THE ADJUTANT GENERAL'S

# 2015 ANNUAL REPORT

February 1, 2016

Ladies and Gentlemen:

It is my pleasure to present you with the Oklahoma Military Department's Annual Report for Fiscal Year 2015. This report represents the status of the Oklahoma Army and Air National Guard.

The Soldiers and Airmen of the Oklahoma Army and Air National Guard continue to grow in their competence, professionalism and capabilities which are reflected directly in the accomplishments of the Oklahoma National Guard in 2015. Oklahoma Army and Air National Guard units served around the world, throughout the nation and in their communities with professionalism and distinction, and our units consistently lead their contemporaries in all performance measures. The Soldiers and Airmen of the Oklahoma National Guard are the realization of our vision of protecting peace, providing service to our state and adding value to our communities.

You can take great pride in the men and women of the Oklahoma National Guard and their willingness to place service above self for both state and nation.

Sincerely,

Robbie L. Asher
Major General, OKARNG
The Adjutant General

# Table of Contents


Oklahoma National Guard Mission ..... 3
Chain of Command ..... 4
Oklahoma National Guard Composition ..... 5
Oklahoma Military Department ..... 7
Thunderbird Youth Challenge ..... 8
State Transition and Reintegration System (STARS) ..... 9
45th Infantry Division Museum ..... 10
USPFO ..... 13
Logistics/G4 ..... 15
Personnel and Administration J-1 ..... 15
Personnel and Administration G-1 ..... 20
Plans, Operations, Training, and Military Support G3 ..... 25
Information Management G-6 ..... 38
Public Affairs ..... 39
State Army Aviation, Safety, and Occupational Health ..... 40
Directorate of Facility Management ..... 43
189th Regional Training Institute ..... 51
Camp Gruber Training Center ..... 53
45th Infantry Brigade Combat Team ..... 59
45th Field Artillery Brigade ..... 60
90th Troop Command ..... 61
Headquarters, Oklahoma Air National Guard ..... 66
137th Special Operations Wing ..... 66
138th Fighter Wing ..... 69
Starbase Oklahoma ..... 74


Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

# Mission:

The Oklahoma National Guard provides trained and ready forces in support of the National Military Strategy; responds as needed to state, local and regional emergencies to ensure peace, order and public safety; adds value to our communities through responsive military service.

# Strategic Imperatives

***Maintain Operational Readiness*** - Be prepared to serve wherever and whenever called upon, whether locally or globally.

***Effectively Support Universal Domestic Response*** - Partner with civil authorities to respond to natural disasters and civil distrubances to serve the citizens of Oklahoma.

***Uphold Timeless Traditions of the National Guard*** - Build great citizens and families within our organization which continues our culture of community service.

# Vision:

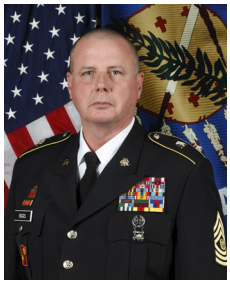
- That is known by our ethical leadership and our unparalleled integrity
- That embraces diversity and equal opportunity and that is representative of the communities we serve, in race, gender and ethnicity
- That is free from any type or form of sexual harassment or assaults
- Where leaders earn loyalty by listening to our people, anticipate their needs, and work to create value for its members
- Where families feel that they are a vital link to our success and an important part of who we are and what we do
- Where leaders are not afraid to acknowlede superb performance and communicate to their Soldiers and Airmen, "Job well done!"
- That enforces high standards, holds each service member responsible for their actions and where leaders possess the truthfulness/candor to look them in the eye and tell them when they fail to meet the standards
- That focuses on the value individuals bring to the team and where members work as a team to achieve each and every mission
- Preserves and communicates the rich traditions of the Oklahoma National Guard heritage
- Where leaders continually encourage members in their physical fitness, their professional development and to excel beyond their own expectations
- That seeks and embraces the challenges of being an operational force and that adapts to a changing environment and fiscal challenges without compromising readiness or excellence
- That provides its members the opportunity to continue their spiritual development,
- should they chose to do so
- That is driven by mission accomplishment/success, not by hands on the clock

# Oklahoma National Guard Chain of Command

Governor Mary Fallin
Commander-In-Chief

Maj. Gen. Robbie L. Asher
The Adjutant General

CW5 Christopher A. Rau
State Cmd Chief Warrant Officer
Oklahoma Army National Guard



Command Sgt. Maj.
Tony F. Riggs
State Command Sgt. Maj.
Oklahoma Army National Guard

Command Chief Master Sgt.
Ronald D. Teague
State Command Master Chief
Oklahoma Air National Guard

Brig. Gen. Michael C. Thompson
Assistant Adjutant General
Oklahoma Army National Guard

Brig. Gen. Hopper T. Smith
Assistant Adjutant General
Oklahoma Army National Guard

Brig. Gen. Glen M. Baker
Assistant Adjutant General
Oklahoma Air National Guard

Col. Jon M. Harrison
Chief, Joint Staff
Oklahoma Army National Guard

Col. John A. Zenker
Chief of Staff-Land Component Cdr
Oklahoma Army National Guard

Col. Edward H. Crews
Director of Staff-Air
Oklahoma Air National Guard

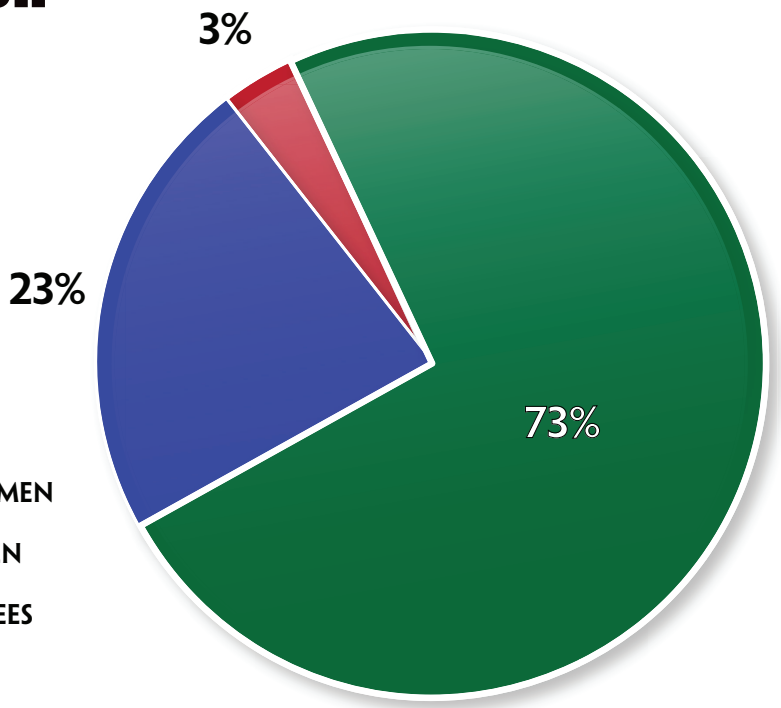
Brig. Gen. David B. Burgy
Chief of Staff-Air
Oklahoma Air National Guard

# The Oklahoma National Guard by the Numbers

## Organization Composition

- 6,933 Army Guardsmen
- 2,327 Air Guardsmen
- 325 State Employees (+30 temporary)

Total: 9,585




## Oklahoma National Guard Facilities

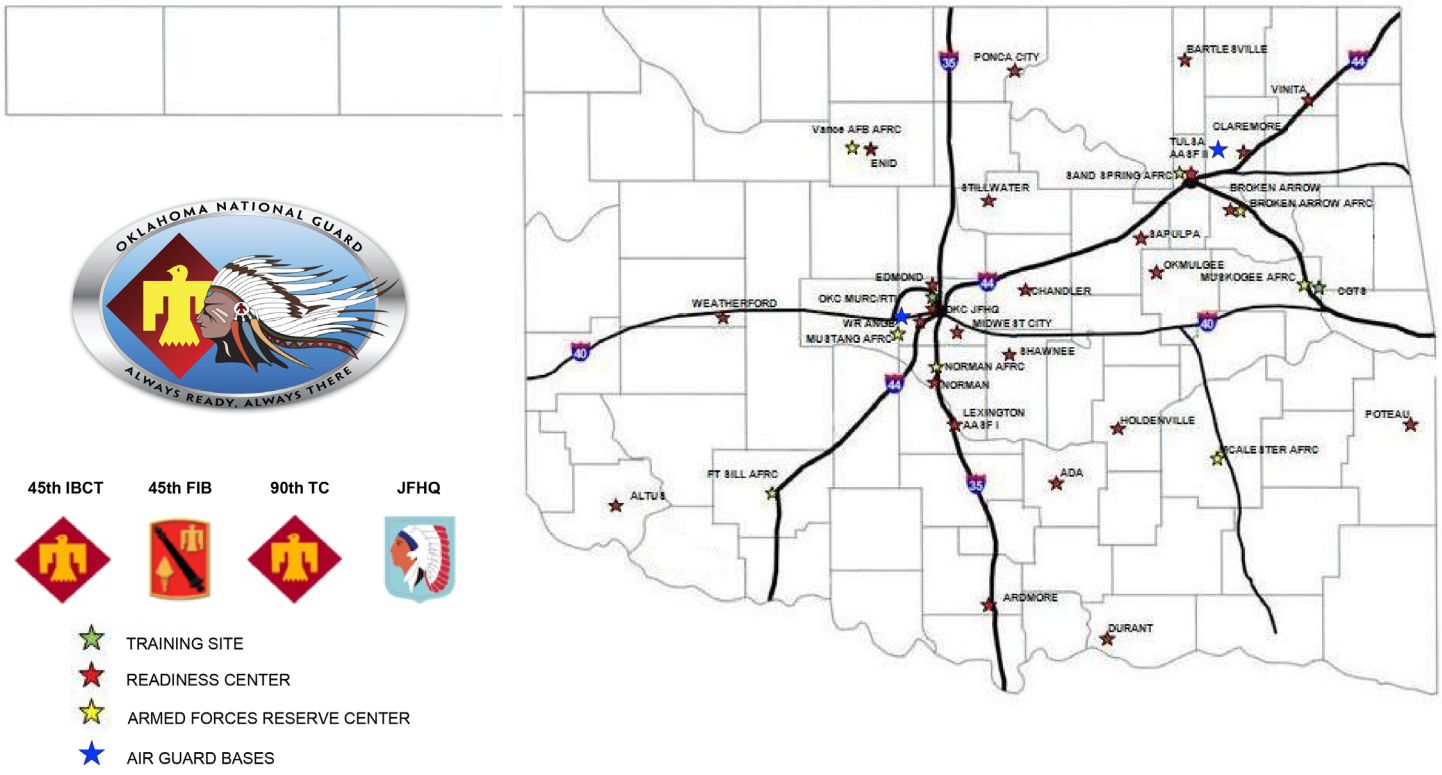


Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

# OKLAHOMA MILITARY DEPARTMENT

Colonel Louis Wilham
Executive Director
Com: (405) 228-5249
DSN: 628-5249

## MISSION

The Oklahoma Military Department provides management oversight of the Oklahoma National Guard, which provides trained and ready personnel and equipment to respond to the needs of the Governor in the event of a state emergency, and the President in the event of a national emergency.

We manage the cooperative agreements which match federal funds with state appropriations in order to execute our response missions as well as to build and maintain our facilities, conduct community programs for at risk youth and operate the 45th Infantry Division Museum.

## STATE ACCOUNTING OFFICE

The State Accounting Office, with eight state employees, is responsible for budgeting, procurement, and the financial management of funds processed through the Military Department, to include appropriated and non-appropriated state and federal funds.

## STATE EMPLOYEE PERSONNEL OFFICE

The State Employee Personnel Office is responsible for the state employees authorized by our state legislature for Fiscal Year 2015.

Although limited in the number of employees, there is a significant economic impact made by the 325 state employees on board in this agency. A high percentage of these employees have also made a positive impact on the youth of our state through the administration of several "at-risk" and troubled youth programs.

Photos by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

# THUNDERBIRD YOUTH CHALLENGE

John Altebaumer
Director
Com: (918) 824-4850 | (877) 295-0932
http://www.thunderbird.org

**MISSION**

Thunderbird Youth Academy (TYA) is the premier state program in serving at risk youth.
Our mission is to provide the opportunity for positive change for these youth through a quasi-military environment that fosters high levels of discipline and education.

The "quasi" military approach to discipline and education capitalizes on military structure and principles. Staff intervene in the lives of at-risk youth by giving them the opportunity to gain control of their lives by increasing their academic performance, teaching essential life skills, improving self-esteem, and becoming more physically fit all of which enables them to better compete in the work place and manage a healthy family environment.

Courtesy Photo

**PROGRAM OVERVIEW**

TYA is a 17 month program broken down into two phases, Residential and Post-Residential. The youth reside at TYA 24 hours a day, seven days a week during the 22 week Residential phase.

The program is designed to instill in each cadet a sense of self-discipline and community spirit by using a variety of methods including teaching of eight core components; Academic Excellence, Job Skills, Physical Fitness, Life Coping Skills, Leadership/ Followership, Responsible Citizenship, Community Service, Health and Hygiene, Sex Education and Nutrition.
To date, TYA has graduated 4,225 cadets who are ready and equipped with the necessary skills to take their place as a productive citizen in Oklahoma society. Nearly 80% of the Thunderbird Youth Academy's graduates return to high school, attend college or enter the workforce, with a percentage of graduates joining the military.

The Oklahoma Thunderbird Youth Academy is recognized by the Oklahoma State Department of Education as a viable option to students failing in the traditional school system. Thunderbird Youth Academy offers a diverse array of educational opportunities for cadets enrolled in the program. Through a partnership with Epic Charter School the program offers accredited high school courses and qualifying cadets can receive a high school diploma. Cadets that may not be interested in continuing high school may opt for GED preparatory classes and test through a partnership with the Cherokee Nation Career Services Testing Program.

Courtesy Photo

Qualifying cadets may also earn up to three college hours in Introduction to Manufacturing/Basic CNC Operations at the Pryor Campus of Oklahoma State University Institute of Technology. Through a collaborative effort by OSUIT and the Mid America Industrial Park offers qualifying cadets the opportunity to earn a nationally recognized certification as a Certified Production Technician.

Thunderbird Youth Academy has partnerships with Northeast Technology Center, Rogers State University, Oklahoma State University Institute of Technology, Mid America Industrial Park, Cherokee Nation Indian Child Welfare Office and coordinates

with the Oklahoma Military Department Safety Office in administering a Defensive Driving Course. TYA serves as Career Readiness Test Sites, giving cadets the opportunity to participate in the Work Keys program designed to meet the needs of both employees and employers in measuring communication, problem solving and interpersonal skills. In addition, cadets complete registration and enrollment with the Oklahoma Department of Workforce prior to graduation, allowing them immediate access to available jobs upon graduation. Thunderbird also leads the state in the number of high school students enlisting into military service. Thunderbird Youth Academy is a National Guard Youth Challenge Program and is funded through a cooperative agreement between the National Guard Bureau and the State of Oklahoma, using 75% federal funds and 25% state funds.

## STATE TRANSITION AND REINTEGRATION SYSTEM (STARS)

Ms. Taren Baumert
Director

**MISSION**

The STARS mission is to provide a system of structure and accountability for custody youth referred by the Office of Juvenile Affairs (OJA) in a caring and consistent manner. To assist custody youth in their successful transition and reintegration back into their communities by precisely and vigilantly tracking all activities of the youth and reporting accurate information to OJA in a timely manner, in an effort to dramatically reduce the recidivism rate for the State of Oklahoma.

**BACKGROUND**

The STARS program was founded in 1998 specifically to meet the very unique needs of the juvenile justice system and juvenile offenders in the State of Oklahoma. The STARS program is now a model for other programs in other states, such as Arizona and Missouri adult system.

One way the STARS program is unique is that a state juvenile department is teamed up with a state military department to work with delinquent youth.

Part of the Oklahoma Military Department's mission is to participate in local, state, and national programs which add value to America, and because OMD has an excellent reputation for discipline and accountability, STARS, OMD, along with OJA create the perfect mix to keep an eye on Oklahoma's custody youth. The program is governed by an interagency agreement between OJA and the Oklahoma Military Department.

**OVERVIEW**

Delinquent and custody youth, statewide, are tracked by both the Field Officers (FO) and by an advanced global positioning system that is monitored, continuously, from one central location in Pryor,OK, near Thunderbird Youth Academy.

STARS is used by OJA for both, alternative to detention and for reintegration in the form of intensive supervision. When a juvenile is placed in detention, it costs the state approximately $137.00 per day and rising: when a juvenile is placed on the STARS monitoring program, it costs the state about $26.00 per day.

In addition, after a youth is paroled and released from an institution to go back into the community, STARS is there making certain that the offending youth is doing what is expected of them according to the rules of his or her parole/probation schedule and rules. Without STARS, this population re-offends at a very high rate within the first 30 days of release.

With the advent of the STARS program, recidivism has dropped significantly due to the fact that these youth are tracked, on a daily basis, by the FO in person and by phone.

This "personal" approach not only provides accurate information about the youth's activities in the community, it provides mentorship and stability to the youth involved. The program covers the entire state of Oklahoma, which is divided into two regions: Eastern and Western with six locations in total. Each region has an office, the FOs and Monitoring Analysts track the juveniles at their homes, schools, and places of employment via GPS to ensure they are complying with their court orders

and are where they are supposed to be according to schedules that are completed each week by the youth and their FO and then approved by their OJA caseworkers. This is crucial in order to always be able to identify the whereabouts of violent offenders and sex offenders.

The GPS equipment STARS installs on all offenders sends accurate information to the STARS communication center. Not only are the Monitoring Analysts able to pinpoint the location of the offender, they are able to compile offender information gathered from both GPS and FOs, prepare specialized reports, and send the information to Office of Juvenile Affairs caseworkers daily so they are able to act on it immediately.

In the event a juvenile absconds or cuts a bracelet strap, OJA is notified immediately and someone from STARS goes to the youth's home to replace the equipment right away.

**OTHER SERVICES**

The STARS program is actively involved in community and statewide gang task forces and is able to contribute valuable information that assists law enforcement officials in keeping this growing problem under control.

STARS also assists law enforcement agencies by having the ability to either tell them that a juvenile suspect was at the scene of a crime or that he wasn't.

In addition, STARS often provides the necessary evidence to convict offenders who are involved with the program during the commission of crimes. So, the program not only helps these youth become more responsible and accountable for their actions, STARS helps keep our neighborhoods safer.

**RECENT OUTCOMES**

In 2015, STARS served approximately 1,355 youth total and monitored 495 for weekend and holiday passes. Of these, 41 were Youthful Offenders (the most dangerous and high risk), 51 were sex offenders, and six were classified as both. STARS tracked 696 delinquent youth. On average, STARS tracked 111 youth per day.

## 45th INFANTRY DIVISION MUSEUM

2145 N.E. 36th Street
Oklahoma CIty, OK 73111

**MISSION**

The 45th Infantry Division Museum is acknowledged as the largest and the best National Guard Museum in the United States. The Museum had over 11,000 Oklahoma visitors and over 4,000 out-of-state visitors with an additional 323 international visitors from 40 nations. Recognized as a world-class historical facility, the 45th Infantry Division is Oklahoma's only state-operated museum dedicated to military history. The Museum collects, preserves, and exhibits objects and equipment relevant to the history of Oklahoma's military heritage from the Spanish exploration to the present day operations of the Oklahoma Army and Air National Guard.

**SIGNIFICANT ACTIVITIES**

With thousands in attendance, the Museum conducts special ceremonies on Veterans Day and Memorial Day to commemorate and honor the

Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

service and sacrifice of all of Oklahoma's veterans and military service members. The Museum still hosts the annual reunion of veterans of the 45th Infantry Division as well as reunions for other U.S. Army and Marine units. This year, the Museum served as the site for an independent film company in their filming and production of a documentary about combat veterans from Oklahoma who served and fought in Afghanistan.

**EXHIBITS**

With over 22,000 square feet of exhibition halls, archives, library, and theater, the Museum's ten galleries tell the story of Oklahoma's military history from the year 1541 through today's current operations. The 45th Infantry Division's history is a large part of the story line with its 511 combat days and eight campaigns in World War II and 429 combat days and four campaigns during the Korean War. It is also home to the largest collection of Hitler artifacts currently on public display in the world.

The Museum is continuing to observe the Centennial of World War I with special exhibits and memorial events. The Oklahoma National Guard and the State of Oklahoma had significant involvement in World War I and we will be telling this story during the next few years.

One of the Museum's galleries is dedicated to displaying the two hundred original "Willie and Joe" cartoons. Created and drawn on the front lines during World War II by the Pulitzer Prize winner, Bill Mauldin, "Willie and Joe" represented the typical American soldier and his enduring sense of humor despite the most trying circumstances. Bill Mauldin began his military career with the 45th Infantry Division and maintained his close association with the Museum throughout his life.

The Jordan B. Reeves Military Weapons Collection gallery is considered to be one of the nation's most comprehensive and valuable collections which traces the evolution of military weapons from this nation's War of Independence from Great Britain through this nation's involvement with the Vietnam War. Displayed are hundreds of extremely rare, one-of-a-kind, firearms, edged weapons, cannons, and machine guns.

This collection includes Civil War sniper rifles, Colt pistols and Winchester rifles from the days of America's wild western frontier, Gatling guns mounted on wagon wheels, to U.S. Navy rifles salvaged from the wreck of the battleship Maine, sunk in Havana Harbor. It is the third largest and most complete exhibition of American firearms in the United States today.

Photos by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

Photos by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

# UNITED STATES PROPERTY AND FISCAL OFFICE

Colonel Curtis D. Arnold
United States Property and Fiscal Office
Com: (405) 228-5577
DSN: 628-5577

## MISSION

The United States Property and Fiscal Officer is the federal agent representing the Chief, National Guard Bureau, with a duty station in Oklahoma City. The USPFO is detailed to receive and account for all allotted federal funds, equipment and property (including all federal facilities) in the possession of the Oklahoma Military Department.

His principal staff consists of 70 employees of the Oklahoma Military Department with the following functions in support of the Oklahoma Army and Air National Guard. In addition, he has a secondary staff at each Oklahoma Air National Guard base with senior officials serving as Assistant USPFOs for Air in the areas of resource management, logistical management, and real property management.

In the event of a mobilization of any of the reserve components in Oklahoma, the Office of the USPFO for Oklahoma is prepared to extend their support function to assist that unit in the transition to federal active duty. In Fiscal year 2015, the USPFO managed over $59.9 million in pay to citizen Soldiers and Airmen, over $168 million for full time manning, operations and maintenance and operational mission support and over $2.2 million in military construction.

## ADMINISTRATION

The Administration Division performs general office services, operates official mail desk, provides defense communications service; obtains and provides duplicating and printing services; and procures, stores, issues, and handles the disposition of federal supplies and equipment.

## INTERNAL REVIEW AND AUDIT COMPLIANCE

The Internal Review (IR) Division performs internal audits, non-audit consulting and advisory services, and follow-up reviews for the Oklahoma Army and Air National Guard under the supervision and direction of the USPFO, with input from the Adjutant General. Internal Review provides a systematic, objective evaluation of operations and controls within an

Oklahoma USPFO. Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

organization, in order to assist management in accomplishing goals and objectives.
The IR Division conducts regulatory required compliance audits of programs such as the Managers' Internal Control Program; Cooperative Agreements; Support Agreements; and Recruiting Incentives, in addition to performance of special request audits serving in a trouble shooting role for Commanders.

In FY 15, Internal Review (IR) reviewed programs collectively funded at over $100 million, through completion of 81 IR engagements. Over the past four FYs, IR Audits have identified and reported approximately $1,211,955 of potential monetary savings and 131 recommendations to improve management controls and/or avoid violations of laws/regulations. Further, the IR Division assisted the Oklahoma National Guard with multiple external audit agency inspections, many of which related to Department of Army Audit Readiness monthly testing of OKARNG Equipment, Financial Resources and Real Property required to support the Department of Defense Financial Statement Audit in 2017.

## COMPTROLLER DIVISION

The Comptroller Division is responsible for receiving and accounting for all federal funds issued to the USPFO for Oklahoma to include: Budgeting, Accounting, Military Pay and Entitlements, Civilian

Payrolls, Travel Pay and Commercial Accounts. The Division ensures that all expenditures of federal funds comply with the State Operating Budget as well as applicable laws and regulations. The Budget Office is responsible for monitoring fund control and budget execution. The goal of the Fiscal Accounting Office is to provide accurate accounting data to the fund managers of the Oklahoma Army National Guard. The mission of the Entitlements Section is to accurately process the pay and entitlements of all Soldiers and civilians assigned to the OKARNG as timely as possible.

**COOPERATIVE AGREEMENTS**

The Cooperative Agreement Office administers and oversees Cooperative Agreements and Military Construction Cooperative Agreements between the National Guard Bureau and the Oklahoma Military Department to support the Oklahoma Army National Guard and Oklahoma Air National Guard.

In FY15, the state received $34,407,736.00 in federal assistance dollars and 316 state employees were employed. The primary goal of the Cooperative Agreement Office is to evaluate Agreements for operational effectiveness, efficiency or productivity and internal compliance with policy, regulation and law.

**DATA PROCESSING**

The Data Processing (DP) Division maintains the necessary system and database administration to protect against unlawful intrusion and to provide the highest degree of data integrity and accessibility for OKARNG pay and personnel systems.

The DP Division assists management by designing and developing local computer applications. All DP personnel acquire and maintain Information Technology security and operating environment accreditations in accordance with Department of Defense Directive 8570.01-M

**PURCHASING AND CONTRACTING**

The Purchasing and Contracting (P&C) Division provides federal support for commercial acquisition of services, supplies, and construction through various contract vehicles such as: Indefinite Delivery Indefinite Quantity; Multiple Award Task Orders; Blanket Purchase Agreements; and Government Purchase Cards.

The P&C Division provides approval and oversight for the Oklahoma Army and Air National Guard federal contracting offices. There are four warranted contracting officers and five contracts specialists to support the Oklahoma Army and Air National Guard. All contracting officers hold Level III certifications in the contracting career field, which is the highest certification level available.

In Fiscal Year 2015, the P&C Division executed 588 contract actions with an aggregate value of approximately $15.0 million. Awards to Oklahoma businesses amounted to approximately $6.8 million. Additionally, the P&C Division met or exceeded all Army mandated socio-economic goals in Fiscal Year 2015, resulting in contract awards to small businesses, service disabled veteran owned businesses, disadvantaged businesses, and Hub Zone businesses 2015.

**SUPPLY AND SERVICES**

The Supply and Services (S&S) Division is responsible for planning, organizing and directing the logistical and supply activities of the USPFO for Oklahoma to include; Central Issue Facility, Material Management, Property Management, Commercial Transportation, and Storage Distribution Management. This includes, but is not limited to receiving, procuring, distributing and accounting for all federal property and funds allocated by the National Guard Bureau for the State

Oklahoma USPFO Warehouse. Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

of Oklahoma in support of the Army National Guard. The S&S Division advises and assists Oklahoma Army National Guard units to ensure the proper use of federal property and funding.

The S&S Division also provides logistical support to Soldiers and civilians of the Oklahoma National Guard involved in domestic response missions. Programs and systems monitored by the S&S Division include but are not limited to; Decision Support Tool, Global Combat Support System-Army, Central Clothing Distribution Facility, the Oklahoma Army National Guard's Recycle Programs, and Installation Support Module.

# LOGISTICS/G-4

Colonel Douglas T. Gragert
Director of Logistics/G4
Com: (405) 228-5540
DSN: 628-5540

**MISSION**

To provide overall program management for all command aspects of the Oklahoma Army National Guard Logistics Program. The Logistics Programs consist of command level responsibilities in the areas of supply, maintenance, transportation and services.

**LOGISTICS MANAGEMENT**

The Logistics Management Branch provides logistics guidance and support to units, organizations and activities through the management of logistics activities.

The Logistics Management Branch is responsible for the supervision of the Plans and Policies, Food Service, Defense Movement, Sustainment Automation Support Management Office (SASMO), Command Supply and Services Sections. At the conclusion of FY15, The Oklahoma Army National Guard (OKARNG) had obligated approximately $16.5M for funding of supplies, equipment and services.

**SUSTAINMENT AUTOMATION SUPPORT MANAGEMENT OFFICE (SASMO)**

The SASMO Section employs four full-time federal employees. The mission of the SASMO is to support the Logistic Information Systems (LIS). The SASMO completed over 1,330 help desk tickets for FY15 that included software updates, hardware life cycle replacement and training related issues for over 12 different logistics information systems.

**COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP)**

The CSDP Section is responsible for inspecting and providing logistical guidance and expertise to all OKARNG units. The shop consists of three full-time federal employees. The CSDP Section evaluated four Major Subordinate Commands (MSC) along with five TDA units. A total of five formal evaluations, four informal evaluations, 33 change of command inventories, and 23 change of supply technician inventories were conducted during FY15.

**FOOD SERVICE**

The Food Service Section is responsible for managing the annual budget for both prepared and unprepared rations, as well as OKARNG kitchen equipment and food service personnel training. The Food Service Office managed and executed a rations budget of approximately $2.7M, while providing assistance and support to 84 OKARNG units. The Food Service Section is responsible for ordering,

# J-1, PERSONNEL AND ADMINISTRATION

Colonel Tracy D. Spencer
Director of Manpower and Personnel
Com: (405) 228-5104
DSN: 628-5104

**MISSION**

The OKNG J-1 plans, directs, administers and supports all Joint (Army and Air National Guard) human resources and personnel programs and services for the Oklahoma National Guard. We strive to provide a customer focused response to the human resources demands of our Soldiers, Airmen, civilians and family members.

**HUMAN RESOURCES OFFICE**

The mission of the Human Resource Office is to provide complete human resources lifecycle management for nearly 2,000 full-time employees, with an annual payroll of over $141 million, through the administration of the Federal Technician and Active Guard and Reserve programs. It is the responsibility of the HRO to allocate the full-time

manning resources authorized by the National Guard Bureau to support the missions of the Oklahoma Army and Air National Guard.

**TECHNICIAN PERSONNEL MANAGEMENT BRANCH**

The TN Branch is responsible for the overall program management for over 1,000 full-time federal technician personnel, with an annual payroll of over $84 million, and provides responsive human resources lifecycle management to supervisors, managers and employees alike.

**EMPLOYEE SERVICES BRANCH**

The ES Branch provides support, education, training and guidance to all technicians regarding their employment from in-processing through retirement or separation. The ES Branch processes all newly hired technicians to inform them of all benefits and entitlements; and provides assistance in selecting, updating, maintaining, and terminating their personnel benefits including: Federal Employee Health Benefits, Federal Employee Group Life Insurance, and Thrift Savings Plan.

The ES Branch also maintains and manages programs which track and implement performance management and appraisals, incentives, and retirements under the Federal Employees Retirement System (FERS) and Civil Service Retirement System (CSRS). This office also serves as the liaison to the Department of Labor for all Workers Compensation claims and issues.

**EQUAL EMPLOYMENT MANAGEMENT BRANCH**

The State Equal Employment Manager (SEEM) is responsible for the management of the following four programs: Federal Technician Equal Employment Opportunity Program; Military Equal Opportunity Program; Workplace Violence, Threats, and Abuse Program; and Employee Assistance Program. We provide guidance to supervisors, managers, and employees on the aspects of all four programs and ensures compliance with federal laws and regulations.

We are responsible for conducting EEO/EO counseling and investigations into allegations of illegal discrimination; workplace violence, threats, and abuse issues; and assists supervisors, using EAP, when their employees experience personal problems that impair or have the potential to impair their work performance. In addition to the program elements listed above, we are also responsible for special emphasis and diversity programs, to ensure equal opportunity in hiring, training, and advancement of women and minorities.

**LABOR RELATIONS OFFICE**

Federal civil service technicians are allowed to be represented by a labor organization under the provisions of Section 71, Title 5 of U.S. Code. Currently, two separate labor organizations represent technicians employed by the Oklahoma National Guard: Local 126 of the Association of Civilian Technicians (ACT) represent those at the Tulsa Air National Guard Base and Local 127 of the ACT represents a portion of Army National Guard technicians.

The balance of the Army National Guard workforce and those who work at Will Rogers Air National Guard Base have not petitioned for representation by a labor organization. The Labor Relations Office manages the labor management relationship within the Oklahoma National Guard; coordinates and refines the Labor – Management Forum; presents various collective bargaining issues and demands; prepares draft agreements; resolves disputes arising out of the bargaining process; participates with management in the resolution of grievances and unfair labor practice complaints; and acts as the authoritative local interpreter of law, regulation, Executive Order and decisions of appropriate labor relations authorities.

**ACTIVE GUARD/RESERVE MANAGEMENT**

The Active Guard/Reserve Management Branch is responsible for the overall human resources lifecycle management of all Active Duty (Title 32 U.S. Code) AGR Soldiers and Airmen assigned to the Oklahoma Army and Air National Guard. The AGR office is responsible for filling positions within the AGR program, processing Soldiers entering and leaving the AGR program, assisting AGR personnel regarding benefits and retirement and the overall administration of the AGR program within the OKNG. There are presently over 700 Army and Air AGR members assigned to the OKNG, constituting a payroll of over $57 million dollars.

**FAMILY PROGRAM OFFICE**

The Family Program Office (FPO) serves as the foundation for support of our Oklahoma National Guard Army and Air Service Members and Family Members throughout the "deployment cycle" (pre-deployment, deployment, post-deployment).

The FPO team consists of the State Family Program Director and Deputy, a Family Assistance Center Coordinator, eight Family Assistance Centers - each manned by a Family Assistance Specialist, a Child and Youth Program Coordinator and Deputy Youth Coordinator, a Senior Family Readiness Support Assistant and Family Readiness Support Assistants covering each of the Army major subordinate commands within the OKARNG, and two Airmen and Family Readiness Program Managers at each Air National Guard base.

In addition to supporting the needs of the OKNG, the Family Program Office provides assistance to Service Members, Retirees, Veterans and their Families from all branches of the military who reside in the State of Oklahoma. The FPO assists Service Members and family members, allowing them to gain a greater understanding and appreciation of the military as a whole in order to enhance their quality of life. FPO training, information sharing, referrals, one-on-one consults, seminars, workshops and Yellow Ribbon Reintegration events are incorporated into the training cycles of each command.

Family Assistance Centers (FAC) are operated by Family Assistance Specialists, and are located in Midwest City, Oklahoma City, Norman, Stillwater, Sand Springs, Broken Arrow, McAlester Army Ammunition Plant, Mustang, and Fort Sill. FACs focus on what the Department of Defense, the National Guard Bureau, and the OKNG recognize as the "essential" services to be provided to Service Members and their families: legal, financial, health benefits, identification cards and Defense Enrollment Eligibility Reporting System enrollment, crisis intervention and referral, and community information and outreach. Contact with FAC is available 24 hours a day, seven days a week.

The Child and Youth Program Coordinator and Deputy Coordinator are responsible for creating, implementing, and executing a multi-facetted program designed to function throughout the deployment cycle. The goal is to educate, inform and enhance the mental, emotional, and physical well being of children and youth of OKNG Service Members. These services are also available to children and youth of all Service Members, regardless of military branch, across the state.

The Family Readiness Support Assistants (FRSAs) assist commanders in executing Soldier and family wellness responsibilities at the state and command levels throughout the deployment cycle. They also assist in executing Soldier and family well being and benefit coordination responsibilities at the State level throughout the three phases of the deployment cycle and assist the Senior FRSA in coordinating the recruiting, training, and sustainment of the OKNG's volunteer program, which consists of over 450 (statutory and gratuitous) volunteers statewide.

Airman and Family Readiness Program Managers (AFRPM) ensure readiness, supporting the needs and providing services to Service Members and their Families before, during and after deployments and activations. AFRPMs are located in Oklahoma City and Tulsa.

**TRANSITION ASSISTANCE ADVISOR**

The mission of the Transition Assistance Advisor (TAA) program is to provide a point of contact and to assist Service Members and veterans in accessing all applicable veterans' benefits and healthcare services. The TAA program also provides assistance in obtaining entitlements through the TRICARE Military Health System and access to community resources.

The program is designed to serve the members of the Oklahoma National Guard and their families; however, we routinely provide services to current and former service members of all reserve components and veterans from the active component. We help Service Members and veterans navigate the numerous benefits and entitlements in the DoD and VA systems, take the time to personally assist with honor and respect, and educate them so they understand the benefits they have earned.

**EMPLOYMENT COORDINATION PROGRAM**

The Employment Coordination Program increases career opportunities for Oklahoma National Guard Service Members, spouses and veterans by developing proactive positive relationships with Oklahoma employers. We connect our Citizen Soldiers and Airmen with those employers through all available channels in order to obtain stabilized careers and optimal retention.

With offices in both Oklahoma City and Tulsa, we collaborate with Oklahoma employers who are seeking reliable, dedicated, skilled, and disciplined Soldiers and Airmen to utilize their military training, experience, and education in order to maximize the employers' organizations. Our program has experienced great success directly working with job seekers as well as the resume workshops and hiring events hosted throughout the state.

**SUICIDE PREVENTION**

The goal of the Suicide Prevention program is to preserve the strength of our National Guard, prevent loss of life, and enhance awareness of resources available to Soldiers and family members. This effort will improve the health and discipline of the force, reduce stigma associated with seeking help and increase resiliency of Soldiers and their loved ones. This effort serves as an indication that leaders and Soldiers are determined to eliminate suicides and its devastating effects on the community. Suicide prevention is an ongoing process supported by National Guard leaders at all levels and will continue to receive priority throughout 2016.

T3 Time To Talk
Suicide Prevention & Resiliency
T3-TimeToTalk.com

The Oklahoma Army National Guard utilizes the Applied Suicide Intervention Skills Training, Ask-Care Escort-Suicide Intervention training, and Ask, Care, Escort training to provide all Soldiers with basic understanding and knowledge of potential warning signs that someone is contemplating suicide. These programs give Soldiers, regardless of position or rank, the ability to recognize signs of distress and the direction to escort a Soldier to seek help.

We believe that suicide prevention is vital for our communities as well as our military. The Oklahoma National Guard has joined forces with the Oklahoma Department of Mental Health, Department of Veterans' Affairs, other veteran-serving agencies, and state-based non-profit agencies to determine ways to improve suicide prevention efforts for Oklahoma veterans, through the implementation of specific priority projects.

These projects are being overseen by the State Implementation Policy Academy team and focus on increasing help-seeking behaviors, identification of individuals at risk and promoting social networks.

**RESILIENCE**

Resilient Soldiers and family members have developed the life and coping skills necessary to successfully handle the stressors in their lives as well as the ability to bounce back and have positive growth when a traumatic event occurs.

The Oklahoma Army National Guard utilizes the Comprehensive Soldier and Family Fitness program (CSF2) to increase the resiliency and performance of our Soldiers and family members. CSF2 is a holistic approach that trains specific resilience techniques through a program of continuous self-development. It provides instruction on specific mental and physical skills that Soldiers and family members can use to enhance performance when facing challenges, regardless of whether those challenges are in their personal or professional lives, while conducting National Guard duty in Oklahoma, or in combat.

First line leaders are taught how to instill and sustain these qualities in their subordinates as part of their leadership training. To facilitate the CSF2 program, the Oklahoma National Guard currently utilizes qualified Master Resilience Trainers and Resilience Training Assistants, to incorporate training at the unit level and within Family Programs. The CSF2 program's focus is to integrate training to Soldiers at the unit level, focusing on the following five dimensions of resiliency: Emotional - Approaching life's challenges in a positive, uplifting, optimistic way; Social - Developing and maintaining trusted, valued relationships and friendships; Family - Being part of a family unit that is safe, supportive and loving; Spiritual - Strengthening a set of beliefs, principles or values that sustain a person; and Physical - Performing and excelling in physical activities.

**SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION: SEXUAL ASSAULT PREVENTION AND RESPONSE**

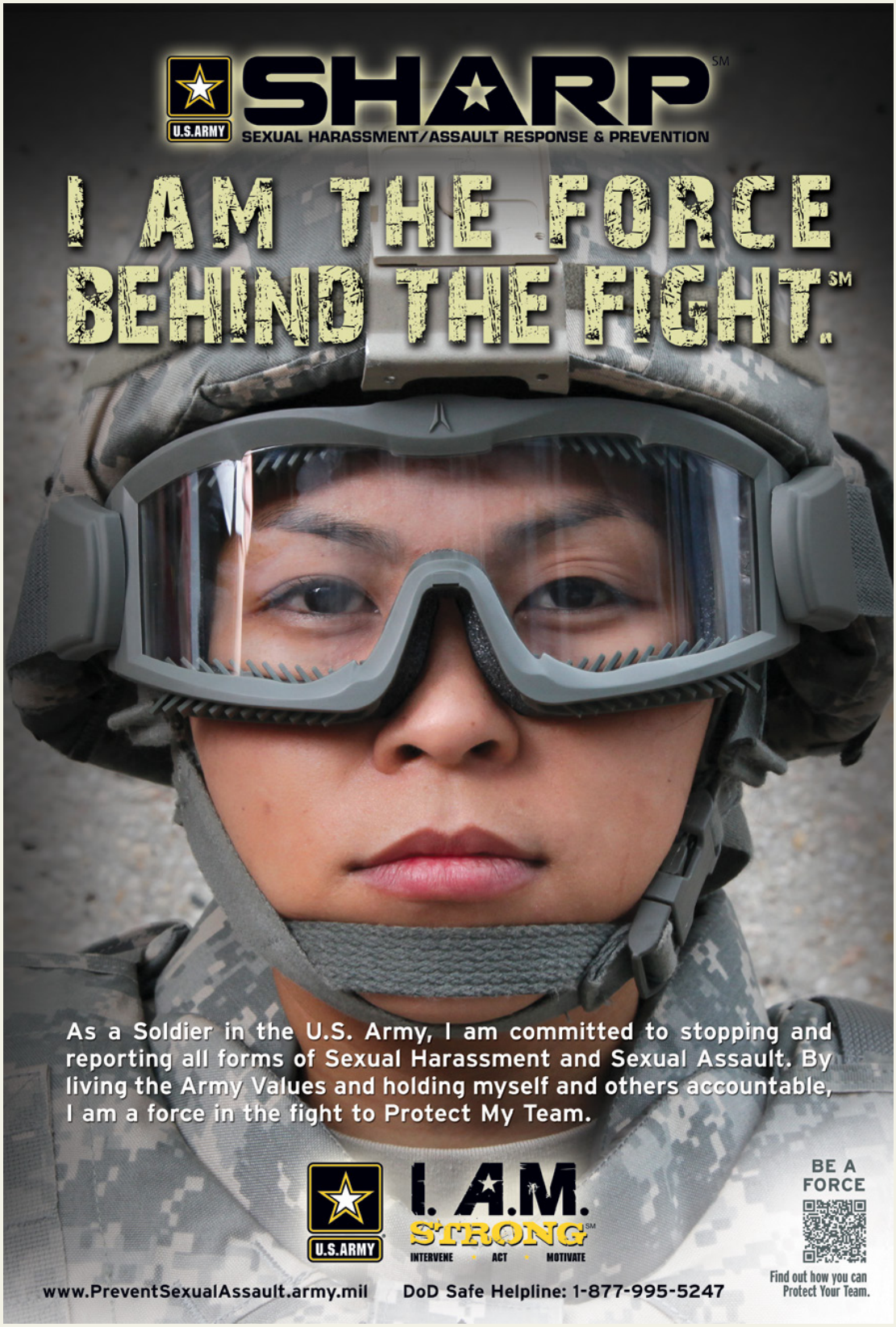
The Sexual Harassment/Assault Response and Prevention (SHARP) and the Sexual Assault Prevention and Response (SAPR) programs reinforce the Department of Defense's commitment to eliminate incidents of sexual assault through comprehensive programs that focus policy on the awareness and prevention of sexual assault.

Accountability is the mechanism used to hold offenders responsible. If and when an incident should occur, the SHARP and SAPR programs ensure that victims have access to sensitive and comprehensive

treatment to restore their health and well-being. All Oklahoma National Guard Airmen and Soldiers receive training focused on raising awareness of sexual assault, promoting bystander intervention and fostering a climate that is intolerant of such actions.

Both programs teach the warning signs that can lead to sexual assault, as well as prevention tactics that can be used to intervene in a potential situation. Members in leadership positions also receive training that is pertinent to their positions as they lead our Service Members.

The Oklahoma National Guard will continue to be an active participant in the climate change necessary, throughout our society, to refuse the acceptance of sexual assault. As an organization, we have zero tolerance for sexual assault and sexual harassment within our ranks.




We have also partnered with organizations, such as the Young Women Christian Association (YWCA) and Oklahoma Coalition Against Domestic Violence and Sexual Assault (OCADVSA), and have supported campaigns, such as the Start by Believing Campaign, in order to continue to be a supporter and spokesperson for equality across the state. Within the National Guard, representatives of both the SAPR and SHARP program are assigned across all levels of the organization. These individuals receive additional training and are credentialed through the National Organization for Victim Assistance. Their role is to act as an advisor for their commands and also as advocates for those that are victimized.

# G-1, PERSONNEL AND ADMINISTRATION

Colonel Cynthia K. Tinkham
Director of Personnel and Administration
Com: (405) 228-5098
DSN: 628-5098

**MISSION**

Our mission is to plan, direct, manage, and provide Human Resource programs and services for the Oklahoma Army National Guard (OKARNG), in order to supply "Ready Soldiers" to our commanders and their formations.

**OFFICER PERSONNEL BRANCH**

The Officer Personnel Branch is responsible for the administrative management of the Officer Corps, consisting of 697 officers in the ranks of Second Lieutenant through Major General and 170 Warrant Officers. The administrative management covers the entire career life cycle of the officer from commission and appointment into the National Guard, through assignments, evaluations and promotions, to retirements and separations.

**ENLISTED PERSONNEL BRANCH**

The Enlisted Personnel Branch is responsible for the Enlisted Personnel Management System that manages over 5,800 enlisted Soldiers. The Enlisted Personnel Branch establishes policy, procedures and responsibilities for mobilization, reenlistment or extension of enlistments, Soldier classification, military assignments and reassignments, discharges and promotions or reductions in grade of the enlisted Soldiers within the OKARNG. The Enlisted Personnel Branch Manager also provides oversight of the Casualty Operations Office, the Retirement Services Office, and the Substance Abuse Prevention Program.

**CASUALTY OPERATIONS OFFICE**

The mission of the Casualty Operations Office is to honor our Nation's commitment to our fallen Soldiers and their families. This office is responsible for all casualty missions involving the death or injury of OKARNG Soldiers, as well as assisting Soldiers who suffer the death of a family member (spouse or child). This office assists all OKARNG Soldiers performing the difficult but honorable duties of Casualty Notification Officers and Casualty Assistance Officers. Every effort is focused on providing compassionate and responsive support to grieving family members throughout the process, from notification of next-of-kin to assisting with funeral arrangements, financial benefits, bereavement counseling and the transition to Survivor Outreach Services for long-term assistance and support.

The Casualty Operations Office is the OKARNG liaison with the Fort Sill Casualty Assistance Center, the U.S. Army Casualty and Mortuary Affairs Operations Center, Survivor Outreach Services, Military Funeral Honors, and the Office of Service Members' Group Life Insurance. During Fiscal Year 2015, the Casualty Operations Office managed the care and assistance of the family members of eight traditional drilling Soldiers, and supported 14 Soldiers who lost a family member.

**RETIREMENT POINT ACCOUNTING MANAGEMENT (RPAM) RETIREMENT SERVICES OFFICE**

The RPAM/Retirement Services office is responsible for tracking and verifying the retirement points for the Soldiers of the Oklahoma Army National Guard. This office produces twenty-year notification letters to Soldiers who reach eligibility and also counsels Soldiers on their options concerning the Survivor Benefit Plan, early retirement eligibility, and medical retirements.

This office also assists retirees and eligible former members of the Oklahoma Army National Guard in submitting their retirement pay applications to the Human Resources Command in Fort Knox, Kentucky. In Fiscal year 2015, this office processed 69 applications for retired pay.

**SUBSTANCE ABUSE PREVENTION PROGRAM**

The mission of the Substance Abuse Prevention Program is to strengthen the overall fitness and effectiveness of Soldiers, conserve manpower, and enhance the combat readiness of Soldiers through comprehensive alcohol and drug abuse prevention and education. This office provides a continuum of substance abuse services to include drug testing, prevention, assessment, brief intervention, counseling, and support services to Soldiers that will

achieve and maintain our organization's readiness. The OKARNG is also funded two contractor positions: the Alcohol and Drug Control Officer and the Prevention Coordinator. Commanders are provided with the resources and tools to assess the security and military fitness of their Soldiers with a focus on providing prevention, education and referral assistance.

**AUTOMATION**

The Automation Branch is made up of three sections, all designed to support the Soldiers of the Oklahoma Army National Guard (OKARNG).

**STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM (SIDPERS)**

The SIDPERS Interface Branch (OK-SIB) is responsible for all enlisted personnel actions for the Oklahoma Army National Guard. This branch receives electronic transmittal letters, orders and personnel records from numerous and varied sources which it verifies, validates and uploads into each Soldier's SIDPERS database record. This branch also designs, prepares and distributes a variety of personnel accountability and management products to all levels of command and participates in the Soldier Readiness Processing of mobilizing OKARNG members.

**DEERS/RAPIDS/ID CARD OFFICE**

The DEERS/RAPIDS Section is responsible for the management and operation of the Defense Eligibility Enrollment Reporting System (DEERS) and the Real-time Automated Personnel Identification System (RAPIDS). Through the RAPIDS system we issue Government Identification Cards (ID Cards) to current military members, retirees, and authorized dependents of military members, civilian contractors, ROTC, federal technicians, state employees and emergency management personnel. The DEERS/RAPIDS Section services every branch of the Armed Forces and is used quite frequently by personnel not affiliated with the OKARNG.

This office is also responsible for entering dependents into DEERS, updating addresses, phone numbers, name changes, Medicare information, Active Duty segments and eligibility for benefits, 100% Disabled American Veterans, and many other eligible categories. TRICARE medical benefits are directly affected by DEERS input.

During FY 2015, the DEERS/RAPIDS Section issued over 5,132 ID Cards and input thousands of DEERS transactions. This section operates and manages two DEERS/RAPIDS workstations located at the Joint Forces Headquarters in Oklahoma City and provides mobilization support to OKARNG units during Soldier Readiness events.

**PERSONNEL ELECTRONIC RECORDS MANAGEMENT SYSTEM (IPERMS)/ARCHIVED RECORDS**

The iPERMS/Archived Records Section is responsible for the initiation, maintenance and update of all electronic military personnel records for OKARNG Soldiers utilizing the Integrated Personnel Electronic Records Management System (iPERMS). The Archived Records manager receives and processes requests for military and medical records on current and discharged members from individual Soldiers, Members of Congress, the Social Security Administration, and Department of Veterans Affairs.

During fiscal year 2015 there were 11,782 batches posted to iPERMS with 68,960 documents consisting of 164,447 pages for current OKARNG Soldiers processed through iPERMS. In addition, iPERMS processed 4,604 Problem Resolution cases, and the Archived Records Manager received and processed 1,583 records requests.

**MEDICAL BRANCH**

*Office of the State Surgeon*

The Office of the State Surgeon is located in Oklahoma Joint Force Headquarters. The mission of this office is to promote medical readiness, medical policy, training, sustainment, credentialing and medical mobilization and demobilization operations for the OKARNG. The State Surgeon is a traditional (not full-time) Guard position and serves as special medical advisor to The Adjutant General. The State Surgeon (SS) has oversight for all medical programs for the OKARNG. The State Surgeon serves on the Medical Advisory Council, comprised of the 54 State/Territory Surgeons, to the Army National Guard Chief Surgeon.

The Deputy State Surgeon (DSS) oversees and manages the OKARNG medical readiness programs, proficiency training, provider credentialing compliance, medical administration, case management, and medical equipment and mobilization requirements. The DSS implements guidance from the SS and the Chief Surgeon's Office at National Guard Bureau for all medical assets within the State.

**MEDICAL AND DENTAL READINESS**

The DSS coordinates Medical Readiness activities for the OKARNG. The Medical Readiness budget for fiscal year 2015 was over $3,500,000. These funds made it possible to increase and maintain medical readiness by coordinating pre-deployment health activities, annual health assessments and post deployment health screenings to assist OKARNG Soldiers with achieving and maintaining positive physical and mental health goals for successful military careers.

The OKARNG exceeded the National Goal of 85% Soldier medical readiness, and was number three in the nation at the end of fiscal year 2015. Because of these efforts, the OKARNG is well situated to respond to the challenge of increased budget constraints in fiscal year 2016.

Dental evaluations are required and performed annually for all members of the OKARNG. The exam consists of four bitewing x-rays and a panographic image of the mandible. Dental classifications are determined after an extensive oral exam is performed. When possible, dental treatment is offered to correct identified deficiencies.

**CASE MANAGEMENT**

The OKARNG has a dedicated team of military and civilian case managers to address any long-term physical issues. Case managers assist Soldiers to regain health and return to duty. When that is not possible, they work to help the Soldier navigate the Integrated Disability Evaluation System (IDES) with the Department of Veterans Affairs and transition out of the military.

**DIRECTOR OF PSYCHOLOGICAL HEALTH**

The OKARNG has two civilian Directors of Psychological Health. On call twenty four hours a day, they work with Soldiers in crisis to determine the best course of action to address mental health needs. In addition, they are a resource to Commanders and leaders to educate and advise.

**SOLDIER TREATMENT RECORDS**

Upon direction of the Secretary of Defense, all services continue to prioritize efforts to input a backlog of Soldier Treatment Records (STRs) into electronic systems necessary for Department of Veterans Affairs (VA) visibility. In fiscal year 2015, the OKARNG inventoried and prepared over 2,500 backlogged records for scanning. Complementing this effort, new procedures were implemented to ensure current records are sent to the VA within 45 days of a Soldier's retirement or a request is received for a Soldier's medical records. During fiscal year 2015, the OKARNG medical branch answered over 500 requests, ensuring disability claims can be processed without delay.

**EDUCATION SERVICES OFFICE**

The mission of the Education Services office is to plan, direct and administer all voluntary civilian education personnel programs for the Oklahoma Army and Air National Guard. The Education Services Office (ESO) provides support to the Oklahoma National Guard strength accession and maintenance while providing continuing education opportunities for Oklahoma National Guard service members. Education benefits are a substantial incentive to join the Oklahoma National Guard.

The ESO is responsible for managing several Select Reserve Incentive cash bonus programs, the Student Loan Repayment Program and the Federal Tuition Assistance Program. These programs continue to be a major source of federal dollars flowing directly into Oklahoma through cash payments directly to service members and to State-funded and private institutions of higher education.

During the past year incentive payments have

been made to 514 Service Members and totaled over $2.6 million. The ESO made 885 payments towards service member's student loans totaling over $710,000 through the Student Loan Repayment Program. 598 Soldiers contracted and became eligible for the Select Reserve Montgomery GI Bill. Additionally, 185 Soldiers contracted for the Montgomery GI Bill Kicker Program.

The State Tuition Waiver Program provided educational assistance to 1,585 service members with an estimated $4.1 million in benefits. The Federal Tuition Assistance Program paid over $333,000 throughout the past year in order to help 165 service members with their post-secondary education expenses.

The ESO administered the Armed Forces Qualification Test and/or the Selection Instrument for Flight Training Test for 70 service members representing various military branches/components in order to qualify to become OKARNG officers/warrant officers and Army flight warrants.

Additionally, the ESO briefed or counseled over 1,750 Soldiers regarding their veteran's or membership benefits whether through office walk-ins, requested briefings, scheduled events, or upon the Soldier's return from deployments.

Oklahoma National Guard Military Funeral Honors
Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

Oklahoma National Guard Military Funeral Honors
Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

The number of payments and service members participating in these programs has continued at high levels, which reflects the desire of our service members to continue their pursuit of voluntary education. The State Tuition Waiver Program for those attending State colleges and universities is an invaluable tool in our recruiting and retention efforts.

**MILITARY FUNERAL HONORS**

The mission of the OKARNG Military Funeral Honors (MFH) program is to provide military funeral honors to the highest standards in accordance with the regulatory requirements set forth by the Congress of the United States, the Secretary of Defense, and the National Guard Bureau.

Funeral mission requests are received from the Fort Sill Casualty Assistance Center (CAC) on behalf of the funeral home and family. Providing funeral honors to all Oklahoma Army Veterans is a privileged opportunity to highlight the service of our Oklahoma Veterans to their country, state, community and families.

The MFH program budget for fiscal year 2015 was $508,000, which funded 706 traditional (M-Day) OKARNG Soldier work days and an average of seven Active Duty status Soldiers. In 2015, the program performed 1,011 funeral missions and two honorable transfer missions for Soldiers killed in operations overseas.

In comparison, fiscal year 2008 saw 779 honors performed using 521 traditional Soldier work days. Funding and funding guidance continues to be a

topic of concern nationally for the MFH Program. The OK-MFH Program will remain flexible and will continue to operate within budget constraints while still conducting funerals to the highest of standards.

The MFH program works with Veteran Service Organizations, Funeral Homes, and the Oklahoma Funeral Directors Association in educating the public in the OK-MFH functions. It is the duty of the OK-MFH Program to see that every Oklahoma Army Veteran receives the honors they are entitled to and have earned. The mission of honoring our states Veterans is of the highest priority. It is a mission that demonstrates the pride and support of the OKARNG and the State of Oklahoma for its Veterans and their Families.

**RECRUITING AND RETENTION COMMAND**

The Recruiting and Retention Battalion (RRB) is manned with both full-time and traditional personnel consisting of 105 Active Guard/Reserve (AGR) Soldiers, eight Federal Technicians, 27 Active Duty for Operational Support (ADOS) Soldiers and four civilian contractors. The RRB also is responsible for the training and shipping to Basic Combat Training another 850 traditional guardsman annually.

The mission of the RRB is to enhance the strength of the Oklahoma Army National Guard through continually identifying, accessing, preparing and retaining qualified Soldiers to provide a ready force. The RRB accomplished that mission by accessing 1,024 Soldiers into the OKARNG in fiscal year (FY) 2015.

The RRB is organized into a headquarters element and a field force. The headquarters element consists of 31 personnel with the duties of management and personnel services, training, automation, marketing and supply.

The field force has a total of 82 personnel divided into four Enlisted Area Recruiting & Retention teams, an Education Team, an Officer Strength Management Team, three Guard Officer Leadership Development (GOLD) Programs, Unit Career Counselors and the Recruit Sustainment Program (RSP) with four training sites.

The RRB is operated with federal funds and with state and federal support for field office space located primarily within local OKARNG armories and Armed Forces Reserve Centers. Additional space is provided in storefront recruiting offices located in areas that do not have armory space available.

A total of approximately $5.5 million of appropriation was provided for and expended toward successful strength maintenance of the OKARNG in Fiscal Year 2015.

These expenditures include the costs associated with the operation of a General Service Administration (GSA) vehicle fleet of 110 vehicles, mobile and land line telephone expenses, automation requirements, advertising and marketing expenses and other operating cost associated with recruiting, retention and attrition management activities.

**RECRUIT SUSTAINMENT PROGRAM (RSP)**

Four RSP sites are an integral part of each Recruiting and Retention Team, charged with the training and administration of all initial entry Soldiers until they become qualified in their Military Occupation Specialty. The RSP's population averages about 850 trainees.

Each of the four separate company level subordinate units are supervised by an RSP Readiness NCO and are manned by two full-time personnel, which are augmented by RRNCOs as required.

**OFFICER STRENGTH MANAGEMENT (OSM)**

The Officer Strength Management (OSM) Office consists of one Officer Strength Manager specializing in recruiting Basic Branch Officers, a Warrant Officer Recruiter, and an Army Medical Department Strength Manager. Within this section the Officer Candidate School Preparation Course Team prepares prospective officer candidates for Officer Candidate School.

The OSM is also the liaison with the Reserve Officer Training Corps (ROTC) programs throughout the State of Oklahoma and oversees the three Guard Officer Leadership Development (GOLD) Programs located at East Central University, Southwestern Oklahoma State University and Rogers State University.

OKLAHOMA ARMY NATIONAL GUARD
OFFICER STRENGTH MANAGEMENT

# G-3, PLANS, OPERATIONS, TRAINING, AND MILITARY SUPPORT

Colonel Bobby Yandell
Director, Plans, Operations, Training and Military Support
Com: (405) 228-5080
DSN: 628-5080

**MISSION**

Assist The Adjutant General (TAG) and Director of the Joint Staff with developing, promulgating and implementing joint operational policy, plans, concepts and strategy related to war fighting, peacetime international activities, and the federal and state homeland security and civil support missions, of the Oklahoma National Guard. Represent The Adjutant General in Department of Defense, international, interagency, intergovernmental, and non-governmental forums.

Act as The Adjutant General/Director of the Joint Staff channel of communication on all G-3/J-3 issues. Coordinate with National Guard Bureau, Oklahoma National Guard Service Components, and other services within the state, the states/territories, and others as appropriate. Advise and assist The Adjutant General/Director of the Joint Staff with joint, combined, and multinational training, exercises, joint doctrine, interoperability, deliberate and programmatic planning matters.

Function as staff proponent for Joint Force Headquarters – Oklahoma joint force development, operational planning, joint doctrine, education and professional development, training exercises, readiness, and assessment.

**TRAINING BRANCH**

The purpose of the Training Branch is to oversee the State's training program for all units assigned to the Oklahoma National Guard to ensure that well trained and qualified Soldiers are ready when called upon, whether for the defense of the homeland, or to deploy to a foreign country in defense of the freedoms enjoyed in this country. Our strength continues to be the citizen Soldiers and the skills they bring to the Oklahoma National Guard from their civilian workplace.

Their special skills and unique abilities to adapt to the ever-changing technologies and requirements to fight the Global War on Terrorism continue to highlight the National Guard as the most cost-effective option available to the taxpayer as a national defense expenditure.

**SCHOOLS BRANCH**

The schools branch sent 652 Soldiers to $4.09 million worth of military training. The training included military occupational specialty training, professional military development training, and mobilization requirements training. This training is a critical piece in ensuring Oklahoma Soldiers develop the skills necessary to execute our state and federal missions.

**BUDGET BRANCH**

The budget branch managed $12.1 million that was allocated for Annual Training, $27.9 million that was used for Inactive Duty Training, and $392 thousand in Overseas Contingency Operations. These amounts included funding for the 834th Aviation deployment. These funds were instrumental for pre-mobilization training to ensure these Soldiers were trained properly and ready to conduct missions in theater.

**ORDERS/AMMUNITION STORAGE**

During the course of training year 2015, the G-3 published approximately 20,100 orders ranging from mobilization orders to special project orders. During training year 2015 the G-3 distributed approximately 1.9 million various rounds of ammunition, costing $6.6 million to the Oklahoma National Guard, which is used for weapons qualification, pre-mobilization training, Exportable Combat Training Center and weapons skills training.

**MOBILIZATION/READINESS BRANCH**

The Mobilization and Readiness Branch has the two primary responsibilities of Mobilization and Force Management.

**MOBILIZATION**

2015 saw a sustained reduction in Oklahoma Army National Guard Soldiers mobilized or deployed. Battery B/1-158 FA BN (HIMARS) and six Soldiers from the 171 Target Acquisition Battery (TAB) totaling 74

Soldiers redeployed from Afghanistan in December of 2014. In addition, 27 Soldiers from Company B, 834th CS BN mobilized and deployed to Kuwait in support of Operation Enduring Freedom. These 27 Soldiers redeployed in late December 2015.

**FORCE MANAGEMENT**

Force Management includes the functional areas of force structure, stationing, and equipping the force. During 2015, the Force Management office conducted multiple organizational authority actions based on new construction or remodeling of Multi-Unit Readiness Centers.

Over the past seven years, the Base Realignment and Closure Commission resulted in 60 of the Oklahoma Army National Guard's 123 units being moved from 28 different locations, relocating to seven new Armed Forces Reserve Centers and 12 existing armories. Twenty-seven armories were closed or turned over to local government authorities, saving a substantial amount of money on maintenance and utilities for these outdated facilities.

In addition to modernization of our force's facilities, equipment modernization is an ongoing process. During fiscal year 2015, the Oklahoma Army National Guard conducted more than 15 New Equipment fielding and Training (NET) events. Over 300 Soldiers were trained on the new equipment, executing a training budget in excess of $300,000.

The Force Management office also develops the Force Structure Strategic Plan (FSSP) in conjunction with The Adjutant General's vision of the future of the Oklahoma Army National Guard. The FSSP's purpose is to ensure the Oklahoma Army National Guard is capable of operating in full spectrum operations at home and abroad and can rapidly transition between missions with the appropriate force mix and capabilities.

Our force structure goal is to maintain a balance of Combat, Combat Support, and Combat Service Support capabilities. These capabilities are to support the Governor and the State of Oklahoma in Homeland Defense and Security, and also the needs of the President of the United States and the nation fighting in Overseas Contingency Operations.

This branch also monitors Oklahoma Army National Guard units in the Army Force Generation (ARFORGEN) Model. The Army's intent is to organize, train, equip, source, mobilize, and deploy whole, cohesive units that are ready to execute their mission. Units proceed through the ARFORGEN stages of Reset, Train/Ready and Available to meet operational requirements with increased predictability. ARFORGEN allows the Army to allocate resources by a unit's designed mission and purpose so that all units have what they need to fight and win when it's their turn to deploy.

The Mobilization and Readiness Branch continues to support the State and Nation by improving the readiness and capabilities of the units of the Oklahoma Army National Guard. Simply stated, all efforts are directed at ensuring our Soldiers and units are ready to provide support as needed and have the necessary equipment, capabilities, facilities, funding, training, and personnel to accomplish all assigned missions.

**J5/7 JOINT POLICY, PLANS, TRAINING AND EXERCISE DIRECTORATE**

The J5/7 Directorate directly supports TAG and Director of the Joint Staff (DJS) to achieve the ongoing dual and distinct requirements of 1) responding to state and regional natural and man-made disasters and, 2) Department of Defense (DoD) global contingency operations--ongoing, projected and emergent. The J5/7 Directorate works with state and interagency partners to develop, disseminate, and implement joint operational plans, policies, concepts and strategies to accomplish U.S. foreign and domestic security requirements.

The J5/7 represents TAG in Department of Defense (DoD), international, interagency, intergovernmental and non-governmental forums. The J5/7 conducts essential and continuous coordination with National Guard Bureau (NGB), Oklahoma National Guard (OKNG) service components, state agencies, regional National Guard partner states and other organizations as appropriate. Furthermore, the J5/7 advises and assists TAG and DJS with joint, combined and multinational training exercises, joint doctrine and interoperability, deliberate and programmatic planning matters. The J5/7 directorate provides staff expertise to OKNG in the Joint Force Domains of development, operational planning, doctrine and education, professional development, training exercises, readiness and assessments.

**JOINT PLANNING**

The Joint Plans Division of the J5/7 Directorate is responsible for development of Joint and Functional plans for OKNG Joint Force Headquarters (JFHQ)

to facilitate operational improvements and overall readiness of all OKNG service components (Joint Force). J5/7 Joint Planning provides the cornerstone of OKNG participation in homeland security and disaster response as a Joint Force member of the interagency team within Oklahoma, or within a larger regional or national setting. Within Oklahoma, the J5/7 develops unified contingency plans to ensure OKNG readiness and support state agencies such as Oklahoma State Department of Health, Oklahoma Emergency Management and Department of Public Safety. These contingency plans include OKNG support for Oklahoma governmental continuity and internal support for OKNG operational continuity.

The Joint Plans Division facilitates the protection of Oklahoma citizens by working directly with Federal agencies such as North American Command (NORTHCOM), NGB, and Federal Emergency Management Agency (FEMA) to facilitate coordination, collaboration and information sharing in response to man-made and natural disasters, terrorist attacks, or civil unrest.

**JOINT TASK FORCE**

Activated on order by the Governor of Oklahoma, JTF-OK supports the needs of the incident commander in large-scale civil responses within Oklahoma, regionally, or elsewhere within the United States. The J5/7 Plans and Training Divisions, along with OKNG JFHQ J3 Operations, build and refine contingency plans to deploy an appropriately structured, manned and resourced OKNG Joint Force to serve as a Joint Task Force (JTF-OK) in the domestic response role.

JTF-OK will serve as a command, control and communications headquarters which provides a primary communications node between Oklahoma state agencies, incident commander(s), OKNG deployed units, other National Guard forces, federal agencies and Active duty (Joint) Military Forces. The organization of JTF-OK is mission-dependent based on the nature of the calamity and the needs of the incident commander. JTF-OK conducts regular and ongoing formal training in accordance with Oklahoma and federal requirements and standards. JTF-OK is exercised annually with concomitant evaluation and lessons learned.

**JOINT TRAINING AND EXERCISES**

The J5/7 Joint Training and Exercise Divisions work with Oklahoma state agencies and leaders, National Guard Bureau (NGB), U.S. Northern Command (NORTHCOM) and U.S. European Command (EUCOM) to develop collective (unit-level) training and exercise (scenarios) opportunities for JTF-OK and other components of the OKNG to ensure readiness to deploy domestically or globally as part of a Joint Force. These training events and exercises are designed to build and exercise capabilities required within the OKNG Joint Force and JTF-OK.

Over the last year the J5/7 and OKNG coordinated, planned and conducted several disaster response exercises involving Oklahoma state and federal agencies, along with first-responder organizations providing increased skill and readiness of all participants. These training events, with capstone comprehensive exercises, are intended to enhance preparedness of both the OKNG and partnered Oklahoma and federal agencies to respond to potential and likely calamities. The results of these exercises are evaluated for lessons learned for all parties and methods to achieve the greatest readiness to respond and protect Oklahoma and U.S. citizens.

**STATE PARTNERSHIP PROGRAM**

The Oklahoma National Guard (OKNG) State Partnership Program with Azerbaijan (SPP-Azerbaijan) directly supports U.S. foreign policy goals in a global context. SPP-Azerbaijan contributes concurrently to the U.S. National Military Strategy (NMS) to improve international security and regional stability,

while supporting democracy and human rights. SPP-Azerbaijan, funded from multiple U.S. federal agencies, places OKNG senior leadership on the same global stage as senior leadership of the U.S. Department of State (DoS), Department of Defense (DoD) and theater-level Combat Commands in the execution of international security partnerships. Furthermore, state and civic leaders of Oklahoma,

at all levels, are afforded civilian partnership opportunities, which enables local, domestic and international economic and cultural growth thus providing a measurable contribution to the State of Oklahoma.

In the international security context, SPP-Azerbaijan provides OKNG units and teams with ongoing opportunities to contribute directly to regional security in a joint, interagency, multinational environment while concurrently supporting the national security capacity of the Government of Azerbaijan. SPP-Azerbaijan provides unique professional growth and development opportunities for OKNG members thereby enhancing the OKNG recruiting and retention program.

While conducting security partnership activities with Azerbaijan defense forces, OKNG members continuously plan, prepare and coordinate with DoD European Command (EUCOM), which solidifies the relationship between OKNG and EUCOM. Accordingly, this relationship with EUCOM provides a mechanism to support non-SPP OKNG activities and programs within the EUCOM geographic area of responsibility.

In the realm of military and security cooperation, the OKNG continues to assist, develop and collaborate with the Azerbaijan Armed Forces in the areas of 1) staff skill and professional development of military officers, 2) deployment planning and preparation, 3) disaster response and consequence management, 4) aviation safety and 5) NATO compatibility and standardization. In turn, the Azerbaijan Armed Forces provide ever-increasing support to their own, U.S. and NATO security goals.

The OKNG has also engaged and partnered over the last year with Oklahoma state educational and research institutions to assist in growth and development of Azeri national security capacity and Azerbaijan post-secondary education and research. OKNG continues to support relationships with Oklahoma University Medical School and Oklahoma State University Agricultural Department partnering with their Azerbaijan counterpart institutions.

The J5/7 continues to facilitate visits to Oklahoma by the Azerbaijan Ambassador to the United States to enhance Oklahoma-Azerbaijan collaboration in government, education and economic development and trade. These interagency, international and academic exchanges with Oklahoma's universities deepen and diversify educational and research programs. Such ongoing partnerships between OKNG and Oklahoma civilian organizations provide a valuable resource to Azerbaijani civilian leaders as they attempt to comprehensively reset and build their nation's educational and free-market economic systems.

Azerbaijani Ambassador to the United States Elin Suleymanov met with members of the Oklahoma National Guard staff at the Oklahoma Military Department. The Oklahoma National Guard was represented by Brig. Gen. Greg Ferguson, assistant adjutant general-air for the Oklahoma National Guard; PHOTO: Maj. Geoff Legler, Oklahoma National Guard.

**JOINT PROFESSIONAL DEVELOPMENT EDUCATION**

The J5/7 Directorate monitors, develops, distributes and publishes Joint Professional Development Education requirements, training opportunities and requirements for JFHQ leadership to support J5/7 requirements and organizational requirements of the OKNG. These opportunities provide professional growth, development and readiness for commissioned and noncommissioned officers to serve most effectively in a Joint Force environment. Current and ongoing J5/7 programs support training and qualification of JFHQ and JTF-OK leaders in joint and interagency domestic operations and in meeting current Federal Emergency Management Agency (FEMA) standards.

Within Oklahoma, courses are taught by trained civilian faculty as part of the process to qualify JTF-OK leaders in the Incident Command System (ICS) in accordance with the National Response Framework (NRF). Federal level courses attended by OKNG leaders and staff include the Defense Support to Civil Authorities (DSCA) Course, the

Joint Staff Trainers Course (JSTC), Joint Task Force Commander's Training Course (JCTC), and the Dual Status Commander's (DSC) Orientation Course. OKNG senior leadership selects future candidates for attendance to Advanced Joint Professional Military Education (Reserve Component) in order ensure a solid foundation to allow OKNG to meet future Joint Force requirements.

**JOINT PLANNING**

The Joint Plans Division of the J5/7 Directorate is responsible for development of Joint and Functional plans for OKNG Joint Force Headquarters to facilitate operational improvements and overall readiness of all OKNG service components. J5/7 Joint Planning provides the cornerstone of OKNG participation in homeland security and disaster response as a Joint Force member of the interagency team within Oklahoma, or within a larger regional or national setting. Within Oklahoma, the J5/7 develops unified contingency plans to ensure OKNG readiness and support state agencies such as Oklahoma State Department of Health, Oklahoma Emergency Management and Department of Public Safety. These contingency plans include OKNG support for Oklahoma governmental continuity and internal support for OKNG operational continuity. The Joint Plans Division facilitates the protection of Oklahoma citizens by working directly with federal agencies such as U.S. Northern Command, NGB, and Federal Emergency Management Agency to facilitate coordination, collaboration and information sharing in response to man-made and natural disasters, terrorist attacks, or civil unrest.

**JOINT TRAINING AND EXERCISES**

The J5/7 Joint Training and Exercise Divisions work with Oklahoma state agencies and leaders, National Guard Bureau (NGB), U.S. Northern Command (NORTHCOM)and U.S. European Command (EUCOM) to develop collective (unit-level) training and exercise (scenarios) opportunities for JTF-OK and other components of the OKNG to ensure readiness to deploy domestically or globally as part of a Joint Force. These training events and exercises are designed to build and exercise capabilities required within the OKNG Joint Force and JTF-OK.

Over the last year the J5/7 and OKNG coordinated, planned and conducted several disaster response exercises involving Oklahoma state and federal agencies, along with first-responder organizations providing increased skill and readiness of all participants. These training events, with capstone comprehensive exercises, are intended to enhance preparedness of both the OKNG and partnered Oklahoma and federal agencies to respond to potential and likely calamities. The results of these exercises are evaluated for lessons learned for all parties and methods to achieve the greatest readiness to respond and protect Oklahoma and U.S. citizens. A large full-scale Regional Domestic Operations exercise, commonly known as "*Vigilant Guard*" will be hosted by the OKNG in November 2017.

**J3 DIRECTOR OF MILITARY SUPPORT (DOMS)**

The Director of Military Support (DOMS) is The Adjutant General's (TAG) principal advisor and tasking authority for the direction and control of Oklahoma Army and Air National Guard activities in support of domestic operations (DOMOPS). In this capacity, the DOMS and his/her staff provides the following:

*(1)* Provides planning, coordination, and shared situational awareness of DOMOPS conducted within the state of Oklahoma by the Oklahoma National Guard (OKNG) to TAG, the National Guard Bureau (NGB), and joint/interagency mission partners.

*(2)* Obtains and packages information to provide an understanding of the operational environment and promote unity of effort to facilitate senior leader decision-making for planned events and domestic incidents.

*(3)* Monitors the readiness of OKNG Army and Air elements for DOMOPS and assists in identifying capabilities for large-scale/catastrophic incidents involving multiple states or regions.

*(4)* Upon request, provides tailored OKNG staff and force support to outside states/regions impacted by domestic emergencies.

*(5)* Provides coordination of policy and programs aimed at enhancing OKNG joint DOMOPS, law enforcement (LE) support, antiterrorism/force protection (AT/FP), physical security, personnel security and domestic threat information.

*(6)* Operates a Joint Operations Center (JOC) to oversee National Guard Civil Support (NGSC) DOMOPS as required from local agencies. The JOC receives plans and executes missions from the Governor through the Oklahoma Department of Emergency Management (OEM) to provide relief,

support, and security to the citizens of Oklahoma. It serves as the OKNG's primary communications node for DOMOPS and proactively exchanges information concerning OKNG DOMOPS.

It also leverages collaborative tools and reporting across all domains to enhance shared situational awareness and a common operating picture of OKNG current operations and capabilities for domestic missions.

**CURRENT OPERATIONS / STATE ACTIVE DUTY (SAD)**

The Current Operations Branch oversees all current and ongoing operations conducted by the Oklahoma Army and Air National Guard. Over the course of FY 2015, 554 Oklahoma Army and Air National Guard members were mobilized for a total of 779 man-days. The OKNG provided civil support to five different localized events in support of the citizens of Oklahoma during 2015.

(1) January-April: Wildfire suppression support to six different locations.

(2) May-June: Severe weather/flooding support to 13 different locations.

(3) July: Camouflage netting support to the State Medical Examiner's Office.

(4) October: Wildfire suppression standby.

(5) November-December: Winter storm support. The Federal Emergency Management Agency (FEMA) provided 30 large power generation platforms that were managed and deployed by the OKNG. Stranded Motorist Recovery Teams (SMRT) assisted 170 civilians and water/generator support to 23 different locations.

Within these events the OKNG conducted 67 separate missions with the ground deployment of 83 vehicles, 28 water systems, 19 generators and 20 camouflage netting systems. Air deployments included 28 UH-60 and 12 CH-47 rotary-wing helicopter's in support of Oklahoma Forestry's wild land fire-fighting mission; executing 306 Bambi buckets, containing approximately 143,000 gallons of water, dropped and over 98 hours flown. Air deployments also included the use of two UH-72 rotary-wing helicopters that provided aerial command, control, and observation for the local incident commander on the ground.

Courtesy Photo

Photo by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

**ANTI-TERRORISM/FORCE PROTECTION (AT/FP)**

The Anti-Terrorism/Force Protection Branch has responsibility for the overall Force Protection of the OKNG as well as a responsibility to the Governor to provide forces for critical infrastructure protection and homeland security. The AT/FP Branch conducts the following actions:

(1) Collect, analyze, and disseminate threat reports from all source intelligence in a timely manner to protect personnel, family members, and all facilities of the OKNG.

(2) Assess and reduce risks through vulnerability assessments, while increasing AT awareness in every OKNG Soldier, civilian, and family member.

(3) Maintain defenses in accordance with the current Department of Defense (DoD) Force Protection Condition (FPCON).

(4) Continue strong civil/military partnership for terrorist incident crisis with the Oklahoma Information Fusion Center (OIFC).

(5) Educate all units on terrorism threats and incident response plans through state level guidance and conduct regular threat response exercises to evaluate and assess AT plans.

(6) Ensures security for five locations within the state through the AT/FP security guard program.

On July 16, 2015, in Chattanooga, Tennessee, a terrorist opened fire on a military recruiting center, a Navy Operational Support Center, and a Marine Corps Reserve Center killing four Marines. Immediately after, on July 17, 2015, the Governor issued Executive Order 2015-35, authorizing TAG to arm certain full-time personnel on military installations throughout Oklahoma with weaponry as he deems necessary to adequately provide for the security of the facilities and their occupants.

Upon receipt of the Executive Order, TAG implemented the Armed Carry initiative for the OKNG. It was decided that certain full-time personnel would carry their personal handguns at designated OKNG facilities under the authority of their State Handgun Permit in order to begin the process. Following this initial requirement these personnel were additionally required to attend Advanced Weapons Training (AWT) which consists of the OKNG Rules of Use of Force, Shoot-Don't Shoot Scenarios, Use of Force Continuum, and Weapon Retention Training. Currently there are over 100 trained personnel with another 75 moving through the process and more to follow. OKARNG Recruiters are also authorized to conceal carry per the state law and OKNG Army regulations at various locations throughout the state.

An Active-Threat Rapid Response Team (ARRT) was formed and trained at all OKARNG Armed Forces Reserve Centers (AFRC). Training consisted of the requirement as stated above for the Armed Carry initiative but additional training was implemented to include Active Threat Law Enforcement Rapid Response Team (ALERRT) training taught by members of the Oklahoma Office of Homeland Security (OKOHS) and Law Enforcement First Responder Medical Training conducted by the National Association of Emergency Medical Technicians (NAEMT).

Partnerships between our fellow state agencies continued during this year to build stronger working relationships with the OKOHS and the Department of Public Safety (DPS). Our intelligence and security specialists constantly monitor the world, national and regional situation in an effort to be prepared to deter and defend Oklahoma from any foreign or domestic threat. A huge amount of time and effort is invested preparing plans to defend our state against terrorist operations, attacks using weapons of mass destruction and the vital protection of our critical infrastructure. Military Support personnel are actively engaged in the Oklahoma Information Fusion Center (OIFC), local Threat Working Groups and Emergency Management meetings throughout the state. The OKNG stands ready to provide fully trained units, Soldiers and Airmen, to perform as force multipliers for civil authorities. We are prepared to mobilize and deploy within the state to protect life, property and provide special services to preserve peace and order.

**EMERGENCY MANAGEMENT (EM)**

The OKNG Emergency Management Branch assists in developing and maintaining an emergency preparedness posture that facilitates a rapid and effective response to all emerging or active hazards, in order to minimize casualties and loss of property, while maintaining the mission capability of the OKNG. The OKNG hired the first ever Emergency Management Program Coordinator (EMPC) in July 2015.

Oklahoma National Guard Members under go OKNG Rules of Use of Force, Shoot-Don't Shoot Scenarios, Use of Force, and Weapon Retention Training.
Photos by Sgt. 1st Class Kendall James, Oklahoma National Guard Visual Information

The EM Branch primary responsibilities are to:

(1) Develop and maintain the OKARNG all-hazard emergency response plan, supporting annexes, and instructions.

(2) Coordinate with installations to ensure EM plans and response requirements are mutually supporting and properly integrated into resource planning.

(3) Ensure installation emergency response teams and personnel training is occurring across the spectrum of installation stakeholders, while periodically assessing installation emergency response capabilities.

(4) Ensure that community awareness is incorporated into emergency planning, preparation, and training.

(5) Support the State of Oklahoma Office of Emergency Management with subject matter experts and Liaison Officers in support of all State emergencies and assigned SAD missions.

**INTELLIGENCE (INTEL)**

The Intelligence Branch supports the TAG, Joint Staff and State Officials with timely, relevant and actionable intelligence resources. It provides policy guidance, training, inspections, incident awareness, warnings and indications to OKNG leaders to aid in the decision making process. It oversees the following programs:

(1) Information Security (INFOSEC). Implements policies for the classification, downgrading, declassification, transmission, transportation, and safeguarding of information requiring protection in the interests of national security. For FY 2015 the Special Security Officer (SSO) issued and maintained 122 Courier Authorization Cards and processed 60 Department of the Army Cryptographic Program Applications.

(2) Physical Security (PHYSEC). The OKARNG Physical Security Manager is the technical security advisor to the TAG and his staff. They develop command physical security policy, directives, and implementing guidance. Promulgates policy and procedures through preparation and publication of OKARNG regulations. Makes precedent setting decisions/ recommendations and adopts new techniques impacting on future and long-term physical security requirements. Provides guidance and assistance to OKARNG command's security managers. Functions as Physical Security Specialist in support of all personnel in the OKARNG (military, civilian, and contractor). During FY 2015 the Physical Security office facilitated the upgrade of 17 secure weapons vaults, conducted 30 unit inspections, reviewed eight facility design plans, supported two NGB level inspections and completed over 300 Commanders Security Screenings for OKARNG soldiers.

(3) Personnel Security (PERSEC). Ensures favorable eligibility determinations under the Continuous Evaluation Program (CEP) within the OKNG. The Personnel Security office manages and maintains over 7,600 clearances throughout the state and ensures all Soldiers, civilians and contractors have a "favorably" adjudicated clearance and ensures these individuals are in compliance with the Homeland Security Presidential Directive-12 (HSPD-12). Processes and Tracks over 800 Official and Diplomatic passports for Soldiers and Airmen of the OKNG.

(4) Industrial Security (INDSEC). Ensures the standards for granting members of the Armed Forces, Army, DA and DOD civilian employees, DA and DOD contractors, and other affiliated persons success to classified information and assignment to sensitive positions are clearly consistent with the interests of national security.

(5) Threat Awareness and Reporting Program (TARP). Threat awareness and education training is designed to ensure that DA personnel recognize and report incidents and indicators of attempted or actual espionage, subversion, sabotage, terrorism or extremist activities directed against the Army and its personnel, facilities, resources, and activities; indicators of potential terrorist associated insider threats; illegal diversion of military technology; un-authorized intrusions into automated information systems; unauthorized disclosure of classified information; and indicators of other incidents that may indicate foreign intelligence or international terrorism.

(6) Intelligence Oversight (IO). Ensures the collection of intelligence does not infringe upon the rights of United States persons and provides guidance on the use of intrusive intelligence techniques and provides procedures for reporting suspected IO violations.

(7) Foreign Disclosure (FDO). Implements policy and procedures for the disclosure of Army classified military information (CMI) and relevant controlled

unclassified information (CUI), to foreign governments and international organizations; for which DA is the lead agent or has security cognizance; and foreign government representative attendance at Army-sponsored meetings, conferences, and symposia.

Through DOMS oversite, the OKNG maintains a large pool of ready forces to respond to any type of incident. Within these forces it maintains multiple tailored response packages to support day to day type of operations or on call rapid deployment response, ranging from smaller specialized tactical type elements as well as larger command and control type elements. These forces include:

**OKLAHOMA COUNTERDRUG TASKFORCE**

The Oklahoma National Guard Counterdrug Taskforce (OKCD) is funded by Congress annually. Utilizing this funding, OKCD conducts a full spectrum campaign that bridges the gap between Department of Defense and federal, state, tribal and local Law Enforcement Agencies (LEAs). In a time of reduced funding OKCD provides resources that normally would not be available to these agencies. The program's goal is to reduce the influx of illicit narcotics to the State of Oklahoma, while ensuring that the state provides drug free military force to support federal, as well as state active duty missions. OKCD personnel work at all levels of government to anticipate, deter, and defeat threats in order to enhance national security and protect our society. The Soldiers and Airmen of OKCD are Always Ready, Always There – to provide the support necessary to help defeat the illegal drug threat in the State of Oklahoma.

The Oklahoma National Guard Counterdrug, operating under the Governor's approved Counterdrug plan, provides direct support to federal, state, tribal and local LEAs, and community-based organizations that are involved in a multi-front battle against drugs and drug-related violence. This multi-faceted team is directly involved in counterdrug operations focused on supporting our State's government with interdiction and intervention.

**AVIATION OPERATIONS**

The Oklahoma National Guard Counterdrug Taskforce directs the Counterdrug Aviation element (CD AVN) currently manned with four UH-72s. The UH-72A enables National Guard Counterdrug helicopter aircrews to support law enforcement with aerial observation, photographic imagery, full-motion video and interagency communications. In 2015, OKCD AVN provided over 380 hours of helicopter support to fifteen federal, state, local and tribal agencies. OKCD aircraft are especially significant in the eradication of outdoor marijuana grows in Oklahoma. With the assistance of OKCD AVN, the Oklahoma Bureau of Narcotics, Oklahoma Highway Patrol, OKC Police Department, U.S. Drug Enforcement Administration and U.S. Forest Service seized more than $24 million worth of marijuana plants during 2015.

**INTELLIGENCE SUPPORT**

Investigative Criminal Analyst (CA) and Counter Threat Finance (CTF) Analyst support continues to be the most valuable asset provided by OKCD. Support from trained OKCD Criminal Analysts greatly enhances the ability of Drug Law Enforcement Agencies in the State of Oklahoma.

The CA mission focuses on four core competencies: link analysis, document and telecommunications exploitation, commodity/financial transaction analysis and drug-trafficker case construction. OKCD analysts create graphs, charts and maps, conduct toll and financial transaction analysis and develop case information of suspected drug-trafficking individuals and organizations. They also assist in the development and maintenance of operational criminal intelligence databases that allow for the preparation of reports necessary for successful prosecutions. CTF analysts focus on identifying and targeting the ability of drug trafficking organizations to move illegal proceeds. In 2015, OKCD provided daily CA support to the Federal Bureau of Investigation (FBI), the Drug Enforcement Administration (DEA) Oklahoma City District Office and Tulsa Resident Office, the U.S. Department of Homeland Security (HIS), the Bureau of Alcohol Tobacco Firearms and Exploitation (ATF), Oklahoma City Police Department Special Projects Division, and the Oklahoma Highway Patrol as well as monthly analyst support to the Oklahoma Information Fusion Center.

Additionally, OKCD provided CTF analyst support to the North Texas High Intensity Drug Trafficking Area (HIDTA) Taskforce and the DEA Oklahoma City District Office. These Criminal and Counter Threat Finance analysts utilize their unique military intelligence training and capabilities to provide critical analysis to the agencies they serve. They act as force multipliers to supported LEAs and significantly contribute to the

successful accomplishment of drug law enforcement in Oklahoma. The CA and CTF support provided by OKCD in 2015 led to the seizure of over $159,936,670 in drugs, over $8,135,700 in drug trafficking proceeds and assets the arrest of 385 drug traffickers in Oklahoma. Federal, state, tribal and local LEAs in Oklahoma consistently request more CA and CTF analysts than funding will support in order to enhance their capability and ability to disrupt and dismantle Drug Trafficking Organizations (DTOs) in Oklahoma and across the nation.

Photos by MAJ Geoff Legler, Oklahoma National Guard.

**63RD CIVIL SUPPORT TEAM - WEAPONS OF MASS DESTRUCTION (CST-WMD)**

The 63rd CST-WMD supports civil authorities at domestic Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) incidents by identifying CBRNE agents and/or substances, assessing current and projected consequences, advising on response measures and assisting with appropriate requests for additional support.

This includes the intentional or unintentional release of CBRNE substances caused by natural and man-made disasters that result or could result in the catastrophic loss of life or property.

The 63rd CST-WMD is fully capable of permit required confined space search and rescue, collapsed structure search and rescue, and light ropes rescue.

**STRUCTURE AND TRAINING**

The CST, organized into six sections: Command, Operations, Communications, Administrative/Logistics/Decontamination, Medical/Analytical, and Survey, consists of 22 full-time Oklahoma Army and Air National Guard men and women, with 15 different military specialties.

Trained at or above the Hazardous Material (HAZMAT) Technician level, each member receives over 1,000 hours of training in CBRNE incident response and is trained in the Incident Command System (ICS).

Additionally, all members are combat lifesaver qualified and have specialized training in search and rescue, ropes rescue, and confined space/collapsed structure operations. The CST is evaluated and recertified every 18 months by the U.S. Army North CST evaluation program.

The majority of the individual and collective training is conducted by the U.S. Army Chemical School (USACS), Defense Nuclear Weapons School (DNWS), Federal Emergency Management Agency

(FEMA), National Fire Protection Agency (NFPA), Environmental Protection Agency (EPA), Federal Bureau of Investigations (FBI), and the Department of Energy (DoE).

**EQUIPMENT**

The CST continues to enhance and upgrade its equipment and capabilities to stay on the cutting edge of technology and provide the State of Oklahoma with the most rapid and accurate information available.

The Analytical Laboratory System (ALS), a state of the art mobile laboratory, has added the enhanced Polymerase Chain Reaction (PCR) capability which furthers our ability to identify unknown substances at an incident site. The entry survey teams have been fielded the newest and most advanced self-contained breathing apparatus (SCBA) available from Draeger Corporation. The communications section has upgraded their Video Teleconference (VTC) and mobile satellite capabilities allowing enhanced on the move and remote location data and voice networks.

The CST maintains capabilities that are unique to first responder agencies, which include:

(1) The Advanced Liaison Vehicle (ADVON) is a mobile communications platform which provides the on-scene incident commander with immediate internet, phone and interoperable communications.

(2) The Unified Command Suite (UCS) is a stand alone communications platform which operates in urban or undeveloped environments, provides interoperable voice/data and video communications (non-secure and secure), provides reach-back to fixed laboratories and other technical agencies, assists the Incident Command with requests for support and incident response, and provides a real time incident common operating picture.

(3) The Analytical Laboratory System (ALS) is the primary platform for field laboratory analysis, and is the single most significant difference between the CST and other response agencies and organizations. It is utilized to analyze and identify unknown Chemical, Biological, Radiological (CBR) samples on-site in a field environment, assess potential consequences, advise the Incident Command on presumptive analysis, send presumptive results to reach-back labs for confirmation, prepare samples as evidence in the event of a criminal or terrorist incident; and prepare, extract, analyze, and store environmental samples.

**OPERATIONS**

In 2015, the CST planned and executed numerous realistic and mission-focused training events which included Table Top Exercises (TTX), Situational Training Exercises (STX), and Field Training Exercises (FTX) throughout different locations within the state and partnered with many local Fire and Police departments, Oklahoma Highway Patrol (OHP) and Oklahoma Bureau of Investigations.

Partnerships with multi-jurisdictional and multi-agency for both planned and executed real world missions within the state. Missions for 2015 included CBRNE detection support for the Oklahoma City Memorial Marathon, University of Oklahoma Football games, Super Bowl 49 support in Phoenix Arizona, and a Search and Rescue mission in support of Fort Sill.

The CST also provided equipment and manpower to the Kansas, New Mexico, and Arkansas CSTs during their Regional Response Management Program (RMP) cycles and major exercises; provided capability briefs and equipment displays to the Port of Catoosa Emergency Managers Council, Cushing Switch, Weatherford Police and Fire Departments, Tulsa Police Department Incident Management Team and participation in the National Domestic Preparedness Workshop, along with numerous large scale exercises with the Oklahoma Office of Homeland Security CBRNE entities.

**COORDINATION**

The CST continues to work with local, state, federal and military responder agencies by providing capabilities briefs, opportunity training, HAZMAT technical training and joint training exercises and opportunities. These activities continue to improve the 63rd CST's abilities to respond to any potential incidents within the State of Oklahoma and throughout the Continental United States.

**NATIONAL GUARD REACTION FORCE (NGRF)**

The OKARNG National Guard Reaction Force (NGRF) is a specially trained military force comprised of Soldiers from OKARNG units that provide the state of Oklahoma with a rapid response capability focused on incidents requiring law enforcement or security support. The NGRF is designed to respond to an incident ahead of federal assets and capable

of delivering an initial Quick Reaction Force (QRF) of 124 personnel within four hours and a Follow-on Force (FoF) of up to 500 personnel within 24 hours. The OKARNG NGRF may also be augmented with Oklahoma Air National Guard (OKANG) Security Forces Squadrons who conduct law enforcement operations at the two OKANG bases in Tulsa and Oklahoma City.

The TNGRF's primary mission is Civil Disturbance response, but can be utilized for any planned or emergency response event. NGRF personnel are equipped with riot control gear, non-lethal weapons sets and can sustain themselves up to 72 hrs. Other potential missions for the NGRF are: site security, roadblocks and checkpoints, critical infrastructure protection and personnel security.

Photo by MAJ Geoff Legler, Oklahoma National Guard.

Photo by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

Courtesy Photo

Photo by MAJ Geoff Legler, Oklahoma National Guard.

# G-6 INFORMATION MANAGEMENT

Lieutenant Colonel Tommy Mancino
Director
Com: (405) 228-5660
DSN: 628-5660

**MISSION**

The Director of Information Management (DOIM) is responsible for all disciplines involving Information Management (IM) to include: cyber security, telecommunications, automation, visual information, tactical and deployable communications, records management, publications and printing. Our goal is to provide the full range of IM services over a single, redundant statewide network.

**INFORMATION SUPPORT SYSTEMS**

The Information Systems Support Branch provides critical support functions including Customer Support, Computer Maintenance, Telecom Maintenance, Information Training and Support. The Customer Support Section provides the interface between the customers and the technical expertise of the DOIM staff.

The Section also receives requests for assistance in matters dealing with Systems (Voice & Data) as well as the testing and evaluation of software. The Computer Maintenance Section performs repair and upgrade activities on automation equipment. The Telecom Maintenance Section installs and maintains the Internet Protocol (IP) telephone and network wiring inside of all Oklahoma Guard installations. The Training Section is responsible for identifying problems and correcting them through preventative training programs.

**INFORMATION MANAGEMENT**

The Information Management (IM) Branch consists of the telecommunications operations, network operations center, video operations center, and the information assurance center. The Telecommunications Section provides the installation, service, and operation of all federal and state telephone systems.

The communications architecture provides the means to establish both local and wide area networks as well as data communications to support state wide guard operations. This Section built and maintains an infrastructure capable of transmitting voice, video, and data over the same IP network.

**VIDEO OPERATIONS CENTER**

The Network Operations Center and Video Operations Center serves as the control center for the Oklahoma Army National Guard federal and state voice, video, and data network.

**VISUAL INFORMATION OFFICE**

The mission of the Visual Information Office is to document the activities of the Oklahoma National Guard, in order to provide a visual means of communication and preserve the history of the Guard. VI is responsible for photo documentation, duplication and; official photography to include DA and command photos and the production of all official graphic art for the Oklahoma National Guard. The VI photo studio provides high quality studio photography for all branches of the National Guard, as well as active duty forces.

**INFORMATION ASSURANCE CENTER**

The Information Assurance Center proactively insures that systems are monitored, patched, scanned for vulnerabilities, and reported through the Army's Information Assurance and Vulnerability Alert System.

**INFORMATION SERVICES**

The Information Services Office coordinates printing support request with National Guard Bureau's Publication Management Center and the Department of Logistics Document Services Office. The Information Services Office also requisitions, stocks, and distributes publications and forms in hard copy, as well as electronic versions, for all organizations of the Oklahoma Army National Guard.

This office also provides postage support to all the armories in the state, operates the main mailroom at the Oklahoma Military Department, and provides centralized pickup and delivery of daily mail.

# PUBLIC AFFAIRS

Colonel Max Moss
Director, Military/Civilian Relations
Com: (405) 228-5212
DSN: 628-5212

## MISSION

The Public Affairs Office (PAO) promotes awareness, understanding, and support for the Oklahoma Army and Air National Guard activities and programs.

The PAO fulfills the Oklahoma National Guard's obligation to keep the American people informed and helps establish conditions that lead to confidence in the Guard and its readiness to conduct operations at home and abroad.

## INTERNAL COMMUNICATION

The primary mission of journalists within the Oklahoma National Guard is to "tell the Guard story." This is accomplished by coordinating coverage of various events and domestic operations and then producing print and video products for internal and external release to all available media markets.

## EXTERNAL COMMUNICATION

Our external releases are distributed through the Digital Video and Imagery Distribution System (DVIDS). The satellite hub is headquartered in Atlanta, Ga., with regional offices in the Northeast, East Central, Southeast, South Central, Central, North Central, Northwest, West Central and Southwestern United States. The Oklahoma National Guard also communicates through a variety of social media sites to include: Facebook, Twitter, YouTube, Flickr, and Pinterest. The website for the Oklahoma National Guard is: ***https://ok.ng.mil/***

The PAO hosts events such as press conferences, media days, and assists with boss lifts. The events are intended to engage local media, community leaders, and citizens and provide them with a greater understanding of the Oklahoma National Guard's roles and capabilities.

## MEDIA RELATIONS/FACILITATIONS

This is a visible and important aspect of Public Affairs, especially in today's vast electronic environment. Aspects of this core mission might entail answering telephone queries, escorting media onto one of our installations, or embedding them with one of our units during an annual training exercise.

## COMMUNITY RELATIONS

The Oklahoma National Guard is in communities throughout the state. Therefore, implementing a robust community relations program can foster positive relationships not only with our community partners, but with the local media as well. The individual Guardsman are the best and most effective means to communicate what we do, who we are, and how we do it.

## MEDIA ANALYSIS

Maintaining situational awareness of what is said and written about the Oklahoma National Guard can help develop plans and better posture us to further engage the media to tell the Guard's story. The Oklahoma National Guard appreciates our strong relationship with the media that is based on years of respect, understanding and honest communication.

Courtesy Photo

# STATE ARMY AVIATION, SAFETY AND OCCUPATIONAL HEALTH

Colonel Jon R. Greenhaw
Com: (405) 228-5606
DSN: 628-5606

**MISSION**

The mission of the State Aviation and Safety Office is to manage aviation and safety resources for the Oklahoma Army National Guard Aviation, Aviation/ Ground Safety, and Occupational Health and Industrial Hygiene Programs.

**OPERATIONS**

Army National Guard Aviation, with its modern utility and cargo aircraft, provides the Oklahoma National Guard with a flexible response to a wide range of federal and state missions, which include; OSS Deployments, Combat Air Assault, Medical Evacuation, Reconnaissance, Resupply, Search and Rescue, Illegal Drug Interdiction, Combat Air Traffic Control, and Disaster Assistance. OKARNG currently has 27 aircraft assigned (10 UH60Ms, six UH60A/Ls, six CH47Ds, four UH72s, and one C12).

This year over 165,660 gallons of water was dropped on wildfires over 27.1 hours of flight time. Courtesy Photo

**THE ARMY AVIATION PROGRAM**

In 2015, OKARNG aviators flew over 3,500 accident-free flight hours in training and support operations here in Oklahoma. As 2015 concluded OKARNG Aviation units had completed 22 deployments supporting Operations Iraqi Freedom, Enduring Freedom, and Operation Spartan Shield.

As of this document's publication date all OKARNG aviation units are back in Oklahoma but numerous aviation units will deploy in 2016 or preparing to deploy in 2017.

**TRAINING**

Two Army Aviation Support Facilities (AASF), one in Lexington and the other in Tulsa, provided aviator training and maintenance support operations for our aviation units. Each Army Aviation Support Facility is open four days per week and usually two weekends per month.

These aviation support facilities provide individual aircrew and limited collective training, consisting of aircraft mission training, day, night, and night vision goggle tactics, advanced instruments and other specialized training.

UH-60 Conducting hoist training. Courtesy Photo

**AASF #1**

Muldrow Army Heliport, located near Lexington, is unique in that it is one of just a few standalone airfields in the Army National Guard. Its rural setting and location next to a wildlife management area provides ample low level and Nap of the Earth (NOE) training areas for both day and Night Vision Goggle (NVG) operations and minimizes the concern for airfield encroachment. Its geographic location in the center of the state provides an excellent location to respond to state emergencies.

Muldrow AASF is home to AASF #1 which supports traditional National Guard Soldiers from Detachments of B, C, D, and E Companies of 2-149 General Support Aviation Battalion (GSAB), Det. 1 C Company 3-140th Security and Support, 1-245th Airfield Operations Battalion (AOB), and the 45th Shadow Platoon.

Muldrow includes a 2,005 foot runway, two helicopter landing pads, multiple training areas, four published instrument approaches and an 80K gallon fuel storage capability.

The Federal Aviation Administration approved the operation of Unmanned Aerial Systems (UAS) at Muldrow Army Heliport and issued a Certificate of Authorization (COA) to operate the four Shadow UAS systems assigned to the Oklahoma National Guard.

We look forward to making this a reality and providing an excellent training area for Unmanned Aerial Systems in central Oklahoma.

**AASF #2**

AASF #2 is located in Tulsa in the heart of Green Country, within the Tulsa International Airport Airspace. This facility supports traditional National Guard Soldiers from C Company 1-244th Assault (ASLT) and B Co 834th Aviation Support Battalion (ASB) with day to day operations focused on training air crewmembers, aircraft mechanics, and conducting maintenance on UH-60 helicopters.

AASF #2 safely flew in excess of 1,539 hours in 2015 training air crews, providing support to Oklahoma Emergency Management and supporting other military organizations around the state. The facility completed fielding of the UH-60M, the newest Blackhawk helicopter in the Army inventory, in 2014 and stands ready to support the state of Oklahoma and nation with modernized aircraft and trained aircrews.

**WILL ROGERS AIR NATIONAL GUARD BASE**

(WRANGB) is home to C(-) 3-135th (C12 Huron). This fixed wing unit is tasked by the Joint Operational Support Airlift Center (JOSAC). The unit conducts Priority Air Transport Missions providing CONUS Operational Support Airlift solutions and augmenting the air movement capability of the Department of Defense.

**AIR TRAFFIC CONTROL**

The 1-245 AOB stationed at Muldrow Army Heliport recently fielded the Mobile Military Air Traffic Control Tower System (MOTS). The modular MOTS includes an ATC tower with organic 18-kilowatt power generators, a medium intensity solar powered airfield runway lighting system, and weather sensors. The

Photo by Sgt 1st Class Kendall James Oklahoma National Guard Visual Information

system networks with other air control and battle-management systems, complies with FAA regulations and can support civil air operations as well as military operations. Integrated with recently fielded RADAR and flight following systems the battalion provides ATC and airfield management operations.

**UNMANNED AERIAL SYSTEMS (UAS)**

Army Unmanned Aerial Systems (UAS) are employed across all tactical echelons supporting Army and Joint operations to provide the Warfighter an advantage through near real-time situational awareness, multi-role capabilities on demand (including communications, reconnaissance, and armed response), and system employment from dynamic re-tasking through autonomous operations. The 45th IBCTs UAS Platoon recently returned from Afghanistan and conducts UAS flight training in the restricted airspace above Fort Sill to prepare for missions anywhere in the world.

Courtesy Photo

Photo by MAJ Geoff Legler, Oklahoma National Guard.

Photo by MAJ Geoff Legler, Oklahoma National Guard.

UH-60M preparing to sling load OKARNG howitzer.
Courtesy Photo

# DIRECTORATE OF FACILITY MANAGEMENT

Colonel Mark Clifton
Director
Com: (405) 228-5124
DSN: 628-5124

**MISSION**

The Directorate of Facility Management's mission is to provide quality and sustainable facilities for Soldiers of the Oklahoma Army National Guard (OKARNG) and other members of the Armed Force Reserve Components. The facilities enhance both combat readiness and training while serving as power projection platforms for the state and the nation. The Directorate's overall responsibility is the management of all real property in the state that are owned, leased or licensed to the Oklahoma Military Department (OMD).

The Adjutant General serves as the Installation Commander for the entire State of Oklahoma. The Directorate of Facility Management serves as the Adjutant General's primary staff for coordination with other federal and state agencies concerning facilities and the environment. The Directorate provides oversight and supervision of the construction, maintenance and repair, real property management and environmental programs of the OKARNG. The Directorate works in concert with the Oklahoma Air National Guard (OKANG) Bases in regards to joint projects and stationing.

**MAJOR INITIATIVES**

The OMD's intent over the next 25 years is to program and execute one armory revitalization project per year at a projected cost of $3.5 million to $5 million per facility. However, a recent reduction of state funding means that the anticipated projected plan of one remodel per year decreased to only one revitalization every two years. Without funding changes, the agency will continue to assume risk in continuing to defer maintenance at other facilities to accomplish the revitalization plan.

A long-term requirement remains for $10 million for facility maintenance and revitalization of the remaining RCs and to maintain the current facility inventory. The Legacy Armory Modernization Program (LAMP) is a bridging measure until the OKARNG can secure Federal Military Construction (MILCON) funding and additional state-acquired properties over the next 25 years to build seven new Multi-Unit Readiness Centers (MURCs) or Single Unit Readiness Centers to retire the aging legacy armories. OMD will begin in late 2016 a new federally funded $22 million Readiness Center in Ardmore. At the national level, the National Guard Bureau and the Adjutant General are pursuing, under the Readiness Center Transformation Master Plan, $230 million in federal funding. The funding, if approved by Congress, is a ten-year plan to revitalize and replace older Readiness Centers to meet mission requirements.

OMD continues to maintain the responsibility of supporting rural Oklahoma areas in times of emergency. However, federal and state funding limitations constrain stand-alone RCs in these areas. The OMD pursues partnerships with local, county, and state entities to build shared-use facilities. Partnership facilities will allow for improved and stream lined interfaces with local and state entities to better support responses to natural and man-made disasters.

**LEGACY ARMORY MODERNIZATION PROGRAM (LAMP)**

Facility revitalization projects under LAMP include: updating/replacing interior finishes; heat and air conditioning ventilation (HVAC); electrical, plumbing (MEP) systems; adding insulation to the exterior envelope of the facility for energy conservation; fire detection and suppression systems to meet current life and safety codes; Anti-Terrorism & Force Projection guidelines; Americans with Disabilities Act (ADA) requirements; federal and state energy conservation measures. In all cases, the interior building spaces are reallocated, or additional building space constructed, along with improvements of paved surfaces and landscaping.

Under LAMP last year in 2014 and with $1 million grant from the Capital Improvement Project Fund, the Directorate of Facility Management awarded a construction contract totaling $5.3 million for the Tulsa RC extending the usefulness of the facility for another 20 to 25 years. Another $123,000 was awarded to

abate the lead-contaminated Indoor Firing Range (IFR) at the El Reno RC. Afterwards, the IFR was renovated as storage space.

Under LAMP in 2015, the Directorate awarded a $4.4 million Construction Management (CM) Phase I renovation of the 100% federally-supported Norman Combined Support Maintenance Shop (CSMS) and a $343,761 energy-conserving lighting upgrade at the Norman AFRC facility. The directorate also awarded $177,300 to abate the last of the remaining IFRs at the Bartlesville and Broken Arrow RCs. After completion, the IFRs will serve as storage, administrative or other use areas.

The continued success in awarding major revitalization and sustainment projects is largely due to projecting future requirements and the contracting of design services to have "ready to bid" contracting documents,

In late 2014 and early 2015, OMD awarded $396,547 of LAMP design projects in preparation to bid and start nearly $6.2 to 8 million of construction projects in 2016; i.e., and either the Edmond or Bartlesville RC. Also, $642,619 was awarded for energy audits and control studies for facilities located throughout the state, and a water/wastewater infrastructure upgrade design for the Lexington AASF Complex.

**SUSTAINABILITY/ENERGY PROGRAM**

OMD awarded an Energy Master Plan in 2014 and completed mid-2015 to provide a program to reach energy reduction goals and directives set by Oklahoma Senate Bill 1096 20X2020 Program) Presidential Executive Order 13693. Afterwards, the OMD Sustainability/Energy Council convened to implement the Energy Master Plan. OMD hired a full-qualified Energy Manager to shepherd sustainability and energy measures.

The Council is co-chaired by the Facility Management Director who and by the State Deputy/ Division Engineer who is a licensed PE (Environmental). The Council includes the Energy Manager, a licensed Architect/Project Manager, an Environmental Monitoring and Control System supervisor, an Environmental Management Branch Deputy and the former Energy Manager whom continues to support the sustainability and energy conservation effort by maintaining the lead on resource data analysis. The Oklahoma Senate Bill No. 1096, mandated a decrease energy usage of 20% in all state buildings by 2020. Executive Order 13693, titled Planning for Federal Sustainability on the Next Decade, signed by the President on 25 March 2015, requires federally-supported activities foster sustainability and greenhouse gases reductions goals. According to EO 13693, OMD/OKARNG will need to establish percentage reduction targets for agency-wide reductions of energy usage and greenhouse gas emissions in absolute terms by the end of fiscal year 2025 relative to the federal fiscal year 2015 baseline. The new EO also establishes the promotion of building energy conservation, efficiency, and management by reducing agency building energy intensity by 2.5 percent annually through the end of fiscal year 2025, and to reduce agency potable water consumption intensity by 36 percent by fiscal year 2025 relative to a baseline of the agency's water consumption in fiscal year 2007.

During 2015, OMD replaced 25 out-of-date, failed or failing HVAC systems with new energy efficient models in facilities located throughout the state. OMD replaced fluorescent bulb fixtures with LED lighting replacements at four RCs. OMD researches rebates offered by local utility companies for the energy efficiency upgrades to offset costs in energy reduction equipment. OMD acted upon the Energy Audits at seven locations completed in 2015, resulting in maintenance and upgrade projects for increased energy efficiency for subsequent years.

Ongoing energy conserving projects and investigations awarded in 2015 include the recently started Norman AFRC lighting retrofit, where OMD will replace 4,390 T8 Fluorescent Lamps by a LED retrofit having one half of electric power load, and additional motion sensors, and Energy and Environmental Monitoring and Control System Audits at eleven additional facilities located throughout the state.

**DIRECTORATE ORGANIZATION**

***Director's Office***

The Director's Office is the interface point for the Directorate of Facility Management coordination. As such, it is responsible for the development, formulation, and direction of administrative directives/procedures, and the coordination between state and federal agencies, and all directorates in the OMD. The Directorate works closely with the Construction and Properties Division of the Oklahoma Office of Management and Enterprise Services (OMES) to ensure construction contracts and actions are conducted in accordance

with state law and federal requirements. We are currently working with OMES to pursue contracting vehicles to enhance Facilities Maintenance and Design & Project Management Branches of OMD to be better positioned to support future requirements. This Office manages the Installation Status Report Program for Infrastructure, Services, and Cost.

This reporting program provides macro-level evaluation of the quality and quantity of real property assets, support services, and cost. This program presents the agency overall condition and readiness, identifiable trends, forecast requirements and validation of an annual budgets.

**PLANNING AND PROGRAMMING BRANCH**

The Planning and Programming Branch (PPB) oversees Master Planning and Energy Management, which serves to develop and validate all projects. This Branch facilitates the production of the Adjutant General's strategic vision for the future of the facilities of the Oklahoma Army National Guard, and synchronizes this vision with the requirements of the Force Structure personnel to ensure our troops receive the best facilities possible. The Branch develops the Long Range Construction Plan, the Capital Investment Program, and programming documents that validate resources for military construction, facility operations, maintenance and minor construction projects.

**REAL PROPERTY MANAGEMENT BRANCH**

The Real Property Management Branch (RP) is responsible for all real property inventories throughout the real property life cycle, from the planning phase to the disposal phase. The RP staff oversees real property legal issues, real property management, and Geospatial Information Systems (GIS).

This staff assists in and conducts transfers of property, both from outside agencies and to outside agencies, as well as assisting in locating new properties and is responsible for generating space utilization analysis, so that organizations or entities who are tenants of OKARNG facilities provide adequate and fair reimbursement.

The most important task of RP is to maintain accurate records of all real property inventory to facilitate accountability of assets to include units of measure associated with the various assets, supporting cost documentation for the assets, and requirements for construction of the various assets. This accountability results in real sustainment dollars provided to the OKARNG by the federal government to physically maintain the buildings, structures and other assets.

The RP makes extensive use of Geospatial Information Systems (GIS) to capture precise units of measure of each individual asset, provide exact position of the asset, and provide context to all real property assets on a site. This has become a very important tool for the RP so that we can visually show what, when, and how much the OKARNG has at each facility, both in terms of current usage and in terms of future planning for new construction. All these efforts allow RP to provide accurate, complete, and timely real property information.

***Currently, the RP staff manages the following properties:***

20 Readiness Centers (RC)

Five Armed Forces Reserve Centers (AFRCs), along with our tenant status in three the USAR owns

Nine Field Maintenance Shops (FMS), with one shared with the USAR

One Maneuver Area Training and Equipment Sites (MATES)

One Combined Support Maintenance Site (CSMS)

One Unit training Equipment Site (UTES)

Two Army Aviation Support Facilities (AASF)

One Regional Training Institute (RTI)

One Joint Force Headquarter (JFHQ)

One Multi-unit Readiness Center (MURC)

One Weapons of Mass Destruction/Civil Support Team

The Centennial House

45th Infantry Division Museum

33K Acres Camp Gruber Training Site (CGTS)

Thunderbird Youth Academy (TYA) or the Whittaker Education training Center (WETC)

**DESIGN AND PROJECT MANAGEMENT BRANCH**

The Design and Project Management Branch (DPM) provides statewide direct engineering support for the Oklahoma Military Department. DPM manages the delivery of professional Architectural and Engineering (A&E) services, including the LAMP design and construction projects. DPM takes the approved programming documents and oversees the preparation of A&E plans and specifications.

DPM is responsible for delivering technical plans that meet Soldier requirements, all federal and state regulatory requirements, and the administration of the one-year warranty periods of construction projects.

Design and construction requirements include the use of durable, energy efficient, low maintenance cost items and materials that ensure mission readiness and an excellent working and/or living environment in accordance with the principles of Anti-Terrorism/Force Protection, Leadership in Energy & Environmental Design (LEED), Oklahoma's Facilities Energy program - 20x2020, Sustainable Design and current Department of the Army standards.

Contracted consulting work includes conducting pre-design studies, site investigations, surveys, environmental studies, and developing biddable design documents, and overseeing construction of OKARNG facilities located throughout the state.

Once plans and specifications are reviewed and approved for construction by the State Fire Marshal Office, the project bid packages (Ready-to-Bid contract documents) are competitively bid using either federal or state contracting procedures. DPM then provides Project Managers (PM), who in turn supplies construction observation and project document processing.

# COMPLETED CONSTRUCTION PROJECTS IN 2015

- **$5.3 million renovation of the Tulsa Readiness Center (RC)**
- **$210,238 for 12 ASHRAE Level II Energy Audits (Ada RC, Broken Arrow AFRC, FMS & Maintenance Support facility, Chandler RC & FMS, Mustang AFRC & FMS, Norman AFRC & FMS, Muskogee AFRC, Oklahoma City Multi Unit Readiness Center (MURC)**
- **$199,287 Type A (planning, engineering, and design costs) study of the OMD's United States Property and Fiscal Officer (USPFO) Warehouse**
- **$146,421 Type A study of OMD's Engineering and State Resource Management**
- **$134,014 for the Environmental Hazard Assessment survey and abatement of the Bartlesville RC IFR**
- **$123,000 for the abatement of the El Reno RC's Indoor Firing Range (IFR)**
- **$89,286 for the Environmental Hazard Assessment survey and abatement of the Broken Arrow RC IFR**
- **$34,300 concept study to improve the 45th Infantry Division Museum**

**FACILITIES MAINTENANCE BRANCH**

The Facility Maintenance Branch (FMB) is charged with providing our Soldiers and employees well maintained facilities in which to work. FMB is responsible for the overall maintenance, repair and modification of the buildings and grounds for the OKARNG. This includes demand work requests/ orders, utility systems, intrusion detection systems, fire detection and suppression systems and energy management control systems. Also included is contract administration for custodial services, pest management services, landscaping services, plus other miscellaneous services.

Over the 2015 year, FMB has processed just over 1,900 on-demand work orders. The number of on-demand work orders has dropped due to the

implementation of a preventative maintenance and Inspection (PMI) program(s) and by having a long range plan (LRP) that identifies various equipment/ systems for life-cycle replacement. All of this has been made possible by increasing the importance of maintaining our facilities and more importantly by receiving a larger state budget than in the past so we can, through proper management, develop and implement these programs and plans.

During 2015, we executed more than $2.34 million in the maintenance, repair and sustainment of facilities charged with maintaining. Over $312,000 of this amount was for the repair by replacement of heating, ventilating and air conditioning (HVAC) equipment identified as needing replaced due to their age and reliability on our life-cycle equipment inventory spreadsheet. FMB also has completed over $296,000 in modernizing facilities which includes new finishes and new efficient office lighting. FMB, this year, has started using LED lights/fixtures on our facilities where feasible, thus freeing up costs to expend on other maintenance needs.

**ENVIRONMENTAL MANAGEMENT BRANCH**

The mission of the Environmental Management Branch is to support and enhance the operational readiness of the OKARNG while promoting environmental compliance and conservation statewide, by preserving training lands and resources through education, oversight, and environmental stewardship. The Branch supports military readiness by providing assistance to commanders and supervisors at all organizational levels to ensure compliance with applicable environmental laws, rules, regulations, and policies. During the Federal Fiscal Year ending September 30, 2015, the Environmental Management Branch executed $1,096,000 in support of the OKARNG.

**COMPLIANCE**

Compliance projects completed include; management and payment of environmental permits and fees to state regulatory agencies, as well as conducting Hazardous Waste Management Training, Spill Prevention Control and Counter-measures Training, Environmental Management System Awareness Training, Environmental Compliance Training and Natural and Cultural Resource Management Training. The agency completed internal Environmental Performance Assessments and Environmental Management System audits of OKARNG facilities. Other key facets of maintaining environmental compliance are; management of petroleum storage tanks, proper management and disposal of hazardous material and hazardous waste under the Resource Conservation and Recovery Act (RCRA) as well as Pollution Prevention Opportunity Assessments, Storm Water Pollution Prevention Plans and Safe Drinking Water Act (SDWA) permitting, sampling and reporting.

**CONSERVATION**

Several key projects were undertaken as part of conservation of cultural and natural resources. These projects consisted of surveys to determine the population of endangered species, ecosystem improvement for endangered species, planning level surveys of flora and fauna, National Historic Preservation Act (NHPA) eligibility determination of archaeological sites and conservation of the archaeological collection at the Camp Gruber Training Site (CGTS) in eastern Oklahoma. Surveys and evaluations of endangered species are recurring requirements which are conducted every other year, and projects to improve endangered species habitat and ecosystems are implemented as funds are available.

Maintenance and Treatment Plans are in development to support the proper maintenance of historic structures managed by the OKARNG. Multiple archeological sites at CGTS were evaluated for NHPA eligibility during this year and a project for Archaeological Site Monitoring was completed. The OKARNG has conducted National Environmental Policy Act (NEPA) evaluations for over 30 OKARNG actions to determine potential environmental impact of the proposed actions to include construction and renovation projects, stationing of units and military training events.

As part of NEPA requirements, the OKARNG continues to develop an Environmental Assessment of an area for construction of a Readiness Center in Ardmore, OK. Management of cultural and natural resources on OKARNG land continues to be a priority in order to maintain the OKARNG training lands and ability of OKARNG units to train on the land. Planning level surveys completed were; Endangered Species Ecosystem Improvement by Management of Hardwood Vegetation, and Surveys for Biodiversity of Invertebrates for Ecosystem Management. As of May 4, 2015, the Northern Long-eared Bat was added as a Threatened species under the Endangered Species

Act, requiring a presence/absence survey.

We are currently in the process of partnering with Oklahoma State University to meet established survey requirements. The OKARNG continues to work with the 38 federally recognized Native American Tribal Nations in the development of Memorandums of Understanding which outline how the OKARNG and Tribal Nations interact and comply with federal laws and regulations.

**ENVIRONMENTAL MANAGEMENT SYSTEM**

As required by Federal Executive Order 13693, the OKARNG Environmental Quality Control Committee (EQCC), in close consultation with the Environmental Management Branch continues to refine the OKARNG Environmental Management System (EMS) to ensure environmental aspects and impacts are considered in all OKARNG activities.

Priority aspects and impacts which the OKARNG is actively working are conservation of water and energy in all facilities owned and operated by the OKARNG and a reduction in the generation of greenhouse gases (GHGs) from the operation of the state and federal vehicle fleets. Leveraging the lessons learned from EMS has contributed to an increased awareness and understanding of the 20% by 2020 energy reduction targets established by Oklahoma Senate Bill 1096 (2012).

**RESOURCE MANAGEMENT BRANCH**

The Resource Management Branch programs, coordinates, and schedules federal financial resources for the construction, and operation, maintenance and repair of OKARNG facilities which qualify for federal support. This branch is charged with coordinating the federal budget for the Directorate of Facility Management with the state operating budget. To accomplish this mission, the Branch matches and synchronizes four separate fiscal years since the federal budget fiscal year always spans two state fiscal years.

This Branch manages construction contract payments, coordinating funding for change orders, and posting and reporting total expenditures of federal funds in support of Real Property Construction, Operations, Maintenance, and Repair of OKARNG facilities. The Directorate of Facility Management reimbursed the State of Oklahoma Military Department a total of $20.9 million in federal funds in 2015. Of the total funds received, the Directorate of Facility Management reimbursed for utilities, payroll, routine maintenance, contracted projects and Acts of Nature (AON), etc. (*see following table and pie charts*).

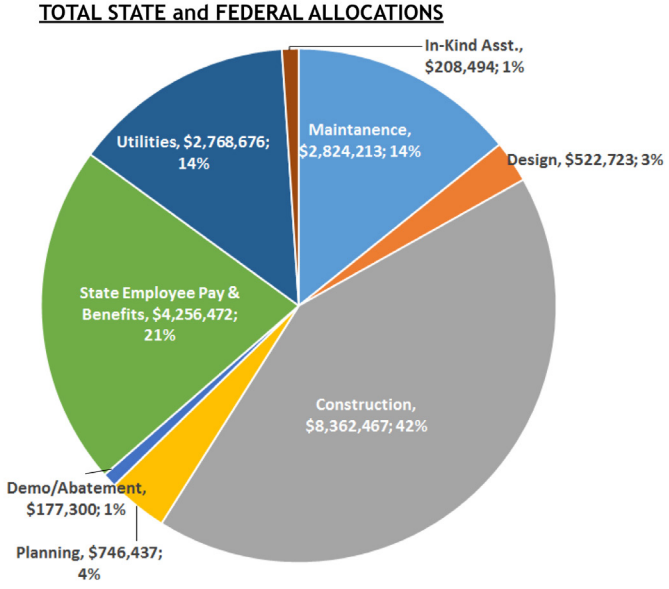
**CONCLUSION**

As depicted in the chart labeled Funding Source by Purpose, in 2015 every state dollar used was matched by 372% in federal allocation to upgrade the State's Readiness Centers; i.e., enhancing state readiness for the Guard to respond to disasters and other emergencies in Oklahoma.

As such, an increase of state allocation to the OMD will only further enhance the State mission to train the Governor's Militia to support and respond toward protecting Oklahoma citizens, and in a more sustainable and energy conserving manner.

## DIRECTORATE OF FACILITY MANAGEMENT 2015 FUNDING SOURCES

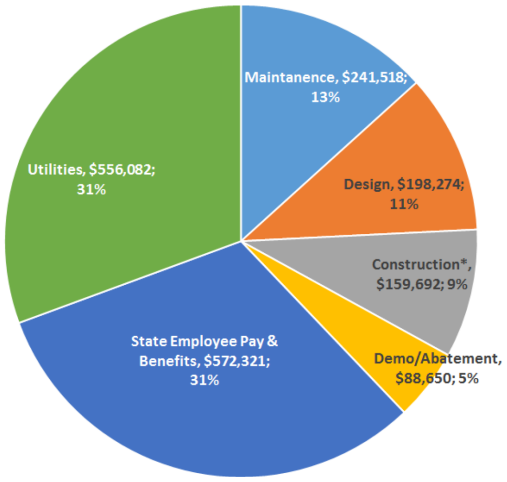
| | |
|---|---|
| Utilities | $2,768,676 |
| In-Kind Assistance | $208,494 |
| Maintenance | $2,824,213 |
| Design | $522,723 |
| Construction | $8,362,467 |
| Planning | $746,437 |
| Demo/Abatement | $177,300 |
| State Employee Pay Benefits | $4,256,472 |



# DIRECTORATE OF FACILITY MANAGEMENT 2015 FUNDING SOURCES

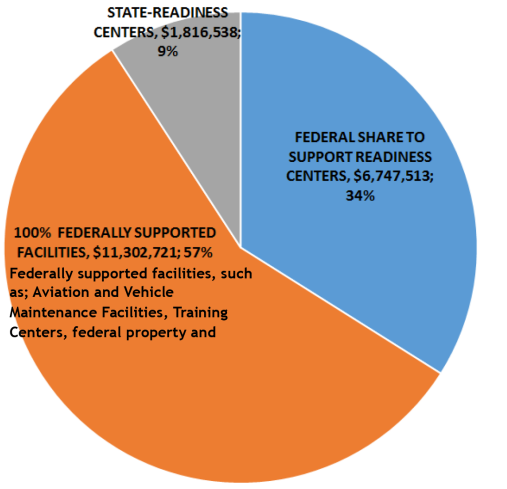
| | |
|---|---|
| Utilities | $556,082 |
| Maintenance | $241,518 |
| Design | $198,274 |
| Construction | $159,692 |
| Demo/Abatement | $88,650 |
| State Employee Pay Benefits | $572,321 |

**STATE ALLOCATION FOR SUPPORTING READINESS CENTERS**




| | |
|---|---|
| State-Readiness Centers | $1,816,538 |
| Federal Share to Support Readiness Centers | $241,518 |
| 100% Federally Supported Facilities | $11,302,721 |

**FUNDING SOURCE BY PURPOSE**




## FUNDING AMOUNT AND SOURCE SUMMARY

| Item | Federal ($) | State ($) | Fed + State ($) |
|---|---|---|---|
| Maintenance | 2,582,695 | 241,518 | 2,824,213 |
| Design | 324,449 | 198,274 | 522,723 |
| Construction | 8,202,775 | 159,692 | 8,362,467 |
| Utilities | 2,212,593 | 556,082 | 2,768,676 |
| Planning | 746,437 | 0 | 746,437 |
| Demo/Abatement | 88,650 | 88,650 | 177,300 |
| State Employee Pay & Benefits | 3,684,151 | 572,321 | 4,256,472 |
| In-Kind Assistance (Federal Direct) | 208,484 | --- | 208,484 |
| **TOTALS →** | **$18,050,234** | **$1,816,537** | **$19,866,772** |

## CONSTRUCTION AND CAPITAL IMPROVEMENT PROJECTS AWARDED IN 2015

| City | Facility | Project | Federal ($) | State ($) | Fed + State ($) |
|---|---|---|---|---|---|
| Ada | FMS | Fence Repair | 32,000.00 | | 32,000.00 |
| Bartlesville | Readiness Center | Remodel Design Type A | 60,327.50 | 60,327.50 | 120,655.00 |
| Bartlesville | Readiness Center | IFR Abatement | 55,507.00 | 55,507.00 | 111,014.00 |
| Braggs | Camp Gruber Training Center | Bldg 222 Remodel & Type C | 2,094,633.00 | 0 | 2,094,633.00 |
| | | Bldg 113 Remodel & Type C | 988,164.00 | 0 | 988,164.00 |
| | | Bldgs. 111,113 and 222 Redesign | 43,173.00 | 0 | 43,173.00 |
| | | Bldg 240 Const & Type C | 565,000.00 | 0 | 565,000.00 |
| | | Range Complex Master Plan | 152,520.00 | 0 | 152,520.00 |
| Broken Arrow | Readiness Center | IFR Abatement | 33,143.00 | 33,143.00 | 66,286.00 |
| Edmond | Readiness Center | Renovation Design Type B | 137,946.00 | 137,946.00 | 275,892.00 |
| Lexington | AASF | Complex water & Sanitary systems Type A | 83,001.73 | | 83,001.73 |
| Norman | AFRC | Lighting upgrade | 189,068.55 | 159,692.45 | 343,761.00 |
| Norman | CSMS | Phase I | 4,365,909.00 | | 4,365,909.00 |
| | MURC | Heat Pump | 161,112.75 | 53,704.25 | 214,817.00 |
| OKC | 45th Infantry Division Museum | Museum Study | 34,300.00 | 0 | 34,300.00 |
| | 45th Infantry Division Museum | Roof Replacement | 137,609.02 | | 137,609.02 |
| | Bldg 3535 | Remodel | 214,427.25 | 50,297.75 | 264,725.00 |
| | Statewide | Energy Audits Type A | 134,010.00 | 0 | 134,010.00 |
| | | HVAC Replacement | 59,414,61 | 18,509.19 | 97,401.00 |
| | | Energy Audits Part 2 Type A | 49,339.00 | 0 | 49,339.00 |
| | | Energy Controls Type A | 376,268.00 | 0 | 376,268.00 |
| | | **TOTALS** | **$9,966,853.41** | **$569,127.14** | **$10,535,980.50** |

# REGIONAL TRAINING INSTITUTE

Colonel Chuck F. Booze
Commanding

## MISSION

The 189th Regiment conducts Officer Candidate School and Field Artillery Military Occupational Specialty Qualification courses, to include courses in the Non-commissioned Officer Education System at the Oklahoma Regional Training Institute campus in northeast Oklahoma City.

The Regiment provides a trained and ready force of qualified Soldiers for the Army National Guard, United States Army Reserve and the Active Army.

## OVERVIEW

The Oklahoma Regional Training Institute is the home of the 189th Regiment. The Regiment is comprised of its Headquarters, a Headquarters Company, the 1st Battalion, 189th Field Artillery and the 2nd Battalion 189th General Studies. The Regiment's responsibility covers a region of nine states.

The mission, as part of the One Army School System is to provide realistic training programs, utilizing professional instruction, which prepares Soldiers for future assignments at multiple levels within the Army. One advantage of the Regional Training Institute is its ability to train Soldiers locally and save the government on travel expenses associated with training.

In addition to the Regiment's expert instruction, the Regional Training Institute has student billeting that is able to house 159 Soldiers in rooms and three distinguished visitors' rooms.

Available to occupants and employees is a physical fitness facility, a full size gym and a ¼ mile track. Due to the temperate climate of Oklahoma, the 189th Regiment is able to teach classes year round.

The 189th Regiment is a Training and Doctrine Command organization layered under the One Army School System. The One Army School System is a composite school system comprised of the Army National Guard, United States Army Reserve and the Active Army institutional training systems.

Photo by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

Through the Army's institutional training proponents, the Regiment provides resident training to the Soldiers of the region.

During Training Year 2015, the Regiment conducted 11 One Army School System courses, with hundreds of Soldiers in attendance. Additionally, the Regiment conducted five non- One Army School System courses for approximately 27 students. The Regiment's Officer Candidate School was responsible for training and commissioning 32 2nd Lieutenants.

Courtesy Photo

**1ST FIELD ARTILLERY BATTALION, 189TH REGIMENT**

The 1st Battalion conducts Military Occupational Skill Qualification and Non-Commissioned Officer Education System Courses for six out of eight of the FA Career Management Fields which include:

- Cannon Crewmember, M119 howitzer
- FA Cannon Section Chief Advance Leader Course
- FA Platoon Sergeant Senior Leader course
- FA Tactical Data System Specialist
- Fire Support Specialist
- Fire Support Sergeant ALC
- Multiple Launch Rocket System Crewmember
- HIMARS Section Chief ALC
- MLRS/HIMARS Platoon Sergeant SLC
- MLRS/HIMARS Fire Direction Specialist
- Joint Fires Observer Re-Certification

The 1st Battalion also combines training for Force XXI Battlefield Command Brigade and Battalion Blue Force Tracker system.

**2ND MODULAR TRAINING BATTALION, 189TH REGIMENT**

The 2nd Battalion conducts initial military training and initial instructor qualification courses, which include:

- Pre-Officer Candidate School
- Officer Candidate School, Phase 1
- Officer Candidate School, Phase 2
- Officer Candidate School, Phase 3
- Army Basic Instructor Course
- Small Group Instructor Training Course
- Company Commander and First Sergeant Pre-Command Course

The 2nd Battalion also provides Combat Medic recertification training, Cardio-Pulmonary Resuscitation training, and Basic Life Saving training to Oklahoma National Guard members.

**OTHER EVENTS**

State agencies that are regular users of the Regional Training Institute facility include: Department of Public Safety, Department of Corrections and Department of Emergency Management. Consequently, the Regional Training Institute facilities are a key asset to the State of Oklahoma and United States Military.

Courtesy Photo

The Regional Training Institute facility can also be utilized as an alternate/emergency command post for Oklahoma's Joint Force Headquarters and the Department of Defense Military Entrance Processing Station if the situation dictates. The conference and lodging facilities are available to support state agencies, enabling cost savings for state Agencies.

**FUTURE PLANS**

The 189th Regiment and Regional Training Institute continually seek opportunities to support the Oklahoma Army National Guard, the State of Oklahoma and our community.

In the changing climate of force reductions and budget cuts, the 189th Regiment and Regional Training Institute is working to maintain all of its One Army School System missions and looks for ways to expand its support to the 45th Infantry Brigade Combat Team, 45th Field Artillery Brigade, 90th Troop Command and the Joint Forces Headquarters – Oklahoma whenever possible.

One such opportunity the Regiment is pursuing is the chance to begin conducting the Basic Leadership Course for our junior Non-Commissioned Officers. Additionally the 189th Regiment stands ready to support not only the needs of the Army, but other state services and agencies as well.

**CONCLUSION**

The 189th Regiment supports the Army, Oklahoma National Guard, and the state of Oklahoma in providing a trained ready force of Soldiers capable of winning on the battlefield and serving the needs of the state when disaster strikes. The 189th Regiment and Regional Training Institute does this in the most efficient and cost effective manner possible.

# CAMP GRUBER TRAINING CENTER

Colonel Douglas Stall
Garrison Commander
Com: (918) 549-6004
DSN: 628-5515

**MISSION**

Command, operate, manage and administer the use of resources of a Maneuver Training Center to accomplish all assigned missions. Provide year-round customer service through administrative, engineering, logistical, training and operational support to assigned, attached, transient, or tenant units and joint forces activities for up to and including brigade sized elements.

**VISION**

Camp Gruber Training Center is committed to being recognized as a premier training center for tactical operations conducted by all Department of Defense military. Camp Gruber is dedicated to providing state of the art ranges and facilities in support of the Oklahoma Army National Guard.

**OVERVIEW**

Camp Gruber is located in Eastern Oklahoma 12 miles Southeast of Muskogee and encompasses 33,027 acres. It provides a complete range of support for live, virtual, and constructive training to units and organizations.

Camp Gruber was established December 15, 1941 during World War II; it closed June 1947 and reopened in 1977 as the primary training center for the Oklahoma Army National Guard. Active component forces, reserve units, and other DoD agencies also utilize the Training Center to train in support of their operations. Camp Gruber's full-time force includes 48 state employees, 11 Active Guard Reserve, 24 federal technicians, and 11 contracted positions. Additionally, 127 traditional Soldiers support the training units and organizations at Camp Gruber on drill weekends.

**RESOURCE MANAGEMENT**

The Resource Management mission at Camp Gruber is to maintain positive control and overall management of federal funding appropriated to the Camp Gruber Training Center. That is accomplished through budget planning, programming and active oversight to ensure timely execution of

funds through federal and state fiscal years. The Resource Management Division provides appropriate processes, assistance and accountability of programmed state and federal funds through: ensuring funds are obligated and executed in conformance with applicable statutes and regulations; informing program and activity managers of the proper and effective use of appropriated and non-appropriated funds; providing timely, accurate and reliable financial information to enable leaders and managers to incorporate cost considerations into their decision making.

Federal funding is provided through multiple accounts ranging from Facility and Public Works Programs, Sustainable Range Programs and Military Pay and Allowances. Overall, in Fiscal Year 2015, we directly managed funds totaling $5.8 million. Indirect funding managed at the Joint Force Headquarters level in support of Camp Gruber operations is estimated at $3.6 million.

**PLANS, OPERATIONS, TRAINING, AND SECURITY DIVISION**

The Camp Gruber Training Center Plans, Operations, Training, and Security Division is responsible to the Commander for oversight of all planning and execution of training programs. The Division is made up of the Plans, Operations, and Training Branch; Range Operations Branch; Security Branch; Integrated Training Area Management

Section; and the Training Aid Devices, Simulators, and Simulations (TADSS) Section.

**PLANS, OPERATIONS, AND TRAINING**

The Operations and Training Branch is responsible to the Director of Plans, Operations, Training, and Security (DPOT-S) for the overall scheduling of ranges, training areas, and facilities on Camp Gruber Training Center. During Fiscal Year 2015 there were 66,319 Soldiers and civilians trained over 645 range and training areas days.

The Plans, Operations, and Training Branch supported 51 different units to schedule and de-conflict resource usage on Camp Gruber. The units ranged from Active Duty military units, National Guard units (from inside and outside the state), Reserve component units (to include a Marine Reserve unit), local police forces, and civilians.

**SECURITY**

Camp Gruber Security is responsible for vehicle and pedestrian traffic in and out of the main Entry Control Point (ECP) at Camp Gruber Training Center. Security Officers are licensed by CLEET and maintain current training requirements. The secondary duties are to deter illegal activities on the installation, and conduct security patrols during off duty hours. During FY2015 the Security Force provided all regular duties and also executed new security measures and procedures at the ECP to comply with an increased Force Protection Condition (FPCON).

**RANGE OPERATIONS**

The Range Operations is responsible for the overall airspace, range, and training area planning, range safety management, range maintenance, target repair, and developing future operations at the training center. Range Control ensures compliance with training and safety regulations and requirements are followed by the using units as well as facilitating any de-confliction. Range Operations is responsible for range readiness and preparation, to include issue, receipt and clearing of ranges and training areas.

Photo by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

During FY15 1,078 range and training area days were used by 59,535 trainees expending 818,984 rounds of ammunition. All training was conducted safely and no major incidents occurred. In 2015, Camp Gruber received $425,000 to support the Range Training Land Programs. All funds were processed though the state procurement system by local contracts. Funding was executed through supporting three state employee's salaries and benefits, maintenance and repair items for ranges, and new equipment.

**TRAINING AIDS, DEVICES, SIMULATORS, AND SIMULATIONS**

Camp Gruber has an assigned Training Aids, Devices, Simulators, and Simulations (TADSS) simulations specialist who is the prime maintainer of all TADSS on Camp Gruber. Camp Gruber has over 300 TADSS at a value of over seven million dollars. Camp Gruber also has an Asymmetric Warfare specialist to train soldiers on Counter IED tactics, techniques, and identification. Camp Gruber has a Virtual Battlespace integrator who trains Soldiers on a variety of Army Warrior Tasks, Call for Fire, Convoy Operations, and several other subjects through a computer based system known as VBS III.

**INTEGRATED TRAINING AREA MANAGEMENT**

The Integrated Training Area Management (ITAM) is responsible for hardening trails, preparing bivouac areas, training area reconfiguration and repairing training damage. ITAM section is responsible for the management, planning, and forecasting training area requirements. The ITAM section has an Integrated Training Area Management (ITAM) Coordinator, a Geospatial Information System (GIS) specialist, a Land Reclamation and Maintenance / Range and Training Land Analysis (LRAM / RTLA) supervisor.

The ITAM section has accomplished numerous large-scale projects to improve training capacity at Camp Gruber Joint Maneuver Training Center, including several new maneuver corridors that

have allowed access to areas that were previously unreachable to training units. ITAM also maintains approximately 88 Miles of light and heavy capacity maneuver trails, 13 landing zones and a 20 acre aviation brownout area.

In 2015, Camp Gruber was funded $524,792 for eight ITAM state employee salaries and benefits. Funds also provided $51,000 in maintenance, materials and repair dollars, $27,000 for major equipment repair and refurbishment to ensure training areas were operational throughout the year.

Funding for FY15 was significantly reduced for prior year levels, resulting in more maintenance and repair projects than reconfiguration. Future reconfiguration projects including opening access to the far northern training area allowing training units to avoid transit on Highway 10. Additionally a continuation of the Central Trail Maneuver Box reconfiguration project, increasing the capacity for convoy training and counter IED training capabilities to OKARNG units.

**DEPARTMENT OF FACILITY ENGINEERING AND PUBLIC WORKS DIVISION**

The Camp Gruber Department of Public Works (DPW) mission is to provide first class facilities for the Soldiers of the Oklahoma National Guard that enhance both training and combat readiness.

The Directorate of Public Works provides all real property architectural and engineering (A&E) plans and services, plus the overall sustainment, restoration, and maintenance of all real property, including: buildings and facilities, utility lines, and roads and grounds. The DPW is also responsible for the overall environmental program.

Photo by Sgt 1st Class Kendall James

The DPW Division maintains the engineering drawings, files, and plans on the installation and coordinates with the Construction and Facilities Management Office (CFMO) at the Oklahoma Military Department on current and future architectural and engineering plans and drawings for the training center. During 2015, Camp Gruber funded $476,360 for five DPW support state employee salaries and benefits and provided $626,884 in facility services that include utilities, grounds maintenance and water plant operations.

The Facilities Maintenance Section is responsible to the DPW Facility Engineer for the overall maintenance and repair of the buildings, equipment, utility infrastructure and roads and grounds. Routine maintenance and repair is accomplished by 15 state employees. In 2015, Camp Gruber was funded $688,383 for the 15 Facility Maintenance state employee salaries and benefits and provided $621,216 in maintenance and repair to ensure facilities were operational throughout the year.

**ENVIRONMENTAL BRANCH**

The primary mission of the Camp Gruber Environmental Section is to help the Oklahoma Army National Guard and other Camp Gruber customers achieve compliance with the numerous state and federal environmental, natural, and cultural resource laws and regulations. Additionally, the Section actively manages the Training Center's 33,027 acres to enhance wildlife and natural resources in compliance with governing policies such as the Sikes Act and National Historic Preservation Act. Despite funding reductions at the national level, 2015 was a very busy year for the four-person Camp Gruber Environmental Section. Many projects once contracted to outside vendors were completed in-house by Section personnel.

The largest in-house endeavor during the previous year was the application of prescribed fire on approximately 10,000 acres for ecological enhancement and to safely reduce vegetation fuel loads that may otherwise pose a significant wildfire risk to the surrounding community.

Funding was available to continue our efforts to thin brush and undergrowth in heavily overgrown areas in areas that were once lush, highly

Photo by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

diverse native grasslands and savannas. Decades of fire exclusion in these areas have produced an unnatural community dominated by woody plants and low overall biological diversity. The overgrown conditions also greatly decreasing the utility of the land for military maneuver training. The 110 acres completed during 2015 brings the total treatment effort to just over 600 acres restored, which far exceeds any similar effort within the region.

In addition to an active field season, Section personnel performed routine shop and maintenance facility inspections in preparation for the Camp Gruber portion of the 2015 Environmental Performance Assessment System (EPAS), which is an external environmental compliance audit conducted by the National Guard Bureau.

Thanks to the maintenance and shop personnel, Camp Gruber passed the inspection with high marks and very few compliance-related violations.

Looking ahead to 2016 the Camp Gruber Environmental Section will become increasingly self-reliant as funding for external contract support is expected to further diminish. Innovative partnerships with Oklahoma Universities are just one avenue being explored.

One such partnership with Oklahoma State University to investigate carbon storage rates in the soil and vegetation began in 2014 and continued through 2015. No-cost partnerships such as this help fill critical data gaps and do much to validate current ecosystem management techniques, such as the thinning and prescribed fire programs.

**LOGISTICS DIVISION**

The mission of the Logistics Division is to support all units training at the installation and ensure they are fully mission capable, through coordination of sustainment support, accountability and serviceability of equipment, operations, and functions of the Defense Logistics Agency fuel point. The Camp Gruber Training Center Logistics Division is comprised of warehouse operations, fueling operations, and chargeable quarters, and is responsible to the Commander for the overall management of logistics.

**BILLETING BRANCH**

The Billeting operation is responsible to the Director of Logistics for the management and operations of all chargeable quarters on the installation. During Fiscal Year 2015, the billeting operation maintained a total of 163 chargeable beds.

Approximately $70,865 was spent on new flooring and furniture for the remodel of six two-bedroom cottages, providing the training units with improved services and accommodations.

The billeting office reported a total income of $162,443 during FY15. Future plans for the Billeting Branch include the remodel of three additional cottages and the completion of a new billeting office and complex that will house 112 new chargeable beds and 512 non-chargeable barracks beds.

**ADMINISTRATION, PERSONNEL, AND COMMUNITY ACTIVITIES DIVISION**

The Administration Section maintains and provides personnel administration and support to the 127 unit

members assigned to Camp Gruber. We provide day to day support for Soldiers through maintaining/ updating files, submitting medical profiles, managing medical readiness, managing mail for the installation, and operating the DEERS/RAPIDS site. DEERS/RAPIDS operators processes and creates Common Access Cards (CAC) and identification cards for all active, guard, reserve component including dependents and retirees. In 2015, the DEERS/RAPIDS operators completed over 1,200 transactions which included creating identification cards and Common Access Cards, updating DEERS, and processing pin resets.

**RETIREE'S RETREAT**

During 2015, Camp Gruber hosted the Annual Retiree's Retreat, which is a two day event that retired Oklahoma Army and Air National Guard Soldiers are invited to spend time with fellow retirees and get a glimpse of what is going on with current military operations and Camp Gruber. Representatives from Tricare and many Veterans Organizations were on-hand to brief the retirees in the respective areas.

Photos by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

Photos by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

# 45th INFANTRY BRIGADE COMBAT TEAM

Colonel David Jordan
Commander

**MISSION**

The 45th Infantry Brigade Combat Team (IBCT), "The Thunderbirds", are a disciplined team of exceptional warriors, led by adaptive, confident leaders, skilled in the conduct of Unified Land Operations. They remain prepared to deploy whenever needed, into any operational environment, to protect our nation's interests.

Additionally, on order of the Governor, the 45th IBCT will serve in a supporting role reinforcing the appropriate civil agencies as they work to protect life and property, while preserving the peace, order and public safety.

**VISION STATEMENT**

The 45th IBCT continues to build upon its tradition of service by focusing the energy of it's over 3,400 warriors on those priorities that are relative to preparing this formation for future service. Progress will be tracked and measured in all readiness areas: personnel, medical, logistical and training. We will retain our ability to quickly flex in support of meeting our solemn obligation to our state by remaining prepared to support the appropriate civil authorities in the event of circumstance or natural disaster.

The 45th IBCT Soldiers continue to embody the best of the modern day Warrior, like their legendary predecessors, their focus is "Always Forward!"

**STRUCTURE**

The 45th IBCT is a self-sufficient brigade containing a complete ensemble of infantry, cavalry, artillery, military intelligence, engineer, signal, support maintenance, medical and heavy transportation units.

The Headquarters for the 45th IBCT, the 700th Brigade Support Battalion, and the 45th Brigade Special Troops Battalion, is the Armed Forces Reserve Center in Norman, Okla. The 1st Battalion, 179th Infantry is headquartered in Stillwater,OK. The 1st Battalion, 279th Infantry is headquartered in Sand Springs, OK. The 180th Cavalry Squadron is headquartered in Mc Alester, OK. The 1st Battalion, 160th Field Artillery is headquartered in Chandler, OK.

**SIGNIFICANT ACTIVITIES**

MOBILIZATIONS IN SUPPORT OF:

***OPERATION ENDURING FREEDOM***

***OPERATION IRAQI FREEDOM***

***OPERATION NEW DAWN***

The 45th IBCT is one of two National Guard IBCT's that has mobilized three times in the last 12 years. It has conducted multiple deployments in support of Operation Enduring Freedom in Afghanistan and Operations Iraqi Freedom/Operation New Dawn in Kuwait and Iraq. In the course of these deployments, the 45th IBCT has lost 15 Warriors and many more injured and wounded. The 45th IBCT completed its most recent deployment in the spring of 2012.

**HOMELAND SECURITY**

The 45th IBCT supported 24 State Active Duty events in 2015. Severe weather and municipal service support composed the majority of the missions. During that time over 120 warriors and leaders performed a variety of tasks in support of local and State authorities.

Sgt. Joseph English, of Newalla, Oklahoma, ties a fluorescent ribbon to a wrecked car's antenna, marking it as searched and cleared of passengers while he and other Soldiers patrolled a section of Interstate 35 north of Perry, Oklahoma, December 28, 2015. Photo by: Sgt. Anthony Jones, 45th IBCT.

# 45th FIELD ARTILLERY BRIGADE

Colonel Gregory Lankford
Commander

**MISSION**

With the advent of the United States Army's modular structure, the mission of the Field Artillery Brigade incorporates those missions previously performed by Corp Artilleries, Division Artilleries and Field Artillery Brigades. The Field Artillery Brigade gives the division, corps, joint task force or land component command a headquarters to plan, synchronize and execute lethal and non-lethal supporting fires in support of current and future operations throughout the command's Area of Operations (AO).

The Field Artillery Brigade (FAB) is capable of employing Army and Joint Air, surface and subsurface fires, as well as Special Operations Forces, Information Operations, Civil Affairs and Airspace Command and Control elements. The Field Artillery Brigade also has the necessary command and control structure to integrate attached ground and maneuver forces and function as a maneuver headquarters.

**VISION STATEMENT**

The 45th Field Artillery Brigade will continue to build upon its tradition of excellence and service by developing a professional military force that is fit and ready to serve. We will fulfill our solemn obligation to our nation and state by defending our nation against enemies both foreign and domestic and serving Oklahoma with dignity and respect. The 45th Field Artillery Brigade will continue to be the embodiment of the Citizen Soldier.

**MOBILIZATIONS IN SUPPORT OF OPERATION ENDURING FREEDOM**

The year started with the return of Soldiers from the 1-158th FA (HIMARS) and Bravo Battery 171 (TAB) who deployed to Afghanistan in support of Operation Enduring Freedom. The return of these units completed back-to-back rotations providing artillery support, counterfire acquisition and security to the units in those areas.

**SIGNIFICANT ACTIVITIES**

The capstone event for the 45th Field Artillery was annual training conducted at Ft. Sill, OK. This Unified Land Operations (ULO) training event allowed for the Brigade to further develop the combat ability of the organization. In addition to organic Oklahoma units, the training included the 1-129 FA Battalion of the Missouri Army National Guard and the 4-133 FA Battalion of the Texas Army National Guard.

The additional units allowed the Brigade to conduct multiple synchronized fire missions in a non-simulated environment to include night time rocket fire under illumination and Brigade sized time-on-target missions. Lastly, the 45th Field Artillery Brigade welcomed a new Brigade Commander, Col. Gregory Lankford.

Soldiers from across the 45th Field Artillery Brigade continue to serve their friends and neighbors by responding to State Active Duty missions in support of tornado, flood and winter storm relief. We are also vital partners with the communities where our Soldiers serve.

**FIELD ARTILLERY BRIGADE STRUCTURE**

The 45th Field Artillery Brigade is composed of an organic High-Mobility Artillery Rocket System (HIMARS) battalion, the 1-158th Field Artillery (FA); a support battalion, the 271st Brigade Support Battalion (BSB); and two separate batteries/companies, Headquarters and Headquarters Battery (HHB) and the 205th Network Signal Company.

Courtesy Photo

# 90th TROOP COMMAND

Colonel John Zenker
Commander

**MISSION STATEMENT**

The 90th Troop Command provides combat service support to American's Army for Unified Land Operations, Homeland Defense, Homeland Security, and Civil Support. We are Citizen-Soldiers providing highly skilled professional expertise in support of community, state, and national missions.

As the most diverse subordinate command in the Oklahoma Army National Guard, the 90th Troop Command maintains a robust capability to support transportation, engineer, medical, public affairs, band, aviation, aviation logistical support and command and control to the state and nation. Our motto "Mission First, People Always!" symbolizes our selfless service and is our pledge to be prepared when called upon to assist our communities, state and nation.

**VISION STATEMENT**

The 90th Troop Command will provide ready, capable forces to the state and nation in time of crisis and need. Our singular focus is being prepared to serve the people of Oklahoma and this nation when called upon. The members of the 90th Troop Command continually hone their skills through mission focused training that enables them to live up to the National Guard Motto; "Always Ready, Always There!"

**SIGNIFICANT EVENTS**

During 2015, the 90th Troop Command units focused on personnel readiness and training to ensure they are prepared for future deployments or activations to support the State of Oklahoma. 90th Troop Command conducted consolidated training at Camp Gruber in June 2015, with a focus on enhancement of Soldier technical and military professional skills.

The 90th Troop Command trained several units for deployment while preforming multiple Oklahoma Army National Guard medical readiness events to support all of the Oklahoma Army National Guard. The Brigade was also tasked to fight several grass fires and support state emergency missions throughout the year.

**HEADQUARTERS, 90TH TROOP COMMAND**

Personnel, training, operations, logistics readiness and support are the primary missions of the Troop Command headquarters based in Oklahoma City. Increasing unit readiness was a major focus of the Headquarters.

**120TH ENGINEER BATTALION**

The 120th Engineer Battalion is based in Broken Arrow, Oklahoma and is made up of eight different units with varied missions and capabilities. These units are: Headquarters and Headquarters Company (HHC) 120th Engineer Battalion; Company A, Forward Support Company (FSC) 120th Engineer Battalion; 1220th Engineer Company; 2120th Engineer Company; 3120th Engineer Company; 720th Engineer Detachment (Survey and Design); 1120th Engineer Detachment; and the 120th Area Support Medical Company.

**HEADQUARTERS AND HEADQUARTERS COMPANY**

HHC, 120th Engineer Battalion is the command and support structure for the subordinate units assigned to the Battalion. The priority focus for the Battalion was personnel readiness in the areas of education, medical, and individual training. The Battalion conducted Annual Training in June 2015 at Camp Gruber near Braggs, Oklahoma to enhance individual Soldier readiness and maintain construction skills. HHC planned and directed several construction projects at Camp Gruber to include a parade field, several culverts with head walls, reinvented several bridges, mass casualty event, and an Engineer Dining In event for all OKARNG Engineers.

**A COMPANY (FORWARD SUPPORT COMPANY)**

Company A provided LOGPACs, food service, and refuel operations for the 120th Engineer Battalion and other support elements. Company A is the logistics element of the Battalion providing transportation, maintenance, supplies, rations, and water to subordinate units of the Battalion.

**1220TH ENGINEER COMPANY**

The 1220th Engineer Company supported transportation mission that consisted of the unit transporting a M270 MLRS and a M110 8" Howitzer

from Fort Sill, Oklahoma (MATES) to CSMS in Norman, Oklahoma with six heavy equipment operators. After several months and all maintenance on the equipment was completed, the unit transported the equipment from CSMS in Norman to the Mustang Armed Forces Reserve Center with six heavy equipment operators.

Also, during several training exercises at Camp Gruber for the Battalion's Annual Training 2015, the unit completed 11 acres of clearing and leveling; hauled 210 cubic yards completing over 489 equipment hours and 844 man hours. The 1220th is a Horizontal Construction Company that is responsible for road and airfield construction, repair, and maintenance as well as construction site clearing and preparation, and emplacement of surface water management systems.

**3120TH ENGINEER COMPANY**

The 3120th Engineer Company moved 2,575 cubic yards of soil from the new constructed parade field that is still in progress and completed 3,189 cubic yards of cut and fill to include some clearing and grubbing operations to prepare for Camp Gruber's future construction during the Battalion's Annual Training 2015; executing a total of 1,333 man hours.

The 3120th Engineer Company is an airmobile engineer construction unit charged to support Brigade Combat Teams with earthmoving equipment for combat operations, and maintaining or constructing roads, airfields, and helipads.

**2120TH ENGINEER COMPANY**

The 2120th Engineer Company completed three projects of headwalls and bridges, installed water fountains, construct sidewalks, installed LED lights; replaced 240 feet of water line; and replaced electrical cables and wiring in several buildings completing 168 equipment hours and 1,262 man hours that enhanced both the training center and training areas. The 2120th Engineer Company is a vertical construction company that constructs buildings and other structures, and well as providing soil haul capability. Their skills sets include electricians, plumbers, carpenters, and masons.

**1120TH ENGINEER DETACHMENT**

The 1120th Engineer Detachment supported 1220th 3120th construction projects with heavy equipment operators and dump truck drivers during the Battalion's Annual Training in 2015.

The 1120th Engineer Detachment is a sustainment unit maintaining Foward Operating Bases. The detachment provides those bases with electrical, carpentry, masonry, plumbing, and road maintenance and repair to support military operations.

**720TH SURVEY AND DESIGN TEAM**

The 720th Survey and Design Team conducted construction survey and design of projects at Camp Gruber. The unit surveyed horizontal and paving projects prior to project construction, ensured soil stabilization, and ensured proper drainage implementation.

Photos by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

The 720th Engineer Team also surveyed and designed a new Camp Gruber Parade Field that will be constructed over the next calendar year. Also, the 720th Survey and Design Team navigated on foot over 13 miles of movement across rough terrain and 320 miles mounted across Camp Gruber to validate and replace boundary markers based on a 1942 USACE survey map.

Further, they navigated and scouted low water crossings for Camp Gruber Range Control operations. The 720th Survey and Design Team provides survey, design, and materials testing to support military construction missions.

**120TH MEDICAL COMPANY (AREA SUPPORT)**

The 120th Medical Company provided medical support for all the Soldiers of the 90th Troop Command as well as providing specialized providers to support medical events across the state for

OKARNG Soldiers. The unit completed over six-hundred Medical Readiness Event assessments and completed over 4,200 hours of medical continuing education requirements. The medics, physician assistants, and doctors of the 120th Medical Company are key players in the readiness of the 90th Troop Command and the Oklahoma Army National Guard.

Also, during 120th Medical Company's annual training, they were evaluated by a 1st Army Training Readiness Team and received a validation for ability to provide effective and efficient medical readiness to Soldiers during the Company's three day Field Training Exercise at Camp Gruber. The 120th Medical Company provides superb medical support and expertise to keep our Soldiers ready for any mission.

**345TH COMBAT SUSTAINMENT SUPPORT BATTALION**

The 345th Combat Sustainment Support Battalion consists of the Headquarters and Headquarters Company (HHC) 345th Combat Sustainment Support Battalion, 1245th Transportation Company, 1345th Transportation Company, and Company A 777th Aviation Support Battalion (Distribution).

**1245TH TRANSPORTATION COMPANY**

The Battalion is the heavy haulers of the Oklahoma Army National Guard. The units of the 345th Combat Sustainment Support Battalion have the capability to move supplies, personnel, and military equipment to any location to meet the needs of our troops or in support of civilian authorities. Each unit within the 345th Combat Sustainment Support Battalion supported numerous community events across Oklahoma including Veteran's and Memorial Day activities, and supported numerous local schools and tribal events.

The 1245th Transportation Company (TC) is located in Ada, Oklahoma. 1245th TC is a medium truck company Palletized Load System (PLS). They are comprised of highly experienced Soldiers who provide a unique hauling capability. Each truck is equipped with a unique flat rack system designed to quickly upload and download equipment making them one of the most efficient transportation companies available.

They have 60 PLS trucks with a load capacity of 22.5 tons each. The 1245th TC supported numerous community events including parades, tribal events and local football games. The 1245th has deployed in support of both Iraqi Freedom and Enduring Freedom and supported multiple state active duty missions. In 2015, the 1245th completed a successful rotation at the National Training Center, Ft. Irwin, California. The 1245th Transportation Company stands ready to support missions at home and abroad.

**1345TH TRANSPORTATION COMPANY**

The 1345th Transportation Company (TC) is a line haul truck company located in Mustang, Oklahoma. They have 60 line haul tractors and 120 trailers capable of moving up to 22.5 tons each. The 1345th TC has mobilized in support of Operation Enduring Freedom and is scheduled to mobilize in support of Operation Inherent Resolve in 2016.

In 2015, the 1345th supported Operation Patriot Bandoleer moving 22 containers of ammunition from Sunny Point, North Carolina to Tooele, Utah. Throughout the year they focused on individual and collective training of doing what they do best, drive. They have participated in numerous training events, community parades and state active duty missions. The 1345th Transportation Company stands ready to support local, state, national and global missions at a moment's notice.

**90TH TROOP COMMAND AVIATION BATTALION**

The 90th Troop Command's Aviation Battalion is based in Oklahoma City, Oklahoma and is made up of three different units with varied missions and capabilities. Company B, 834th Aviation Support Battalion (ASB); 1-245th Airfield Operations Battalion (AOB); and Det. 1, Company B, 2-149th General Support Aviation Battalion (GSAB). During Annual Training in 2015, the aviation units flew over 300 hours in support of various Oklahoma Army National Guard units across the state of Oklahoma .

**A 777TH DISTRIBUTION COMPANY (AVIATION SUPPORT BATTALION) (ASSAULT)**

The 777th Distribution Company is located in Okmulgee, Oklahoma. A Co. stands ready to provide water distribution, fuel distribution, warehouse operations, and transportation as necessary.

The unit has supported multiple State Active Duty missions and is preparing to deploy in support of Operation Inherent Resolve in 2016. The unit continues to train both individual and collective training and has participated in many community events to include local schools, football games and parades.

The 777th Distribution Company stands ready to support multiple missions at both home and abroad.

**1-245TH AIRFIELD OPERATIONS BATTALION (AOB)**

The1-245th Airfield Operations Battalion provides Air Traffic Control services for the Oklahoma Army National Guard. During 2015 the 1-245th AOB supported over 300 hours of flight missions in support of various Oklahoma Army National Guard training events.

The1-245th AOB also partnered with the city of Muskogee to provide Air Traffic Services at the Muskogee Davis Airport. The unit also conducted joint emergency prepardness exercises with the city of Muskogee simulating an aircraft accident at the Muskogee Davis Airport.

**DET. 1, COMPANY B, 2-149TTH GENERAL SUPPORT AVIATION BATTALION (GSAB)**

Det. 1, Company B, 2-149th GSAB is a heavy lift helicopter unit primarily providing air assault, administrative personnel movement and equipment movement operations via CH-47 Chinook.

**COMPANY B, 834TH AVIATION SUPPORT BATTALION (ASB)**

Company B, 834th Aviation Support Battalion stands ready to provide aviation maintenance support to Apache, Chinook and Blackhawk helicopters. 28 Soldiers from B Company deployed for six months to Kuwait in support of Operation Spartan Shield. Their mission was providing aviation maintenance support to a forward deployed Combat Aviation Brigade.

**MEDICAL DETACHMENT, OKLAHOMA ARMY NATIONAL GUARD**

The Oklahoma Army National Guard Medical Detachment completed its first year in a fixed facility. The Medical Detachment has the primary mission of supporting the Oklahoma Army National Guard medical readiness based on Department of the Army and National Guard Bureau regulatory requirements per Army Regulation 40-501 (Standards of Medical Fitness).

We are the primary resource for maintaining Soldiers' Periodic Health Assessments (PHA) and Dental Readiness annual exams.

The Medical Detachment did approximately 3,600 PHAs and 3,100 dental exams during the 2015

Photo by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

Calendar year. Along with the statewide medical readiness mission, the Medical Detachment provided direct medical support to numerous Oklahoma Army National Guard events that allowed other units to train in their primary war-fighting missions such as the Best Warrior Competition and Combat Lifesaver Courses.

The Medical Detachment serves as the primary duty location for the majority of the State's providers (Nurse Practitioners, Physician Assistants, Doctors of Osteopathy, and Medical Doctors) as well as the State's Dental Command and Behavioral Health Specialists. In 2015, the Medical Detachment Soldiers averaged 12 additional days of duty to maintain the States Medical Readiness. The Medical Detachment continues to stand ready and capable of ensuring the continued health readiness of the Oklahoma Army National Guard.

**145TH MOBILE PUBLIC AFFAIRS DETACHMENT**

The highly trained and dedicated print and broadcast journalists of the 145th Mobile Public Affairs Detachment, based in Oklahoma City, tell the story of the Oklahoma National Guard. Through video news releases, photographs, web-based media and print media, these Soldiers help inform and educate the citizens of Oklahoma on what their National Guard is doing for the community, state and nation.

During 2015, the 145th Mobile Public Affairs Detachment covered the first comprehensive annual training to take place since the Overseas Operational Contingency/Global War on Terror began, providing video packages, still photos, stories, and on-the-spot social media releases. Members of

the 145th Mobile Public Affairs Detachment covered other events such as Horseback Heroes, Thunder Mudder, Oklahoma High School Football Game of the Week, 145th Army Band concerts, change of command ceremonies and other training events at Camp Gruber.

Their news products and photographs of both the Oklahoma National Guard serving here at home were seen in newspapers and on television news programs around the world.

**145TH ARMY BAND**

Known as the "Governor's Own" the 145th Army Band based in Oklahoma City is one of the top bands in the United States Military. The mission of the 145th Army Band is to provide music to instill in our forces the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad.

To that end, the 145th Army Band provided over 33 performances to military and public audiences throughout Oklahoma during 2015 to include military ceremonies, various community festivals and events, and several performances as part of the Oklahoma City Arts Festival.

Photos by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

**CONCLUSION**

The 90th Troop Command ended 2015 reconsolidated and ready to support the next round of missions. The Soldiers of the command stand ready and prepared for the future and look forward to the opportunities to enhance their military specialties in the upcoming year.

Focused on readiness, the Troop Command motto of "Mission First, People Always!" is our guide as we work hard to be prepared for the future. Citizen-Soldiers in the finest sense of the phrase, the Soldiers of the 90th Troop Command can be counted to be "Always Ready, Always There!"

## HEADQUARTERS, OKLAHOMA AIR NATIONAL GUARD

Colonel Edward H. Crews
Director
Com: (405) 228-5664
DSN: 628-5664

**MISSION**

The Oklahoma Air National Guard State Headquarters is the senior Air Force staff acting on behalf of the Adjutant General. It provides air information and evaluation of issues, resolutions and actions providing recommendations for the 137th Air Refueling Wing and 138th Fighter Wing within the Oklahoma Air National Guard.

The Headquarters is the direct link between the Air National Guard Bureau and the Congressional military liaisons. It is responsible for establishing personnel policies and procedures, administering and directing executive support functions, joint strategic and operational planning and executing the budget for the 2,350 Air National Guard personnel located within the state.

The Headquarters functions as the approval authority for all deployments, contingency, and emergency operations as well as providing legislative and internal policy support. The State of Oklahoma has a dynamic, robust air component in the Oklahoma Air National Guard serving both state and nation.

The Joint Operation Center, in concert with the Oklahoma Department of Emergency Management, trains and prepares to defend the state in response to any contingency. Members of the Oklahoma Air National Guard Headquarters participate on the Joint Task Force continually training to respond to any domestic operations events.

The Oklahoma Air National Guard provides valuable capabilities in areas such as Urban Search and Rescue, Fatality Search and Recovery, Debris Removal/Road Clearing, and Security Forces operations.

More detailed information concerning all of these units is provided in the separate unit reports in the following pages of this report.

## 137TH SPECIAL OPERATIONS WING

Colonel Devin R. Wooden
Commander

**MISSION**

The mission of the 137th Special Operations Wing is to enhance global special operations by serving our communities, state and nations through the unique capabilities of the 137th Special Operations Wing.

**VISION**

Our vision is to develop and maintain Air Guardsmen who are fit to lead, highly trained and ready to conduct special operations … anyplace … anytime.

**OVERVIEW**

Col. Devin R. Wooden is Commander of the 137th Special Operations Wing, Will Rogers Air National Guard Base, Oklahoma City, Oklahoma. As commander, he is responsible for leading the Wing personnel through the transition from an air refueling wing with KC-135R aircraft to a special operations wing with 13 MC-12Ws.
The wing will host an official mission change ceremony, which will mark the approval of the Operations Change Request that officially recognizes the 137th as a Special Operations Wing. The 137th SOW will be the second Air National Guard base to be a part of the AFSOC mission and will be the only military entity flying and maintaining the MC-12 and its unique capabilities.

**IMPRESSIVE FLIGHT SAFETY RECORD CONTINUES**

The 137th SOW continues to add to their mishap-

free flying hour totals. The 137th SOW has flown more than 615,000 mishap-free hours over the past 54 years, more than 800 of those hours within FY15.

**MAJOR CHANGES**

The Wing began transitioning to a special operations wing with a new intelligence, surveillance and reconnaissance mission. The Wing should receive 13 MC-12W aircraft by 3Q FY16 from Beale Air Force Base, California. The 137 SOW divested in KC-135 maintenance-related units and maintain a contract for MC-12 maintenance with L3 Communications.

Additionally, former tenant units, the 146th Air Support Operations Squadron and the 205th Engineering Installation Squadron, now fall under the 137th Operations Support Group and 137th Mission Support Group, respectively. The 189th Intelligence Squadron and the 285th Special Operations Intelligence Squadron have also been created under the 137th in order to support the new intelligence-driven mission.

**WORLDWIDE MISSIONS AND DEPLOYMENTS**

The Wing deployed 34 personnel for 3,747 total days in support of missions, including to three locations in the contiguous United States and three locations outside the contiguous United States. Additionally, the 137th executed 15 off-station missions in locations that include Estonia, Latvia and Mississippi. These missions increased the readiness and effectiveness of 137th Airmen both at home and abroad, while many set the tone for deployments that will occur with the new mission.

**INFRASTRUCTURE PROJECTS**

Base Pavement Maintenance, $536,006
Repair and Maintain Dining Facility, $785,407
ISR Squad Ops Bldg 1050, $595,633
Repair LRS Facility Bldg 1047, $508,045
Replace Boiler Civil Engineering Bldg 1007, $175,575
11 SRM Projects, $651,618

**COMMUNITY INVOLVEMENT**

The Wing's continued community support of Operation Holiday Spirit helped collect over $20,000 benefiting numerous Guard and Reserve families. Additionally, the Wing's Junior Enlisted Council participated in several off-base events, raising nearly $1,700 for the Down Syndrome Association of Central Oklahoma, helping to frame a house alongside members of Habitat for Humanity, and organizing volunteers for the annual Oklahoma Adjutant General's Horseback Heroes event.

The Wing also supported the Combined Federal Campaign and partnered with the Edmond Chamber of Commerce to enhance community support through civil functions during FY15.

Photo by: MSgt Andrew Lamoreaux, Oklahoma Air National Guard

**MAJOR EVENTS**

The 137th Special Operations Wing officially welcomed flying operations back to Will Rogers Air National Guard Base by recognizing the arrival of the MC-12W during a ribbon cutting ceremony, Aug. 1, 2015. The arrival of the MC-12 and the 137 SOW's transition to the Air Force Special Operations Command marked the return of flying operations to WRANGB for the first time since 2007. The MC-12 was the first of 13 aircraft slated to arrive at WRANGB.

Airmen from the 205th Engineering Installation Squadron returned from a six-month deployment to Southwest Asia to support communications enhancements and upgrades. The EIS teams completed 18 projects across five different countries and six different air bases.

Debris clearance teams from the 137th Civil Engineering Squadron from WRANGB participated in training with teams from the 138th Fighter Wing in Tulsa, Oklahoma to use equipment they will use during a real-world emergency that would require a large amount of debris clearance. The cooperative training allows for better teamwork during a real-world disaster recovery effort.

Members of the Oklahoma Air National Guard trained alongside members of the Oklahoma County

Sherriff's Office and other state agencies during a Special Weapons and Tactics school held by the Oklahoma County Sheriff's Office at a variety of training locations throughout Oklahoma. The school allowed Airmen and state law enforcement officers to learn precise joint operations and procedures that could be used to save lives in real-world situations.

Photo by: MSgt Andrew Lamoreaux, Oklahoma Air National Guard

Members of the 137th Operations Group and 146th Air Support Operations Squadron participated in the first integrated MC-12W training exercise for the 137th Special Operations Wing at Razorback Range Detachment 1 at Fort Chaffee Maneuver Training Center in Arkansas. During the exercise, aircrews trained on the MC-12's systems as well as developed communication tactics with operators on the ground exactly as they would in the field.

Airmen from multiple units from WRANGB united with federal agencies from around the world and military units from across the U.S. to enhance combat effectiveness during Exercise Southern Strike 16 at the Combat Readiness Training Center in Gulfport, Mississippi. The Airmen were scattered throughout the training zone, helping to complete missions that mirrored current operations in the Middle East.

Airmen from the 146th Air Support Operations Squadron remotely demonstrated the use of the Air National Guard Advanced Joint Tactical Air Control Training Simulator for the first time as part of the Distributed Training Operations Center's participation in the Interservice/Industry Training, Simulation and Education Conference, the largest of its kind in the world, in Orlando, Florida.

Photo by: MSgt Andrew Lamoreaux, Oklahoma Air National Guard

# 138th FIGHTER WING

Colonel Raymond H. Siegfried III
Commander

**MISSION**

The federal mission of the 138th Fighter Wing is to maintain combat ready forces for mobilization, deployment, and employment as needed to support national security objectives. Additionally, our state mission is to support the Governor of the State of Oklahoma with units organized, equipped and trained in the protection of life and property, and preservation of peace.

**VISION**

Our vision is to be recognized as America's best Citizen-Soldiers prepared and serving our community and nation. Quite simply our vision is to be the "best world class organization in the Air National Guard."

**THE 138TH FIGHTER WING**

The 138th Fighter Wing is home to Oklahoma's F16CM Fighting Falcons, a multi-role combat aircraft capable of delivering precision guided munitions around the world. In addition, the Wing continues to provide 24/7 homeland defense through its Aerospace Control Alert (ACA) detachment in Houston, TX.

The 138FW works daily to be ready and lethal living up to its motto of "Strength and Honor". The 138th Fighter Wing is comprised of four groups to include the Operations Group, Maintenance Group, Mission Support Group, and Medical Group. The Wing is responsible for organizing, equipping, and training over 1,200 Airmen through effective planning and execution of its annual $80 million budget. Approximately 450 federal technicians, AGR's, and state employees manage the base and the operation on a daily basis. Wing and OKNG leadership are activity engaged in pursuit of the new fifth generation F-35 Joint Strike Fighters as the F-16 replacement, through the Governor's Oklahoma F-35 Task Force.

**138TH OPERATIONS GROUP**

The 138th Operations Group (138th OG) is the home of the 125th Fighter Squadron, 138th Aerospace Control Alert (ACA) Detachment 1, 138th Combat Training Flight (138th CTF), and the 138th Operations Support Squadron (138th OSS). Each of these

Photo By: Master Sgt. Mark A. Moore

organizations is critical to our national defense and are continuously tasked in that effort. The 125th Fighter Squadron (125th FS) is the supported command on the Tulsa Air National Guard Base. When it deploys, all other Wing members come under the command of the 125th FS/CC to carry out whatever mission they are tasked to accomplish.

Since 1996, the 125th FS has deployed ten times in support of the following combat operations; Operation Provide Comfort, Operation Northern Watch, Operation Southern Watch, Operation Iraqi Freedom, Operation New Dawn, and Operation Enduring Freedom. In 2015, the Wing deployed to Pacific Command (PACOM) as a Theater Security Package and also participated in two major exercises. The 138th OG flew a total 3,060 sorties equaling 4,289.3 flying hours over the entire year.

The group deployed to Nellis AFB, Nevada for the Red Flag 15-2 exercise with eight F-16s and 200 personnel. The 138th OG executed 114 sorties and employed 64 live MK-82/48, Inert MK-82/24 and GBU-12s during the 2 week combat exercise that included multiple aircraft types and four foreign Air Forces.

In June, the Wing deployed to Volk Field, Wisconsin for Northern Lightening, the 138th OG's second combat exercise of FY 15. The Wing fulfilled its operational requirements by deploying all 21 Primary Assigned Aircraft, a feat never achieved by any other active or ANG Wing.

The 138th OG turned in an outstanding performance, executing 150 sorties in three days.

The Theater Security Package (TSP) was a 90-day deployment to Kadena AB, Okinawa, Japan. In October, the unit deployed 12 F-16s and 250 personnel. The 138th OG conducted Joint Air Operations with Naval and Marine Aircraft, flew 577 sorties equaling 869.2 flying hours, employed 92 live and inert MK-82s and 24 GBU-12s. Additionally, five pilots were upgraded to Flight Lead during the deployment.

**138TH MAINTENANCE GROUP**

The 138th Maintenance Group provides sustainment for 21 Primary Aircraft Authorized (PAA) to support the Federal Mission of the 138th Fighter Wing while simultaneously providing aircraft for the Aerospace Control Alert (ACA) mission at 138th Fighter Wing Detachment 1, Ellington Field, Texas. The 138th Maintenance Group provided seamless support of the mission at Detachment 1, providing combat ready aircraft for the ACA mission to ensure 24/7 protection of the homeland.

The 138th Maintenance Group employs 481 personnel in total and participated in all three wing deployments in FY15.

The 138th MG supported 100% of all requirements and scheduled air tasking sorties during each of the supported exercises. In June 2015, the entire Maintenance Group deployed to Volk Field, Wisconsin. The 138th MG capabilities include organic in-house sortie generation; engine overhaul; structural modifications; composite and sheet metal repairs; and hydraulic, environmental and electrical servicing and maintenance.

**138TH MISSION SUPPORT GROUP**

The 138th Mission Support Group is responsible for air base support personnel and equipment necessary to launch, recover, and regenerate combat aircraft. During peacetime, the Group maintains a cadre of trained and deployable Airmen necessary to carry out the wartime mission and support the State of Oklahoma in domestic support operations as called for by the Governor and agreements with the local communities. The Group's subordinate units listed below are responsible for supply, transportation, logistics, civil engineering, emergency management, fire protection, services, personnel, security, force protection, communications, and administrative personnel supporting the 138th Fighter. The Mission Support consists of six Squadrons, two Flights and two Sections; totaling almost 500 traditional Airmen, Active Duty personnel, federal Technicians and state employees.

**138TH CIVIL ENGINEERING SQUADRON**

The 138th Civil Engineer Squadron (138th CES) has continues its tradition of supporting the community while training for its state and federal military mission and maintaining a 144-acre industrial facility complex in support of the 138th FW. In 2015, the Fire Services Flight responded to multiple community calls for assistance as well as on base. The Emergency Management Flight participated in several national disaster exercises, the Real Estate section worked multiple land actions with the City of Tulsa, including closing out a 44 acre land annexation and initiating another two acre annexation package with three street closure requests.

The Engineering Flight engaged in $67.2 million of future planning, programming, and construction efforts. The flight accomplished a $2.2 million military construction project that brought 138th Fighter Wing facilities into code compliance, repaired and replaced roofs, corrected existing drainage problems, and completed the addition and renovation of the base Fire Station. The Engineering Flight is also planning and programming approximately $17 million in Sustainment Repair and Maintenance (SRM) and $48 million in Military Construction (MILCON).

The 138th CES deployed 95 members to participate in 11 engineering training missions across the country and overseas, to include a mission to the 145th Regional Training Site, North Carolina, a Domestic Operations (DOMOPS) exercises at Camp Gruber, Oklahoma, and a training mission to Germany. Members also engaged in smaller training deployments in multiple locations around the nation. All of these functions were carried out while preparing to support the deployment of a majority of the squadron to South West Asia.

**219TH ENGINEERING INSTALLATION SQUADRON**

During 2015, the 219th Engineering Installation Squadron deployed 12 members, to multiple Areas of Operations, in support of Operation Inherent Resolve. The Squadron accomplished 13 Title 32 projects by utilizing 1,455 man-days with a total cost saving $170k to the Air National Guard. The unit also completed

two Title 10 projects during the year including a manhole duct system and a fiber installation project at Minot AFB which saved the Air Force an estimated $1.2 million. These projects wrapped up our participation in the accomplishment of the Space Missile Commands, Space Superiority Systems Directorate C-Band Radar Relocation Boresight Target Installation, which resulted in saving the Air Force an estimated $2.3 million.

In addition, the unit demonstrated its adaptability through its completion of a short notice project in support of the Western Air Defense Sector (WADS). This project increased the operability of that system from 10 percent to 100 percent communication capability to alert aircraft. The 219th received two noteworthy awards, the Lt Gen Harold M. McClelland Air Force Dominance Award and Air Force Outstanding Unit Award.

**138TH FORCE SUPPORT SQUADRON**

Throughout 2015, the Force Support Squadron (138th FSS) provided services to the men and women of the 138th FW and its two detachments. The Squadron affords services in several diverse areas spanning the service member's life, including recruiting and retention, benefits and Identification (ID) cards, food services, lodging, fitness, contingency operation support, family readiness and human resources.

The 138th Recruiting and Retention team enlisted 142 new Airmen into the Tulsa Air National Guard through member referrals, state wide job and career fairs, and national advertising efforts. They delivered 64 enlistment bonuses totaling $1.2 million and the State provided 370 state college tuition waivers. The Training office processed 500 training line numbers (TLNs) ensuring the formal training of our force. The Installation Personnel Readiness team processed over 1,000 members for training and operational deployments worldwide.

The Defense Enrollment Eligibility Reporting System (DEERS) office performed over 5,000 transactions and benefit briefings to 138th members, Army National Guard members and military retirees in the tri-state area. Human Resources brought more than 150 Air and Army National Guardsmen into the fulltime workforce. Family Programs offered three child care providers for parents during UTA weekends and heavily engaged in Yellow Ribbon events, Strong Bonds Marriage and Singles Seminars and assisted with over 20 family events. The Services team furnished 28,000 meals in FY 15, twice as many meals as were provided in FY 14, totaling over $163K. Services also provided $140K in local lodging to 138th FW members living out of the commuting area. Additionally, the teams processed over 1,200 fitness tests ensuring our airmen are "Fit to Fight".

**138TH LOGISTICS READINESS SQUADRON**

The 138th Logistics Readiness Squadron (138th LRS) provided unparalleled support to all organizations of the 138th Fighter Wing, including both Detachments 1 and 2. The 138th Deployment and Distribution Flight deployed 1,048 personnel to five stateside and three overseas locations in support of various operations. Deployed members performed an equivalent of 23,500 man-days in overseas locations including Qatar, Estonia, and Japan. In support of these personnel moves, the unit deployed and redeployed over 405 short tons of cargo via military aircraft and semi-tractor/trailers.

Photo by Sgt 1st Class Kendall James, Oklahoma National Guard Visual Information

The 138th Fuels Management Flight provided outstanding fuel support while issuing over 2.4 million gallons of Jet A Aviation Fuel, with an average 9.2 minute response time. Over 21,000 gallons of Ground Fuels Product, including diesel fuel and gasoline for general purpose vehicles, were issued in addition to over 21,000 gallons of cryogenic products issued

to on-base assigned aircraft and equipment. The Flight also supported over 30 aircraft sorties at the Detachment 1 facility at Ellington Field as well as the Army Aviation Facility neighboring the 138th FW.

The 138th LRS and 219th Vehicle Management Section maintained an aging fleet of 142 vehicles. The fleet's vehicle in-commission rate for FY 15 is 91%. The total combined value of these assets is over $6 million. The Material Management Section achieved an overall CY 15 Inventory Accuracy rate of 95.12%. The inventory consisted of 139,335 items with a record value of $12,316,755.84, and overall Equipment In-Use/Equipment value of $14 million.

The Compliance Section conducted assessments of each of the other branches within the 138th LRS to ensure that all tasks are completed properly, safely and efficiently. The 138th LRS maintains an impressive 85% compliance grade for the year which is a direct reflection of the hard work and professionalism each member of the Squadron demonstrates daily.

**138TH SECURITY FORCES SQUADRON**

The 138th Security Forces Squadron is dedicated to providing protection of life, property and preserves peace, order, and public safety at home or at any worldwide location. The unit expanded its abilities to support Combatant Commanders in a deployed environment by adding two new MK19 and two M2 organizational Unit Type Codes (UTCs).

The unit continues to maintain Domestic Operations (DOMOPS) capability for Home Station Security Response by participating in a Joint DOMOPS exercise with local law enforcement agencies on civil disturbance response.

Given the growth within the 138th Fighter Wing, Security Forces has processed over 111 contractor badges to ensure proper vetting on personnel working on the installation.

The Combat Arms Training and Maintenance (CATM) team conducted extensive weapons training for both the 137th Air Refueling Wing and 138th Fighter Wing. CATM maintained and inspected 1,251 base weapons and provided firearms training for over 350 Airmen.

The Team also instructed lethal and non-lethal weapons training for five P-275 classes at Camp Gruber for 150 Total Force Tactical Air Control Party (TACP) specialists.While postured at Force Protection Condition (FPCON) BRAVO, the unit supported high profile security events such as the Vice President's visit, security support for the 1st Special Operations Wing CV-22 (Osprey aircraft) mishap, Family Day, and the Yellow Ribbon event held in Tulsa, Oklahoma for over 200 Airmen deploying for the PACOM Theater Security Package.

**138TH COMMUNICATIONS FLIGHT**

The 138th Communications Flight (138th CF) consistently provides world class Information Technology service, sustainment and support to the 138th Fighter Wing.

The 138th CF services include the installation, maintenance and support of: communications infrastructure; voice, video, data, and wireless transmission systems; Information Technology (IT) planning; and, IT security, software, hardware. The 138th CF also provides first rate customer education and support.

The 138th CF supported the Wing with $1 million in IT acquisitions, upgrades and sustainment. The 138th CF also maintained and supported $10.4 million of base network infrastructure, $2.5 million of desktop IT equipment, $161,000 of enterprise software, $114,000 of functional systems software, $1.3 million for circuit and contracts and $5.8 million in data repository systems, for a total of over $20.2 million of Network Information Technology.

In 2015, the 138th CF supported the 138th Fighter Wing with deployed communications for the Northern Lightening tasking to Volk Field, Wisconsin. The 138th CF also provided deployed support for the PACOM Theater Security Package.

The unit completed a network migration from the Air National Guard network to the Air Force Enterprise Network and Defense Enterprise Email for over 1,200 customers and maintained 100% accountability of all customer data and messaging.

Additionally, the unit received and fully restored the mobile Joint Incident Site Communications Capability (JISCC), designed to support DOMOPS with a full suite of secure and non-secure satellite, voice, radio and data communications assets, and transportable to any given location in the State of Oklahoma.

The 138th CF personnel believe in giving back,

and proved this by performing over 500 hours of combined volunteer time in the local community.

**125TH WEATHER FLIGHT**

2015 was an eventful year for the 125th Weather Flight (125th WF). In June 2015 the Weather Flight deployed its only full-time member to Kuwait for six months to provide Mission Weather briefs to Army Aviators engaged the fight against ISIS. The member was highly praised for her efforts.

The 125th WF supports three separate Oklahoma National Guard Army Units. Part of the unit was heavily involved in the 45th Infantry Brigade Combat Team's Warfighter Exercise.

The three remaining 125th WF members engaged in the Oklahoma Army Aviation Exercise, held at Camp Gruber. Although the 125th WF was specifically there to support two Medevac Units out of Lexington, Oklahoma, the team also provided weather support to all aviation customers that requested it, and were lauded for their outstanding performance.

The 125th WF has fully integrated with the Oklahoma Joint Operations Center (JOC). Several personnel are standing members of the Joint Task Force (JTF) and have aided in writing the Standard Operating Procedures (SOP's) for the OKANG.

The effort to integrate with JOC has cemented the 125th WF's role in supporting natural disaster response in the State. Headquarters Air Force (HAF) is currently in the process to of realigning the reporting relationships of all Weather Flights from General Support Units (GSUs), to report to the Operations Group.

**138TH MEDICAL GROUP**

The 138th Medical Group (138th MDG) processed 582 members for Northern Lightning, ensuring a medically deployable force was available to execute the mission during this historic combat deployment exercise. The 138th MDG also flawlessly processed 257 members in support of the PACOM Theater Security Package deployment with zero medical deficiencies. The 138th MDG completed 875 Preventive Health Assessments, provided 1,783 vaccinations, conducted 530 Audiograms, 1,600 Occupational Health Exams, and provided oversight for 34 Deployment Resiliency Health Assessments.

The Public Health office conducted six food safety and sanitation inspections and continued managing its best-practice Fetal Health Protection Program. Bioenvironmental Engineering increased drinking water surveillance in support of Force Protection Bravo, ensuring safe drinking water for personnel.

The Wing exceeded the 90% goal for the respiratory protection program while ensuring safe industrial breathing zones, ensuring workplace safety. The Industrial Hygiene, and Radiation Safety Programs protected personnel while supporting multiple construction projects.

The unit maintained its Domestic Operations (DOMOPS) capability for Home Station Medical Response (HSMR) and medical countermeasure-chemical, biological, radiological, and nuclear (MC-CBRN) rapid response.

The 138th MDG has DOMOPS Patient Decontamination Capability for 40 litter and 60 ambulatory patients, which ensures mission continuation and force survivability.

The 138th MDG also has DOMOPS Triage Capability for surges of patients and the stabilization of patients for transport to definitive care.

Photo by Master Sgt. Preston Chasteen

# STARBASE OKLAHOMA

Ms. Pamela Kirk
State Director

**VISION STATEMENT**

The vision of the Department of Defense STARBASE Oklahoma program is to raise the interest and improve the knowledge and skills of at-risk youth in science, technology, engineering and mathematics (STEM), which will provide for a highly educated and skilled American workforce that can meet the advanced technological requirements of the Department of Defense.

**BACKGROUND**

The STARBASE Oklahoma program began with volunteers of the 138th Fighter Wing of the Oklahoma Air National Guard in the summer of 1993. By the fall, funding was secured and four staff members implemented the program.

The program has steadily grown through the years and now supports fifth-grade program classrooms and sixth - eighth grade initiative sites. STARBASE also dedicates programming to Native American communities.

**STARBASE TODAY**

Year-round fifth grade classes attend STARBASE in classrooms provided by the Tulsa Air National Guard Base, Fort Sill, Tinker Air Force Base, and Western Technology Center as well as the Oklahoma Space Industry Development Authority in Burns Flat. Students are brought to these classrooms for 30 hours of inquiry-based, hands-on learning in the STEM fields. In 2015, fifth grade programming served approximately 80 schools with 160 classes and 3,400 students completing the curriculum.

One of the highlights of the program is Career Day. Students have the opportunity to rotate through various presentations and activities on military installations, learning about the exciting variety of STEM careers and the preparation required for these careers. It is a unique and memorable experience positively impacting students, teachers, and parents in the community. Many presenters are members of the Oklahoma National Guard.

During the STARBASE program, schools report increases in positive attitudes of students toward STEM topics, enrichment of student STEM knowledge and skills, and tremendous appreciation for the instruction meeting state as well as national science and math standards.

In 2009, the newest STARBASE initiative, an afterschool STEM mentoring initiative for sixth - eighth grade students called STARBASE 2.0, was piloted. The success of the pilot has led to the implementation of STARBASE 2.0 program sites in Tulsa, Woodall, Midwest City, Oklahoma CIty, Choctaw, Canute, Lawton, and Duncan.

The afterschool programs meet for four hours each month. Students, parents, and teachers report increases in positive attitudes toward STEM and toward their afterschool STEM communities. These students focus on team-building, goal-setting, and STEM projects in cooperation with trained adult mentors. Many mentors are members of the Oklahoma National Guard.

DoD STARBASE OKLAHOMA
A Department of Defense Youth Program

# THE ADJUTANT GENERAL OF OKLAHOMA
# 2015 GOVERNOR'S REPORT

## THE OKLAHOMA MILITARY DEPARTMENT

Office of the Adjutant General
3501 Military Circle, Oklahoma City, OK 73111-4305

**Report Design and Layout**
Sgt. 1st Class Kendall James, Oklahoma Army National Guard
Joint Force Headquarters Office of Visual Information.

*This publication is issued by the Oklahoma Military Department, as authorized by Major General Robbie Asher, The Adjutant General of Oklahoma. Twenty-five copies have been deposited with the Publications Clearinghouse of the Oklahoma Department of Libaries.*

IN HONOR OF THE 157th INFANTRY REGIMENT AND OTHER 45th INFANTRY DIVISION THUNDERBIRDS WHO STORMED THE GATES OF DACHAU CONCENTRATION CAMP ON APRIL 29, 1945 TO LIBERATE THOSE OPPRESSED, AND IN EVERLASTING TRIBUTE TO THE VICTIMS OF NATIONAL SOCIALISM.

"SEMPER ANTICUS"
*"ALWAYS FORWARD"*