OKLAHOMA NATIONAL GUARD

THE ADJUTANT GENERAL'S 2012 ANNUAL REPORT

Ladies and Gentlemen:

It is my pleasure to present you with the Oklahoma Military Department's Annual Report for Fiscal Year 2012. 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 2012. 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.

Sincerely,

Myles L. Deering
Major General, OKARNG
The Adjutant General

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Mission:

The Oklahoma National Guard provides trained and ready forces in support of the National Military Strategy; responds as needed to State, local and regional emergencies to ensure peace, order and public safety; adds value to our communities through responsive military service.

Strategic Imperatives

Maintain Operational Readiness - Be Prepared to serve wherever and whenever called upon, whether locally or globally

Effectively Support Universal Domestic Response - Partner with civil authorities to respond to natural disasters and civil distrubances to serve the citizens of Oklahoma

Uphold Timeless Traditions of the National Guard - Build great citizens and families within our organization which continues our culture of community service

Vision:

- That is known by our ethical leadership and our unparalleled integrity
- That embraces diversity and equal opportunity and that is representative of the communities we serve, in race, gender and ethnicity
- That is free from any type or form of sexual harassment or assaults
- Where leaders earn loyalty by listening to our people, anticipate their needs, and work to create value for its members
- Where families feel that they are a vital link to our success and an important part of who we are and what we do
- Where leaders are not afraid to acknowlede superb performance and communicate to their Soldiers and Airmen, "Job well done!"
- That enforces high standards, holds each service member responsible for their actions and where leaders possess the truthfulness/candor to look them in the eye and tell them when they fail to meet the standards
- That focuses on the value individual brings to the team and where members work as a team to achieve each and every mission
- Preserves and communicates the rich traditions of the Oklahoma National Guard heritage
- Where leaders continually encourage members in their physical fitness, their professional development and to excel beyond their own expectations

- That seeks and embraces the challenges of being an operational force and that adapts to a changing environment and fiscal challenges without compromising readiness or excellence
- That provides its members the opportunity to continue their spiritual development, should they chose to do so
- That is driven by mission accomplishment/success, not by hands on the clock

Oklahoma National Guard Chain of Command

Governor Mary Fallin
Commander-In-Chief

Maj. Gen. Myles L. Deering
The Adjutant General

CW5 Paul E. Merchant

State Cmd Chief Warrant Officer

Command Sgt. Maj.

Steven L. Jensen

Command Chief Master Sgt.

John W. Waller

Brig. Gen. Glen E. Moore

Assistant Adjutant General

Brig. Gen. Hopper T. Smith

Assistant Adjutant General

Brig. Gen. William S. Hadaway III

Assistant Adjutant General

Brig. Gen. Robbie L. Asher

Director, Joint Staff

Col. Kelly W. Cobble

Director of Staff-Air

Brig. Gen. Gregory L. Ferguson

Chief of Staff-Air

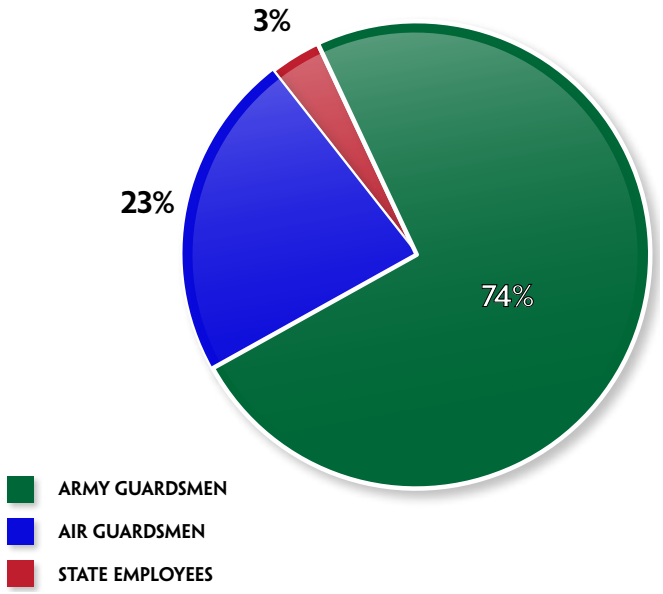
Col. Michael C. Thompson

Chief of Staff-Army

The Oklahoma National Guard by the Numbers

Organization Composition

- 7250 Army Guardsmen
- 2219 Air Guardsmen
- 330 State Employees



Oklahoma National Guard Facilities

STATE RESOURCE MANAGEMENT

Larry 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 2012. 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 OFFICER

Col. Charles Seitz
United States Property and Fiscal Office
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 60 employees of the Oklahoma Military Department with the following functions in support of the Oklahoma Army and Air 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 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 Internal Review (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 IR Division completed 35 engagements, identifying over $957,000 in cost savings. The IR Division also identified non-monetary benefits resulting in 49 recommendations in the area of improved processes, regulatory compliance, and improved management controls. Further, the IR Division assisted the Oklahoma National Guard through 23 external audit agency inspections. Additionally, the IR acts as the focal point for NGB Audit Readiness monthly testing of OKARNG Equipment, Financial Resources and Real Property.

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 (P&C) 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 P&C 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

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. Douglas Gragert
Director of Logistics/G4
Com: (405) 228-5540
DSN: 628-5540

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 FY12, OKARNG had obligated approx. $11million for funding of supplies, equipment and services.

SUSTAINMENT AUTOMATION SUPPORT MANAGEMENT OFFICE (SASMO)

The SASMO office employs four full time federal employees. 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 FY12 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. The CSDP section evaluated three Major Subordinate Commands

(MSC) along with six TDA units. A total of nine evaluations, 18 change of command inventories and one command directed inventory was conducted.

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 $2 million 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 Department of Defense (Active Component, Reserve, and National Guard) convoys operating in the state of Oklahoma. The SMCC provided planning guidance and coordinated/processed over 619 convoy Movement Orders for National Guard, Active Duty Army, Navy and Army Reserve units during FY 12. The SMCC also coordinated with the Department of Transportation to determine highway availability and identify restrictions in order to issue approximately 424 oversize/overweight permits for the National Guard, Active Duty Army and Army Reserve Units.

In the Defense Movement area, this office assisted with the preparation of mobilization movement plans for approximately 80 Army National Guard units located within the state and coordinated with these units to accomplish the Annual Reporting requirement of deployable assets to the United States Army Forces Command (FORSCOM). In addition, the Defense Movement Office manages a fleet of 124 GSA vehicles to support approximately 570 transportation requests during FY 12.

SURFACE MAINTENANCE MANAGEMENT OFFICE (SMMO)

The SMMO is co-located with the Combined Support Maintenance Shop in Norman and 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 232 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 ten 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 missions 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 a total of 97 Soldiers at various times on Full-Time National Guard Duty - Operational Support (FTNGD-OS) orders throughout FY12. At the conclusion of FY12, the OKARNG had obligated approximately $2.1 million of Reset/LBE funding for labor and $7.49 million for parts and services.

The SMMO has 12 full-time employees generating an annual payroll of approximately $710,000 and had five employees mobilized at various times during FY12.

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 and is programmed for an $8 million, four-phase remodel beginning in FY15. The facility employs 60 federal technicians generating an annual payroll of approximately $2.9 million. Employees in the automotive, electronics, calibration, armament and allied trades maintenance sections perform complex maintenance tasks on all surface equipment belonging to OKARNG units.

The CSMS also has a dedicated supply and warehousing section responsible for the receipt and issue for the thousands of repair parts and special tools used within the facility. In addition to in-shop activities

the CSMS also performs on-site maintenance at remote locations throughout Oklahoma to further enhance readiness of OKARNG units.

During FY12, a total of 7,341 work requests for an estimated 17,500 pieces of equipment (vehicles, radios, weapons, canvas, etc) were processed at CSMS. It is not unusual to have over 700 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 up armored versions of the Family of Medium Tactical Vehicles (FMTVs) and the latest iterations of the family of Heavy Expanded Mobility Tactical Trucks (HEMTTs). 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 21 full-time technicians mobilized at various times during FY12.

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 37 federal employees generates an annual payroll of approximately $1.9 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 FY12 a total of 2,043 work orders were processed. Work was performed on vehicles, weapons, radio communications systems, and special purpose equipment.

The MATES also has two Controlled Humidity Protection (CHP) shelters. One CHP shelter houses 18 High Mobility Artillery Rocket System (HIMARS) launchers, 12 Rigid Wall Shelters (RWS), one High Capacity Line of Sight (HCLOS) communications system and one Satellite Transportable Terminal (STT). The other CHP shelter contains 38 generators ranging from 3 kW to 60 kW along with numerous pieces of logistics support equipment such as water purification, fuel distribution and chemical decontamination systems.

The MATES had one full time technician mobilized during FY12

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 twenty-four (24) federal employees generating an annual payroll of approximately $1.3 million.

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 FY12 a total of 846 work orders for 1,026 items were processed for repair or services. It is not uncommon to have over 300 work orders open in the various stages of the repair or service process.

During 2012 the UTES provided support to Oklahoma and other states 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 Oklahoma Air National Guard conducting training at Camp Gruber.

The UTES had 11 full time technicians mobilized at various times during FY-12.

FIELD MAINTENANCE SHOPS (FMS)

Ten 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 99 maintenance technicians and generate an annual payroll of approximately $5.4 million. During FY12 a total of 6,612 work orders were processed on 23,279 items that included vehicles, weapons, and special purpose equipment.

Several FMSs had remodels completed or initiated during FY-12. The facility, location and total cost of project are as follows:

FACILITY	LOCATION	PROJECT COST
FMS # 2 (Completed)	Chandler	$1.2 Million
FMS # 3 (Initiated)	Oklahoma City	$2.1 Million
FMS # 4 (Initiated)	Stillwater	$1.5 Million
FMS # 7 (Completed)	Lexington	$1.1 Million
FMS # 9 (Initiated)	Tulsa	$1.7 Million

J1, PERSONNEL AND ADMINISTRATION

Col. Gail Lusty
Director of Manpower and 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, Mustang, 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 and referral, and community information & outreach. This past year, the FACs provided monthly outreach to the families of over 3800 deployed SMs; and services, resources and/or resource referral to over 6000 SMs and their families addressing approximately 60,000 issues; in most cases, multiple contacts per individual are common. Contact with a FAS is available 24 hours a day,

7 days a week. The Senior FRSA is the lead FRSA in the State Family Readiness program. The Senior FRSA assists the SFPD with the management and administration of all Family Readiness operations and provides guidance and assistance to FRSAs. The SFRSA is also responsible for coordinating with the FRSAs and AFRPCs to recruit, train, and sustain the OKNG's volunteer program. During calendar year 2012, the SFRSA was responsible for the recruitment, training, and sustainment of approximately 485 (statutory and gratuitous) volunteers state wide.

THE FAMILY READINESS SUPPORT ASSISTANT (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. FRSAs assist in executing Soldier and Family wellbeing responsibilities at the state and command level throughout the deployment cycle. They also assist in executing Soldier and Family wellbeing and benefit coordination responsibilities at the state/territory level throughout the three phases of the deployment cycle: BEFORE, DURING and AFTER.

The JFSAP team has provided services, resources, and/or resource referral to more than 35,000 individual service members and family members statewide for 2012 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
- 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 2012, YRRP has conducted 41 events reaching out to approximately 4,000 Army and Air National Guard service members and families.
The Child and Youth Coordinator and Deputy Coordinator are responsible for creating, implementing, and executing a multi-facetted 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. The ISFAC is responsible for bringing together more than 175 various military, government and community organizations across Oklahoma 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.

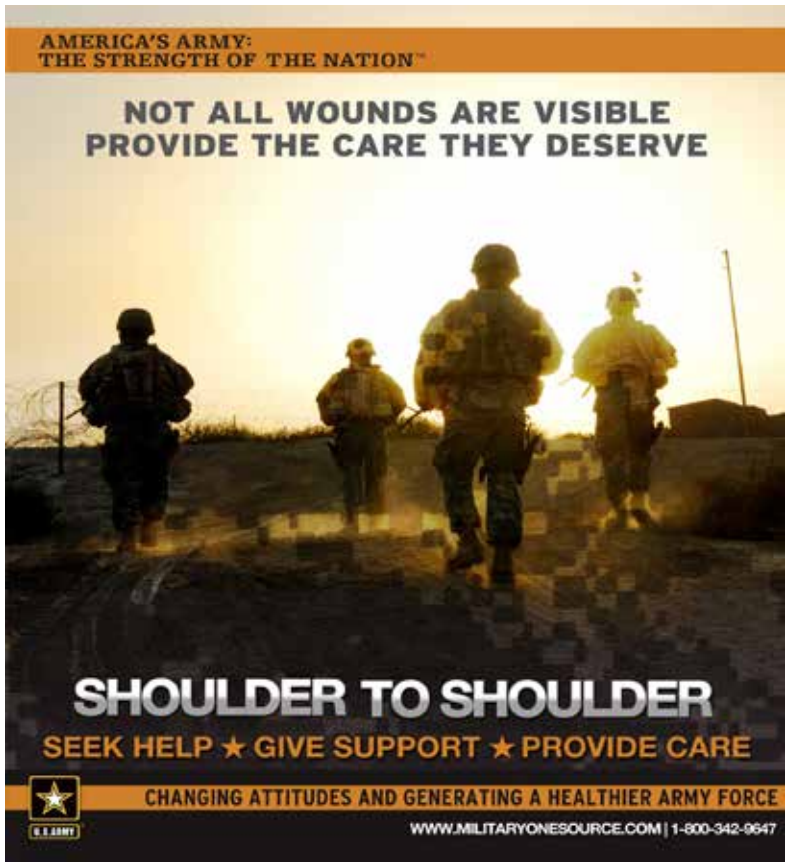
The TAA partners with the Family Program Office, the Yellow Ribbon Reintegration Team as part of the Deployment Cycle Support, and the Director of Psychological Health for the well being of all our heroes.

SUICIDE PREVENTION

The goal of the Army Suicide Prevention Program is to preserve the strength of our Army, prevent further loss of life, and enhance awareness of resources available to Soldiers, Army Civilians and Family members. This effort will improve the health and discipline of the force, reduce stigma associated with seeking help and increase resiliency of Soldiers and their loved ones. The Army conducted a Suicide Prevention and Awareness-Stand Down, during the fall of 2012 and will continue Phase II of the campaign

thru 2013. The theme of this campaign is "Shoulder to Shoulder, We Stand Up for Life". It began with an eight hour block of training that increased awareness of possible emotional crisis and promoted resources available to Soldiers and their families to prevent a crisis. Soldiers will continue to conduct resilience building activities and training throughout 2013. This effort serves as an indication that leaders and Soldiers are determined to eliminate suicides and its devastating effects on the force. The prevention of suicide is an ongoing process that's has support of Army leaders at all levels and will continue to receive priority throughout 2013.

The ARNG is currently implementing Applied Suicide Intervention Skills Training (ASIST), which is a two-day workshop which provides leaders and key personnel with specific identification and intervention skills that has been proven to save lives. These leaders and key personnel are considered "gatekeepers". Gatekeepers are most likely to be approached by, or have interaction with, a Soldier who is going thru a period of great distress. The Army utilizes "Ask, Care, Escort" (ACE) training to provide all Soldiers with basic understanding and knowledge of potential warning signs that someone is considering suicide. The ACE training gives all Soldiers regardless of position or rank, the ability to recognize signs of distress and the direction to escort a Soldier to seek help



RESILIENCE

The Army has established the Comprehensive Soldier and Family Fitness (CSF2) in order to increase the resilience and performance of Soldiers, Family members, and Department of the Army Civilians (DACs). CSF2 is a holistic approach that trains specific resilience techniques through a program of continuous self-development designed to increase physical, emotional, social, spiritual, and family strengths. Resilient Soldiers and their family members have developed the life and coping skills necessary to successfully handle the stressors in their lives as well as the ability to bounce back and have positive growth when a traumatic event occurs. This growth is known as post-traumatic growth and is the desired outcome of the resilience program.

The ARNG supports CSF2 as an element of the overall ARNG Resilience program to develop a fit, resilient, and ready ARNG. It provides instruction on specific mental and physical skills that Soldiers and family members can use to enhance performance when facing challenges, regardless of whether those challenges are in their personal / professional lives, during drill, or in combat. First line leaders (FLLs) are taught how to instill and sustain these qualities in their subordinates as part of their leadership training. The Oklahoma ARNG currently has 49 trained Master Resilience Trainers (MRT) and 30 Resilience Training Assistants (RTA), the core of the Resilience Training program, ready to incorporate training at the unit level and within Family Programs. The program's focus is to continue to build our pool of company level MRT's and an aggressive increase in RTA training throughout the training year to further facilitate the integration of Resilience training to soldiers at the unit level. Resilience training at the unit level includes a focus on five dimensions:

1) Emotional: Approaching life's challenges in a positive, uplifting, optimistic way.
2) Social: Developing and maintaining trusted, valued relationships and friendships.
3) Family: Being part of a family unit that is safe, supportive and loving.
4) Spiritual: Strengthening a set of beliefs, principles or values that sustain a person.
5) Physical: Performing and excelling in physical activities.

The CSF2 Program also provides many tools for Oklahoma ARNG soldiers and families including:

(b) The Soldier Fitness Tracker (SFT) Website:
1) Soldier Global Assessment Tool (GAT): The Soldier GAT enables each Soldier, over time from accession and at intervals over a career, to see his or her performance change in response to training, experience, and maturity. It is comprised of a series of questions, drawn from scientifically validated scales, and is administered online via Army Knowledge Online (AKO).

The SFT enables automatic development of individualized profiles through the Comprehensive Resilience Modules (CRMs).

2) Family GAT: The Family GAT allows Family Members to assess themselves on the dimensions of emotional, spiritual, social, and family fitness. The survey will take about 15-20 minutes and the Family Member will be presented with a rapid estimate of their individual fitness in these four dimensions. The family version of the Global Assessment Tool is similar to the Soldier GAT, but it doesn't ask questions that aren't relevant to Family Members, such as the perceived readiness of the Soldier's unit.

3) Comprehensive Resilience Modules (CRMs): The CRMs are available following the completion of the GAT online and are linked to the Soldier's current level of performance in each dimension. The CRMs are self-development modules and have been designed to help the Soldier or Family member increase strength and resilience in the Emotional, Family, Social and Spiritual dimensions
.

SEXUAL HARASSMENT AND ASSAULT RESPONSE AND PREVENTION (SHARP)

The Sexual Harassment and Assault Response and Prevention (SHARP) 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 SHARP program is to create a climate that decreases sexual assault incidents. If an incident should occur, the SHARP program ensures victims have access to sensitive and comprehensive treatment to restore health and well-being.

Another goal of the SHARP 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 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.

HUMAN RESOURCES OFFICE

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 1,086 Oklahoma Army and 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 159 federal technician positions advertised in 2012, and technician training and travel. The annual Army technician budget for 2012 brought in a little over $38 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 121 new hire technicians in 2012 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 maintains and manages the performance management program as well as the incentives programs. Twenty-four 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 serves as the liaison between this

agency and the Department of Labor for all claims for Workers Compensation.

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.

In addition, the SEEM is responsible for special emphasis programs, to include diversity, to ensure equal opportunity in hiring, training, and advancement of women and minorities.

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 2012. Three personnel process changes were successfully negotiated among all of the labor organizations through an Implementation and Impact bargaining process during 2012.

No grievances were filed or unfair labor practices were filed. Two letters of reprimand were issued by supervisors resulting in one suspension and one termination. Supervisors continue to receive training to learn how to handle adverse actions and appeals, and how to apply the 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 andt 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.

ACTIVE GUARD RESERVE (FULL TIME OKARNG SOLDIER) 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 568 Army AGR members assigned to the OKARNG, constituting a payroll of over $53 million dollars.

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 194 Air AGR members of the Oklahoma National Guard.

G1, PERSONNEL AND ADMINISTRATION

Col. Curtis Bohlman
Director of Personnel
Com: (405) 228-5098
DSN: 628-5098

MISSION

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

OFFICER PERSONNEL BRANCH

The Officer Personnel Branch is responsible for the administrative management of the Officer Corps. The Officer Corps consists of 689 officers in the ranks of Second Lieutenant through Major General and 163 Warrant Officers. The administrative management covers the entire career life cycle of the officer from commission and appointment into the National Guard, through assignments, evaluations and promotions, to retirements and separations.

ENLISTED PERSONNEL BRANCH

The Enlisted Personnel Branch is responsible for the Enlisted Personnel Management System that manages over 6200 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 the past year, the Enlisted Personnel Branch played a major role the redeployment of over 3200 Soldiers that were mobilized with the 45th Infantry Combat Team. It also prepared and validated over 340 Aviation, Engineering and Transportation Soldiers for deployment to Afghanistan in support of Operation Enduring Freedom.

AUTOMATION BRANCH

The Automation Branch is made up of five sections.

Standard Installation/Division Personnel System (SIDPERS).

The SIDPERS Interface Section (OK-SIB) is responsible for several enlisted personnel actions. This section receives electronic transmittal letters, orders and personnel records from a substantial amount of various sources. The section then verifies, validates and uploads the required data into each Soldiers SIDPERS database record. This section 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 section participated in Soldier Readiness Processing and mobilized over 340 members of the Oklahoma Army National Guard (OKARNG). OK-SIB is also responsible for returning Soldiers to the control of the OKARNG upon the completion of a Soldier's initial entry training. During 2012, 409 transactions returning Soldiers to state control were processed. Also we returned 3,237 Soldiers back to OKARNG control from deployment. SIDPERS processed 897 accessions throughout the year. This was accomplished while also processing over 68,183 personnel actions.

DEERS/RAPIDS/ID Card Office

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 Fiscal Year 2012, the DEERS/RAPIDS Section issued over 5,858 ID Cards and input thousands of DEERS transactions. This section also operates and manages four mobile DEERS/ RAPIDS workstations. Two mobile systems are set up and in operation at Camp Gruber Training Site, Braggs, Oklahoma and 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 Fort Knox, Kentucky. Over the past year this office has processed over 74 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 OKARNG. The SAB currently manages over 6,437 "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. During Fiscal Year 2012 approximately 637 investigations were submitted and about 49 of those were for state employees. This Branch also processed 33 official military passports.

Integrated Personnel Electronic Records Management System (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 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 Fiscal Year 2012 there were 7,992 batches posted to iPERMS with 105,738 documents consisting of 181,743 pages for current OKARNG Soldiers processed through iPERMS. Also iPERMS processed 12,344 Problem Resolution cases and maintained an average of over 99% which is consistently among the best Army wide and the Archived Records Manager received and processed over 1,780 records requests.

MEDICAL BRANCH

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 2012 totaled $1,665,000. 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, Nurse 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 panographic 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.

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 to service members and to State-funded and private institutions of higher education.

During the past year incentive payments have been made to 545 service members and totaled over $4.2 million. The ESO made 316 payments towards service member's student loans totaling over $200,000 through the Student Loan Repayment Program. 340 Soldiers contracted and became eligible for the Select Reserve Montgomery GI Bill. Additionally, 71 Soldiers contracted for the Montgomery GI Bill Kicker Program. 820 OKANG Airmen and 1,869 OKARNG Soldiers participated in the State Tuition Waiver Program with an estimated $3.3 million in benefits. The Federal Tuition Assistance Program paid over $774,000 throughout the past year in order to help 617 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 49 service members representing various military branches/components in order to qualify to become OKARNG officers/warrant officers and Army flight warrants. Additionally, the ESO briefed or counseled over 3,700 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.

MILITARY FUNERALS HONORS

The mission of the OKARNG Military Funeral Honors (MFH) program is to provide military funeral honors in accordance with regulations set forth by the Congress of the United States, the Secretary of Defense and the National Guard Bureau. Funeral mission requests can be received from funeral homes, family member requests, and requests relayed down from the Fort Sill Causality Assistance Center (CAC).

The ability to provide military funeral honors to all

Oklahoma Army veterans is a far reaching task that highlights the service of our veterans to their country, state, community and family. In fiscal year 2012, the MFH program performed 1,462 distinct honors utilizing 2865 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, Funeral Homes 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 MFH Program to provide Oklahoma Veterans and their families with dignified military funeral honors performed to the highest of standards.

RECRUITING AND RETENTION COMMAND

The Recruiting and Retention Command (RRC) is manned with 100% full-time personnel consisting of 105 Active Guard/Reserve (AGR) Soldiers, six Federal Technicians, 27 Active Duty for Operational Support (ADOS) Soldiers and 14 civilian contractors.

The mission of the RRC is to enhance the strength of the Oklahoma Army National Guard through continually identifying, accessing, preparing and retaining qualified Soldiers to provide a ready force.

The RRC accomplished that mission by accessing 738 Soldiers into the OKARNG in fiscal year (FY) 2012.

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 121 personnel divided into five Enlisted Area Recruiting & Retention teams, an Education Team, an Officer Strength Management Team, three Guard Officer Leadership Development (GOLD) Programs, Unit Career Counselors and the Recruit Sustainment Program (RSP) with five training sites.

The RRC Command 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 56 recruiters and 23 administrative personnel and recruiter aids.

RECRUIT SUSTAINMENT PROGRAM (RSP)

Five 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 650 trainees.

Each of the five 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 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 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 $4.5 million of appropriation was provided for and expended toward successful strength maintenance of the OKARNG in Fiscal Year 2012. 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 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 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 647 Soldiers to military training this last year. Within this training parameter, several Soldiers attended due to mobilization requirements and unit structure transformation. These 647 Soldiers used over $6.6 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 $9.8 million that was allocated for Annual Training, $23.9 million that was used for Inactive Duty Training, and $9.8 million in Overseas Contingency Operations. These amounts included funding for the 120th Engineer Battalion deployment to Afghanistan and the Detachment 46 Operational Support Airlift deployment to the Horn of Africa. These funds were instrumental 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 2012, the J3 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 2012 the J3 distributed approximately $9,593,575 and 3,954,159 various 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

2012 was a high Op-tempo mobilization year for

the Oklahoma Army National Guard. The 45th Infantry Brigade Combat Team returned from overseas mobilization. Four more units either mobilized or were preparing to mobilize, to include Detachment 46, a C23 "Sherpa" unit in support of the Horn of Africa mission. The 120th Engineer Battalion, C Company/2-149 (UH60 Blackhawk Aviation Company) and 1245 Transportation Company all mobilized for Afghanistan to support Operation Enduring Freedom. There are 325 Soldiers in the Oklahoma Army National Guard assigned to these units.

Now, in the early months of 2013, the Detachment 46 C23 Sherpa unit and the 120th Engineer Battalion are in the process of returning from their mobilizations after conducting nine months of successful logistical aviation operations and route clearance missions. We are also preparing the 1220th Engineer Company, B Company/2-149 (CH47 Chinook Aviation Company), A Battery/1-158 FA BN (HIMARS) and the 171 Target Acquisition Battery for deployment to Afghanistan in support of Operation Enduring Freedom. There are 195 Oklahoma Army National Guard Soldiers assigned to these units.

FORCE MANAGEMENT

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

During 2012, the Force Management office conducted multiple organizational authorities based on new construction of Multi-Unit Readiness Centers. Over the past three years, the Base Realignment and Closure Commission resulted in 59 of the Oklahoma Army National Guard'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 2012, our 1-114 Aviation transitioned from (OH58 Kiowa) to C Company/3-140th Aviation (UH72A Lakota). The Oklahoma Army National Guard conducted more than 19 New Equipment fielding and Training (NET) events. More than 421 Soldiers were trained on the new equipment, executing a training budget of over $608,000.

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 Oklahoma Army National Guard. 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 of the United States 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 124 domestic

operations missions in support of the citizens of Oklahoma during 2012. The mission events included wildfire suppression, search and rescue, water supply, generators, tornado support, and aid to stranded motorists. Over the course of the 124 missions, 353 service members were mobilized working 376 man-days.

The drought kept the National Guard busy with 83 helicopter fire support missions. During these missions crewmembers dropped 1,603 buckets (1,463,259 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 ten water trailers to various towns and communities across the state to aid those areas when their water supply was contaminated or disrupted.

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.

The CST also maintains capabilities that are unique to other first responder agencies, which include:

(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.

OPERATIONS:
In 2012 the CST planned and executed numerous realistic and mission-focused training events; which included Table Top Exercises (TTX), Situational Training Exercises (STX), and Field Training Exercises (FTX) throughout different locations within the state. It planned and executed real world missions within the state; which included CBRNE detection support for the National Basketball Association (NBA) Finals conducted in Oklahoma City, multiple Oklahoma University football games, and technical information assistance to numerous rural fire departments.

The CST also provided equipment and manpower to the Kansas, Arkansas, and Hawaii CSTs during their Regional Response Management Program (RMP) cycles and major exercises; provided capability briefs and equipment displays to the Tulsa Police Department Incident Management Team and The Southern Oklahoma Military Officers Association of America; and participation in the National Domestic Preparedness Workshop and numerous large scale exercises with the Department of Homeland Security CBRNE entities.

During 2012 the CST was recertified to conduct its mission by successfully executing its Preliminary Training Proficiency Assessment (TPA) at the Chilocco Training Site in Newkirk, Oklahoma and its Primary TPA at the Cleveland County Fairgrounds in Norman, Oklahoma administered by ARNORTH.

EQUIPMENT
The CST enhanced its CBRN capabilities in 2012 by training, procuring and fielding new state of the art equipment such as the Gas Identification Detector, Multi-Rae Pro Detector, and an Infrared Microscope Upgrade. Future projected fielding events include a new personal radiation dosimeter wristwatch, a new Civil Military Operations Trailer, a new ADVON package and an upgrade to the current Unified Command Suite.

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 of 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 conducts a full spectrum campaign that bridges the gap between Department of Defense and Non-Department of Defense institutions in the fight against illicit drugs and transnational threats to the Homeland. The program contributes military support for local, state and federal Law Enforcement Agencies (LEAs) and Community Based Organizations as well as Combatant Commanders.

The Counterdrug program's goal is to provide the nation with a drug-free, mission-ready force to defend the interests of its citizens at home and abroad. Oklahoma National Guard Counterdrug personnel work at all levels of government to anticipate, deter, and defeat these threats in order to enhance national security and protect our society. The men and women, Soldiers and Airmen of the Oklahoma National Guard Counterdrug Program are Always Ready, Always There – Institutionalizing Full-

Spectrum Capabilities. The Oklahoma National Guard Counterdrug Program, operating under the Governor's approved Counterdrug plan, provides direct support to federal, state and local LEAs, 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 supporting our State's government with interdiction and intervention.

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.

The OH-58 Kiowa helicopters have served as aerial platform to perform drug interdiction support to LEAs. These aircraft will soon undergo replacement by four new UH-72 Lakota. The UH-72 Aerial systems will enable the National Guard Counterdrug helicopter aircrews to support law enforcement with improved aerial observation, photographic imagery, full motion video and interagency communications.

INTELLIGENCE SUPPORT

From the beginning of the Oklahoma National Guard Counterdrug Program, one of the most significant missions has been the Investigative Case criminal analyst duties in support of drug law enforcement. The mission focuses on four core competencies: link analysis, document exploitation, commodity/financial transaction analysis and drug-trafficker case construction. Within this mission area, our analysts create graphs, charts and maps, conduct toll and financial transaction analysis and develop case information of suspected drug-trafficking individuals and organizations.

They also assist in the development and maintenance of operational criminal intelligence databases that allow for the preparation of reports necessary for successful prosecutorial purposes. The Counterdrug program provided weekly criminal analyst support for the FBI, 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".

CIVIL OPERATIONS

Civil Operations works closely with community leaders represented through local coalitions to improve coalition processes making them more effective in their efforts. Civil Operations focuses on helping communities develop and provide multiple strategies to combat specific problems. When employed in support of community strategies, Civil Operations provides Adventure Based Education and other education programs to further the education of youth and adults. The Counterdrug Civil Operations program conducts coalition development programs and community events across the state in support of drug intervention and prevention efforts.

PREVENTION, TREATMENT AND OUTREACH

The Oklahoma National Guard remains committed to maintaining a drug-free force. Substance use by service members negatively impacts military discipline, individual performance and combat readiness. Illicit drug use and high-risk alcohol abuse affects unit morale, performance, safety and readiness. The Prevention, Treatment and Outreach (PTO) initiative was established within the National Guard Counterdrug Office in response to a directive from the Office of the Secretary of Defense to enhance efforts to further deter illicit drug use and increase awareness about the potential abuse of legal substances among Army and Air National Guard Service Members.

Since its inception, the PTO program has provided prevention education to over 8,000 service members and referred those in need to prevention and treatment services. The PTO program is committed to changing lives and changing the Guard by providing peer supported "Soldier Care" to service members and creating a culture of responsible choices that are compatible with the core National Guard values.

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. A single non-commissioned officer is 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.

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 Department of Defense, 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, Department of Defense, Combatant Command, 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 Combatant Command Headquarters units to potentially support all other Oklahoma National Guard activities in that Combatant Command Area of Responsibility.

The Oklahoma National Guard continues to balance support to the 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 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 relationship building 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 continue to limit our civilian engagement, but we have made strides in relationship building with the Oklahoma University Medical School and the Oklahoma University Dental School and their counterpart education facilities in Azerbaijan.

We have also been able to facilitate another visit to the State of Oklahoma by the Azerbaijan Ambassador to the United States, AMB Elin Suleymanov. 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

Using last year's strategic plan, the Joint Staff developed and implemented that plan into a Readiness Order that is synergizing the organization's efforts and focusing on the future of our capabilities. In conjunction with the guidance of National Guard Bureau's readiness objectives and the state of Oklahoma's expectation of rapid and capable response, we are improving our ability to respond to national and state threats.

The implementation of last year's work will provide great dividends to the citizens of Oklahoma. 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.

The strategic plan and our organization results are tied to our involvement within the Army Communities of Excellence (ACOE) program. Now in our sixth year of participation, the Oklahoma National Guard is fully engaged in the Army Communities of Excellence program using the Army Performance Improvement Criteria – or Baldridge 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 Eleventh Place within the Army Communities of Excellence, out of 30 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 joint, interagency exercise to set the conditions for an exercise next year. In support of Dual Status Commander capability, we now have two trained officers ready to lead the military response to support the state of Oklahoma. We have reintegrated our large brigade from deployment and are positioning ourselves to conduct more exercises.

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. Building off of our last exercise, we continue to update our response plan to provide Oklahoma with the best response with a balance of resources.

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 continues its efforts to ensure unity of effort among our state and within our region.

In a joint effort with the other states, the Joint Plans Division is actively working at the national level to facilitate coordination, collaboration, and information sharing with states affected 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.

We finalized our FEMA Region VI 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 thte 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 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, nine 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.

PLANS, OPERATIONS, TRAINING AND SECURITY 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 2012, there were 6,570 facilities, ranges, and training areas scheduled and 120,641 Soldiers and civilians trained. During FY 2012 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.

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 2012 without any major incidents.

In 2012, 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.

SECURITY

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 FY2012 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

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 2012, 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.*

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.

DEPARTMENT OF FACILITY ENGINEERING AND PUBLIC WORKS DIVISION

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 2012, 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 by15 State Employees. In 2012, Camp Gruber was funded $630,000 for 15 Facility Maintenance state employee salaries and benefits and provided $103,000 in maintenance and repair dollars to ensure facilities were operational throughout the year.

ENVIRONMENTAL BRANCH

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.

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 FY2012 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 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

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 2012, 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

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 2012 for a total of $1.6 million. The installation's federal property total value is at approximately $8.8 million dollars.

BILLETING BRANCH

The Billeting operation is responsible to the Director of Logistics for the management and operations of all chargeable quarters on the installation. During FY2012, 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

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 2012. 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 2012, 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

Col. Curtis 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 Army 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

The Oklahoma Military Department's intent over the next 25 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 required to complete the modernization of the remaining 11 legacy armories.

The Legacy Armory Modernization Program (LAMP) is a bridging measure until the OKARNG can secure federal/state military construction (MILCON) funding over the next 25 years to build seven new Armed Force Reserve Centers (AFRCs) or Readiness Centers in order to retire the aging legacy armories.

The Oklahoma Military Department continues to have a responsibility to support rural Oklahoma areas in times of emergency. Federal and State funding limitations constrain stand-alone Readiness Centers in these areas. The Oklahoma Military Department is currently pursuing partnerships with local, county, and State entities to build shared-use facilities that provide the same benefits as AFRCs. These partnership facilities will allow for improved and stream lined interfaces with local and State entities to better support natural and man made disasters.

LEGACY ARMORY MODERNIZATION PROGRAM (LAMP)

Life cycle improvements under LAMP include replacing major heat and air conditioning systems, electrical, plumbing, adding insulation panels on the exterior envelope for energy conservation, adding fire protection systems to meet current life and safety codes, and updating to meet current Anti-Terrorism & Force Projection and other DoD requirements such as energy conservation. In many cases, additional building space and paved surface is constructed to better serve the present OKARNG mission. Last year, the OKARNG awarded contracts totaling $2.8 million to extend the life cycle of the Altus readiness Center for another 20 to 25 years. The decreases in state funding sustained by the Military Department made it impossible to award to Readiness Center remodel projects.

Additional construction projects that were awarded in 2013 for a $5.1 million for Ada Readiness Center and Field Maintenance Shop number three in Oklahoma City. The continued success is largerly due to projecting future requirements and contracting for design services so as to have "ready to bid" contracting documents in 2013 and 2014. This allows for immediate execution of funds as funding sources are identified. In preparation to bid

additional projects the Oklahoma Military Department has 30 million dollars in designed projects awaiting funding.

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.

DESIGN AND PROJECT MANAGEMENT BRANCH

The Design and Project Management Branch (DPM) provides statewide direct engineering support for the Oklahoma Army National Guard. This Branch manages the delivery of professional architectural and engineering services, including the 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, a licensed architect, and two 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 Fleet 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 2012 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 EPAct 05, EISA 07, EO 13423 and other energy regulations. Expenditures for State fiscal year 2012 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 organizational levels to ensure compliance with all applicable environmental laws, rules, regulations, and policies. During the calendar year 2012 the Environmental Branch has executed $1,241,794 in support of the OKARNG.

Compliance projects completed included management and payment of environmental permits and fees to state regulatory agencies, as well as conducting of Hazardous 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 Plans, and development of an Integrated Solid Waste Management Plan. Other key facets of maintaining environmental compliance is management of petroleum storage tanks, proper hazardous material and hazardous waste management and disposal under the Resource Conservation and Recovery Act, Pollution Prevention Opportunity Assessments, Storm Water Pollution Prevention Plans, Safe Drinking Water Plan and Permit and ensuring all reports to state and federal environmental regulatory agencies are completed correctly and submitted on time.

The National Guard has evaluated three Non-Department of Defense Owned, Non-Operational Defense Sites in Oklahoma. The sites identified were locations where the OKARNG has trained in the past. These sites were evaluated for potential munitions constituents in cooperation with the Oklahoma Department of Environmental Quality (ODEQ). No munitions constituents were found on these sites and the project was closed following ODEQ approval.

As part of conservation of cultural and natural resources the following key projects were undertaken. These projects consisted of surveys to determine the population of endangered species, ecosystem improvement for endangered species, planning level surveys of flora and fauna, National Historic Preservation Act (NHPA) eligibility determination of archaeological sites and conservation of the archaeological collection at the Camp Gruber Training Site (CGTS) in eastern Oklahoma. Surveys and evaluations of endangered species are conducted annually and projects to improve endangered species habitat and ecosystems are implemented as needed.

The OKARNG in cooperation with the ODWC continues to conduct surveys of deer and elk on the CGTS. Multiple archeological sites at CGTS were evaluated for NHPA eligibility during this year. The OKARNG has conducted National Environmental Policy Act (NEPA) evaluations for over 40 OKARNG actions to determine potential environmental impact of the proposed actions to include construction and renovation projects. Planning level surveys completed were; surveys of vegetative communities and survey of trees for development of fire history on CGTC. 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 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 14 Tribal Nations. The OKARNG continues to work with the Tribal Nations in the development of Memorandums of Understanding which outline how the OKARNG and Tribal Nations interact and comply with federal laws and regulations. The OKARNG signed the first Memorandum of Understanding with the Thlopthlocco Tribal Town on November 29, 2012.

As required by Federal 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 conservation of water and energy 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 reimbursed the State of Oklahoma Military Department a total of $22,814,300.49 in federal funds for calendar year 2012. Of the total funds received, the Construction and Facility Management Office reimbursed for utilities, payroll, routine maintenance, and contracted projects.

ITEM	FEDERAL	STATE
Utilities	$2,008,910.19	$554,660.40
Payroll	$2,995.976.56	$536,970.13
Maint/ Projects	$17,475,489.74	$3,501,946.03
In Kind Assistance (Federal Direct)	$333,924.00	$0
Total	$22,814,300.49	$4,593,576.56

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 Office of Management and Enterprise Services (OMES) to ensure construction contracts and actions are conducted in accordance with State Law and Federal requirements.

We are currently working with OMES to pursue contracting vehicles to enhance Facilities Management Branch and Design and Project Management Branch of OMD to be better positioned to support future requirements.

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.

CONSTRUCTION AND CAPITAL IMPROVEMENT PROJECTS AWARDED IN 2012:

City	Facility	Type	Federal Share	State Share	Total Contract
Ada	Readiness Center System to extend Bldg life & A&E Services	Rpr/Rpl Selective	$1,107,079.00	$1,107,079.00	$2,214,158.00
Altus	Readiness Center System to extend Bldg life	Rpr/Rpl Selective	$1,515,899.00	$1,515,899.00	$3,031,798.00
Braggs	Camp Gruber Training Site	Pavilion	$76,488.00	$	$76,488.00
Braggs	Camp Gruber Training Site	Cottages	$321,200.00	$	$321,200.00
Braggs	Camp Gruber Training Site	A&E Services Remodel Projects	$260,873.00	$	$260,873.00
Braggs	Camp Gruber Training Site	A&E Services Various Projects	$286,168.00	$	$286,168.00
Braggs	Camp Gruber Training Site	A&E Services Highrise	$361,728.00	$	$361,728.00
Braggs	Camp Gruber Training Site	HQ's Remodel Bldgs 154/155	$497,670.00	$	$497,670.00

Braggs	Camp Gruber Training Site	S.France Rd	$1,386,013.00	$	$1,386,013.00
Braggs	Camp Gruber Training Site	A&E Services Rhineland Rd	$123,254.00	$	$123,254.00
Lexington	Readiness Center	A&E Services	$112,446.00	$	$112,446.00
Norman	Combined Spt Maint Shop	A&E Services	$560,998.00	$	$560,998.00
Norman	AFRC	A&E Services MEP Expansion	$60,429.00	$	$60,429.00
Oklahoma City	Regional Training Inst.	U Shape Survey A&E Services	$16,883.00	$	$16,883.00
Oklahoma City	Regional Training Inst.	A&E Services	$86,222.00	$	$86,222.00
Oklahoma City	JFHQ	Restroom Remodel	$120,681.09	$31,007.91	$151,689.00
Oklahoma City	Facility Maint Shop #3 System to extend Bldg life & A&E Services	Rpr/Rpl Selective	$2,473,323.00	$	$2,473,323.00
Oklahoma City	Museum	A&E Services	$161,758.00	$	$161,758.00
Poteau	Readiness Center	A&E Services	$96,200.00	$96,200.00	$192,400.00
Sand Springs	AFRC	A&E Services	$46,835.88	$13,210.12	$60,046.00
Stillwater	Facility Maint Shop #4	Rpr/Rpl Selective System to extend Bldg life	$1,874,072.00	$	$1,874,072.00
Tulsa	Facility Maint Shop #9 System to extend Bldg life	Rpr/Rpl Selective	$2,857,444.00	$	$2,857,444.00
Tulsa	AASF #2	Rpr/Rpl Runway	$495,037.00	$	$495,037.00
Tulsa	Readiness Center	A&E Services	$269,671.00	$	$269,671.00

	Federal Share	**State Share**	**Total Contract**
Total Contract Execution, January 1, 2011 thru December 31, 2012	$15,168,371.97	$2,763,396.03	$17,931,768.00

HEADQUARTERS AIR NATIONAL GUARD

Col. Kelly Cobble
Director
Com: (405) 228-5647
DSN: 628-5647

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 2,342 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 632 members deploy in calendar year 2012 to operations nationally and overseas. The 137th Air Refueling Wing has deployed to Guam, Qatar, Germany, Africa, 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 and also deployed members to Qatar, Afghanistan and Iraq. 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 U.S. Gulf Region.

The 146th Air Support Operations Squadron returned home from 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. We also had the pleasure of having 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. In an effort to respond better, members of the Oklahoma Air National Guard participated in Sooner Response, our first ever domestic operations exercise at Camp Gruber in November. This exercise provided invaluable hands on experience in areas such as Urban Search and Rescue, Fatality Search and Recover and Security Forces operation.

More detailed information concerning all of these units will be provided in separate unit reports in the following pages of this 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. The Safety office offers the motorcycle safety foundation (MSF) Basic and Experienced Rider Courses 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 2012, OKARNG aviators and crewmembers flew over 5,200 accident-free flight hours in training and support operations. The annual budget required to sustain and support this program was $13.7 million dollars in fuel, parts, and training. As of this document publishing date, Detachment 1 Company C 2-149 (UH-60 Blackhawk (MEDEVAC)) GSAB is deployed to Afghanistan in support of Operation Enduring Freedom, Detachment 46 OSA is deployed to Djibouti Africa in support of AFRICOM, and the Aviation Command is preparing to deploy Detachment 1 Company B 2-149 (CH-47 Chinook) General Support Aviation Support Battalion (GSAB).

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 Nap of the Earth (NOE) training areas for both day and Night Vision Goggle (NVG) operations and minimizes the concern for airfield encroachment.

AASF #2

AASF #2 is located in Tulsa in the heart of Green Country, under the Tulsa International Airport Airspace. The Facility maintains 10 UH-60A helicopters and primarily supports B Company 2/285th Assault (ASLT) and B Co 834th Aviation Intermediate Maintenance (AVIM). Day to day the facility is responsible for progression and maintenance of aviator skill sets.

WILL ROGERS AIR NATIONAL GUARD BASE

(WRANGB) is home to the OKARNG Aviation Command, Detachment 46 (C-12 Huron), Detachment 1 Co A 641 (C-23 Sherpa), Detachment 1 Co A 1-140th S&S (OH-58 Kiowa), and houses the 45th IN BDE Unmanned Aerial Systems (UAS)(QR-7 Shadow).

OPERATIONAL SUPPORT AIRLIFT

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

implement CONUS Operational Support Airlift (OSA) solutions and augment the air movement capability of the Department of Defense.

The S&S unit works hand in hand with the J3 Counter Drug (CD) Operations for aviation support. During 2013 the OKARNG will replace the current aircraft platform, the OH-58, with the American Eurocopter UH-72A Lakota Light Utility Helicopter (LUH). The UH-72A Lakota is manufactured at EADS North America's American Eurocopter facility in Columbus, Miss.

The Lakota helicopter is the first production aircraft to be delivered with the new Security and Support (S&S) Battalion Mission Equipment Package (MEP).

The enhanced capability provided by the MEP enables these units to seamlessly support state and local law enforcement and federal homeland security agencies in responding to natural disasters, law enforcement and border security operations. The S&S MEP contains a centerline electro-optical infrared (EO/IR) sensor, a 30 million candle power search light, analog/digital video

downlink, rear observer's console with a 15-inch display, an enhanced tactical communications suite, an onboard digital video recorder, 10.4-inch auxiliary displays for the pilot and co-pilot, and a video management system.

The UH-72A is a Defense Acquisition Category (ACAT) I major defense acquisition program for the U.S. Defense Department, and it marked one of the most rapid introductions of a new aircraft in the U.S. Army's history. Deliveries of the aircraft to National Guard units allow aging OH-58 rotary-wing aircraft to be retired, after 45+ years of Army service.

ARMY UNMANNED AERIAL SYSTEMS (UAS) are employed across all tactical echelons supporting Army and Joint operations to provide the Warfighter a advantage

through near real-time situational awareness, multi-role capabilities on demand (including communications, reconnaissance, and armed response), and system employment from dynamic retasking through autonomous operations.

The 45th IBCTs UAS Platoon recently returned from Afghanistan and conducts UAS flight training in the restricted airspace above FT Sill to prepare for missions anywhere in the world.

J-6 CHIEF INFORMATION OFFICER

Col. Robert Finigan
Director
Com: (405) 228-5660
DSN: 628-5660

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. 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.

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.

The VI photo studio provides high quality studio photography all branches of the National Guard as well as active duty forces.

INFORMATION ASSURANCE CENTER

The Information Assurance Center pro actively 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.

OFFICE OF 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 the 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. The PAO also provides national and state media information about domestic actions.

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 and various forms of social media are also used to meet 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. The Oklahoma National Guard enjoys a tremendous relationship with the media that is based on years of respect, understanding and honest communication.

45TH INFANTRY BRIGADE COMBAT TEAM

Col. Van Kinchen
Commander

MISSION

The 45th Infantry Brigade Combat Team, known as the Thunderbirds, is a disciplined team of exceptional warriors, led by adaptive, confident leaders, skilled in the conduct of Unified Land Operations and prepared to deploy whenever needed, into any operational environment to protect our nation's interests. Additionally, on order of the Governor, we will support the civil agencies that have the primary responsibility to protect life and property, and preserve the peace, order and public safety wherever directed.

The 45th IBCT is a 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 IBCT has conducted multiple deployments in support of *Operation Enduring Freedom* in Afghanistan and *Operations Iraqi Freedom/Operation New Dawn* in Kuwait and Iraq over the last 11 years.

The Brigade's most recent participation in OEF was to conduct Unified Land Operations. Elements from four of the six battalions of the BCT along with its partners conducted operations over six provinces in Afghanistan (Parwan, Panjshir, Laghman, Nuristan, Paktia, Ghazni) and were instrumental in setting the conditions for three of those provinces to transition the responsibility of security to the Government of Afghanistan.

Two of the BCT's Battalions were ordered to OIF/OND where they conducted security and movement missions during the historic retrograde operations from Iraq in support of the U.S. Presidential directives.

During the 2011-2012 deployment, the Brigade lost 14 members killed in action and many more injured and wounded. The Brigade completed its redeployment in the Spring of 2012 and is in the process of refitting and reconstituting its units in preparation for whatever the future may hold.

HOMELAND SECURITY

The 45th IBCT has assisted in numerous State Active Duty missions during the year.

The Headquarters for the 45th IBCT Headquarters company, 700th Brigade Support Battalion, and the 45th Brigade Special Troops Battalion are located in the Norman Armed Forces Reserve Center in Norman, Okla. The 1st Battalion, 179th Infantry is headquartered in Stillwater, the 1st Battalion, 279th Infantry is headquartered in Sand Springs, the 180th Cavalry Squadron, is headquartered in Durant, and the 1st Battalion, 160th Field Artillery is headquartered in Chandler.

45TH FIRES BRIGADE

Col. Mike Chase
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 support battalion.

90TH TROOP COMMAND

Col. Carl Franks
Commander

MISSION STATEMENT

The 90th Troop Command provides combat service support to American's Army on the field of battle and in operations other than war. We are Citizen-Soldiers providing highly skilled professional expertise in support of community, state, and national missions. As the most diverse subordinate command in the Oklahoma Army National Guard, the 90th Troop Command maintains a robust capability to support transportation, engineer, public affairs, command and control and aviation support to the state and nation. Our motto "Duty First!" symbolizes our selfless service and is our pledge to be prepared when called upon to assist our communities, state and nation.

VISION STATEMENT

The 90th Troop Command will build on its many strengths to provide ready, capable forces to the state and nation in time of crisis and need. Our singular focus is being prepared to serve the people of Oklahoma and this nation when called upon. The members of the 90th Troop Command continually hone their skills through mission focused training that enables them to live up to the National Guard Motto: "Always Ready, Always There!"

SIGNIFICANT EVENTS

During 2012, the 90th Troop Command deployed more than 350 Soldiers in support of Operation Enduring Freedom and is preparing an additional 150 Soldiers to deploy in 2013. In addition to mobilization activities, the units of the Troop Command conducted mission focused training, participated in disaster preparedness training with surrounding states, and responded to several state emergencies.

HEADQUARTERS, 90TH TROOP COMMAND

Personnel, training, operations, and logistics readiness and support are the primary missions of the Troop Command headquarters based in Oklahoma City. Mobilizations are some of the busiest times a Soldier can face and the members of the 90th Troop Command headquarters have spent the last few months preparing units for duty overseas. Increasing unit readiness has also been a major focus of the headquarters and new training programs have been put in place in recent months to make this organization ready for any contingency. The Headquarters is currently in the process of creating a new Joint Operations Center (JOC) to provide command and control capabilities under any weather condition. This new JOC will serve as a backup for the State JOC in the case of an emergency affecting the JFHQ.

120TH ENGINEER BATTALION

The 120th Engineer Battalion is based in Broken Arrow, Okla., and is made up of eight different units with varied missions and capabilities. These units are: Headquarters Service Company (HSC), 120th Engineer Battalion; Company A, Forward Support Company (FSC) 120th Engineer Battalion; 1220th Engineer Company; 2120th Engineer Company; 3120th Engineer Company; 720th Engineer Detachment (Survey Team); 1120th Asphalt Team; and, the 120th Area Support Medical Company, Headquarters Service Company 120th Engineer Battalion. While deployed to Afghanistan in 2012 as part of Operation Enduring Freedom, Headquarters and Headquarters Company and Company A, 120th Engineer Battalion made up the command and control headquarters of Task Force Outlaw. This task force consisted of eight Companies from both the Active and Reserve Component and was charged with conducting route clearance missions throughout the southern region of Afghanistan.

Task Force Outlaw was the single route clearance, or combat effects pure, battalion in the Afghanistan Theater. This critical mission provided safe travel not only for coalition forces but for the civilian population of the region. Task Force Outlaw and its subordinate units executed over 1,300 route clearance missions, clearing more than 63,000 kilometers by reduction or detonation of more than 250 Improvised Explosive Devices, without loss of life or serious injuries, making them one of the most successful Engineer Battalions in the Afghan area of operations. This is a remarkable record, but not surprising

from the Soldiers of the 120th Engineers. After receiving the notification of sourcing for possible mobilization in

the spring of 2011, the Battalion prepared and executed an extensive and comprehensive training plan in order to prepare for a successful, mission focused deployment. This is the Battalion's second deployment in support of the Global War on Terrorism. The Battalion supported construction operations and Captured Enemy Ammunition reduction during their deployment to Iraq in support of Operation Iraqi Freedom in 2004.

1220TH ENGINEER COMPANY

The 1220th Engineer Company is a Horizontal Construction Company that is responsible for road construction, improvement, and demolition. Currently deployed to Afghanistan, the 1220th spent most of 2012 conducting intense training for their mission overseas. The 1220th will be critical to the drawdown of coalition forces in Afghanistan as they improve roads, and demolish existing Forward Operating Bases and Combat Outposts during the withdrawal.

These Oklahoma Guard members are highly trained and ready for this important mission, and like their brothers and sisters in HSC and Company A, 120th Engineers, will lead the way in engineer operations while deployed.

2120th Engineer Company, 3120th Engineer Company, 720th Engineer Detachment (Survey Team) 1120th Asphalt Team, and the 120th Medical Company (Area Support) These units of the 120th Engineer Battalion have not been idle during 2012. They have conducted mission focused training on all their mission skill sets including, improvement projects at Camp Gruber Joint Maneuver Training Center in Braggs, Okla., and participation in Operation Vigilant Guard, a disaster preparedness exercise conducted with the Arkansas and Missouri National Guard. Throughout this busy year the 120th Medical Company provided the support for all the Soldiers of the 90th Troop Command both during training and in preparation for mobilization. The medics, physician assistants, and doctors of the 120th Medical Company are key players in the readiness of the 90th Troop Command and provide superb medical support and expertise to keep our Soldiers ready for any mission.

345TH CORPS SERVICE SUPPORT BATTALION

The 345th Corps Service Support Battalion (CSSB) is based in Ardmore, Okla., and is made up of Headquarters and Headquarters Company (HHC) 345th CSSB; 1245th Transportation Company; 1345th Transportation Company; and, Company A, 777th Aviation Support Battalion (Distribution).

The heavy haulers of the Oklahoma Army National Guard, the units of the 345th CSSB have the capability to move supplies, personnel, and almost any piece of military equipment to any location to meet the needs of our troops.

1245TH TRANSPORTATION COMPANY

Currently deployed to Afghanistan as part of Operation Enduring Freedom, the 1245th Transportation Company supports our forces on the battlefield through the ground movement of supplies, personnel and equipment throughout their area of responsibility in Afghanistan. These Soldiers have a difficult and dangerous job, but with three prior deployments to Operation Desert Storm and Operation Iraqi Freedom they have the experience and leadership necessary to get the job done.

1345TH TRANSPORTATION COMPANY, Company A 777th Distribution Company (Aviation Support Battalion) The transporters of the 1345th and Company A, 777th Distribution Company (Aviation Support Battalion) were very busy in 2012. Not only did they conduct their own mission specific training, they also assisted in the pre-mobilization training for their brothers and sisters in the 1245th. Many members of the 1345th were on standby during the Christmas season anticipating an ice storm, ready at a moment's notice to assist the citizens of this State if a crisis arose.

145TH ARMY BAND

Known as the "Governor's Own" the 145th Army Band, based in Oklahoma City, is one of the top bands in the United States Military. Throughout the year they have performed numerous concerts and events throughout the state to foster the support of our citizens, to instill in our Soldiers the will to fight and win, and to promote our national interests at home and abroad.

145TH MOBILE PUBLIC AFFAIRS DETACHMENT

The highly trained and dedicated journalists and broadcasters of the 145th Mobile Public Affairs Detachment (MPAD), based in Oklahoma City, tell the story of the Oklahoma National Guard. Through news stories, photographs, web based media, and print media these Soldiers help inform and educate members of the Oklahoma National Guard, local and federal officials, and the citizens of Oklahoma on what their National Guard is doing for the community, state, and nation.

The 145th MPAD deployed to Afghanistan in support of Operation Enduring Freedom in 2004 and 2009. During each deployment, MPAD soldiers were split into three to six person teams and worked at Corps down to Battalion levels.

CONCLUSION

The 90th Troop Command ended 2012 with one of the busiest years since the beginning of the War on Terrorism. Undaunted, these Soldiers stand prepared for the future and look forward to the opportunities to train in their military specialties in the upcoming year. Focused on readiness, the Troop Command motto of "Duty First!" is our guide as we work hard to be prepared for the future. Citizen-Soldiers in the finest sense of the phrase, the Soldiers of the 90th Troop Command can be counted to be "Always Ready, Always There!"

ROUTE CLEARANCE OPERATIONS

120 OUTLAWS

REGIONAL TRAINING INSTITUTE

Col. Curtis Bohlman
Commander

MISSION

The 189th Regiment provides training courses in Health Care Specialist (68W), Officer Candidate School (OCS), and Field Artillery (FA), to include Non-commissioned Officer Education System (NCOES), during Fiscal Year FY '12 at the OK Regional Training Institute (RTI) campus in order to provide highly-trained and qualified Soldiers for the Army National Guard, United States Army Reserve and the Active Component Army.

OVERVIEW

The Oklahoma Regional Training Institute is the home of the 189th Regiment and it's First and Second Battalions. Their mission, as part of The Total Army School System (TASS), is to provide an efficient, effective program of instruction and training, which will prepare Soldiers for leadership and responsibility at different levels.

The 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 physical fitness facility and a ¼ mile track.

The 189th Regiment is a Training and Doctrine Command (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 FY 2012, the RTI conducted 32 TASS Courses with 298 students completing a myriad of these courses. The 189th also trained and commissioned 16 officer candidates during 2012. Due to the temperate climate of Oklahoma, the 189th RTI is able to teach classes year round.

1ST FIELD ARTILLERY BN, 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 FA Career Management Fields to include:

- *Cannon Crewmember, M119 howitzer*
- *FA Cannon Section Chief Advance Leader Course*
- *FA 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*
- *Joint Fires Observer Re-Certification*

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

2ND BN, 189TH MODULAR BN

The 2nd Battalion, 189th Modular BN conducts the OCS Program for the Oklahoma Army National Guard. 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. State agencies that are regular users of the RTI include: Department of Public Safety, Department of Corrections and Department of Emergency Management. 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. The 189th Regiment will expand the Joint Fires Observer and 68W (medic) refresher courses we teach, keeping Oklahoma soldiers ready and relevant in their fields of duty. Also, the 189th will begin planning to conduct flight paramedic training for flight medics of the Oklahoma Army National Guard.

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.

137TH AIR REFUELING WING

Col. Glen 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 137 ARW, 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 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 twelve KC-135R aircraft. The 137th and 507th are the first Air Reserve Component association in the U.S. Air Force.

IMPRESSIVE FLIGHT SAFETY RECORD CONTINUES

The 137 ARW continues to add to their mishap-free flying hour totals. The 185 ARS flew 2,057.3 mishap-free hours in CY12 and the 137 ARW has flown a total of 611,577 mishap-free hours over the past 52 years.

MAJOR CHANGES

As a result of the FY13 NDAA, the 137 ARW will gain 11 RC-26B Aircraft for an intelligence, surveillance and reconnaissance mission in FY15; additionally the same law removed four KC-135s from the association.

WORLDWIDE MISSIONS AND DEPLOYMENTS

The Wing deployed 210 personnel for 16,062 total days in support of missions including Operations Enduring Freedom and New Dawn. Those deployment locations included but were not limited to Al Udeid, Kyrgyzstan, Afghanistan, Germany and Guam. Additionally, the 137th executed 37 Guard lifts, flew 2,057.3 hours and offloaded more than 2.4 million pounds of fuel to more than 400 different receiver aircraft on various NGB and AMC sorties ranging in locations from Mongolia, St Croix, Alaska, United Kingdom and Germany.

INFRASTRUCTURE PROJECTS

- Air Support Operations Squadron, Bldg 1052, constructed - totaling $4.8 million
- BRAC Relocate GATOPO, Bldg 1001 - totaling $2.5 million
- ALCE Remodel, Bldg 1033 - totaling $750,000
- Bldg 1022 Remodel - totaling $60,000
- SRM Projects (34) Completed – totaling $1.17 Million
- SRM Projects (8) Construction – totaling $427,000

COMMUNITY INVOLVEMENT

The Wing continued its support of the STARBASE Program for local public school that encourages at-risk students to develop math and science skills through a comprehensive aviation-based agenda.
Set a new record for a single donor with a $7,000 contribution to Operation Holiday Spirit benefiting over 400 Guard and Reserve families.

Sponsored Oklahoma City Civilian Air Patrol chapter; housed, mentored and trained more than 40 cadets. Provided support and raised funds for the Marine's Toys

for Tots campaign, the Combined Federal Campaign and the City Rescue Mission.

FORMAL INSPECTIONS AND EVALUATIONS

The Wing excelled through its first-ever Nuclear Operational Readiness Inspection, earning an overall grade of "Excellent" boasting three IG team awards; two individual awards for outstanding performance, and one IG Coin recipient. Graded "Outstanding" for Mission Execution, the 137th was the only unit to receive this grade in the past five inspection years.

The Wing also excelled through its summer ORI and earned "Excellent" in all four major graded areas with an overall grade of "Excellent". Seven outstanding performers recognized with an Air Mobility Command Inspector General coin for outstanding performance during the ORI!

More than 70 total IG recognitions; 10 individual and 14 team recognitions for excellent performance, three AMC IG "Cross Tells" for outstanding programs and practices identified as benchmarks Air Force-wide.

Medical functions graded "Outstanding"; zero discrepancies found for the entire duration of the inspection! Set the bar for "ARC Association" performance standards, showcasing "Team Oklahoma" as a success story!

138TH FIGHTER WING

Col. David Burgy
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 138 OPERATIONS GROUP (OG)

The 138th Operations Group is the home to the 125th Fighter Squadron, 138th Aerospace Control Alert Det-1, 138th Combat Training Flight and 138th Operations Support Flight. Each of these organizations are critical to our national defense and are continuously tasked in that effort. The 125th Fighter Squadron (FS) is the supported command on the Tulsa Air National Guard Base. When it deploys, all other wing members come under the command of the 125th FS/CC to carry out whatever mission they are tasked to accomplish. The 125th FS was the last US fighter aircraft to depart Iraq at the very end of 2011. Although recently returned from Combat, the unit immediately continued an aggressive deployment schedule to remain fully trained and ready for its mission of short notice call up.

The deployments in 2012 covered a variety of exercises, live fire events and directly supported training of U.S. military deploying to all the combat zones currently active. The squadron deployed to Tyndall AFB and flew day/night Air combat training sorties that included the successful launching and testing of over 20 missiles and employment of the A/A gunnery against flying targets. Later the unit deployed to Barking Sands and supported the US and Japanese Navies in intense live fire exercises which completed the combat certification of many Japanese warships and further solidified the partnership with a valuable ally.

The unit deployed multiple times or supported from home station the Air Ground training of U.S. Army and Air Force combat forces as their final top off training prior to departing for all the current combat zones. The 125th

FS and 138th OSF are responsible to train all the pilots assigned to 138FW and serves as force supplier to the other 138OG organizations.

Det-1, located in Houston Texas is responsible for Aerospace Control Alert 24/7, 365 days a year. The Jets, maintenance crews, and pilots live at the facility and are able to respond to threats to our national air and ground space quite rapidly. In 2012 the unit was scrambled multiple times to actively defend our country and has never failed to launch on time.

All intercepts have resulted in 100% protection of valuable national assets and human life. Det-1 regularly participates in NORAD exercises and practice events requiring airborne coordination with all US military, and many civilian agencies. Det-1 also received the highest marks possible during a surprise inspection which resulted in numerous best practices and accolades from across the Air Force.

CTF directly supports the Combatant Commanders by training USAF Tactical Air Control Parties. The TACP controls Air Force firepower and provides direct fires for the U.S. Army, Navy, or Marine corp. TACP training is listed as a national priority and CTF provides a superior training environment, course and instructors who have constructed a course that graduates highly qualified TACP four times a year. This course also shortens the training time required to qualify this type of battlefield airman by over two years which puts this valuable airman into combat much sooner.

138TH SECURITY FORCES SQUADRON (SFS)

The 138th Security Forces Squadron had a productive year in 2012. 138SFS conducted pre deployment sustainment training for the 188th SFS at Ft. Chaffee, AR. 13 SF members attended pre deployment sustainment training at Ft. Bliss RTC, TX. 34 SF members attended annual training at Volk Field RTC, WI.

This included training on Active Shooter and Alarm Response, Military Operations on Urban Terrain (MOUT), convoy training and a Leadership Reaction Course. 10 personnel provided security for the Order of the Sword ceremony for Major General Wyatt. Two SF personnel attended Honor Guard training in Washington D.C. SF personnel oversaw the installation of over $350K in Intrusion Detection System (IDS) equipment exponentially increasing the overall security for assets vital to 138FW operations.

The 138SFS received an overall rating of satisfactory during the Compliance Inspection (CI).

The 138SFS administrative office processed over 100 Base Contracting Badges, 114 Restricted Area Badges, 13 Geneva Convention Identification Cards and 13 Oklahoma State Employee Badges. The Information Security Office conducted 62 new security clearances and 113 periodic reinvestigations. The Combat Arms Training and Munitions (CATM) personnel conducted extensive weapons training throughout the year. CATM conducted weapons training to qualify 526 personnel.

This included pre-deployment qualifications for 73 219th EIS personnel. CATM conducted 979 weapons inspections on seven different weapons systems. CATM personnel participated in joint training on Military Operations on Urban Terrain (MOUT) tactics with the 138th Combat Training Flight. CATM leadership helped the 138th CTF develop training plans to conduct weapons qualifications.

138TH MEDICAL GROUP (MDG)

The 138th Medical Group deployed members of the Bioenvironmental Engineering and Public Health Offices to Ellington Field, Houston Texas (Det 1) and Camp Gruber, Combat Training Flight (CTF). This team successfully conducted Industrial Hygiene Surveys identifyng potential health hazards requiring identification and control. The team created a hazard communication continuity resource for personnel to utilize and established respiratory protection inclusive guidance.

Medical Personnel were deployed to the Medical Readiness Training Site, CRTC, Alpena, Michigan July 2012. Personnel participated in the Expeditionary Medical Support Course jointly with members of the 106th Medical Group in support of a Disaster Relief Contingency. Field exercises included realistic training for Patient Administration, Patient Care, Biomedical Equipment Repair, Emergency Dental Procedures, Bioenvironmental, Public Health, Nursing and Command and Control.

Provided support to Enduring Freedom staffing a Critical Care Air Transport Team providing for patient movement from theatre. AOR support in response to In Flight Emergencies (IFE), dispensed operational medications in direct support of contingency missions, conducted monthly inspection of IFE jump bags resolving discrepancies, increasing mission safety and effectiveness.

Medical Personnel deployed to Tripler Army Medical Center providing support to 200+ patients in PACU, OR, ICU, ER, Respiratory Therapy, Pediatrics Ward/ Clinic, Neuro/Ortho Ward Medical Laboratory/Micro, Preventive Medicine, Medical Logistics, Patient Admin

and Aeromedical Evacuation. Personnel provided mission essential manpower to perform water sampling, mosquito trapping, sorting and identification, food safety inspections and hospital equipment repair.

The 138th Medical Group stood up and trained the In Place Patient Decon Team (IPPD) providing capability to the state of Oklahoma in time of Disaster. Manpower and equipment provides capability to decon 100 patients from the local community.

The 138th Medical Group scored 19 Outstanding and 8 Excellent elements during the 2012 Health Services Inspection. The Inspector General (IG) cited two areas as exemplary: Bioenvironmental Threats and Vulnerabilities and the Hearing Conservation Program.

138TH LOGISTICS READINESS SQUADRON (LRS)

Throughout calendar year 2012, the 138th Logistics Readiness Squadron maintained their personnel levels (75 military / 45 full-time) while providing un-paralleled support to all organizations of the 138th Fighter Wing to include three Geographically Separated Units; 138th Combat Training Flight, 138th Aerospace Control Alert and 219th Engineering Installation Squadron.

In addition to recurring daily tasks, the 138th Logistics Readiness Squadron was evaluated by the Air Combat Command's Inspector General's Consolidated Unit Inspection Team as well as an Air National Guard Logistics Compliance Assessment Team, recording an overall EXCELLENT in both evaluations.

The 138th LRS Deployment and Distribution Flight deployed 573 total personnel to 14 stateside and six overseas locations in support of *OPERATION ENDURING FREEDOM*. Deployed members performed an equivalent of 2041 man-days in overseas locations including Afghanistan, Qatar and Germany. In support of these personnel moves, the unit also deployed and redeployed over 105 short tons of cargo via military aircraft, semi-tractor/trailers and sea van containers.

The 138th LRS Material Management Section achieved and overall CY12 Inventory Accuracy rate of 86.4% (Accuracy by value 99.999%). The inventory consisted of 102,826 items with a record value of $12,316,755.84, and overall Equipment In-Use/Equipment value of $68.4 million. The section also completed re-warehousing nearly 50% of base assets from an outdated rotary bin system to a traditional warehouse shelving unit.

The 138th POL Section/Fuels Branch provided outstanding fuel support while issuing over 2.8 million gallons of Jet A Aviation Fuel, an increase of half a million gallons over CY11. Over 25,000 gallons of Ground Fuels Product, including diesel fuel and gasoline for general purpose vehicles, were issued in addition to over 24,000 gallons of Cryogenic Products issued to on base organizations. The Flight also supported over 50 aircraft sorties at the 138th Aerospace Control Alert facility in Houston as well as the Army Aviation Facility located approximately 1.5 miles from our base.

The 138th Vehicle Management Section flawlessly maintained an aging fleet of 118 vehicles assigned to the 138th Fighter Wing and 219th Engineering Installation Squadron valued at $5.2 million while achieving an overall vehicle In-Commission Rate of 92% for CY12.

138th Civil Engineer Squadron (CES)

The 138 Civil Engineer Squadron (CES) has been active in training and a Compliance Inspections during this year. Unit training missions where not just limited within the Oklahoma but also across the continental United States. In support of Active duty Air Force operations, Squadron members deployed for six month missions to the United Arab Emirates and Qatar.

At home, the Squadron's Fire Department and Emergency Management sections participated in training missions at, Ft Smith, Arkansas, and was involved as cadre with 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 unit completed the Compliance Inspection with minimal comments and zero failures. Members performed so well that the Inspector General (IG) rewarded its member with the presentation of five IG coins out of 18 that were presented to the Wing.

The Fire Protection Flight continued its expansion into the FEMA Region Six Urban Search and Rescue (USAR) team. The base has made a concentrated effort to expand its storage capabilities for this mission growth and constructed warehouse space for these new assets. The flight has also assisted the surrounding cities through the Mutual Aid Agreements in place and provided critical assistance on 18 emergency calls over the last year.

Tulsa Air National Guard Base construction progress is very evident with over $26.5 million in multi-year projects are currently underway. Work ranges from the demolition and reconstruction of the entire AC parking ramp and three hangar fire suppression system and hangar

door repairs, and two aircraft arresting system rebuilds, in conjunction with airport runway repairs. The Squadron is also preparing for busy construction future, with around $9 million of work in the design and programming phase. This work will be completed in the fiscal year 2013-14 timeframe.

Included are three major roadway repair and reconfiguration projects and the addition and remodel of the existing Fire/Crash Rescue facility to alleviate overcrowding and safety concerns with the old building. The Installation Development plan has been in process awaiting NGB approval and has laid out the blueprint of the bases infrastructure well into a very successful future.

The men and women of the Communications Flight delivered outstanding cyber results for the state of Oklahoma and the Federal Government. Through major upgrades, training and warrior readiness the team was on target for our nation's call. Following are highlights of our contributions:

- Infrastructure – Completed outside plant (OSP) installation worth over $2.2 million dollars providing fiber connections between 23 core facilities on base. This included more than 21 miles of single mode fiber optic cable distributed in a fault tolerant hybrid network topology to meet the war fighting mission

- Cost Efficiency – The first unit in the Nation to recycle over five short tons of outdated cabling for a return of seven thousand dollars to the base.

- Warrior Ethos - Deliver fully qualified cyber warriors to the combat commander. Members deployed to the Persian Gulf for a total of 925 days in support of *OPERATION ENDURING FREEDOM*. That's three Years and seven Months, worth of Man Days delivered directly to the Total Force Mission.

- Cyber Security - Federal Information Security Management Act (FISMA) Compliance - Trained a Deployed Customer Support Team (DCST) across the wing where 21 members received A+ certification meeting federal standards ensuring the security of our network.

138TH FORCE SUPPORT SQUADRON (FSS)

The Force Support Squadron processed 66 personnel for deployment in 2012. The vast majority of these personnel deployed in support of the Global War on Terror. FSS Human Resources Office processed over 116 AGR order transactions to maintain the Aerospace Control 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 148% of our annual goal adding 83 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 Service 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.

219TH ENGINEERING INSTALLATION SQUADRON (EIS)

The mission of the 219th Engineering Installation Squadron (EIS) is to mobilize, deploy resources and equipment in support of theater and tactical forces as well as providing field commanders with host communications systems through the engineering, installation, reconstitution and replacement of communications-computer systems.

The 219th is one of 16 Air National Guard and one active duty Engineering Installations Squadrons nationwide. Collectively, the 219th provides 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, it is done 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 ACTIVITES

Training for this mission is accomplished in a peacetime environment within the United States and overseas. Mission required projects are offered by the DoD and USAF, but funding is not available to meet contractors bids. Projects that provide personnel seasoning in war tasked skill sets are accepted provided there are sufficient unit members in order for the project to be executed. As a result, telecommunications services are provided at significant savings to the taxpayer while providing the

DoD a trained "go to war" capability.
It is important to note that 90% of the 219th EIS personnel are traditional guard members making the operational tempo very high.

Significant projects that the squadron was involved in for the USAF and the Air National Guard that provided war time training in 2012 were the Space Tracking Radar System Relocation in Antigua and Australia, the Technical Solution Feasibility Analysis on the Giant Voice Solar power system in Misawa, Japan (in which the project was awarded), and others that were in Arkansas, Oklahoma, Kansas and Missouri.

The 219th EIS was also the 3rd unit to undergo the new combination Operational Readiness Inspection/Unit Compliance Inspection. During the inspection, the 219th's preparation, ability to deploy and "in-theatre" actions were graded as well as the unit's programs, processes and training. The Air Force Space Command IG labeled the Compliance Inspection as "Best seen to date" in the AFSPC Communications community.

The 219th EIS was awarded the Chief of Staff 2012 Team Excellence Award for the AFRL BRAC Radar Relocation as a Runner-up for 2012. Other significant awards for the squadron include the ANG winner of the General Harold McClelland Information Dominance award (as part of the 251st Cyber Engineering Group) and the Air Force Outstanding Unit Award.

The 219th currently has 46 mobilized and deployed members in support of Operation Enduring Freedom. The 219th Commander is deployed with the squadron and is currently serving as the Chief of Engineering and Installations for the AFCENT area of operations.
The 138th FW has a long tradition of service to the community continued this year through a number of activities:

COMMUNITY SERVICE
- Hosted numerous blood drives in coordination with the Oklahoma Blood Institute
-Another successful Combined Federal Campaign
-Continued support to STARBASE - the program that emphasizes science and math curriculum to at-risk youth to include STARBASE Oklahoma City
-Constant interaction with civic groups, scouts, and schools by giving several tours and/or formal presentations
-Continue to support the local Air Force Association chapter
-138FW Honor Guard provided military honors to funerals and presented colors at numerous events
-Supported the Civil Air Patrol cadet program

205TH ENGINEERING INSTALLATION SQUADRON (EIS)

Lt. Col. Scott R. Townsend
Commander

MISION

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:

Twenty-one 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, Saudi Arabia, Kuwait, Bahrain, United Arab Emarates, Qatar, and Oman, in support of the war of terrorism.

Team members managed, engineered and installed over 45 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 500,000 feet of copper/fiber optic cabling and materials in support of projects with a combined value of over $25 million.
ten 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 30 projects in the theater in austere conditions however; they managed to complete the projects on time.

PEACETIME WORKLOAD

May 2012, three personnel completed the technical manning assist to 153rd CF, Cheyenne, WY to complete installation and termination of Heliax cabling on communications tower for Bldg 16. Total cost of $3,000.
July 2012, eight members deployed to 155 ARW, Lincoln, NE for SIPRnet system upgrade for Operations/Intel divisions. Total cost of $9,000.

March 2012, five personnel deployed to 374 CS Yokota AB, Japan for the engineering assist to locate Communications, RF and electrical cables at radar/radio site in order to facilitate base infrastructure expansion.

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.

2012 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 2011 for their actions while mobilized in Afghanistan 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 18,000 visitors annually from within the United States and throughout the world.

There were over 4,500 out-of-state visitors and over 350 international visitors from 36 different nations. 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's nine vintage US Army aircraft and helicopters were carefully removed from their display stands and lowered to the ground by crane in the first step to repair and restore these historic aircraft. All nine aircraft were severely damaged in a hailstorm two years ago. The aircraft were disassembled and transported offsite to an aircraft restoration facility in Oklahoma for restoration.

In an historic first, two Korean War vintage helicopters with fragile and exceptionally hard to replace Plexiglas bubble canopies will have their canopies replaced with revolutionary fiberglass replicas. To the best of our knowledge, no one has ever tried to create a replica fiberglass canopy for these types of helicopters before. When completed, these replacement canopies will have the same shape and look of the original canopies but they will be strong enough to take a direct hit from a softball size hailstone without damage. Upon restoration, all aircraft are scheduled for return to the Museum by the fall of 2013.

The Museum is also the proud recipient of a new granite memorial which is now on permanent display at the east end of the Museum's front porch. It was commissioned by Mr. Jack Hallowell who served in World War II in the 157th Infantry Regiment within the 45th Infantry Division. It is a beautiful and moving memorial to the veterans of World War II and their accomplishments. The memorial will be formally dedicated during the Museum's 2013 Memorial Day Service.

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.

EXHIBITS

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 US Navy rifles salvaged from the wreck of the battleship Maine, sunk in Havana Harbor. It is the third largest and most complete exhibition of American firearms in the United States today.

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.

THUNDERBIRD REGIMENTED TRAINING PROGRAM

Cherie Stierwalt
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 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 on 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 right away.

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 2012, STARS served approximately 1,017 youth total and monitored around 434 for weekend and holiday passes. Of these, 53 were youthful offenders (the most dangerous), 45 were sex offenders, and one was classified as both. On average, STARS tracked 83 youth per day.

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 ten 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.

Oklahoma National Guard FY 2012 Federal Budget

	OKARNG Federal	OKANG 137 ARW	OKANG 138 FW	TOTAL
PAY & ALLOWANCES	$145,507,045	$44,305,216	$42,400,000	$232,212,261
Inactive Duty Training (Drill Pay) & IDT Travel Costs	$18,097,600	$7,083,764		
AGR Pay/Allowances & Travel	$51,717,328	$7,115,510		
Annual Training & AT Travel	$9,449,200	$638,000		
Service School Program	$4,222,954			
Special Projects/Conferences/Short Tours	$5,201,154	$467,700		
Other Training & Tng Support	$1,672,375			
Incapacitation Pay	$392,775			
Recruiting/Retention & Travel	$2,561,700			
"Technician Pay, Training & Travel	$42,052,300	$17,713,370		
Non-Prior Service Training	$513,000	$83,400		
Student Loan Repayment	$74,406	$62,472	$103,000	
Selected Reserve Incentive Program (Bonuses)	$574,245	$11,141,000		
Mobilization Offset Costs	$8,978,008			
AIRMAN/SOLDIER SUPPORT	$7,951,862	$985,500	$242,000	$9,179,362
Individual Clothing/IADT Clothing	$955,000	$64,500		
Subsistence	$1,019,000	$82,000		
Physical Exam/Medical Supplies and Services	$1,693,100	$280,000		
Recruiting Support Expenses	$1,867,000	$48,000		
Family Centers & Family Support Program	$956,700	$26,000		
School House/Training Spt & Svcs	$79,862	$485,000		
Military Support to Civil Affairs	$164,000			
Tuition Assistance & Continuing Education	$1,217,200			
OPERATIONS & MAINTENANCE SUPPORT	$16,471,800	$23,228,856	$18,000,000	$57,700,656
Direct OPTMEPO (POL, Rpr Pts, DLR)	$5,852,880	$20,793,156		
Indirect OPTEMPO (OCIE, Trans, Sup & Svcs)	$3,901,920	$1,654,000		
Flying Hour Program (Air OPTEMPO)	$1,140,500	$7,700		
Comms/Visual Aids/RCAS	$3,202,000	$328,000		
Distance Learning	$71,000			
GSA Vehicle Expense	$838,000	$46,000		
Civilian Security Personnel Payroll	$1,365,500	$400,000		
Anti-Terrorism O&M Projects	$100,000			
FACILITIES MAINTENANCE & REPAIR	$157,971,230	$1,820,531	$11,500,000	$171,291,761
Facility Oper & Maint, Supplies and Services	$4,510,400	$1,385,531		
Real Property Construction	$148,467,000	$60,000		
Municipal Services/Utilities	$3,210,230	$352,000		
Safety & Environmental Expenses	$1,511,600	$23,000		
Range Training Land Program	$272,000			
SPECIAL PROGRAMS	$15,351,544	$49,000	$995,000	$16,395,544
Counter Drug/Narcotics Program	$1,395,300	$5,000		
Weapons of Mass Destruction	$1,703,800	$38,000		
Youth ChalleNGe/STARBASE	$2,830,000	$995,000		
Employee Support Guard/Reserve	$31,900			
Funeral Honors	$601,140	$6,000		
Hurricane Support	$-			
Army O&M to Support Strong Bond/Yellow Ribbon	$1,552,700			
RESET (2020 Appropriation)	$7,236,704			
GRAND TOTAL	**$343,253,481**	**$70,389,103**	**$73,137,000**	**$486,779,584**

THE ADJUTANT GENERAL OF OKLAHOMA
2012 GOVERNOR'S REPORT

THE OKLAHOMA MILITARY DEPARTMENT
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