

OKLAHOMA NATIONAL GUARD

2005 Governor's Report

The Adjutant General
Of Oklahoma



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REPORT DESIGN AND LAYOUT

1st Lt. Geoff Legler, 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 Visual Information.



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 ROBBIE ASHER
Chief of Staff
OKARNG



BG MYLES DEERING
Commander
45th Infantry Brigade



STATE RESOURCE MANAGEMENT

LT. COL. BRENT WRIGHT

Director, State Resource Management
Com: (405) 228-5373
DSN: 628-5373
Email: brent.wright@us.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 DANNY MARLER

USPFO for Oklahoma
Com: (405) 228-5214
DSN: 628-5214

Email: danny.marler@us.army.mil
programs to assist management.

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

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 for Oklahoma to include; Central Issue Facility, Individual Clothing, Property Management, Commercial Transportation, and Storage & Distribution Management. This includes but is not limited to receiving, procuring, distributing and accounting for all federal property and funds allocated by National Guard Bureau for the state of Oklahoma in support of the Army National Guard. The Supply and Services Division also advises and assist Oklahoma Army National Guard units to ensure proper use of federal property and funding. We manage the federal logistics support system for the state, and upon mobilization, provide support for the transition of mobilized units into active status. The Division monitors the Oklahoma Army National Guard's Recycle Programs and OKARNG Contingency Ammunition Program.



LOGISTICS

COL HERSHELL O'DONNELL

Director of Logistics

Com: (405) 228-5006

DSN: 628-5006

Email: Hershell.Odonnell@us.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 employs a work force of 12 federal employees which provides technical and operational control of the Combined Support Maintenance Shop, Maneuver Area Training Equipment Site, Unit Training Equipment Site, Field 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 57 federal technicians and one state employee generating an annual payroll of approximately 2.5 million dollars. These employees perform highly technical maintenance on all surface equipment belonging to the Oklahoma Army National Guard.

During fiscal year 2005, there were 5,142 work orders for over 12,406 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 05 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 05 includes the following: AN/UPM 155 Radar Test Set, Model DCS40-30EM10 Power Supply, AN/USM 677 Spectrum Analyzer,

Model 54602B Oscilloscope, Model PT300-4-10 Weight Scale, AN/PRC 150 High Frequency Harris Radio.

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 33 federal employees performs unit, direct support and limited general support maintenance. During fiscal year 2005, 967 work orders for over 4,242 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 21 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.

FIELD MAINTENANCE SHOPS (FMS):

Eleven Field Maintenance Shops and Two Sub Shops provide regional support for all of the units within the Oklahoma Army National Guard. These Field Maintenance Shops perform critical field 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 85 maintenance technicians employed in these facilities.

DIRECT SUPPORT LOGISTICS FACILITY (DSLFF)

The Direct Support Logistics Facility (DSLFF) is located in Oklahoma City, OK and employs one full-time individual to manage and provide repair parts for all surface equipment issued to the Oklahoma Army National Guard.





PERSONNEL AND ADMINISTRATION

COL VERLYN "ED" TUCKER

Director

Com: (405) 228-5544

DSN: 628-5544

Email: verlyn.e.tucker@us.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.

The Recruiting and Retention Command is manned with 100% full-time personnel consisting of 114 Active Guard/Reserve soldiers, one federal technician, 40 active duty for special work soldiers, and five civilian contractors. This Command is organized into a headquarters or staff element consisting of 19 personnel with duties ranging from management, personnel services, operations, training and marketing. The field force consists of a total of 133 personnel, divided into seven recruiting and retention teams across the state along with a Recruit Sustainment Headquarters and five training sites. The two Recruiting and Retention Sergeant Majors are split into two areas; one supervises seven Area Recruiting and Retention Non-Commissioned Officers who in turn lead ten-15 personnel forming their respective teams for a total of 108 Recruiting and Retention Non-Commissioned Officers. The other Recruiting and Retention Sergeant Major supervises the Recruit Sustainment program consisting of four headquarters personnel with duties ranging from personnel services, operations and supply, five Senior Non-Commissioned Officers that are in charge of the five training sites throughout the state along with seven Junior Non-Commissioned Officers that assist the Senior Non-Commissioned Officers at the training sites. The Recruit Sustainment Program also is responsible for all the soldiers within the state that have enlisted and are awaiting Initial Active Duty for Training. The Officer Strength Management Office consists of the Army Medical Department (AMEDD) Strength Manager, two Officer Strength Managers specializing in recruiting Basic branch and all Spe-

cial branch officers, a Warrant Officer Recruiter specializing in recruiting warrant officers, an 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 1,270 soldiers into the Oklahoma Army National Guard in 2005, of which 789 or approximately 62% were non-prior service enlistees. The Tuition Waiver Program for Guard members continues to fill the need for young Oklahomans to continue their post secondary education. Increased Recruiting and Retention efforts have resulted in an increase of over 50% from last year, thus ensuring that the OKARNG is postured to respond to both state and federal missions.

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 \$3.75 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 111 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 542 officers in the ranks of second lieutenant through major general and 113 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 6,200 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 98,000 transactions during the past fiscal year.

During this past year the Enlisted Personnel Branch assisted in the mobilization of over 2,550 Oklahoma National Guard soldiers in support of Operation Iraqi Freedom, Operation Enduring Freedom, and Hurricane Katrina. These soldiers served in many parts of the world to include Iraq, Kuwait, Afghanistan, and Louisiana. We currently have over 200 soldiers still serving as part of Operation Iraqi Freedom 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 2,550 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, which are 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. For example, each year we host an annual volunteer workshop and then host a youth summer camp, youth leadership and finance workshop, youth survival workshop and others.

In addition to the above, we currently operate three Family Assistance Centers (FAC) located in Tulsa, Oklahoma City and Lawton. 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. In partnership with the Chaplain's office we also conducted three marriage renewal workshops.

EDUCATION AND INCENTIVE BRANCH

The mission of the Education Services and Incentives Branch is to support strength maintenance while providing continuing education opportunities for the 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 and institutions. During the past year, incentive payments have been made to over 3,500 Soldiers and totaled over \$8.5 million. We made 163 payments totaling over \$118 thousand through the Student Loan Repayment Program. The Montgomery GI Bill Kicker Program had 415 contracts established. The Oklahoma Army National Guard has 1,473 participants in the State Tuition Waiver Program with over 1.3 million dollars in benefits. The Federal Tuition Assistance Program paid \$1.3 million throughout the past year, helping over 1,900 Soldiers. Even with the continued deployments and state activations our number of payments and Soldiers participating in these programs remains steady reflects the desire of our Soldiers to continue with their education. The Tuition 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 is to sustain a healthy force for the Oklahoma Army National Guard.

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

Medical Branch coordinates physical exams, HIV, DNA samples, and Immunizations. During fiscal year 2005 (Oct 2004-Sept 2005) 1,070 physical exams were processed. Line of Duty investigations were completed for 354 injuries, illnesses or diseases during this period. Medical Retention Boards were conducted for 34 soldiers and 20 soldiers were placed on Active Duty Medical Extension during this year due to injury. Also Incapacitation Payrolls in the amount of \$645,000.00 were processed for injured soldiers not retained on active duty. Medical Branch coordinates payments of soldier's medical bills incurred in the line of duty through Tricare along with managing health care appointments.

DEPUTY STATE SURGEON

Deputy State Surgeon is located in the Joint Forces Headquarters. The mission 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.

The 2005 Fiscal Year budget of \$350,000 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. The Deputy State Surgeon, who is also the full time Federal Technician, coordinates routine medical and dental screenings for mobilizations with the assistance of the Medical Detachment along with oversight for several medical readiness programs.

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.

Medical Readiness - During this past fiscal year OKARNG maintained medical readiness by continuing to coordinate periodic physicals in conjunction with the VA Medical Center in Oklahoma City. This office renews and services these contracts and as a result solid partnerships are nurtured.

Dental Readiness - Dental Readiness is being captured with bitewing x-rays, a panoramic image of the mandible, dental classifications are determined after an extensive oral exam. Dental classifications are reviewed by the State Dental Officer on an annual basis.

91W Medic Program - 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. Oklahoma Army National Guard is working to ensure all medics are fully transitioned with new higher standards by 2009.

Medical Provider Credentialing - Medical Credentialing Boards are held to ensure providers are granted the appropriate practicing privileges, continuing education and appropriate levels of medical oversight are applied.

Medical and Dental Data Capture - The Medical Protection System or (MEDPROS) database provides the Army a comprehensive tracking and reporting tool to manage all medical and dental readiness statistics. Administrative personnel can create and download reports using criteria such as social security numbers. The National Guard MEDPROS reporting displays health and fitness status's for all ARNG soldiers.

HUMAN RESOURCE OFFICE

COL LARRY STICE

Director

Com: (405) 228-5280

DSN: 628-5280

Email: larry.j.stice@us.army.mil



MISSION

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

TECHNICIAN PERSONNEL MANAGEMENT BRANCH

The Technician Personnel Management Branch provides overall program management of all full-time technician personnel and provides responsive service to managers and technicians of the Oklahoma Army and Air National Guard regarding position classification, placement, and recruiting. In addition, the office assists every technician in resolving their personnel related issues, including training, health and life insurance, retirement, workmans compensation, etc. There are presently 445 Army and 483 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 121 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 1,500 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@us.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 2005, the Oklahoma Army National Guard was called upon to mobilize over 227 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

The purpose of the Training Branch is to oversee the state's training program for all units assigned to the Oklahoma National Guard to ensure that well trained and qualified soldiers are ready when called upon to do so whether for the defense of the homeland, or to deploy to a foreign country in defense of the freedoms enjoyed in this country. Our strength continues to be the citizen soldiers and the skills they bring to the Oklahoma National Guard from their civilian workplace. Their special skills and unique abilities to adapt to the every-changing technologies and transformation of the force continue to highlight the National Guard as the most cost-effective option available to the taxpayer as a national defense expenditure.

In FY 2005, the Training Branch was responsible

for over \$34 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, airborne and air assault qualification training, as well as many other specialized individual and collective training workshops and classes. Those units identified for deployment were provided additional training to prepare them for their assigned overseas missions.

One of our important missions is to ensure that all soldiers are trained with their assigned individual and crew served weapon, and to manage the distribution of the ammunition to support this training. As part of this, the State Marksmanship Program consists of a team of highly qualified and motivated soldiers who are responsible for providing primary marksmanship instruction to our soldiers to ensure success on the ranges with their weapons. This program also provides 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".

Our partnership with the country of Azerbaijan was aggressively expanded this year where 20 State Partnership Program events were conducted with both military and civilian personnel.

The FY 2005 marked the bridging of the National Guard State Partnership Program (SPP) with Oklahoma Civilian Agencies. Some of the highlights were in the law enforcement arena, where the Oklahoma National Guard (OKNG) facilitated exchanges between the Oklahoma City Police Department (OCPD) and the Oklahoma Highway Patrol (OHP). Both military and civilian law enforcement personnel from Azerbaijan were able to visit Oklahoma City and exchange their experiences and practices with our Oklahoma law enforcement agencies. The OKNG was also able

to facilitate reciprocal visits by members of the OCPD and OHP to Azerbaijan to further demonstrate tactics and techniques used here in Oklahoma. The foundation for long term relationships between Oklahoma and Azerbaijan law enforcement agencies has now been established and will hopefully continue to develop.

Another first was accomplished in 2005 in the economic development arena. The OKNG was able to facilitate a 'trade mission' to Azerbaijan which featured representatives from the Oklahoma Department of Commerce, Oklahoma Department of Agriculture, and the Oklahoma Department of Energy. Another example of expanding Civil-Military relationship building, this visit allowed agency experts to meet with their Azerbaijan counterparts in both government and private sectors to discuss opportunities for future import/export relationships between the State of Oklahoma and the country of Azerbaijan. According to the agency participants this was a very fruitful exchange and many areas of potential future cooperation were identified that could positively impact the State of Oklahoma economically in areas of trade, agriculture, energy, and education.

In November the OKNG hosted the "2005 U.S.-Azerbaijan Bilateral Defense Consultations". Upon the request of the Minister of Defense of Azerbaijan, Oklahoma City was selected as the conference site. It was a high honor for the OKNG to host this event, and the first time ever that the State of Oklahoma assumed such a responsibility. The conference was cited as being "extremely successful" by the U.S. Head of Delegation, Deputy Assistant Secretary of Defense Mr. James MacDougall.

Despite the high operations tempo of the Oklahoma National Guard with ongoing global and regional contingencies, we were able to continue cooperation in several other key areas with Azerbaijan, one of our nation's key allies in the Global War on Terror. Azerbaijan is in the process of trying to modernize its military and adopt a more U.S./Western type model. One focus area this year was to assist the Azerbaijan military in their efforts to develop a Non-Commissioned Officer (NCO) Corps. Other areas that we continued our cooperation in include Military Support to Civil Authorities and Disaster Response, Command Post Staff Operations, Command and Staff Training, and the Military Decision Making Process. This proved to

be a very productive year in our partnership with Azerbaijan for both the Oklahoma National Guard and the State of Oklahoma.

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. One of our major operations was supporting 1,500 Katrina-displaced civilians in September 2005.

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 new Breach Facility.

Camp Gruber has continued to improve the ranges and facilities to accommodate realistic training. Several projects in FY-2005 were:

- Completed replacing 90% of the facilities with metal roofs. (\$2.2 million)
- Purchase/replacement of badly needed, new state vehicles for state employees. (\$133,000)
- Construction of six cottages with two bedrooms, living area, and kitchen, which will be used for Bachelor Officer Quarters (\$323,000 contract)
- Renovations of barracks and facilities (\$50,000)
- Constructed state of the art Breach Facility range that will enhance our soldier readiness (\$256,000)
- Target improvements to our current ranges (\$190,000)
- Local purchases for routine maintenance, repairs, and utilities (\$1,834,000)

More than 110,800 people utilized Camp Gruber's facilities and ranges in FY-2005. Camp Gruber was directly responsible for the management of \$3.7 million dollars. Indirect funding managed by other directorates was approximately \$6.5 million dollars.

Camp Gruber full time employees include 39 state employees, seven AGR employees, 23 federal technicians, and 12 temporary positions. Seventy-eight tra-



ditional Guard soldiers 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 \$42,000,000.

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 Governor through the Oklahoma Department of Emergency Management to provide relief, support, and security to Oklahoma.

In 2005, the Oklahoma National Guard performed a variety of missions, not the least of which was providing over 2,000 soldiers and airmen to support Louisiana during Hurricanes Katrina and Rita relief efforts. Oklahoma National Guard personnel were some of the first non-Louisiana soldiers and airmen to arrive and provide much needed assistance to the civilians of New Orleans. Additional missions included conducting fire suppression missions in numerous sections of Oklahoma during the late summer/early winter dry spell. 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 Army National Guard program is committed to providing professional and cost-effective Counterdrug and Drug Demand Reduction support to local, state, and federal law enforcement agencies, community based organizations and schools.

In FY 05, the Counterdrug program supported multi-jurisdiction drug enforcement operations for four District Attorney Task Forces, three federal agencies, and seven county and municipal departments. CounterDrug also provided intelligence support, assigning intelligence analysts to four law enforcement agencies.

The Reconnaissance and Interdiction Detachment (RAID) executed more than 1,037 flying hours, with our four OH-58 Kiowa helicopters. The RAID unit also participated in Joint Task Force Winter Freeze, providing aerial support to law enforcement operations in Vermont. RAID flew aerial observation missions for the Oklahoma Bureau of Narcotics annual marijuana eradication program, resulting in 13 arrests, 18 seized weapons, and over 13,000 marijuana plants with a value of over \$19.5 million. Counterdrug support to law enforcement agencies resulted in the seizure of over \$37 million worth of cocaine, methamphetamine, marijuana, and other drugs.

In September, RAID deployed to New Orleans along with other units from the Oklahoma Army National Guard, to support relief efforts following Hurricane Katrina. RAID pilots flew 142 sorties, encompassing such missions as search and rescue, area damage assessment, and a number of nighttime security flights in conjunction with infantry forces patrolling on the ground. The Katrina mission further demonstrated the vast capabilities and versatility of the RAID unit.

During FY 05, the DDR program visited a total of 26 elementary and high schools, spending 15,231 hours on drug awareness and education. Soldiers from the DDR program also conducted adventure activities for children of National Guardsmen, kids with parents in prison, and other high risk groups. Additionally, DDR soldiers provided audio-visual support for the OK Dept of Mental Health and Substance Abuse Services, the Association of Oklahoma Narcotics Enforcers conference, and the OU Substance Abuse program in New York City, and taught two drug addiction seminars to social workers.



ENGINEERING

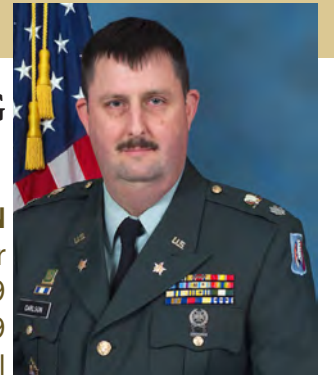
LTC ANDREW CARLSON

Director

Com: (405) 228-5589

DSN: 628-5589

Email: andrew.carlson@us.army.mil



MISSION

The Directorate's mission is to provide first class facilities for the troops of the Oklahoma National Guard that enhance both combat readiness and training, while serving as power projection platforms for the State. The Directorate's overall responsibility is the management of all buildings and real property in the State that are owned or controlled by the Oklahoma National Guard. Whereas the Adjutant General serves as the Garrison Commander for the entire State of Oklahoma, the Directorate of Engineering is the State's Post Engineer for coordination with other federal and state Agencies. We are in charge of 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.

MAJOR INITIATIVES:

BASE REALIGNMENT AND CLOSURE (BRAC):

This is probably the most important period for Facility Engineering since the armory building boom that occurred under the Works Progress Administration in the 1930s. Oklahoma is scheduled to close some 60 old and obsolete armories, many over 60 years old; and replace them with seven new Armed Forces Reserve Centers (AFRCs) with a programmed construction cost in excess of \$240,000,000 dollars. New AFRCs will be built in the following communities:

Norman (Located at the Norman Military Complex)

Yukon/ West Oklahoma City Area

Lawton (Located on Fort Sill)

Broken Arrow

Muskogee

McAlester (Located on the Army Ammunition Plant)

Enid (Located on Vance AFB).

The construction of these facilities will give our troops modern, state-of-the-art, areas to train and sustain their war fighting skills, thus delivering combat ready units that can respond to both the state and the nation. The Directorate serves as the Oklahoma National Guard's central coordination and control point for all Reserve Component BRAC actions in Oklahoma.

The projects will be phased in over the next seven years, and once occupied and online will result in the disposal of the old armories to lesser municipalities in the State of Oklahoma. This undertaking will be the Directorate's number one priority for the next seven years.

STATE BOND FUNDS:

The Oklahoma Legislature approved bonds for the use of the Oklahoma Army National Guard to make improvements to armories throughout the state prior to the BRAC implementation. Since the bonds may only be used on facilities that will be operated by the Oklahoma National Guard, our plan for the use of those funds is being reworked. Only those facilities that will remain open after BRAC is implemented, and that will have a projected useful life of 20 years will have bonds funds spent on them. At this time we are updating our Long Range Construction Plans to determine which facilities will be candidates for use of the bond funds.

PLANNING AND PROGRAMING BRANCH:

This Branch oversees the Master Planning Section, Real Property Section and serves to develop and validate all projects. The Master Planning Section provides a strategic vision for the future of the facilities of the Oklahoma National Guard, and synchronizes this vision with the requirements of the Force Structure personnel to ensure our troops get the best facilities possible. This Branch is in charge of all Real Property acquisition and disposal actions for the Military Department. The Branch develops the Long Range Construction Plan, the Short Range Component, and develops the programming documents that enable both MILCON and Real Property Operations, Maintenance and construction projects.

ENGINEERING PLANS AND CONSTRUCTION BRANCH:

This Branch provides statewide direct engineering support for the Oklahoma Army National Guard. This Branch manages the delivery of professional architectural and engineering services. This Branch takes approved programming documents and then oversees the preparation of architectural/en-



gineering plans and specifications. The Branch is responsible for delivering technically excellent plans that meet both the soldier's requirements and all federal and state regulatory requirements.

Once plans are prepared they are competitively bid using either federal or state contracting procedures, the Branch then provides the Agencies Project Managers who manage the projects, provide construction observation, and process all Applications for Payment and Change Orders as required on both military construction (MILCON) projects, and maintenance/repair projects performed by contractors.

FACILITIES MAINTENANCE BRANCH:

After the Facility has been built, it is managed by the Facilities Maintenance Branch, which is responsible for all maintenance, repair, modification, and rehabilitation of facilities, utility systems, real property, installed equipment, distribution systems, pavements, and grounds. Additionally the installation, operation, inspection, and maintenance of intrusion detection systems and security devices for facilities throughout are overseen by this branch. This Branch also oversees and directs the energy conservation program. 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.

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 Environmental Branch's budget for fiscal year 2005 was \$1,336,700. Statewide projects included wash facility upgrades at maintenance shops and storm water erosion/runoff problem correction. In addition, limited environmental baseline studies were accomplished at several readiness centers on the BRAC list to aid in the transfer of the properties. Projects at Camp Gruber Maneuver Training Center-Heavy, included: Archaeological

Survey; Archaeological Eligibility Evaluation; Aquatic Survey; Aerial Photography for vegetation mapping; Environmental Assessment for the machine gun range; and Endangered Species Monitoring.

In keeping with policies of the National Guard Bureau, the Oklahoma Military Department Environmental Office performed a series of internal environmental audits of Oklahoma Army National Guard properties statewide. Ranging from Miami to Weatherford and Durant to Perry, a total of 25 OKARNG facilities were evaluated for environmental compliance in FY 2005. Evaluated for a broad array of environmental parameters, the OKARNG again proved to be environmentally sound. The audit documented that the OKARNG continues to field and execute a robust environmental program. The vast majority of identified environmental findings were not regulatory.

RESOURCE MANAGEMENT BRANCH:

The Resource Management Branch programs, coordinates, and schedules federal financial resources for the construction, and operation, maintenance and repair of Army National Guard facilities which qualify for federal support. This Branch is charged with coordinating the federal budget for engineering with the state operating budget. In order to accomplish this mission it is required to match and synchronize four separate fiscal years since the federal budget fiscal year always spans two state fiscal years. This Branch manages construction contract payments, coordinating funding for change orders, and posting and reporting total expenditures of federal funds in support of Real Property Construction, Operations, Maintenance, and Repair of Army National Guard facilities.

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.

HEADQUARTERS AIR NATIONAL GUARD



LT. COL. TRACEY HALE
Executive Support Staff Officer
Com: (405) 228-5664
DSN: 628-5664
Email: tracey.hale@us.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 \$93 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, 400 members deployed FY 2005 in operations na-

tionally and OCONUS. In addition to providing support to Operations Iraqi Freedom, Enduring Freedom, Deep Freeze, Coronet Oak, and Joint Forge, the Oklahoma Air National Guard, at the request of the Governor, provided much needed timely support for Operation Vigilante Relief in the aftermath of Hurricane Katrina. The Airlift Wing's capabilities were absolutely essential in providing relief. National Guard Airman and Soldiers were deployed to 13 Louisiana parishes and assigned to perform statewide emergency support functions. They were able to perform this critical function as a result of the ability of the 137th to sustain them for the first three weeks. The 138th Fighter Wing participated in an Air Expeditionary Force Deployment. The 138th deployed over 350 personnel and four F-16 aircraft in support of Operation Iraqi Freedom.

The Headquarters Air staff is charged to facilitate support for the Army National Guard within Oklahoma, and is now part of the 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 operated 24/7 to insure the security of our state, and the Oklahoma Joint Task Force is trained and prepared to respond to any emergency.





STATE ARMY AVIATION, SAFETY AND OCCUPATIONAL HEALTH

COL TERRY COUNCIL

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

MISSION

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

OPERATIONS

Army National Guard Aviation with its modern utility and cargo aircraft provides the Oklahoma Army National Guard with a flexible response to a wide range of federal and state missions, which include; 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, helicopter support for wildfires, and hurricane relief.

The Safety, Occupational Health, and Industrial Hygiene Office under the State Aviation Office, is involved in measures to reduce or eliminate unsafe or unhealthy work environ-

ments, work practices, and hazards that may jeopardize the safety of Oklahoma Army National Guard personnel. These measures include safety training programs, accident investigations, engineering reviews, certification of firing ranges, and OSHA compliance.

THE ARMY AVIATION PROGRAM

In 2005 OKARNG aviators and crewmembers flew approximately 4,014 hours in training and support operations. The annual budget is roughly \$7.2 million dollars in fuel, parts, safety, and training.

TRAINING

Two Army Aviation Support Facilities, one in Lexington and the other in Tulsa provided support operations for aviation 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 tactics, advanced instruments and other specialized individual training. Aviation units are engaged in training exercises on a continuous basis.



CHIEF INFORMATION OFFICER



LTC VAN KINCHEM

Chief Information Officer
Com: (405) 228-5214
DSN: 628-5214
Email: van.kinchen@us.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

and state 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. This section has built a telecommunications infrastructure capable of transmitting voice, video, and data over the same network. The Oklahoma Army National Guard was 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: henry.scully@us.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.

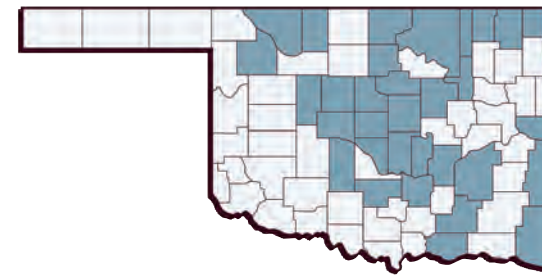
VISUAL INFORMATION OFFICE

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.



ARMY COMMANDS



45TH INFANTRY BRIGADE



BG MYLES DEERING, 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 IRAQI FREEDOM

The 245th Military Intelligence Company of the 45th Infantry Brigade spent the year in Iraq in support of the 1st Armored Division, 3rd Infantry Division, and the 155th Armored Brigade from Mississippi. The unit consists of Counter-Intelligence Agents, Interrogators, Intelligence Analysts, Imagery Analysts, Signal Intercept Analysts, Signal Intelligence



Analysts, and Ground Surveillance Radar Operators. The Company is performing magnificently and will return to the United States in early 2006 ready to participate in future follow-on missions. The 45th Infantry Brigade is also poised to mobilize and deploy a company security force whose mission will be to secure convoy lanes and provide convoy escort throughout the effected region.

MOBILIZATIONS IN SUPPORT OF OPERATION ENDURING FREEDOM

The 1st Battalion, 180th Infantry Battalion of the 45th Infantry Brigade received an alert order from the Department of the Army for possible deployment to Afghanistan to provide security forces for Task Force Phoenix IV. Task Force Phoenix is responsible for training and establishing the recently formed Afghanistan National Army.

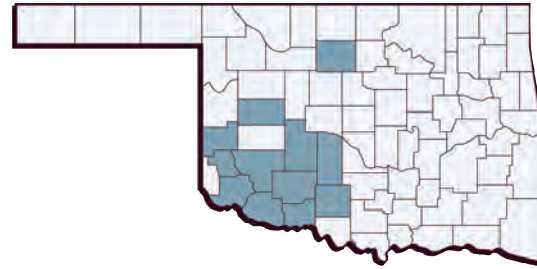
HOMELAND SECURITY

The 45th Infantry Brigade alerted, mobilized and deployed over 2,000 soldiers in less than 72 hours to New Orleans, Louisiana in support of Hurricane Katrina recovery and relief operations. The 45th Infantry Brigade was among the first to respond to the national call for military assistance. At the height of operations, BG Deering was in command of over 15,500 soldiers, sailors, marines and airmen who provided security to the city and its citizens, conducted search and rescue operations throughout the city, initiated and completed construction and clearing operations, and evacuation support of civilians as a result of the approach of Hurricane Rita during relief operations. The success of the 45th Brigade's efforts in New Orleans resulted in the preservation of critical infrastructure, significant preservation of life, establishment of general order in the area, and the protection of millions of dollars worth of property throughout the city.



45TH FIELD ARTILLERY BRIGADE

COL RICKY ADAMS, Commander



MISSION

The mission of the 45th Field Artillery Brigade (FAB) is to provide command, control, administrative, and logistical supervision of organic and attached Field Artillery units of Corps or Division Commanders. The Brigade is organized during peacetime with an organic Headquarters and Headquarters Battery (located in Enid), two Multiple Launch Rocket System (MLRS) Battalions (1-158, Headquartered in Lawton and 1-171, Headquartered in Altus).

VISION STATEMENT

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

SIGNIFICANT ACTIVITIES

FY2005 was an excellent year for the 45th FAB. A challenging Annual Training (AT-05) was conducted at Camp Gruber, Oklahoma which included Security Force Training as well as Field Artillery Training.

The announcement of the 1-158th FA pending Mission as a Security Force (SECFOR) in Iraq was an excellent springboard for the training conducted in AT-05.

The 1-158th FA deployed 152 Soldiers as a company size unit to Iraq to support Operation Iraqi Freedom/Enduring Freedom.

The 45th FAB has deployed over 30 Soldiers as Individual Mobilization Augmentees in support of the Global War on Terror serving with distinction in both Afghanistan and Iraq.



The HHB, 1-158 and 1-171 all conduct challenging and realistic Field Artillery Training throughout the year with a constant Battle Focus which included Live Fire Exercises during IDT Training.

On August 31st the 1-171 FA was called into service as the Follow On Force (FOF) for the state of Oklahoma serving in New Orleans, Louisiana as the first responders to the natural disaster of Hurricane Katrina.

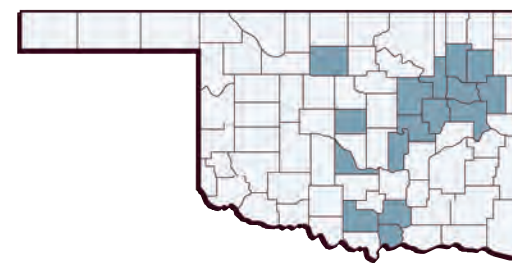
The 1-171 FA was joined by members of the 1345th Transportation Company, HHB 45th FAB and the 1-158th FA making an on the ground strength of over 440 Oklahoma Soldiers. Once on the ground this Oklahoma contingent was reorganized and Task Force Red Thunder was formed with a Command element that was established using the 1-171st FA leadership. Ultimately the Task Force would consist of over 1,900 soldiers from various states including Alaska, Missouri, Nevada, Puerto Rico, Rhode Island, and Texas. These Soldiers served with distinction and with a true spirit of compassion and empathy for the displaced citizens of New Orleans. Task Force Red Thunder re-deployed to Oklahoma on Oct 3, and completed the Mission on Oct 15, 2005.

As the Brigade continues to support the global war on terrorism and natural disasters, it also prepares for conversion to a Fires Brigade under the Army's transformation initiative. The 45th FAB has clearly proved its ability to be a relevant force in support of the defense of our Nation and the safety and care of our citizenry. We continue to stand ready to answer the call in the future. On Time – On Target!



90TH TROOP COMMAND

COL KENNETH MOORE, Commander



MISSION

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. 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 ACTIVITIES

The 90th Troop Command conducted a Change of Command on July 9, 2005 for the Headquarters 90th Troop Command. The outgoing Commander was Colonel Walter E. Fountain who completed two outstanding years as the Brigade Commander. The Incoming Brigade Commander is Colonel Kenneth M. Moore.

During 2005, the 90th Troop Command's five battalions, and separate units, have continued their focused support to the State of Oklahoma, The Nation, the United States Army, and the Global War on Terrorism. The units' support can be addressed in the two mission roles unique to the National Guard:

1. Federal:
The 120th Combat Engineer Battalion (Heavy), based in Okmulgee, with units in Muskogee, Eufaula, Tahlequah, Stilwell, Waggoner, Pryor, Okemah, and Henryetta, was mobilized in December 2003, in support of Operation Iraqi Freedom. The Battalion

deployed in early 2004, conducted many successful engineer missions in theatre, and re-deployed in February of 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 FT Sill, Oklahoma for further training. Additional training for many of the soldiers was conducted at FT Rucker, Alabama. Both units deployed to theatre in late 2004 and successfully redeployed in November of 2005.

Company A 249th Aviation, based in Oklahoma City, mobilized in late 2004 in support of Operation Iraqi Freedom. The unit conducted pre-deployment training at FT Bliss, Texas, then deployed to Iraq in early 2005, and are expected to re-deploy in early 2006.

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.

As well as unit mobilizations, 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.

2. State:
Although having returned from deployment to Iraq, the 120th Engineer Battalion provided personnel to support displaced civilian operations at Camp Gruber Maneuver Training Center, Braggs, Oklahoma, immediately after the devastation caused by Hurricane Katrina along the United States Gulf Coast.

The 1345 Transportation Company, located in Midwest City, Oklahoma and Enid, Oklahoma, was tasked as the Oklahoma Quick Reaction Force (QRF) in 2005. The unit conducted extensive training throughout the designated QRF period and was one of the first units to respond to the Superdome in New Orleans, Louisiana for support of Hurricane Katrina Operations in the wake of the devastation caused by the Category V hurricane.

The 145th Army Band continued its support role by participating at all Oklahoma Army National Guard mobilization and Welcome Home ceremonies and provided musical support at the conclusion of the Oklahoma rotation in support of Hurricane Katrina.

During 2005 the 345th Quartermaster Battalion continued to increase strength and conduct training since being brought online in 2004. The Battalion was mobilized for logistical support of Hurricane Katrina operations in New Orleans, Louisiana. The unit worked side-by-side with other Oklahoma National Guard, National Guard units from various states and active duty units from the Army and Ma-

rine Corps during Katrina relief operations.

In addition to Hurricane Katrina relief operations, aviation units of the command have flown 16 firefighting missions since Nov 1. The crews have logged 51 flight hours, have dropped 433 buckets of water, totaling over 402,000 gallons, on fires throughout the State of Oklahoma.

Units from 90th Troop Command that have been mobilized, deployed, and re-deployed 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 1,400 soldiers mobilized and/or deployed in support of operations both locally and worldwide. Approximately 500 soldiers mobilized and deployed in response to Hurricane's Katrina and Rita to provide command and control, aviation support, search, rescue, security, logistical, medical, and transportation resources to the stricken areas of the Gulf Coast. The soldiers of 90th Troop Command are the epitome of the term "Citizen Soldier."



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.

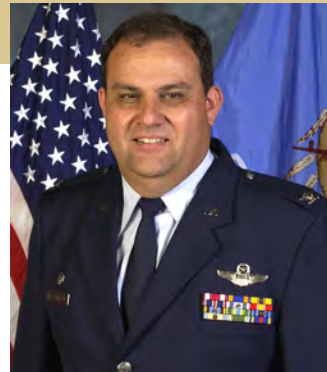
The Regional Training Institute is responsible for the following courses and schools: Officer Candidate School (OCS) Phase 2, Basic Noncommissioned Officer Course (BNCOC), Advanced Noncommissioned Officer Course (ANCO), Direct Appointment Orientation, TAC Officer Course, Nonprior Service Personnel Training, U.S. Army OCS Orientation Course, Battle Focused Instructor Training



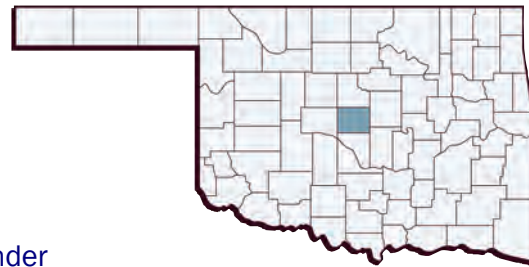
Course, Small Group Instructor Course, Combat Lifesaver Course, Military Occupational Specialty Qualification Courses specifically for Field Artillery, Armor, and Air Defense Artillery. The OCS program was part of the first unit to receive accreditation, under the TASS concept, from the proponent agency, 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

The 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.

OVERVIEW

The 137th Airlift Wing commander, Colonel James M. McCormack, oversees an organizational structure consisting of the Wing Headquarters, Operations Group, Maintenance Group, Mission Support Group, Medical Group, and two tenant units, the 205th Engineering Installation Squadron and Detachment 1, Company A, 249th Aviation.

The Wing's response in the aftermath of Hurricane Katrina demonstrated, as never before, the dual mission that the National Guard provides to this great Nation. Every group of the wing was tasked by the Governor to provide emergency relief to the disaster stricken states along the Gulf coast. As a result, Oklahoma set a standard for Joint operations between the Air and Army National Guard that was unparalleled in the history of civil relief operations. The logistical combat experience of an entire wing working hand in hand with talented and motivated Army National Guard soldiers provided a critical element of security and relief in a time of unprecedented natural disaster.

WORLDWIDE MISSIONS AND DEPLOYMENTS

FY 2005:

The 137th ALW participated in 198 deployments, deployed 1,016 personnel for a total of 28,768 man days.

Some of the locations and operations supported include:

Operation IRAQI FREEDOM:
Deployed to Saudi Arabia, Qatar, Iraq and other locations.

Operation ENDURING FREEDOM:
Deployed to various locations in SW Asia

Operation DEEP FREEZE:
Deployed to McMurdo Station, Antarctica & Christchurch, New Zealand

Operation CORONET OAK:
Deployed to San Juan, Puerto Rico

Operation JOINT FORGE:
Deployed to Ramstein Air Base, Germany

Operation VIGILANTE RELIEF Deployments in response to Hurricane Katrina and Rita



FORMAL INSPECTIONS AND EVALUATIONS

2005 Operational Readiness Inspection
Rating: Satisfactory

377 Members deployed to Volk Field 4-10 December 2005. Several units received ratings of "Excellent". Medical Group received highest grade of "Outstanding"

INFRASTRUCTURE

These projects were completed or are in construction:

- Reroute Main Gate Entry Road - \$431,000
- Replicate HQ & SFS Parking - \$467,000
- Repair/Maintain Apron - \$775,745
- Replace Main Gatehouse - \$295,790
- Replace Flight Line Fence - \$229,333
- Repair Roofs Buildings 1011, 1008, 1047 and 1034 - \$123,531
- Repair HVAC Buildings 1044, 1033, 1008, - \$91,056
- Miscellaneous, Smaller Sustainment, Restoration, & Modernization (SRM) Projects Totaling Approximately - \$343,000
- Total is approximately \$2,751,000 in (SRM) base projects
- Projects designed or are in design phase total approximately: \$3,400,000

BRAC 2005 directed that Will Rogers ANGB be realigned. The following changes became law as a result of this action:

Eight C-130 aircraft will be re-distributed to the active duty inventory. Operations and Maintenance will associate with the 507th Air



Refueling Wing at Tinker AFB where they will maintain and fly the KC-135R aircraft. The Air Force Flight Standards Agency and the Air Force Advanced Instrument School will relocate to the Will Rogers Air National Guard Base Annex located at the FAA complex. Eventually, the Global Air Traffic Operations Programming Office at Tinker AFB will be relocated to the Will Rogers Air National Guard Base.

COMMUNITY IMPACT

EMPLOYEES:

Authorized: 1,292
Assigned: 1,277 (98.8% Personnel)
213 - Full Time Technicians
63 - Active Guard Reserves (AGRs)
(You can find the financial impact under the financial report located later in this report.)

SAFETY

The 137th Airlift Wing's distinguished record has over 595,500 mishap-free flying hours and spans a 45-year period since June of 1960. This accomplishment is unparalleled in Air Mobility Command (AMC), and may very well be the best safety record in the Air Force (Active Duty, Air Force Reserve and Air Guard wide).

The 185th Airlift Squadron's distinguished record has over 201,100 mishap-free flying hours. Coincidentally, the 185th surpassed the two hundred thousand hour mark on 22 June 2005, the 45th anniversary of the last Class-A mishap in 1960.

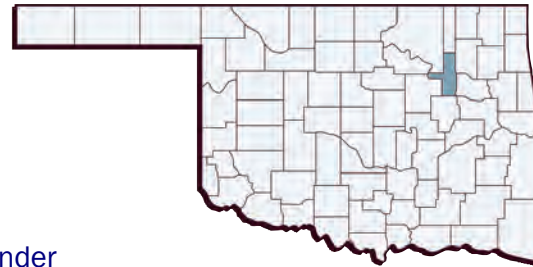
AWARDS AND RECOGNITION

Marksmanship Team: The 137 AW qualified in three different pistol and rifle disciplines for the Chief, National Guard Bureau Competition. The Bullseye Pistol Team shot the top score in the country. Unfortunately due to world situations, all state and national pistol and rifle matches were canceled

A member from the 137th Civil Engineering Squadron received a Bronze Star Medal for his actions while assigned at Baghdad, International Airport, Iraq



**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 when they professionally employed air power in support of Operation Iraqi Freedom. The unit deployed 362 personnel and 12 F-16 aircraft in support of the standing military and political objectives in the Iraq theatre of operations. The unit dedicated the two months preceding the deployment solely to urban Close Air Support (CAS) training. Unit members worked with qualified and theatre-experienced Joint Tactical Augmentation Cell (JTACs) from various services with aircraft equipped with a limited number of LITENING Advanced Targeting Pods. To help solidify their knowledge of theatre operations, two pilots prepared Mission Qualification Verification and briefed unit pilots on local area operations, aircraft employment, emergency fields, and concept of operations, SPINS, rules of engagement, and chain of command. The deployed schedule consisted of a 24/7 operation, which resulted in over 2007 combat hours being flown.

The 138th Fighter Wing was involved with the Tulsa Metro Chamber Military Affairs Task Force. This task force has been appointed by the Mayor of Tulsa, Bill LaFortune to ensure the needs of the military units and its members are met within the local community. This Task Force with consideration of the economic impact provided by the military presence will ensure the City of Tulsa will make available resources

necessary to keep the military installation and help them expand and mission dictates.

The 138th Mission Support Group had a very successful deployment to Ramstein AB, Germany during August 2005. Fifty-three personnel deployed supporting operations in Civil Engineering, Logistics Readiness, Personnel, Services, and Financial Management. Much needed training was accomplished working with the United States Air Force counterparts. Notable accomplishments included: Permanent Change of Station (PCS) briefing for more than 100 members, PCS travel processing for 60 members, processing of human remains, acquired rations through Corporate Food System, directed fitness activities, processed personnel actions, entered status of member changes, processed 750 personnel through Individual Equipment Unit (IEU) performing 2,800 transactions, trained on hydrant fueling systems, processed 75 travel reservations, trained on asphalt pavement installation, GeoBase surveying, rewrite Contingency Response Plan, and many more excellent training accomplishments. The deployment was key to Total Force integration between the active component and reserve forces. Knowledge obtained will enable the Oklahoma Air National Guard to continue being the best of the best in the National Guard.

The 138th Civil Engineer Squadron had a successful year including deploying personnel in support of Operation Iraqi Freedom and Operation Enduring Freedom. Personnel deployed to Diego Garcia provided base support for over 300



military personnel from all four branches of service. Personnel performed security operations in various locations across the nation ensuring the protection of military personnel and critical assets. Over \$ 2 million in construction projects were executed to include a new main entry gate complex at the Tulsa Air National Guard Base. Many force protection modifications were made to facilities providing passive defense measures against terrorist and other hostile organizations. Executed the design for a new jet fuel storage complex and a new HVAC system for the 219th Engineering Installation Squadron. Began land acquisition process for future munitions storage complex and future expansion of the Tulsa Air National Guard base.

The 138th Logistics Readiness Squadron spearheaded logistical support for the State of Oklahoma's significant Hurricane Katrina relief efforts. Partnered with Oklahoma Army Guard enabling Oklahoma's Army guardsmen to be the first organized significant formation to the Gulf Coast to provide immediate support for Hurricane Katrina relief efforts. Coordinated with the 137th Airlift Wing and the 1/279 Infantry Battalion to stage and airlift 200 soldiers from the Tulsa area to New Orleans on a short notice movement during the Labor Day holiday weekend. Provided two 10K forklifts to aid in the movement of supplies and equipment for hurricane relief efforts. Provided logistics expertise to the Oklahoma Joint Operations Center (JOC) and Future Plans Cell who worked detailed plans necessary to respond to unusual challenges of the soldiers deployed to New Orleans.

The 138th Security Forces Squadron was privileged to host the Annual Air National Guard Security Forces Conference May 23-27, 2005. The conference was held at the Doubletree Hotel Downtown. Attendance reached over 500 Security Forces members and leaders from approximately 94 units stationed throughout the United States. The efforts of the 138th Fighter Wing conference staff ensured the vendor



participation more than doubled hosting over 80 vendors. The Directorate of Security Forces stationed at the National Guard Bureau in Washington D.C. stated that "Tulsa and the 138 Security Forces Squadron was the best selection to host the conference and that they set the bar high for all other units to follow when hosting future conferences".

The 138th Medical Group completed Expeditionary Medical Support (EMEDS) training at Alpena Combat Readiness Training Center, MI from 24 to 29 July 2005. Forty five members consisting of seven physicians, dental technicians, nurses, medical technicians, administration, laboratory, pharmacy, radiology, chaplain, chaplain assistant and Vice Support Group Commander for the 138th Fighter Wing. Members received training on EMEDS Concept of Operations (CONOPS) and classroom/field instruction on the construction of Alaska Shelters, medical intelligence, casualty movement, wound care & casualty management, litter loading (ambulance and C-130 Aircraft), Unit Tasking Code (UTC) specific training, mass casualties, disease prevention, medical logistics, grid maps, radio etiquette, medical ethics and corps-specific instruction. Previous gap analyses revealed deficiencies in Readiness Skills Verification (RSV) completion and verification. Although not a specific part of the course, several hours were made available and well utilized for accomplishment of these tasks.

SERVICE TO THE COMMUNITY

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 \$1,600 to the Oklahoma National Guard Scholarship Foundation.
- Christmas gifts for local Family and Children's Services 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.
- Supported the State Air Force Association conference.
- 138FW Honor Guard provided military honors to funerals and presented colors at numerous events
- 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

The 205 EIS provided continued AEF CENTCOM support deploying a cable installation team, engineering support, and management team support. Efforts proved instrumental in completing a 36 mile fiber optic ring around BIAP increasing multiple customers' communication abilities.

Provided emergency Periodic Maintenance Inspection (PMI) for four training towers at the Sheppard AFB, Texas, school house. Training commander closed the school until PMI's were accomplished ensuring all towers were deemed safe for students to climb and receive climbing certification. 205th personnel accomplished the initial tasking within four days resulting in re-opening the school house without interruption to the training schedule.

Deployed a radar team to Columbus AFB, Miss., for radar and associated tower removal. Task completed ahead of schedule and earned high praise from the base facility manager.

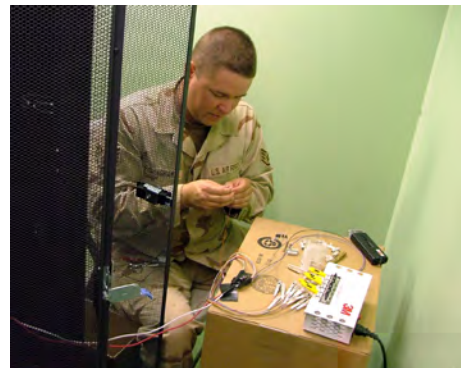
Accomplished numerous projects at Fort Sill ranging from antenna cable installation to installing and relocation of telephone poles for a new facility training area.

Deployed an antenna team to Randolph AFB, Texas, prior to Hurricane Rita making landfall to calibrate and tension all existing antenna guy wires for the bases antenna farm. Concern was that high winds associated with the pending Hurricane would decimate the antenna farm negatively affecting air-field operations. The team accomplished the task in record time, returned to home station safely resulting in no loss of communication capability at Randolph AFB, Texas.

Deployed one Small Management Team (SMT) to Louisiana for hurricane relief efforts. Managed EI assets currently in place and ensured the installation of fiber optic and telephone cabling to 22 buildings at Carville, Louisiana and 56 buildings at Pineville, Louisiana in direct support to the Louisiana TAG.

Deployed an antenna team to three California coastal sites to conduct antenna PMI's for our FAA customer. Accomplished on-time and with no disruption to FAA operations.

Deployed one Vehicle Maintenance Mechanic to southwest Asia in support of more than 80 unique Engineering and Installation assets. Ensured 100% mission capability rate of all vehicles during this deployment.



**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 have continued to support Operation Enduring Freedom and Operation Iraqi Freedom with the deploying of approximately 30 troops performing a total of 2811 days in the AOR. They engineered and installed projects in virtually every country in the CENTCOM AOR. We also completed 13 major in-

stallation projects in CONUS at Air Force and ANG bases and provided personnel to augment other projects and support the global war on terrorism. Between annual training, special training and MPA days, the 219th performed a total of 5,993 days of active duty with a current force of approximately 100 troops.

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 Tulsa STARBASE Program. Unit members also participated in many elementary, middle, and high school career days.

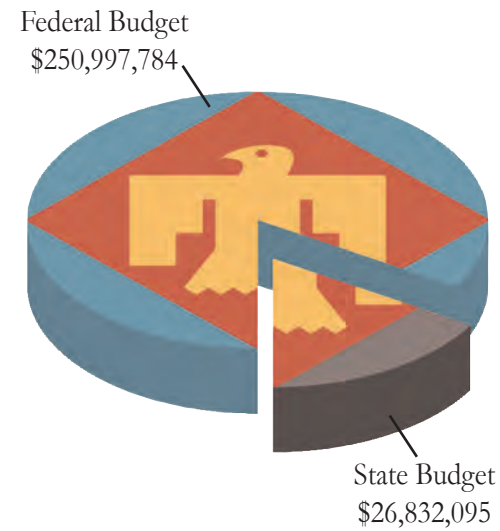


FINANCIAL SUMMARY FY 2005

SUMMARY OF FEDERAL BUDGET

Oklahoma Army National Guard	\$158,526,151
Oklahoma Air National Guard	\$92,471,633
Federal Funds Total	\$250,997,784
Oklahoma Army National Guard	\$6,408,797
Oklahoma Air National Guard	\$612,582
State Appropriations	\$8,062,531
State Funds Total	\$26,832,095
Grand Total (Federal and State)	\$277,829,879

FY 2005 Budget Comparison



Tax Revenue to State of Oklahoma - Federal Contribution

FEDERAL FUNDS CONTRIBUTION TO THE STATE

FEDERAL CONTRIBUTION	ARMY	AIR	TOTAL
Pay and Allowances	\$107,601,459	\$67,918,856	\$175,520,315
Soldier/Airman Support	\$,603,829	\$1,117,408	\$6,721,237
Operations & Maint Support	\$16,751,308	\$18,007,756	\$34,758,884
Facilities Maint & Repair	\$10,560,247	\$4,551,616	\$15,111,863
Special Programs	\$18,009,308	\$876,177	\$18,885,485
Total Federal Contribution	\$158,526,151	\$92,471,633	\$250,997,784

MILITARY DEPARTMENT WORKFORCE

MILITARY DEPT. WORKFORCE	ARMY	AIR	TOTAL
State Funded	66	0	66
Federal Reimb (% varies)	87	66	153
State Funded Youth Programs	55	0	55
Fed Reimb Youth Prog (% varies)	53	8	61
Total State Employees	261	74	335

FULL-TIME FEDERAL WORKFORCE	ARMY	AIR	TOTAL
Federal Technicians	445	483	928
AGR (Active Guard/Reserve)	508	121	629
Total Federal Employees	953	604	1,557
Workforce Grand Total	1,214	678	1,892

STRENGTH STATUS	ARMY	AIR	TOTAL
Required Strength	7,150	2,430	9,580
Assigned Strength	6,657	2,409	9,066

EQUIPMENT	ARMY	AIR	TOTAL
Equipment On Hand	\$1,475,104,716	\$84,706,934	\$1,559,811,650
Air Frames On Hand (ANG only)		\$750,800,000	\$750,800,000
Total Equipment Value	\$494,240,068	\$2,310,611,650	\$1,321,767,813

STATE ACTIVE DUTY MISSIONS

GRAHAM, OK WILD FIRE MISSION

April 12, 2005

Pay and Allowances	\$ 533.00
National Guard Equipment	\$18,429.00
Total Operational Cost	\$18,962.00

TALIHINA, OK WATER SUPPORT MISSION

July 1-9, 2005

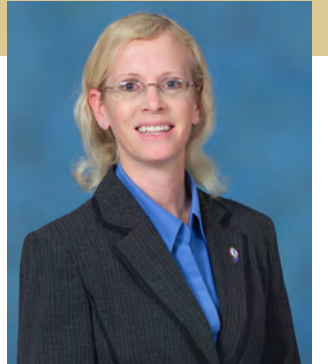
Pay and Allowances	\$10,183.00
Total Operational Cost	\$ 10,183.00

BROKEN BOW, OK WILD FIRE MISSION

August 10-14, 2005

Pay and Allowances	\$ 1,624.00
Travel Expenses	\$ 721.00
National Guard Equipment	\$49,181.00
Total Operational Cost	\$51,527.00

YOUTH PROGRAMS DIVISION



HEATHER ARNDT

Youth Programs Director

Com: (405) 228-5001

DSN: 628-5001

Email: heather.a.arndt@us.army.mil

EXECUTIVE SUMMARY

Beginning in 1993, Oklahoma recognized the value of the Oklahoma National Guard's (ONG) involvement in redirecting "at-risk" youth in our State to more productive lives. Over the last decade the ONG 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 four 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-

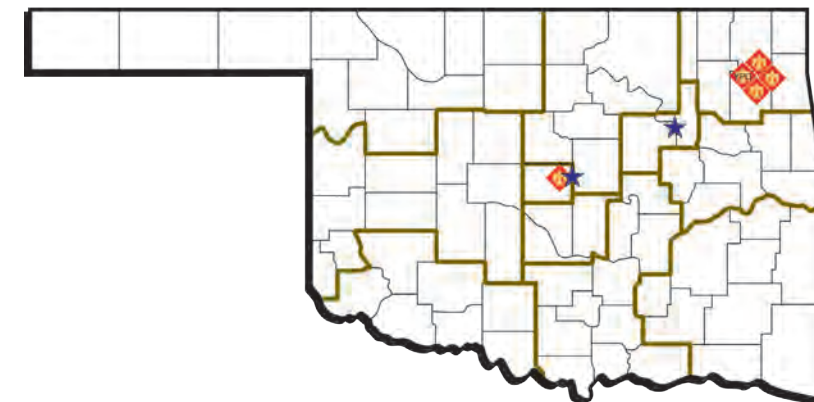
risk youth solutions with ever diversifying funding sources.

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.



Headquarters Locations

- ◆ - YPD Headquarters
- ★ - Starbase Headquarters
- ◆ - YPD Programs



THUNDERBIRD YOUTH ACADEMY

MAJ STEVE TUNNELL (RET)

Director

Com: (918) 824-4823

Email: steven.tunnell1@us.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 31 Youth Challenge Programs currently operating in 27 states and territories. To date, TYA has graduated 2,267 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 cadet’s receive their first overnight leave.

Phase II: Production – Weeks 7-11

GED testing begins along with identifying cadets that are college bound. Mentors are selected and matched with each

cadet, and the Cadet Chain of Command begins. There is increasing emphasis on leadership of the Cadet Corps.

Phase III: Evaluation – Weeks 12-20

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

Phase IV: Transition – Weeks 21-22

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

YOUTH PROGRAMS DIVISION

YPD program status is as follows:

- **Thunderbird Youth Academy** - In Pryor Since 1993 and helping over 2,267 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.

- **TRTP** - 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.
- **STARS** - STARS provides a system of structure, accountability and discipline for custody youth referred by the Office of Juvenile Affairs in a caring and consistent manner. STARS also assists custody youth in their successful transition and reintegration back into the community, in an effort to dramatically reduce the recidivism rate for the State of Oklahoma.



THUNDERBIRD YOUTH ACADEMY

BILLY J. CLARKSON

Director

Com: (918) 824-4823

Email: Billy.Clarkson@us.army.mil

MISSION

The mission of the Bravo Company began on February 1, 1998 and accepted cadets on February 13, 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 899 cadets.

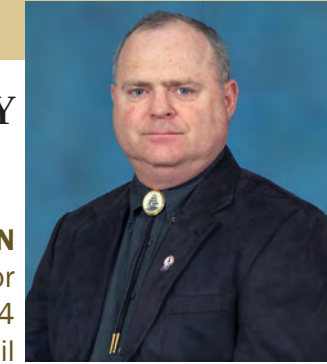
The Education Department is responsible for the execution of the Phillip Roy Life Skills curriculum, which covers Social Skills, Employability, Consumerism, Student Issues and Special Needs. Cadets attend education classes five days per week.

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

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



THUNDERBIRD TRADES ACADEMY



LARRY W. JORDAN

Program Administrator

Com: (405) 824-4804

Email: Larry.W.Jordan@us.army.mil

MISSION

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 several ChalleNGe states have indicated an interest in emulating. 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 the Trades Academy and Oklahoma State University- Okmulgee, in concert with industries within the expansive Mid-American Industrial Park. This relationship guarantees the kinds of skills based training needed in Oklahoma's varied industries, with supervised apprenticeships which increase placement opportunities. TTA has proven that the term "at risk youth" has nothing to do with potential. Many of TTA students make the OSU Dean and President's Honor Roll, and are widely accepted in the Phi Theta Kappa National Honor Society. To date, Thunderbird Trades Academy has enjoyed a 94% placement record which far exceeds that of many nationally recognized job skills programs operating in Oklahoma.

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, Whitaker Education Training Center in Pryor and at the National Guard Armory in Anadarko.

During FY05, 1,284 students were served under the Native American Initiative and 1,956 attended classes at the Tulsa and Oklahoma City Guard Base sites. Another 2,037 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 Skill 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



STATE TRANSITION AND REINTEGRATION SYSTEM (STARS)

SETH A. CARNEY

State Director
Com: (918) 832-6624
Email: seth.carney@us.army.mil



Military Department (OMD).

MISSION

It is the mission of STARS to provide a system of structure, accountability and discipline for custody youth referred to us by the Office of Juvenile Affairs in a caring and consistent manner. It shall also be the mission of STARS to assist custody youth in their successful transition and reintegration back into the community, in an effort to dramatically reduce the recidivism rate for the State of Oklahoma.

BACKGROUND

The STARS program was one of the first of its kind in the United States. Never before has a state juvenile department teamed up with the military department to work with juveniles. Through a team effort of the Office of Juvenile Affairs (OJA), with their knowledge of juvenile delinquency, and the Oklahoma National Guard, with their expertise in structure and discipline, the STARS program has been developed and implemented in the State of Oklahoma. This program is governed by an inter-agency agreement between OJA and the Oklahoma

STRATEGIC PLANS

Since the reimplementation of the program is just underway, the excitement of possibilities is great. Knowing the rich tradition of the Oklahoma Military Department and the success achieved by the program in its first five years, the future plans are to reestablish the program and begin to elevate its status with advent of new technology, styles and methodologies. The primary goal for this year will be to begin aligning the program on a track to becoming the premier juvenile tracking service in the nation.

OUTCOMES

As of December 31, 2005 152 youth were being officially accounted for by STARS. Of that number, 74 youth were being tracked by Global Positioning Satellite Systems (GPS). The total number of paroled youth tracked to date is 380. Additionally a total of 281 youth have been tracked while on Community Passes from state institutions.



THE ADJUTANT GENERAL OF OKLAHOMA 2005 GOVERNOR'S REPORT

THE OKLAHOMA MILITARY DEPARTMENT

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

