

OKLAHOMA NATIONAL GUARD



THE ADJUTANT GENERAL'S
2011 ANNUAL REPORT



April 4, 2012

Ladies and Gentlemen:

It is my pleasure to present you with the Oklahoma Military Department's Annual Report for Fiscal Year 2011. This report represents the status of the Oklahoma Army and Air National Guard.

The efforts of our Soldiers and Airmen were reflected in the accomplishments of the Oklahoma National Guard in 2011. Oklahoma Army and Air National Guard units served around the world, throughout the nation and in their communities with professionalism and distinction, and our units consistently lead their contemporaries in all performance measures. The Soldiers and Airmen of the Oklahoma National Guard are the realization of our vision of protecting peace, providing service to our state and adding value to our communities.

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

Thank you!

Sincerely,

Myles L. Deering
Major General, OKARNG
The Adjutant General



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OKLAHOMA NATIONAL GUARD LEADERSHIP



HONORABLE MARY FALLIN
Governor
Commander-in-Chief
Oklahoma National Guard



MAJ. GEN. MYLES L. DEERING
The Adjutant General
Oklahoma National Guard



CW5 PAUL E. MERCHANT
State Command Chief Warrant Officer
Oklahoma National Guard



**COMMAND SGT. MAJOR
STEVEN L. JENSEN**
State Command Sergeant Major
Oklahoma National Guard



**COMMAND CHIEF MASTER SGT.
JOHN W. WALLER**
State Command Master Chief
Oklahoma Air National Guard



BRIG. GEN. GLEN E. MOORE
Assistant Adjutant General-Army
Oklahoma Army National Guard



BRIG. GEN. WALTER E. FOUNTAIN
Assistant Adjutant General-Army
Oklahoma Army National Guard



BRIG. GEN. WILLIAM S. HADAWAY III
Assistant Adjutant General-Air
Oklahoma Air National Guard



BRIG. GEN. ROBBIE L. ASHER
Director, Joint Staff
Oklahoma Army National Guard



COL. KELLY COBBLE
Director of Staff-Air
Oklahoma Air National Guard



BRIG. GEN. GREGORY L. FERGUSON
Chief of Staff-Air
Oklahoma Air National Guard



COL. MICHAEL C. THOMPSON
Chief of Staff-Army
Oklahoma Army National Guard



STATE RESOURCE MANAGEMENT

LARRY J. STICE

Director, Youth Services & Resource Management

Com: (405) 228-5280

DSN: 628-5280

MISSION

Our mission is to provide the best facilities for our Soldiers and Airmen in the Oklahoma National Guard within regulatory guidelines of National Guard Bureau and the financial capability of the State of Oklahoma. 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, State Transition and Reintegration System, and Thunderbird Youth Challenge Program which received the "Best All-Around Program Award" from National Guard Bureau in 2006.

STATE ACCOUNTING OFFICE

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

STATE EMPLOYEE PERSONNEL OFFICE

The State Employee Personnel Office is responsible for the state employees authorized by our state legislature for Fiscal Year 2011. Although limited in the number of employees, there is a significant economic impact made by the 330 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.





UNITED STATES PROPERTY AND FISCAL OFFICE

COL. CHARLES R. SEITZ
USPFO for Oklahoma
Com: (405) 228-5515
DSN: 628-5515

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 USPFOs 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 & AUDIT COMPLIANCE

The IR Division performs internal audits, non-audit consulting and advisory services, and follow-up reviews for the Oklahoma Army and Air National Guard under the supervision and direction of the USPFO, with input from the Adjutant General. Internal Review provides a systematic, objective evaluation of operations and controls within an organization, in order to assist management in accomplishing goals and objectives. During CY 2012, the Internal Review (IR) Division completed 29 engagements, identifying over \$380,000 in cost savings. The IR Division also identified non-

monetary benefits resulting in 26 recommendations in the area of improved processes, regulatory compliance, and improved management controls. Further, the IR Division assisted the Oklahoma National Guard through 18 external audit agency inspections.

DATA PROCESSING DIVISION

The Data Processing (DP) Division maintains the necessary system and database administration to protect against unlawful intrusion and to provide the highest degree of data integrity and accessibility for OKARNG pay and personnel systems. The DP Division assists management by designing and developing local computer applications. All DP personnel acquire and maintain civilian-acquired Information Technology security and operating environment accreditations in accordance with Department of Defense Directive 8570.1-M.

COMPTROLLER DIVISION

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

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

PURCHASING & CONTRACTING

The Purchasing and Contracting Division provides federal acquisitions for services, supplies, and

construction through various contract vehicles such as: Indefinite Delivery/Indefinite Quantity; Multiple Award Task Orders; Blanket Purchase Agreements; Firm Fixed Price; Cooperative Agreements; Government Purchase Cards.

The USPFO Contracting Division provides approval and oversight for the Oklahoma Air National Guard federal contracting offices.

The Supervisory Contract Specialist is a Level III certified Contracting Officer with an unlimited warrant. There are five warranted contracting officers and four contracts specialists to support the Oklahoma Army and Air National Guard.

SUPPLY & SERVICES DIVISION

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 assists 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/G4

LT. COL. BUTCH BOND

Logistics Management Officer / Interim G4

Com: (405) 228-5007

DSN: 628-5007

MISSION

Our mission is to provide overall program management for all command aspects of the Oklahoma Army National Guard Logistics 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, logistical automation systems, Command Supply Discipline Program (CSDP) and individual training. At the conclusion of FY11, OKARNG had obligated approx. \$10M for funding of supplies, equipment and services.

SUSTAINMENT AUTOMATION SUPPORT MANAGEMENT OFFICE (SASMO)

The SASMO office employs four full time federal employees, three are currently deployed. The mission of the SASMO is to support the Standard Army Management Information Systems (STAMIS). The SASMO completed over 1,300 help desk tickets for FY11 that included software, hardware and training related issues for over 15 different STAMIS systems.

COMMAND SUPPLY DISCIPLINE (CSDP)

The Command Supply Discipline (CSDP) Section is responsible for inspecting and providing logistical guidance and expertise to all OKARNG units. The shop consists of two full-time federal employees, one was



deployed all of FY 11. The CSDP Section evaluated three Major Subordinate Commands (MSC) along with six TDA units. A total of nine evaluations, two formal follow ups and two informal log assistance visits were conducted.

MATERIAL MANAGEMENT CENTER (MMC)

The Material Management Center is responsible for the management of all purchases of fuel, supplies, and equipment to include medical supplies and equipment. The shop consists of four full-time federal employees. The MMC processed over 350 local purchase requests, 12K SARSS/IMAP requests and over 350 medical supply requests. The shop executed over \$5M in purchases.

FOOD SERVICE

The Food Service Section is responsible for managing the food service budget, rations (prepared and unprepared) and all OKARNG kitchen equipment and personnel training. The Food Service Section managed and executed a rations budget of over \$2M while providing assistance and support to 125 OKARNG units.

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 local, state and Department of Defense. This section operates the State Movement Control Center (SMCC) which is the approval authority for all the Department of the Army Active Component, Reserve, and National Guard conveys operating in the state of Oklahoma. The SMCC provided planning guidance and coordinated with the National Guard, Active Duty and US Navy and Army Reserve units in order to issue a total of 512 convoys Movement Orders during FY 11. Furthermore, the SMCC assisted with the preparation of movement plans for mobilization and deployment of approximately 80 Army National Guard units located within the state, coordinated with the Department of Transportation to determine highway availability, restriction and issued approximately 450 oversized/overweight permits for the National Guard, Active Duty Army And Army Reserve Units, assisted approximately 80 Oklahoma National Guard Units with the submission of Annual Reporting of deployable assets to United States Army Forces Command (FORSCOM), manage a fleet of 126 GSA vehicles and provided GSA vehicles for approximately 450 transportation request for the FY 11.

SURFACE MAINTENANCE MANAGEMENT OFFICE (SMMO)

The SMMO is responsible for planning, executing and directing the Surface Equipment Maintenance Program for the Oklahoma Army National Guard (OKARNG). The office manages the Army's Two-Level system of maintenance throughout the OKARNG by employing and training 233 full-time maintenance technicians and managing the OKARNG's surface equipment readiness. The SMMO provides technical and operational control of the Combined Support Maintenance Shop, Maneuver Area Training Equipment Site, Unit Training Equipment Site, and eleven Field Maintenance Shops throughout the state. These surface maintenance facilities perform field level maintenance repairs to ground equipment, are postured to support unit and battalion training programs and provide direct support to state active duty and federal mobilizations.

The SMMO also manages the Home Station Field Reset and Left Behind Equipment (LBE) programs. These programs perform field-level maintenance and repairs to bring deployed or left behind surface equipment to Technical Manual (TM) safety and services standards; and to perform remediation of delayed desert damage degradation. The Reset and LBE programs employed thirty-five soldiers on Full-Time National Guard Duty - Operational Support (FTNGD-OS) orders throughout FY11. At the conclusion of FY11, the OKARNG had obligated approximately \$1.25 million of Reset/LBE funding for labor (\$462,794) and parts and services (\$786,864). The SMMO has 12 full-time employees generating an annual payroll of approximately \$712k and had two employees mobilized during FY11.

COMBINED SUPPORT MAINTENANCE SHOP (CSMS)

The CSMS facility is co-located with the SMMO at 3745 Thunderbird Street, Norman, OK. This field and limited sustainment maintenance facility of approximately 89,000 square feet was constructed in 1996. The facility employs sixty federal technicians and one state employee generating an annual payroll of approximately \$2.9 million. These employees perform highly technical maintenance tasks on all surface equipment belonging to OKARNG units.

During FY11, a total of 6,972 work requests for an estimated 16,920 pieces of equipment (vehicles, radios, weapons, canvas, etc) were processed at CSMS. It is not

unusual to have over 650 work requests flowing through the facility at any given time.

The CSMS supports new equipment fielding for all OKARNG units. The OKARNG has received a significant number of new pieces of equipment, which has increased the modernization of the force. Some of the new equipment processed through CSMS this FY includes the M1165 (Up Armored HMMWV), the M1200 (Knight Command Vehicle) and up armored versions of the Family of Medium Tactical Vehicles (FMTV). The United States Property and Fiscal Office has representatives located in the facility that further support the fielding and de-processing of new equipment. The CSMS had 26 full-time technicians mobilized during FY11.

MANEUVER AREA TRAINING EQUIPMENT SITE (MATES)

Fort Sill, near Lawton, Oklahoma in Comanche County, is the site for MATES #72. This activity serves as a storage and repair site for pre-positioned field artillery equipment that is ready for immediate use. The equipment positioned here is available for units conducting Annual Training (AT) and Inactive Duty Training (IDT). The full-time support force of 32 federal employees generates an annual payroll of approximately \$1.7 million and performs field-level maintenance repairs and services to equipment in support of unit and battalion training programs as well as state or federal mobilizations. During FY11 a total of 4,020 work orders were processed. 1,507 were for the Reset program and 758 were for the LBE program. Work was performed on vehicles, weapons, radio communications systems, and special purpose equipment.

The MATES also has two Controlled Humidity Protection (CHP) buildings. One CHP stores 19 High Mobility Artillery Rocket System (HIMARS) launchers and nine Rigid Wall Shelters (RWS). The other CHP building contains 36 generators ranging from 3 kW all the way up to 60 kW. The MATES had five full-time technicians mobilized during FY11.

UNIT TRAINING EQUIPMENT SITE (UTES)

Camp Gruber, near Muskogee Oklahoma is the site of the UTES. This facility serves as a storage and repair site for heavy equipment such as cranes, engineer equipment, and large tactical vehicles. The UTES employs a full-time support force of 25 federal employees generating an annual payroll of

approximately \$1.3 million. The UTES employed eight additional Soldiers with an additional payroll of \$255,000 under the Reset and LBE programs.

The facility performs field-level maintenance repairs to equipment and is ready to support unit and battalion training programs as well as state or federal mobilizations. During FY11 a total of 1096 work orders for 2144 items were processed for repair or services. It is not uncommon to have over 400 work orders open in the various stages of the repair or service process.

During 2011 the UTES provided support to Oklahoma and Illinois National Guard units conducting pre-mobilization training by issuing, servicing and repairing equipment used during their training at Camp Gruber. The UTES also provided support to the II Marine Expeditionary Force conducting training at Camp Gruber. The UTES had nine full time technicians mobilized during FY11.

FIELD MAINTENANCE SHOPS (FMS)

Eleven Field Maintenance Shops provide regional surface maintenance support for the OKARNG. These facilities perform critical field-level maintenance repairs and services for assigned tactical and non-tactical units. The FMSs are responsible for ensuring unit equipment is fully mission capable and meets or exceeds established readiness goals set by Department of the Army and the National Guard Bureau.

These facilities employ 105 maintenance technicians and generate an annual payroll of approximately \$5.6 million. During FY11 a total of 5,222 work orders were processed on 17,524 items that included vehicles, weapons, and special purpose equipment. The FMSs had 39 full time technicians mobilized during FY11.



Camp Gruber Unit Training Equipment Site (UTES)



J1, PERSONNEL AND ADMINISTRATION

COL. GAIL A. LUSTY

Director of Manpower & Personnel

Com: (405) 228-5249

DSN: 628-5249

MISSION

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

FAMILY PROGRAM OFFICE

The Family Program Office (FPO) serves as the foundation for support of our Oklahoma National Guard (OKNG) Service Members (SMs) and their Family Members (FMs) throughout the “deployment cycle” (pre, during, and post), the life of SMs and beyond to surviving FMs. The FPO team consists of the State Family Programs Director (SFPD), a Senior Family Readiness Support Assistant (SRFSA), Joint Family Support Assistance Program (JFSAP) Team, Child and Youth Coordinator (CYC)/Deputy Coordinator, a Yellow Ribbon Reintegration Program (YRRP) Team, an Airman and Family Readiness Program Coordinator (AFRPC) at each air base, a Family Assistance Center Coordinator (FACC), ten Family Assistance Centers (FAC), each manned by a Family Assistance Specialist, and a Family Readiness Support Assistant (FRSA) for each Army major subordinate command (MSC) (45th Infantry Brigade Combat Team (IBCT), 45th Fire’s Brigade (FiB), 90th Troop Command (TC), and Joint Force Headquarters.

In addition to supporting the needs of the OKNG, the FPO provides assistance to SMs, retirees, veterans and their families from all other branches of the military who reside in the State of Oklahoma. The FPO assists the SMs and FMs to gain a greater understanding and appreciation of the military as a whole to enhance their quality of life. FPO training, information sharing, referrals, one-on-one consults, seminars, workshops and Yellow Ribbon Reintegration events are incorporated into the training cycles of each MSC who view the FPO as a combat multiplier.

The Family Assistance Centers (FACs) are located in Oklahoma City, Norman, Stillwater, Vance Air Force Base

(Enid), Sand Springs, Broken Arrow, McAlester Army Ammunition Plant, Ada, and Fort Sill (Lawton). FACs focus on what the Department of Defense (DoD), the National Guard Bureau (NGB), and the OKNG recognize as the “essential” services to be provided to SMs and their families; legal, financial, TRICARE, identification cards and Defense Enrollment Eligibility Reporting System (DEERS) enrollment, crisis intervention & referral, and community information & outreach. This past year, the FACs provided monthly outreach to the families of more than 3,700 deployed SMs; and services, resources and/or resource referral to more than 6000 SMs and their families addressing more than 61,000 issues; in most cases, multiple contacts per individual are common. Contact with a FAS is available 24 hours a day, seven days a week.

THE FAMILY READINESS SUPPORT ASSISTANT (FRSAS)

The FRSAS serves per Army Regulation 600-20, “To empower commanders in their duty to deliver the Total Army Family Program so that Soldiers and Families are entitled, informed, educated, assisted, and made ready for the unique demands of military life before, during and after deployment.” They provide training, hands-on assistance and information to subordinate unit commanders and unit family readiness on all aspects of family readiness, well being, and deployment cycle support.

The SFRSA is also responsible for coordinating with the FRASAs and AFRPCs to recruit, train, and sustain the OKNG’s volunteer program. During calendar year 2011, the SFRSA was responsible for the recruitment, training, and sustainment of approximately 466 (statutory and gratuitous) volunteers state wide.

The JFSAP team has provided services, resources, and/or resource referral to more than 35,000 individual service members and family members statewide for 2011 from all branches of the military.



The team includes the following specialties:

- Military One Source (MOS) Consultant
- Military Family Life Consultants (MFLC)
- Child and Youth Behaviors
- Adult Behaviors
- Personal Financial Consultant (PFC) Specialist
- Survivor Outreach Specialist (SOS) specializing in long-term case management of surviving family members of deceased service members
- American Red Cross representative
- Oklahoma Operation Military Kids (OMK) representative

The YRRP Team is responsible for coordinating and executing all DoD required YR events, pre-mobilization, during mobilization, and post mobilization, that bring together all the resources available to service members and their families. For 2011, YRRP has conducted more than 33 events reaching out to over 4,000 Army and Air National Guard service members and families.

The Child & Youth Coordinator and Deputy Coordinator are responsible for creating, implementing, and executing a multi-faceted program designed to function throughout the deployment cycle. The goal is to educate, inform and enhance mentally, emotionally, and physically children and youth (infant to 18 years of age) of the OKNG, but can include children and youth of all service members throughout the state. The CYC has provided services to more than 2,300 children and youth, but has the potential as we develop to reach in excess of 12,000 military children and youth within the state.

We continue to support the Inter-Service Family Assistance Committee (ISFAC), as we have done since 2007. In 2011, the ISFAC held several Military Community Support luncheons in communities across Oklahoma bringing together more than 175 various military, government and community organizations in an effort to better understand the services each can provide for our SMs and their families. The committee also works to identify SM and FM needs and gaps in service.

TRANSITION ASSISTANCE ADVISOR

The mission of the Transition Assistance Advisor (TAA) program is to provide a point of contact and assist Service Members (SMs) and veterans in accessing

veterans' affairs benefits and healthcare services. The TAA program also provides assistance in obtaining entitlements through the TRICARE Military Health System and access to community resources. The program is designed to serve the members of the National Guard and their families; however, we routinely provide services to members and former members of all of the reserve components and occasionally veterans from the active component. We help SMs and veterans navigate through the numerous benefits and entitlements in the Department of Defense and the Veterans Administration system, and take the time to personally assist the SM/veteran with honor and respect so they don't feel like they are falling through the cracks. We educate them so they understand the benefits they have earned.

The TAA partners with the Family Program Office, the Yellow Ribbon Reintegration Team as part of the Deployment Cycle Support, and the Director of Psychological Health for the well being of all our heroes.

DIRECTOR OF PSYCHOLOGICAL HEALTH

The mission of the Director of Psychological Health is to oversee and coordinate mental health access for assessment, problem solving, educational and motivational activities; referral, monitoring, behavioral health consultation and follow-on services for members of the Oklahoma Army & Air National Guard and their families. Assessments and consultations were conducted with unit commanders for 4,000 members of the Oklahoma National Guard this year. Assistance was provide to service members (SMs) in other states as needed on a temporary basis as directed by the National Guard Bureau. Behavioral health briefings were presented at the pre, during and post mobilization events as part of the Yellow Ribbon post deployment cycles for approximately 4,500 SMs and their families. Assessment and referral support was also provided for at the Post Deployment Health Reassessments (PDHRA) events throughout 2011.

Behavioral health support and liaison duties are also provided during unit demobilizations in order to identify such issues early after a SM's redeployment. Community partnerships have been developed to assist SMs in receiving behavioral health services at no or limited cost. Clinical consultation, assessment, and referral services to service members and commanders are available on a daily basis in regards to behavioral health issues.



SUICIDE PREVENTION

The goal of the Army Suicide Prevention Program is to prevent individuals from reaching the point where suicide is seriously contemplated. This includes ongoing education to reduce the stigma of behavioral health care, and awareness training focusing on risk factors and warning signs. The Army utilizes “Ask, Care, Escort” (ACE) training to provide Soldiers in-depth knowledge of potential warning signs that someone is considering suicide, as well as practical intervention tactics to assist. In addition to ACE training, the video series “Shoulder to Shoulder:

I will Never Quit on Life” is offered. The series features vignettes and testimonials of members of the Army Family who received help for psychological distress or who assisted an individual in need. Designed to be used as a supplemental resource for the ACE training, the videos illustrate how we can work together to keep each other, and our Army, mentally fit.

Finally, to increase knowledge and awareness of intervention tactics for first-line leaders and others in a position to have first-hand knowledge of soldier problems and issues (“gatekeepers”), the Army has Applied Suicide Intervention Skills Training (ASIST). This two-day workshop provides additional identification and intervention skills. Coordinated locally, the workshops provide leaders with enhanced training and local resources to assist Soldiers in need.

RESILIENCE

Resilience is the positive capacity of people to cope with stress and catastrophe. Simply put, it is the ability to bounce back from adversity and increase mental toughness. The Oklahoma Army National Guard is incorporating resilience training and skills to improve Soldier performance and readiness. To date, the Oklahoma National Guard has 18 trained Master Resilience Trainers (MRT), ready to incorporate training at the unit level. MRTs are the core of the Army’s Resilience training program.

These soldiers have graduated the ten day MRT-C course and work to promote healthy lifestyles and reduce high risk behavior. The program, based on 30-plus years of scientific study and results, uses individual assessments, tailored virtual training, classroom training and embedded resilience experts to provide the critical skills to our Soldiers and Family members. Resilience training builds confidence to lead,

courage to stand up for one’s beliefs and compassion to help others. It is a long term strategy to expand the assessment and training of every member of the Army to face challenges personally and professionally and grow stronger in the process. The end-state is a fit, resilient and ready force.

SEXUAL ASSAULT PREVENTION AND RESPONSE

The Sexual Assault Prevention and Response (SAPR) program reinforces the Army’s commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness and prevention, training and education, victim advocacy, response, reporting and accountability. One of the goals of the SAPR program is to create a climate that decreases sexual assault incidents. If an incident should occur, the SAPR program ensures victims have access to sensitive and comprehensive treatment to restore health and well-being.

Another goal of the SAPR program is to ensure comprehensive sexual assault prevention training is conducted throughout the state to educate Soldiers and Airmen regarding their roles and responsibilities in sexual assault prevention and awareness. All Oklahoma Army National Guard Soldiers receive Sexual Harassment/Assault Response & Prevention (SHARP) training, while all Oklahoma Air National Guard Soldiers receive Bystander Intervention training (BIT). Both programs teach the warning signs that can lead to sexual assault, as well as prevention tactics that can be used to intervene in a potential assault.

EDUCATION SERVICES OFFICE

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

The ESO is responsible for managing several Select Reserve Incentive cash bonus programs, the Student Loan Repayment Program and the Federal Tuition Assistance Program. These programs continue to be

a major source of federal dollars flowing directly into Oklahoma through cash payments directly to service members and to State-funded and private institutions of higher education. During the past year incentive payments have been made to 759 service members and totaled over \$4.5 million. The ESO made 212 payments towards service member's student loans totaling over \$165,000 through the Student Loan Repayment Program. 646 Soldiers contracted and became eligible for the Select Reserve Montgomery GI Bill. Additionally, 16 Soldiers contracted for the Montgomery GI Bill Kicker Program. 862 Airmen and 1,820 Soldiers participated in the State Tuition Waiver Program with an estimated \$3.1 million in benefits. The Federal Tuition Assistance Program paid over \$663,000 throughout the past year in order to help 608 service members with their post-secondary education expenses.

The ESO administered the Armed Forces Qualification Test and/or the Alternate Flight Aptitude Selection Test for 41 SMs representing various military branches/components in order to qualify to become an Oklahoma Army National Guard officer/warrant officer and Army flight warrant. Additionally, the ESO briefed or counseled over 1,700 Soldiers regarding their veteran's or membership benefits whether through office walk-ins, requested briefings, scheduled events, or upon the Soldier's return from deployments to Afghanistan, Iraq, and Kuwait. Despite the continued deployments, the numbers of payments and service members participating in these programs have remained at high levels, which reflect the desire of our service members to continue their pursuit of voluntary education. The State Tuition Waiver Program for those attending State colleges and universities is an invaluable tool in our recruiting and retention efforts.

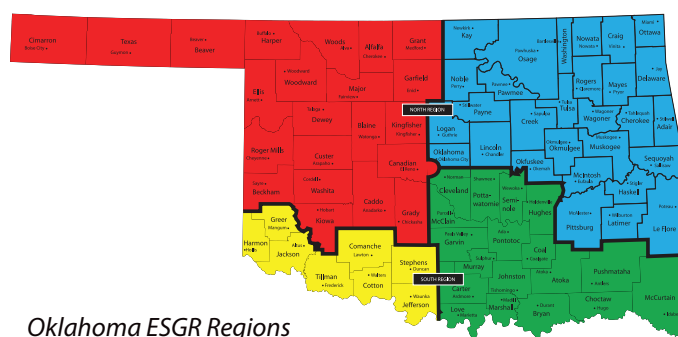
OKLAHOMA EMPLOYER SUPPORT OF THE GUARD AND RESERVE

The Oklahoma Employer Support of the Guard and Reserve (OKESGR) is an agency within the Department of Defense established in 1972 to promote cooperation and understanding between the Reserve component SMs and their civilian employers. Our vision is to develop and promote a culture in which all American employers support and value the military service of their employees. The ESGR mission statement is, "We will

gain and maintain employer support for the Guard and Reserve by recognizing outstanding support, increasing awareness of the law, and resolving conflicts through informal mediation."


Currently, our committee is comprised of 57 volunteer members from various employment sectors. The committee consists of three full-time staff members, state chair, vice chair, five area chairs, various directors, and field committee members. Committee meetings and training are conducted throughout the year. A State Awards Conference is held annually at which time Oklahoma employers are recognized and honored for their outstanding support of the Guard and Reserve.

ESGR provides various programs to employers, Guard and Reserve members, committee members and general public. Our Ombudsman Program is doing very well. The Oklahoma Committee has eight trained Ombudsmen, who provide information, counseling and mediation relating to compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Fifty-nine percent of the USERRA cases were resolved, administratively closed, or referred to the Department of Labor. We continue to gain Statements of Support from employers who agree, in writing, that the business will comply with the existing USERRA laws regarding military service. Numerous ceremonies, both formal and/or informal, were conducted with employers throughout 2011.



Oklahoma ESGR Regions

The committee conducted a very successful Boss Lift to Camp Shelby, Mississippi, where the 45th Infantry Brigade Combat Team was preparing for deployment to Afghanistan. We transported 27 employers and supervisors to their training site for the purpose of observing and networking with the SMs in training. We provide Briefings-with-the-Bosses (BWBs), briefings to SMs for mobilizations and demobilizations, increase



public awareness, and participate in various conference and professional group trade shows with an ESGR vendor booth. The OKESGR committee has programs which include Military Liaison, Employer Outreach and, of course, our Awards Program. Conducting special events to reach and educate employers as well as the Guard and Reserve SMs is always a prime mission.

The full-time staff of the OKESGR provides administrative support to the committee members and conducts all business for the committee on behalf of the National Employer Support of the Guard and Reserve that is located in Arlington, Virginia. OKESGR continues to recognize and support our country's SMs, their families and employers.

HUMAN RESOURCE OFFICE (HRO)

The mission of the Human Resource Office (HRO) is to administer and direct the federal technician program and the Active Guard and Reserve (AGR) program for the Oklahoma Air National Guard. It is the responsibility of the HRO to allocate the full-time manning authorized by the National Guard Bureau to support the missions of the Army and Air National Guard of Oklahoma.

TECHNICIAN PERSONNEL MANAGEMENT BRANCH

This Branch provides overall program management of approximately 902 Oklahoma Army & Air National Guard full-time technician personnel, and provides responsive service to supervisors and managers of technicians regarding position classification, placement and recruiting for approximately 164 federal technician positions advertised in 2011, and technician training and travel. The annual Army technician budget for 2011 brought in a little over \$36.1 million dollars into the economy.

EMPLOYEE SERVICES BRANCH

Employee Services (ES) provides support, education, training and guidance to all technicians regarding their employment from inprocessing through retirement or death. The ES Branch processed all 140 new hire technicians in 2011 to inform them of all benefits and entitlements, and provide assistance in selecting, updating, maintaining, and terminating their personnel benefits concerning Federal Employee Health Benefits (FEHB), Federal Employee Group Life Insurance (FEGLI), and Thrift Savings Plan (TSP). This office processed all personnel actions and elections of benefits and

maintains each with the technician's Official Personnel File (OPF) on file in the ES Branch.

The ES Branch also maintained and managed the performance management program as well as the incentives programs. 31 technicians eligible for retirement processed their applications for retirement under the Federal Employees Retirement System (FERS) or the Civil Service Retirement System (CSRS) through ES. This office also served as the liaison between this agency and the Department of Labor for all claims for Workers Compensation.

AIR NATIONAL GUARD ACTIVE GUARD/RESERVE (AGR) MANAGEMENT

This Branch is responsible for the management of the Air National Guard AGR program and is responsible for publishing job advertisements for full-time Air AGR positions and the management of the full-time manpower and controlled grade authorizations. There are presently 198 Air AGR members of the Oklahoma National Guard, three of which are currently deployed.

EQUAL EMPLOYMENT MANAGEMENT BRANCH

The State Equal Employment Manager (SEEM) is responsible for the management of the following four programs:

1. Federal Technician Equal Employment Opportunity (EEO) Program
2. Military Equal Opportunity (EO) Program
3. Workplace Violence, Threats, and Abuse Program (WVTA)
4. Employee Assistance Program (EAP)

The SEEM is also responsible for the following annual reports:

1. Federal Technician EEO Discrimination Complaints Report
2. No FEAR Act Report (EEOC MD-110)
3. Federal Technician EEO Annual MD-715 Report
4. Military Army National Guard EO Affirmative Action Plan
5. Military ANG Annual Narrative and Statistical Report on EO
6. Annual Sexual Harassment Training Report
7. Military Air National Guard EO Affirmative Action Plan
8. Military Air National Guard EO Annual Report
9. Alternative Dispute Resolution Annual Report
10. Federal Technician Affirmative Employment Plan

The SEEM provides guidance to the supervisors, managers, and all employees on the aspects of all four programs and ensures compliance with federal laws and regulations.

The SEEM is responsible for conducting EEO and/or EO counseling and/or investigations into allegations of illegal discrimination; workplace violence, threats, and abuse issues; and assists supervisors, using EAP, when their employees experience personal problems that impair or have the potential to impair their work performance.

LABOR RELATIONS OFFICE

Federal civil service technicians are allowed to be represented by a labor organization under the provisions of Section 71, Title 5 of the United States Code. Currently, two separate labor organizations represent technicians employed by the Oklahoma National Guard. Local 126 of the Association of Civilian Technicians (ACT) represent those at the Tulsa Air National Guard Base. Local 127 of the Association of Civilian Technicians represent some Army National Guard technicians. The balance of the Army National Guard work force and those who work at Will Rogers Air National Guard Base and Tinker Air Force Bases have not petitioned for representation by a labor organization. There were no collective bargaining agreements processed for negotiations or renegotiations during 2011. Three personnel process changes were successfully negotiated among all of the labor organizations through an implementation and impact bargaining process.

No grievances were filed or unfair labor practices were filed. Five letters of reprimand were issued by supervisors. Nine proposed adverse actions (six, suspensions, one change to lower grade and two terminations) were issued. The two terminations were appealed through an Administrative Review and were upheld. One of the proposed decision letters for change to lower grade was appealed and is waiting processing through the appellant review process. Thirty-four supervisors were trained on the proper handling of adverse actions and appeals, Weingarten Rights as per 5 U.S.C. 7114(a)(2)(B).

DEFENSE CIVILIAN PERSONNEL DATA SYSTEMS BRANCH (DCPDS)

This Branch is responsible for maintaining the full-

time personnel data for over 1,200 military technicians and Air National Guard Active Guard/Reserve (AGR) personnel. DCPDS interfaces with the Defense Civilian Pay System (DCPS), which provides payroll services for all Army & 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.

EMPLOYMENT COORDINATION PROGRAM (ECP)

The Employment Coordination Program increases career opportunities for our deserving Oklahoma National Guard members and veterans by developing positive relationships with employers and connecting our Citizen Soldiers/Airmen with these employers through all available channels and resources in order to obtain stabilized careers and optimal National Guard retention. This program assists our deserving SMs and veterans who are unemployed and under-employed as they return from deployments all over the world.

Currently, the 45th Infantry Brigade Combat Team is experiencing approximately 38% unemployment, so this program is intended to serve all of our members and find employment using experience and knowledge they have gained as seasoned veterans.

OKLAHOMA
Serving Those Who Serve



The Oklahoma National Guard ECP program director has collaborated with the Employer Support of the Guard and Reserve (ESGR), Department of Commerce, Central Oklahoma Workforce Investment Board, and the Oklahoma Employment Security Commission, as well as the Oklahoma Secretary of Veterans Affairs, all in an effort to identify available employment resources.

The program has received outstanding support from the private sector with employment opportunities as acknowledge and expression of gratitude for the sacrifices and contributions made by our Soldiers for the freedoms that our state and country so enjoy in just the few short months that it has been in existence.



G1, PERSONNEL AND ADMINISTRATION

COL. CURTIS O. BOHLMAN

Director of Personnel

Com: (405) 228-5098

DSN: 628-5098

MISSION

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

OFFICER PERSONNEL

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 685 officers in the ranks of second lieutenant through major general and 165 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

The Enlisted Personnel Branch is responsible for the Oklahoma Army National Guard Enlisted Personnel Management System that manages 6,500 enlisted Soldiers. The Enlisted Personnel Branch establishes policies, procedures and responsibilities for mobilization, reenlistment or extension of enlistments, Soldier classification, military assignments and reassignments, discharges, and promotions or reductions in grade of the enlisted Soldiers within the OKARNG.

During this past year, the Enlisted Personnel Branch coordinated the mobilization of 3,383 Oklahoma National Guard Soldiers in support of missions across the globe, including Israel, Sinai Egypt, Iraq, Kuwait and Afghanistan. We currently have 2,900 Soldiers in the 45th Infantry Combat Team mobilized in Afghanistan and Kuwait in support of Operation Enduring Freedom.

AUTOMATION

The Automation Branch is made up of five sections, all


designed to support the Soldiers of the Oklahoma Army National Guard (OKARNG).

Standard Installation/Division Personnel System (SIDPERS)

The SIDPERS Interface Branch (OK-SIB) is responsible for all enlisted personnel actions for the Oklahoma Army National Guard. This Branch receives electronic transmittal letters, orders and personnel records from a substantial amount of various sources. The Branch then verifies, validates and uploads the required data into each Soldier's SIDPERS database record. 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. SIDPERS acts as the primary lead and mentoring for all Human Resources Specialists in the State. During the last fiscal year personnel from this branch participated in Soldier Readiness Processing and mobilized over 3000 members of the Oklahoma Army National Guard (OKARNG). OK-SIB also assumed the responsibility of returning Soldiers to the OKARNG upon the completion of a Soldier's initial entry into training. 381 transactions returning Soldiers to state control were processed during Fiscal Year 2011. SIDPERS processed 763 accessions throughout the year. This was accomplished while also processing over 47,929 personnel actions.

DEERS/RAPIDS

The DEERS/RAPIDS Section is responsible for the management and operation of the Defense Eligibility Enrollment Reporting System (DEERS) and the Real-time Automated Personnel Identification System (RAPIDS). Through the RAPIDS system we issue Government Identification Cards (ID Cards) to current military members, retirees, authorized dependents of military members, civilian contractors, ROTC, federal technicians, state employees and emergency management personnel. The DEERS/RAPIDS Section services every



branch of the Armed Forces and is used quite frequently by personnel not affiliated with the OKARNG. This office is also responsible for entering dependents into DEERS, updating addresses, phone numbers, name changes, Medicare information, Active Duty segments and eligibility for benefits. TRICARE medical benefits are directly affected by DEERS input. During FY11, the DEERS/RAPIDS Section issued over 5,400 ID Cards and input thousands of DEERS transactions. This section also operates and manages four mobile DEERS/RAPIDS workstations. One mobile system is set up and in operation at Camp Gruber Training Site, Braggs, Oklahoma and a new location was established this year at the new Broken Arrow Armed Forces Reserve Center. The ID Card section at the Joint Force Headquarters provides support for Soldier Readiness Processing events ensuring deployment preparedness and also provides other support for units upon request.

Retirement Point Accounting Management (RPAM) Retirement Services Office

The RPAM/Retirement Services Office is responsible for maintaining the retirement points for the Soldiers of the Oklahoma Army National Guard. This office is responsible for verifying and producing the Twenty Year Letters for our members. Once a Soldier has been issued a Twenty Year Letter, the office counsels these Soldiers on their options concerning the Survivor Benefit Plan. This office also assists eligible former members of the Oklahoma Army National Guard in submitting their retirement pay applications to the Human Resources Command in St Louis, Missouri. Over the past year this office has processed over 160 applications for retired pay.

Security Clearances (Special Actions Branch)

The Special Actions Branch (SAB) is responsible for requesting, screening and maintaining personnel security clearances and investigations for all military personnel, state employees and contractors assigned to or working for the Oklahoma Army National Guard. The SAB currently manage over 4,430 "Secret" clearances and "Top Secret" clearances for OKARNG members. The office also processed National Agency Check (NAC) investigations on all state employees and contractors that required Common Access Cards. Last year Approximately 524 investigations were submitted and about 25 of those were for state employees. This Branch also processed 134 official military passports.

iPERMS/Archived Records

The iPERMS/Archived Records Section is responsible for the initiation, maintenance and update of all electronic military personnel records for OKARNG Soldiers utilizing the Integrated Personnel Electronic Records Management System (iPERMS). The Archived Records manager receives and processes requests for military and medical records on current and discharged members from individual Soldiers, Members of Congress, the Social Security Administration, and Department of Veterans Affairs. During FY11 over 450,000 files containing over 1,935,000 documents for current OKARNG Soldiers were processed through iPERMS. This office also verified and processed over 6,400 military personnel records for discharged Soldiers, and the Archived Records Manager received and processed over 2,200 records requests.

MEDICAL

Office of the State Surgeon

The Office of the State Surgeon is located in Oklahoma Joint Force Headquarters. The mission of this office is to promote medical readiness, medical policy, training, sustainment, credentialing and medical mobilization operations for the OKARNG. The State Surgeon is a traditional (not full-time) Guard position and serves as special medical advisor to The Adjutant General. The State Surgeon has oversight for all medical programs for the OKARNG. The State Surgeon serves on the Medical Advisory Council, comprised of the 54 State/Territory Surgeons, to the Army National Guard Chief Surgeon. In addition, the current State Surgeon is one of 14 State Surgeons to sit on the Medical Advisory Council Executive Committee and meets with the Army National Guard Chief Surgeon and other Army Medical leaders on a quarterly basis.

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

Medical Readiness

The Deputy State Surgeon coordinates Medical Readiness activities for the OKARNG. The Medical Readiness budget for fiscal year 2011 totaled \$1,065,000.

These funds made it possible to increase and maintain medical readiness by coordinating pre-deployment health activities, annual health assessments and post deployment health screenings to assist OKARNG Soldiers with achieving and maintaining positive physical and mental health goals for successful military careers. Three Behavioral Health Case Managers have recently been added to the Office of the State Surgeon in order to address Soldier's behavioral health issues.

Medical Detachment

The Deputy State Surgeon coordinates routine medical and dental assessments with the assistance of the OKARNG Medical Detachment and contract services. The Medical Detachment is a mobile unit comprised of Physicians, Physician Assistants, Nurses Practitioners, Nurses and Medics that provide immunizations, blood typing, HIV screenings, dental examinations and annual health assessments throughout the State to identify and address health concerns of OKARNG Soldiers.

Dental Readiness

Dental evaluations are performed annually. The exam consists of four bitewing x-rays and a panoramic image of the mandible. Dental classifications are determined after an extensive oral exam is performed.

Medical and Dental Data Capture

The Medical Protection System (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 real time data to identify unit medical and dental readiness. The National Guard MEDPROS reporting displays the health and fitness status for each Army National Guard Soldier.

68W Medic Program

The Army has increased its training requirements for medics. The Office of the State Surgeon oversees the 68W (Medic) sustainment program to provide highly skilled and knowledgeable medics to be more capable first responders on the battlefield.

Provider Credentialing

Providers are reviewed on a biannual basis to ensure both dental and medical professionals are granted the appropriate practicing privileges, meet continuing education requirements for licensing and obtain

appropriate levels of medical oversight from their medical superiors.

ACTIVE GUARD RESERVE MANAGEMENT

The Active Guard/Reserve (AGR) Management Branch is responsible for the overall human resources lifecycle management of AGR Soldiers assigned to the Oklahoma Army National Guard (OKARNG). The AGR office is responsible for filling available positions within the AGR program, processing Soldiers entering and leaving the AGR program, assisting AGR personnel regarding benefits and retirement and the overall administration of the AGR program within the OKARNG. There are presently 571 Army AGR members assigned to the OKARNG, constituting a payroll of over \$44 million dollars.

MILITARY FUNERALS HONORS

The mission of the Military Funeral Honors (MFH) program is to provide military funeral honors as specified by the Congress of the United States, the Secretary of Defense and National Guard Bureau. Missions are tasked by funeral home requests, family requests, the Fort Sill Causality Assistance Center and the Oklahoma Army Military Funeral Honors office. The ability to provide military funeral honors to all Oklahoma veterans is a far reaching task that highlights the service of our veterans to their country, state, community and family.



In fiscal year 2011, the MFH program performed 1,350 distinct honors utilizing 2,229 traditional National Guard Soldier work days (M-Days). In comparison, fiscal year 2008 saw 779 honors performed using 521 M-Days. The MFH program works with Veteran Service Organizations and the Oklahoma Funeral Directors Association in educating their work forces in our Military

Funeral Honors functions, programs and training. It is the desire and mission of the OKARNG Military Funeral Honors Team to provide this service to our Oklahoma Veterans and their families at the highest level possible.

RECRUITING AND RETENTION COMMAND

The Recruiting and Retention Command (RRC) is led by LTC David L. Nelson and is manned with 100% full-time personnel consisting of 92 Active Guard/Reserve (AGR) Soldiers, four Federal Technicians, 27 Active Duty for Operational Support (ADOS) Soldiers and 18 civilian contractors.

The mission of the RRC is to enhance the strength of the Oklahoma Army National Guard (OKARNG) through continually identifying, accessing, preparing, and retaining qualified Soldiers to provide a ready force. The RRC accomplished that mission by accessing 850 Soldiers into the OKARNG in fiscal year (FY) 2011.

The Tuition Fee Waiver Program for Guard members provides an excellent opportunity for Oklahoma Guardsmen to continue their post-secondary education and greatly enhances the RRC's ability to reach and maintain OKARNG strength requirements.

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

The field force has a total of 110 personnel divided into five Enlisted Area Recruiting & Retention teams, an Education Team, an Officer Strength Management Team, three Guard Officer Leadership Development (GOLD) Programs, Brigade Career Counselors and the Recruit Sustainment Program (RSP) with six training sites.

The RRC Sergeant Major, charged with enlisted recruiting, supervises five Area Recruiting and Retention Non-Commissioned Officers in Charge (RRNCOIC). These Area RRNCOICs each lead 9-12 personnel forming

their respective teams for a total of 45 recruiters and 23 administrative personnel and recruiter aids.

RECRUIT SUSTAINMENT PROGRAM (RSP)

Six RSP sites are an integral part of each Recruiting and Retention Team, charged with the training and administration of all initial entry Soldiers until they become qualified in their Military Occupation Specialty. The RSP's population averages about 850 trainees. Each of the six separate company level subordinate units are supervised by one of the five Area RRNCOICs and are manned by two full time personnel, which are augmented by RRNCOs as required.



OFFICER STRENGTH MANAGEMENT (OSM)

The Officer Strength Management (OSM) Office, led by a Major, consists of one Officer Strength Manager specializing in recruiting Basic Branch Officers, a Warrant Officer Recruiter, and an Army Medical Department Strength Manager. Within this section the Officer Candidate School Preparation Course Team, led by a Lieutenant, prepares prospective officer candidates for Officer Candidate School. The OSM is also the liaison with the Reserve Officer Training Corps (ROTC) programs throughout the State of Oklahoma and oversees the three Guard Officer Leadership Development (GOLD) Programs located at East Central University, Southwestern Oklahoma State University, and Northwestern Oklahoma State University.

The RRC is operated with federal funds and with state and federal support for field office space located primarily within local OKARNG armories and Armed Forces Reserve Centers. Additional space is provided in storefront recruiting offices located in areas that do not have armory space available. A total of approximately \$4.1 million of appropriation was provided for and expended toward successful strength maintenance of the OKARNG in Fiscal Year 2011. These expenditures include the costs associated with the operation of a General Service Administration (GSA) vehicle fleet of 110 vehicles, mobile and land line telephone expenses, automation requirements, advertising and marketing expenses, and other operating cost associated with recruiting, retention and attrition management activities.





J3, PLANS, OPERATIONS, TRAINING, AND MILITARY SUPPORT

COL. MONTY L. BRODT

Director

Com: (405) 228-5268

DSN: 628-5268

MISSION

Assist The Adjutant General and Director of the Joint Staff with developing, promulgating and implementing joint operational policy, plans, concepts and strategy related to war fighting, peacetime international activities, and the federal and state homeland security and civil support missions, of the Oklahoma National Guard. Represent The Adjutant General in Department of Defense, international, interagency, intergovernmental, and non-governmental forums. Act as The Adjutant General/Director of the Joint Staff channel of communication on all G-3/J-3 issues. Coordinate with National Guard Bureau, Oklahoma National Guard Service Components, and other services within the state, the states/territories, and others as appropriate. Advise and assist The Adjutant General/Director of the Joint Staff with joint, combined, and multinational training, exercises, joint doctrine, interoperability, deliberate and programmatic planning matters. Function as staff proponent for Joint Force Headquarters – Oklahoma joint force development, operational planning, joint doctrine, education and professional development, training exercises, readiness, and assessment.

TRAINING BRANCH

The purpose of the Training Branch is to oversee the State's training program for all units assigned to the Oklahoma National Guard to ensure that well trained and qualified Soldiers are ready when called upon, whether for the defense of the homeland, or to deploy to a foreign country in defense of the freedoms enjoyed in this country.

Our strength continues to be the citizen Soldiers and the skills they bring to the Oklahoma National Guard from their civilian workplace. Their special skills and unique abilities to adapt to the ever-changing technologies and requirements to fight the Global War

on Terrorism (GWOT) continue to highlight the National Guard as the most cost-effective option available to the taxpayer as a national defense expenditure.

SCHOOLS BRANCH

The Schools Branch sent approximately 2,250 Soldiers to military training this last year. Within this training parameter, several Soldiers attended due to mobilization requirements and unit structure transformation. These 2,250 Soldiers used over \$9.5 million in funds to conduct this training. These funds were critical for developing skills necessary to not only the state but federal missions as well.

BUDGET BRANCH

The Budget Branch managed \$24.3 million that was allocated for Annual Training, \$23.9 million that was used for Inactive Duty Training, and \$23.4 million in Overseas Contingency Operations (OCO). These amounts included funding for the 45th IBCT mission to Afghanistan, which was used for pre-mobilization training to ensure these Soldiers were trained properly and ready to conduct missions in theater.

ORDERS/AMMUNITION STORAGE

During the course of training year 2011, the J-3 published approximately 15,300 orders ranging from mobilization orders to special project orders. These orders are mission critical for the Soldier, unit, and the National Guard to track and pay what mission each Soldier has completed. During training year 2011 the J-3 distributed 1,135,294 rounds of ammunition to the Oklahoma National Guard, which is used for weapons qualification, pre-mobilization training, and weapons familiarization/skills training.

MOBILIZATION/READINESS BRANCH

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



MOBILIZATION

2011 was a very busy mobilization year for the OKARNG. Three units returned from overseas mobilizations, five more either mobilized or were preparing to mobilize, to include the March 2011 mobilization of approximately 3,200 Soldiers of the 45th Infantry Brigade Combat Team. Mobilized to Afghanistan to support Operation Enduring Freedom, the 45th IBCT comprises nearly half of the number of Soldiers in the OKARNG.

Now, in the early months of 2012, the 45th IBCT is in the process of returning from their mobilization, after conducting nine months of combat operations. While successful in accomplishing their combat mission, unfortunately, the operations resulted in the loss of 14 Fallen Heroes.

FORCE MANAGEMENT

Force Management includes the functional areas of force structure, stationing, equipping, and reporting mobilization readiness.

During 2011, the Force Management Office completed operations on the Base Realignment and Closure (BRAC) law, signed by the President in 2005. Over the past two years, BRAC resulted in 59 of the OKARNG's 123 units being moved from 28 different locations, relocating to seven new Armed Forces Reserve Centers and 12 existing armories. Twenty-six armories were closed or turned over to local government authorities, saving a substantial amount of money on maintenance and utilities on these outdated facilities.

In addition to modernization of our force's facilities, equipment modernization is an ongoing process. During fiscal year 2011, more than 90 New Equipment fielding and Training (NET) were conducted. More than 300 Soldiers were trained on the new equipment executing a training budget of over \$429,000.

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

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

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

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

MILITARY SUPPORT

MISSION

The Director of Military Support (DOMS) is The Adjutant General's principal advisor and tasking authority for the direction and control of Oklahoma National Guard activities in support of domestic operations. In this capacity, the DOMS and his/her staff provide the interface between the Oklahoma National Guard and State civilian authorities. The Joint Operations Center (JOC) receives plans and executes missions from the Governor through the Oklahoma Department of Emergency Management (OEM) to provide relief, support and security to the citizens of Oklahoma.

The Oklahoma National Guard conducted 340 domestic operations missions in support of the citizens of Oklahoma during 2011. This made 2011 a historic year for the greatest number of domestic operation missions supported by the Oklahoma National Guard. The mission events included wildfire suppression, search and

rescue, water supply, generators, tornado support, and aid to stranded motorists. Over the course of the 340 missions 1,688 service members were mobilized working 2,807 man-days.

The National Guard responded in force to two winter storms with 245 Soldiers and Airmen and 88 vehicles to meet the needs of the State. Oklahoma National Guard Soldiers worked together with the Highway Patrol to locate and rescue stranded motorists on Oklahoma's interstates, turnpikes and highways.

The drought kept the National Guard busy with 320 helicopter fire support missions. During these missions crewmembers dropped 4,123 buckets (3,544,340 gallons of water) to assist the Department of Forestry



and local fire departments across the state. Guard members were busy on the ground as well, sending 15 water trailers to various towns and

communities across the state to aid those areas when their water supply was contaminated or disrupted.

The year saw numerous tornados as well. The National Guard provided support to the Chickasha, Fairview, Shawnee, and Piedmont area tornados. The Oklahoma Army National Guard provided a UH-60 helicopter and crew after each tornado to provide the Governor with an aerial view



of the damaged areas. The Guard also responded to the Piedmont tornado by sending the 63rd Civil Support Team to support the search and rescue efforts. OEM



requested helicopters with rescue hoist and medical teams to aid local ground teams in recovering distressed citizens in remote inaccessible areas on three separate occasions. The Guard successfully responded to each call, assisting the local first responders and delivering the injured to the safety of medical teams waiting to receive them.

OPERATION SOONER RESPONSE

In November of 2011 the Oklahoma National Guard hosted domestic exercise Operation Sooner Response (OSR), the largest multi-venue disaster response and weapons of mass destruction (WMD) training exercise in Oklahoma to date. A unique and successful exercise, bringing Oklahomans and representatives of other states together during a six-day period, to enhance the skills needed to react to a natural disaster and possible terrorist threats.

Incorporating over 15 military and four civilian disaster response units from Oklahoma and surrounding states, the goal of OSR was to exercise OKNG and partner states' ability to coordinate an integrated response to a large scale disaster or WMD threats across large distances. Exercise training objectives focused on integrating State Joint Task Force (JTF) response efforts with joint and interagency mission partners and tactical-level training for six National Guard Civil Support Teams (CSTs)

from Kansas, Missouri, Louisiana, Texas, New Mexico, and Georgia. Sooner Response included Army and Air Guard units fulfilling the missions of the JTF Command, Aviation Task Force, Quick Reaction Force (QRF), fatality search and rescue teams, and firefighters. Participating civilian agencies included the Department of Energy's Radiological Assistance Program Team, the Federal Bureau of Investigation, the Oklahoma State Department of Health, the Oklahoma Office of Emergency Management, the Oklahoma Office of Homeland Security, and several local first responder units.

In all, over 500 people joined forces and worked successfully together throughout this complex training exercise. Camp Gruber, east of Muskogee, served as the JTF Headquarters where senior leaders facilitated the exercise and monitored the progress of each unit. Coordination, communication, and training objectives for the different entities and realistic challenging venues successfully came together to train the OKNG Soldiers and Airmen to be better prepared to respond efficiently and effectively if an actual terrorist incident occurs.

THE 63rd CIVIL SUPPORT TEAM - WEAPONS OF MASS DESTRUCTION (CST-WMD)

MISSION

Support civil authorities at domestic Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) incident sites by:

- (1) identifying Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) agents and substances
- (2) assessing current and projected consequences
- (3) advising on response measures
- (4) assisting with appropriate requests for additional support.

The mission also includes response to intentional or unintentional releases of CBRNE and natural or man-made disasters that result or could result in the catastrophic loss of life or property.



TEAM STRUCTURE AND TRAINING

The CST is organized into six sections: Command, Operations, Communications, Administrative/ Logistics/ Decontamination, Medical/Analytical and Survey. Their personnel consist of 22 Full Time Oklahoma National Guardsmen and women from the Army and Air National Guard, with 15 different military specialties, who are trained at or above the Hazardous Material (HAZMAT) Technician level. Each member receives over one thousand hours of training in Chemical, Biological, Radiological, Nuclear (CBRN) incident response and is trained in the Incident Command System.


In addition to this training, all members are combat lifesaver qualified and have specialized training in search and rescue, ropes rescue, and confined space/ collapsed structure operations. The CST is evaluated and recertified every 18 months by the Army North (ARNORTH) CST evaluation program.

The majority of the individual and collective training is conducted by the U.S. Army Chemical School, Defense Nuclear Weapons School, Federal Emergency Management Agency, National Fire Protection Agency, Environmental Protection Agency, Federal Bureau of Investigations, and the Department of Energy.

OPERATIONS

In 2011 the CST planned and executed realistic and mission-focused training; which included numerous Table Top Exercises (TTX), Situational Training Exercises (STX), and Field Training Exercises (FTX) throughout different locations within the state. It planned and executed five real world missions within the state and outlying states in support of other Civil Support Team missions; which included supporting the Texas National Guard during Super Bowl XLV events, the Oklahoma Governor's Inauguration, the Infantry Brigade Combat Team (IBCT) deployment ceremony, the Secretary of Defense visit to the University of Oklahoma, and support for Search and Rescue efforts after the Piedmont tornado.

The CST also provided equipment and manpower to the New Mexico and Louisiana CSTs during their Regional Response Management Program (RMP) cycles, support to the Texas Homeland Response Force (HRF) External Evaluation, support to the Oklahoma State University - University Multispectral Laboratories



Department of Homeland Security Proof of Concept event; provided capability briefs and equipment displays to the Port of Catoosa, the Incident Command System Course attendees in Durant Oklahoma, and the Oklahoma Emergency Management Association Conference; support to the Comanche Peak Nuclear Power Plant in Glen Rose Texas; and participation in "Operation Sooner Response" an Oklahoma based Regional Domestic Operations Exercise which included numerous military organizations, state agencies, and six out of state CSTs.

During 2011 the CST was recertified to conduct its mission by successfully executing its Preliminary External Evaluation at Blue Ribbon Downs and its Primary External Evaluation at Frontier City administered by United States Army North (ARNORTH) and also successfully passed the Standardization and Evaluation Assistance Team inspection visit administered by the National Guard Bureau.

EQUIPMENT

The CST enhanced its CBRN capabilities in 2011 by training, procuring and fielding numerous pieces of state of the art equipment such as the Surveillance and Measurement (SAM 940) Radioactive Isotope Identification Device, Portable Lanthanum Bromide Digital Gamma Spectrometer Radiation Identifier, MK2 Electronic Personal Dosimeter (EPD), PALMRAD Nuclear Radiation Meter, Polaris Ranger All Terrain Vehicle, and level II certification on the Drager Self Contained Breathing Apparatus (SCBA).

The CST continues to maintain capabilities that other responders do not have available to them.

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

(2) The Unified Command Suite (UCS) is a standalone communications platform that can operate in urban or undeveloped environments, provide interoperable voice/data and video communications (non-secure and secure), provide reach-back to fixed laboratories and other technical agencies, assist the Incident Command with requests for support and incident response, and provide a real time incident Common Operating Picture.

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

COORDINATION

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

The Director Of Military Support (DOMS) also has responsibility for Force Protection to the Oklahoma National Guard as well as a responsibility to the Governor to provide forces for critical infrastructure protection and homeland security. Partnerships between our fellow state agencies were strengthened during this year to include stronger working relationships with the Department of Homeland Security and the Department of Public Safety. Our intelligence and security specialists constantly monitor the world, national and regional situation in an effort to be prepared to deter and defend Oklahoma from any foreign or domestic threat.

A huge amount of time and effort is invested preparing plans to defend our state against terrorist operations, attacks using weapons of mass destruction and the vital protection of our critical infrastructure.

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.

OKLAHOMA COUNTERDRUG PROGRAM

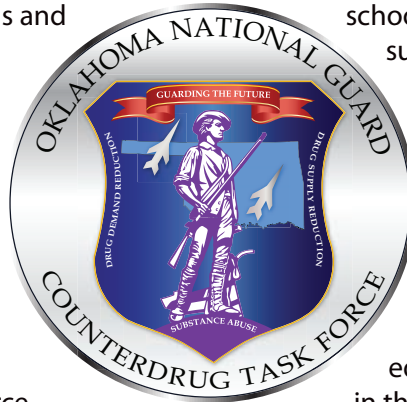
The Oklahoma National Guard Counterdrug Program, operating under the Governor's approved Counterdrug plan, provides direct support to federal, state and local Law Enforcement Agencies (LEAs), schools and community-based organizations that are involved in a multi-front battle against drugs and drug-related violence. This multi-faceted team is directly involved in counterdrug operations focused on both intervention and demand reduction.

AVIATION OPERATIONS - The Oklahoma National Guard Counterdrug Program directs the Counterdrug Aviation Task Force (CD AVN TF) that is manned with two uniquely equipped OH-58 Kiowa helicopters. This Task Force provided 574 flying hours in FY11 in support of LEAs conducting marijuana eradication, warrant execution and undercover operations throughout the state. The CD AVN TF also supports our Counterdrug team's Drug Demand Reduction (DDR) program by flying to schools throughout the state to help convey the message of staying drug free.

INTELLIGENCE SUPPORT

- The Counterdrug program provided 1,633 man-hours of criminal analyst support for the DEA and the Oklahoma Bureau of Narcotics. These embedded military intelligence specialists provide critical, behind the scene operational and case analysis work to the agencies they serve which allows more of their officers to stay "on the street". Cases supported by Counterdrug analysts in FY11 resulted in the seizure of 1,906 pounds of processed marijuana, six pounds of heroin, 120 pounds of cocaine and \$1,013,235 in currency and assets.

DRUG EDUCATION - During fiscal year 2011, the Drug Demand Reduction (DDR) program conducted drug



education presentations at schools and community events across the state. A total of 526 student classroom hours were executed by this team for drug education and awareness that directly impacted 14,391 Oklahoma school aged children. In addition to classroom support, DDR provided immeasurable hours of support to community-based organizations as well as state drug treatment and prevention efforts which focus on preventing drug use before it starts. The DDR program continues its partnership with the Oklahoma County Juvenile Bureau to provide substance use awareness and drug education training to the minors convicted in the County's juvenile justice system. DDR team members actively participated in six state and community-based anti-drug coalitions designed to increase participation by members of the community in combating the drug epidemic in the State of Oklahoma. DDR Soldiers also provided audio-visual support for the Oklahoma Department of Mental Health and Substance Abuse Services, the Association of Oklahoma Narcotics

Enforcers conference, and the Oklahoma Department of Education Safe and Healthy Schools Conference. The DDR team aided prescription drug abuse prevention efforts by providing additional manpower at key Prescription Drug Pickups in conjunction with local police and county sheriff's departments during Operation Medicine Cabinet.

INTERNAL SUBSTANCE ABUSE TESTING

- The Oklahoma National Guard Counterdrug Joint Substance Abuse Prevention Office works to detect and deter substance abuse among service members in the Oklahoma National Guard. Two non-commissioned officers are dedicated for both the Army and Air Guard in establishing necessary protocols for urinalysis testing and conducting training for unit prevention leaders. Urinalysis specimen testing is conducted off-site by Department of Defense laboratories and the results are

maintained at the state level by the Joint Substance Abuse Prevention Office. This team processed 6,862 substance abuse tests of Oklahoma National Guard members in FY11.

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

This directorate's mission is primarily focused in assisting The Adjutant General and Director of the Joint Staff, with developing, promulgating and implementing joint operational policy, plans, concepts and strategy related to the war fight, peacetime international activities, and the federal and state homeland security and civil support missions of the Oklahoma National Guard. The J5/7 represents The Adjutant General in DOD, international, interagency, intergovernmental and non-governmental forums; acts as The Adjutant General/Director of the Joint Staff channel of communication on all J-5/7 issues; and coordinates with National Guard Bureau, Oklahoma National Guard service components, and other services within the state, the states/territories, and others as appropriate. Furthermore, the J5/7 advises and assists The Adjutant General/Director of the Joint Staff with joint and combined/multinational training/exercises, joint doctrine and interoperability, deliberate and programmatic planning matters, as well as functions as staff proponent for Joint Force Headquarters - Oklahoma joint force development, operational planning, joint doctrine, education and professional development, training exercises, readiness, and assessment.

STATE PARTNERSHIP PROGRAM

The Oklahoma state partnership with Azerbaijan allows the Oklahoma National Guard to implement and advance U.S. foreign policy goals and objectives in specific regions of the world, while directly sustaining the National Military Strategy and U.S. objectives to support international security, democracy, humanitarian values, and regional stabilization. The joint venture places Oklahoma National Guard leaders on the stage with leaders from the Office of the Secretary of Defense (OSD), Department of Defense (DoD), Combatant Command (COCOM), and U.S. State Department in shaping and supporting U.S. events and joint activities in partner countries and in



opening access to funding from multiple federal sources from the Department of Defense and State Department. State and civic leaders are afforded opportunities to partner in creating public value locally, domestically, and internationally. The Azerbaijan-Oklahoma international partnership gives Oklahoma National Guard units and teams the chance to deploy, work and train with foreign militaries in joint and multinational force environments.

This program provides multiple individual growth opportunities for both Oklahoma National Guard members and civilian agency members from Oklahoma while making it a potential recruiting and retention asset for the Oklahoma National Guard. Our cooperative endeavor also establishes relationships and networking throughout COCOM Headquarters units to potentially support all other Oklahoma National Guard activities in that COCOM Area of Responsibility (AOR).

The Oklahoma National Guard continues to balance support to Global War on Terrorism and our state and region responding to natural or man-made disasters. Simultaneously, the Oklahoma National Guard provides measurable means to support international interests, goals and objectives through engaging our internal resources and our interagency partners. Over the last several months we continued to build on our partnership with Azerbaijan in both the military and civilian arenas. We have continued to assist the Azerbaijan Armed Forces in their efforts to become more compatible with NATO, as well as their continued efforts to support the United States with troop deployments to Iraq and Afghanistan.

Our focus has been in areas of staff development for their military officers, deployment preparation and planning, disaster response and consequence management, and aviation safety. Our key civilian engagement initiatives this past year have been in agriculture and education. We have partnered with state education and research institutions in an effort to help Azerbaijan develop key education and national security capabilities. Funding restrictions have limited our civilian engagement this year, but we have made strides in connecting the Oklahoma University Medical School and the Oklahoma University Dental School with their counterpart education facilities in Azerbaijan. We have also been able to facilitate a visit to the State of Oklahoma by the Azerbaijan Ambassador to the United States, AMB Yashar Aliyev. The Ambassador



visit was instrumental in developing new partnerships with government and civilian agencies, and promised the possibility of new trade relations with the country of Azerbaijan. These interagency, international and academic exchanges offer international educational opportunities that our local universities can offer to their professors and students while diversifying their areas of expertise. These collaborative efforts between the Oklahoma National Guard and non-government organizations provide much needed expertise to the Azerbaijani leaders as they attempt a complete overhaul of their national education system.

STRATEGIC PLAN AND ARMY COMMUNITIES OF EXCELLENCE

Through collaborative efforts the Oklahoma National Guard completed and updated our strategic plan. Our planning process identified goals and objectives that are obtainable, sustainable, and provide the Oklahoma National Guard with a relevant future. Goals were derived with distinct actions that focus your leadership team on improving our business of providing ready Guardsmen and units. Through the strategic planning process, we're looking into the future as a team to control our destination, position our business processes and organization for future success.

In developing our strategic plan, we are beginning our focus on Continuous Process Improvement (CPI). This CPI model incorporates the Lean Six Sigma techniques that the private sector has been utilizing for years into the National Guard processes to streamline processes, reduce waste, and improve resource commitments to improve all aspects of the Oklahoma National Guard. This year alone we have completed two projects and are developing our staff to incorporate these techniques in all of our transactions.

The strategic plan and our organization results are tied to our involvement within the Army Communities of Excellence (ACOE) program. Now in our fifth year of participation, the Oklahoma National Guard is fully engaged in the Army Communities of Excellence program using the Army Performance Improvement Criteria – or Baldrige criteria for organizational improvement. Involvement in this process has become profitable in terms of learning how to improve organizational performance. This year the Oklahoma National Guard received Honorable Mention Eighth Place

within the Army Communities of Excellence, out of 26 competing states.

JOINT TRAINING AND EXERCISE

The Directorate is working with members of the Joint Force Headquarters, National Guard Bureau J7 and NORTHCOM to develop Joint Training and Exercise programs. These programs by design are intended for preparedness and support of state and other interagency entities during domestic emergencies and homeland defense. These Joint Training and Exercise events support the Joint Force Headquarters essential tasks and operational capacity for a Joint Force. All these efforts are addressed and outlined within the Joint Force Headquarters – Joint Training Plan developed annually.

This year the focus has been on building on last year's individual training and culminating with a joint, interagency exercise. We now have a qualified Dual Status Commander capable of supporting the states needs during an emergency to unify the efforts of all military assets brought to bear on the emergency, not just the National Guard elements.

Our exercise provided validation of our ability to unify the efforts of multiple external entities and continue our partnership building with civilian elements within the state. This exercise included all divisions of the Joint Force, both Army and Air National Guard, surrounding state support, an active duty unit, and a few of our interagency partners. We are currently planning another event in the next year to further expand this opportunity.

JOINT PLANNING

The Directorate also facilitates the development of Joint and Functional plans for the Joint Force Headquarters. These plans include the Joint Force Headquarters Strategic Plan and other functional contingency plans such as Pandemic Influenza, Homeland Defense or Weapons of Mass Destruction. All these plans are intended to facilitate operational improvements, preparedness, and overall readiness of the Joint Force.

Additionally, the planning team has developed a Joint Planning Center (JPC). This center is designed to support a common operating environment, collaboration, and common operational tools to facilitate planning and situational awareness. This center will be complete

within the near future with the addition of manpower and other software technology.

Oklahoma National Guard's ability to team with our interagency partners to prevent, prepare, and respond to acts of terrorism or other homeland defense threats within our state, region, and nation remains paramount, the J5/7 continues to support our key strategic goals of joint readiness. We have met with outside agencies to continue to develop our unified functional contingency plans in order to support the overall preparedness of the Oklahoma National Guard and as an agency of response to a possible threat.

This joint effort ensures the continuity of operations not only throughout the Guard it also prepares an action plan for the Guard to support outside agencies such as the Oklahoma State Department of Health, Oklahoma Emergency Management and the Department of Public Safety.

The Joint Plans Division collaborated in the exercise Operation Sooner Response with multi-state National Guard domestic operations forces, three military service components, federal, state, and civilian agencies at Oklahoma National Guard prominent domestic



operations training facility in collapse structure at Camp Gruber Joint Training Maneuver Center- Heavy, Braggs, OK.

In a joint effort with the other states, the Plans and Training Division is actively working at the national level to facilitate coordination, collaboration, and information sharing with states effected by natural disasters, such as

hurricanes and earthquakes, to ensure our mitigation strategies and capabilities are most current in support of the citizens of Oklahoma.

This past year we collaborated with our FEMA Region VI partners in developing a regional response plan that supports the whole FEMA region to ensure the needed assets can and will be quickly brought to the emergency if an incident occurs. The J3 Operations Directorate and the J5/7 Plans and Training Directorate are actively developing the capability and mission requirements in which to employ a Joint Task Force that will serve in domestic operations response.

The Joint Task Force is a command and control unit designated to support the needs of the incident commander during a large scale civil response event. This entity facilitates the flow of information between Joint Force Headquarters – Oklahoma, the deployed units, and the requesting civil agencies. The organization of the Joint Task Force is mission-dependent based on troop activation and incident commander needs.

JOINT PROFESSIONAL DEVELOPMENT EDUCATION

The Directorate monitors, develops, distributes and publishes Joint Professional Development Education requirements and opportunities for Joint Force Headquarters members. These opportunities support professional growth and development of non-commissioned officers and officers. All of these opportunities educate individuals in a joint environment setting and contribute to individual readiness of the force.

We are actively qualifying leaders in domestic operations through joint education opportunities. This includes the national level Joint Task Force Commanders Training Course, the Dual Status Commanders Course, and the Domestic Support for Civil Authorities courses. Collectively, we are building on our last Joint Staff Training Course and enhancing our capabilities through educational opportunities.

The next class of the Advance Joint Professional Military Education-Reserve Component is being planned as the leadership identifies individuals to attend and lead the way to the future of the Oklahoma National Guard.



CAMP GRUBER JOINT MANEUVER TRAINING CENTER

COL. DOUGLAS E. STALL
Garrison Commander
Com: (918) 549-6071
DSN: 628-6071



MISSION

Command, Operate, Manage and Administer the use of resources of a Joint Maneuver Training Center to accomplish all assigned missions and provide training support for the Homeland Defense Training.

KEY TASKS

- Provide year-round customer service
- Provide admin, engineering, logistical, training and operational support
- Develop, Implement, and Maintain training land and ranges
- Accommodate Training for assigned, attached, and transient or tenant units and joint forces activities up to a Brigade size element
- Provide unique training venues for Homeland Defense mission training

VISION STATEMENT

Camp Gruber Joint Maneuver Training Center is committed to providing world-class ranges and facilities exceeding multi-echelon tactical training excellence and professional leadership mission requirements by providing an environment that continually challenges every soldier who trains here.

To be recognized as the premier training center for Homeland Security and Weapons of Mass Destruction and specialty tactical training conducted by all Department of Defense military, law enforcement, and federal agencies. Camp Gruber is dedicated to providing state of the art ranges and facilities in support of the National Guard and Deployment of all Brigade Combat Teams.

OVERVIEW

Camp Gruber is located in Eastern Oklahoma 12 miles Southeast of Muskogee encompassing 33,027 acres used for training and provides a full spectrum of support for live, virtual, and constructive training to units and



organizations. Camp Gruber was established December 15, 1941 during World War II, it closed June 1947 and reopened in 1977 as the primary training center for the Oklahoma Army National Guard. Active Component Forces, Federal and State Agencies utilize the Training Center to train in support of their operations.

Camp Gruber's full-time force includes 46 state employees, 9 Active Guard and Reserve (AGR), 49 federal technicians, over 50 temporary additional duty Soldiers, seven contracted positions, and 127 unit members that support the training units and organizations at Camp Gruber.

The estimated Economic impact is \$21.9 million surrounding Camp Gruber Training Center in Muskogee County, Cherokee County, Sequoyah County and Wagoner County from units and organizations that train throughout the year.

THUNDERBIRD CHAPEL

During 2011 Camp Gruber was honored to host the Chapel Foundation in their efforts in providing our Soldier's a world-class Chapel Facility for worship.

Progress started in November and will progress to the finish early April 2012. More information can be found at <http://campgruberchapel.org/>.



PLANS, OPERATIONS, TRAINING AND SECURITY

MAJ. ROBERT W. MATHEWS

Acting Director of Operations and Training

Com: (918) 549-6048

MISSION

Camp Gruber Joint Maneuver Training Center's (CGJMTC) Plans, Operations, Training and Security (POT-S) is responsible to the commander for oversight of planning and execution of operations and training programs for the installation as well as the following: Range Operations, Integrated Training Area Management (ITAM), Anti-Terrorism/Force Protection (AT/FP), Training Aids Devices Simulators and Simulations (TADSS) section, Counter Improvised Explosive Device (C-IED) section and the Security Forces.

PLANS, OPERATIONS AND TRAINING

The Operations and Training branch is responsible to the Chief, Plans and Training Division for the overall scheduling of ranges, training areas, and facilities on Camp Gruber Joint Maneuver Training Center. During Fiscal Year 2011, there were 6,570 facilities, ranges, and training areas scheduled and 120,641 Soldiers and civilians trained. During FY 2011 Camp Gruber supported the pre-mobilization training of the 45th Infantry Brigade Combat Team (IBCT) prior to their Afghanistan Mission. CGJMTC hosted "Sooner Response" a Homeland Response Force Training Scenario that stressed the capability that 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, small unmanned aerial vehicle operations area, Military Operations in Urban Terrain Collective Training Facilities (MOUT CTF), and a Breach Facility. CGJMTC continues to improve the ranges and facilities to accommodate realistic training. CGJMTC successfully conducted the 45th IBCT X-portable Command Training Center (XCTC) rotation in preparation for the 45th IBCT deployment to Afghanistan.

RANGE OPERATIONS

The Range Operations is responsible to the Director, POT-S for the overall airspace, range and training area planning, range safety management, range maintenance, target repair and developing future operations at the training center. Range Control ensures compliance with training and safety regulations as well as facilitating de-confliction of using units. Range Control is responsible to ensure preparation, issue, and receipt of ranges and training areas. There were 1,226 ranges and training areas prepped, maintained, issued, utilized and received in FY 2011 without any major incidents.

In 2011, Camp Gruber Range Training Land Programs funded \$153,000 for three Range Maintenance State Employee salaries and benefits additionally spent \$271,900 in maintenance and repair dollars to ensure ranges were operational throughout the year.

Range Construction in Fiscal Year 2011:

- **New construction and improvements to the C-IED**
- **Lane preparations for the 45th IBCT XCTC rotation**

SECURITY

MR. DEVON SULLIVAN

(918) 549-6021

Security is responsible to the Director, POT-S for vehicle and pedestrian traffic in and out of the main Entry Control Point (ECP). Officers are licensed by CLEET and maintain concurrent training requirements. The secondary duties are to deter illegal activities on the installation, and conduct security patrols during off duty times. During FY2011 the Security Force provided all duties stated above along with introduction of new security measures and procedures at the ECP to better comply with Department of Defense (DoD) and

Department of Homeland Security (DHS) guidelines and regulations. Security is present for duty 24 hours a day seven days a week.

INTEGRATED TRAINING AREA MANAGEMENT

MR. EARL CHANDLER

(918) 549-6190

The Integrated Training Area Management (ITAM) is responsible to the Director, POT-S for hardening trails, preparing bivouac areas, training area re-configuration and repairing training damage. ITAM section is responsible for the management, planning and forecasting training area requirements. The ITAM section has accomplished numerous large-scale projects improving training capacity at CGJMTC including several new maneuver corridors that have allowed access to areas that were previously unreachable to training units. In 2011, Camp Gruber was funded \$400,600 for seven ITAM State Employee salaries and benefits. Funds also provided \$186,400 in maintenance and repair dollars, \$222,000 in new equipment and \$123,000 for projects to ensure training areas were operational throughout the year.

These include:

- **Construction of a large scale brigade size maneuver corridor with low water crossing to accommodate convoy training in and access to northern training area without leaving post.**
- **Presented the complete reconfiguration of three maneuver boxes in preparation of the 45th IBCT deployment at the national training center conference.**
- **Reconfiguration of training areas 103 and 104 to accommodate increased In Theatre Maneuver Training.**



Training Aide Devices, Simulators and Simulations

TADSS Operations: CGJMTC has an assigned TADSS/simulations specialist who is the prime maintainer of all TADSS equipment. CGJMTC recently obtained a Counter IED specialist to train soldiers on Counter IED tactics and identification. Technical assistance is provided by a TADSS Facilitator employed by the Army National Guard Battle Command Training Capability (BCTC) Distributed Battle Simulations section.



FUTURE PLANS

Directorate POT-S will continue to provide second to none scheduling support, ranges, training areas, and resources to enhance the readiness of the Oklahoma Army and Air National Guard. Operations, Plans, and Mobilizations Division will continue to offer a realistic training environment for the current and future missions our soldiers will face so that they can stand ready with confidence for the challenges we face as a state and a nation. Whether future environments are to respond to the disasters like Katrina, Twin Towers, or the wars in

Iraq and Afghanistan, we will maintain current inventory and services to the very highest standard and continue expanding and enhancing our capability to provide the premier training experience for every soldier visiting the installation.

FY 2012 Range Construction

- **Live Fire Shoot House \$2.9 million**
- **CACTF-MOUT Upgrade/Additions \$18.5 million**
- **Dismounted IED Visual Indicator Lane TBD**
- **Mounted IED Visual Indicator Lane (MIVIL)TBD**

More information available at : <http://www.ok.ngb.army.mil/cgts/>

DEPARTMENT OF FACILITY ENGINEERING AND PUBLIC WORKS DIVISION

LT. COL. BILLY R. ROBISON
 Construction and Contract Management Officer and
 Base Operations Manager
 Com: (918) 549-6071

CPT. DAN LOWRY
 Facility Manager
 Com: (918) 549-6075

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

The Director of Public Works Division provides Architectural and Engineering (A&E) plans and services of real property, and the overall sustaining, restoration and maintenance of all real property, including; buildings and facilities, utility lines, and roads and grounds. The DPW Division is also responsible for the overall environmental program.

The DPW Division maintains the engineering drawings, files, and plans on the Installation and coordinates with the Construction and Facilities Management Office (CFMO) at the Oklahoma Military Department on current and future architectural and engineering plans and drawings for the training center. During 2011, Camp Gruber funded \$322,200 for five DPW Support State Employee salaries and benefits and provided over \$770,100 in facility services that include; utilities, grounds maintenance and water plant operations.

The Facilities Maintenance Section is responsible to the

DPW Facility Engineer for the overall maintenance and repair of the buildings, equipment, utility infrastructure and roads and grounds. Routine maintenance and repair is accomplished by fifteen State Employees. In 2011, Camp Gruber was funded \$630,000 for fifteen Facility Maintenance State Employee salaries and benefits and provided \$103,000 in maintenance and repair dollars to ensure facilities were operational throughout the year.

Through the Cooperative Agreement with the Oklahoma Military Department the majority of the following contracted projects were solicited and awarded through Oklahoma Department of Central Services Contracting Office which we provided \$21,284.00 for services rendered.

COMPLETED PROJECTS FOR FY 2011

Renovation of Barracks	\$ 848,906
Construction and Repair of Roads	\$ 1,787,640
Construction of Perimeter Fencing	\$ 533,000
Construction of Other Fencing	\$ 42,085
Upgrade to Energy Management System	\$ 550,000
Modernization of Heat and Air Systems	\$ 1,368,506
Replacement of Boilers in barracks	\$ 155,360
Designs for Repair of Multiple Roads	\$ 402,029
Road Repair due to Acts of Nature	\$ 131,000
Expansion of Post Exchange	\$ 190,000
Construct ACOE Pavilion	\$ 74,445
Total Project Cost	\$ 6,082,971

FUTURE YEARS FACILITY CONSTRUCTION

2012 Live Fire Shoot House	\$ 2,999,000
2012 Combined Arms Collective Training Facility	\$ 10,300,000
2013 Operational Readiness Training Center	\$ 23,120,000

ENVIRONMENTAL BRANCH

DR. JEFF HOWARD
 (918) 549-6223

The Camp Gruber Environmental Section is responsible for the environmental management of the 33,027 acre training center. They provide environmental sustainment within the main cantonment area as well

as within the remote and relatively pristine corners of the installation. The Section is a four person team, with each individual possessing subject matter expertise in the various programmatic areas to include natural and cultural resource management, environmental compliance, and pollution prevention. The four positions are 100% federally reimbursed through the Cooperative Agreement and were funded by the National Guard Bureau at \$201,000 during FY2011.



During the previous year, environmental personnel partnered with personnel from the Oklahoma Department of Wildlife Conservation (ODWC) to host a 2-day archery deer hunt within the restricted area. As with the previous year, the 40 lucky participants, selected through ODWC's special hunt program, enjoyed seeing some of the large deer that find refuge within the restricted area. New for FY2011 was an intensive vegetation survey at nine locations undertaken to better understand progression of sericea lespedeza, which is a rapidly spreading invasive plant capable of severely degrading native savanna and prairie habitat. Related to this, personnel continued an ongoing partnership with Oklahoma State University to assess the impact of sericea lespedeza on small mammal community dynamics.

Not only do the invasive species projects help the OKARNG maintain compliance with Executive Order 13112, such efforts equip natural resource managers with the information needed to identify and prioritize threats related to the area's ecological integrity, thereby reducing the chances of additional threatened and endangered species listing and associated training restrictions. Use of prescribed fire was again employed by the Section to treat about 4,000-acres.

The fire program is an effective and cost efficient tool that accomplishes many objectives related to both natural resource management and military training. Fuel loads were safely reduced to prevent dangerous wildfires, wildlife habitat enhanced, and areas effectively cleared of undergrowth for mounted and dismounted

maneuvers. Cultural resource management and historic preservation are also key components of the Section's mission. A walking historic tour was among the most notable projects completed by Cultural Resource Managers during previous year. The tour is self-guided and includes informative markers around the cantonment area to highlight the Post's rich military history.


In addition to an active field season, the Section performed routine shop and facility inspections identifying and assisting CGJMTC personnel with maintaining environmental regulatory compliance, processed more than 200 Records of Environmental Consideration (REC) checklists in compliance with the National Environmental Policy Act, performed consultation with Native American tribes and regulatory agencies on 20 construction projects, prepared three Environmental Condition of Property Reports, and contributed to a Native-American consultation workshop held in Oklahoma City.

Environmental work at Camp Gruber is primarily funded by the National Guard Bureau through a competitive process, which requires Section personnel to annually identify and apply for funding in key areas to maintain compliance and support the overall training mission.

For FY2011, the Camp Gruber Environmental Section was awarded funding in the below project areas.

Safe Drinking Water Act Sampling and Permitting	\$ 14,000
Emergency Spill Response Supplies	\$ 4,500
Endangered Species Monitoring (ABB survey)	\$ 45,000
Endangered Species Plan Implementation (timber thinning)	\$ 160,000
Curation and Rehabilitation of Cultural Collections	\$ 15,000
Wildland Fire Management and Prescribed Burning	\$ 60,000
GIS Hardware/Software Update	\$ 20,754
Vegetation Planning Level Survey for Invasive Species	\$ 90,000
National Historic Preservation Act Inventory/Site Evaluations	\$142,000
Total FY2011 Project Funding	\$ 551,254

For these efforts, the Camp Gruber Environmental Section was again nominated for national recognition through the National Guard Bureau's Environmental Security Awards Program. Previous awards have included



a first, two second places, and a third place finishes in the NGB competition, as well as a second place finish in the Secretary of the Army's competition.

RESOURCE MANAGEMENT DIVISION

CPT. LAVONDA CATHEY
Resource Management Officer
Com: (918) 549-6222

Camp Gruber Resource Management mission is to assist in accounting for programmed state and federal funds provided to Camp Gruber Joint Maneuver Training Center; ensure funds are obligated and expended in conformance with applicable statutes and regulations; inform program managers of the proper and effective use of appropriated and non-appropriated funds; provide timely, accurate, and reliable financial information to enable leaders and managers to incorporate cost considerations into their decision-making.

The purpose of the Resource Management Division is to maintain positive control and overall management of federal funding responsible to the Camp Gruber Training Center Directorates and assist with the planning, programming, and execution of federal and state budgets.

Federal funding is provided in multiple types of accounts ranging from Facility and Public Works Programs, Sustainable Range Programs and Military Construction funding. Overall, in Fiscal Year 2011, we directly managed funds totaling \$8.7 million. Indirect funding managed at the Joint Force Headquarters level in support of Camp Gruber operations was \$3.8 million. The Procurement Officer of Resource Management processed over 550 purchase requests in accomplishing Camp Gruber's procurement needs.

LOGISTICS DIVISION

SFC KEVIN WEBB
Com: (918) 549-6164

The Logistics Division is comprised of federal and state warehouses and billeting operations. The mission of the logistics section is to support all full-time and customers of the installation with logistical and housing support. In addition to the billeting operations, logistics schedules all buildings on the installation ensuring all customers

have a facility to use and ensure that there are no conflicts between assigned units. Camp Gruber's state property grew by approximately \$214,800 in FY 2011 for a total of \$1.6 million. The installation's federal property total value is at approximately \$8.8 million dollars.

BILLETING BRANCH

SFC RAYMOND KEENAN
Com: (918) 549-6065

The Billeting operation is responsible to the Director of Logistics for the management and operations of all chargeable quarters on the installation. During FY2011, the billeting operations saw the completion of full renovations of all chargeable quarters that was provided through the DPW support. In addition, approximately \$120,000.00 for new furniture and linens for these projects was purchased providing the training center customers with improved services and hotel like accommodations.

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES DIVISION

MAJ CARMAN BROWN-HILL
Com: (918) 549-6001

The Administration Section maintains and provides personnel administration and support to the 127 Unit Members assigned to Camp Gruber. The mission is to provide day to day support for soldiers through maintaining files, submitting payroll, managing mail, and operating the Defense Enrollment Eligibility Reporting System (DEERS/RAPIDS) site.

DEERS/RAPIDS operators processed and created 473 Common Access Cards, 240 dependant and retiree identification cards, and performed 253 Common Access Card Pin resets and DEERS updates in 2011. The Administration Section also processes Inactive Duty for Training and Annual Training orders for the 127 member unit payrolls. In addition, they processed pay and travel reimbursements for over 70 Soldiers performing Additional Duty for Training and Travel orders.

During 2011, Camp Gruber hosted the Annual Retiree's Retreat, a two day event that retired Oklahoma Army and Air National Guard Soldiers may spend time with fellow retirees, get a glimpse of what is going on with current military operations and Camp Gruber along

with obtaining updates on current Oklahoma National Guard operations and updates to their retirement benefits. Camp Gruber had 171 retirees and their guests participate during the weekend event.

Representatives from Tricare, the VA Hospital, the Muskogee VA Regional Office, and many veterans organizations were on-hand to brief the retirees in their respective areas.





FACILITY MANAGEMENT

LT. COL. CURTIS D. ARNOLD

Director

Com: (405) 228-5647

DSN: 628-5647



MISSION

The Directorate's mission is to provide first class facilities for the Soldiers of the Oklahoma Army National Guard and other members of the Armed Forces Reserve Component that enhance both combat readiness and training while serving as power projection platforms for the State and the Nation. The Directorate's overall responsibility is the management of all 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 Facility Management Office serves as the coordination point with other Federal and State Agencies concerning facilities and facility construction.

The Facility Management Office provides oversight and supervision of the construction, maintenance, repair and environmental programs of the Oklahoma Army National Guard as well as technical assistance and oversight relating to the State's Air National Guard Bases.

MAJOR INITIATIVES

BASE REALIGNMENT AND CLOSURE (BRAC)

2011 was the completion of probably the most important period for facility construction since the armory building boom that occurred under the Works Progress Administration in the 1930's. Oklahoma is scheduled to close a total of 50 aging and obsolete armories, many over 60 years old. 47 armories have currently been disposed, 19 of which were disposed in 2011. The antiquated armories have been replaced with 7 new Armed Forces Reserve Centers (AFRCs). The programmed construction cost was in excess of \$247 million.


The construction of these facilities gives Soldiers 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 National requirements. The Directorate serves as the Oklahoma National Guard's central coordination and control point for all Reserve Component BRAC actions in Oklahoma. Units are now occupying the completed AFRCs, the Oklahoma Army National Guard is working with the Oklahoma Department of Central Services toward disposing most of the of the old Armories in the inventory.

AFRCs located in Norman, Mustang, Muskogee, Lawton, McAlester, and Enid were all completed in 2010. The Broken Arrow AFRC/FMS/AMSA was completed and occupied this year and the largest of the new AFRCs. This last AFRC facility in Oklahoma was design and constructed by the Design-Build team; Fentress Architects and Hensel-Phelps Construction, for a total of \$62 million. The OKARNG is the owner/manager of this facility while the Army Reserves, Navy Reserves, Marine Reserves are tenants.

The building certification by the Green Building Environmental Council of the United States (USGBC) Leadership in Energy and Environmental Design (LEED) Green Building Rating System is the recognized standard for measuring building sustainability and achieving this certification is the best way to demonstrate that your building project is truly "green." Muskogee AFRC meet the (minimal) Silver LEED certification requirement, while Norman and Mustang OKARNG facilities exceeded the requirement by achieving LEED Gold Certification for new building construction. Broken Arrow is also expected to achieve the LEED Gold Certification.

Occupied in 2011, the US Army Reserve manages the three new AFRC facilities on federal properties and located in McAlester, Enid and Ft. Sill. The OKARNG are tenants at these federal facilities, constructed at a cost of \$78 million total. Completion of the seven new facilities has allowed the OKARNG to consolidate from facilities



located throughout the state that have long exceeded their life cycle. These facilities are being transferred to local, state or other entities and remediated of lead and asbestos by the Oklahoma Department of Environmental Quality. After remediation, the new owner is able to remodel the facility to meet the needs of the community or organization, extending the life of the facility.

LEGACY ARMORY MODERNIZATION PROGRAM (LAMP)

In 2011, the OKARNG awarded contracts totaling \$4.3 million to extend the life cycle of the Chandler and Lexington Field Maintenance Shops (FMSs), and the Durant Readiness Center (RC) for another 20 to 25 years. These life cycle improvements include replacing major heat and air conditioning systems, electrical, plumbing, adding insulation panels on the exterior envelope for energy conservation, and adding fire protection systems to meet current life and safety codes. The OKARNG expects all these construction projects to be completed and occupied in Spring of 2012.

Additionally, the OKARNG has conducted the following renovation projects in 2011:

- 1) Completed the abatement of the Holdenville RC's indoor fire range (IFR) known to be contaminated with hazardous/elevated levels of lead in bullet sand traps and on dust-laden surfaces. This abatement of a total of 2,000 square feet eliminated an occupational hazard while freeing up the formerly restricted area so to be safely used for storage and/or administrative purposes.
- 2) Completed the abatement of the Holdenville and El Reno RCs asbestos containing materials (ACMs) toward eliminating the potential for exposure to this occupational hazard.

In preparation to bid additional LAMP projects in 2012 and following years, a total exceeding \$731,000 was awarded in 2011 for designing life cycle improvements of the Ada, Altus, and Tulsa Readiness Centers, the Tulsa, Stillwater and OKC Field Maintenance Shops, and the Combined Support Maintenance Shop located within the Norman Military Complex. The Oklahoma Military Department's intent over the next several years is to program and execute two armory modernization projects per year at a projected cost of \$3.5 million per year or \$21 million over the next six years. However,

without funding changes, the agency will continue to assume risk in continuing to defer maintenance at other facilities to accomplish the modernization program. A long-term need of an additional \$20 million will be needed to complete the modernization of other 11 legacy armories. The LAMP program is a bridging measure until the OKARNG can secure federal military construction (MILCON) funding over the next 30 years to build seven new Armed Force Reserve Centers (AFRCs) or Readiness Centers to retire the aging legacy armories.

PLANNING AND PROGRAMING BRANCH

The Planning and Programming Branch (PPB) oversees the Master Planning Section, Real Property Section and serves to develop and validate all projects. The Master Planning Section facilitates the production of the Adjutant General's 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 receive 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 Capital Investment Program, and develops the programming documents that programming resources for military construction, real property operations, and maintenance and minor construction projects.

PLANS AND CONSTRUCTION BRANCH

The Plans and Construction Branch (PCB) provides statewide direct engineering support for the Oklahoma Army National Guard. This Branch manages the delivery of professional architectural and engineering services, including the BRAC and LAMP design and construction projects.

This Branch takes approved programming documents and then oversees the preparation of architectural/engineering plans and specifications. This Branch is responsible for delivering technically excellent plans that meet Soldier requirements, and all federal and state regulatory requirements, and also administers the One-year Warranty Periods of construction projects.

Once plans are prepared, they are competitively bid using either federal or state contracting procedures. The Branch then provides project managers who

manage the projects, provide construction observation, and process all applications for payment and change orders as required on military construction projects. The Branch staff of five includes a licensed Professional Engineer and Architect, and Architect Associates.

FACILITIES MAINTENANCE BRANCH

The Facilities Maintenance Branch (FMB) is responsible for the overall maintenance, repair, modification and rehabilitation of facilities, utility systems, real property, installed equipment, distribution systems, pavements, and grounds. Additionally, FMB manages the installation, operation, inspection, and maintenance of intrusion detection systems, fire detection and suppression systems, and security devices, as well as plays an active role in supporting the agency’s energy conservation program.

The Oklahoma Army National Guard has 29 Readiness Centers, formally called Armories, 14 Field Maintenance Shops, and five Armed Force Reserve Centers located in 34 different communities. There are large training sites in Braggs, Pryor, and Oklahoma City; Army Aviation Support Facilities in Lexington, Oklahoma City, and Tulsa.

The federal government provides the majority of funding for the training sites, Army Aviation Support Facilities, and other selected facilities. However, the majority of sites, whether in whole or in part, require significant state funding contributions in addition to federal support.

The goal is to maintain high-quality, energy efficient, facilities using best management practices. Facility maintenance expenditures for State fiscal year 2011 on routine and demand maintenance were:

Federal Funding	State Funding	Total
\$1,056,492.00	\$284,575.07	\$1,341,067.07

Facility maintenance contribution toward good stewardship in energy conservation in accordance with EPAAct 05, EISA 07, EO 13423 and other energy regulations. Expenditures for State fiscal year 2011 were:

Federal Funding	State Funding	Total
\$395,755.16	\$314,241.45	\$709,996.61

ENVIRONMENTAL BRANCH

The mission of the Environmental Branch is to support

and enhance the operational readiness of the Oklahoma Army National Guard (OKARNG) while promoting environmental compliance and conservation statewide, by preserving training lands and resources through education, oversight and environmental stewardship.


The Branch supports military readiness by providing assistance to commanders and supervisors at all levels to ensure compliance with all applicable environmental laws, rules, regulations, and policies. The OKARNG Environmental Branch was allotted \$1,431,000 in federal funds in federal fiscal year 2011 for environmental program management, compliance, and conservation projects statewide.

Compliance projects completed included annual payment of permits, fees and laboratory analysis as well as conducting of Hazardous Materials and Waste Management Training, Environmental Management System Awareness Training, Environmental Compliance Training and Natural and Cultural Resource Management Training. Major projects to maintain compliance with federal and state laws, rules and regulations include development of Spill Prevention Control and Countermeasures Plan for the Norman Military Complex in Norman, OK, development of an Integrated Solid Waste Management Plan and an Integrated Pest Management Plan. Other key facets of maintaining environmental compliance is management of petroleum storage tanks, proper hazardous waste management and disposal under the Resource Conservation and Recovery Act and ensuring all reports to state and federal regulatory agencies are completed correctly and on time.

An initiative to evaluate Non-Department of Defense Owned, Non-Operational Defense Sites in Oklahoma. There are three sites identified where the OKARNG has trained in the past. These sites are being evaluated for potential munitions constituents. If munitions constituents are found on these sites they will be cleaned up utilizing federal Defense Environmental Restoration Program funds.

The initial field surveys have been completed and we are awaiting a report outlining the results of the investigation.

As part of conservation of cultural and natural resources the following key projects were undertaken.



The update to the OKARNG Integrated Natural Resource Management Plan for the Camp Gruber Training Site (CGTS) in eastern Oklahoma is in progress in cooperation and consultation with the United States Fish and Wildlife Service (USF&WS) and Oklahoma Department of Wildlife Conservation (ODWC) and continues through 2011.

Multiple surveys and evaluations of endangered species are conducted annually and projects to improve endangered species habitat and ecosystems are implemented each year.

The OKARNG in cooperation with the ODWC continues to conduct surveys of deer and elk on the CGTS. The OKARNG Integrated Cultural Resource Management Plan was completed in consultation with the Oklahoma State Historical Preservation Office (SHPO), the Oklahoma Archeological Society (OAS) and 38 federally recognized Native American Tribes.

Multiple archeological sites at CGTS were evaluated for National Register of Historic Places eligibility during this year. The OKARNG has conducted National Environmental Policy Act (NEPA) evaluations for over 110 OKARNG actions to determine potential environmental impact of the proposed actions to include many large construction projects.

Surveys of vegetative communities on CGTC was conducted and the project continues into 2012. The OKARNG is also conducting archaeological surveys of OKARNG property across the state. This project will facilitate construction and maintenance projects by providing data for use during consultation with the SHPO, OAS and Native American Tribal Nations.

The OKARNG began an Environmental Assessment of areas on the CGTC proposed for development of additional training ranges as part of NEPA requirements. Management of cultural and natural resources on OKARNG land continues to be a priority.

The Environmental Branch hosted a Multi-State Native American Consultation meeting with the 38 federally recognized Native American Tribes. Army National Guard Representatives from Texas, Georgia, Arkansas, Florida and Oklahoma were involved in the meeting.

There were 21 representatives from Tribal Nations with interest in the five states.

The participants discuss many topics of concern to both the OKARNG and Tribal Nations and the OKARNG is working toward addressing these concerns. We continue to work with many tribes in the development of Memorandums of Understanding which outline how the OKARNG and Tribal Nations interact and comply with federal laws and regulations.

As required by *United States Executive Orders 13423 and 13514*, the OKARNG Environmental Quality Control Committee (EQCC), in close consultation with the Environmental Branch continues to refine the OKARNG Environmental Management System to ensure environmental aspects and impacts are considered in all OKARNG activities. Priority aspects and impacts which the OKARNG is actively working is reduction of water and energy usage in all facilities owned and operated by the OKARNG.

RESOURCE MANAGEMENT BRANCH

The Resource Management Branch (RMB) 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 the Construction and Facility Management Office with the state operating budget. To accomplish this mission, the Branch matches and synchronizes four separate fiscal years since the federal budget fiscal year always spans two state fiscal years.

This Branch manages construction contract payments, coordinating funding for change orders, and posting and reporting total expenditures of Federal funds in support of Real Property Construction, Operations, Maintenance, and Repair of Army National Guard facilities.

The Construction and Facility Management Office received a total of \$16,085,921.00 in federal funds for federal fiscal year 2011. Of the funds received, \$15,629,787.00 was reimbursed to the State of Oklahoma. Of the total funds received,

the Construction and Facility Management Office reimbursed for utilities, payroll, routine maintenance, and Acts of Nature.

Item	Federal Funds	State Funds
Utilities	\$1,869,124.52	\$557,660.45
Payroll	\$2,645,240.97	\$462,531.11
Maint/ Projects	\$10,861,751.51	\$831,027.64
Acts of Nature	\$253,670.00	\$0
In Kind Assistance	\$456,134.00*	\$0
Total	\$16,085,921.00	\$1,851,219.20

* (Federal Direct)

CONTRACTING AND ADMINISTRATIVE BRANCH

The Contracting and Administrative Branch (CAB) 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 works closely with the Construction and Properties Division of the Oklahoma Department of Central Services to ensure construction contracts and actions are conducted in accordance with State Law.

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.

City	Facility	Type
Federal Share	State Share	Total Contract

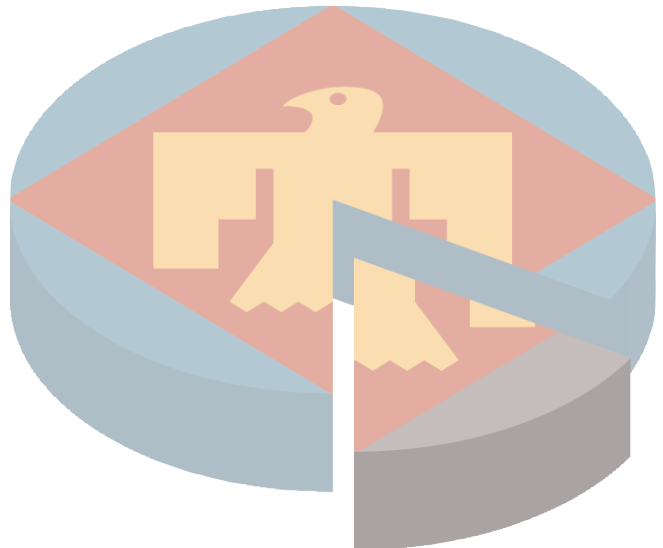
CONSTRUCTION AND CAPITAL IMPROVEMENT PROJECTS AWARDED IN 2011

City	Facility	Type	Federal Share	State Share	Total Contract
Altus	Readiness Center	Rpr/Rpl Selective System to extend	\$9,380.50	\$9,380.50	\$18,761.00
		Bldg life	\$9,380.50	\$9,380.50	\$18,761.00
Braggs	Camp Gruber	A&E Services,	\$402,029.00	\$	\$402,029.00
		Misc roads	\$402,029.00	\$	\$402,029.00
Braggs	Camp Gruber	Street repair	\$1,600,000.00	\$	\$1,600,000.00
			\$1,600,000.00	\$	\$1,600,000.00
Braggs	Camp Gruber	AAFES PX Expansion	\$189,999.00	\$	\$189,999.00
			\$189,999.00	\$	\$189,999.00
Braggs	Camp Gruber	UTES Fencing	\$50,000.00	\$	\$50,000.00
			\$50,000.00	\$	\$50,000.00
Braggs	Camp Gruber	HVAC/Boiler Replacement	\$2,073,927.00	\$	\$2,073,927.00
			\$2,073,927.00	\$	\$2,073,927.00
Durant	Readiness Center	Rpr/Rpl Selective System to extend Bldg life	\$963,978.00	\$963,978.00	\$1,928,756.00
			\$963,978.00	\$963,978.00	\$1,928,756.00

City	Facility	Type	Federal Share	State Share	Total Contract
Chandler	Facility Maintenance Shop FMS #2	Rpr/Rpl Selective	\$1,189,143.00	\$	\$1,189,143.00
		System to extend Bldg life	\$1,189,143.00	\$	\$1,189,143.00
Lexington	Facility Maintenance Shop FMS #7	Rpr/Rpl Selective	\$1,182,133.00	\$	\$1,182,133.00
		System to extend Bldg life	\$1,182,133.00	\$	\$1,182,133.00
Mustang	Armed Forces Reserve Center	A&E Services	\$31,259.00	\$	\$31,259.00
		Parking Improvements	\$31,259.00	\$	\$31,259.00
		Loading Ramp	\$97,934.00	\$	\$97,934.00
			\$97,934.00	\$	\$97,934.00
Norman	Combined Support Maint Shop	A&E Services	\$186,408.00	\$	\$186,408.00
			\$186,408.00	\$	\$186,408.00
Oklahoma City	Regional Training Institute	Solar Water Heater	\$60,000.00	\$	\$60,000.00
			\$60,000.00	\$	\$60,000.00
		Facility Maintenance Shop FMS #4	\$222,994.00	\$	\$222,994.00
			\$222,994.00	\$	\$22,994.00
	Museum	Pavillion	\$47,950.00	\$	\$47,950.00
			\$47,950.00	\$	\$47,950.00
Stillwater	Facility Maintenance Shop FMS #4	A&E Services	\$141,906.00	\$	\$141,906.00
			\$141,906.00	\$	\$141,906.00
Tulsa	Facility Maintenance Shop FMS #9	A&E Services	\$213,285.00	\$	\$213,285.00
			\$213,285.00	\$	\$213,285.00

Total Contract Execution, October 1, 2011 thru September 30, 2011

Federal	\$8,662,325.50
State	\$973,358.50
Total	\$9,635,684.00





HEADQUARTERS AIR NATIONAL GUARD

COL. KELLY COBBLE
Director of Staff
Com: (405) 228-5664
DSN: 628-5664



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 units within the Oklahoma Air National Guard.

The Headquarters is the direct link between the Air National Guard Bureau and the Congressional military liaisons. It is responsible for establishing personnel policies and procedures, administering and directing executive support functions, joint strategic and operational planning and executing the \$123 million dollar budget for the 2,330 Air National Guard personnel located within the state.

The Headquarters functions as the approval authority for all deployments, contingency, or emergency operations and legislative and internal policy support.

The Oklahoma Air National Guard had a total of 432 members deploy in calendar year 2011 to operations nationally and overseas. The 137th Air Refueling Wing has deployed to Guam, Germany, Africa, Antarctica and numerous other countries supporting missions in Afghanistan for Operation Enduring Freedom as well as numerous other training and real world missions.

The 138th Fighter Wing was also busy this year. Members of the 138th Fighter Wing deployed to Hawaii to assist with critical testing a weapon system for the United States Navy. The 138th Fighter Wing Det 1 stationed at Ellington Field, TX continues to provide aircraft, aircrew and maintenance personnel for the Air Sovereignty Alert mission protecting the US Gulf Region. In addition to the inspections and flying missions, civil engineering personnel deployed to provide assistance to the Guantanamo Bay Detainee

facility and a large group from security police deployed to Afghanistan for Operation Enduring Freedom.

The 146th Air Support Operations Squadron deployed to Operation Enduring Freedom, their first combat deployment since standing up as a new unit. It was also the first time that an Oklahoma Air National Guard unit deployed side by side with the Oklahoma Army National Guard. The 146th ASOS performed brilliantly under harsh conditions saving U.S. lives and raining destruction on the enemy.

OKLAHOMA STATE PARTNERSHIP PROGRAM

The Oklahoma State Partnership with Azerbaijan allows the Oklahoma National Guard to implement and advance U.S. foreign policy goals and objectives in specific regions of the world, while directly sustaining the National Military Strategy and U.S. Objectives to support International Security, Democracy, Humanitarian Values, and Regional Stabilization. These collaborative efforts between the OKNG and non government organizations provide much needed expertise to the Azerbaijani leaders.



The cooperation at the State Headquarters level has increased our ability to work in a joint environment, thus providing for increased response capabilities for future homeland defense, homeland security to include natural and man-made disasters. The Joint Operation Center, in concert with the Oklahoma Department of Emergency Management, is constantly training and preparing to defend the state to respond to any contingency. More detailed information on these units will be provided later in the report.



STATE ARMY AVIATION, SAFETY AND OCCUPATIONAL HEALTH

COL. JON HARRISON
State Army Aviation Officer
Com: (405) 228-5606
DSN: 628-5606



MISSION

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

OPERATIONS

Army National Guard Aviation, with its modern utility and cargo aircraft, provides the Oklahoma National Guard with a flexible response to a wide range of federal and state missions, which include; OEF Deployments, Combat Air Assault, Medical Evacuation, Reconnaissance, Resupply, Search and Rescue, Illegal Drug interdiction, Combat Air Traffic Control, and Disaster Assistance.

The Safety, Occupational Health, and Industrial Hygiene Office managed under the State Aviation Office, is involved in measures to reduce or eliminate unsafe or unhealthy work environments, work practices, and hazards that may jeopardize the safety of Oklahoma National Guard personnel. These measures include: safety training programs, accident investigations, engineering reviews, certification of firing ranges, and OSHA compliance. This year the safety office began offering the motorcycle safety foundation Basic Rider coach course as well as the National Safety Foundation's Alive at 25 defensive driver courses to all OKNG Soldiers and Airmen.

THE ARMY AVIATION PROGRAM

In 2011, OKARNG aviators and crewmembers flew over 2,600 rotary-wing accident-free flight hours in training and support operations. The annual budget required to sustain and support this program was \$11.2 million dollars in fuel, parts, and training. Additionally, the Aviation Command is preparing to deploy Detachment

1 Company B 2-149 (CH-47 Chinook) General Support Aviation Support Battalion (GSAB) and Detachment 1 Company C 2-149 (UH-60 Blackhawk) GSAB.

Also in 2011, OKARNG aviation was called upon for Aerial Fire Fighting Support. During the course of the year there were 151 mission requests, 539 hours flown, 3,597,356 gallons of water dropped at a cost of \$3,744,262. The cost per gallon of water dropped for Aerial Fire Fighting equals out to \$0.96 a gallon.

TRAINING

Two Army Aviation Support Facilities (AASF), one in Lexington and the other in Tulsa, provided aviator training and maintenance support operations for deploying combat aviation units. Each Army Aviation Support Facility is open four days per week and usually two weekends per month. These aviation support facilities provide individual aircrew training, consisting of aircraft transitions, day and night tactics, advanced instruments and other specialized training.

AASF #1

AASF #1, Muldrow Army Heliport, located near Lexington, OK is a stand-alone heliport with a 2,005 foot runway, two helicopter landing pads and multiple training areas to include confined areas, slope, sling



load and a pinnacle landing area. It is Class E surface airspace with four published instrument approaches and an 80K gallon above ground fuel farm. AASF#1 is home

station for Army Aviation Support Facility #1 and about half of a General Support Aviation Battalion's assets and personnel with an authorization of six CH-47 and six HH-60 MEDEVAC aircraft. Additionally, it is the home station and primary training facility for the 1/245th Airfield Operations Battalion.

Its rural setting and location next to a wildlife management area provides ample low level and NOE training areas for both day and NVG operations and minimizes the concern for airfield encroachment.

AASF #2

AASF #2 is located in Tulsa in the heart of Green Country. The Facility maintains ten UH-60A helicopters and primarily supports B Company 2/285th ASLT and B Co 834th (AVIM).



Day to day the facility is responsible for progression and maintenance of aviator skill sets. The facility is also responsible for State Active Duty Mission (fire fighting) tasked throughout the week, and is the primary hub for VIP transportation.

WILL ROGERS AIR NATIONAL GUARD BASE



Will Rogers Air National Guard Base (ARNGB) is home to the OKARNG Aviation Command, the Detachment 46 (C-12 Huron) unit, the

Detachment 1 Co A 641 (C-23 Sherpa) unit, and the

Detachment 1 Co A 1-114 S&S (OH-58 Kiowa) unit.

The C-12 and C-23 unit are tasked by the Joint Operational Support Airlift Center (JOSAC) and implements CONUS



Operational Support Airlift (OSA) solutions and provides movement visibility for the Department of Defense.

The S&S unit works hand in hand with the J3 Counter Drug (CD) Operations for aviation support. The National Guard Counterdrug Program conducts a full spectrum campaign that bridges the gap between and among Department of Defense (DoD) and Non-DoD institutions in the fight against illicit drugs and transnational threats to the Homeland. CD Aviation support military, law enforcement, and community based counterdrug operations at all levels of government to anticipate, deter, and defeat these threats in order to enhance national security and protect our society.



Aviation units here in Oklahoma continue to train in our state and at locations across the country.



J6, CHIEF INFORMATION OFFICER

COL. MARK A. PILKINGTON

Chief Information Officer

Com: (405) 228-5515

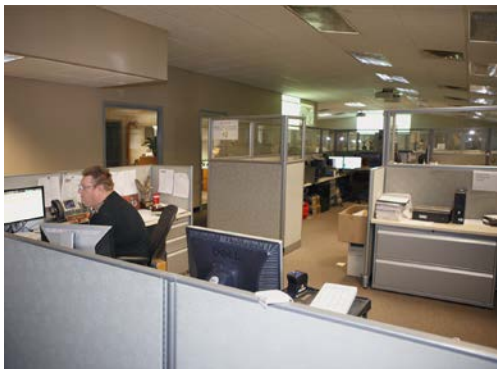
DSN: 628-5515

MISSION

The Chief Information Officer is responsible for all disciplines of the Information Mission Arena to include: telecommunications, automation, visual information, tactical and deployable communications, records management, and publications and printing. Our goal is to provide the full range of IM services over a single, meshed and redundant 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.

INFORMATION MANAGEMENT

The Information Management Branch consists of the

telecommunications operations, network operations center, video operations center, and the ever-growing information assurance 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 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 IP network.

The Oklahoma Army National Guard was the National Guard test state for this Voice Over Internet Protocol (VoIP) that has been operational since 2001 and is critical to accomplishing our goals.

VIDEO OPERATIONS CENTER (VOC)

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

VISUAL INFORMATION OFFICE

The mission of the Visual Information Office is to document the activities of the Oklahoma National Guard, in order to provide a visual means of communication and preserve the history of the Guard. 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.

INFORMATION ASSURANCE CENTER

The Information Assurance Center proactively and

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

INFORMATION SERVICES

The Information Services Office 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 pickup 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.





PUBLIC AFFAIRS

LT. COL. MAX MOSS

Director, Media, Civilian Relations

Com: (405) 228-5158

DSN: 628-5158



MISSION

The Public Affairs Office (PAO) promotes awareness, understanding and support for Oklahoma Army and Air National Guard activities and programs. The PAO works to publicize the activities of the Oklahoma Army and Air National Guard. Fulfills the Oklahoma National Guard's obligation to keep the American people informed, and helps to establish conditions that lead to confidence in the Guard and its readiness to conduct operations. Domestic Actions also fall under Public Affairs.

INTERNAL COMMUNICATION

The primary mission of journalists within the Oklahoma Army National Guard is to "tell the Soldier story." This is accomplished by producing print and video products for internal and external release to all available media markets.

EXTERNAL COMMUNICATION

Our products can also be marketed externally as well to include Hometown News Releases and the use of the DVIDS hub headquartered in Atlanta, Ga., with regional offices in the Northeast, East Central, Southeast, South Central, Central, North Central, Northwest, West Central and Southwestern United States. Because of our limited number of personnel and resources, it is beneficial to engage the external media whenever and wherever possible to help us tell our story. Some examples of this include hosting a "media day" during annual training periods or inviting media along to help cover a boss lift to a mobilization site. Press conferences would also fall under this core mission.

MEDIA RELATIONS/FACILITATIONS

This is perhaps the most visible and most important

aspect of Public Affairs, especially in today's vast electronic environment in which we live. Contrary to popular belief, the media is not our enemy. In fact, when engaged properly, can be one of our most important allies. Aspects of this core mission might entail, answering telephone queries, escorting media onto one of our installations or helping to embed them with one of our units for an extended period during an annual training exercise.

COMMUNITY RELATIONS

It is important to be well thought of throughout the local communities in which we operate. Therefore, implementing a robust community relations program can go a long way toward continuing to foster that relationship not only with our community partners, but with the local media as well.

Putting Soldiers and their equipment on display during community events is also another avenue of approach toward building good relationships. Providing speakers to speak at various functions and civic organizations is another outreach program that can be used to foster good relations with the community. The individual Soldier is the best and most effective means of reflecting what we do, who we are, and how we do it.

MEDIA ANALYSIS

Staying on top of what's being written and what's being said about the National Guard can help you develop plans and a posture for how to further engage the media to help tell the Soldier's story – whether you need to be "passive" or "active" in your approach.



45th INFANTRY BRIGADE COMBAT TEAM

COL. JOEL P. WARD
Commander



MISSION

The 45th Infantry Brigade Combat Team 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 land. The 45th Infantry Brigade Combat Team has been, and will always be ready to support the ongoing Global War on Terrorism and Homeland Defense. The 45th Infantry Brigade Combat Team is a completely self sufficient brigade having a complete ensemble of infantry, cavalry, artillery, military intelligence, engineer, signal, support maintenance, medical and heavy transportation units.

MOBILIZATIONS IN SUPPORT OF OPERATION ENDURING FREEDOM AND OPERATION IRAQI FREEDOM/OPERATION NEW DAWN

The 45th Infantry Brigade Combat Team deployed to support Operation Enduring Freedom in Afghanistan and Operations Iraqi Freedom/Operation New Dawn in Kuwait and Iraq. The Brigade's participation in OEF is a full spectrum combat mission that required the utilization of multiple elements of the 45th Infantry Brigade Combat Team Soldiers and its resources along with additional members of the 146th Air Support Operations Squadron.

The Brigade's support to OIF/OND saw the 180th Cavalry Squadron and the 160th Field Artillery Battalion conducted security and movement missions during the historic retrograde operations from Iraq in support of the US Presidential directives. During these deployments, the Brigade lost 14 members killed in action and many more injured and wounded. The Brigade is scheduled to redeploy in the second quarter of 2012.

HOMELAND SECURITY

The 45th Infantry Brigade Combat Team has assisted in numerous State Active Duty missions during the year. The most notable were the two blizzards in February 2011 where Soldiers assisted stranded motorists and

assisted law enforcement agencies and other first responders.

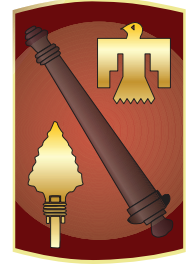
The 45th Infantry Brigade Combat Team is composed of the 1st Battalion 179th Infantry, headquartered in Stillwater, the 1st Battalion 279th Infantry, headquartered in Sand Springs, the 180th Cavalry Squadron, headquartered in Durant, the 1st Battalion 160th Field Artillery, headquartered in Chandler, the 700th Brigade Support Battalion, headquartered in Norman, the 45th Brigade Special Troops Battalion, headquartered in Norman and the 45th Infantry Brigade Combat Team Headquarters Company also in Norman.





45th FIRES BRIGADE

COL. SONNY HURTADO
Commander



MISSION

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

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

VISION STATEMENT

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

SIGNIFICANT ACTIVITIES AND STRUCTURE

The 45th Fires Brigade is composed of an organic High-Mobility Artillery Rocket System (HIMARS) battalion, the 1-158th Field Artillery (FA); a support battalion, the 271st Brigade Support Battalion (BSB); and three separate batteries/companies, Headquarters and Headquarters Battery (HHB), Bravo Battery, 1-171st Target Acquisition Battery (TAB) and the 205th Network


Signal Company. The Brigade began transformation from a Field Artillery Brigade to a Fires Brigade in 2007 with the conversion of the 1-158th from a Multiple Launch Rocket System (MLRS) battalion to a HIMARS battalion. The 271st BSB transformed from a MLRS battalion to a BSB.

During March 2011, the Brigade wrapped up annual training at Camp Shelby, Mississippi, where they supported pre-mobilization weapons training for fellow Guardsmen, the 45th Infantry Brigade Combat Team (IBCT), Oklahoma Army National Guard. Simultaneously at Camp Shelby, the Brigade also conducted their year 2 Army Force Generation (ARFORGEN) tasks.

The move into the new Armed Forces Reserve Centers (AFRC) as part of the Base Realignment and Closure (BRAC) process was completed in 2011 with the 1-158th moving into the Fort Sill AFRC. Soldiers and leadership quickly adapted to their new facilities, enabling Soldiers and units to perform drill weekend tasks more effectively.

Units from the Brigade continued working with the Deployable Rapid Assembly Shelter (DRASH) tent and began training on the Command Post of the Future (CPOF) throughout 2011. Set-up, running and maintaining the systems was intensive, involving Brigade signal and communications personnel and contractors. Brigade members trained throughout 2011 on the CPOF giving the Brigade increased command and control capabilities and more effective communication capabilities with the warfighter.

The Brigade also performed 14 fieldings of the Warfighter Information Network – Tactical (WIN-T) system which extends communication capabilities across the board, increasing situational awareness for Soldiers on the ground. The 45th Fires Brigade WIN-T Fielding replaced the Mobile Subscriber Equipment (MSE) providing a more mobile, efficient, and reliable means



of digital and telephonic communication at a total approximate cost of \$6.8 Million for the equipment.

In November, the Brigade participated in Operation Sooner Response, a homeland security exercise that brought civilian agencies and military units together from around the region to five training venues in Oklahoma to handle widespread destruction and chaos. At that time the Brigade also took on the duties of the National Guard Reaction Force.

Members of the Brigade were involved in several community events including Mustang Western Days. Others participated in the All Saints Ball and the Annual Golf Tournament.

The chaplain held two Strong Bonds Marriage Workshops for FiB Soldier's and their spouses and conducted the First Annual Brigade Prayer Breakfast in January 2012. Several members of the Brigade including the brigade chaplain were involved with families of those killed in action in Afghanistan while serving with the 45th Infantry Brigade Combat Team. Those Soldiers took on the roll of casualty notification and assistance officers, helping families of the deceased Soldiers through the process of receiving benefits and burying their Soldier.

Additionally, the FiB responded to numerous state active duty missions ranging from the Manitou Water Mission to provide water to a juvenile center, providing water to the town of Hollis due to an E coli contamination, providing water to the Dick Conner Correctional Facility in Hominy due to a water outage, responding to wildfires such as the Meers and Medicine Park fires and providing support during several ice storms. The FiB is always ready to support our State and local communities.

The FiB is busy currently preparing for annual training at Fort Chaffee, Arkansas in April. This will be the first time the Brigade has been in the field together performing a fires brigade mission in several years, after numerous deployments and a mobilization support mission. The FiB will also have our alignment-for-training (AFT) unit, the 1-129th Field Artillery battalion from Missouri joining us. They have recently fielded the M777 lightweight towed 155mm howitzer. The units will be training at the platoon collective level and there will be a two day brigade driven exercise to culminate the

training. There is also a planned Employer Support of the Guard and Reserve (ESGR) event day at the end of annual training and over fifty employers of FiB Soldiers have accepted invitations to observe and visit with their Soldiers in the field.

Headquarters and Headquarters Battery 45th Fires Brigade

One of the most significant accomplishments for the Brigade was continuous year-long training on the Command Post of the Future (CPOF). The Deployable Rapid Assembly Shelter (DRASH), which established a portable communication and technology center with 24/7 operations capability, was the center of this training. Members of HHB gained knowledge in creating products and in the use of the system. Members of HHB spent annual training this year as part of Operation Sooner Response, a large-scale natural disaster training exercise. Operation Sooner Response involved 11 units and six states.

HHB also underwent Army Battle Command System (ABCS) training, received Field Service Representative support on this equipment, fielded rugged, reliable computer equipment such as the Blue Force Tracker (BFT), CPOF and the Battle Command Support and Sustainment System (BCS3), and trained a new Digital Master Gunner.

Battery B, 1st Battalion 171st Field Artillery (Target Acquisition Battery)

During AT-11 while at Camp Shelby, Mississippi the weapons locating radar (WLR) sections were able to train on the AN/TPQ-37 radar. For the past two years, the unit was only able to perform the 13R radar tasks during selected drill weekends in order to regain/gain the perishable skills taught, thanks to the availability of Fort Sill instructors and equipment. Software has now been developed that will allow the 13Rs the ability to train on certain tasks without having a radar system available. Creative thinking and planning will help this unit continue to move forward in preparing the Soldiers to perform the missions and tasks assigned to them. The unit is looking forward to providing metrological data necessary for live firing at AT-12 at Fort Chaffee, Arkansas. The unit will be supporting the organic 1-158 FA high mobility artillery rocket system and the 1-129 FA from Missouri as they fire their new M777 155mm towed howitzers. The unit successfully passed a command maintenance team inspection in February.



205th Signal Company

The 205th Network Signal Company (NSC) fielded its network components in February 2011. In the months prior to the fielding, the majority of 205th Soldiers attended lengthy schools to receive training on the complex components that would shortly be added to their inventory.

Within ten days of the fielding, the 205th traveled to Camp Gruber and exercised its first communication exercise (COMEX) and established the first usage of communication over satellite for the 45th FiB. This fielding allowed video teleconferencing capabilities as well as voice over internet protocol (VOIP) usage, and offered the internet in a tactical environment. The following drills focused on the further proficiency while establishing the network. Establishing the network originally took a half-day or full day of training; however, it can be established in under three hours now. After nearly a year of training on this equipment, Soldiers of the 205th are mission ready and are eager to take on the next challenge.

1st Battalion, 158th Field Artillery

The 1st Battalion, 158th Field Artillery, which is located in the Fort Sill Armed Forces Reserve Center (AFRC), continues to lead the way and set the standard for a rapidly deployable force in support of real world contingency operations and capability. 158th Battalion continues to set the bar high with the numerous training objectives that were completed in 2011 and extensive planning to accomplish in 2012.

One of the main focuses of 2011 was to integrate the future capabilities to our current warfighter functions and responsibilities with the Deployable Rapid Assembly Shelter (DRASH). This shelter supports our Command Post of the Future (CPOF) giving the unit more effective communication and understanding of events on the battlefield from the warfighter on the ground to the commander. Establishing communication link through digital and voice assets with HHB Brigade at the Mustang AFRC was a huge accomplishment due to the limited resources and training time availability but because of the leadership and professionalism we overcame obstacles and completed the mission.

The first half of 2011 consisted of various training and logistical objectives that required strong leadership and

planning to successfully accomplish what were required with safety in mind. February of 2011, we were able to move all units of the 158th to the new Fort Sill AFRC during an ice storm with no accidents. We diligently and graciously closed armories in Lawton, Anadarko, Duncan and Walters with the support of the local town leadership involvement. Congruently the Battalion successfully passed the COMET inspection which measures the equipment and maintenance readiness of the unit. Also the Battalion passed the CLRT inspection conducted by National Guard Bureau to assess the physical security and maintenance readiness.

In March of 2011 the Battalion conducted Annual Training at Camp Shelby, Mississippi to conduct our collective training event. We concurrently supported our brothers in arms the 45th IBCTs deployment to Afghanistan by supporting their Pre-Mobilization training. We successfully completed all training objectives to include DRASH, Individual/Section level training and certification.

The second half of 2011 was the continuation of Individual/Section level training proficiency, DRASH/CPOF training, and the culminating event in September 2011, the Live Fire Exercise (LFX) where we certified the Battalion Fire Direction Center. Also during this time the Battalion was assigned the State's National Guard Response Force for National/State emergency response to natural disasters, terrorist attack, civil unrest and domestic operations.

The Battalion conducted Quick Reaction Force training concurrently with regular duties and responsibilities and formerly certified its capabilities to deploy within eight hours of a call during a joint training exercise with the 138th Security Force Squadron from the Tulsa Air National Guard in November of 2011. We currently are at the ready state to deploy within a moment's notice to support our communities, state and nation for domestic security and relief operations.

In October 2011, Battery C held their realignment ceremony. Members from Battery C moved into new positions in Batteries A and B and the Battalion reorganized according to current Army doctrine. Instead of three firing batteries of six launchers each, the Battalion will have two firing batteries with eight launchers each.

For 2012 the Battalion has conducted extensive planning to ensure the momentum and continuation of the successes achieved in 2011 is carried forward into this training year. For the first half of 2012 the Battalion will conduct annual training at Fort Chaffee, Arkansas to conduct our collective training event. There we will conduct platoon level collective training, injecting scenario driven training to ensure we can fight/survive a continuous high intensity battle and combat situations and still maintain our Field Artillery capabilities and mission objectives. For the remainder of 2012 we will continue to train to standard our platoon collective level training which will help us transition to Battery level collective training in 2013.

1st Battalion, 271st Brigade Support Battalion

The 271st Brigade Support Battalion stood up in August 2011. HHC and Company A, 271st BSB are now located in the new AFRC in Mustang, OK, with Company B, 271st BSB at the Ft Sill AFRC, the 120th Forward Support Company (FSC) (-) in Altus, and Det 1 120th FSC in Frederick, OK, as of October 2010.

2011 has also been a year of several “firsts” for the Phoenix battalion. The Battalion finally received its battalion colors which were uncased for the first time in the summer of 2011. The Battalion also received its Meritorious Unit Commendation for its deployment to Kuwait in 2009. The Battalion has started preparing lunch for several hundred Soldiers during drill weekends in the new state of the art kitchen at the Mustang AFRC. The Battalion has spent 2011 learning and training with a lot of new equipment and systems.

A Co (Distribution Company) conducted its first “real-world” mission of providing logistics support for the 45th IBCT during its pre-mobilization training at Camp Shelby, MS. The company planned, organized and conducted a material handling mission by receiving and off-loading several shipping containers of the 45th IBCT’s equipment and supplies. This involved the use of A Co’s material handling equipment (MHE) and large trucks. Also while at Camp Shelby, the company for the first time set up the Tactical Water Purification System (TWPS) and produced filtered water from a pond. The TWPS is capable of producing about 30,000 gallons of potable water a day.

B Co (Field Maintenance Company) continued to

provide maintenance support for the brigade during 2011. The company sent 12 Soldiers to a 2-week Recovery Operations course while at Camp Shelby. This course trains Soldiers in how to recover damaged, inoperable, or stuck vehicles. The capstone event is an exercise where a vehicle is submerged in a mud pit with water over the front hood, and the crew must recover it. B Co also spent much of the year learning how to operate new equipment and diagnostic computer systems.

The 120th FSC, which provides support to the 1-158 FA, spent 2011 conducting similar training as the 271 BSB, and providing support. The company conducted a 10-day field exercise providing logistic support to the 158 which included field feeding, fueling operations, and ammunition movement. The company used the new Containerized Kitchen during the exercise, a first for the Brigade. This new kitchen system has refrigerators, convection ovens, and air conditioning and allows a unit to prepare hundreds of meals per day in the field.

CONCLUSION

The FiB accomplished a great deal in 2011 preparing for the future and assisting the State when needed. In 2012, the 45th Fires Brigade is poised and ready to perform its Field Artillery mission in support of current or future military operations and stands ready to serve the needs of the great State of Oklahoma.





90th TROOP COMMAND

COL. CARL L. FRANKS JR.
Commander



MISSION STATEMENT

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

VISION STATEMENT

The 90th Troop Command is an organization of diverse subordinate commands each with different roles and military missions. Our common thread is providing the most effective support available to America's Army. 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, both at home and abroad.

SIGNIFICANT EVENTS

The 90th Troop Command continued support of Operation Enduring Freedom with deployed Soldiers in Egypt and more units notified for mobilization in FY12 and FY13. Further, the 90th Troop Command supported our state mission by providing personnel to assist and recover stranded motorists and conduct logistical movements.

During 2011, the 90th Troop Command's three battalions, and separate units, continued their focused support to the State of Oklahoma, our 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:

FEDERAL MISSION

90th Troop Command units continued support of our federal mission set in 2011.

Multinational Force and Observers (MFO) Mission

The Multinational Force & Observers (MFO) is

an independent international organization, with peacekeeping responsibilities in the Sinai. The origins of the MFO lie in Annex I to the 1979 Treaty of Peace between Egypt and Israel. In 1981, the Treaty Parties negotiated a Protocol that established the MFO and defined its mission. The following units redeployed from the MFO mission in 2011:

HHD, 90th Troop Command Headquarters
120th Medical Company

Operation Enduring Freedom

The 120th Engineer Battalion was notified to deploy to Afghanistan in 2012 in order to provide route clearance support across the combined joint operations area. The 1245th Truck Company was notified to deploy to Afghanistan in FY2013 in order to establish transportation operations. The 1220th Engineer Company (Horizontal Construction) was notified to deploy to Afghanistan in FY2012 in order to provide infrastructure improvement to Forward Operating Bases (FOBs).

STATE MISSION

With the headquarters and medical company mobilized, 90th Troop Command Soldiers continued to support state missions in 2011 as well as support State Partnership Missions in Azerbaijan.

Missions supported included: stranded motorist support and recovery in central, south, and northeastern Oklahoma; food and water support to central, southeastern, and southwestern areas of Oklahoma, and generator support to various communities throughout Oklahoma. Additionally, 90th Troop Command sent two teams to Azerbaijan in order to provide periods of instruction on engineer operations and the Military Decision Making Process (MDMP).



REGIONAL TRAINING INSTITUTE

COL. BENNIE VAUGHN
Commander



MISSION

On order the 189th Regiment provides accredited military instruction to Soldiers and leaders of the ARNG, USAR, and the active Army to allow the world's finest Soldiers to be successful on the modern battlefield.

OVERVIEW

The Oklahoma Regional Training Institute is the home of the 189th Regiment and its First and Second Battalions of the 189th Regiment. 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.

The Regional Training Institute (RTI) training responsibility covers a nine state region. The RTI also has billets that are able to house 159 standard Soldier rooms and three distinguished visitors' rooms. Also available to occupants and employees is a state of the art work out facility and a ¼ mile track.

The 189th Regiment is a TRADOC organization under TASS. TASS is a composite school system comprised of the Army National Guard, United States Army Reserve and Active Component institutional training systems. Through the Army's institutional training proponents, the RTI provides standard resident and simulator training to the Soldiers of the region.

During 2011, the RTI conducted 28 TASS Courses with 768 students completing a myriad of these courses. Due to the temperate climate of Oklahoma, the 189th RTI is able to teach classes year around. Consequently, the 189th is executing its war time missions every day.

1st Field Artillery Battalion, 189th Regiment

The 1st FA Battalion, 189th Regiment conducts Military Occupational Skill Qualification and Non-Commissioned Officer Education System Courses for six out of eight

Field Artillery Career Management Fields to include:

- Cannon Crewmember, M119 105mm howitzer
- FA Cannon Section Chief Advance Leader Course
- Field Artillery Platoon Sergeant Senior Leader course
- FA Tactical Data System Specialist
- Fire Support Specialist
- Fire Support Sergeant ALC
- Multiple Launch Rocket System Crewmember
- HIMARS Section Chief ALC
- MLRS/HIMARS Platoon Sergeant SLC
- MLRS/HIMARS Fire Direction Specialist
- FA Surveyor Section Chief ALC
- FA Surveyor SLC

The 1/189th Field Artillery BN also combines training for Force XXI Battlefield Command Brigade and Battalion Blue Force Tracker.

2nd Battalion, 189th Modular Battalion

The 2nd Battalion, 189th Modular BN conducts Officer Candidate School Program, other courses conducted by the 2/189th are:

- The Army Basic Instructor Course
- Small Group Instructor Course
- Military Occupational Specialty Transition for Combat Medical Specialist and also provides combat medic sustainment training for medical personnel which includes emergency medical training basic refresher courses.

The RTI is also the host site for several Department of Defense, State of Oklahoma, Federal Government, National Guard Bureau, Active Component and United

States Army Reserve conferences and unit level training events. During 2011 the 189th RTI played host to several conferences, the B-52 Bomber Conference, the Anti-Terrorism/Force Protection Conference, the Training Institute Pre-Command Course, just to name a few. The RTI not only plays host to Federal Conferences, but State of Oklahoma Conferences as well. Consequently, the RTI is a key asset to the State of Oklahoma and United States Military.

FUTURE PLANS

The RTI is always looking to improve the quality of courses taught. In 2011, the regiment is working vigorously with the Field Artillery Proponent School at Ft Sill to try and establish a Joint Forward Observer (JFO) re-certification course. Also, the regiment is looking to field other courses to stay ready and relevant for the

future of the United States Army. In the fall of 2012 the 189th Regiment is scheduled to receive two M142 HIMARS and one Re-Supply Vehicle (RSV) and trailer. This equipment will assist in training 13M series MOS-T and non-commissioned officer education system.

CONCLUSION

These are exciting and challenging times for the United States Army, the Oklahoma Army National Guard and 189th Regiment. Due to constraints that our government is facing we must train our Soldiers in a cost effective manner. Using the RTI to its fullest capability helps accomplish this mission. In the ever changing world and the evolvement of the U.S. Army, the RTI must produce the Soldiers and leaders with the correct skill set that insures our nation's future. This is our mandate!





137th AIR REFUELING WING

COL. GLEN M. BAKER
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 Air Refueling Wing, the 205th Engineering Installation Squadron and the 146th Air Support Operations 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

Col. Glen Baker is the Commander of 137th Air Refueling Wing, Will Rogers Air National Guard Base, Oklahoma City, Okla. As commander, he is responsible for the combat readiness of an air refueling wing consisting of operations and maintenance and 13 supporting units, and along with two tenant units, with more than 1,100 personnel.

He oversees and executes an operating budget of more than \$22 million. The 137 ARW is an associate unit with the 507 ARW, an Air Force Reserve Component unit, and together the two wings fly and maintain 12 KC-135R aircraft. The 137th and 507th are the first Air Reserve Component association in the U.S. Air Force.

MAJOR CHANGES

A new facility was built in support of the Air Support Operations Squadron in addition to a multitude of building remodels. The Expeditionary Combat Support System was initiated and will result in a significant improvement in how the Air Force manages resources and supports the War fighter.



WORLDWIDE MISSIONS AND DEPLOYMENTS

The Logistics Readiness Squadron processed the deployment of 188 personnel, 13,557 days, in support of 43 deployments.

- Operation Enduring Freedom
(Germany, Kyrgystan, Kandahar, Al Udiad)
- Air Expeditionary Force (Guam)
- Operation New Dawn
- Geilenkirchen-NATO Support
- Bagram Aeromed
- Operation Deep Freeze (Antarctica)
- Operation Air Bridge
- Alaska Business Effort
- MPA Days (Guam, Tinker AFB)
- Guard Lifts

The 137th flew 3,377 hours, of which 2,000 were for training, and offloaded over 850,000 pounds of gas to almost 250 receivers. Of the missions flown by 137th aircrew during their desert AEF's, they offloaded over 9.6

million pounds of gas in support of Operation Enduring Freedom and Operation Iraqi Freedom (Operation New Dawn). A 137th Tanker crew flew the last scheduled refueling mission of Operation New Dawn-Iraq on December 7th, 2011.

INFRASTRUCTURE PROJECTS

Major Base Projects:

Air Support Operations Squadron building constructed
\$4.8 million

BRAC Relocate GATOPO, Bldg 1001
\$2.5 million

ALCE Remodel
\$750,000

Bldg 1022 Remodel Awarded
\$60,000

SRM Projects (16)
\$821,000

COMMUNITY INVOLVEMENT

Members of the 137th Air Refueling Wing assisted World War II veterans participating in Oklahoma's Honor Flights into Washington D.C.

The 137th Air Refueling Wing donated over \$5,000 to the community and took part in the Habitat for Humanity program.

AWARDS AND RECOGNITION

The 137th Airlift Control Flight received the Oklahoma Air National Guard's Outstanding Unit Award.

TSgt Joshua Barry, 137th ARW Chaplain's Assistant, was selected as the Air National Guard Chaplain Assistant of the Year for his service in 2010 both at Will Rogers and Dover Air Force Base, DE.

SUPPORTING UNITS

Personnel from the 137th Communications Flight and the 137th Air Refueling Wing's Public Affairs Office continued their outstanding reputation providing top-notch audio and visual support during the TAG Leadership Conference, Military Ball, Operation Oklahoma and other events.



Staff Sgt. Sue Hathaway, a structural repair and corrosion control technician with the Air Force Reserve's 507th Air Refueling Wing, peels away transfer paper backing while applying new lettering to a KC-135 ruddervator.



138th FIGHTER WING

COL. MICHAEL D. HEPNER
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.

The 138th Fighter Wing earned recognition as the Air National Guard's top flying unit as the 2011 Spaatz Trophy winner. Additionally, the 138th Fighter Wing earned the Air Force Outstanding Unit Award for the period of 1 January 2010-31 August 2011.

138th OPERATIONS GROUP

The 138th Operations Group is home to the 125th Fighter Squadron, 138th Operations Support Flight and 138th Combat Training Flight. We are charged with ensuring the wing is trained, equipped and ready to deploy worldwide in support of the Combatant Commanders. The 138th Detachment for Aerospace Control Alert at Ellington Field, TX maintains an immediate readiness posture for launch in support of NORAD.

In the fall of 2011 the 125 Fighter Squadron deployed as the 125th "Expeditionary" Fighter Squadron to Al Asad Air Base Iraq. This was an unplanned, short-notice tasking from Air Combat Command. Answering the call, in less than 60 days from the request for forces, combat missions were being flown in theater, thereby proving the accessibility of the Air National Guard. We took 200 airmen and F-16 aircraft to provide armed over watch for the American withdrawal from Iraq. In doing so, your

Oklahoma Fighter Squadron provided Top Cover for over 2,000 Americans driving 550 vehicles in 20 convoys as they vacated a country where we have been fighting since 2003. As such, you will have the distinction as the state sending the last U.S. Fighter Squadron to Iraqi soil.

138th FW DETACHMENT 1 ACA

The 138th FW Detachment 1 maintains F-16s and personnel ready for action at a moment's notice on a continuous basis. Our Detachment located in Houston, TX is to protect the sovereignty of the United States in the air domain along the Gulf coast and our southern border with Mexico.


138th COMBAT TRAINING FLIGHT

The 138th Combat Training Flight at Ft Sill, OK Joint Fires Observer Course supports the Global War on Terrorism here and abroad. 138th CTF trained over 800 Joint Fires Observers (JFOs) in 2011, instructing over 2,000 days, fielding 42 resident and mobile training team JFO courses; a 12% annual increase over 2010. 138th Joint Fires Observer graduates are the most requested and utilized asset on the joint battlefield today.

The majority of JFO graduates are scheduled for deployment within 180 days of graduating our course. The JFO is an extension of the Tactical Air Control Party and serve as the eyes and ears of the JTAC in the field. They provide AOR & combatant commanders with a fully qualified, flexible combat asset with access to multi-service and multi-national fires. The proven capability of the JFO is directly fueling our ability to win the Nations' wars.

138th MAINTENANCE GROUP

The 138th Maintenance Group maintains a fleet of 21 Primary Assigned Aircraft and employs over 500 full-time and traditional guardsmen to keep them flying. In 2011, the MXG supported three F-16 deployments to conduct standard missile 6 developmental and operational



qualification testing. We sent two F-16's and 30 personnel to Kauai, Hawaii in support of the Navy. MXG provided support, once again in July, to support missile testing to the United States Navy and Japanese Navy. Our support fulfilled Japan's Aegis weapons system testing, critical to allied defense.

The high visibility super-sonic target was launch-perfect. The third missile test deployment to California, directly contributed to assist ship qualification testing of the Navy U.S.S. Antietam.

All 24 F-16's received an avionics upgrade to provide BLOS and SLOS Aircraft upgrades help for robust lethality and to abate the "fighter bathtub" issue. The new capabilities of our aircraft bridge the gap to next generation fighters. The conversion from 220 to 229 Pratt and Whitney engines was completed In November 2011--100% of fleet now combat-capable with increased lifespan. The F-16s are scheduled for more upgrades in 2012.

MXG achieved "Outstanding" results during Combat Shield Inspection. Our unit was lauded by Air Combat Command inspectors as "Best Seen to Date". 11 of 12 Electronic Countermeasure Pods and 13 of 13 Radar Warning Receivers tested & exceeded standard.

MXG deployed over 200 people and six aircraft to Iraq as the last Fighter Squadron in Iraq to support flying operations which provided top cover for the 39,000 coalition troops exiting the country-100% mission effectiveness.

138th MISSION SUPPORT GROUP

138th CIVIL ENGINEER SQUADRON

Once again the 138 Civil Engineer Squadron (CES) deployed overseas and participated in training missions across the continental United States. In support of active duty Air Force operations, Squadron members deployed for six month missions to Afghanistan, Oman, Iraq, Kuwait, and Guantanamo Bay Cuba. At home, the Squadron's Fire Department and Emergency Management sections participated in training missions at Dyess Air Force Base, Texas, Ft Smith, Arkansas, and participated in exercise Global Guardian at the Combat Readiness Training Center in Savanna Georgia. All tours and training missions were a success, with unit members receiving many awards and everyone returned home safely.

The Squadron also experienced mission growth. The 138 CES Fire Department was selected as one of two Air National Guard Fire Departments in FEMA Region Six, to accept and become proficient with the Urban Search and Rescue (USAR) mission. USAR is part of an effort to enhance the National Guard's response capability to Domestic Operations. Training is complete and new USAR equipment is arriving.


Tulsa Air National Guard Base engineering projects are in full swing. Over \$26.5 million in facility repair is underway. Work includes a \$13 million dollars ramp replacement project, three hangar fire suppression system repairs totaling \$5 million dollars, almost \$1 million dollars in hangar door repairs, two aircraft arresting system rebuilds for \$3 million dollars, two roof replacements for \$1.5 million dollars total, and the base just initiated the design of a \$4 million dollar road repair project. The base also went through an intricate engineering planning function to develop the Installation Development Plan and layout the future of the base.

138th COMMUNICATIONS FLIGHT

The 138th Communications Flight team of fully qualified cyber warriors embarked on the largest infrastructure upgrade in its history in 2011. This over \$2 million project upgraded all 26 core buildings installing over 167 miles of Cat 6 and fiber optic cable replacing 98% of the entire inside plant to ensure a growth platform with long-term data integrity across the Wing. Improvements continued on this platform with upgrades to wireless LAN, voice switch, new systems to expand electronic notification, and support morale calls of deployed service members.

Anticipating future needs, the flight readied itself for enhanced support to the state mission by certifying personnel to run the Joint Incident Site Communications Capability (JISCC). By partnering with the Army National Guard we effectively expanded communications state emergency manpower support 100% and solidified this new skill set during the DOMOPS exercise Sooner Response; one of the largest DOMOPS training events.

The flight's information security program was validated during an Air Force Network Integration Center (AFNIC) Information Assurance Assessment and Assistance Program (IAAP) review. The team set a new benchmark



for emissions security packages with an overall 99% compliant assessment. This review confirmed the flight's ability to provide secure data services across the cyber spectrum.

Summarizing 2011, the 138th Communications flight met our nation's call by providing cyber forces to the Combat Commander; OPERATION NEW DAWN, Al Asad Airbase supporting a no-notice AEF tasking. Through joint force liaison efforts and hands-on delivery critical C4 assets were installed and activated in record time providing a platform for repeatable mission success.

138th LOGISTICS READINESS SQUADRON

Throughout calendar year 2011, the 138th Logistics Readiness Squadron (LRS) maintained their personnel levels (75 military / 38 full-time) while providing maximum support to all organizations of the 138th Fighter Wing on an unprecedented level.

The 138LRS Deployments and Distribution Flight successfully coordinated and executed the largest post-WII mobility effort; a no-notice Aerospace Expeditionary Force (AEF) contingency tasking to provide close air support for 39,000 U.S. forces, Coalition and civilian contractors transiting out of Iraq. In all the flight deployed 406 total personnel for 25,376 days = 69.5 years end to end. The flight successfully and directly supported both OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM by deploying 238 personnel to 12 overseas locations including: Afghanistan, Iraq, Cuba, Turkey, & Korea. In addition, the Branch also deployed and redeployed over 1,710 short of cargo via 37 military aircraft and 159 semi-tractor/trailers.

The 138th Material Management Section achieved an overall CY 11 Inventory Accuracy rate of 96.27 % (accuracy by value 99.999%). Inventory consisted of 171,812 items with a record value of \$35,841,582, and overall Equipment In-Use/Equipment value \$63.8 million. The section also accomplished massive/Wing-wide equipment marking initiative (IUID), finishing the year at a completion rate of 95.2%.

The 138th POL Section/Fuels Branch accomplished another outstanding year by safely issuing; 2,382,984 gallons of Jet-A aviation fuel, 16,811 gallons of diesel fuel, 5,451 gallons of gasoline, and approximately 14,000 gallons of both Liquid Oxygen and Liquid Nitrogen. All

operations were conducted swiftly and safely with zero safety incidents or mishaps. The section also supported Oklahoma Army National Guard operations by refueling 19 UH-60 helicopters on-site at the nearby Army Aviation Facility.

The 138th Vehicle Management Section had another remarkable year; maintaining a fleet of 117 registered vehicles, valued at \$4,750,963.00, while achieving an overall vehicle In-Commission Rate of 92.9% for CY 2011.

138th SECURITY FORCES SQUADRON

The 138SFS was mobilized in support of OPERATION ENDURING FREEDOM. Thirty-one personnel completed required combat training both at home station and at Fort Bliss, Texas prior to their AFCENT deployment. The 138SFS deployed to Bagram Air Field, Afghanistan for 194-days assigned to the 455th Expeditionary Security Forces Squadron, the largest Security Forces Squadron in the world.

Deployed defenders provided around the clock Base Security Operations for a 19 Kilometer long perimeter securing over 35,000 Coalition personnel and 3.5 Billion dollars of DOD resources and conducted numerous Outside-The-Wire missions promoting a critical Counter Insurgency (COIN) operations.

The SF administrative office processed over 165 Base Contracting Badges, 122 Restricted Areas Badges, 23 Geneva Convention Identification Cards, and 15 Oklahoma State Employee Badges. The Information Security Office conducted 91 new security clearances and 146 periodic reviews. The Combat Arms Training and Munitions (CATM) personnel conducted extensive weapons training for 208 personnel assigned to AEF deployments supporting OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM. CATM also conducted 315 additional weapons qualifications, 410 weapons inspections, and monthly weapons safety classes.

Throughout the local community, the 138SFS Oklahoma Military Department Police (OMDP) participates in the Tulsa County Law Enforcement day and spoke to several elementary schools. Thirteen SF provided instructors and participated in a week long "Sooner Response" state Emergency Management exercise.



138th FORCE SUPPORT SQUADRON

The Force Support Squadron processed 290 personnel for deployment in 2011. The vast majority of these personnel deployed in support of the Global War on Terror. FSS Human Resources Office processed over 60 AGR order transactions to maintain the Air Sovereignty Alert mission at Ellington Field, TX in addition to servicing over 400 full time employees (technicians and AGRs). Additionally, the Recruiting Office raised the standard as they maintained over 125% of our annual goal adding 107 personnel into the 138th Fighter Wing.

Our home station Airman demonstrated extraordinary skill and professionalism by working longer and harder hours to ensure our mission was accomplished. We provided support in a number of diverse areas: Food, Fitness, Lodging, and Mortuary Affairs. Additionally, we participated in Oklahoma Domestic Operations training demonstrating our Search and Recovery skills while supporting numerous flights to include: Communications Flight, Civil Engineer Flight and Security Forces Squadron. Members assigned to food service monitored and enforced a \$100,000 dollar food contract. They served approximately 5,700 meals and lodged around 2,400 personnel.

138th MEDICAL GROUP

Three members of the Medical Group participated in the American Optometric Associate Annual Conference gaining critical information required to provide support to the 138th Fighter Wing Pilots. Members attended Readiness Frontiers gaining expert knowledge in Homeland Response Training, Bioenvironmental Engineering, Occupational Safety and Health, Hearing Conservation, Medical Readiness, Immunizations, and Enlisted Force Development. Three members of the 138th Medical Group trained in conjunction with the 137th Bioenvironmental Section acquiring certification in HAPSITE Operations and NBC Management. Two members deployed for certification in the Hearing Conservation Program. The Medical Technicians deployed to Lackland AFB to receive Sustainment Training to Advance Readiness Skills.

Public Health and Bioenvironmental provided support to 138th Fighter Wing Detachments located at Ft. Sill and Ellington, providing Industrial Hygiene Support. The Chief Nurse accomplished the Executive Skills Course located at Lackland AFB. The Medical

Group Commander was accepted to the 2011 Air War College-Air Reserve Component Seminar. The Medical Group deployed one Nurse in support of the 779th Contingency Aeromedical Staging Facility (CASF) in support of returning Wounded Soldiers from the AOR. This position is a critical component of the Critical Care Air Transport Team. Two Medical Technicians deployed in support of the CASF located at Lackland AFB as part of a joint mission to bring home Wounded Soldiers. These Soldiers injuries ranged from mild battle wounds to bilateral amputations. One Physician and two Medical Technicians deployed in support of Operation New Dawn in Al Asad, Iraq providing medical support to over 400 personnel.

COMMUNITY SERVICE

SrA Willemstein represented youngest deployed airman as "Grand Marshal" in Tulsa, Veteran's Day Parade

SSgt Gelotte sang National Anthem to kick off the Tulsa Run while deployed members ran Tulsa Run in Iraq

125th Fighter Squadron provided four-ship F-16 fly-by NFC championship game of Bears vs. Packers Jan 2011

Provided "At-Risk" children of Oklahoma opportunities to see positive alternatives to unhealthy behavior by serving as mentors and positive role models for Star Base, Thunderbird Youth Academy, and DARE programs

Rallied support of military & our community raising \$21,700 for member diagnosed with Lou Gehrig disease

Co-hosted the Air and Army National Guard Kids Kamp at Camp Gruber with over 150 youth participants

Told Guard story to 6,000+ through civic groups, boy scouts and schools providing base tours/presentations

Unit members donated supplies to Joplin tornado victims including seven pallets of water, food and clothes

Supported two Honor Flight missions facilitating travel for WWII veterans to see memorials in Washington DC

Provided FW Honor Guard members to support military honors at ceremonies, community events, and funerals

Built care packages with Blue Star Moms for 138th deployers and Oklahoma's 45 INF BGDE in Afghanistan



146th AIR SUPPORT OPERATIONS SQUADRON

LT. COL. BRUCE P. HAMILTON
Commander



MISSION

The mission of the 146th Air Support Operations Squadron is to provide combat ready Tactical Air Control Parties (TACPs) for Army combat maneuver units throughout the world.

These TACPs provide the Maneuver Ground Commander with advisors and warfighters who are experts in the application of airpower in the Close Air Support (CAS) role. Specifically, the 146th ASOS is aligned with and tasked to support the 45th Infantry Brigade Combat Team (IBCT) of the Oklahoma Army National Guard and the 79th IBCT of the California Army National Guard.

OVERVIEW

The mission of Close Air Support is the central focus of the 146th ASOS. The TACP forms a highly trained and capable team that plans, requests, and directs air strikes against enemy targets in close proximity to friendly forces.

The TACP's job is to control the fighter, bomber, and attack aircraft to ensure they attack the correct target at the correct time with minimum risk to the friendly troops. As Battlefield Airmen, the TACP's unique mission requires shoulder-to-shoulder operations on the battlefield with their Army and Special Forces counterparts.

TACPs communicate with other tactical air and ground parties using state-of-the-art digital and satellite radios while mirroring the maneuver capabilities of their supported ground forces. As in a flying squadron, the operators cannot accomplish this mission without maintainers and support personnel. The organic support within the 146th ASOS such as vehicle and generator mechanics, radio maintenance, supply, and administrative specialists are all critical functions to ensure that ultimately, the mission is

executed. No matter when or where deployed, the TACP mission is the same... support of the ground commander by putting bombs on target.

SIGNIFICANT ACTIVITIES

Since its inception in October 2008, the 146th ASOS has been on a steady path to Initial Operating Capability (IOC) and combat readiness. IOC was declared by National Guard Bureau in October 2011. The squadron's primary emphasis for 2011 was on training



and equipping personnel to support the 45 IBCT's OEF combat deployment. This is an historic event as it is the largest deployment of Oklahoma Guardsmen in history and the first joint Oklahoma Air National Guard and Army National Guard deployment in the State's history.

In preparation for this, the 146th ASOS participated with the 45th Infantry Brigade Combat Team in the Mission Rehearsal Exercise (MRX) conducted at the Joint Readiness Training Center at Fort Polk, Louisiana. The ANG portion of the training was conducted under

the auspices of Air Combat Command's GREEN FLAG EAST operations. During the MRX, training was focused on conducting Close Air Support (CAS) missions in a realistic Coalition environment simulating OEF. Squadron personnel also focused on integrating combat operations with the commanders and staffs of the brigade.

Based on lessons learned during the MRX, the Joint Terminal Attack Controllers of the unit also participated in numerous other CAS training events at Falcon Range (Ft. Sill, OK), Razorback Range (Camp Chaffee, AR), Smoky Hill ANG Range (Salina, KS), Claiborne AFR Range (Alexandria, LA) and the Barry Goldwater Range Complex (Gila Bend, AZ).

Additionally, the squadron conducted training focused on team building to meld personnel from other ANG ASOSs that volunteered to augment the combat deployment due to the 146th not having a full complement of trained and qualified ALOs, JTACs and TACP Airmen.

As a result of this extensive, combat oriented training, the deployed Airmen quickly made CAS the Thunderbird

Brigade's "weapon of choice" in executing successful combat operations in Regional Command – East. ASOS Airmen brought the full force of Airpower to bear on enemy combatants while ensuring that fratricide and civilian casualties were prevented. Many Airmen qualified for the Army Combat Action Badge and have been nominated for the Bronze Star Medal with Valor and other decorations for their bravery under fire.

THE FUTURE

The 146 ASOS's \$4.5 million MILCON project is progressing despite contractor timeline deficiencies. Projected move-in is now April 2012. This project will provide a new operations and training building and is renovating an existing facility for logistics, vehicle maintenance and sheltered parking. Once the new facility is occupied, the Squadron's capability to train JTACs will be significantly enhanced by providing adequate and secure space to operate the full range of ASOS mission planning and training tools for combat operations.

All the while, the Squadron continues its recruiting efforts, the march toward Full Operational Capability, and the capability to support the State of Oklahoma in time of crisis or need.





205th ENGINEERING INSTALLATION SQUADRON (EIS)

LT. COL. SCOTT R. TOWNSEND
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 205th EIS remained heavily involved in AEF support deploying cable installation teams, electronics specialist, engineers and computer aided drafting and design (CADD) specialists in support of communications installation projects in both Iraq and Afghanistan.

Contingency Workload Carry-over from FY2010: 42 members Partially Mobilized under a Joint Expeditionary Tasking (JET) deployment, Operation Enduring Freedom (OEF), to locations throughout Afghanistan. This included an initial five week combat field training at Joint Base McGuire-Dix-Lakehurst, New Jersey. The members engineered and installed multiple communication installation packages for the US Army Joint Forces Communication division (J6). Over a six month period, they executed extensive enhancements to theatre combat communications and joint wartime operations, Team members managed, engineered and installed over 40 projects throughout Afghanistan.

18 members deployed (Partially Mobilized) under Air Expeditionary Force (AEF) taskings spanning 15 countries throughout the Middle East, in support of theatre communications missions. The deployment was for 180 days per individual This included the Combined Air and Space Operations A67 division management, engineering, and installation of critical communications infrastructure in Iraq, Afghanistan, Azerbaijan, Saudi Arabia, Kuwait, Bahrain, United Arab Emirates, Qatar, and Oman, in support of the war of terrorism. Team members managed, engineered and installed over 60

projects in the theater in austere conditions, completing projects and taskings in minimal time, and substantially enhanced combat operations throughout the Middle East. This included over 639,000 feet of copper/fiber optic cabling and materials in support of projects with a combined value of over \$25 million.

24 members deployed (Partially Mobilized) on a Request For Forces (RFF) (180 days per individual) to Qatar, Afghanistan and Iraq in support of the Army J6 division in the management, engineering and installation of critical communications infrastructure in support of the war of terrorism. Team members managed, engineered and installed over 40 projects in the theater in austere conditions however; they managed to complete the projects on time. In addition to deploying personnel, the 205th also deployed and re-deployed the equivalent of four C-5s worth of cargo including equipment and vehicles worth over \$887,000.

In addition to these deployments, additional personnel volunteered for deployments outside of the normal AEF rotation. Three individuals participated in separate deployments to Kandahar. Two of the deployments were for 90 days, the other was for 120 days.

Peacetime Workload:

May 2011, Seven personnel completed the Upgrade of Communications Equipment for the Joint Forces Headquarters, OKC.

July 2011, 13 Members deployed to 155 ARW, Lincoln, NE for Closed Circuit Television Equipment modernization.

August 2011, Seven personnel deployed to 153rd CF, Cheyenne, WY for the Infrastructure upgrade and antenna connectivity for the Base Squadron Operations radio system.

September 2011, One member deployed for 49 days to Sudbury, MA to augment Radar Removal.



219th ENGINEERING INSTALLATION SQUADRON (EIS)

LT. COL. DAVID M. KEELY
Commander



MISSION

The mission of the 219th EIS is to mobilize and deploy resources and equipment in support of theater and tactical forces and to provide field commanders with host communications systems through the engineering, installation, reconstitution and replacement of communications-computer systems.

Provide engineering, installation, removal, and relocation of communications-computer systems for USAF, DOD, or State agencies during peacetime, national emergencies, natural disasters, preparation for war, and war.

The 219th is one of 16 Air National Guard and one active duty Engineering Installation Squadrons nationwide. Collectively, we provide the Department of Defense with some unique "in-house" capabilities. We engineer, install, or relocate permanent communications infrastructure such as copper cable, fiber optics, microwave, radio, satellite links, radar, and other communications systems.

Furthermore we do it both within the United States and overseas at a variety of locations to include Air Bases and Army Forward Operating Bases. This occasionally involves being present during combat operations.

SIGNIFICANT ACTIVITIES

We train for this mission by accomplishing this work in a peacetime environment, again both within the United States and overseas. We are offered projects by USAF and DoD that are mission required but funding is not available to meet a contractor's bid. We accept the projects that provide our personnel seasoning in our war tasked skill sets, provided we have sufficient unit members to execute the project. As a result, we provide

telecommunications services at significant savings to the taxpayer while providing DoD a trained "go to war" capability. It is important to note that 90% of our personnel are traditional guard members.

The 219th has a very high operational tempo. The squadron averages ten engineering and installation projects per year and 65 days of active duty per member for projects in addition to any mobilizations in support of the Air Force and Department of Defense.

2011 was no different. The 219th EIS finished its four year major role in the AFRL BRAC relocation from Rome Labs in New York to Wright-Patterson AFB, OH. The Air Force realized a 98% cost savings over the contractor bid – resulting in nearly \$25 million saved.

The 219th expended over 1000 military days over four years moving four radar systems meeting the BRAC 2005 requirement. A similar radar removal project was also completed this year by the squadron at an Air Force Station in Massachusetts. Other projects that provided war time training were completed for the Air Force and the ANG in Arkansas, Oklahoma, Kansas, and Missouri.

Eight unit members received Bronze Star Medals in 2010. Furthermore, as a part of the 251st CEIW (P), the squadron was a recipient of the Harold W. McClellan Air Force Information Dominance Award and the Air Force Outstanding Unit Award.

45th INFANTRY DIVISION MUSEUM

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



MISSION

The 45th Infantry Division Museum is acknowledged as the largest and the best National Guard Museum in the United States and attracts over 16,000 visitors annually from within the United States and throughout the world. Recognized as a world-class historical facility, it is Oklahoma's only state-operated museum dedicated to military history. The museum collects, preserves, and exhibits objects and equipment relevant to the history of Oklahoma's military heritage from the Spanish exploration to the present day.

SIGNIFICANT ACTIVITIES

The Museum opened a new exhibit room dedicated to the Oklahoma Army and Air National Guard operations in Iraq and Afghanistan. In addition to the acquisition of artifacts pertaining to Southwest Asia and the Middle East, the Museum has recently acquired a Cold War era Soviet-built 122mm howitzer that was captured from Saddam Hussein's Army during Operation Desert Storm.

The howitzer is currently undergoing restoration and will be available for public viewing in 2012. Re-painting and repairs of the Museum's three US Air Force jet aircraft was completed during the summer. Extensive repairs of the Museum's hail-damaged U.S. Army aircraft will begin in 2012.

A new covered picnic pavilion was constructed on the Museum grounds which will greatly enhance the viability of the Museum to meet the needs of large touring groups.

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

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

The Jordan B. Reeves Military Weapons Collection gallery is considered to be one of the nation's most comprehensive and valuable collections which traces the evolution of military weapons from this nation's War of Independence from Great Britain through this



nation's involvement with the Vietnam War. Displayed are hundreds of extremely rare, one-of-a-kind, firearms, edged weapons, cannons, and machine guns. This collection includes Civil War sniper rifles, Colt pistols and Winchester rifles from the days of America's wild western frontier, Gatling guns mounted on wagon wheels, to U.S. Navy rifles salvaged from the wreck of the battleship Maine, sunk in Havana Harbor.

Located at 2145 NE 36th Street in Oklahoma City, the Museum is surrounded by a 15-acre military park containing over sixty military vehicles, armored vehicles, artillery, helicopters, fixed-winged aircraft, and jet fighters.



The State's 45th Infantry Division Monument, originally constructed in downtown Oklahoma City, and was moved in recent years to the Museum grounds where it now towers over the entire military park.

With thousands in attendance, the Museum conducts special ceremonies on Veterans Day and Memorial Day to commemorate and honor the service and sacrifice of all of Oklahoma's veterans and military service members. The accomplishments of the Museum would not be possible without the dedicated work of a small nucleus of employees supported by the incredible efforts of dozens of devoted volunteers.





THUNDERBIRD REGIMENTED TRAINING PROGRAM

JACK RITCHIE

Director, Thunderbird Youth Academy

MISSION STATEMENT

The Thunderbird Youth Academy (TYA) mission is to intervene in the lives of at-risk youth, giving them the opportunity to gain control over their lives by increasing academic performance; improving self esteem; and teaching essential life skills enabling them to compete in the work place and manage a healthy family environment.

The program utilizes a “quazi” military approach to discipline and education, capitalizing on military structure and principles to teach self-discipline, improve self-esteem and physical fitness thereby addressing the needs of the “whole person”.

PROGRAM OVERVIEW

To date, TYA has graduated 3,421 cadets who are ready and equipped with the necessary skills to take their place in Oklahoma society. TYA graduates return to high school, attend college or enter the workforce, with a small percentage of graduates joining the military. TYA is a 17 month program broken down into two phases, a Residential and Post-Residential. The youth reside at TYA 24 hours a day, seven day a week during the 22 week Residential phase.

The program is designed to instill in each cadet a sense of self-discipline and community spirit by using a variety of methods including teaching of eight core components; Academic Excellence, Job Skills, Physical Fitness, Life Coping Skills, Leadership/Followship, Responsible Citizenship, Community Service, and Health, Sex Education and Nutrition.

The Oklahoma Thunderbird Youth Academy is recognized by the Oklahoma State Department of Education as a viable option to students failing in the traditional school system. The program offers a High School GED via the testing services of the Cherokee Nation Career Services Testing Program and a high school credit recovery program currently paid for by a grant from ATT. Qualifying Cadets may earn up to

three college hours in Introduction to Manufacturing Technology at the Pryor Campus of Oklahoma State University Institute of Technology. TYA is also a regional testing site for ACT.

TYA has partnerships with Northeast Technology Center, Pryor Campus, Rogers State University, Cherokee Nation Indian Child Welfare Office and coordinates with the Oklahoma Military Department Safety Office in administering a Defensive Driving Course.

TYA is one of four high schools state wide that serve as Career Readiness Test Sites, giving Cadets the opportunity to participate in the Work Keys program designed to meet the needs of both employees and employers in measuring communication. Problem-solving and interpersonal skills. In addition, Cadets complete registration and enrollment with the Oklahoma Department of Workforce prior to graduation, allowing them immediate access to available jobs upon graduation.

TYA is a National Guard Youth Challenge Program and is funded through a cooperative agreement between the National Guard Bureau and the State of Oklahoma, using 75% Federal funds and 25% State funds.





STATE TRANSITION AND REINTEGRATION SYSTEM (STARS)

TAREN BAUMERT
State Director

MISSION STATEMENT

The STARS mission is to provide a system of structure and accountability for custody youth referred by the Office of Juvenile Affairs (OJA) in a caring and consistent manner.

To assist custody youth in their successful transition and reintegration back into their communities by precisely and vigilantly tracking all activities of the youth and reporting accurate information to OJA in a timely manner, in an effort to dramatically reduce the recidivism rate for the State of Oklahoma.

BACKGROUND

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

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

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

OVERVIEW

Delinquent and custody youth, statewide, are tracked by both Field Officers (FO) and by an advanced global positioning system that is monitored, continuously, from one central location in Pryor, OK, near Thunderbird Youth Academy. STARS is used by OJA for both, alternative to detention and reintegration in the form of intensive

supervision. When a juvenile is placed in detention, it costs the state approximately \$122.00 per day and rising; when a juvenile is placed on the STARS monitoring program, it costs the state about \$26.00 per day. In addition, after a youth is paroled and released from an institution to go back in to the community, STARS is there making certain that the offending youth is doing what he or she is supposed to do according to his or her schedule and rules.

Without STARS, this population re-offends at a very high rate within the first 30 days of release. With the advent of the STARS program, recidivism has dropped significantly due to the fact that these youth are tracked, on a daily basis, by the FO in person and by phone.

This "personal" approach not only provides accurate information about the youth's activities in the community, it provides mentorship and stability to the youth involved. The program covers the entire state of Oklahoma which is divided into two regions: Eastern and Western.

Each region has an office. From these offices, the FOs and Monitoring Analysts track the juveniles at their homes, schools, and places of employment via GPS to ensure they are complying with their court orders and are where they are supposed to be according to schedules that are completed each week by the youth and their FO and then approved or not by their OJA caseworkers. This is crucial in order to always be able to identify the whereabouts of violent offenders and sex offenders.

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

daily so they are able to act on it immediately. In the event a juvenile absconds or cuts a bracelet strap, OJA is notified immediately and someone from STARS goes to the youth's home to replace the equipment immediately.

OTHER SERVICES

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

STARS also assists law enforcement agencies by having the ability to either tell them that a juvenile

suspect was at the scene of a crime or that he wasn't. In addition STARS often provides the necessary evidence to convict offenders who are involved with the program during the commission of crimes. So, the program not only helps these youth become more responsible and accountable for their actions, STARS helps keep our neighborhoods safer.

RECENT OUTCOMES

In 2011, STARS served approximately 1,026 youth total and monitored around 420 for weekend and holiday passes. Of these, 45 were youthful offenders (the most dangerous), 38 were sex offenders, and one was classified as both. On average, STARS tracked 78 youth



STARBASE OKLAHOMA

PAMELA KIRK
State Director
<http://www.starbaseok.org/>



VISION STATEMENT

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

BACKGROUND

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

The program has steadily grown through the years and now supports ten fifth-grade program classrooms and four sixth-eighth grade initiative sites. Out of the 10 fifth-grade program classrooms, three focus on Native American students.

Year-round fifth grade classes are sponsored in classrooms provided by the 138th Fighter Wing in Tulsa, the 137th Air Refueling Wing in Oklahoma City, the Army Aviation Support Facility in Tulsa, the Camp Gruber Training Site near Braggs, the Armed Forces Reserve Center in Muskogee, the Whitaker Education and Training Center in Pryor, Fort Sill, and a cooperative agreement with the Oklahoma Space Industry Development Authority in Burns Flat.

Students are brought to the sites for 30-hours of inquiry-based, hands-on learning in the STEM fields. There were 104 Oklahoma schools served by the program in 2010-11 with 197 classes completing the curriculum and 4,500 students served. During the STARBASE program, schools report increases in positive attitudes of students toward STEM topics, enrichment of student STEM knowledge and skills, and tremendous appreciation for the prepared materials that meet their Priority Academic Student Skills (PASS) as well as national science and math standards.

In 2009, an after school STEM mentoring initiative for sixth-eighth grade students called STARBASE 2.0 was piloted. The success of the pilot led to the implementation of four STARBASE 2.0 program sites in Oklahoma.

The four programs are located at Hamilton Elementary School in Tulsa, Springdale Elementary School in Tulsa, Ft. Sill Youth Center, and Carl Albert Middle School in Midwest City. These students focus on team-building, goal-setting, and STEM projects in cooperation with trained adult mentors.

The after school programs meet for four hours each month and currently engage 78 middle school students and 26 adult mentors. Students report increases in positive attitudes toward STEM and toward their after school STEM community.



PROGRAM HIGHLIGHTS

- 95 military volunteers engaged with students
- 4,578 Oklahoma students reached in 2010-11
- 55,000 students reached since 1993
- Three Native American Initiative classrooms in operation
- New STEM core curriculum for fifth graders implemented
- Four middle school (sixth-eighth grade) STARBASE 2.0 program sites implemented



FINANCIAL SUMMARY FY 2011

PAY & ALLOWANCES	\$159,390,890
Inactive Duty Training (Drill Pay) & IDT Travel Costs	\$22,636,320
AGR Pay/Allowances & Travel	\$52,820,871
Annual Training & AT Travel	\$8,885,000
Service School Program	\$1,350,400
Special Projects/Conferences/Short Tours	\$422,709
Other Training & Tng Support	\$2,283,996
Incapacitation Pay	\$553,500
Recruiting/Retention & Travel	\$2,977,600
Technician Pay, Training & Travel	\$36,151,000
Non-Prior Service Training	\$466,294
State Partnership Program	\$116,300
Yellow Ribbon, Sexual Assault Program	\$699,901
Mobilization Offset Costs	\$30,026,999
AIRMAN/SOLDIER SUPPORT	\$12,787,581
Individual Clothing/IADT Clothing	\$1,439,000
Subsistence	\$1,720,386
Physical Exam/Medical Supplies and Services	\$540,915
Recruiting Support Expenses	\$2,189,100
Family Centers & Family Support Program	\$1,121,000
School House/Training Spt & Svcs	\$198,700
Military Support to Civil Affairs	\$218,300
Tuition Asstance & Continuing Education	\$694,900
Bonuses/SLRP	\$4,665,280
OPERATIONS & MAINTENANCE SUPPORT	\$47,873,500
OPTMEPO	\$23,896,100
Flying Hour Program (Air OPTEMPO)	\$17,632,000
Comms/Visual Aids/RCAS	\$3,603,000
Distance Learning	\$55,500
Medical/Dental Care	\$527,500
Civilian Security Personnel Payroll	\$2,017,800
Anti-Terrorism O&M Projects	\$141,600
FACILITIES MAINTENANCE & REPAIR	\$19,978,221
Facility Oper & Maint, Supplies and Services	\$8,369,000
Real Property Construcion	\$3,826,621
Municipal Services/Utilities	\$3,890,300
Safety & Environmental Expenses	\$1,580,300
Range Training Land Program	\$2,312,000
SPECIAL PROGRAMS	\$6,590,500
Counter Drug/Narcotics Program	\$1,332,700
Weapons of Mass Destruction	\$165,100
Youth ChalleNGe	\$2,823,000

Employee Support Guard/Reserve	\$56,400
Funeral Honors	\$650,100
Other Support	\$146,100
Army O&M to Support Strong Bond/Yellow Ribbon	\$697,100
RESET (2020 Appropriation)	\$720,000
GRAND TOTAL	\$246,620,692

THE ADJUTANT GENERAL OF OKLAHOMA 2011 GOVERNOR'S REPORT



THE OKLAHOMA MILITARY DEPARTMENT

Office of the Adjutant General
3501 Military Circle, Oklahoma City, OK 73111
<http://www.ok.ngb.army.mil>

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Sgt. 1st Class Kendall James, Oklahoma Army National Guard
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SALUTE TO OUR FALLEN HEROES

During Fiscal Year 2011, 14 Soldiers were lost by the 45th Infantry Brigade Combat Team while deployed in Afghanistan.

Second Lieutenant Jered W. Ewy	– died 29 July 2011
Specialist Augustus J. Vicari	– died 29 July 2011
Staff Sergeant Kirk A. Owen	– died 2 August 2011
Sergeant Anthony D. Peterson	– died 4 August 2011
Second Lieutenant Joe L. Cunningham	– died 13 August 2011
First Lieutenant Damon T. Leehan	– died 14 August 2011
Specialist Joshua M. Seals	– died 16 August 2011
Specialist Christopher D. Horton	– died 9 September 2011
Sergeant Bret D. Isenhower	– died 9 September 2011
Private First Class Tony J. Potter Jr	– died 9 September 2011
Sergeant Mycal L. Prince	– died 15 September 2011
Specialist Francisco J. Briseno-Alvarez	– died 25 September 2011
Specialist Sarina N. Butcher	– died 1 November 2011
Sergeant Christopher D. Gailey	– died 1 November 2011

The Oklahoma Army National Guard has had a total of 19 Soldiers killed while deployed since 11 September 2001. Those 19 Guardsmen gave the ultimate sacrifice of their lives in the war against terrorism. We honor their sacrifice and respect the commitment to duty they displayed through their service. They will forever command the respect of the members of the Oklahoma National Guard.

