

# 2004 Governor's Report



The Adjutant General  
Of Oklahoma  
Oklahoma National Guard



# TABLE OF CONTENTS

OMD Organization ..... 2-3

Staff Operations.....4-19

Army Commands .....20-24

Air Commands .....25-29

State Budget .....30

Military Department Workforce .....31

State Active Duty .....32

Youth Programs .....33-38



**REPORT DESIGN AND LAYOUT** 2nd Lt. Jennifer Gebard, Oklahoma Army National Guard, Oklahoma Military Department, Office of Visual Information.

**REPORT COVER DESIGN AND LAYOUT** Sgt. 1st Class Kendall James, Oklahoma Army National Guard, Oklahoma Military Department, Office of Public Affairs.

## 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



**BG ROBERT IRETON**  
Chief of Staff  
OKANG



**BG 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

Com: (405) 228-5373

DSN: 628-5373

Email: dale.carney@ok.ngb.army.mil

### 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, Thunderbird Youth Challenge Program, STARBASE Program, and the Thunderbird Trades Academy.

### STATE ACCOUNTING OFFICE

The State Accounting Office, with seven 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 2004.

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**

USPFO for Oklahoma

Com: (405) 228-5214

DSN: 628-5214

Email: charles.frazier@ok.ngb.army.mil



## **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

Com: (405) 228-5006

DSN: 628-5006

Email: Hershall.Odonnell@ok.ngb.army.mil

### 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 2004, 3,617 work orders for over 9,590 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 04 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 04 includes the following: Containerized Kitchen with Trailer, Tactical Power Generator Sets; PU798-10KW, MJQ37-10KW, PU802-15 KW, PU803-30KW, PU805-60KW, MJQ41-10KW, MEP831-3KW, MJQ41-60KW and Light Medium Tactical Vehicle (LMTV).

### 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. During fiscal year 2004, 1,387

work orders for over 4,676 items (vehicles, weapons, radio communications systems, and special purpose equipment) were processed for repair.

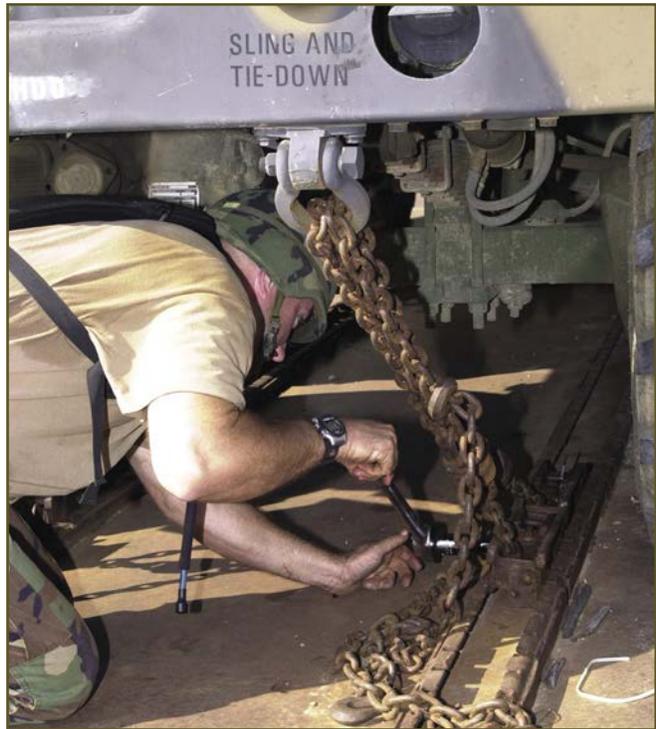
### UNIT TRAINING EQUIPMENT SITE (UTES)

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 18 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 (DSLFF)

The Direct Support Logistics Facility (DSLFF) 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.





## PERSONNEL AND ADMINISTRATION

### COL LARRY GREENFIELD

Director

Com: (405) 228-5104

DSN: 628-5104

Email: james.greenfield@ok.ngb.army.mil

### MISSION

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

### RECRUITING AND RETENTION COMMAND

Our mission is to recruit qualified soldiers to meet or exceed the end strength goals established by National Guard Bureau and the Adjutant General of Oklahoma and to assist commanders at all levels in the retention of qualified soldiers and the prevention of unplanned soldier losses.

The Recruiting and Retention Office is manned with 100% full-time personnel consisting of 80 Active Guard/ Reserve soldiers and one federal technician. The office is organized into a headquarters or staff element consisting of 16 personnel with duties ranging from management, personnel services, operations, training, and marketing. The field force consists of 54 personnel, divided into six recruiting and retention teams across the state. The two Recruiting and Retention Sergeants Major supervises three Area Recruiting and Retention Non-Commissioned Officers who in turn lead 8 to 10 personnel forming their respective teams. The Officer Strength Management Office consists of the Army Medical Department (AMEDD) Strength Manager, the Officer Strength Manager – Basic Branch, the Officer Strength Manager – Warrant Officers, the AMEDD Technician, and the Officer Candidate School Recruiter. In addition, this section is the liaison with the Reserve Officer Training Corp (ROTC) programs throughout the State.

The Recruiting and Retention Office enlisted or transferred 856 soldiers into the Oklahoma Army National Guard in 2004, of which 541 or approximately 63% were non-prior service enlistees. This indicates the continued use of the Tuition Waiver Program for Guard members and the need for young Oklahomans to continue their post secondary education with the assistance of National Guard educational programs.

The Recruiting and Retention Office is operated with federal funds with state and federal support for field office space usually within local National Guard armories. A

total of \$1.5 million dollars of appropriation was provided for and expended toward the successful operation of this office. These expenditures include the cost associated with the operation of a General Services Administration vehicle fleet of 71 vehicles, mobile and land line telephone expense, advertising and marketing materials and other operating cost 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 582 officers in the ranks of second lieutenant through major general and 133 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.

In addition to the above, we currently operate two Family Assistance Centers (FAC) located in Tulsa and Oklahoma City. These centers focus on assisting dependents of mobilized soldiers, regardless of service, with the wide variety of issues that come up when service members are deployed. Contact with FAC employees is available 24 hours each day.

## **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.

## **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

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

Medical Branch coordinates all physical exams, HIV and

continued on page 10

DNA samples, and immunizations. During fiscal year 2004 (October 2003 – September 2004) 916 physical exams were processed. Line of duty investigations were completed for 557 injuries, illnesses or diseases during this period. Medical Retention Boards were conducted for 56 soldiers. Six soldiers were placed on active duty medical extension during this year due to injury. Also incapacitation payrolls for \$943,000 were processed for injured soldiers not retained on active duty. 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

Deputy State Surgeon is located in the Joint Forces Headquarters. The purpose of this office is to plan, coordinate, direct and implement the medical readiness administrative programs of the state. The Deputy State Surgeon oversees and manages the OKARNG medical readiness programs and provides guidance to all medical resources within the state. Programs such as command health promotion programs, medical/dental aspects of mobilization, deployment and operations, medical education, sustainment, proficiency training, credentialing of healthcare professionals, fiscal management and policy development and implementation.

During this past fiscal year OKARNG maintained medical readiness by continuing to coordinate periodic physicals with the VA Medical Center in Oklahoma City. Additionally, the dental readiness of our soldiers is also maintained in conjunction with the Oklahoma University Dental School for those soldiers who are mobilizing. This office renews and services these contracts and as a result

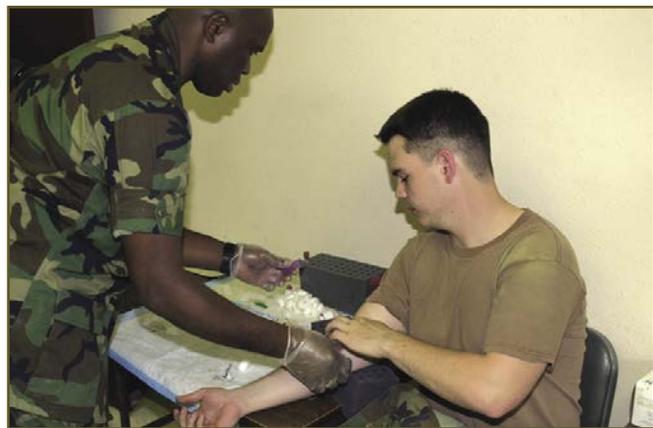
solid partnerships are nurtured.

The Deputy State Surgeon, who is also the full time liaison, coordinates routine medical and dental screenings with the assistance of the Medical Detachment. The Medical Detachment is a mobile unit that provides immunizations, blood typing, HIV screenings, dental examinations with bitewing x-rays and face to face physician evaluations to identify any developing medical conditions or concerns.

The Army has increasing training requirements for Army medics. The office of the Deputy State Surgeon oversees the 91W transition program to provide highly skilled and knowledgeable medics to be more capable first responders on the battlefield. Additionally, the Army has an extra requirement for all Emergency Medical Technicians to remain qualified known as the Semi-Annual Combat Medic Skills Validation Test (SACMS-VT). Oklahoma Army National Guard is working to ensure all medics are fully transitioned by 2007.

To be able to provide medical and dental services to our soldiers, all OKARNG providers must maintain strict credentialing of licensing and active privileges. Credentialing Boards are held to ensure providers are granted the appropriate privileges and that continued medical education requirements are met.

The 2004 Fiscal Year budget of \$556,000 provided OKARNG soldiers routine medical and dental screenings, proficiency training, provider credentialing compliance, medical training equipment and mobilization requirements sufficient to place OKARNG soldiers on the track to positive health goals for successful military careers.



## HUMAN RESOURCE OFFICE

### LTC JAMES PAHDOCO

Director

Com: (405) 228-5383

DSN: 628-5383

Email: james.pahdoco@ok.ngb.army.mil



### 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, workmans compensation, etc. There are presently 492 Army and 500 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 116 Air and 462 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

### COL EMERY FOUNTAIN

Director

Com: (405) 228-5208

DSN: 628-5208

Email: walter.fountain@ok.ngb.army.mil

### MOBILIZATION/READINESS DIVISION

The purpose of the Mobilization and Readiness Branch is twofold. First, they are responsible for ensuring the units assigned to the Oklahoma Army National Guard are prepared to mobilize and deploy for the purpose of executing their federal mission. This is accomplished through training, equipping, 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. Simply stated, all efforts are directed at ensuring our soldiers and units have the necessary training, equipment, and leadership to accomplish the mission.

In 2004, the Oklahoma Army National Guard was called upon to mobilize over 1,014 soldiers for various missions around the world, in support of the Global War on Terrorism. These soldiers came from all corners of the state and have served magnificently in the execution of duties, responsibilities, and mission.

This branch continually develops 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 a national defense expenditure.

The purpose of the Training Branch is to oversee the overall state's training program to ensure that the Oklahoma National Guard is ready to provide well-trained soldiers when called upon to do so. In FY 2004, the Training Branch was responsible for over \$18.9 million, the largest budget in the state, to conduct its annual training, inactive duty training, duty military occupational specialty training, officer and noncommissioned officer training, as well as many specialized individual and collective training workshops

and classes. Many units are afforded the opportunity to culminate their training in an overseas deployment for training.

The Training Branch also oversees the management of the ammunition program. As part of this, the State Marksmanship Program provides opportunities for soldiers who possess exceptional marksmanship skills to represent the Oklahoma National Guard at pistol and rifle matches at both the national and international level. The very best receive the State's top honor, which is to be designated as a member of the "Governor's Twenty".

With the fall of the Soviet Union in 1989, many opportunities were opened to foster democracy and peace. One of those opportunities was the establishment of the State Partnership Program in 1993. The Oklahoma National Guard subsequently has established a partnership with the country of Azerbaijan in 2002. The major strategic significance of this partnership is that Azerbaijan is partnered with the United States in the Global War on Terrorism. Many training events are planned in FY 2005 with both military and civilian personnel from Oklahoma and Azerbaijan to improve military interoperability and strengthen alliances in support of the National Security Strategy.

### 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. Active Forces, Federal and State Agencies also utilize the Training Center to train in support of their operations. 74,464 people utilized Camp Gruber's facilities and ranges in FY-2004, which is down due to mobilization of our units.

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 a Skill Engagement Trainer for multi-weapon systems. Camp Gruber has embarked on several projects in FY-2004 that have 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 (\$900,000 contract), renovation of Building 900 (\$299,000 contract), \$1,300,000 to upgrade two of our automated firing ranges and purchase of enhanced computerized targets and systems. Camp Gruber expended \$1.848 million on local purchases in FY-2004 for routine maintenance and repairs.

Camp Gruber full time employees include 38 state employees, seven AGR, 19 federal technicians, 12 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 \$35,000,000.

### **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.

In 2004, the Oklahoma National Guard performed a variety of missions to include conducting fire suppression missions in Southeastern Oklahoma. 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 terrorist operations, attacks using weapons of mass destruction and the vital protection of our critical infrastructure.

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.

### **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 and schools.

In FY04, the counterdrug program supported multi-jurisdictional drug enforcement operations for four federal agencies, two state agencies, six District Attorney task forces, seventeen county and thirty-five municipal departments.

In FY04 we expended 1.8 million dollars in support of 44 drug enforcement and drug demand reduction operations. This resulted in the seizure of 305 lbs. of methamphetamine with a value of \$3,292,979; 602 lbs. of cocaine with a value of \$7,640,634. FY04 saw a marked increase in the amount of illegal weapons seized; 281 for a value of \$48,251. The cultivated marijuana seizure during FY04 summer missions was 5,378 plants. All counterdrug support efforts totaled \$32,992,624 dollars through the seizure of currency, property, drugs, vehicles, weapons seized/destroyed, and almost 800 arrests.

The Reconnaissance and Interdiction Detachment (RAID) executed more than 900 flying hours, with our four OH-58 Kiowa helicopters, in support of local, state, and federal law enforcement agencies.

The Drug Demand Reduction program reached approximately 10,000 students, family members of students, and adults across the state, with a savings of \$160,000 to schools and community based organizations throughout the State of Oklahoma.



Numerous military and civil agencies conduct emergency response training at Camp Gruber's Carnis Village.



## ENGINEERING

### COL PETER SHANAHAN

Director

Com: (405) 228-5577

DSN: 628-5577

Email: peter.shanahan@ok.ngb.army.mil

### 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 is to provide 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 contractors. 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 \$1,600,000 in federal funds in FY 2004 for environmental program management, compliance, and conservation projects statewide.

This year there is an increase in manning for the Environmental Branch which allows more projects to be completed by onboard personnel instead of relying on contracting outside sources. This allows for a significant cost savings for the program. As required by Executive Order the OKARNG is building an Environmental Management System which the Environmental Branch has an active advisory role.

Compliance projects included development and implementation of an Environmental Management Standing Operating Procedure, development of a Computer Based Environmental Training Program, upgrade of vehicle

wash facility at OMS 10 in Enid, erosion control project at MATES 72 on Fort Sill, as well as erosion control projects at Camp Gruber.

In the conservation area an update to the Camp Gruber annual endangered species monitoring was accomplished. Additional archeological surveys were conducted and wildlife food plots were also established at Camp Gruber. The Prey Ranch House at Camp Gruber was renovated as part of a project to preserve an important part of Oklahoma history. The Integrated Cultural Resources Management Plan was completed and implementation began in FY 2004. Native America consultations are continuing.

### **OPERATIONS BRANCH**

Oversees the Engineering Branch, Environmental Branch and Facility Maintenance Branch to validate all projects and certify proper funding sources are in place. 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 17 maintenance facilities and 84 armories located in 87 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 \$509,929 was spent for materiel and equipment from state and federal funds to maintain and repair armories and logistic facilities. The Facilities Maintenance Section completed more than 3,000 separate maintenance/repair work orders for the fiscal year ending 30 June 2004.

### **CONSTRUCTION HIGHLIGHTS**

**Multi-Unit Readiness Center:** This facility consists of 66,854 square feet for the Oklahoma Army National Guard. This is a 100% federally funded contract on federal land. Shiloh Construction Inc., of Oklahoma City, Oklahoma, was the contractor, with a total contract amount of \$6,339,539.08 as of June 30, 2004. Construction began in October of 2002 and was approximately 85% complete in June of 2004. This facility is sited north of the Regional Training Institute (RTI) at 6800 N. Kelley, Oklahoma City, Oklahoma. This facility was designed by Architects In Partnership (AIP), of Norman, Oklahoma. This facility was designed for the 645th Personnel Services Detachment, 45th Support Center (RTOC), 90th Troop Command, the 145th Army Band and our Selective Service Detachment. This is a state-of-the-art, first-class facility, on time and under budget without use of any state or local funds.

Roofs were replaced at Stillwater and Lexington Field Maintenance Shops. A roof replacement contract was awarded for Camp Gruber Barracks Building 220, 221, 222 and 223.

A new gatehouse with security fence was constructed at the Oklahoma Military Department. Central Europe Road (2.72 miles) at Camp Gruber Training Site, Braggs, Oklahoma, was repaved with heavy duty industrial type asphalt.



The new Multi-Unit Readiness Center located at the Regional Training Institute in Oklahoma City.



## HEADQUARTERS AIR NATIONAL GUARD

### LTC TRACEY HALE

Executive Support Staff Officer

Com: (405) 228-5664

DSN: 628-5664

Email: tracey.hale@ok.ngb.army.mil

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 Squadron and the 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 2004 in operations nationally and OCONUS. The 137th has been continuously deployed to classified locations throughout Southwest Asia in support

of Operation Enduring Freedom and Operation Iraqi Freedom. The 137th Aeromedical Evacuation Squadron (AES) has been tasked heavier than any other time in history, to include individuals deployed for Silver Rotation, and Air Expeditionary Force Rotations 7 and 8. Both Engineering and Installation Squadrons were very active in support of the global war on terrorism. The 219th had projects in every country in the CENTCOM AOR. Lastly, the 138th Fighter Wing demonstrated their combat readiness by exceeding expectations during an Air Combat Command Operational Readiness Inspection.

The Headquarters staff is charged to facilitate support for the Army National Guard within Oklahoma, and has been preparing to become a joint staff working as one Guard. The joint work has been the main focus in the arena of Homeland Security and Homeland Defense. The Oklahoma Joint Operations Center is operating 24/7 to insure the security of our state, and the Oklahoma Joint Task Force is training and prepared to respond to any emergency.



## STATE AVIATION, SAFETY AND OCCUPATIONAL HEALTH

### COL TERRY COUNCIL

State Aviation Officer  
Com: (405) 228-5606  
DSN: 628-5606  
Email: terry.council@ok.ngb.army.mil



### MISSION

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

### OPERATIONS

Army National Guard Aviation with its modern utility and cargo helicopters provides the Oklahoma Army National Guard with a flexible response to a wide range of federal and state missions. Including; OIF Deployments, Combat Air Assault, Medical Evacuation, Reconnaissance, Resupply, Search and Rescue, Disaster Assistance, Illegal Drug Interdiction, Combat Air Traffic Control, 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 2004 OKARNG aviators and crewmembers flew approximately 2,991 hours in training and support operations. The annual budget is roughly \$7.5 million dollars in fuel, parts, safety, and training.

### 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

Four units were deployed during FY 04. Det 46 OSA was deployed to Kuwait and Iraq; Co E 245 Air Traffic Service Company (ATS) to Iraq; Det 1 717th Med Co Ambulance to Afghanistan, and 1 Bn 245 Air Traffic Service to Iraq.





## CHIEF INFORMATION OFFICER

### LTC VAN KINCHEM

Chief Information Officer

Com: (405) 228-5214

DSN: 628-5214

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 consists of the telecommunications and 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

Com: (405) 228-5212

DSN: 628-5212

Email: pat.scully@ok.ngb.army.mil



### 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.

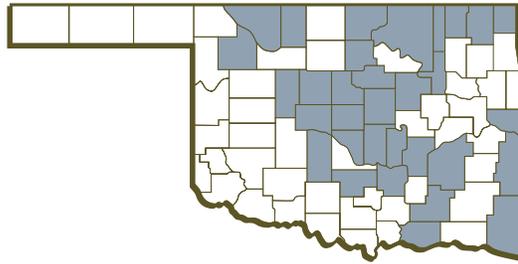
The Oklahoma National Guard Visual Information (VI) Office works closely with the Public Affairs Office. VI is responsible for video documentation, duplication and editing; official photography to include DA and command photos and the production of all official graphic art for the Oklahoma National Guard. 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 against any threat to the freedom of its citizens or its lands. The 45th Infantry Brigade has been, and will always be ready to support the ongoing Global War on Terrorism and Homeland Defense. The 45th Infantry Brigade is a completely self sufficient brigade having a complete ensemble of infantry, artillery, military intelligence, engineer, and support maintenance, medical and heavy transportation units. The 45th Infantry Brigade has been under the command of the 7th Infantry Division since June, 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 completed its largest mobilization since the Korean War by returning from Afghanistan in August and September 2004. The brigade, consisting of over 1,000 soldiers primarily from Oklahoma, South Carolina, and Vermont, concluded a nearly year long mission in Camp Phoenix, Afghanistan. The 45th Infantry Brigade deployed to Afghanistan as the command element for "Task Force Phoenix". The mission of the task force was to train and mentor soldiers from the newly formed Afghanistan National Army. During that time, the brigade trained nearly 10,000 Afghanistan soldiers, participated in combat operations with numerous coalition partners such as the United Kingdom, Romania, Germany, France, and Canada, issued millions of dollars worth of donated equipment to the Afghanistan National Army, transported troops, supplies, and equipment thousands of miles throughout the country and greatly enhanced the security of the region through hundreds of mounted and dismounted combat patrols. As a result of the individual efforts of the soldiers within the brigade, over 100 soldiers were awarded

the Bronze Star Medal (only awarded in a combat zone), several soldiers received the Purple Heart Medal (awarded as a result of an injury caused by the enemy in combat), a dozen soldiers received the Combat Medic Badge (awarded for performing medical procedures while engaged in active combat with the enemy), and over 250 soldiers were awarded the Combat Infantryman Badge (awarded to infantry soldiers engaged in direct combat with the enemy). As a whole, the brigade performed magnificently and returned to the United States ready to participate in future follow-on missions.

### HOMELAND SECURITY

The 1-160th Field Artillery Battalion of the 45th Infantry Brigade completed a year long homeland defense mission to secure and protect Army and Air Force Installations in East Texas, Louisiana, and Arkansas in support of Operation Noble Eagle. A total of 433 citizen soldiers from Oklahoma armories located in Chandler, Seminole, El Reno, and Pauls Valley readily mobilized and routinely performed mounted and dismounted patrols, gate security operations, and other various law enforcement/law maintenance missions within the continental United States.

Numerous military and civil agencies conduct emergency response training at Camp Gruber's Carnis Village

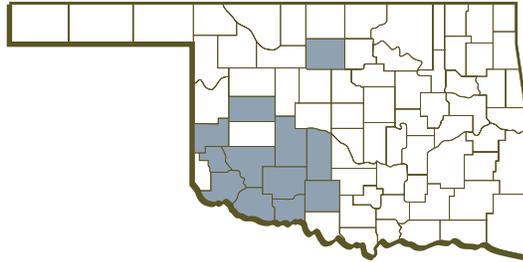


Members of the 45th Infantry Brigade's 1st Bn, 279th Infantry salute the American flag as they return from Afghanistan.



# 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 45<sup>th</sup> Field Artillery Brigade will come to mind because of its commitment to excellence and service not only to the communities in which we reside but also to our Nation.

## SIGNIFICANT ACTIVITIES

Fiscal year 2004 was an excellent year for the 45th Field Artillery Brigade. A challenging annual training was conducted at Fort Sill, Oklahoma which included an External Evaluation for the 1-171.

The accomplishments of the Brigade during the 2003 mobilizations were remarkable and provided an outstanding

spring board into the 2004 training year.

The HHB, 1-158 and 1-171 all conduct challenging and realistic field artillery training throughout the year with a constant battle focus.

During this Training Year the 45th Field Artillery Brigade conducted two war-fighter exercises.

The first war-fighter was a joint training event with the Marines, Active Duty Army and the Japanese Army. This required an overseas deployment for over 80 soldiers to accomplish the mission. Additionally, 60 other soldiers were deployed to Fort Lewis, Washington to serve as the firing and movement cells for the event. The training was at corps level in support of the I US Corps and was an excellent multi-national training environment.

The second war-fighter was conducted with the 28th ID at Fort Leavenworth, Kansas. Again this was an excellent training event with a focus at division level. Over 90 soldiers deployed to Fort Leavenworth in support of this training event.

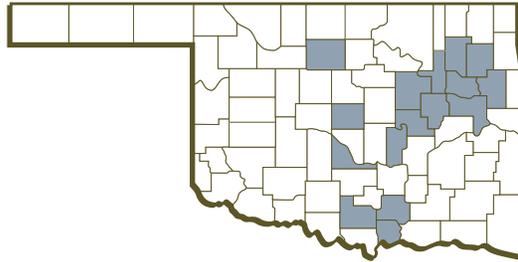
As the Brigade continues to support the global war on terrorism it also prepares for a possible conversion to a Fires Brigade under the Army's transformation efforts. The 45th Field Artillery Brigade has clearly proven its ability to be a relevant force in support of the defense of our Nation. We continue 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 2004, the 90th Troop Command's five battalions, and separate units, have continued their focused support to the State of Oklahoma, the United States Army, and the Global War on Terrorism.

The 1120th Maintenance Company, based in Ada, was mobilized in 2002 in Support of Operation Noble Eagle, and provided base security for five Air Force and Air National Guard Bases in the State of Oklahoma over the period of two years. The unit was recently demobilized.

The 120th Combat Engineer Battalion (Heavy), based in Okmulgee, with units in Muskogee, Eufaula, Tahlequah, Stilwell, Wagoner, Pryor, Okemah, and Henryetta, was mobilized in December 2003, in support of Operation Iraqi Freedom. They are currently conducting missions in Iraq and should redeploy in early 2005.

The 1st Battalion 245th Aviation (Air Traffic Services), based in Tulsa, Oklahoma along with Company E 245th Aviation (Air Traffic Control), based in Lexington, Oklahoma

were mobilized in August 2004 in support of Operation Iraqi Freedom. Both units reported to Fort Sill, Oklahoma for further training. Additional training for many of the soldiers was conducted at Fort Rucker, Alabama. Both units deployed to theatre in late 2004.

Company A 249th Aviation, based in Oklahoma City, mobilized in late 2004 in support of Operation Iraqi Freedom. The unit is conducting pre-deployment training at Fort Bliss, Texas and is expected to deploy to theatre in early 2005.

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, was mobilized in early 2004 in support of Operation Enduring Freedom. The unit reported to Fort Riley, Kansas for pre-deployment training and is now conducting missions in Afghanistan.

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

During 2004 the 345th Quartermaster Battalion was brought online as new force structure in the 90th Troop Command. The unit is currently being manned and equipped.

There have been several voluntary individual mobilizations of soldiers from the 90th Troop Command. These soldiers volunteered to serve with other National Guard units from across this great Nation that had been mobilized to support Operation Iraqi Freedom and Operation Enduring Freedom.

In late 2004, 90th Troop Command along with 345th Quartermaster Battalion and the 45th Support Group moved to its long awaited new Multi Unit Reserve Center facility in Oklahoma City. The units that occupy the new 54,000

square foot facility will celebrate with an open house in the spring of 2005.

Units from 90th Troop Command that have been mobilized, deployed, and redeployed have now returned to the Oklahoma National Guard and are conducting weekend drills and annual training for the first time in over a year.

All told, 90th Troop Command has seen over 1,200 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.”



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



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 63rd Civil Support Team participates in a Weapons of Mass Destruction drill along with the Oklahoma National Guard’s Quick Reaction Force.



Soldiers with the 1120th Maintenance Company spent nearly two years on active duty performing guard duty at five Air Force and Air National Guard Installations in Oklahoma.

# 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, Fort Benning, GA.



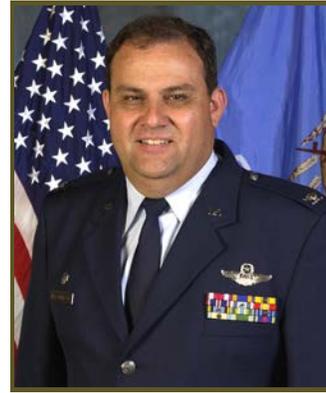
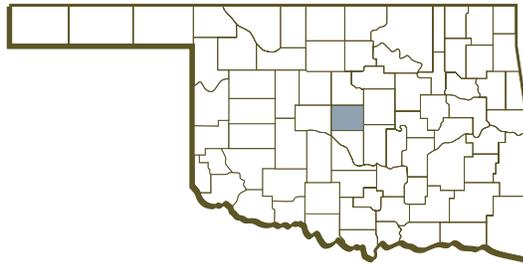
The RTI is also the host site for several conferences and unit level training events and the Covey Leadership training for the Oklahoma National Guard and other agencies of the state. Construction of a new classroom facility, a 126-room dormitory, and a dining facility were completed in 1997. Future 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 JAMES MCCORMACK**, 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 James M. McCormack, oversees an organizational architecture consisting of the Wing Headquarters, the Operations Group, the Maintenance Group, the Mission Support Group, the 137th Medical Group, and three tenant units, the 205th Engineering Installation Squadron, Detachment 1, Company A, 249th Aviation and most of the year, until the recent move of the 63rd WMD-CST.

Will Rogers maintains one of the highest Air Guard manning strengths across the nation, with current manning consisting of 1,299 members authorized and 1,272 personnel assigned.

2004 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

- The 137th AW & 205 EIS had 234 deployments, mobilizing 792 personnel positions for a total of 46,868 days during FY2004.
- Operation Enduring Freedom filled 111 deployment lines with 428 personnel and 34,906 days from these deployments.

- 185th Airlift Squadron (AS) has been continuously deployed to classified locations throughout Southwest Asia in support of Operation Enduring Freedom and Operation Iraqi Freedom. During these recent deployments our airmen have provided sustained airlift support for the Global War on Terrorism. Their direct efforts have provided critical airlift into and out of hostile areas to over 10,000 soldiers. They have also delivered in excess of 2,700 tons of supplies to sustain operations while logging over 3,000 flight hours.
- 137th Aero Medical Evacuation Squadron (AES) has been tasked heavier than any other time in history. Some of their deployments include: 26 personnel deployed for Silver Rotation (Flight Crews, Crew Management Cell, AE Liaison Team) 33 personnel deployed in for AEF 7 & 8. Six personnel currently deployed in support of CONUS patient care delivery. Total days for FY 04 in support of OEF/OIF = 7,144. In addition to a robust deployment schedule they are being inspected by three different major command teams.
- The 137th Airlift Control Flight volunteered five people from their unit including a pilot, a navigator, an AGE troop and two airfield ops personnel in support of the 185th AS partial mobilization. The ALCF individuals were tasked with assisting the 185th Airlift Squadron, and were involved in many combat missions for Operation Enduring Freedom and Operation Iraqi Freedom.
- 137th Civil Engineer deployed 25 members in support of Operation Iraqi Freedom to numerous classified locations and Short Fall Support. Deploying 38 members for construction project to Canada. Twelve fire fighters deployed to England to provide fire protection support.
- 137th Civil Engineer Squadron, 137th Airlift Wing provided members as CADRE to Volk Field, WI for numerous readiness safeguard exercises.

continued on page 26

- 137th Security Forces deployed in support of Operation Enduring Freedom as a part of Operation Fundamental Justice (Detainee Airlift)- Officer in Charge of Security and NCOIC in Charge of Security. Two members served as Air Force Liaison to US Army for coordination of Detainee Airlift.
- 137th MXG deployed members to Talil and Karshi Khanabad K2 in support of Operation Enduring Freedom. While deployed, the 137th MXG was responsible for ensuring mission capability of our C-130H aircraft in support of airlift operations.
- The 205th deployed an eight person team, on two rotations, in support of AEF/OEF for USAFE and CENTCOM support. Efforts insured the installation of stable and capable fiber optics communications infrastructure within the Iraqi Theater of Operations. Additionally, the 205th accomplished a short notice USAFE tasking to de-install 200,000 pounds of antiquated communications equipment from an Air Force communications site prior to transferring the site to the US Army. We deployed four personnel in support of hurricane relief efforts at Andrews AFB MD to re-establish telecommunications systems devastated by the hurricane. Lastly, the 205th completed seven additional projects and provided personnel to augment with numerous other projects both CONUS and OCONUS.

### **FORMAL INSPECTIONS AND EVALUATIONS FOR 2003**

- Health Services Inspection (HSI) conducted on 14-17 Oct with satisfactory results
- Aircrew Standard Evaluation Visit (ASEV) and Unit Compliance Inspection will be conducted on 15-22 November 2004.
- Air Force Audit of the Prime Beef Program
- 128th Staff Assistance Visit.
- 138th Staff Assistance Visit
- 164th Staff Assistance Visit
- Civil Engineer Technical Services Center Staff Assistance Visit on Operations and Facility Maintenance
- Environmental, Safety, and Occupational Health Compliance Assessment Management Program
- Bioenvironmental Staff Assistance Visit from Air Force Institute of Technology
- Four Financial Audits conducted by Tinker Air Force Audit Agency and the other from United States Physical Officer Internal Review Office.

### **INFRASTRUCTURE 2004**

#### **These projects were completed or are in construction:**

- Replace Airfield Lighting Systems - \$324,000
- Reroute Main Gate Entry Road - \$431,000
- Replicate HQ & SFS Parking - \$451,000
- Alter West Gate - \$226,800
- Replace Sq Ops Roof - \$274,000
- Repair/Maintain Apron - \$723,000
- Replace Main Gatehouse - \$295,790
- Replace Flight Line Fence - \$178,500
- Construct Perimeter Road - \$111,000
- Repair Roofs Bldgs 1011, 1008, 1047 and 1034 - \$111,498
- Miscellaneous, smaller Sustainment, Restoration, & Modernization (SRM) Projects totaling approximately - \$383,000
- Total is approximately \$3,518,000 in (SRM) base projects.

#### **These projects were designed or are in design:**

- Replace Aircraft Maintenance Complex - \$15,000,000
- Construct Aircraft Fuel Storage Complex - \$690,000
- Repair/Replace Base Pavements - \$500,000
- Fire Suppression System, Fuel Cell Hangar - \$950,000
- Repair/Add to Security Police - \$1,000,000
- Relocate Hydraulic Shop - \$212,000
- Relocate Mailroom - \$160,000
- Total Projects in design is approximately \$18,512,000.
- In FY2004, we secured the contract for two mezzanine structures and a conveyor system for two facilities at a cost of \$200,000.00, funded by Wright Patterson AFB. These structures will increase storage space and operations efficiency for the 137th Airlift Wing.
- Within the maintenance complex, several offices have been completely remodeled. Throughout FY04 the MOF NCOIC office, MOF/CC Office, Plans, Scheduling & Documentation offices, as well as the MOC office have been updated at a cost of approximately \$33,765.
- Design funds were approved for a new Bulk Fuels Storage Facility at a cost of \$700,000 funded by the Defense Energy Supply Center, eliminating current storage leased from Will Rogers World Airport. This facility will save time, money, and man-hours. The new facility is scheduled to be completed in FY 05.

## COMMUNITY INVOLVEMENT 2004

- The 205th Engineering Installation Squadron generously donates cash, food items, clothing and toys in support of the Oklahoma City 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. Additionally, we host the Oklahoma City Civil Air Patrol wing by providing our building facilities for their weekly training and assemblies.
- Members base wide also participated in the Red Cross blood drive.
- In addition to civilian careers as well as a commitment to the Oklahoma Air National Guard, members of the 137th MXG also manage to stay active in their communities.
- A total of 25 members within the group were active in the Base Honor Guard, participating in various community events to include fifteen burial details.
- Individual efforts of maintenance personnel contributing to the success of the 2004 Aerospace America Air Show.
- Donations to the Combined Federal Campaign benefiting numerous charitable organizations.
- 137th Civil Engineer Squadron participated in providing gifts to retirement centers for the holidays.

## SAFETY 2004

- The 137th Airlift Wing continues to add to an outstanding mishap-free flying hour history. Mishap-Free Flying Hours are based on specific criteria In-Accordance-With (IAW) AFI 36-2833. Flying Units that experienced a Class A or B mishap during the award year are usually ineligible.
- The 185th Airlift Squadron logged 4,267.9 hours of mishap-free flying hours for FY2004. A large portion of these hours were flown in support of Operation Iraqi Freedom and Operation Enduring Freedom while fighting the Global War-On-Terrorism.
- To date, the 137th Airlift Wing has accumulated 592,079.6 mishap-free flying hours over a 44-year period. This achievement places the 137th in a very small and elite group of Air Mobility Command Active, Guard and Reserve flying units.
- The Wing Safety Office participated and coordinated as the Military Project Office and Military Liaison for another

successful and safe Aerospace America 2004 Air show.

- The Wing Safety Office participated in a Joint Civil/Military Major Accident-Casualty Response Exercise with Will Rogers World Airport, local and state emergency response authorities to significantly improve inter-agency and cross-functional communication and response to an aircraft disaster.

The 137th Wing Safety Office is committed to raising Safety Awareness and providing safety education and training to all members of Will Rogers Air National Guard Base; both on and off-duty, ensuring fewer mishaps and SAFE mission accomplishment.

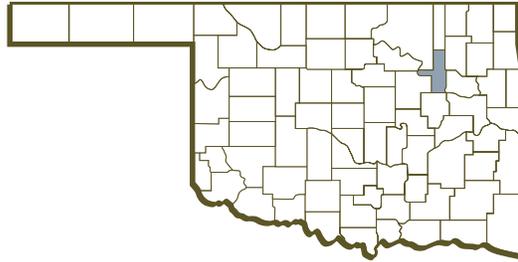
“MISSION FIRST, SAFETY ALWAYS!”

## AWARDS AND RECOGNITION 2004

- The Marksmanship Team continues to win numerous state and national titles again for this year.
- 137th Security Forces had two members selected as Red Cross Heroes for Oklahoma City
- 137th Security Forces Squadron selected Air Unit of the Year by NGAOK
- 137th Security Forces Squadron member received a Bronze Star Medal for actions while assigned at Al Jaber AB, Kuwait
- 137th MXG members have been awarded the Air Force Outstanding Unit Award with Valor, Global War on Terrorism award, as well as the Overseas Short Tour award
- 137th Airlift Control Flight had four members which received the Bronze Star for action during Operation Enduring Freedom. One member selected for the only In-Residence ANG position at the US Army Command and General Staff College at Ft Leavenworth KS. Seven members received the Meritorious Service Medal for actions during Operation Enduring Freedom.
- 137th Control Flight also had two members; in their civilian jobs (working for AFMC at Tinker AFB) these members were recognized at the national level as the best in AFMC in their fields.

## 138TH FIGHTER WING

**COL WILLIAM S. HADAWAY**, 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

The 138th Fighter Wing validated their combat readiness with an overall "Excellent" rating in the June 2004 Operational Readiness Inspection (ORI) from Air Combat Command. During this higher headquarters inspection the 138th deployed 823 personnel, 446 short tons of cargo and 15 F-16 aircraft to Gulfport, Mississippi, Combat Readiness Training Center to fight a simulated war in a chemical environment.

The 138th Logistics Readiness Squadron led preparation efforts for the Operational Readiness Inspection by coordinating command and control, transportation, weapons, training, and extensive documentation required for the deployment.

Successfully completed an Environmental, Safety, and Occupational Health inspection with comments as "Best seen in the past two years".

The 138th Civil Engineer Squadron has worked to improve the force protection of base personnel and equipment. Parking has been relocated to provide blast stand-off distances required with the latest Anti-Terrorism Force Protection requirements. A new perimeter fence has been installed providing a more different challenge to potential aggressors. The new Base Entry and Gate House construction has begun which will enhance our vehicle

searches, provide stand-off distance, provide adequate lighting, and provide efficient vehicular flow into the Tulsa Air National Guard Base. The Base Entry project is a joint project with the City of Tulsa using federal funds to support changes to 46th Street North allowing for left and right turning lanes off the city street. Design has started on a new Jet Fuel Storage Complex. This will enable the unit to convert to JP-8; thereby, reducing a fuel safety hazard for F-16 aircraft and decreasing maintenance on the refueling vehicles. The design started on a new HVAC system for the 219th Engineering Installation Squadron resolving years of humidity problems resulting in mold in the workplace.

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

- Blood drives through the Oklahoma Blood Institute
- Contributed over \$1,500 to the Oklahoma National Guard Scholarship Foundation
- Christmas gifts for local Department of Human Services sponsored children
- Another successful Combined Federal Campaign
- Continued support to STARBASE - the program that emphasizes science and math curriculum to at-risk youth
- Constant interaction with civic groups, scouts, and schools by giving tours and formal talks to these many organizations
- 138FW Honor Guard provided military honors to funerals and presented colors at numerous events
- Provided security and logistical support for Vice Presidential visits to Tulsa
- Provided fuels and ground support for the Thunderbird demonstration team during the Muskogee Air Show



## 205TH ENGINEERING INSTALLATION SQUADRON (EIS)

**LT COL JOSH M. SOBLASKEY**, Commander



### MISSION

The mission of the 205th EIS is to mobilize and deploy resources to accomplish Engineering, Installations, Reconstitution, Expansion, Enhancement, and/or Replacement of Communication-Computer Systems, Air Traffic Control and Landing Systems (ATCALs) and Meteorological/Navigational Systems worldwide.

### SIGNIFICANT ACTIVITIES

We deployed an eight person team, on two rotations, in support of AEF/OEF for USAFE and CENTCOM support. Efforts insured the installation of stable and capable fiber optics communications infrastructure within the Iraqi Theater of Operations. Additionally, the 205th accomplished a short notice USAFE tasking to de-install 200,000 pounds

of antiquated communications equipment from an Air Force communications site prior to transferring the site to the US Army. Furthermore, we deployed four personnel in support of hurricane relief efforts at Andrews AFB MD to re-establish telecommunications systems devastated by the hurricane. Lastly, the 205th completed seven additional projects and provided personnel to augment with numerous projects, both CONUS and OCONUS.

### COMMUNITY SERVICE

The 205th EIS generously donates cash, food items, clothing and toys in support of the Oklahoma City, Battered Women's Shelter. Additionally, we host the Oklahoma City Civil Air Patrol wing by providing our building facilities for their weekly training and assemblies.



## 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 welcomed home our personnel that had been activated and deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom. They engineered and installed projects in virtually every country in the CENTCOM AOR.

We also completed seven 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.

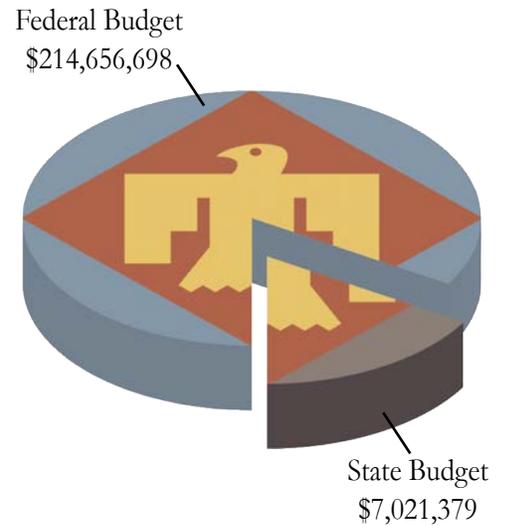
# FINANCIAL SUMMARY 2004

## Financial Summary

### SUMMARY OF FEDERAL BUDGET

Oklahoma Army National Guard	\$122,805,332
Oklahoma Air National Guard	\$91,851,336
<b>Federal Funds Total</b>	<b>\$214,656,698</b>
Oklahoma Army National Guard	\$6,408,797
Oklahoma Air National Guard	\$612,582
<b>State Funds Total</b>	<b>\$7,021,379</b>
<b>Grand Total (Federal and State)</b>	<b>\$215,461,430</b>

## FY 2004 Budget Comparison



## Tax Revenue to State of Oklahoma - Federal Contribution

### FEDERAL FUNDS CONTRIBUTION TO THE STATE

FEDERAL CONTRIBUTION	ARMY	AIR	TOTAL
Pay and Allowances	\$83,786,944	\$56,641,950	\$140,428,894
Soldier/Airman Support	\$3,920,157	\$1,191,892	\$5,112,049
Operations & Maint Support	\$17,586,004	\$28,424,491	\$46,010,495
Facilities Maint & Repair	\$12,190,159	\$4,158,038	\$16,348,197
Special Programs	\$5,322,068	\$1,434,995	\$6,757,063
<b>Total Federal Contribution</b>	<b>\$122,805,332</b>	<b>\$91,851,366</b>	<b>\$214,656,698</b>

## Tax Revenue Generated for State from Federal Government (Estimate)

State of Oklahoma Sales Tax	\$3,776,260
State of Oklahoma Income Tax	\$7,021,444
<b>Total Tax Benefit to the State</b>	<b>\$10,797,704</b>



# STATE ACTIVE DUTY MISSIONS

## **FT SILL, CLEVELAND, AND ANTLERS WILD FIRES MISSION** July 20, 21, 24, & 28, 2003

Pay and Allowances	\$2,421.00
Subsistence (Lodging/Meals/Per Diem)	\$68.00
Travel Reimbursement Costs	\$449.00
National Guard Equipment	\$58,194.00
<b>Total Operational Cost</b>	<b>\$61,132.00</b>

## **HOLDENVILLE MISSION** July 29, 2003

Pay and Allowances	\$949.58
Travel Reimbursement Costs	\$173.00
<b>Total Operational Cost</b>	<b>\$1,122.58</b>

## **45TH INFANTRY BRIGADE MISSION** August 7-10, 2003

Pay and Allowances	\$2,614.58
Subsistence (Lodging/Meals/Per Diem)	\$90.00
Travel Reimbursement Costs	\$69.00
<b>Total Operational Cost</b>	<b>\$2,773.58</b>

## **CANTON WATER HAUL MISSION** August through September 2003

Pay and Allowances	\$2,270.00
Subsistence (Lodging/Meals/Per Diem)	\$874.00
Travel Reimbursement Costs	\$345.00
<b>Total Operational Cost</b>	<b>\$3,489.00</b>

## **HUGO WATER HAUL MISSION** September 12-22, 2003

Pay and Allowances	\$541.46
Travel Reimbursement Costs	\$655.00
National Guard Equipment	\$401.00
<b>Total Operational Cost</b>	<b>\$1,597.46</b>

## **BOILING SPRINGS WATER HAUL MISSION** September 22-23, 2003

Pay and Allowances	\$408.00
Travel Reimbursement Costs	\$376.00
National Guard Equipment	\$204.00
<b>Total Operational Cost</b>	<b>\$784.00</b>

## **345 SUPPORT BATTALION MISSION** May 10-12, 2004

Pay and Allowances	\$681.21
<b>Total Operational Cost</b>	<b>\$681.21</b>



# 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 (YPD) has completed three 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. YPD continues to be part of a coordinated statewide system of at-

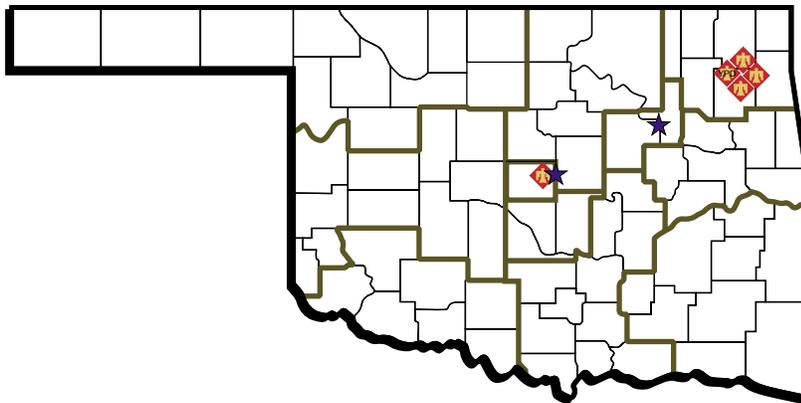
risk youth solutions with ever diversifying funding sources.

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.

## STATEWIDE YOUTH PROGRAM ACTIVITIES

### YOUTH SERVICES

Throughout 2004 YPD continued to develop and refine the coordination between its residential programs resulting in significant progress in the areas of job training and job placement. These results are demonstrating our true measure of value to Oklahoma. continued on page 35



### Headquarters Locations

- YPD Headquarters
- Residential Programs
- Starbase Headquarters



## THUNDERBIRD YOUTH ACADEMY

### MAJ STEVE TUNNELL (RET)

Director

Com: (918) 824-4823

Email: steven.tunnell@ok.ngb.army.mil

### 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”.

In September of 1993, TYA was one of 10 federally funded pilot programs operated by the National Guard Bureau. The program obtained permanent authorization in September 1998, which included a federal/state cost-sharing agreement. There are 30 Youth Challenge Programs currently operating in 25 states and territories. To date, TYA has graduated 2,061 cadets who are ready and able to take their place in Oklahoma society.

### PROGRAM OVERVIEW

TYA is a 17 month program broken down into a five month residential phase at the Whitaker Education Training Center in Pryor, Okla., and a 12 month post-residential phase in the youth’s own community. The youth reside at TYA 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

### YPD program status is as follows:

- **Thunderbird Youth Academy** - In Pryor Since 1993 and helping over 2,076 of Oklahoma's high school dropouts dramatically improve their educational level and employability potential. Based on its excellence, TYA was granted an increase to 300 students a year by Washington D.C.
- **STARBASE** - Now with locations in Tulsa, Oklahoma City, Camp Gruber, Anadarko and Pryor. This program has helped over 28,372 youth throughout Oklahoma.
- **Thunderbird Regimented Training Program** - Having served 806 cadets in Pryor, the program continues to be unique as a certified Outpatient Drug and Alcohol Clinic for Oklahoma and maintaining the high standards of the Correctional Corporation of America.
- **Thunderbird Trades Academy** - Located in Pryor, this program launched its inaugural class 12 January 2004 with OSU-Okmulgee. It has graduated 25 youth from its pilot class and has a 100% placement rate. New partnership opportunities are setting the stage for significant job training and placement enhancements for TTA and

may result in establishing new and exciting models for the nation.

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, 4,532 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

Email: larry.anderson@ok.ngb.army.mil

### MISSION

The mission of the Thunderbird Regimented Training Program began on 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 806 cadets.

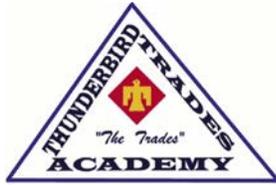
The Education Department is responsible for the execution of the Phillip Roy Life Skills curriculum, which covers Social Skills, Employability, Consumerism, Student Issues and Special Needs. Cadets attend education classes five days per week.

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



# THUNDERBIRD TRADES ACADEMY



Email: seth.carney@ok.ngb.army.mil

## SETH A. CARNEY

Program Administrator

Com: (918) 824-4861



### MISSION STATEMENT

To provide a residential transition program, serving graduates of the Thunderbird Youth Academy, focusing on job skills training, academic completion, social skills training, mentoring and dedicated employment placement services. To provide a secure, structured and disciplined atmosphere within which, well oriented and motivated youth may reside, train and develop without fear of encountering previously destructive and counterproductive home/community influences.

### PROGRAM OVERVIEW

TTA is programmed to be a 150-180 day structured residential program with intense job skills training being conducted Mon.-Fri. Students are allowed to return home on passes every weekend. Their stay here includes job shadowing, community service, job ethics and conduct training and specific job skill training. In addition to certification, the program provides focused job placement services. On-site recreation and field trips will serve to facilitate the social life while here. The results of this program will be a more motivated and resourced youth,

ready for their place in the workforce.

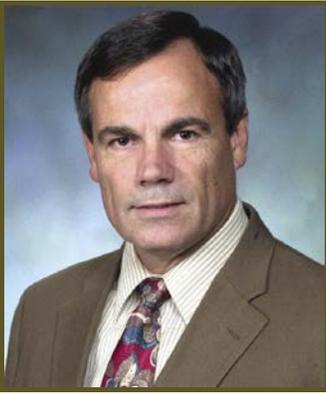
### AN EVOLVING MODEL

The synergies that result from a cooperative effort between TTA and TYA are evolving into a potential national model that may be duplicated in many states. This model encompasses Thunderbird Trades Academy as an essential component of the post-residential phase of the Youth Challenge Program. A unique partnership has been formed between Thunderbird Trades Academy, Thunderbird Youth Academy and Tulsa Job Corps Center. Since January of 2004, this pilot program partnership has evolved resulting in the graduation of nine basic students and eight advanced curriculum students. Additionally, six students are currently on the OSU honor roll with four selected for Phi Theta Kappa National Honor Society. To date TTA has enjoyed a 100% placement record for its students.

### THE FUTURE

Current strategic plans include a multi-curriculum residential job training program partnership with Job Corps servicing up to 100 youth per class and guaranteeing all YCP graduates job training and placement in their home communities.





## STARBASE OKLAHOMA

### **WILLIAM SCOTT**

Director

Com: (918) 833-7757

Email: bill.scott@okang-tul.ang.af.mil

### **MISSION**

The mission of STARBASE Oklahoma is to ignite the interest of at-risk youth in science, math, technology, goal setting and positive life choices by exposing them to 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 the program fully implemented. In January of 2001 funding was received for a site at Will Rogers Air National Guard Base. In October 2003 additional funding was provided for a Native American Initiative. Schools with at least 70% Native American populations are receiving the program at Camp Gruber near Muskogee, Whittaker Education Training Center in Pryor and at the National Guard Armory in Anadarko.

During the 2003-2004 school year 980 students were served under the Native American Initiative and 1,827 attended classes at the Tulsa and Oklahoma City Guard Base sites. Another 3,693 students received the program in their local schools through the outreach program.

Year-round classes are sponsored at classrooms provided by the 138th Fighter Wing, the 137th Air Lift Wing, Tulsa

Air and Space Museum, Whittaker Education Training Center, Camp Gruber and Anadarko Armory. 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 Air National Guard facilities, the Lawton Armory, or Army Aviation.

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.

### **PROGRAM HIGHLIGHTS**

- 434 Official STARBASE Teachers
- 100+ National Guard Volunteers
- 28,372 Students served since program inception
- Annual Budget for FY04 is \$820,000





# THE ADJUTANT GENERAL OF OKLAHOMA 2004 GOVERNOR'S REPORT



**THE OKLAHOMA MILITARY DEPARTMENT**  
Office of the Adjutant General  
3501 Military Circle, Oklahoma City, OK 73111