Wing continues to increase as we provide expertise and engagement in the areas of security, medical and cyberspace operations.

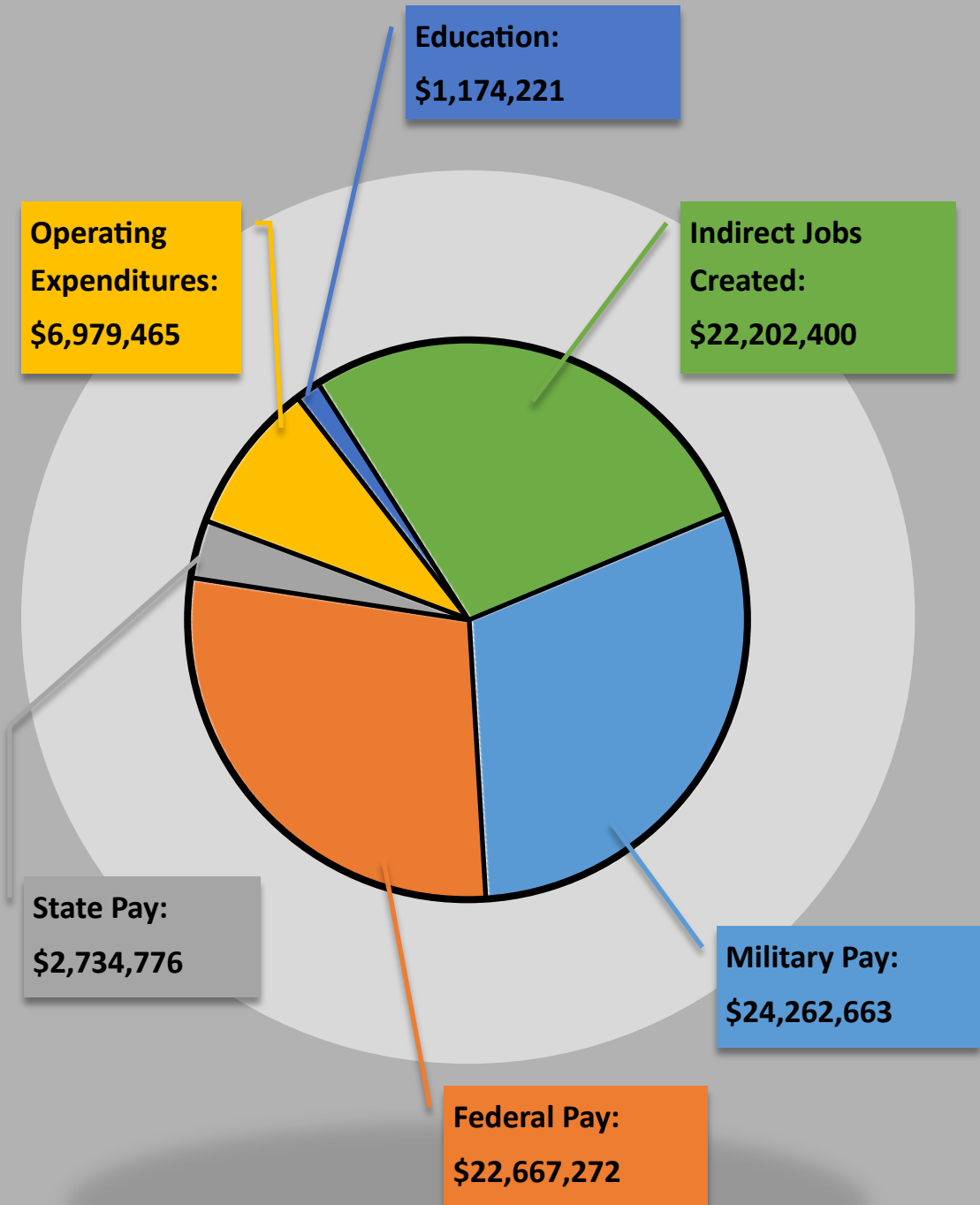
In 2017, both our Medical Group and the Cyber Operations Squadron traveled to Kosovo to provide that support; in addition they also hosted Kosovars visiting the state of Iowa for the first time.

LTG Rama, Commander of Kosovo security forces visits the 132d Wing to learn about cyberspace operations and domestic operations



Kosovo Security Force cyberspace operations members enjoy a taste of Iowa at the Iowa State Fair during their visit.

ECONOMIC IMPACT (based on Fiscal Year 2017)



Total Economic Impact: \$80,020,796

COMMUNITY ENGAGEMENT

We love Des Moines and we love our community. Throughout the year, we look for ways give back as a thank you for all the support we receive.

Speaking Events:

- Des Moines Sertoma Club
- Rotary of East Polk County
- DuPont/Pioneer Veteran's Network
- Iowa Building Owners and Managers Association
- Air Force Association—General Horner Chapter
- Principal Leadership Development Program
- Urbandale Lions Club
- Cub Scouts
- Grimes Public Library

Base Visits:

- Pack 95 Boy Scouts
- Iowa State Air Force ROTC
- Employer Support of Guard and Reserve
- Iowa Emergency Management Association, Dist 1
- Veterans Affairs Emergency Manager
- Morningside College
- Catholic Seminarian visit
- Air Force Academy Cadets

Supported Events:

- 185th Combat Sustainment Support Battalion Army deployment return (1,500 visitors)
- Blood Drives
- Homeless Veteran's Stand Down (610 Veterans and 552 local resident served)
- Wreaths Across America
- Community Holiday Party (Orchard Place)
- Canned Food Drive
- Mitchellville PTA lunch program support
- Air National Guard Remotely Piloted Aircraft Weather Workshop
- Air National Guard Domestic Operations Conference
- 2017 EPIC Challenge Mentorship Summit
- Iowa National Guard Hispanic Heritage Event
- No Mans Land Trench Run

WHY THE AIR NATIONAL GUARD?

Top-notch skills training—sought by employers

- Technical school lengths vary by career field

College tuition assistance

- Iowa National Guard Education Assistance Program (100% tuition assistance at Iowa supported colleges and universities)
- Montgomery G.I. Bill (\$369/month tax free & potential for additional \$350/month)

Drug free workplace

Leadership training

Avenues for higher education

- Community College of the Air Force (earn college credits while in Air Force Schools)

Positive, healthy, family oriented work environment

Opportunities to travel and see the world

Secure source of income

- \$186.96 Minimum pay per weekend
- \$20,000 Bonus (available to select career fields)

The honor of serving your country!

We have careers in: Cyber Operations, Computer Systems, Intelligence Analysis, Remotely Piloted Aircraft, Air Space Medicine, Weather, Logistics, and more

YOU DID NOT WAKE UP TODAY TO BE MEDIOCRE!
JOIN US...Part-time and full-time employment
opportunities now await you.



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