

**The  
Adjutant  
General  
of  
Oklahoma**



**2002  
Governor's  
Report**

*OMD Organization* *2-3*



*Staff Operations* *4-19*



*Army Commands* *20-23*



*Air Commands* *24-26*



*State Budget* *27*

*Armory Maintenance* *28*



*State Active Duty* *29*



*Youth Programs* *30-32*



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## STATE RESOURCE MANAGEMENT

### MISSION

Our mission is to provide the best facilities for our soldiers and airmen in the Oklahoma National Guard within the regulatory guidelines of National Guard Bureau and the financial capability of the State of Oklahoma. We feel the quality of the facilities relates to the quality of the work environment, efficiency of the work force, and the overall readiness of the unit.

### STATE ACCOUNTING OFFICE

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

### 45<sup>TH</sup> INFANTRY DIVISION MUSEUM

The 45th Infantry Division Museum is acknowledged as the largest, and the best, National Guard Museum in the United States. As such, it is held as the model for all other National Guard Museums.

The Museum's collections include items captured by Oklahomans near the close of World War II, once the personal property of Adolph Hitler, rare and one-of-a-kind weapons from America's past are found among the Reaves' Military Firearms Collection.

The Museum's "Hall of Flags" chronologically depicts Oklahoma's martial past from the Year 1541 to Operation Desert Storm. Here too, are over 200 of Bill Mauldin's original Willie and Joe cartoons from World War II for which Mr. Mauldin received the Pulitzer Prize.

The Museum's collections, the Thunderbird Park and the annual Veterans and Memorial Day Ceremonies attract over 37,000 visitors a year. Since opening in 1976, the museum has welcomed over half a million visitors from all over the United States and the globe. The museum is open six days a week and admission is free.

Currently the Museum is seeing a major and much needed upgrade to its physical plant, a new roof, new H-VAC units and ducts, new wiring and lighting. The Museum, in compliance with Center of Military History's requirement, is putting the entire inventory of Federal Historical Property on the computer inventory system called USAMS. When this is completed it is planned to place the State's historical property into the same system which will greatly enhance property management within the Museum. Once this is done, and with the addition of a second full time employee at the Museum, the next big objective will be for the 45th to become the FIRST National Guard Museum to become accredited by the Center of Military History for the United States Army.

### STATE EMPLOYEE PERSONNEL OFFICE

The State Employee Personnel Office is responsible for the 492 state employees authorized by our state legislature for Fiscal Year 2001. A total of \$11,596,014 state and federally reimbursed funds were expended for personnel and related costs.

Although limited in the number of employees, there is a significant economic impact made by the 401 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.



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## UNITED STATES PROPERTY AND FISCAL OFFICE

### 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 employees of the Oklahoma Military Department with the following functions in support of the Oklahoma Army National Guard.

In addition, he has a secondary staff at each Oklahoma Air National Guard base with senior officials serving as Assistant USPFO's for Air in the areas of resource management, logistical management and facilities or 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.

### 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

Performs internal review audits, consulting and management advisory services, and follow-up reviews for the Oklahoma Army and Air National Guard under the supervision and direction of the USPFO and the Adjutant General.

### DATA PROCESSING DIVISION

The Data Processing Division maintains the necessary system and database administration to provide the highest degree of data integrity and to guard against unlawful intrusion. These employees design and develop local programs to assist management.

### PURCHASING AND CONTRACTING

The Purchasing and Contracting Division provides purchasing and contracting services for the Oklahoma Army and Air National Guard. They also provide technical assistance to the Air National Guard purchasing and contracting personnel at both the Oklahoma City and Tulsa Air Guard Bases.

### COMPTROLLER DIVISION

All federal funds issued to support the Oklahoma Army National Guard are received and accounted for by the Comptroller Division. The Division ensures that all expenditures of federal funds comply with the State Operating Budget. The State Operating Budget documents projected objectives for the fiscal year so that the Comptroller Division's Budget Office can monitor fund control and budget execution.

### SUPPLY AND SERVICES

The Supply and Services Division is responsible for planning, organizing, and directing the logistical and supply services of the USPFO to include supply management, equipment management, transportation, and storage management. The Division monitors the Oklahoma Army National Guard Training Ammunition, Food Service, and Petroleum, Oil and Lubricant (POL) Programs.





## LOGISTICS

### MISSION

Our mission is to provide overall program management for all command aspects of the Oklahoma Army National Guard logistical program. Logistics programs consist of command level responsibilities in the area of supply, maintenance, transportation and services.

### LOGISTICS MANAGEMENT

The Logistics Management Branch is responsible for planning, directing and administering logistical services to include management of supply, equipment, food service and individual training.

### DEFENSE MOVEMENT

The Defense Movement Branch is responsible for unit movement planning, collection of mobilization movement data, military air deployment/redeployment requirements, convoy operations and coordination with state, local and Department of Defense agencies. This section operates the State Movement Control Center (SMCC) which is the approval authority for all Department of the Army Active Component, Reserve, and National Guard convoys operating in the State of Oklahoma. The SMCC routinely issues over 500 convoy clearances and over 300 oversize/overweight permits each year.

### SURFACE MAINTENANCE MANAGEMENT OFFICE (SMMO)

The SMMO is responsible for planning, executing and directing the Surface Equipment Maintenance Program. The office implements the Army system of maintenance throughout the Oklahoma Army National Guard to include training and managing on-hand equipment readiness. The SMMO provides technical and operational control of the Combined Support Maintenance Shop, Maneuver Area Training Equipment Site, Unit Training Equipment Site, Organizational Maintenance Shop activities and the Direct Support Logistic Facility.

### COMBINED SUPPORT MAINTENANCE SHOP (CSMS)

The CSMS activity is co-located with the Surface Maintenance Management Office located at 3745 Thunderbird Street, Norman, OK. This Direct and General Support maintenance facility of approximately 89,000 square feet was constructed in 1996. The activity employs a total of 56 federal technicians and one state employee generating an annual payroll of approximately two million dollars. These employees perform highly technical maintenance on all surface equipment belonging to the Oklahoma Army National Guard.

During fiscal year 2002 a total of 7,704 work orders for over 17,000 items (vehicles, weapons, radio communications systems, and special purpose equipment) were processed for the fiscal year. It is not unusual to have 400 work orders flowing through the maintenance shop at any given time. Workload during FY 02 was impacted by preparations of the 45<sup>th</sup> Infantry Brigade and many other state units for participation in a Joint Readiness Training Center Rotation. Deployments and Homeland Defense missions also impacted workload priorities. CSMS personnel performed on site technical inspections and organizational support to deploying units and expedited repair of equipment evacuated for direct support. A total of 19 M1025 HUMMVs that had been scheduled for rebuild were restored to a fully mission capable condition for use by units activated for Homeland Defense.

### MANEUVER AREA TRAINING EQUIPMENT SITE (MATES)

Fort Sill, near Lawton, OK in Comanche County, is the site for MATES #72. This activity serves as a storage and repair site for prepositioned field artillery equipment that is ready for immediate use. The equipment positioned here is available for units conducting Annual Training and Inactive Duty Training. The full-time support force of 32 federal employees performs unit, direct support, and limited general support maintenance.

### UNIT TRAINING EQUIPMENT SITE (UTES)

Camp Gruber (near Muskogee) in Muskogee County is the site of the Oklahoma Army National Guard's UTES. This activity serves as a storage and repair site for heavy equipment such as cranes, engineer equipment, and large tactical vehicles. A full-time support force of 20 federal employees perform unit and direct support repairs. This



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equipment must be ready to support unit and battalion training programs in addition to possible state or federal mobilizations.

### **ORGANIZATIONAL MAINTENANCE SHOPS (OMS)**

Twelve Organizational Maintenance Shops provide regional support for all of the units within the Oklahoma Army National Guard. These Organizational Maintenance Shops perform critical unit level maintenance repairs and services for supported MTOE units. They are responsible for ensuring unit equipment is fully mission capable and meets or exceeds established readiness goals set by Department of the Army and National Guard Bureau. The full-time support force consists of 81 maintenance technicians employed in these facilities.

### **DIRECT SUPPORT LOGISTICS FACILITY (DSLRF)**

The Direct Support Logistics Facility (DSLRF) is located in Norman, OK and employs three full-time individuals to manage and provide repair parts for all surface equipment issued to the Oklahoma Army National Guard. This activity processed over 150,000 supply transactions and managed repair parts inventory valued at between two to three million dollars. Additionally, purchases made directly from the Oklahoma economy totaled more than \$500,000.00 for Fiscal Year 02.

## **LOGISTICS IN ACTION AT THE JOINT READINESS TRAINING CENTER**



A vast amount of logistical planning was needed before, during and after the 45th Infantry Brigade's rotation through JRTC in June of 2002.



Among other things, the Logistics Section was responsible for the coordination of supply, maintenance and transportation assets during the JRTC rotation.





## PERSONNEL AND ADMINISTRATION

### MISSION

Our mission is to plan, direct and administer all personnel programs for the Oklahoma Army National Guard.

### RECRUITING AND RETENTION OFFICE

The mission of the Recruiting and Retention Office is to recruit sufficient qualified soldiers to meet or exceed the end strength goals established by National Guard Bureau and the Adjutant General of Oklahoma. Additionally, the mission of the office is to assist commanders at all levels in the retention of qualified soldiers and the prevention of unplanned soldier losses (attrition management).



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The Recruiting and Retention Office consists of 80 Active Guard/Reserve soldiers and one Federal Technician. This office is manned with 100% full time personnel and as such has no traditional soldiers assigned. The office is broken down into a headquarters or staff element consisting of 16 personnel with duties ranging from management, personnel services, and operations, training and marketing. The field force (production force) consists of 54 personnel, divided into six recruiting and retention teams across the state. The Recruiting and Retention Sergeant Major supervises six Area Recruiting and Retention NCOs, each of which has eight to ten personnel that make up their respective team. Additionally there are two Operations and Training Officers, one assigned to the Infantry Brigade MACOM and the other to the Field Artillery and Troop Command MACOMs. Their duties consist of officer recruiting and retention / attrition management. Our Officer Strength Manager is responsible for the recruitment of basic branch officers. In addition, he provides liaison between the Reserve Officer Training Corp (ROTC) branches across the State. Fiscal Year 2002 was a record year in Oklahoma, with officer accessions exceeding their yearly mission by 100%. Our Army Medical Recruiter (AMEDDD) concludes the total with two personnel assigned, whose duties is the procurement of medical and health care professionals for positions within the organization.

The Recruiting and Retention Office enlisted or transferred 1411 soldiers into the Oklahoma Army National Guard in 2002, of which 760 or approximately 54% was non-prior service enlistees. This indicates the continued use of the state's 100% free college tuition for Guardsmen and the need for young Oklahomans to continue their post secondary education with the assistance of National Guard educational programs.

The Recruiting and Retention Office is operated totally with federal funds, with the exception of field office space which is provided by supporting units normally within their local National Guard armories. A total of \$1.5 million dollars of appropriation was provided for and expended towards the successful operation of this office. These expenditures include the cost associated with the operation of a 71 GSA vehicle fleet, mobile and land line telephone expense, advertising and marketing materials and other operating costs associated with recruiting and retention.

### OFFICER PERSONNEL BRANCH

The Officer Personnel Branch is responsible for the administrative management of the Officer Corps of the Oklahoma Army National Guard. The Officer Corps consists of 580 officers in the ranks of second lieutenant through major general and 147 warrant officers. The administrative management covers the entire career life cycle of the officer from commissioning and appointment into the National Guard, through assignments, evaluations, and promotions, to retirements and separations. This branch maintains the personnel records of all officers and averages over five thousand transactions each year.

### ENLISTED PERSONNEL BRANCH

The Enlisted Personnel Branch is responsible for the Oklahoma Army National Guard Enlisted Personnel Management System (OKARNG EPSM). The Enlisted Branch established policies, procedures, and





responsibilities for reenlistment or extension of enlistments; soldier classification; military assignments and reassignments, and promotions or reductions in grade of the enlisted soldiers within the Oklahoma Army National Guard. The Enlisted Branch also assists in the Soldier Readiness Processing required for all soldiers who are called into active federal service for missions inside the continental United States and overseas missions. The Enlisted Branch averages 58,000 personnel actions annually.

During the period 1 July 2001 through 30 June 2002, the Enlisted Branch reviewed 1,402 enlistment applications and processed 1,638 discharge actions. The strength of the Oklahoma Army National Guard is currently 7,169 members, which is slightly over 100% of the required strength.

### **PERSONNEL INFORMATION SERVICES BRANCH**

The Personnel Information and Service Branch is responsible for the initiation, filing, maintenance, and accountability of all military personnel records files for the Oklahoma Army National Guard. This Branch receives records, orders, personnel actions from various sources and inputs the information into the automated records system. This Branch is also responsible for designing, preparing, and distributing a variety of personnel accountability and management products to each level of command within the state. In addition, this Branch is also responsible for a variety of customer service functions that include issuing of ID cards for soldiers and their dependents and processing all retirements.

### **FAMILY PROGRAM OFFICE**

The Family Program Office is responsible for helping units establish Family Readiness Groups, to help family members become better prepared for mobilization and understand what benefits are available to them. This office also helps families gain a greater understanding and appreciation of the military. This is accomplished by conducting mobilization readiness briefings, information and referral activities and holding various training workshops for adults and youth throughout the year.

### **EDUCATION AND INCENTIVE BRANCH**

The mission of the Education Services and Incentives Branch is to support strength maintenance while providing continuing education opportunities for Oklahoma Army National Guard soldiers. The branch is responsible for managing several cash bonus programs as well as 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 to individuals. During the past year, incentive payments totaled over \$3.6 million. The Montgomery GI Bill Kicker program was a great success in attracting qualified individuals into the Oklahoma Guard. This past year, 766 people, mostly persons with no prior military service, qualified for and enlisted for this program that adds \$200 per month to their Montgomery GI Bill educational assistance program. The current Selected Reserve Montgomery GI Bill basic monthly educational assistance is \$272. The Federal Tuition Assistance program was expanded this year, with over \$97,000 in federal monies paid to support soldiers pursuing degree programs in Oklahoma institutions of higher learning. The Oklahoma National Guard Tuition Waiver Program continued to be recognized as one of the most effective state education incentive programs in the nation. During the past academic year, which ended during the Summer term, 2002, over \$2.3 million in tuition was waived for qualifying soldiers and airmen of the Oklahoma National Guard, while pursuing their education at Oklahoma colleges and universities.

### **SPECIAL ACTIONS BRANCH**

The Special Actions Branch is responsible for requesting, screening, and maintaining personnel security clearances and investigations for all military personnel assigned to the Oklahoma Army National Guard. Four thousand six hundred "Secret" clearances and 180 "Top Secret" clearances are maintained in this office.

### **MEDICAL BRANCH**

The Mission of the Medical Branch of the Oklahoma Army National Guard is to promote medical readiness.

Our goals include:

Support deployment of a healthy force - Soldiers

Support deployment of the medical force - Units

Facilitate beneficiary care - Families





The Medical Branch will monitor and improve the physical and mental preparedness of ARNG soldiers to respond to the entire spectrum of federal and state operations such as war, WMD events, peacekeeping/enforcement and disaster relief. We will ensure that family members have full access to medical and dental benefits throughout the mobilization cycle.

The Medical Branch coordinates all immunizations, physical exams, HIV and DNA samples, and medical duty review boards. Fiscal Year 2002 (October 01 -September 02) 1,304 physical exams were processed. Line of Duty Investigations were documented for 540 injuries, illnesses or diseases during this training year. The Medical Branch ensures credentialing of all medical officers. Medical Branch also processed 30 active duty medical extensions due to injury. Also Incapacitation payrolls for \$328,000 were processed for injured soldiers along with managing health care appointments. Medical Branch coordinates payment of soldier's medical bills incurred during Line of Duty through Tricare for all civilian treatment.

### DEPUTY STATE SURGEON OFFICE

The Office of the Deputy State Surgeon was established this year to develop and implement policies and procedures to ensure soldiers of the Oklahoma Army National Guard in meeting medical readiness standards. In addition, the Deputy State Surgeon is responsible for planning and supporting mobilization processing, mobilization exercises, annual training medical site support, contracting of physical exams, credentialing of medical professionals and, military qualification of all medical personnel. In the first year of operation, the office was responsible for coordinating and conducting a successful medical anti-terriost exercise. Operation Sooner Spring tested the capability to move and distribute the National Pharmaceutical Stockpile in the event of an outbreak of a biological or chemical agent.



Personnel from the Oklahoma National Guard Personnel and Administration Office process members of the 1st Battalion, 171 Field Artillery Regiment as they prepare to deploy in support of Operations Enduring Freedom and Noble Eagle in August of 2002.





## HUMAN RESOURCE OFFICE

### MISSION

The Human Resource Office's (HRO) mission is to administer and direct the Federal Technician Program and the Active Guard and Reserve Program of the Oklahoma Army and Air National Guard.

### TECHNICIAN PERSONNEL MANAGEMENT BRANCH

The Technician Personnel Management Branch provides overall program management of all full-time technician personnel and provides responsive service to managers and technicians of the Oklahoma Army and Air National Guard regarding position classification, placement, and recruiting. In addition, the office assists every technician in resolving their personnel related issues, including training, health and life insurance, retirement, workman's compensation, etc. There are presently 472 Army and 462 Air National Guard Technicians employed with the Oklahoma National Guard.



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### ACTIVE GUARD/RESERVE MANAGEMENT BRANCH

The Military Duty Management Branch is responsible for the overall Active Guard and Reserve (AGR) Program for the Oklahoma Army and Air National Guard. The office is responsible for the publishing of job advertisements for full-time active duty positions within the Oklahoma National Guard, the processing of soldiers and airmen entering and leaving the AGR program, assistance to AGR personnel regarding benefits and retirement, and the overall administration of the AGR program within the Oklahoma National Guard. There are presently 115 Air and 454 Army active duty members of the Oklahoma National Guard.

### EQUAL EMPLOYMENT OPPORTUNITY BRANCH

The Equal Employment Opportunity (EEO) Branch plans, develops, implements, and monitors the Affirmative Employment Plan for the full-time workforce of the Oklahoma National Guard. This section also provides guidance to employees and managers on all aspects of the EEO Program and ensures compliance with federal laws and regulations.

### LABOR RELATIONS BRANCH

Federal civil service technicians are allowed to be represented by a labor organization under the provisions of Section 71, Title 5 of the United States Code. Currently, three separate labor organizations represent technicians employed by the Oklahoma National Guard. Local 3053, of the American Federation of Federal employees, represent technicians employed at the Will Rogers Air National Guard Base while Local 126 of the Association of Civilian Technicians represents those at the Tulsa Air National Guard Base. Local 127 of the Association of Civilian Technicians represents some Army National Guard technicians. The balance of the Army National Guard work force has not petitioned for representation by a labor organization.

### DEFENSE CIVILIAN PERSONNEL DATA SYSTEMS BRANCH

The Defense Civilian Personnel Data Systems (DCPDS) Office of the Human Resource Office is responsible for maintaining the database containing personnel data on over 1,400 military technicians and Active Guard and Reserve (AGR) personnel. The database is maintained off-site at Kelly Air Force Base in San Antonio, Texas. The DCPDS database interfaces with the Defense Civilian Pay System (DCPS) which provides payroll services for all Army and Air National Guard military technicians and the Civilian Personnel Management System (CPMS) which provides statistical information to the Office of Personnel Management (OPM), Department of Defense (DOD) and members of Congress. The Branch also provides periodic and special reports to supervisors and other human resource customers.





## PLANS, OPERATIONS, TRAINING AND MILITARY SUPPORT

### MOBILIZATION/READINESS DIVISION

The purpose of the Mobilization & Readiness Branch is twofold. First, they are responsible for ensuring the units assigned to the Oklahoma Army National Guard can mobilize and deploy for their federal mission, if called to do so. This is accomplished through training and a series of mobilization exercises (MOBEX). Second, the branch is responsible for improving the readiness of the units of the Oklahoma Army National Guard, so they are able and ready to accomplish their federal wartime mission. All efforts are directed at ensuring our soldiers and units have the necessary training, equipment, and leadership to accomplish the mission.



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In 2002, the Oklahoma Army National Guard was called upon to mobilize over 1,300 soldiers for various missions around the world, in support of the War on Terrorism. These soldiers came from all corners of the state to step up and serve their country. A great amount of time and effort was spent in preparing these soldiers for active duty, and as a result, soldiers were able to concentrate on training up for the mission they were called for.

This branch continues to develop contingency plans for future mobilizations, and diligently strives to improve the readiness of the remaining units in the state.

### TRAINING BRANCH

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 continue to highlight the National Guard as the most cost-effective option available to the taxpayer as national defense expenditure.

### MILITARY SUPPORT

The Military Support Branch of the Operations and Training Directorate provides the interface between the Oklahoma National Guard and civilian authorities. The branch receives, plans, and executes missions to provide relief, support, and security to Oklahoma citizens and for the internal security of National Guard facilities, resources, and soldiers.

In 2002, the Oklahoma National Guard performed unprecedented missions in support of the President of the United States and Governor Keating's anti-terrorism program. Fifty armed Guardsmen performed security duty at five Oklahoma airports throughout the state. Concurrent with the airport mission, another 55 armed Guardsmen performed Force Protection security duty at the Oklahoma Army National Guard federal facilities.

It was also a very busy year for the Oklahoma Army National Guard assisting in the relief efforts from natural disasters. The Guard provided 200 soldiers for security duty to the City of Cordell after a tornado struck the town in October 2001. In January and February of 2002, the Guard provided generators to over 60 cities and towns crippled by the worst ice storm in state history. All electrical generators belonging to the Oklahoma Army National Guard, as well as six large generators from the Texas National Guard, and 14 from the Federal Emergency Management Agency, were delivered, serviced and recovered by Oklahoma Guardsmen. Power was provided to municipal water wells and emergency shelters.

In addition to reacting to state emergencies, the Military Support Branch develops contingency plans for anti-terrorist operations, weapons of mass destruction response, and critical infrastructure protection. Our intelligence and security specialists constantly monitor the world situation seeking to glean intelligence on any domestic or foreign threats that would affect Oklahoma. The Military Support Branch is also the planning and execution proponent for the Oklahoma Army National Guard Homeland Security program.





## COUNTERDRUG

The Oklahoma National Guard Counterdrug Program is committed to providing professional and cost-effective counterdrug and drug demand reduction support to local, state and federal drug law enforcement agencies and community based organizations.

In FY 2002, the Counterdrug program supported multi-jurisdictional drug enforcement operations for six federal agencies, four state agencies, ten District Attorney task forces, and 33 county/municipal departments. In FY02, we expended 1.5 million dollars in support of 65 drug enforcement and drug demand reduction operations. This resulted in 170.5 lbs. of methamphetamine with a value of \$1,739,971.30; 200 lbs. of cocaine with a value of \$5,204,750.20. FY02 saw a marked increase in the amount of Ecstasy (MDMA) seized with 5,473 tablets with a value of \$32,745.00; and a cultivated marijuana seizure during FY02 summer missions of 6,741 plants. All Counterdrug support efforts totaled \$31,712,981.74 dollars in currency, property, drugs, vehicles and weapons seized/destroyed. The drug demand reduction program reached 34,410 students, family members of students and adults across the state with an activity savings to the State of Oklahoma of \$422,709.00.

## TRAINING SITES

The Oklahoma Army National Guard has two training centers, which are located in Eastern and North Eastern Oklahoma. The largest is Camp Gruber located 12 miles Southeast of Muskogee, OK and the other is Whitaker located in Pryor, OK.

Whitaker Training Center is the home of the Thunderbird Youth Academy and provides state of the art classrooms for both Thunderbird Youth Academy and military organizations.

Camp Gruber is the primary training center for units of the Oklahoma Army National Guard and has some of the premier small arms qualification ranges in this region. It also has one of the most updated Military Operations in Urban Terrain Collective Training Facilities (MOUT CTF) in the nation.

Camp Gruber has one of the best Night Vision Goggle Simulators in the nation. This facility is used both by the military and law-enforcement agencies throughout the country.

The military, both National Guard and Active forces use Camp Gruber Training Center. Federal and state agencies use Camp Gruber each year to train in support of their operations.

Camp Gruber's Environmental Branch completed several projects using Temporary Personnel Contracts. The Temporary Personal Contract was for \$85,000.00 this past year. The equipment contract was for approximately \$15,000.00. Endangered Species monitoring approximately \$35,000.00 and miscellaneous purchases of approximately \$15,000.00.

**The total economical impact surrounding Camp Gruber Training Center, which includes Muskogee County, Cherokee County, Sequoyah County, and Wagoner County, is around \$25,750,000.00 direct. The total economical impact from both direct and induced is around \$72,646,400.**



Infantry troops from the 45th Infantry Brigade conduct training maneuvers at Camp Gruber Training Site.



An Oklahoma Army National Guardsman motions a vehicle through a checkpoint during security operations following a catastrophic tornado in Cordell, Oklahoma.





## ENGINEERING

### MISSION

The Directorate of Engineering's overall responsibility is execution of the construction, maintenance, repair and environmental programs of the Army National Guard as well as providing technical assistance and oversight relating to the State's Air National Guard Bases. The Directorate's primary mission provides the best facilities possible within the National Guard Bureau's regulatory guidelines and the State's financial capabilities. Covered under this umbrella are planning, design, construction, repair, maintenance and inspection of all facilities, and technical support to facilities management, ensuring compliance with all environmental requirements.



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### ADMINISTRATIVE BRANCH

Administrative Branch is the focal point for the Directorate of Engineering Office coordination. As such, it is responsible for the development, formulation, and direction of administrative directives/ procedures, as well as setting up presentations and workshops required by the Directorate's branches. The Branch provides the permanent secretary to the Joint Services Reserve Components Facility Board (JSRCFB). The JSRCFB works closely with State Reserve Components assuring construction projects are utilized by as many components as possible. Annual reports are sent to the Deputy Assistant Secretary of Defense for Reserve Affairs, the National Guard Bureau, and the 90th Regional Support Command. The biennial report on the "Reserve Component Military Construction Unfunded Proposals Report" is submitted to the same military departments as required by regulation.

### ENGINEERING BRANCH

The Engineering Branch provides statewide direct engineering support for the Oklahoma Army National Guard. This Branch manages architectural engineering capabilities. Primary duties are overseeing the preparation of architectural/engineering plans, specifications, budget compliance and coordinating activities of the architectural/engineering and construction firms with the owners and end users. All construction projects plans and specifications are reviewed prior to release for construction.

In addition to these duties, the Engineering Branch provides technical site inspections on military construction (MILCON) projects, and maintenance/repair projects performed by both contractors and in-house technicians. Periodic inspections on installed or replaced systems are performed along with recommendations to repair as necessary to maintain warranty. This program had approximately \$28 million in construction projects within the design or construction stage.

### ENVIRONMENTAL BRANCH

The mission of the Environmental Branch is to support and enhance the operational readiness of the Oklahoma Army National Guard by preserving training lands and resources through education, compliance, and environmental stewardship. The branch supports military readiness by providing assistance to commanders and supervisors at all levels to ensure compliance with all applicable environmental laws, regulations, and policies. The Oklahoma Army National Guard was allotted \$1,822,000 in federal funds in FY 2002 for environmental program management, compliance, and conservation projects statewide. Compliance projects included installation of closed-loop vehicle wash systems and mobile fuel truck parking containment as well as erosion control projects and armory lagoon modifications. In the conservation area an update to the Camp Gruber Integrated Natural Resources Management Plan was initiated and the annual endangered species monitoring was accomplished. The Integrated Cultural Resources Management Plan is currently being reviewed and updated and Native American consultations are continuing.

### OPERATIONS BRANCH

The Operations Branch provides validation of construction requests and programs for long-range construction projects; identifies proper funding sources and validates project requests for Real Property Operations, Maintenance





and Minor Construction projects costing less than \$1,000,000; manages real property records and changes; and oversees and directs the energy conservation program.

### **RESOURCE MANAGEMENT**

The Resource Management Branch programs, coordinates, and schedules Federal resources for the construction, and operation, maintenance and repair of Army National Guard Facilities which qualify for Federal support. The Branch advertises, interviews and selects architectural and engineering firms to perform investigative studies, design of facilities and construction management for the Army National Guard. 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 Army National Guard facilities.

### **FACILITIES MAINTENANCE BRANCH**

The Facilities Maintenance Branch is responsible for all maintenance, repair, modification, and rehabilitation of facilities, utility systems, real property, installed equipment, distribution systems, pavements, and grounds. The installation, operation, inspection, and maintenance of intrusion detection systems and security devices for facilities throughout are overseen by this branch. There are major training sites at Braggs, Pryor, and Fort Sill; Army Aviation Facilities at Lexington, Norman, and Tulsa. The Army National Guard has 22 maintenance facilities and 83 armories located in 77 different communities.

Although the federal government provides the majority of funding for the training sites, Army Aviation Support Facilities, and other selected facilities, the majority of maintenance and repair of Army National Guard facilities is a state responsibility. Last year approximately \$150,000 was spent for materiel and equipment to maintain and repair armories and logistic facilities. The Facilities Maintenance Section completed more than 4,000 separate maintenance/repair work orders for the fiscal year ending 30 June 2002.

### **CONSTRUCTION HIGHLIGHTS**

Armed Forces Reserve Center, Sand Springs, Oklahoma: This joint use facility consists of 119,330 square feet for the United States Army Reserve and the Oklahoma Army National Guard. This is a 100% Federally reimbursed State construction contract. Crossland Construction Company, Inc., of Columbus, Kansas, is the contractor, with a total contract amount of \$11,470,994. Construction began in April 2001 and is expected to be complete in January 2003. Multi-Unit Readiness Center at the Regional Training Institute (RTI): Design for this 62,550 SF facility began in February 1994. The Anti-Terrorism Force Protection DoD Standards were utilized to update the design to current criteria. This project is currently under construction at a cost of \$5,976,000. Upon completion it will house the 645 Personnel Service Detachment, 45<sup>th</sup> Support Center (RTOC), 90<sup>th</sup> Troop Command, HQ STARC, 145<sup>th</sup> Army Band, and Detachment 4 HQ STARC (Selective Service). This is a 100% Federally reimbursed State construction contract. At the CSMS Complex in Norman, the 63<sup>rd</sup> Civil Support Team Ready Building is 15% constructed, at a cost of \$1,289,387. This is a 100% Federally reimbursed State construction contract. CH-47 Hangar and Aircraft Parking was also in construction at AASF #1 at Lexington, OK. This was an \$8,775,000 construction effort. This project includes a 25,000 square feet Chinook helicopter maintenance hangar, 95,000 square yards of paved airfield parking and taxiways, and 80,000 gallon capacity above-ground jet fuel storage and dispensing facility. Utilizing the State Line Item Roof Contract, roof replacements for 16 facilities were negotiated for the following year's funding.



Multi-Unit Armory & Combined Command Facility-N.E. 63rd & N. Kelley Ave., Oklahoma City, Oklahoma





## HEADQUARTERS AIR NATIONAL GUARD

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, issues, resolutions, and actions recommendations for the four unit components. HQANG is the direct contact with the National Guard Bureau, and Congressional and Legislative military liaisons. It is responsible for establishing personnel policies and procedures, administering and directing executive support functions, and executing the \$90 million dollar annual budget for the 2,400 Air National Guard personnel located in the 137th Airlift Wing, 138th Fighter Wing, 205th Engineering Installation Squadron and 219th Engineering Installation Squadron. Headquarters functions as the approval authority for all deployments, emergency operation, and legislative/internal policy support.



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Staff Officer

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The Air National Guard of Oklahoma had a total of over 2,000 members deployed FY 2002 in operations nationally and OCONUS, such as Operation Joint Forge, Operation Southern Watch, Operation Northern Watch, Coronet Oak, Global Patriot, Green Flag, Red Flag, Maple Flag, Cope Thunder, Deep Freeze, Enduring Freedom, and Noble Eagle, and participation in the Air Expeditionary Forces.

Both Engineering and Installation Squadrons supported Oklahoma Army National Guard's upgrade program in communication technology. The Headquarters staff is charged to facilitate support for the Army National Guard within Oklahoma where and when possible to foster elimination of duplication of programs and enhance the performance of the military in our state. Joint work has also been done in the arena of Homeland Security and Homeland Defense.

During FY 2002, the Oklahoma Air National Guard's 137 Airlift Wing, headquartered at Will Rogers Air National Guard Base in Oklahoma City, celebrated 185,000 flight hours without a major safety infraction. The 137 ALW maintains and operates eight C-130 "Hercules" cargo transportation aircraft.



During FY 2002, the 138 Fighter Wing engaged in numerous federal missions including active combat over Iraq enforcing the Northern No Fly Zone. Unit personnel and equipment were deployed to Operation Northern Watch in September, October, and November. The 138 operates the F-16 "Falcon" fighter and attack aircraft.





## STATE AVIATION, SAFETY AND OCCUPATIONAL HEALTH

### MISSION

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

### OPERATIONS

Army National Guard Aviation with its modern utility and cargo helicopters provides the Oklahoma Army National Guard with a flexible response to a wide range of Federal and State missions. Some of these include; Combat Air Assault, Medical Evacuation, Reconnaissance, Resupply, Search and Rescue, Disaster Assistance, Illegal Drug Interdiction, Combat Air Traffic Control, and searches for missing persons, and helicopter support for wildfires.



**COL Jackie Self**  
State Aviation Officer

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The Safety, Occupational Health, and Industrial Hygiene Office under the State Aviation Office is involved in measures to reduce or eliminate unsafe or unhealthy operations, work practices, and hazards that may jeopardize members of the Oklahoma Army National Guard. These measures include safety training programs, accident investigations, engineering reviews, certification of firing ranges, and OSHA compliance.

### THE ARMY AVIATION PROGRAM

In 2002 OKARNG aviators and crewmembers flew approximately 4,235 hours in training and support operations. The annual budget is roughly **\$8.1** million dollars in fuel, parts, safety and training.

### TRAINING

Two Army Aviation Support Facilities, one at Lexington and the other at Tulsa provide support operations for the MTOE units. The Aviation Support Facilities are open four days a week and at least two weekends per month. Aviation Support Facilities provide individual air crew training consisting of transitions to different aircraft, day and night tactical training, advanced instrument training, and other specialized individual air crew tasks. Aviation units are engaged in aviation unit training and exercises on almost a continuous basis.



Okla. Army National Guard aviation operation at the Joint Readiness Training Center in June 2002.





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## CHIEF INFORMATION OFFICER

### MISSION

The Chief Information Officer is responsible for all disciplines of the Information Mission Arena to include: telecommunications, automation, visual information, records management and publications and printing. Our goal is to provide the full range of IM services over a single, statewide network connected to the GuardNet XXI wide area network.



COL Danny Costner  
Chief Information  
Officer

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### INFORMATION SUPPORT SYSTEM

The **Information Systems Support Branch** provides the functions of Customer Support, Computer Maintenance, Telecom Maintenance, and Training.

The **Customer Support Section** provides the interface between the customers and the technical expertise of the CIO staff. The section receives requests for assistance in matters dealing with Systems (Voice & Data). The section also provides 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 telephone and network wiring inside of buildings.

The **Training Section** is responsible for identifying problems and correcting them through training programs. The section is also responsible for training of new programs and systems.

### INFORMATION MANAGEMENT

The **Information Management Branch** telecommunications and the network control center.

The **Telecommunications Section** provides the installation, service, and operation of all federal telephone systems throughout the state. The communications architecture provides the means to establish both local area and wide area networks as well as data communications. The goal of this section is to build a telecommunications infrastructure capable of transmitting voice, video, and data over the same network. The Oklahoma Army National Guard is the National Guard test state for this Voice Over Internet Protocol which is critical to accomplishing our goals.

The **Network Control Center** serves as the support center for the Oklahoma Army National Guard federal and state voice, video, and data network.

### INFORMATION SERVICES

The Information Services Office provides printing and photocopies support; and 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 inter-office pick up and delivery of daily mail.

### RECORDS MANAGEMENT

This office is responsible for implementing policy for file and records management from initiation, retirement, and/or destruction of all state and federal records. The Records Manager handles all requests for Freedom of Information and Privacy Act information. This branch is also responsible for maintaining all personnel records for the retired (or separated) Oklahoma National Guard soldiers and airmen. Each year, we review and process approximately 2,000 records.





## PUBLIC AFFAIRS

### MISSION

The Public Affairs Office (PAO) works to publicize the mission and accomplishments of the men and women of the Oklahoma Army and Air National Guard. Domestic Actions also fall under Public Affairs.

### ACTIVITIES

The Public Affairs Office responds to inquiries and requests from individuals and the news media providing information and material to meet those requests. The PAO also seeks opportunities to tell the story of the Guard at the “grassroots” level.

This PAO Office also coordinates media airlifts to training sites in an effort to maximize coverage of training activities in the Oklahoma National Guard.



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State Public Affairs Officer

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### 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.

The Oklahoma National Guard Visual Information (VI) Office works closely with the Public Affairs Office. VI is responsible for video documentation, duplication and editing; official photography to include DA and command photos and the production of all official graphic art for the Oklahoma National Guard. VI also maintains a limited inventory of multimedia equipment for loan to OKNG units and provides video, satellite and audio teleconferencing services.

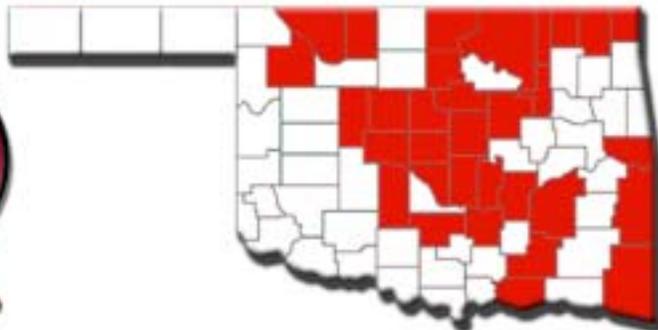




# 45<sup>th</sup> Infantry Brigade



**BG Thomas Mancino**  
Commander



## MISSION

The 45<sup>th</sup> Infantry Brigade is always ready to deploy to any part of the world to defend America, its citizens and the beliefs and traditions that have made America the great land that it is. The 45<sup>th</sup> is a completely self-sufficient brigade having a complete ensemble of infantry, artillery and support battalions. The 45<sup>th</sup> Infantry Brigade has been under the command of the 7th Infantry Division since June of 1999. The 7th Infantry Division is headquartered at Fort Carson, Colorado and is comprised of Army National Guard units from Oklahoma, Arkansas, and Oregon.

## JOINT READINESS TRAINING CENTER

The 45<sup>th</sup> Infantry Brigade participated in evaluation exercises at the Joint Readiness Training Center (JRTC) in Louisiana in June of 2002. The JRTC exercise is a multi-dimensional battle composed of a well trained opposing force (enemy), highly skilled observers/controllers (referees), well-tailored scenarios and no room for mistakes. The 45<sup>th</sup> Infantry brigade set the standard for all National Guard Brigades to follow. The Chief of Staff of the Army observed the final battle and he praised the Brigades performance during that battle.

## MOBILIZATIONS IN SUPPORT OF OPERATION ENDURING FREEDOM

The 45<sup>th</sup> Infantry Brigade was selected to participate in three operations in support of Operation Enduring Freedom. The first saw 47 soldiers from units across the Brigade mobilized and trained to provide additional security at Will Rogers Airport, Tulsa International Airport, and the Ponca City Airport. This mission started shortly after 9/11 and ended in April 2002.

The second saw over 200 soldiers from the 179<sup>th</sup> Infantry Battalion mobilized, trained and deployed to the Middle East to protect critical assets in that region. After an intensive two-month train up the soldiers deployed for a mission that is scheduled to end in July 2003.

The third mobilization saw just under 200 soldiers from the 700<sup>th</sup> Support Battalion assigned to the 1120<sup>th</sup> Maintenance Company conducting force protection at air bases throughout the State of Oklahoma. The soldiers will receive training at their mobilization station and duty location during January 2003 that will prepare them for the mission of securing critical sites in the State. They will conduct this mission for one year.

## MULTI-NATIONAL FORCE OF OBSERVERS (MFO) ROTATION 44

The 180<sup>th</sup> Infantry Battalion was selected to fill the MFO rotation 44 for the United States. After a rigorous train up at Fort Carson the 180<sup>th</sup> Infantry Battalion deployed in total to the Sinai Peninsula. The mission of the 1-180<sup>th</sup> Infantry Battalion will be to observe, report, and verify compliance with the 1979 Egypt-Israel Peace Treaty and Protocol. Their activities will include operation of checkpoints, observations points and sector control stations in their area. They are scheduled to return in July 2003.

## STATE ACTIVE DUTY MISSIONS

The 45<sup>th</sup> Infantry Brigade had soldiers called in support of Operation Winter Watch from January 29<sup>th</sup> through February 15, 2002. The mission was to support the citizens affected by a heavy ice storm that hit the State. Armories throughout the State were opened as emergency shelters and water distribution points. Within hours after the call the Brigade deployed soldiers and more than 15 trucks and large generators to support the community. This mission involved performing stabilization operations at the 13 Oklahoma cities effected area.

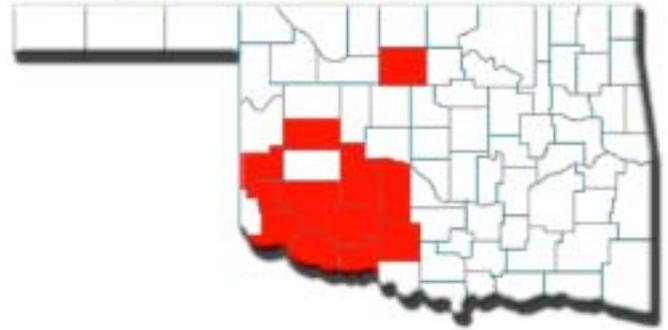




# 45<sup>th</sup> Field Artillery Brigade



**COL Gary Bray**  
Commander



## MISSION

The mission of the 45<sup>th</sup> Field Artillery Brigade is to provide command, control, administrative, and logistical supervision of organic and attached Field Artillery units of Corps or Division Commanders. The Brigade is organized during peacetime with an organic Headquarters and Headquarters Battery (located in Enid), two Multiple Launch Rocket System (MLRS) Battalions (1-158, located in Lawton and 1-171, located in Altus), and one Paladin Cannon Battalion (2-222, located in Cedar City, Utah).

## VISION STATEMENT

Now, as well as in the future, when people think of Field Artillery, the 45<sup>th</sup> Field Artillery Brigade will come to mind because of its commitment to excellence and service not only to the communities in which we reside but also to our Nation.

## SIGNIFICANT ACTIVITIES

Throughout FY-2002, the 45<sup>th</sup> Field Artillery Brigade's primary focus remained the readiness of the Brigade and its ability to successfully perform its wartime mission and State active duty missions. During the winter storm that crippled much of northwest Oklahoma, thirty soldiers were mobilized and twelve armories were opened in support of Operation Winter Watch. Soldiers of the Brigade delivered, operated, and serviced electrical generators and water trailers providing life saving services to many rural towns. The Brigade provided cots, blankets, and other supplies and services to support shelters and other relief efforts during the weeks it took to restore power to the region. Once the power was restored, our Armories were utilized by the Federal Emergency Management Agency for weeks to follow, assisting our communities with processing claims for financial assistance. In total, the Brigade participated in 23 missions in support of Operation Winter Watch. On the national level, eight soldiers completed their Airport security mission as part of Operation Sooner Sky which provided security for the Enid and Lawton Municipal Airports. On August 17<sup>th</sup>, the Brigade mobilized its first unit in support of Operation Noble Eagle II. Two hundred eighty-one soldiers of the 1<sup>st</sup> Battalion, 171<sup>st</sup> Field Artillery were mobilized for the Force Protection Mission providing security at Fort Sill, Oklahoma and Fort Carson, Colorado.

While Federal and State missions were continuing to be accomplished, we managed to conduct some of the most demanding training events for a Field Artillery Brigade. In February 2002, we deployed a sizable portion of the Brigade to Fort Hood, Texas to participate in our biannual requirement to conduct Battle Command Training Program (Warfighter exercise.) This training event exercised our Brigade Staff under war like conditions in a non-tactical environment. The Brigade Staff successfully completed a Training Assessment Model evaluation during some of the most realistic training a staff can endure. To ensure that the Brigade remained at the forefront of the artillery world, we were fielded with the latest version, A99, of the Advanced Field Artillery Tactical Data System. This fielding is significant in that we received software upgrades concurrent with our Active Component counterparts, thus preserving our interoperability with potential wartraced units. 2002 training events included: AT-02 Fort Sill OK, Battle Command and Staff Training simulation exercise, Family Readiness Group training, and a host of individual MOSQ/NCOES/OCS/OBC training. We feel confident that our focus on readiness has resulted in the 45<sup>th</sup> Field Artillery Brigade being available at a moment's notice to secure and defend the freedoms we enjoy in our State and Nation.

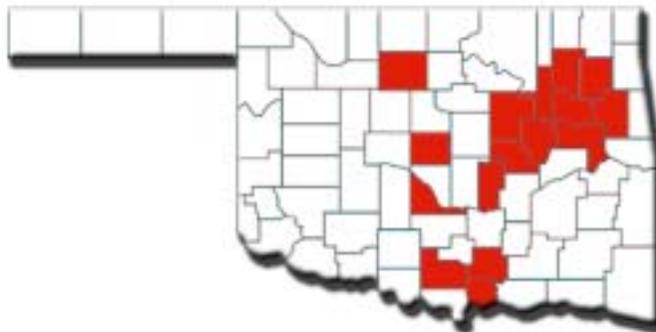




# 90th Troop Command



**COL  
Arnold Muncrief  
Commander**



## **MISSION**

The 90th Troop Command provides combat support and combat service support to America's Army on the field of battle or in operations other than war. We are citizen soldiers providing highly skilled and professional expertise in support of community, state and national missions.

## **VISION STATEMENT**

The 90th Troop Command is an organization of diverse subordinate commands each with different roles and military missions. Our common thread is providing the most effective support available to America's Army. We never forget the true mission of any Army is to prevent war. Our focus is on protecting and serving the citizens of Oklahoma and our Nation. We accomplish our vision by staying focused on our missions, training to standard, and caring for our soldiers.

The 90th Troop Command continued its focused support for the Total Army by participating and supporting training activities within the Continental United States and three overseas locations.

The 345th Corps Support Battalion's Company B/111th Area Support Medical Battalion participated in the Bright Star Exercise in Egypt. The remainder of the 345th Corps Support Battalion supported the 45th Infantry Brigade in the Joint Readiness Training Exercise at Ft. Polk, Louisiana.

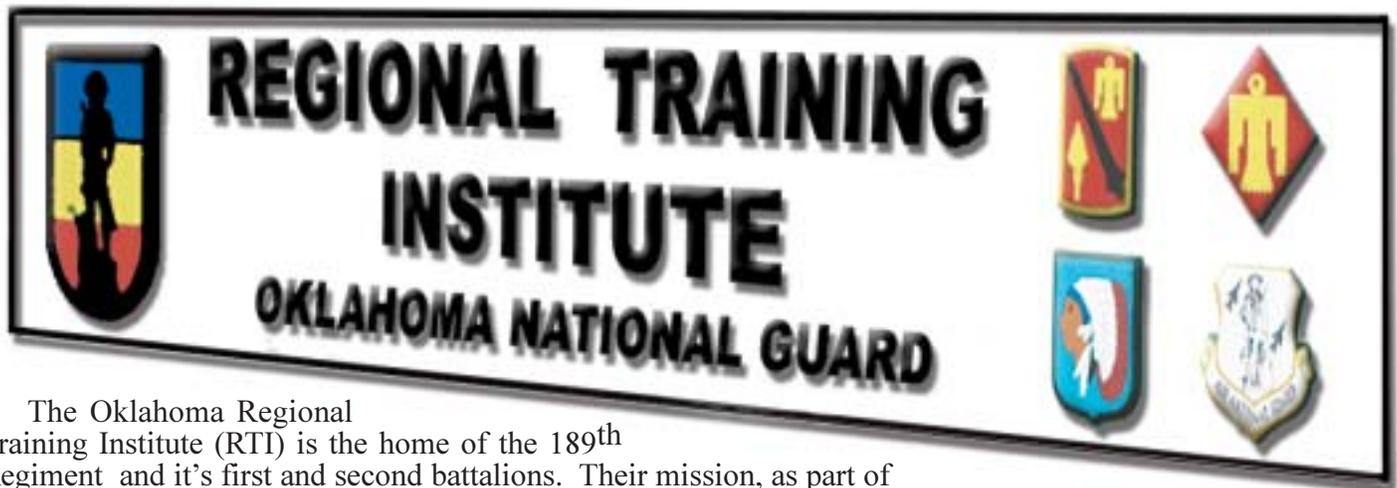
Elements of the 1/245th Aviation Battalion (Air Traffic Services) participated in exercises around the globe as well. Company D, 245th Aviation provided aircraft maintenance in Missouri, California and Germany. Detachment 1, Company A, 249th Aviation, flying the fixed-wing C-23 (SHERPA), supported Army Special Forces and Navy SEAL Teams at Marana, Arizona, as well as flying support missions to the Central America and the Caribbean. Other elements of the Aviation Battalion supported the 45th Infantry Brigade in the Joint Readiness Training Exercise at Ft. Polk, Louisiana.

The 120th Combat Engineer Battalion (Heavy) provided construction support to Task Force Grizzly in San Diego, California as well as at Camp Gruber here in Oklahoma. Company C provided support to the 45th Infantry Brigade in the Joint Readiness Training Exercise at Ft. Polk, Louisiana.

The 45th Support Group's 145 Army Band conducted several public concerts in various locations throughout Oklahoma. The 45th Support Detachment (Rear Operations Center) participated in the Bright Star Exercise in Egypt, as well as exercises in Korea. The 105th Mobile Public Affairs Detachment and 645th Personnel Services Company provided support to the 45th Infantry Brigade in the Joint Readiness Training Exercise at Ft. Polk, Louisiana.

The 63rd Civil Support Team participated in numerous exercises with local agencies, first responders, and incident commanders throughout the 5th Army region to coordinate Weapons of Mass Destruction responses.





The Oklahoma Regional Training Institute (RTI) is the home of the 189<sup>th</sup> Regiment and its first and second battalions. Their mission, as part of the Total Army School System (TASS), is to provide an efficient, effective program of instruction and training, which will prepare soldiers for leadership and responsibility at different levels of command in the Army National Guard. TASS is a composite school system comprised of the Army National Guard (ARNG), United States Army Reserve (USAR) and Active Component (AC) institutional training systems.

Through the Army's institutional training proponents, the RTI provides standard resident and distance learning to the soldiers of the region. The Regional Training Institute is responsible for the following courses and schools: Officer Candidate School (OCS) Phase 2, Basic Noncommissioned Officer Course (BNCOC), Advanced Noncommissioned Officer Course (ANCOC), Direct Appointment Orientation, TAC Officer Course, Nonprior Service Personnel Training, U.S. Army OCS Orientation Course, Battle Focused Instructor Training Course, Small Group Instructor Course, Combat Lifesaver Course, Military Occupational Specialty Qualification Courses specifically for Field Artillery, Armor and Air Defense Artillery. The OCS program was part of the first unit to receive accreditation, under the TASS concept, from the proponent agency, Ft. Benning, GA.

The RTI is also the host site for several conferences and unit level training events and the Covey Leadership training for the Oklahoma National Guard and other agencies of the state. Construction of a new classroom facility, a 126-room dormitory, and a dining facility were completed in 1997. Future activities of the Regional Training Institute include the projected conduct of 31 Military Occupational Specialty Qualification (MOSQ) Courses, one Combat Lifesaver Course, one Officer Candidate Course (OCS) Phase 2, two Advance and Basic Noncommissioned Officer Courses, one Instructor and Small Group Training Course, Nonprior Service Courses each month, and all other directed courses. Special emphasis will be on conversion to the new Total Army Training System (TATS) courseware; continuation of the proponent certified instructor's program, and execution/utilization of Distance Learning. The RTI will continue to host Covey Leadership classes, along with several planned conferences.





# 137th Airlift Wing



**Col Michael Leeper  
Commander**

## MISSION

The mission of Will Rogers Air National Guard Base is to enhancing global reach by serving our nation, state and community through the unique capabilities of the 137<sup>th</sup> Airlift Wing and the 205<sup>th</sup> Engineering Installation Squadron. The 137<sup>th</sup> Airlift Wing, commanded by Colonel Michael L. Leeper, oversees an organizational architecture consisting of the Wing Headquarters, the Operations Group, the Logistics Group, the Support Group, the 137<sup>th</sup> Medical Squadron, and three tenant units, the 205<sup>th</sup> Engineering Installation (EI) Squadron, Detachment 1, Company A, 249<sup>th</sup> Aviation and the 63<sup>rd</sup> WMD-CST.

Will Rogers maintains one of the highest Air Guard manning strengths across the nation, with current manning consisting of 1325 members authorized and 1322 personnel assigned.

## VISION

Our vision is to be the most capable unit in the Air National Guard, manned with competent, energetic, and dedicated personnel, committed to excellence. Our people are prepared and equipped for any and all missions and dedicated to a process of constant improvement.

## SIGNIFICANT ACTIVITIES

The past year proved to be a year of numerous challenges and outstanding accomplishments for Will Rogers Air National Guard Base highlighted as follows:

The **185 Airlift Squadron (AS)** OPERATION JOINT FORGE (Ramstein AB, Germany July – August 02), OPERATION CORONET OAK (San Juan Puerto Rico, April 02), provided airlift support to PACAF (January – March 02 to Kadena, AB Okinawa).

The **137 Aeromedical Evacuation Squadron (AES)** supported OPERATION ENDURING FREEDOM (Classified location, October 01 – September 02 – 32 personnel for 6,798 days) AEF 3 rotation and provided support for Operational Aeromedical Evacuation missions for SouthCom (Puerto Rico and Guantanamo Bay).

The **137 Maintenance Squadron (MXS)** supported OPERATION DEEP FREEZE, OPERATION CORONET OAK, OPERATION JOINT FORGE and AEF 3 rotation.

The **137 Airlift Control Flight (ALCF)** was activated for the majority of the year in support of OPERATION ENDURING FREEDOM, locations included Italy, Pakistan, Kuwait and several classified locations. Will Rogers had 163 deployments, deployed 969 personnel for a total of 36,889 days during FY 2002.





# 138th Fighter Wing



**Col Robert Ireton  
Commander**



## MISSION

The federal mission of the 138<sup>th</sup> Fighter Wing is to maintain combat forces ready 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

Recognized as America's best citizen soldiers prepared and serving community and nation.

## SIGNIFICANT ACTIVITIES

The 138<sup>th</sup> Fighter Wing engaged in numerous federal missions including active combat over Iraq enforcing the Northern No Fly Zone during 2002. Unit personnel and equipment were deployed to Operation Northern Watch in September, October and November. The 125<sup>th</sup> Expeditionary Fighter Squadron deployed 249 personnel, operated 12 F-16Cs, flew 103 combat sorties, engaged the enemy and hit 100% of assigned targets.

In preparation for Northern Watch, the 138<sup>th</sup> deployed to two exercises: Sentry Aloha at Hickam AFB with 10 aircraft and 120 personnel and Cope Thunder in Alaska with eight aircraft and 110 personnel.

Over 100 unit members deployed as Expeditionary Combat Support - unit personnel that deployed separately from the unit's aircraft - in support of Operations Noble Eagle, Enduring Freedom, Southern Watch and Joint Forge.

The 138<sup>th</sup> Logistics Group was instrumental in beginning the F-16C Block 42 ANG Fleet Engine Conversion to the new Pratt & Whitney 229 series engine, increasing the performance and reliability of the aircraft. A total of 15 F-16C's in three separate squadrons were converted in less than two months, enabling the unit to deploy the more combat capable aircraft to Northern Watch in September.

The 125<sup>th</sup> Fighter Squadron received a Standards and Evaluations Visit from the 12<sup>th</sup> Air Force from August first through the sixth and earned an Outstanding rating - the second in a row. This is a highly unusual distinction that no other fighter squadron in 12<sup>th</sup> AF has ever received - active, guard, or reserve. The 138<sup>th</sup> also received a Unit Compliance Inspection from Headquarters, Air Combat Command from August first through the sixth. The unit achieved a commendable 94% compliance rate and received many laudable comments from the Inspector General.





## 205th Engineering Installation Squadron (EIS)



**Lt Col Barry Hanks  
Commander**

### MISSION

The mission of the 205th EIS is to provide a professional military force for engineering, installation, and maintenance of command, control communications, computers, intelligence systems management, and contingency support to DoD, state, and civilian agencies.

### VISION

The 205th strives to be the model EI unit; providing quality services to our customers through excellence and creative innovation.

### SIGNIFICANT ACTIVITIES

The 205 Engineering Installation Squadron (EIS) supported OPERATION ENDURING FREEDOM, AEF rotation, and projects in Cheyenne ANGB WY, Ellsworth AFB SD, Selfridge ANG MI, Tinker AFB OK, and Sembach AB Germany.



## 219th Engineering Installation Squadron (EIS)



**Lt Col John Carvajal, Jr.  
Commander**

### MISSION

The mission of the 219th EIS is to train for war while engineering, installing, and supporting CI systems and to add value to the country by participating in National, State, and Local activities.

### SIGNIFICANT ACTIVITIES

This was a very busy Fiscal Year for the 219th. We deployed personnel in support of Operation Enduring Freedom engineering and installing projects in virtually every country in the CENTCOM AOR. We also completed 8 major installation projects in CONUS at Air Force and ANG bases and provided personnel to augment other projects and support the global war on terrorism. The squadron continues to do projects at Camp Gruber helping to modernize the camp communications infrastructure.

The 219th has once again donated \$500 to the Oklahoma National Guard Association Scholarship Foundation.

Members of the 219th supported numerous community activities to include the Sapulpa High School marine ROTC program and the Tulsa STARBASE Program. Unit members also participated in many elementary, middle, and high school career days.





## Financial Summary

### Summary of Federal Budget

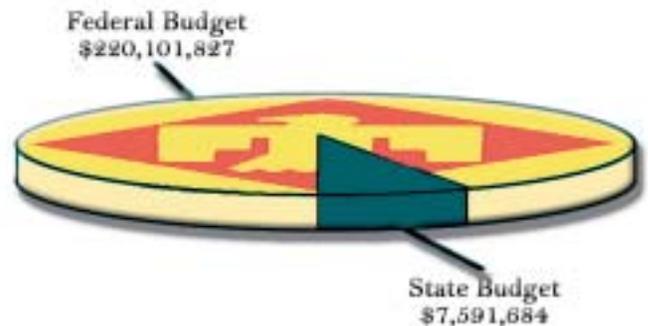
Oklahoma Army National Guard	\$143,172,799
Oklahoma Air National Guard	<u>\$ 76,929,028</u>
<b>Federal Funds Total</b>	<b>\$220,101,827</b>

### Summary of State Budget

Oklahoma Army National Guard	\$ 6,924,843
Oklahoma Air National Guard	<u>\$ 666,841</u>
<b>State Funds Total</b>	<b>\$ 7,591,684</b>

**Grand Total (State & Federal)    \$227,693,511**

### FY 2002 Budget Comparison



### Tax Revenue to State of Oklahoma Federal Contribution

#### Federal Funds Contribution to the State

<b>Federal Contribution</b>	<u>Army</u>	<u>Air</u>	<u>Total</u>
Pay and Allowances	\$92,256,033	\$49,306,934	\$141,562,967
Soldier/Airman Support	\$ 4,785,310	\$ 767,438	\$ 5,552,748
Operations & Maint Support	\$20,910,000	\$22,728,160	\$ 43,638,160
Facilities Maint & Repair	\$ 6,626,183	\$ 3,852,974	\$ 10,479,157
Soldier Support Services	<u>\$18,595,273</u>	<u>\$ 273,522</u>	<u>\$ 18,868,795</u>
<b>Total Federal Contribution</b>	<b>\$143,172,799</b>	<b>\$ 76,929,028</b>	<b>\$220,101,827</b>

### Tax Revenue Generated for the State from the Federal Government (Estimated)

State of Oklahoma Sales Tax	\$3,877,200
State of Oklahoma Income Tax	<u>\$8,139,870</u>
<b>Total Tax Benefit to the State</b>	<b>\$12,017,070</b>

### Military Department Workforce

<b>Military Department Workforce</b>	<u>Army</u>	<u>Air</u>	<u>Total</u>
State Funded	69	0	69
Federal Reimb (% varies)	65	74	139
State Funded Youth Programs	144	0	144
Fed Reimb Youth Prog (% varies)	<u>44</u>	<u>8</u>	<u>52</u>
<b>Total State Employees</b>	<b>322</b>	<b>82</b>	<b>404</b>

<b>Full Time Federal Workforce</b>	<u>Army</u>	<u>Air</u>	<u>Total</u>
Federal Technicians	476	460	936
AGR (Active Guard/Reserve)	<u>432</u>	<u>116</u>	<u>548</u>
<b>Total Federal Employees</b>	<b>908</b>	<b>576</b>	<b>1484</b>

**Workforce Grand Total                                    1230                                    658                                    1888**

### Strength Status

	<u>Army</u>	<u>Air</u>	<u>Total</u>
Required Strength	7093	2477	9570
Assigned Strength	7163	2530	9693





## Armory Upgrades Roof Replacements

<b>Project #</b>	<b>Project</b>	<b>Total Dollars</b>
990137	Rpr/Rpl Roof @ 45th Inf Mus	\$ 140,775.78
990109	Rpr/Rpl Roof @ AASF #1 Old Lex Hangar	\$ 306,739.88
E980039	Rpr/Rpl Roof @ Blackwell Armory	\$ 197,023.56
E980082	Rpr/Rpl Roof @ Bldg 3501	\$ 283,746.79
980045	Rpr/Rpl Roof @ Cherokee Armory	\$ 198,042.02
980046	Rpr/Rpl Roof @ Duncan Armory	\$ 181,578.62
980040	Rpr/Rpl Roof @ Henryetta Armory	\$ 152,603.48
940957	Rpr/Rpl Roof @ Konawa Armory	\$ 166,771.25
980042	Rpr/Rpl Roof @ Marlow Armory	\$ 179,379.42
960021	Rpr/Rpl Roof @ Muskogee Armory	\$ 276,695.63
980048	Rpr/Rpl Roof @ Pryor Armory	\$ 119,588.13
E990093	Rpr/Rpl Roof @ Tonkawa Armory	\$ 184,812.71
980071	Rpr/Rpl Roof @ Wagoner Armory	\$ 177,006.02
920852	Rpr/Rpl Roof @ Watonga Armory	\$ 191,183.21
990124	Rpr/Rpl Roof @ Weatherford Armory	\$ 185,736.39
960021	Rpr/Rpl Roof @ Vinita Armory	\$ 136,467.09
<b>TOTAL</b>		<b>\$ 3,078,149.98</b>



Armed Forces Reserve Center, Sand Springs, Oklahoma





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## STATE ACTIVE DUTY MISSIONS

### ICE STORM (OPERATION WINTER WATCH)

(January 30 through February 8, 2002)

Pay and Allowances	\$ 72,138
Subsistence	\$ 26,423
Cell Phones/Travel Costs	\$ 6,419
National Guard Equipment	\$ 4,947
<u>Total Operational Cost</u>	<u>\$109,927</u>

### INTERSTATE 40 BRIDGE MISSION

(May 26 through June 2, 2002 )

Pay and Allowances	\$ 6,358
Subsistence	\$ 1,890
Cell Phones/Travel Costs	\$ 828
National Guard Equipment	\$ 547
<u>Total Operational Cost</u>	<u>\$ 9,623</u>

### FIREFIGHTING MISSIONS

(August 14 through August 31, 2001)

Pay and Allowances	\$ 6,632
Subsistence	\$ 1,135
Aviation Expenses	\$ 6,960
Reimburse TX-NG/Aviation Support	\$ 87,767
<u>Total Operational Cost</u>	<u>\$102,494</u>

### CHEROKEE WATER HAUL MISSION

(August 20 through August 22, 2002)

Pay and Allowances	\$ 1,189
Subsistence	\$ 933
Equipment	\$ 207
<u>Total Operational Cost</u>	<u>\$ 2,329</u>





## MENTORSHIP PROGRAM

### MISSION STATEMENT

The mission of the Oklahoma National Guard Mentorship Program is to intervene and divert juvenile offenders from future involvement with the court system and assist them in making better decisions, instilling greater confidence, initiative, an improve self image, and greater personal skills with the healthy positive mentorship of an adult.

### PROGRAM OVERVIEW

The Oklahoma National Guard in conjunction with the Oklahoma Office of Juvenile Affairs administers this Program. Volunteers are men and woman from the Oklahoma National Guard, other military branches and civilian personnel.



**1SG Joe Stover**  
Director

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### TRAINING AND DISCIPLINE

A military style of training is used to teach life and social skills to these youth. The Mentorship Program uses a firm but fair method of educating. The youth, called cadets, are placed in an environment that is structured, and over time are taught to develop that structure for themselves. The Oklahoma National Guard has the facilities, personnel, and program expertise to help these become productive citizens to the state.



### MENTORING

The roll of a mentor is to help the youth in identifying and exploring avenues for success in the program and in life. Mentors help the youth establish and refine education and career goals. They teach and coach their assigned youth to help them become more productive citizens. A mentor's role although unique in each case, is to serve as a trusted informal advisor and to provide a positive role model.



### PROGRAM FACTS & STATS

**2003 Budget \$540,000**

**Currently 337 Active Cadets**

**94% Success Rate as of November 1, 2002**

**2654 Cadets since January 1995**

**31 Counties Served**





## STARBASE OKLAHOMA

### MISSION

The mission of the STARBASE Oklahoma program is to ignite the interest of at-risk youth in science, math, technology, goal setting and positive life choices by exposing them to the technological environments and positive role models of the National Guard.

### BACKGROUND

The program began with volunteers of the 138<sup>th</sup> Fighter Wing of the Oklahoma Air National Guard in the summer of 1993. By the fall funding was secured and four staff members started implementing the program. The program has had a continuous growth to present.



**A. William Scott**  
Program Administrator

Com: (918) 833-7757



Year-round classes are sponsored at classrooms provided by the 138<sup>th</sup> Fighter Wing, the 137<sup>th</sup> Air Lift Wing and The Tulsa Air and Space Museum.



The program provides a two hour graduate course through the University of Oklahoma to teachers in any Oklahoma school. These teachers become “Official” STARBASE teachers and may check out kits which contain 30 hours of hands on aerospace math and science materials. In addition to the teaching kit the school receives the necessary expendable supplies for each student and support from the STARBASE staff.

### Program Highlights

- o 363 Official STARBASE teachers
- o 80+ National Guard Volunteers
- o 3,820 Students reached last year
- o 4,500 Students projected to participate this school year
- o 194 schools currently participate

During the time that the teachers are using the materials in the classroom, an all day field trip is provided to one of the National Guard aviation facilities.

All schools reported increase in attendance during the STARBASE program, fewer discipline problems, and tremendous appreciation for the prepared materials that meet their Priority Academic Student Standards as well as the National Science and Math Standards. 3,820 students have received the training during the 2001-2002 school year and our projections for the 2002-2003 school year are 4,500.

The program currently has 363 “Official” STARBASE teachers and eleven staff members. The annual budget for the 2002-2003 school year is \$556,000.00.





## THUNDERBIRD YOUTH ACADEMY

### MISSION STATEMENT

The primary mission of the Thunderbird Youth Academy (TYA), is to intervene with the detrimental socialization of at-risk youth by increasing their academic level, improving their self-esteem, pride and confidence levels, and teaching them basic life skills essential to successfully competing in the work place and managing a health family environment. The concept, a “quasi-military environment, utilizing military assets, doctrine and principles where practical, is specifically oriented to improving the “whole person”.

September 1993, TYA was one of 10 Federally funded pilot programs operated by the National Guard Bureau. The program obtained permanent authorization in September 1998, which included a Federal/State cost-sharing agreement. There are 31 Youth Challenge Programs currently operating in 27 states.



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**Director**

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### PROGRAM OVERVIEW

TYA is a 17 month program broken down into a 5 month residential phase at the Whitaker Education Training Center in Pryor, OK, and a 12 month post-residential phase in the youths own community. The youth are a residence for 24 hours a day, 7 days a week for a 22 week period. This phase is designed to instill in each cadet a sense of self-discipline and community spirit by using a variety of methods including the teaching of eight core objectives; *Academic Excellence, Job Skills, Physical Fitness, Leadership/Followership, Responsible Citizenship, Life Coping Skills, Community Service, and Health, Sex Education and Nutrition.*

### DISCIPLINE and CONTROL

A significant environmental change is created in order to produce a positive transformation in attitude, orientation and behavior. Distractions to the learning process are minimized and procedures to correct and re-orient inappropriate behavior and attitudes are designed to be swift and just. The lack of maturity and volatile emotional state of many of the cadets demand the timely execution of appropriate remedial actions in order to ensure the desired lessons are learned. Legal and moral obligations relating to the health and well-being of cadets in residence require sophisticated control measures. Adverse group dynamics, significant community interaction and ongoing influence by peers and/or family members periodically serve to disorient or misguide cadets. This necessitates 100% accountability and sensitive restraint measures to be engaged on a continual basis.

### PHYSICAL TRAINING

The health and physical condition of a group when entering the Youth Challenge Program is significantly below that of properly motivated high school students. This is the result of years of improper physical fitness habits and adversely affects their self-esteem. Pride and confidence in themselves. This phase is divided into two parts; the first two weeks are called Pre-Challenge and the last twenty are called Challenge.

### PRE-CHALLENGE (Weeks 1-2)

During this phase, each candidate is challenged physically and mentally with a curriculum designed to familiarize them with the program. A boot-camp environment is adopted to further enhance the discipline and physical challenges. Candidates that complete this phase are then promoted to Cadet status and have a very good chance of graduating from the program. By succeeding, they have shown a desire and potential to meet the rigorous Challenge requirements they will be facing ahead.

### CHALLENGE – The Four Phases

#### **Phase I: Orientation – Weeks 3-6**

Phase I marks the beginning of the core component process. Education classes, counseling sessions and career interviews are held during this time. Increasing levels of structure and discipline, leadership/followership, Drill and Ceremony, inspections, physical fitness training and community service projects are implemented. The only type of communication allowed during this phase is via letter writing. Upon completion of this phase, an Open House Ceremony is conducted and the cadet's receive their first overnight leave.

#### **Phase II: Production – Weeks 7-11**

GED testing begins along with identifying cadets that are college bound. Mentors are selected and matched with each cadet, and the Cadet Chain of Command begins. There is increasing emphasis on leadership of the Cadet Corps.

#### **Phase III: Evaluation – Weeks 12-20**

The college cadets begin and complete their college courses during this phase. A second GED will be given and those passing will enter the community job-shadowing program. The remainder of the cadets will continue classes and GED tutoring. The third GED test is given during week 20. The eight core components are completed and evaluated.

#### **Phase IV: Transition – Weeks 21-22**

Life plans and goals are reviewed, supply issues are cleared and stipend disbursements prepared. An outdoor adventure is planned the week before graduation. All outgoing tests are administered during the last week. Graduation takes place on Saturday of the 22<sup>nd</sup> week.





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