

THE ADJUTANT GENERAL OF OKLAHOMA
2003 GOVERNOR'S REPORT



OKLAHOMA NATIONAL GUARD

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OMD ORGANIZATION

HONORABLE BRAD HENRY, Governor
Commander-in-Chief
Oklahoma National Guard



MAJOR GENERAL HARRY M. WYATT III
Adjutant General
Oklahoma National Guard



BRIG GEN LARITA ARAGON
Assistant AG - Air
Commander OKANG



BG PAUL COSTILOW
Assistant AG - Army



COL RUFUS FORREST
Chief of Staff
OKANG



COL (P) GARY BRAY
Deputy STARC
Commander



COL MYLES DEERING
Chief of Staff
OKARNG



BG THOMAS MANCINO
Commander
45th Infantry Brigade



STATE RESOURCE MANAGEMENT

COL DALE E. CARNEY

Director, State Resource Management

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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 RESOURCE MANAGEMENT DIRECTORATE

The State Resource Management Director is the State Advisor to the Adjutant General and is responsible for the State of Oklahoma operating budget for the Oklahoma National Guard. He is detailed to receive and account for all allotted state funds, equipment, and property (including all State facilities) in the possession of the Oklahoma Military Department. He is director for the State Accounting Section, State Employee Personnel Office, Youth Program Division, Youth Challenge Program, STARBASE Program, and the National Guard Military Mentoring Program.

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 Department, to include appropriated and non-appropriated state and federal funds.

STATE EMPLOYEE PERSONNEL OFFICE

The State Employee Personnel Office is responsible for the 462 state employees authorized by our state legislature for Fiscal Year 2003.

Although limited in the number of employees, there is a significant economic impact made by the 374 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.

45TH 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 2003 Scholastic Book of World Records lists (on page 143) Oklahoma as the state with the largest Military Museum, "The 45th Infantry Division Museum." The Museum's ten galleries tell the story of the military history of our State from the year 1541 through Operation Desert Storm. Of course 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. Plans stand ready to tell the story of Oklahoma's contribution in the current War on Terror pending the arrival of artifacts from the theatre of operations.

With its surrounding 15 acre military park containing over 60 military vehicles, aircraft, armored vehicles, artillery and ancillary equipment; the Museum's two ceremonies on Veterans and Memorial Day attract over 37,000 visitors a year from all over the United States and the globe!

This year the 45th Infantry Division Association at its annual meeting voted to donate two very important items to the Museum. First, the 45th Infantry Division Monument that the Association recently relocated from downtown to the Museum grounds. And second, the over 200, original Bill Mauldin Willie & Joe cartoons. The significance of these donations cannot be over stated. They enhance the standing of the 45th Infantry Division Museum as a world-class historical facility.

UNITED STATES PROPERTY AND FISCAL OFFICE

COL CHARLES FRAZIER

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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

COL HERSHELL O'DONNELL

Director of Logistics

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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, 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 2003 8,517 work orders for over 18,000 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 03 was impacted by deployments and Homeland Defense missions. CSMS personnel performed on site technical inspections and organizational support to deploying units and expedited repair of equipment evacuated for direct support. Some of the new equipment processed during the FY 03 includes the following: All Terrain Crane (ATEC), Common Ground Station ASQ179(V2), Modern Burner Unit (MBU), 2 KW Tactical Generator Set (MEP-531A), and Deployable Universal Combat Earthmover (DEUCE).

MANEUVER AREA TRAINING EQUIPMENT SITE (MATES):

Fort Sill, near Lawton, OK in Commanche 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.

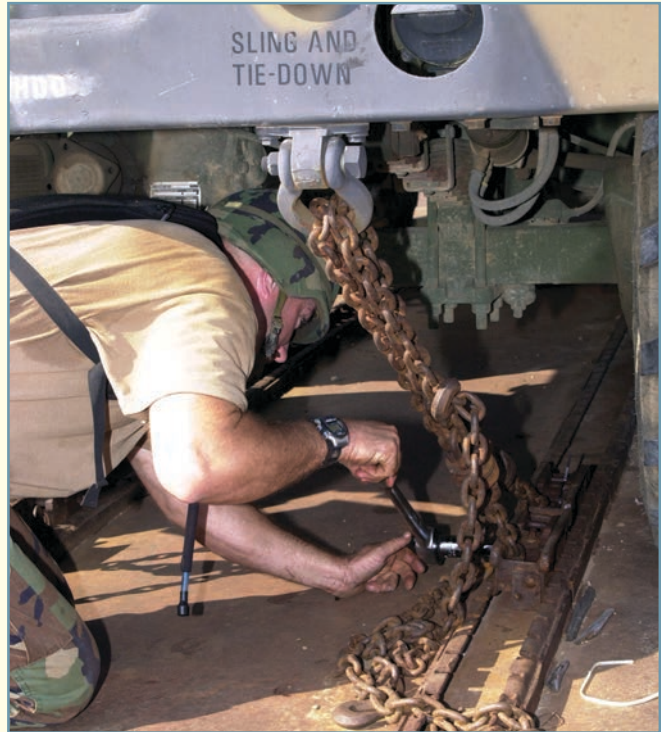
UNIT TRAINING EQUIPMENT SITE (UTES):

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 who perform unit and direct support repairs. This 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 190,000 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 \$650,000.00 for FY03.





PERSONNEL AND ADMINISTRATION

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MISSION

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

RECRUITING AND RETENTION COMMAND

The mission of the Recruiting and Retention Command 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). This year's end strength goal established by National Guard Bureau was 7,290 soldiers. We ended the year with 7,255 assigned. While this was 45 less than the established goal, we finished at 100.78% of our actual required strength of 7,168.

The Recruiting and Retention Command 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 (drilling) soldiers assigned. The office is divided into a headquarters or staff element consisting of 26 personnel with duties including management, personnel services, and operations, training and marketing. The field force (production force) consists of 51 personnel divided into two regions, which are again broken down into six recruiting and retention teams across the state. The Operations and Training Officers supervise the two regions and supervise three Area Recruiting and Retention NCOs (AARNCO) each. The AARNCO's each have eight to ten personnel on their teams. Our Army Medical Recruiter Office has four personnel assigned, whose duties are the procurement of medical and health care professionals as well as other commissioned and warrant officers.

The Recruiting and Retention Command enlisted or transferred in Oklahoma 1,077 soldiers during fiscal year 2003 of which 639 or approximately 59% were non-prior service enlistees. This indicates the need for continued use of the State's 100% free college tuition for Guardsmen and women and the need for young Oklahomans to continue their post secondary education with the assistance of the National Guard educational programs.

The Recruiting and Retention Command 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. NGB allocates money for two Storefront Recruiting Offices with one being located in Tulsa and the other in Norman. A total of \$1.7 million dollars of appropriation was provided for and expended towards the successful operation of this office. The expenditures include the costs associated with the operation of a 70 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 586 officers in the ranks of second lieutenant through major general and 146 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.

ENLISTED PERSONNEL BRANCH

The Enlisted Personnel Branch is responsible for the Oklahoma Army National Guard Enlisted Personnel Management System that manages over 6,500 enlisted soldiers. The Enlisted Personnel Branch establishes 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 Personnel Branch averaged over 60,000 transactions during the past fiscal year.

During this past year the Enlisted Personnel Branch assisted in the mobilization of over 4,000 Oklahoma National Guard soldiers in support of Operation Noble Eagle and Operation Enduring Freedom. These soldiers served in many parts of the world to include Iraq, Kuwait, Bosnia, Afghanistan, and the Sinai. We currently have over 1,500 soldiers still serving as part of Operation Noble Eagle and Operation Enduring Freedom.

PERSONNEL INFORMATION SERVICES BRANCH

The Personnel Information 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 then posts each document to the Individual 201 File. 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 ID cards for soldiers and their dependents during peacetime and then active duty cards for those soldiers mobilized along with their dependents. During the last fiscal year, personnel from this branch participated in Soldier Readiness Processing and mobilized over 4,000 members of the Oklahoma Army National Guard. We sent processing teams to Ft Sill, OK, Ft Riley, KS, Ft Carson, CO, Ft Hood and Ft Sam Houston, TX and Ft Rucker, AL to assist in the mobilization of our soldiers into these mobilization stations. We also compute and process all retirements from the Oklahoma Army National Guard.

FAMILY PROGRAM OFFICE

The Family Program Office is responsible for helping units establish Family Readiness Groups designed 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.

New to our operation during the past fiscal year was the establishment of eight Family Assistance Centers located strategically throughout the State to assist dependents of mobilized soldiers, regardless of service, with problems or to answer questions. Members of these centers were available 24 hours a day and were a combination of federally reimbursed state employees or straight federal technicians.

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 \$2.6 million. We made 514 payments totaling over \$185 thousand through the Student Loan Repayment Program. The Montgomery GI Bill Kicker Program had 313 contracts established. The Oklahoma Army National Guard has 1,294 participants in the Tuition Fee Waiver program with over \$1 million dollars in benefits. The Federal Tuition Assistance program paid \$120 thousand to very deserving Oklahoma Army National Guard soldiers. With over 4,000 soldiers mobilized throughout the past year, the number of payments and soldiers participating in these programs reflects the desire of the youth of this State to continue with their education. The Tuition Fee Waiver program for those attending state colleges/universities is a most valuable tool in our recruiting and retention efforts.

PERSONNEL AND ADMINISTRATION

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. We currently manage over 4,000 “Secret” clearances and “Top Secret” clearances for our members. In addition, many soldiers, previously not required to possess a clearance, were mobilized to an area that specifically required all soldiers to have a clearance. Emergency requests were submitted and received for these soldiers, thereby increasing the personnel readiness of the Oklahoma Army National Guard.

This branch also screens and processes requests for both federal and state awards and decorations.

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, Weapons of Mass Destruction (WMD) events, and 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. During fiscal year 2003, 1,278 physical exams were processed; line of duty investigations were completed for 602 injuries, illnesses or diseases; Military Occupational Specialty Medical Retention Boards were conducted for 136 soldiers; fifteen soldiers were placed on active duty medical extension due to injury and incapacitation payrolls for \$480,000 were processed for injured soldiers not on active duty. The Medical Branch coordinates payment of soldier’s medical bills incurred in the line of duty through TRICARE along with managing health care appointments.

DEPUTY STATE SURGEON’S OFFICE

The Office of the Deputy State Surgeon develops, implements and manages policies and procedures to ensure Oklahoma Army National Guard soldiers meet medical readiness requirements and standards. The Oklahoma Army National Guard has mobilized over 4,000 soldiers from across the state. Each of these soldiers had to meet medical standards in order to be placed on the mobilization. During the past fiscal year, we worked hand-in-hand with the Oklahoma University Dental School to improve the dental readiness of over 700 of our soldiers. This processing allowed soldiers to have more time at the mobilization station for soldier common task training and in training on skills used to survive in hostile or combat situations. This office is responsible for the coordination in the development of a contract with the VA Medical Center in Oklahoma City allowing Army National Guard soldiers to complete their periodic physical examination requirements. This not only reinforces the medical readiness and health of the soldiers, but, also identifies any developing medical conditions or concerns. The Army has increased its training requirements for Army medics who are now required to be Emergency Medical Technician – Basic qualified. The higher level of skills and knowledge required for the medic generates more capable first responders on the battlefield. This office ensures that medical providers for the Oklahoma Army National Guard are credentialed and privileged to practice. The Fiscal Year 03 budget of \$700,100 was used for periodic physicals, dental repair, immunizations and upgrading bitewing x-rays and our computer capabilities.



HUMAN RESOURCE OFFICE

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MISSION

The Human Resources 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 431 Army and 410 Air National Guard Technicians employed with the Oklahoma National Guard.

ACTIVE GUARD/RESERVE MANAGEMENT BRANCH

The Active Guard/Reserve 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 117 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 Resources Office is responsible for maintaining the database containing personnel data on over 1,400 military technicians and Active Guard/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

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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.

In 2003, the Oklahoma Army National Guard was called upon to mobilize over 4,000 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.

CAMP GRUBER / TRAINING SITES

Oklahoma Army National Guard Training Center Command, Camp Gruber, is located in Eastern Oklahoma 12 miles Southeast of Muskogee.

Camp Gruber provides a full spectrum of support for live, virtual, and constructive training to units and organizations. Camp Gruber is the primary training center for the Oklahoma Army National Guard and home to the National Homeland Security Training Center. Active Forces, Federal and State Agencies also utilize the Training Center to train in support of their operations. 236,615 people utilized Camp Gruber's facilities and ranges in FY-2003.

Camp Gruber has the most innovative training ranges and facilities in the region and country. These include premier small arms and vehicle mounted weapon qualification ranges, Military Operations in Urban Terrain Collective Training Facilities (MOUT CTF), and Night Vision Goggle Simulator.

Camp Gruber has embarked on several projects in FY-2003 that has improved the Training Center significantly. Projects such as the complete replacement of Central Europe Road (\$1.4 million contract), installation of Voice Over Internet Protocol system (\$900,000K contract), renovation of Building 900 (\$299,000 contract) and purchase of enhanced computerized targets and systems. Camp Gruber expended \$986,200 on local purchases in FY-2003 for routine maintenance and repairs.

Camp Gruber full time employees include 29 State employees, five AGR, 14 Federal Technicians and 40 Temporary Positions. Seventy-eight Guardsman drill once or twice a month to support the units and organizations that train at Camp Gruber.

The economic impact surrounding Camp Gruber Training Center includes Muskogee County, Cherokee County, Sequoyah County and Wagoner County. Direct impact is around \$25,000,000.

MILITARY SUPPORT

The Director of Military Support (DOMS) and his staff provide the interface between the Oklahoma National Guard and civilian authorities. The branch receives, plans, and executes missions from the Oklahoma Department of Emergency Management to provide relief, support, and security to Oklahoma citizens.

In 2003, the Oklahoma National Guard performed a variety of missions to include conducting fire suppression missions in Southeastern Oklahoma and aviation support during the May 8/9th tornados. Additionally, emergency water supply missions were conducted for several communities throughout the state.

The DOMS also has responsibility for Force Protection of the Oklahoma National Guard as well as a responsibility to the Governor to provide forces for Critical Infrastructure Protection and Home Land Security. 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 threats. A great amount of time and effort is invested preparing plans to defend our state against anti-terrorist operations, attacks using weapons of mass destruction and the vital protection of our critical infrastructure.

The DOMS is also the program manager for the National Homeland Security Training Center located at Camp Gruber, near Muskogee, Oklahoma. This is a state of the art facility providing realistic exercises for civilian and military first responders. The fiscal year budget for the facility was 3.5 million dollars provided by Congress through the Department of Defense. The theme of the exercises is to allow first responders from different agencies and

disciplines to come together and operate in an integrated environment using the Incident Command System.

The Oklahoma National Guard 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 to provide special services to preserve peace and order on order of the Governor.

COUNTER DRUG

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 2003, the Counterdrug Program supported multi-jurisdictional drug enforcement operations for four federal agencies, two state agencies, six District Attorney Task Forces, 17 county and 35 municipal departments. In FY03 we expended 1.1 million dollars in support of 62 drug enforcement and drug demand reduction operations. This resulted in 72.1 lbs. of methamphetamine with a value of \$96,830.62; 207 lbs. of cocaine with a value of \$1,717,790.86. FY03 saw a marked increase in the amount of illegal weapons seized; 72 for a value of \$33,200.00. The cultivated marijuana seizure during FY03 summer missions was 4,401 plants. All Counterdrug support efforts totaled \$9,046,262.78 dollars in currency, property, drugs, vehicles and weapons seized/destroyed and 302 arrest assists. The Drug Demand Reduction Program reached 25,087 students, family members of students and adults across the state with an approximate activity savings to the State of Oklahoma of \$400,000.00.



A member of the 120th Engineer Battalion consults with a safety officer during M16 qualification at a firing range at Camp Gruber.



Civilian First Responders participate in a weapons of mass destruction drill held at the Liberty Village training site at Camp Gruber.



ENGINEERING

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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.

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 \$1,349,800 in federal funds in FY 2003 for environmental program management, compliance, and conservation projects statewide. Compliance projects included installation and upgrade of vehicle wash systems and mobile fuel truck parking containment as well as erosion control projects and Camp Gruber lagoon modifications. In the

conservation area an update to the Camp Gruber Integrated Natural Resources Management Plan was brought to the completion stage and the annual endangered species monitoring was accomplished. The Integrated Cultural Resources Management Plan is currently out for public review and will be finalized in early FY 2004. 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 87 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 \$179,861 was spent for material and equipment to maintain and repair armories and logistic facilities. The Facilities Maintenance Section completed more than 3,162 separate maintenance/repair work orders for the fiscal year ending 30 June 2003.

CONSTRUCTION HIGHLIGHTS

63rd Weapons of Mass Destruction-Civil Support Team (WMD-CST) Ready Building: This facility consists of 11,165 square feet for the Oklahoma Army National Guard. This is a 100% Federally reimbursed State construction contract. Westfahl Construction, Inc., of Oklahoma City, Oklahoma, is the contractor, with a total contract amount of \$1,355,878.50, as of June 30, 2003. Construction began in October of 2002 and is expected to be complete in October of 2003. This facility is sited east of the Consolidated Support Maintenance Shop (CSMS) at Tecumseh Road, in Norman, Oklahoma. This facility was designed by C.H. Guernsey and Company, of Oklahoma City, Oklahoma. The mission of the 63rd WMD-CST is to support civil authorities at a domestic Chemical, Biological, Radiological, Nuclear, and/or Explosive (CBRNE) incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures, and assisting with requests for additional support. The 63rd WMD-CST area of operation is in support of the State of Oklahoma, FEMA Region 6 and the Nation. The 63rd Civil Support Team will shortly move into a new state-of-the-art, first-class facility, on time and within the budget without use of any State or local funds.



The Grand Opening of the new armory in Sand Springs in August 2003.



HEADQUARTERS AIR NATIONAL GUARD

BG RITA ARAGON

Executive Support Staff Officer

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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.

The Air National Guard of Oklahoma had a total of over 2,000 members deployed FY 2003 in operations nationally and OCONUS, such as, Southern Watch, Joint Forge, Coronet Oak, Red Flag, Deep Freeze, Enduring Freedom, 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.



STATE AVIATION, SAFETY AND OCCUPATIONAL HEALTH

COL JACKIE SELF

State Aviation Officer

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DSN: 628-5606

Email: jackie.self@ok.ngb.army.mil



MISSION

The Mission of the State Aviation Office 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 which 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.

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 2003 OKARNG aviators and crewmembers flew approximately 2,905 hours in training and support operations, and approximately 3,400 hours during deployment. The annual budget is roughly \$7.5 million dollars in fuel, parts, safety, and training. The dollars executed during the deployments are not included in the annual budget figure.

TRAINING

Two Army Aviation Support Facilities, one at Lexington and the other at Tulsa provided support operations for the MTOE units. The Army 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.

DEPLOYMENTS

Six units were deployed during FY 03. Det 1 Co G 149th Avn and Det 46 OSA were deployed to Kuwait and Iraq; Co E 245 Air Traffic Service Company (ATS) to Bosnia; Co B 108th Avn to Kosovo, Det 1 717th Med Co Ambulance to Afghanistan, and Co D 245 Avn (AVIM), maintenance, to Ft Campbell, KY and Ft Stewart, GA in support of 160th Special Operations.

Deployed Oklahoma Army National Guard aviation units off-load aircraft from a ship in Kuwait.





CHIEF INFORMATION OFFICER

LTC VAN KINCHEN

Chief Information Officer

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DSN: 940-3214

Email: van.kinchen@ok.ngb.army.mil

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.

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

COL PAT SCULLY

State Public Affairs Officer

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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.

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

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.

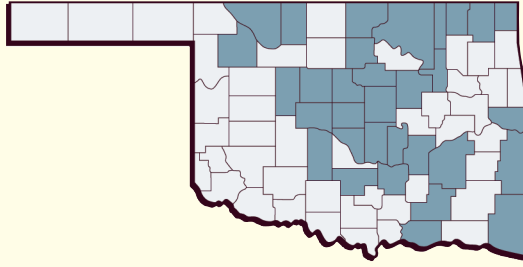
The Oklahoma National Guard Visual Information (VI) Office works closely with the Public Affairs Office. VI is responsible for video documentation, duplication and editing; official photography to include DA and command photos and the production of all official graphic art for the Oklahoma National Guard.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





45TH INFANTRY BRIGADE

BG THOMAS MANCINO, Commander



MISSION

The 45th 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 45th is a completely self-sufficient brigade having a complete ensemble of infantry, artillery and support battalions. The 45th 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.

MOBILIZATIONS IN SUPPORT OF OPERATION ENDURING FREEDOM

The 45th Infantry Brigade was selected to participate in three operations in support of Operation Enduring Freedom. The first saw over 200 soldiers from the 179th 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 the mission that ended in July 2003.

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

The third mobilization saw soldiers from the 45th Infantry Brigade deployed to Afghanistan as the command element for "Task Force Phoenix". The mission of the task force will be to train and mentor soldiers in the new Afghan National Army. The soldiers received pre-deployment training at Ft. Carson, Colo., and arrived in Afghanistan in November 2003. The deployment may last for as long as nine months.

MULTI-NATIONAL FORCE OF OBSERVERS (MFO) ROTATION 44

The 180th Infantry Battalion was selected to fill the MFO rotation 44 for the United States. After a rigorous train up at Ft. Carson, CO the 180th Infantry Battalion deployed in total to the Sinai Peninsula. The mission of the 1-180th Infantry Battalion was to observe, report, and verify compliance with the 1979 Egypt-Israel Peace Treaty and Protocol. Their activities included operation of checkpoints, observations points and sector control stations in their area.

This was the largest overseas deployment of 45th Infantry Brigade soldiers since the Korean war. During their rotation they became only the 3rd United States Battalion and only the 3rd US unit and 1st National Guard unit to win the force skills competition in 44 rotations or over 22 years. Provided direct support to the US Secret Service for the president's conference in Sharam el Sheik.

OPERATION SOUTHERN WATCH

Over 200 soldiers from the 179th Inf Battalion became the first 45th Infantry Brigade company sized unit or larger since the Korean War to have soldiers earn the Combat Infantry Badge and Combat Medical Badge. They secured Patriot sites at Prince Sultan Air Base, Tabuk and at Riyadh. Later they were assigned to 4th Infantry Division Task Force Iron Gunner. They deployed to Ar'ar in support of Operation Iraqi Freedom to establish perimeter defense for Patriot and FSB site. Performed numerous combat missions resulting in significant seizure of Iraqi personnel and equipment (largest one day total: 14 detainees, \$2,000,000 dinars, two vehicles, four AK47's and over 1500 RPG rounds seized). Conducted stabilization missions for Vinnelli victims after terrorist bombing attacks in Saudi Arabia.

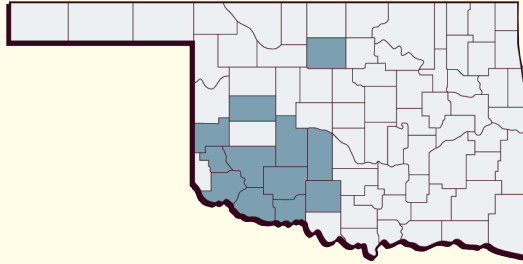
HOMELAND SECURITY

A total of 433 soldiers from the 160th Field Artillery Battalion and the 245th Engineer Company are deployed in support of Operation Enduring Freedom, Operation Noble Eagle III. They are responsible for providing Force Protection at Army and Air Force Installations in East Texas, Louisiana and Arkansas.



45TH FIELD ARTILLERY BRIGADE

COL RICKY ADAMS, Commander



MISSION

The mission of the 45th 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, Headquartered in Lawton and 1-171, Headquartered in Altus).

VISION STATEMENT

Now, as well as in the future, when people think of Field Artillery, the 45th 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

2003 was the most demanding year that the 45th Field Artillery Brigade has seen in its 35 years in existence. We started the year with the 1st Battalion 171st Field Artillery continuing its Force Protection Mission in support of Operation Noble Eagle II by providing installation security at Fort Sill, Oklahoma and Fort Carson, Colorado. This mission included the additional responsibility of providing Command and Control for Task Force Guardian Cluster 4, which included military installations in Oklahoma and Kansas. In January 2003 the Battalion Headquarters was re-tasked to support Operation Armored Falcon, which included providing Command and Control of force protection assets at Air Force Bases in Missouri and Iowa. The 1-171 was initially mobilized on August 17th 2002 and completed their mission on July 31 2003. The remaining units of the Brigade, HHB and the 1-158 were mobilized in support of Operation Iraqi Freedom on March 15, 2003. This marked the first time in the Brigade's history that all its units were mobilized in defense of our Nation. HHB and the 1-158 deployed to Fort Sill, Oklahoma to conduct post mobilization training that ultimately resulted in the Brigade being one of only two National Guard Field

The accomplishments of the Brigade during the mobilizations were remarkable. The 1-171 took advantage of their situation by improving readiness in all areas. They were able to commission eight new Lieutenants and every NCO who met course entry standards were allowed to attend their respective NCOES. Collective training readiness was enhanced by a 30-day training cycle that each Battery rotated through every sixty days. During these 30-day cycles, Battery sized units conducted field training exercises, individual training, and NBC training. By the time the 1-171 completed their yearlong Homeland Defense Mission, they were immediately prepared to mobilize for combat operations.

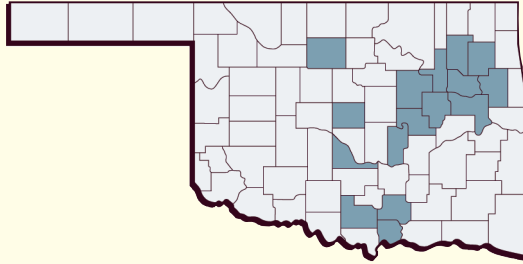
HHB and the 1-158's mission differed from that of the 1-171 and did not allow time for tailored training. It did allow for the most complete and in depth field training that this Brigade has ever seen. HHB and the 1-158 participated in an Army External Evaluation (AEE) that resulted in the Brigade receiving certification to deploy to the Theater of Operations. The AEE consisted of a seven-day evaluation of the Brigade's ability to conduct combat operations. Every critical collective task was evaluated along with the Brigade Headquarters' ability to command and control multiple field artillery Battalions. The III Armored Corps Artillery Commander was the senior evaluator for the AEE. In his AAR to the Brigade, the III ACA Commander acknowledge the fact that the 45th Field Artillery Brigade was as prepared for combat as any of his active duty Brigades that had deployed. As a result of the Coalition's overwhelming power to quickly topple the Iraqi Regime, HHB and the 1-158 were not deployed and were demobilized on May 21, 2003.

The 45th FA Brigade clearly proved its ability to be a relevant force in support of the defense of our Nation. We continue to stand ready to answer the call in the future.



90TH TROOP COMMAND

COL EMERY FOUNTAIN, Commander



MISSION STATEMENT

The 90th Troop Command provides combat support and combat service support to America's Army on the field of battle and 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.

SIGNIFICANT EVENTS

During 2003, the 90th Troop Command's four battalions, and separate units, have continued their focused support to the State of Oklahoma, the United States Army, and the Global War on Terrorism.

Every unit under the command of the 345th Corps Support Battalion (CSB) was mobilized during 2003. In March, the 345th CSB Headquarters, based in Ardmore, and the 1245th Transportation Company, based in Ada, mobilized and deployed in support of Operation Iraqi Freedom. The 345th CSB operated out of Kuwait, and returned home in November. The 1245th Transportation Company continues to operate in Iraq and is scheduled to return home in 2004.

Company B, 111th Area Support Medical Battalion, based in Broken Arrow, was mobilized in support of Operation Enduring Freedom, and served in locations within the continental United States.

The 1120th Maintenance Company, based in Ada, was mobilized in Support of Operation Noble Eagle, and is providing base security for five Air Force and Air National Guard Bases in the State of Oklahoma.

Lastly, the 1345th Transportation Company, based in Midwest City, mobilized in support of Operation Enduring Freedom, prepared for deployment at Fort Sill, and have since returned from their mobilization.

The 1st Battalion 245th Aviation (Air Traffic Services), based in Tulsa, also saw all of its subordinate units mobilized and deployed, in total or in part. Company D 245th Aviation, with units in Tulsa and Lexington, mobilized to Ft Campbell, Kentucky and Ft Stewart, Georgia, in support of Operation Enduring Freedom. This unit also saw numerous soldiers deployed further into Iraq and Afghanistan.

Company B 1st of the 108th Aviation, based out of Tulsa, mobilized and deployed soldiers and UH-60 Blackhawk helicopters, while Company E 245th Aviation, based out of Lexington, deployed Air Traffic Controllers, to Bosnia in support of NATO's 13th Stabilization Force.

Detachment 1 of Company G 149 Aviation, based in Lexington, mobilized and deployed with its full compliment of CH-47 Chinook helicopters to Iraq in support of Operation Iraqi Freedom. Detachment 1 717th Medical Company, also based in Lexington, mobilized and deployed to Afghanistan in support of Operation Enduring Freedom.

Company A 249th Aviation, based in Oklahoma City, also mobilized pilots and crew members to shuttle C-23 "SHERPA" aircraft from the United States to Iraq in support of Operation Iraqi Freedom.

The 45th Support Group's units were also heavily involved in mobilizations and support during 2003. The 45th Rear Operations Center, based in Midwest City, was mobilized in support of Operation Enduring Freedom, prepared for deployment at Fort Sill, and returned. The 645th Personnel Services Company, based in Oklahoma City, deployed numerous soldiers to Bosnia in support of NATO's 13th Stabilization Force, while the remaining soldiers were responsible for the administrative processing of all mobilizing Oklahoma Army National Guard soldiers.

The 145th Army Band continued its support role by participating at all Oklahoma Army National Guard mobilization ceremonies. The 105th Mobile Public Affairs Detachment provided public affairs support to all mobilizing units, and is currently preparing for mobilization in support of Operation Enduring Freedom.



The 145th Army Band traveled to Washington D.C. for annual training where they performed at the Pentagon and the National Guard Bureau.



Soldiers from the 120th Engineer Battalion train on the rock crusher at Camp Gruber. The rock crusher is one of only five in the world.

The 120th Combat Engineer Battalion (Heavy), based in Okmulgee, with units in Muskogee, Eufaula, Tahlequah, Haskell, Stilwell, Wagoner, Pryor, Okemah, and Henryetta, was mobilized in December 2003, in support of Operation Iraqi Freedom. They are currently in training at Ft. Sill, and are awaiting deployment orders to Iraq.

The 63rd Civil Support Team, based in Oklahoma City, participated in numerous exercises with local agencies, first responders, and incident commanders throughout the 5th Army region to coordinate Weapons of Mass Destruction responses. In February, they were called to duty in Texas to assist in the Space Shuttle Discovery recovery operations.

All told, 90th Troop Command has seen over 1,600 soldiers mobilized and/or deployed in support of operations both locally and worldwide. The soldiers of 90th Troop Command are the epitome of the term "Citizen Soldier."



The 63rd Civil Support Team participates in a Weapons of Mass Destruction drill along with local agencies and first responders.



Members of the 63rd Civil Support Team, activated to aid in the recovery of Space Shuttle Discovery, collect pieces of shuttle debris.

REGIONAL TRAINING INSTITUTE



The Oklahoma Regional Training Institute is the home of the 189th Regiment (RTI) 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 for the Army National Guard soldiers in a nine state region.

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.



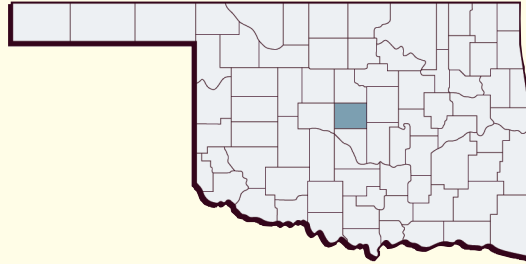
The RTI is also the host site for several conferences and unit level training events and the Covey Leadership training for the Oklahoma National Guard and other agencies of the state. Construction of a new classroom facility, a 126-room dormitory, and a dining facility were completed in 1997. Future 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. Improvements to existing classrooms, living areas, and recreational areas are planned, which will bring the RTI closer to achieving "World Class" status within the region.





137TH AIRLIFT WING

COL MICHAEL LEEPER, Commander



MISSION

Will Rogers Air National Guard Base mission is dedicated to enhancing global reach by serving our nation, state and community through the unique capabilities of the 137th Airlift Wing and the 205th Engineering Installation Squadron.

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.

The 137th Airlift Wing, commanded by Colonel Michael L. Leeper as Wing - Commander, oversees an organizational architecture consisting of the Wing Headquarters, the Operations Group, the Logistics Group, the Support Group, the 137th Medical Squadron, and three tenant units, the 205th Engineering Installation (EI) Squadron, Detachment 1, Company A, 249th Aviation and the 63rd WMD-CST.

Will Rogers maintains one of the highest Air Guard manning strengths across the nation, with current manning consisting of 1,312 members authorized and 1,303 personnel assigned.

2003 proved a year of numerous challenges and outstanding accomplishments for Will Rogers Air National Guard Base highlighted as follows:

WORLDWIDE MISSIONS AND DEPLOYMENTS FOR 2003

185 Airlift Squadron (AS) VOLK CRTS, WI (ATSO training October 02) South African Airshow, Southwest Asia SEEB AFB, OMAN (December 02-February 03) 185th AS was activated in support of SWA Operation Iraqi Freedom and Operation Enduring Freedom (February 03 to Present).

137 Aeromedical Evacuation Squadron (AES) was activated in support of Operation Enduring Freedom, Operation Iraqi Freedom (Classified location) AEF Blue Rotation (24 crew members for three to six months). Flew six Operational Aeromedical Evacuation missions for SouthCom (Puerto Rico and Guantanamo Bay, 32 Flight Crew members). South African Airshow, (Five AE crewmembers participated) Cooperative Key NATO exercise, St. Dizier, France. Two AE crewmembers were part of a 6-member USA crew.

137 Maintenance Squadron (MXS) supported Operation Iraqi Freedom and Operation Enduring Freedom (February 03 to present).

137 Airlift Control Flight (ALCF) was activated in support of the 118th ALCF, Nashville, TN and were deployed to several locations in support of Operation Enduring Freedom, Operation Iraqi Freedom.

The 205th EIS 17 personnel performed various duties in support of both AEF and OEF requirements. One "C-Team" is still currently deployed in SWA on its second rotation. A total of 2,484 man-days utilized to support these deployed requirements.

Will Rogers had 301 deployments, deployed 1,303 personnel for a total of 53,593 days during FY 2003.

FORMAL INSPECTIONS AND EVALUATIONS FOR 2003

Combat Readiness Training, Volk Field, Wisconsin, (Oct 2002) Evaluation results Mission Ready.

137TH AIRLIFT WING

INFRASTRUCTURE 2003

These projects were constructed or are in construction:

- Replace Airfield Lighting Systems – \$324,000
- Reroute Main Gate Entry Road – \$429,000
- Replicate HQ & SFS Parking - \$379,000
- Alter West Gate - \$216,000
- Construct Perimeter Road - \$119,000
- Replace Sq Ops Roof - \$274,000
- Miscellaneous, smaller Sustainment, Restoration, & Modernization (SRM) Projects totaling approximately - \$265,000

Total is approximately \$2,006,000 in (SRM) base projects.

COMMUNITY INVOLVEMENT 2003

137 AW personnel contributed countless hours of volunteer time to numerous activities:

- The 205 Engineering Installation Squadron (EIS) Toyland - 205th members continue to assist the Salvation Army in setting up and distributing Christmas toys to disadvantaged children at the State Fair Grounds before Christmas 2003. Jesus House - Unit members continue donating large amount of toys, food, and clothing to the Jesus House in time for Christmas 2003 and throughout the year.
- Battered Women's Shelter - The unit donates cash, food, and other items for the Battered Women's Shelter. A year-round need was identified for the Battered Women's Shelter and donations are now collected during the year and donated quarterly.
- Members basewide participated in the Red Cross blood drive
- The Base Honor Guard supported various community events and burial details.

SAFETY 2003

137AW continues to enjoy an excellent accident free flying hour history:

- 185th logged 5,798.8 accident free flying hours for FY03
- To date, 137AW has accumulated a grand total of 587,811.7 accident free flying hours
- Ground Safety had 35 non-reportable (first-aid/no lost time) mishaps reported for FY-03 as compared to 56 for FY02. This is a 38% decrease from last year.

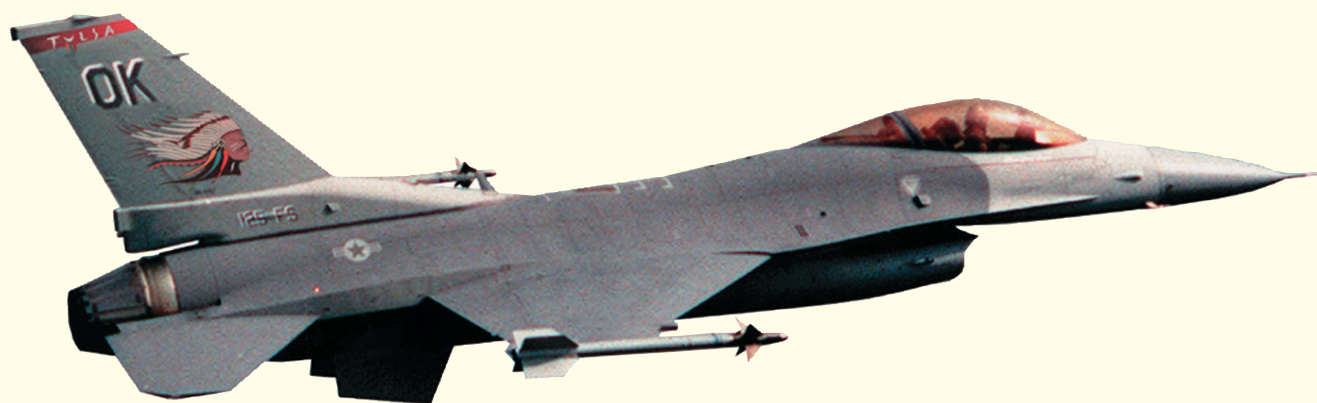
AWARDS AND RECOGNITION 2003

Governor's Twenty: First place pistol team, First place rifle team, First place individual pistol and First place combined Pistol and Rifle Team.

Chief National Guard Bureau Championship: Phase I State Air Rifle Team Champions and Phase I State Air Pistol Team Champions

Winston P. Wilson Match National Guard Marksmanship Championship: Seventh place individual pistol, Third place overall team in the nation.

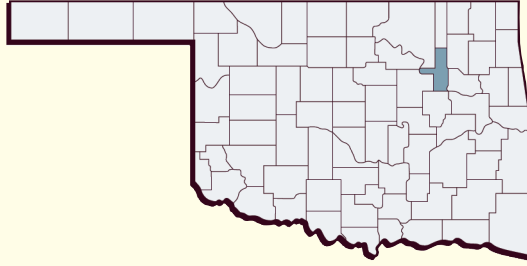
State Light Machinegun Match competition: Tombstone Match Second place team. Fourth Place Overall Team match.





138TH FIGHTER WING

COL ROBERT IRETON, Commander



MISSION

The federal mission of the 138th 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

In preparation for the June 2004 Operational Readiness Inspection (ORI), the 138th deployed to two exercises: Combat Archer, a live missile shoot exercise at Tyndall Air Force Base, Florida with ten aircraft and 96 personnel, and Gulfport Combat Readiness Training Center, Mississippi with 16 aircraft and 695 personnel. Our exercise in Gulfport yielded a full up wartime tasking exercise with chemical gear and employment at simulated overseas combat operations. The unit's last ORI was conducted in 1996.

The unit's participation on the war on terrorism resulted in over 40 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 138th Medical Squadron has been very busy this year preparing for their Health Services Inspection conducted from Headquarters Air Force - Directorate of Medical Operations. The inspection occurs every four years and was conducted 5-9 November 2003. After earning an Excellent rating on this inspection they are now preparing for the upcoming Wing Operational Readiness Inspection.

The 138th Security Forces Squadron conducted four Urban Warfare School's this year. To date they have trained over

1,531 law enforcement personnel from the Air National Guard, Air Force, Army, Navy, and civilian law enforcement agencies to include Oklahoma Highway Patrol, FBI, and United States Marshals.

The 138th Civil Engineer Squadron aggressively sought Anti-Terrorism Force Protection dollars to meet the latest standards set forth by the Department of Defense. Construction has started on new perimeter fencing as well as relocation of parking lots to meet stand-off distance requirements. Design is underway with construction in 2004 on a new Main Gate entry that provides a new gate house, stand-off distance, vehicle inspection area, adequate area lighting, and vehicle access denial barricades. Design is also underway to replace the aircraft arresting systems located on the runways of the Tulsa International Airport. These new aircraft barriers will provide for a safer operation of recovering impaired aircraft as well as meet the latest Federal Aviation Administration airfield obstruction requirements. Design has also begun on a new roof and HVAC system for the primary aircraft maintenance hangar. Construction was completed on the remodel of the Supply Warehouse and the Security Forces combat arms training area.

A long tradition of service to the community continued this year through a number of activities:

- Another successful Combined Federal Campaign - exceeded goal by 58 %
- The 14th year of support to the MS 150 Bike Tour
- Continued support to StarBase - the program that emphasizes science and math curriculum to at-risk youth
- Christmas gifts for local Department of Human Services sponsored children
- Constant interaction with civic groups, scouts, and schools by giving tours and formal talks to these organizations



205TH ENGINEERING INSTALLATION SQUADRON (EIS) LT COL BARRY HANKS, Commander



MISSION

Provide a professional military force for engineering, installation, management and maintenance of command, control communications, computers, and intelligence systems (C4I Systems) management and contingency support to DOD, State and civilian agencies.

VISION

The 205th will be the model E&I unit; providing quality services to our customers through excellence and creative innovation.

SIGNIFICANT ACTIVITIES

YEARLY AWARDS

- One Vehicle Maintenance Technician, MSgt Lyle Chappell, received a Superior Performer Award while TDY in support of the 363d Expeditionary Mission Support Group in support of Operation Iraqi Freedom.
- MSgt Steven Haggy was recognized as a Distinguished Graduate from the NCO Academy, Knoxville, TN.

CHALLENGES

- Defining new Total Force Wing Construct and how it will affect the 205th EIS
- Supporting numerous deployments in support of OIF
- Anxiously awaiting updated Unit Manning Document from NGB
- Adding additional UTCs under current manning
- Assessing E&I future requirements – building new UTC's

TASKINGS

Base Cable Project - (Continuing Base project) - Upgrading the Will Rogers ANG Base cable system. Several Wire section personnel have gained hands-on experience and several personnel have received their Team Chief certification. Utilized 270 man-days on this project.

Vance AFB, OK – (Project Implementation Survey) – Six personnel performed initial site survey for future LMR, vehicle radio install, base station and antenna installs.

Sembach AB, GE – (16-23 Feb 03) – Two personnel conducted Pre-Site Survey for a future CAT 5 rewire project.

Baltimore, MD – (2-7 Mar 03) - Three personnel performed Pre-Site Survey for TACAN removal and relocation. .

Baltimore, MD – (20 Mar-4 Apr 03) - Four personnel performed TACAN installation and performance tested and certified equipment for total of 60 man-days.

Ft. Huchuca, AZ (30 Mar- 5 Apr) – Four personnel performed VOR equipment relocation and installation for a project total of 28 man-days.

Vance AFB, OK - (15 May - 1 June 03) - Total of 11 personnel performed Pre-Site Survey followed by installation of complete Land Mobile Radio system and to include radio installs in all Security Forces, Flight Line and Fire vehicles. 39 man-day project.

Vance AFB, OK - (7-8 June 03) - Total of 14 personnel completed additional LMR installation for additional support vehicles utilizing a total of 28 man-days.

Tinker AFB, OK – (16-17 June 03) - Final design review for Command Post radio installation for primary and alternate facilities.

Ft. Riley, KS - (22-28 June 03) – Eight personnel completed disassembly of a 40' tower and transported the structure to Ft. Hood, Texas for future installation in next FY. 53 man-days required for this project.

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219TH ENGINEERING INSTALLATION SQUADRON (EIS)

LT COL DONALD G. DUKE, 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 activated and deployed personnel in support of Operation Enduring Freedom and Operation Iraqi Freedom engineering and installing projects in virtually every country in the CENTCOM AOR. We also completed eight 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 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.

205TH ENGINEERING INSTALLATION SQUADRON (continued from page 28)

AEF/OEF Rotations - (1 Oct - Present) - 17 personnel performed various duties in support of both AEF and OEF requirements. One "C-Team" is still currently deployed in SWA on its second rotation. A total of 2,484 man-days utilized to support these deployed requirements.

COMMUNITY SERVICE

Toyland - 205th members continue to assist the Salvation Army in setting up and distributing Christmas toys to disadvantaged children at the State Fair Grounds before Christmas 2002.

Jesus House - Unit members continue donating large amount of toys, food, and clothing to the Jesus House in time for Christmas 2003 and throughout the year.

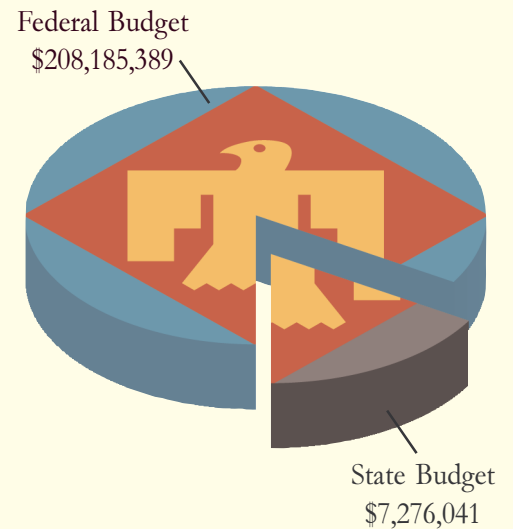
Battered Women's Shelter - The unit donates cash, food, and other items for the Battered Women's Shelter. A year-round need was identified for the Battered Women's Shelter and donations are now collected during the year and donated quarterly.

Financial Summary

SUMMARY OF FEDERAL BUDGET

| | |
|--|----------------------|
| Oklahoma Army National Guard | \$122,405,604 |
| Oklahoma Air National Guard | <u>\$85,779,785</u> |
| Federal Funds Total | \$208,185,389 |
| | |
| Oklahoma Army National Guard | \$6,677,577 |
| Oklahoma Air National Guard | <u>\$598,464</u> |
| State Funds Total | \$7,276,041 |
| | |
| Grand Total (Federal and State) | \$215,461,430 |

FY 2003 Budget Comparison



Tax Revenue to State of Oklahoma - Federal Contribution

FEDERAL FUNDS CONTRIBUTION TO THE STATE

| FEDERAL CONTRIBUTION | ARMY | AIR | TOTAL |
|-----------------------------------|----------------------|---------------------|----------------------|
| Pay and Allowances | \$79,593,365 | \$52,875,174 | \$132,468,539 |
| Soldier/Airman Support | \$5,274,832 | \$972,166 | \$6,246,998 |
| Operations & Maint Support | \$17,303,669 | \$27,012,054 | \$44,315,723 |
| Facilities Maint & Repair | \$9,777,522 | \$4,168,159 | \$13,945,681 |
| Special Programs | <u>\$10,456,216</u> | <u>\$752,232</u> | <u>\$11,208,448</u> |
| Total Federal Contribution | \$122,405,604 | \$85,779,785 | \$208,185,389 |

Tax Revenue Generated for State from Federal Government (Estimate)

| | |
|---------------------------------------|---------------------|
| State of Oklahoma Sales Tax | \$3,645,000 |
| State of Oklahoma Income Tax | <u>\$6,623,426</u> |
| Total Tax Benefit to the State | \$10,268,426 |

MILITARY DEPARTMENT WORKFORCE

Military Department Workforce

| MILITARY DEPARTMENT WORKFORCE | ARMY | AIR | TOTAL |
|--------------------------------------|--------------|------------|--------------|
| State Funded | 62 | 0 | 62 |
| Federal Reimb (% varies) | 67 | 72 | 139 |
| State Funded Youth Programs | 121 | 0 | 121 |
| Fed Reimb Youth Prog (% varies) | 44 | 8 | 52 |
| Total State Employees | 294 | 80 | 374 |
| FULL-TIME FEDERAL WORKFORCE | ARMY | AIR | TOTAL |
| Federal Technicians | 431 | 410 | 841 |
| AGR (Active Guard/Reserve) | 454 | 117 | 571 |
| Total Federal Employees | 885 | 527 | 1412 |
| Workforce Grand Total | 1,179 | 607 | 1,786 |

Strength Status

| | ARMY | AIR | TOTAL |
|-------------------|-------------|------------|--------------|
| Required Strength | 7,290 | 2,480 | 9,770 |
| Assigned Strength | 7,255 | 2,465 | 9,720 |

Equipment

| | ARMY | AIR | TOTAL |
|-------------------------------|----------------------|----------------------|------------------------|
| Equipment On Hand | \$496,249,028 | \$78,495,045 | \$594,744,073 |
| Air Frames On Hand (ANG only) | | \$760,000,000 | \$760,000,000 |
| Total Equipment Value | \$496,249,028 | \$838,495,045 | \$1,354,744,073 |

STATE ACTIVE DUTY MISSIONS

ELK HERD ELEMINATION MISSION (CHRONIC WASTING DISEASE) 5 September 2002

| | |
|-------------------------------|--------------------|
| Pay and Allowances | \$ 1,650 |
| Travel Reimbursement | \$ 461.00 |
| Equipment | \$ 430.00 |
| Total Operational Cost | \$ 2,541.00 |

AERIAL FIRE SUPPRESSION MISSION 24 September 2002

| | |
|-------------------------------|---------------------|
| Pay and Allowances | \$ 474.00 |
| Subsistence | \$ 138.00 |
| Aviation Expenses | \$ 10,574.00 |
| Total Operational Cost | \$ 11,186.00 |



WATER HAUL MISSIONS (2) June 2002 – June 2003

| | |
|-------------------------------|--------------------|
| Pay and Allowances | \$ 1,125.00 |
| Subsistence | \$ 178.00 |
| Total Operational Cost | \$ 1,303.00 |



AVIATION SUPPORT (OKC TORNADOES) 9-10 May 2003

| | |
|-------------------------------|---------------------|
| Pay and Allowances | \$ 592.00 |
| Subsistence | \$ 138.00 |
| Aviation Expenses | \$ 15,573.00 |
| Total Operational Cost | \$ 16,303.00 |



YOUTH PROGRAMS DIVISION

LTC MIKE BEDWELL

Programs Director

Com: (918) 824-4831

DSN: 628-5373

Email: michael.bedwell@ok.ngb.army.mil



EXECUTIVE SUMMARY

Beginning in 1993, Oklahoma recognized the value of the Oklahoma National Guard's (ONG) involvement in re-directing "at-risk" youth in our State to more productive lives. Over the last decade the ONG has forged multiple partnerships with other State agencies and has solidified its efforts toward helping young men and women improve their potential for Oklahoma.

The Youth Programs Division has completed two years of operation. The programs within this division continue to operate the most innovative and effective at-risk youth solutions in the Nation dealing with thousands of 13 to 18 year old youth throughout the State of Oklahoma. The once independently operated and resourced programs continue to be part of a coordinated statewide system of at-risk youth solutions with ever diversifying funding sources.

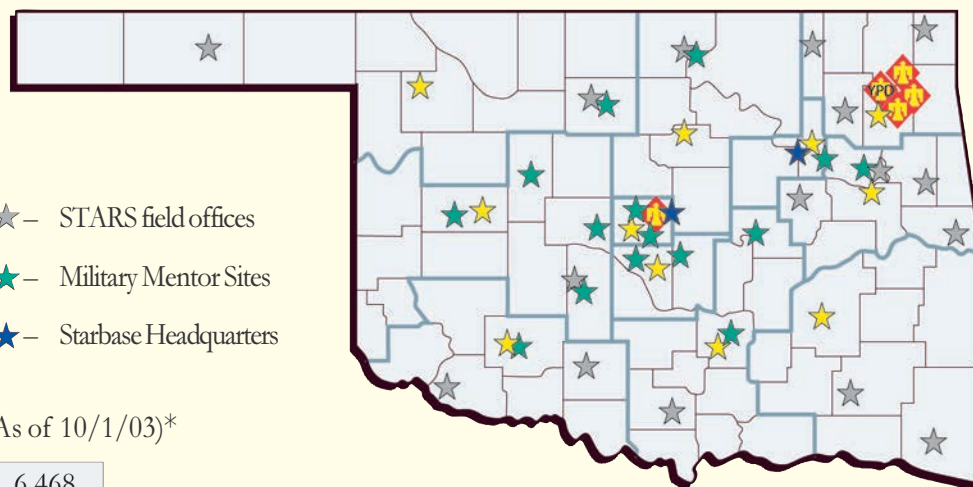
Many important lessons have been learned and much innovation realized due to this consolidation; however, the most important realization of all is that *no single solution will address the needs of these youth or the loss of production they represent to Oklahoma society.* Our experience continues to serve as a validation of significant research conducted by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) among others. Only through a coordinated effort of residential and non-residential treatment directly coupled with effective re-integration processes, which include accountability, mentorship, community service and job training can we truly be effective in reducing recidivism and increasing the productivity of these at-risk youth, as well as reducing the cost to society they represent.

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STATEWIDE YOUTH PROGRAM ACTIVITIES

Headquarters Locations

-  – YPD Headquarters
-  – Residential Programs
-  – STARS Headquarters
-  – STARS field offices
-  – Military Mentor Sites
-  – Starbase Headquarters



Total Youth Involvement (As of 10/1/03)*

| | |
|--------------|---------------|
| STARS | 6,468 |
| B Co. | 713 |
| TYA | 1,826 |
| SIRP | 1,776 |
| MM | 2,695 |
| StarB | 22,538 |
| TOTAL | 36,016 |

* SIRP closed 11/1/02
 STARS closed 6/30/03
 MMP closed 6/30/03



THUNDERBIRD YOUTH ACADEMY

MAJ STEVE TUNNELL (RET)

Director

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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 ten 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 25 states.

PROGRAM OVERVIEW

TYA is a 17 month program broken down into a five month residential phase at the Whitaker Education Training Center in Pryor, OK, and a 12 month post-residential phase in the youth's own community. The youth are residences 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 cadets 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 22nd week.

YOUTH PROGRAMS DIVISION *(continued from page 33)*

YOUTH SERVICES

While 2003 was a difficult year for our state's at-risk youth, with the loss of two award winning programs, the YPD programs were able through the assistance of our legislators improve and expand its impact on Oklahoma's youth needs.

- **Thunderbird Youth Academy** - In Pryor Since 1993 and helping over 1,826 of Oklahoma's high school dropouts dramatically improve their educational level and employability potential, has been rewarded by Washington D.C. by granting an increase to 250 students a year.
- **STARBASE** - With locations in Tulsa and Oklahoma City and having helped over 22,538 youth, will now conduct a special Native American program in Pryor, beginning in October 2003.
- **Thunderbird Regimented Training Program** - Having served 713 Cadets in Pryor, the program is now certified as an Outpatient Drug and Alcohol Clinic for Oklahoma adding to its value to our state.
- **Thunderbird Trades Academy** - Located in Pryor, this program will launch its inaugural class 12 January 2004. This program will combine the best of Job Corps with the proven capabilities of the Oklahoma Military Department.

In their dealings with high school dropouts, juvenile offenders, and adolescent at-risk youth, the youth programs of the Oklahoma Military Department has achieved spectacular success. To date, 2,695 youth have been served in its diversion programs, 4,238 have participated in its residential programs and 6,480 have completed OMD's reintegration program. Recidivism rates are low for youth involved in all of OMD's programs, but the results of their reintegration program are particularly staggering- only 9% of graduate's recidivated within one year of release and only 2% offended while in the care of the National Guard Youth Programs.

The loss of the Nation's model reintegration program (STARS) was tragic for Oklahoma; however, the Oklahoma Military Department through its Youth Program Division will continue to provide Oklahoman's unique and effective solutions to these ongoing serious problems.



THUNDERBIRD REGIMENTED TRAINING PROGRAM

1SG LARRY ANDERSON (RET)

Director

Com: (918) 824-4874

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MISSION

The mission of the Thunderbird Regimented Training Program began in February 13, 1998 and accepted Cadets in March 1998. Thunderbird Regimented Training Program (TRTP) provides a structured environment promoting discipline, education, responsibility and accountability in life skills, physical fitness and community involvement. Ensure the safety and dignity of all Cadets and building self-esteem and respect, not only to themselves, but to others as well. A military style of training is used to teach life and social skills to these youth. The youth are placed in an environment that is structured and over time, are taught to develop structure for themselves.

PROGRAM OVERVIEW

Thunderbird Regimented Training Program provides a socialization process through which participants can develop the positive self-image, discipline, motivation and identification with the community necessary to function as contributing members of society. Enhancing education skills, instill a desire to continue self-improvement and teach those values and life skills required to succeed on the job and within the family.

TRTP is a co-ed facility and is a sixteen-week program for 13-18 year old males and females. Cadets are in Oklahoma Juvenile Affairs (OJA) custody while attending TRTP. TRTP is accredited by the American Correctional Association (ACA) and licensed by the Department of Human Services (DHS) as well as the Oklahoma Department of Mental Health and Substance Abuse Services.

Community work and service projects allow cadets to participate improving their work habits and sense of community. Service projects provide an opportunity to learn community responsibility and gain personal satisfaction.

To date, Thunderbird Regimented Training Program has provided a safe and healthy environment for 713 Cadets.

The Education Department is responsible for the execution of the Phillip Roy Life Skills curriculum, which covers social skills, employability, consumerism, student issues and special needs. Cadets attend education classes five days per week.

The Counseling Department provides the character, moral and emotional guidance required to assist cadets in maintaining focus on the operations and education learning processes and help ensure their ultimate effectiveness. The counseling staff is specifically trained and certified to identify inappropriate behavior patterns, remedial counseling, testing services, AA/NA groups, a licensed out-patient clinic for drug and alcohol services, character development, anger management and making the right decision classes.

Health Services provides on-going twenty-four hour medical services for cadets, sick call and medical appointments when necessary.



STARBASE OKLAHOMA

BILL SCOTT

Director

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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 138th 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.

Year-round classes are sponsored at classrooms provided by the 138th Fighter Wing, the 137th 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. 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. 5,271 students have received training during the 2002-2003 school year.

The program currently has 401 "Official" STARBASE teachers and eleven staff members. The annual budget for the 2002-2003 school year is \$583,000.00.

PROGRAM HIGHLIGHTS

- 401 "Official" STARBASE teachers
- 100+ National Guard Volunteers
- 5,271 students reached last school year
- 194 schools currently participate



THE ADJUTANT GENERAL OF OKLAHOMA
2003 GOVERNOR'S REPORT



THE OKLAHOMA MILITARY DEPARTMENT Office of the Adjutant General
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