

FEDERAL FUNCTIONS

KYARNG Recruiting and Retention

The Headquarters of the 2/75th Recruiting BN, under the command of Major Fred Bates V., is located at the NGAKY building in Frankfort. The BN HQs is charged with overseeing more than 100 full-time officers and enlisted personnel with the mission of maintaining over 130 KY ARNG units at full deployable strength. The BN also commands and trains more than 800 new recruits monthly, who are awaiting or who have just completed their Initial Active Duty Training (IADT). A Cadre of over 50 traditional Guardsman, along with 60 dedicated Recruiters who prepare each new Soldier for the challenges they will face during Initial Entry Training.

To accomplish the assigned mission a strict regimen of exacting standards is practiced in the three tenets of strength maintenance (recruiting, retention and attrition management). Success was again the order of the day as the KYARNG achieved the assigned end-strength goal set by National Guard Bureau (NGB) for the eighth consecutive year. This accomplishment was even more impressive due to the Recruiting BN accepting an increased mission from NGB in August of FY-11 from 7269 to 7309. Not only were the additional 40 enlistments accepted, the initial criteria of 92% TIER I enlistments, had to be maintained. On September 30, Kentucky had again delivered by inducting 918 new Soldiers in the KY Army National Guard ranks exceeding the end strength goal of 7309 to 7310.

A different barometer for success was implemented this fiscal year. Field recruiters were given a vacancy based mission, instead of a numbers only mission. This new concept placed emphasis on true vacancies and retention more than ever before. This concept decreased E-4 and below vacancies from over 300 to a 120. This was a historical record low for Kentucky.

During FY-11, the Battalion was restructured to be more in line with a traditional battalion. Three companies were created out of the seven recruiting areas that were established for FY-10. Each company was composed of two detachments each. A Company Commander and First Sergeant were in charge of the company, an NCOIC for each detachment.

Along with these changes also came a change in the Battalion Commander. LTC Tamara Hurst relinquished command to MAJ Fred W. Bates, V on May 5, 2011. LTC Hurst moved to her next assignment after moving through R&R Battalion ranks for the past 12 years. MAJ Bates, who was previously the Battalion XO, took command and spent the rest of the fiscal year implementing his command philosophy.

GFEIBS, General Fund Enterprise Business System, is a new accounting system that Kentucky was one of several states to pilot. It had many of its own challenges but enabled the battalion to accurately track accounting lines and expenditures.

R&R continued an aggressive marketing program that kept the force constantly in the public eye. From the smallest county fair, to the State Fair, to involvement in all KY High School Championships, and partnerships with Universities and KY Associations, the Guard was a household name across the Commonwealth. The opportunities for "Unbridled Service" during floods, and ice



SSG Cameron Palowitch works with local scouts presenting the flag during the IRL race in October.

storms only enhanced the strong favorable image Kentuckians held in their minds when thinking of the organization.

The Border Bowl, Yokley Racing, and the Hot Air Balloon were other strong assets that promoted the KYARNG and its mission. Our involvement with the Kentucky High School Athletic Association (KHSAA,) National Archery in the Schools Program (NASP,) and high visibility at Rupp Arena and the Yum Center were other ventures that produced positive results. New initiatives in intramural sports, social media, and sports marketing classes gave Kentucky Recruiters a strong supply of leads to help them accomplish their mission.

In the Retention arena, the KYARNG 3rd Annual Retention Symposium was conducted at the Galt House in Louisville, KY. The information shared by the different agencies crucial to a Soldier's career, were instrumental in educating Soldier's and their families on the benefits of maintaining membership in the KYARNG.

The Officer Strength Management team ranked 21st nationally for Officer End Strength mission percentage attaining 100% of NGB's assigned mission. The Warrant Officer advisory program was instrumental in having 15 new warrant Officers appointed in FY-11.

Kentucky continued to be a leader in other important areas. The Louisville MEPS, in

conjunction with the Recruit Sustainment Program, (RSP) increased their ship rate from 90% to 96% which only solidified their position as one of the top MEPS in the nation. They also processed 269 waivers with no deficiencies and throughout the year had only five ENTNAC matches.

Overall FY-11 was another banner year for Kentucky's R&R Command achieving Top 10 status with a 100.02% Enlisted Accession Rate. The force exceeded all goals in enlistment of NPS 97.9% versus a goal of 75%, High School production 92% versus the goal of 90%, Attrition management 15.8% well under NGBs goal of >18%.

Success also came to individual Soldiers of the 2/75th Recruiting & Retention Battalion. SSG Kristofer Serna was named RRAC III Recruiting and Retention Non-Commissioned Officer of the Year, and SFC Lloyd Renfroe was selected as RACC III NCOIC Master Seven for FY-11. Both were honored at the RRAC III Conference in South

Carolina on 13 October 2011. RRAC III includes 10 States and Territories in the south east. It was the first time in RRAC III history that both recipients were from the same State.

The 2/75th Recruiting BN would like to remember SGM Retired Curtis Finley who passed away this past summer. SGM Finley's dedication to duty was always exemplified by his actions. A true NCO, his time in the R&R force spanned three decades and his leadership impacted Soldiers across the Commonwealth.

FY-11 marked the 40th Anniversary of the KY ARNG Recruiting Command. For the hundreds who've served, and those yet to carry this distinguished torch, the history is long and the future is promising. The battalion's efforts for the past decade have proven vital for maintaining a ready force to assist the Commonwealth and the Nation. The standards are high; the mission is tough, the results are crucial. The professional Soldiers who make up the 2-75th Recruiting & Retention Battalion stand ready for the challenges of tomorrow.

KYARNG Chaplains Corps

Mission and Organization: The Chaplains corps of the Kentucky National Guard has both Army and Air components, all working together as part of a truly joint force. Its mission is to assist the governor of the state in protecting the Commonwealth of Kentucky and its citizens in support of



SSG Serna prepares to present the colors during the NASCAR event in July.

military and civilian authorities to serve both the National Interest and the Public Interest. The Chaplains Corps specifically assists commanders with advice on any matters that touch religious freedom, ethics or morale; and serves via presence and actions to Nurture the Living, Care for the Wounded (physically and spiritually), and Honor the Dead.

Our higher headquarters is the governor of the state, as well as the chiefs of chaplains for the Army, Air Force and National Guard. An Air Wing (123rd) with three chaplain's positions presently occupied by 2 lieutenant colonels and 1 captain operates out of their base at Standiford Field in Louisville, KY. Chaplain, Lieutenant Colonel Patrick Cooney is the Wing Chaplain. Chaplain, Colonel Tom Curry, the former wing chaplain, is assigned to Scott Air Force Base.

Impact of Resources on Mission Accomplishment: Space is a non-issue. There are two offices directed specifically toward chaplain use. One office is in the J-1 building where Chaplains Bill Draper and Jerry Shacklett, our two full-time support chaplains work out of. Our state Chaplain, David Graetz, shares the office on drill weekends and as needed. Another office is provided with the 63rd Theater Aviation Brigade for their full-time chaplain on ADOS orders for their CCMRF mission. He will go off orders on September 30th. Funding is so small a slice of the State mission that ordinary week-end drills and 15-day AT funding cover most things. The CAST program is funded. The two full-time support chaplains assist significantly but need help from an NCO on a full-time basis to provide administrative support. Funding allocated to assist teaching PREP or other Strong Bonds retreats per year is so tiny compared to the \$17,000 funding for each retreat, but it seems adequate and has minimal impact on the state budget. The TAG and the J3 have been most gracious in finding the tiny amounts of funding we requested and need for mission accomplishment here and there across the state beyond the drill and AT days.

Slots and promotion opportunities remain issues in four ways.

- 75th Troop Command's chaplain slot was downgraded years ago to O3 and the assistant to E4 when other states have O4 and E6 slots. Chaplain Cho has been promoted to O-5 during this year and continues to serve in this position.
- JFHQ chaplain assistant slot was recently upgraded to E8 and MSG Morgan was promoted as a result of this.
- There is only one E5 chaplain assistant slot in the entire state. In order to progress to E6 at the three BDE slots that still have that structure, an assistant has to change MOS and work elsewhere to compete for an E5 position. This removes a valuable skill-set from our one-person deep field, as well as valuable time in the 56M field in the process of progressing in rank.
- Within the next year, we will get to a situation where we will not have slots to place any more Chaplain Candidates. I hope to be able to create a Deputy Chaplain position at JFHQ. National Guard Bureau has a Deputy slot on the books that allow states that do not have a Division position, thus do not have a LTC chaplain slot, to have a place for a LTC chaplain. The slot defines the Deputy Chaplain as the one who manages the Chaplain Candidate program while the JFHQ Chaplain manages the Chaplains. This would also open up one position for another of our Chaplain Candidates to have a unit to be placed in.

Initiatives taken as part of the Army Transformation Due to persistent conflict, development of family support has proceeded at a significant pace: deployment and reunion briefings by chaplains, involvement in helping networks, and most recently work with the ESGR office to assist employers adjust to returning soldiers (and airmen) into the workplace are going very well. The slide show by Walter Reed Army Hosp on why attitudes of returnees seem so out of focus with civilian life helps considerably. Our slide on preventing PTS development (removing grief, knowing one made a difference and telling one's story to someone who can listen) has been used throughout our state and by other states as well.

Reintegration using resiliency training has included “Restorative Religious Support” which incorporates a time for families to share with one another while individual soldiers practice the techniques to avoid PTS issues. The command driven Suicide Prevention training at every unit level “beyond the front” and “shoulder to shoulder” has used chaplains, candidates and assistants to provide a significant safety net.

Transformation for the National Guard has meant an increase in Joint Efforts and Coordination. This is particularly strong in Kentucky and just as strong and operable between the Army and Air chaplains within our Guard system. We continue to train together at least twice a year, assist each other with special skills (CBRNE, etc.), and cover the state together in times of need or distress (death notifications, state active-duty, etc.). We embrace functioning in the joint arena.

Several Veterans’ Day, Memorial Day, and 9-11 Patriot Day events were an outreach by the Chaplains Corps, as well as local commanders, to the local community not merely with elements that honored our heritage and our beloved dead, but also in way that let members of the local community know that they were treasured by those who protect them. We have begun to teach our Strong Bonds Training sessions as a Joint effort and plan to coordinate more events in the next FY with joint leadership.

All of our chaplains were trained in the changes to the Army’s policy on Don’t Ask, Don’t Tell. The JFHQ Chaplain trained every Chaplain and most of the Candidates (some received training at their CHBOLC course). The Chaplain Corps is prepared to help the Army move forward in this and other changes that we are presented with.

Impact of Doctrinal Changes In the Kentucky National Guard Chaplains Corps we have no authority to initiate any doctrinal changes, and we react as well as others to changes that come to us.

Description of Significant Ministries for soldiers and their families Strong Bonds/PREP marriage retreat week-ends were a significant benefit to 109 couples from our soldiers and airmen, particularly those adjusting to returning from combat zones. Retreats took place throughout the year and were introduced by our TAG, Air Guard Major General Tonini or other Brigadier Generals as necessary. A change to the Strong Bonds program took place this year. Each Major Command Unit Ministry Team was tasked to take leadership of at least one Strong Bonds event. This change insured that all of our chaplains were involved in these programs rather than a handful of chaplains as in years past. A scheduled single soldier/airman retreat had 12 registrants and included PICK relationship information. The class was taught jointly by CH (COL) David Graetz and Chaplain, Lieutenant Colonel J. Fred Ehrman. The activity incorporated into the event was a wall climbing event at a local establishment in the Louisville, KY area.

The Yellow Ribbon program, adapted to KY needs and the length of leave for those returning from combat zone duty, now has only a 60 day interval. Chaplains were active in the “Restorative Religious Support” as part of that event to help families and soldiers heal their invisible spiritual wounds. It centered on removing guilt, understanding why soldiers need to talk to soldiers yet still love their families (with a different part of the heart) and why their sacrifices during deployment make a significant difference. Other states are using our approach. Chaplain participated in 8 pre-mobilization events and 4 reintegration events. Family days and family camp for a week each summer makes particularly effective use of our chaplain candidates who often are already employed as “youth ministers” in local churches. Children’s participation in military-like functions helped them understand military team identity and assisted them in reintegrating their parents back into their home. Functions for children allow issues to surface that chaplains have responded to on a one on one basis well. Confidentiality prohibits numbers here, but they have been significant.

A new initiative initiated this year is to send our newly returned chaplains from a combat zone through a unit of Clinical Pastoral Education offered at the Department of Veterans Affairs Medical

Center in Louisville, KY at no cost to the chaplain. Chaplains Draper and Padgett have both made use of this offering. One of our Chaplain Candidates has also participated in this training.

Four Unit Ministry Teams are currently deployed. The 149th is helping to close down bases in Iraq as a part of troop withdrawal efforts. Chaplains Shacklett, Kelley and Seidel, along with their chaplain assistants are deployed with the unit. A fourth Unit Ministry Team with the 1204th BN is also currently deployed.

Yearly ceremonies of remembrance near Memorial Day titled “We Will Never Forget” involve a general officer and a chaplain visiting with families at every grave where our fallen KY soldiers are buried including those out of state. Chaplains also participate in hospital visits to wounded warriors and military funerals continue the core mission of the KY Chaplain Corps in the joint arena.

Command Historian JFHQKy

Established in 2006, the mission of the Command Historian of the Kentucky National Guard is to collect, research, interpret, preserve, and tell the story of the Kentucky National Guard, both Air and Army.

During the past year the Command Historian continued to respond to questions from staff/unit personnel, retirees, and the general public.

The Command Historian continues to serve on or with the following boards/commissions/committees: Kentucky Military Heritage Commission; Kentucky War of 1812 Bicentennial Commission, serving as vice-chair for the commission; Kentucky Military History Museum Board, Kentucky Historical Society; Kentucky National Guard Memorial Trust Fund Board, serving as chair for the board and Kentucky Medal of Honor Plaque Committee.

Our Kentucky National Guard Military History Museum, located in the Old State Arsenal in downtown Frankfort, was closed for upgrades in 2007, still remains closed. It is schedule for re-opening on November 11, 2011.

A number of activities were completed during the reporting period:

1. 16 Oct 2010 – Command historian was the keynote speaker at the unveiling of a monument honoring the service and to mark the previously unmarked burial site in Defiance, OH of 300+ Kentucky War of 1812 soldiers.
2. 23 Oct 2010 - Conducted a reunion of 2/138th FA Bn Vietnam Veterans. During this reunion the book, “Kentucky Thunder in Vietnam” by the command historian was distributed to the veterans.
3. 12-17 Dec 2010 and 23-28 Jan 2011 – Attended phase 1 & 2, NGB PA Manpower and Organizational Study Workshop in Phoenix, AZ.
4. 07 Apr 2011 – Command historian was the keynote speaker at the unveiling of a Kentucky Historical Marker honoring WWI Nurse Mary Arvin, in Henderson.
5. 16 Apr 2011 – Conducted POW Medal presentation to the family of Capt. Merlin Kehrer at the KyNG Air Base in Louisville.
6. 30 Apr 2011 – Attended the 20th Anniversary Desert Storm Reunion for members of 1/623rd FA Bn in Glasgow. During the reunion the book “Ky NG in Desert Storm” by the command historian was presented to the veterans.
- 07 May 2011 – Opening of the exhibit, “Kentucky National Guard at the Run for the Roses,” at the Derby Museum in Louisville. Command historian worked with Derby Museum personnel to establish the exhibit and companion publication.

- 13 May 2011 – Conducted OCS Staff Ride, Battle of Perryville, Perryville, KY.
- 7. 20-22 May 2011 – Ky National Guard Museum-to-Go exhibit at the Highlands Museum, Ashland, KY. This event was part of Armed Forces Day ceremonies.
- 8. 06 Jun 2011 – Participated in the Kentucky Honor Flight to Washington D.C. with WWII Veterans.
- 9. 26 Jun 2011 - 20th Anniversary Desert Storm Reunion for members of the 438th and 223rd MPs was conducted in Louisville. During the reunion the book “Ky NG in Desert Storm” by the command historian was presented to the veterans.

Ongoing Activities:

- Work continues on collecting the story of the Kentucky National Guard’s involvement in the Global War on Terrorism. Currently working on a program for September 2011 to mark the 10th Anniversary of 9/11.
- Working with officials in Greenville, Kentucky on the establishment of a monument honor E. M. Brank, “The Lone Marksman at the Battle of New Orleans.” During the past year established the Brank Marksmanship Award with the Ky NG Marksmanship Team.
- Draft of KYNG Regulation 870-1, Historical Activities, Kentucky National Guard Unit Military History Activities has been published and is currently under review.
- Working with the staff at the U. S. Air Force Museum at Wright-Patterson, OH. to re-mark, correctly with Kentucky Air National Guard markings C-45H aircraft.
- Work continues on the book on the First 50 Adjutant Generals of Kentucky.
- Reunion and book on the 50th Anniversary of the Kentucky National Guard in the Berlin Crisis, 1961-1962. Reunion is currently being planned for the fall of 2012, to commemorate the 50th anniversary of the return from active duty by the units.
- Development of a consolidated Kentucky National Guard historical records archives.
- Work still continues on the development of the Kentucky National Guard Memorial to be located at the entrance of Boone National Guard Center.
- Working with Recruiting and Retention Command on a book covering the first 40th years of the R&R Command in the Kentucky National Guard. Reunion is being planned for November 2011.
- Working on a video documentary history of the Kentucky Air National Guard along with an exhibit about the organization to be located at the Frazier International History Museum in Louisville. Exhibit opening is scheduled for 2013.

During the past year the Kentucky National Guard e-Museum website has continued to expand with new articles and photographs. The site averages 24,000 hits per month.

Inspector General

The Command Inspector General serves as a personal staff officer to The Adjutant General (TAG). He is an extension of the eyes, ears, voice, and conscious of TAG. The IG advises TAG on existing conditions relating to the performance of mission and the state of



discipline, efficiency, morale, esprit de corps, and economy within the Kentucky National Guard.

Colonel Martin T. Carpenter is the current Command Inspector General (IG).

The IG office also includes:

LTC Jeffrey Stevens, Deputy Inspector General

LTC Raymond A. Slusher, Chief of Inspections

Mr. Socorro “Jay” Hierro, Chief of Assistance & Investigations

The IG office has four primary functions:

1. Assistance—provided by the IG when the chain of command is unable to solve a problem. The assistance function is neither a replacement for, nor a method to undermine the chain of command and normal procedures. However, the IG will assist in instances in where the Soldier needs help or guidance.
2. Inspections—Serves as the proponent for Kentucky National Guard Inspection Policies, to include the Organizational Inspection Program (OIP). The IG conducts Special Inspections to resolve systemic problems and issues. The IG also monitors the Intelligence Oversight (IO) Program, performs IO inspections, and provides quarterly status reports to National Guard Bureau. The IG is also the proponent for the Enhanced National Guard Inspections System (ENGIS) database.
3. Investigations—when directed, the IG conducts inquiries and investigations into allegations of impropriety within the Kentucky National Guard.
4. Teaching and Training—provides individuals and organizations the applicable knowledge, processes, procedures and systems associated with identified problems. This function is an important and integral part of all of the other functions.

Human Resources Office

The Human Resources Office is responsible for directing and administering the personnel programs for all full-time federal employees of the Kentucky Army and Air National Guard. This includes three separate and distinct programs for both the Army and the Air Guard: Excepted Military Technicians, Competitive Technicians and Active Guard & Reserve (AGR) personnel. After two years of admirable service, COL Benjamin F. Adams III, the Human Resources Officer (HRO) for the Kentucky National Guard, was promoted to Chief of Staff. During this transition period, LTC Tamara M. Hurst was appointed as the acting Human Resource Officer. In this capacity, LTC Hurst served as the primary staff advisor to The Adjutant General on matters of federal manpower and full-time personnel management. Annual salaries for full-time technicians and AGR members bring into Kentucky over \$114 million dollars annually. In addition, another three-quarter of a million dollars are generated for the Commonwealth annually through full-time workforce travel and educational opportunities.

During fiscal year 2011, the Human Resource Office supported the war efforts in addition to providing the professional everyday support that our full-time and retired customers have grown accustomed to receiving. Over the course of fiscal year 2011, the HRO office processed over 100 technician and active guard personnel for mobilization/demobilization. Although some of our training services have been scaled back because of deployments, the HRO office has continued to provide exceptional support to all of our customers in addition to supporting the personnel deploying overseas and across the country.

At the end of fiscal year 2011, the Kentucky Army National Guard had on board 824 Army and Air technicians. Of those technicians, 113 were in a Leave Without Pay (LWOP)/deployed status. The state’s AGR program reflects a total of 704 personnel in the program. Of the 704 AGR’s, the Army

Guard has 576 and the Air Guard has 128, with 78 AGR's deployed. Total combined Army and Air personnel equate to 1,528 full-time employees.

The HRO office is divided into five specialty branches. Their section summaries are contained within the remainder of this report.

AGR BRANCH MISSION:

The AGR branch is managed by CPT Noy Boriboune and MSG Michael Peck. The AGR Branch is responsible for, but not limited to: Overall management of the AGR program, Planning and implementing special events, Budget and fiscal management, Strategic development of marketing initiatives, Coordinating staffing actions with staff directorates and sections relating to the AGR program, Preparing correspondence, reports and statistics for use in HRO briefings and communications with NGB, the Adjutant General, and commands; Developing and implementing recruitment-placement and career management programs/policies, Supervises administrative procedures and policies on AGR disciplinary actions and/or involuntary separations and Manages and monitors the Army AGR budget. The AGR Section also plans, develops, directs and operates AGR position management and classification program within the state and serves as the technical expert on personnel classification matters to advise the Manpower Branch, the HRO, and the Adjutant General on program requirements and practices; to include managing the Mobilization Augmentee, Full-time Equivalent, and Outreach Programs. Finally, the AGR branch works with Manpower Branch to ensure full time manning does not exceed authorized employment numbers.

SIGNIFICANT EVENTS AND ACCOMPLISHMENTS:

The AGR Section sponsored several significant training events in FY10 and FY11 in the following areas: Employee/Orientation Training; Interview Training; AGR Supervisors Training; Strategic Planning; AGR Management; and Life Cycle Management.

<u>ARMY AGR'S</u>	<u>ANNUAL SALARY</u>
FY 09 – 568 Personnel	\$40,703,959
FY 10 – 572 Personnel	\$44,300,900
FY 11 – 576 Personnel	\$46,500,800
<u>AIR AGR'S</u>	
FY 09 – 121 Personnel	\$7,651,440
FY 10 – 121 Personnel	\$7,946,133
FY 11 – 128 Personnel	\$8,200,115
<u>AGR TRAVEL/PCS FUNDS</u>	
FY 09 - \$ 872,605	
FY 10 - \$ 790,000	
FY 11 - \$ 810,000	

AGR STAFFING

The AGR Staffing Section is managed by SFC Heather Lee and assisted by SSG Debra Hunt. They diligently work to recruit potential employees, manage job advertisements and qualify potential employees for all AGR positions. Other primary responsibilities include: Providing managers/supervisors advice and proposed solutions to problems, Guidance on recruitment and

internal placement, Counseling and assistance to potential employees, Conducting job analysis to identify the criteria needed to evaluate an applicant, Monitors compatibility, Quality checks all AGR job packets and processes Permanent Change of Station (PCS) orders.

FY11 was another challenging year. The section announced 87 permanent positions for hire and processed over 450 application packages. The section also announced over 80 Full-Time National Guard Duty Operational Support position and screened over 350 applications for those positions.

The staffing section ensures the organization follows all guidelines, policies, regulations and statutory requirements placed on federal organizations, adheres to affirmative employment regulatory guidelines. Only statutory and regulatory basis are used for all personnel administration.

AGR SERVICES

The section is managed by SFC Shafonia Johnson and SSG Michele Ware. CMSgt Kevin Robison is the remote designee for the ANG Base. All are dedicated to ensuring the AGR soldiers receive courteous, timely and professional service. Excellence serves as our standard of performance and we strive to provide quality services to internal and external customers

The AGR Services section is charged with the responsibility of administering benefits and services for all full-time AGRs of the Kentucky Army National Guard. These benefits include such items as: The Active Guard Reserve (AGR) Retirement, New Employee Orientations, Leave Administration, and Monitors and assists with AGR Military pay issues and inquiries.

MANPOWER BRANCH

Mrs. Kelly Bingham is the Supervisory Human Resource Specialist for the Manpower Branch. This Branch contains four specialty areas: Technician Budget, Classification, Position Management, Staffing and Information Systems. The staff assists supervisors, managers, and employees in ongoing, positive recruitment and placement programs, manpower and end-strength and is responsible for providing continuing services to our Army and Air National Guard Excepted and Competitive Technicians.

POSITION CLASSIFICATION/MANAGEMENT

CW2 Stephanie Allen is the Branch Chief for the Classification Branch and the assistant Classification Specialist is TSgt John Hoagland. Position Classification is the process the National Guard uses to determine a title, occupational series, pay plan and grade for a position within the agency. A Position Description (PD) describes the certified duties, authorities, and responsibilities assigned and performed by each incumbent in a position. Supervisors use PDs to determine training needs, career development plans, evaluate performance, direct the flow of work, and execute various programs. Position Descriptions also assist management with decisions concerning recruitment, placement, and promotion actions.

Position Management, Position Descriptions, and Desk Audits/Position Reviews are professionally conducted and managed by the section. The organization and position reviews ensures we are organized in the most effective, efficient and economical manner to efficiently and effectively achieve the mission and goals of the organization. Mrs. Allen also ensures requirements, authorizations, and KY's Technician Workforce strength is maintained.

The classification section in FY11 worked and fielded 22 Classification packages published by NGB and conducted over 55 individual desk audits. This section played a critical part in an NGB Manpower Study. We assisted and trained personnel in the field, tracked the progress, and developed recommended changes in the process. This section spent a lot of time and effort working on restructuring the DCPDS Army and Air manning documents by adding the current organizations'

PAS/UIC codes and working with Army and Air Technician Pay Offices to set up payroll tables and ensuring personnel are aligned.

TECHNICIAN BUDGET

Mrs. Terry Jenkins is the Management Analyst, who ensured that the funding and quota management for the full-time workforce was executed in an excellent manner.

<u>ARMY TECHNICIAN</u>	<u>ANNUAL SALARY</u>
FY 09 - 648 Personnel	\$42,698,870
FY 10 - 569 Personnel	\$41,987,580
FY 11 - 486 Personnel	\$40,943,900
<u>AIR TECHNICIAN</u>	
FY 09 - 235 Personnel	\$17,354,881
FY 10 - 223 Personnel	\$18,878,033
FY 11 - 236 Personnel	\$18,693,093
<u>TECHNICIAN TRAVEL/TNG/PCS FUNDS</u>	
FY 09 - \$ 583,987	
FY 10 - \$ 493,056	
FY 11 - \$ 803,305	

TECHNICIAN STAFFING

The staffing section, lead by Mrs. Eva Slusher, assisted by SPC Christina Riddle ensures the organization follows all guidelines, policies, regulations and statutory requirements placed on Federal organizations, adheres to Affirmative Employment regulatory guidelines and that the organization observes and practices the merit principles of the Merit Promotion Plan. Only statutory and regulatory basis are used for all personnel administration. The section processed over 2500 application packages and announced 171 positions for hire, along with approximately 25 temporary technicians.

The Staffing Section is working to recruit potential employees, manage job advertisements and qualify potential employees for all technician positions. Other primary responsibilities include: providing managers/supervisors advice and proposed solutions to problems; guidance on recruitment and internal placement; counseling and assistance to potential employees; applicant training at events (Job Fairs, Yellow Ribbon events); developing qualification standards by conducting occupational analyses and conducting job analyses to identify the knowledge, skills and abilities needed to evaluate an applicant; monitors military technician compatibility; processes permanent change of station moves; sets pay; and monitors recruitment and retention allowances; counsels and inputs Priority Placement Program eligible employees.

INFORMATION MANAGEMENT BRANCH

SGT Clayton West is the branch chief for the Information Management Branch. The Defense Civilian Personnel Data System (DCPDS) is the HRO management tool for the full-time federal workforce. Information within this system generates reports containing useful information for commanders, supervisors and employees. This same data is routed to the National Guard Bureau (NGB) and the Office of Personnel Management (OPM) where personnel actions, authority codes, compatibility and strength are monitored. Data is fed to the Army for stationing and installation plans,

for the Defense Manpower Data Center, and the Army Knowledge On-line systems. Data is also fed to two Air Guard systems for budget and training purposes. DCPDS is connected to the Defense Finance & Accounting System (DFAS) in Indianapolis, Indiana to provide information necessary for payroll. All Air and Army technicians are currently paid through this system. After each payroll is processed, payroll data is routed back to DCPDS to update several data elements for budgetary purposes. Specific reports may be generated upon request through the Business Objects Application (BOA). BOA retrieves data from specific data fields within DCPDS to allow customized reporting.

My Biz is a Self Service Application within DCPDS. My Biz allows Technician employees on-line access to view information from their official personnel records including appointment, position, personal, salary, benefits, awards and bonuses, performance and personnel actions. In addition, Technician employees may update their work telephone number, email address, handicap codes, ethnicity and race identification, foreign language proficiency and emergency contact information.

My Workplace is the self service application that has also been integrated with DCPDS. My Workplace keeps Managers and Supervisors informed about their Technician employees personnel data. My Workplace brings key information to Managers and Supervisors about their employees together in one place, streamlining the human resources decision-making process and helps to balance managerial tasks more easily.

The **Performance Appraisal Application (PAA)** is an online self-service tool accessed via My Biz or My Workplace. The PAA is the web-based tool that supports the performance planning and appraisal processes. Employees, Rating Officials, and Higher Level Reviewers use the PAA to create performance plans, Interim Reviews, and Annual Appraisals, which monitor and rate employee performance.

TECHNICIAN PERSONNEL SERVICES BRANCH

This section is one of the key links to our full-time employees making sure their needs and questions are answered. Mrs. Ruth Drake is the Supervisory Human Resources Specialist for this section. She is assisted by Mrs. Karen Cornwell, Mrs. Pam Cox, Mrs. Linda Wolverton and SPC Samitha Cross. SMSgt Kevin Robison is the remote designee for the ANG Base. All are dedicated to ensuring technicians and AGR soldiers receive courteous, timely and professional service.

During this fiscal year services branch developed a plan to operate in the absence of an appropriation bill. Seven different briefings were conducted across the state to communicate to all employees agency plans if it became necessary to affect an orderly suspension of agency operations. These briefings addressed all technician benefits and entitlements and how a potential furlough would have affected those benefits. Draft "emergency" furlough decision notices were prepared and plans for distribution to employees were made to the extent possible within the limited time available.

Services Branch provides comprehensive human resources management advisory and technical services for extremely complex ANG/ARNG organizations that are highly dynamic in nature. They administer both Civil Service Retirement System (CSRS) and the Federal Employee Retirement Systems (FERS). Over thirty five retirements were processed this fiscal year. Services Branch advises management and counsels employees on technical services that involve a wide variety of human resource programs to include: Health and life insurance, leave, Thrift Savings Program and the Federal Employees Compensation Act.

Services Branch successfully administered the Incentive Awards Program involving monetary and non-monetary recognition. During this fiscal year over six hundred fifty monetary awards were processed in accordance with regulatory requirements. A tracking mechanism was developed to evaluate and provide management with reports of statistical information pertaining to status, financial impact as well as the types and numbers of awards.

The Workers' Compensation Program is another major program managed by the Services Branch. Reducing workers' compensation costs and lost workdays is the responsibility of everyone involved in the workers' compensation program. Although DoD 1400.25M gives the Injury Compensation Program Administrator (ICPA) in HRO overall responsibility for the management of the workers' compensation claims, a team approach is a critical factor in the success of the overall workers' compensation program. Our goal is to reduce injuries and accidents in the federal technician workforce. The cost of Federal workplace injuries, when measured by workers' compensation losses, is more than two billion in compensation and two million lost production days annually. This FY the Final assessment for KY was an "excellent" rating which reflected a forty four percent decrease in cost savings to the state in the amount of \$164,784.48. This is due to effective case management by using the collaborative process of assessment, planning, facilitation and advocacy for options and services to meet an injured worker's health needs.

Services branch continues to advise managers, supervisors and federal technicians who enter military duty regarding the provisions of the Uniformed Services Employment & Reemployment Rights Act (USERRA). Mrs. Cox and staff ensure those technicians who enter uniform service receive necessary information regarding their benefits and entitlements. All of this in addition to daily telephone calls; walk in customers and processing a plethora of personnel actions. Services branch strives to ensure accurate and timely processing of personnel actions, Notification of Personnel Actions (SF-50) for separations, within-grade increases, etc, to include completion of supporting forms, records and documents. Due to the overwhelming volume of work produced by this section they continue to strive in achieving the highest standard of excellence. Services branch continues to recognize the importance of accuracy, consistency and precision in carrying out their responsibilities to a successful conclusion in meeting responsibilities and deadlines.

Mrs. Cox currently serves as a member of the NGB-J1-TN-ER team. In this capacity she performs work involving special projects under the guidance of NGB-J1-TN and provides full management advisory services during the course of the project. She is an advisor to other specialists located throughout the 50 states, three territories and the District of Columbia on the various aspects of the state level Employee Relations and Benefits Program.

Services branch displays industriousness, conscientiousness and diligence in performing specific and measureable tasks. We strive to keep our customers in mind as well as achieve and surpass our agency goals to provide maximum support to our full-time workforce. Excellence serves as our standard of performance as we strive to provide quality services to both internal and external customers. These services are crucial to the numerous variables contributing to the realization of organizational goals and objectives.

HUMAN RESOURCES DEVELOPMENT BRANCH

The Human Resources Development Branch assists the HRO in administering The Adjutant General's goals of increasing and maintaining the skill and efficiency of all full-time employees. The Human Resources Development Specialist, Mrs. Karen Cornwell, managed and executed the FY11 training and travel budget of \$997,000. She is assisted by SSG Andrew Van Horn. As Approving Officials for the technician full-time workforce travel orders, Mrs. Cornwell and SSG Van Horn approved approximately 1,100 Defense Travel System (DTS) travel and training authorizations during FY11. Kentucky was selected to be the first National Guard site to go live with the new General Fund Enterprise System (GFEBs) in April 2010. Mrs. Cornwell and SSG Van Horn hosted a GFEBs site visit from various other states who were preparing to go live with GFEBs. Each state was provided useful GFEBs tools and information which will assist them in a smoother transition to GFEBs program.

The Kentucky National Guard's full-time workforce contains a wide variety of military and civilian personnel serving in many different specialties and career programs. AGR personnel and

technicians often share the same training needs and attend the same courses, such as those offered by the National Guard Professional Education Center (PEC) at North Little Rock, Arkansas. Mrs. Cornwell serves as the quota manager for all formal and professional development courses for the full-time workforce.

In FY11 HRO offered a wide variety of supervisory development courses, retirement planning and technical courses to meet the special needs of the workforce. In addition, a JTR/JFTR Workshop, a Four Lenses/True Colors Workshop, and a new Myers-Briggs Indicator Type Assessment were offered in FY11. The Human Resources Development Branch continues to provide exemplary advice and guidance regarding technician training issues related to program requirements in order to successfully accomplish the state National Guard mission. As in the past, the HRO will continue to involve our managers and higher level supervisors directly in the process of planning for the training and development of the workforce to ensure optimum use of federal financial resources.

EQUAL EMPLOYMENT OPPORTUNITY BRANCH:

Ms. Sheila Lawson is the branch chief of the Equal Employment Opportunity (EEO) program for the Kentucky National Guard. The Equal Employment Opportunity Office is responsible for devising and implementing National Guard Bureau equal opportunity and civil rights programs at state level.

The Equal Employment Opportunity Office ensures the agency is in compliance with regulatory and statutory requirements. This office provides guidance and interpretation of federal laws and regulations to senior management and employees designed to provide equal opportunity and diversity management for the workforce in the Kentucky National Guard. This program covers several employment programs that include Federal Technicians, Civilians, Active Guard Reserve and Traditional Guard members. This office also coordinates with the State Human Relations/Equal Opportunity (HR/EO) Office and the Equal Opportunity Professionals and the Army and Air personnel to ensure training requirements are met. This office serves as the principal point of contact with the National Guard Bureau's Equal Opportunity Office and the local District Office of the Equal Employment Opportunity Commission.

Some of the programs covered under this branch include the following:

- Affirmative Employment Program;
- Affirmative Action Program;
- EEO/EO Complaints Processing;
- Special Emphasis Programs;
- Equal Employment Opportunity Counselors;
- Alternate Dispute Resolution;
- Sexual Harassment Prevention Training;
- Employee Assistance Program; and
- Community Relations
- Prevention of Workplace Violence

LABOR RELATIONS BRANCH

Mrs. Jean Coulter is the branch chief in charge of the Labor Relations program for the full-time members of the Kentucky National Guard. The Kentucky National Guard has two labor organizations within its workforce - the Long Rifle Chapter # 83 Army National Guard and the Bluegrass Chapter #69 Air National Guard. Both unions are affiliated with The Association of Civilian Technicians, Inc. Both management and the labor organizations continue to utilize and develop their perspective Labor Management Partnership Councils. The council partnerships work to establish positive approaches to resolve conflict at the lowest possible level through open and honest communication. The

organizational goal is to encourage both management and union officials to maintain a cooperative and professional spirit to accomplish the myriad of missions required in the Army and Air National Guard.

The Kentucky National Guard is in the planning stage of contract negotiations. Management, the Long Rifle Chapter and the Bluegrass Chapter #69 have agreed to negotiate a joint contract to be utilized by the Army and the Air National Guard. Management and union officials are receiving extensive training and spending countless hours preparing for and working on proposals for this contract. The two contracts currently in place, covering all bargaining unit employees, will continue to be utilized until the new, master contract is in place.

Mrs. Jean Coulter advises management on all aspects of Labor Relations and provides guidance and recommendations for discipline and adverse actions to ensure the efficiency of the Kentucky National Guard is maintained at the highest levels.

Human Resources Directorate (Military) (G-1)

Colonel Charles T. Jones is the Director of Human Resources (Military) or the J1. Located at Boone National Guard Center in Frankfort, KY, the J1 is responsible for program management, staff supervision and administrative support to all units and personnel of the Kentucky National Guard. The J1 directorate consists of the following branches and sections: Personnel Records, Enlisted Personnel, Officer Personnel, Safety and Occupational Health, Standard Installation Division Personnel (SIDPERS), Information Technology, Casualty Assistance, Selective Reserve Incentive Program, Employer Support of the Guard and Reserve (ESGR), Health Services, State Youth Programs, Education, Sexual Assault and Prevention Response, Family Programs, DEERS and ID Card Services, Family Assistance Center, Transitional Assistance (Veterans Affairs), Military One Source, Community Outreach Services, Military Family Life Consultant and Financial Counseling, and Survivor Outreach Services.

The Personnel Records Section Mission/Responsibilities: This branch is managed by CW4 Travis Mason. Under the Personnel Services Delivery Redesign (PSDR) Initiative, the Personnel Services Branch is now decentralized down to the Brigade and Battalion level. The remaining state level actions have been consolidated under a Personnel Records Section within the G1. SFC Azelia Campbell is the NCOIC of this branch. This branch is tasked with managing the online records application (i-PERMS). Additionally they support and interact with the decentralized PSDR assets in the field.

To ensure soldier and unit readiness this branch is involved in the regular, cyclic unit visits to review/inspect/update personnel records (known as Soldier Readiness Processing or SRP visits). These exercises are also conducted prior to the mobilization of any unit or Soldier. During an SRP each Soldier's personnel records are reviewed for their accuracy and completeness, including: personnel data on file, ID card, ID tags, dependent, emergency, and beneficiary information, previous deployments, addition to MPDV (Mobilization Planning Data Viewer), and training status. In addition, each Soldier is briefed and provided information on Family Support Care Plans.

Significant Events from 1 Oct 10 to 30 Sep 11: During FY 11 this section screened over 1,000 KYARNG soldiers prior to their deployment in support of the Global War on Terrorism. This was accomplished through Soldier Readiness Processing visits to each of the numerous deploying units. This section reviewed approximately 1200 discharge documents used to prepare Soldiers discharge certificates

The SIDPERS Branch

Mission/Responsibilities: CW4 Travis Mason supervises the SIDPERS Interface Branch (Standard Installation/Division Personnel System) which maintains automated records and information on approximately 7,300 personnel in the Kentucky Army National Guard. The Department of

Defense, National Guard Bureau and Congress all use this information to determine the allocation of units, equipment and personnel. SSG Michael Martin is the NCOIC of this 5-person section. SIDPERS has the responsibility of inputting and updating the electronic record of all Kentucky Army National Guard Soldiers. They process new enlistment packets, discharge actions, and enlisted and officer promotion actions. These and numerous other electronic transactions are the primary function of this Branch. Additionally, SIDPERS has the responsibility to maintain the force structure data for each unit of the KYARNG. Throughout the year this branch performs transactions that create, modify, and delete units from the SIDPERS database based on documents received from the Department of the Army.

Retirement Points Accounting Management (RPAM) is another element of the automation with the SIDPERS section. This program is managed and maintained by Staff Sergeant Debbie Devine. She maintains automated retirement records on all KYARNG Soldiers. In addition, automated records have been maintained on former members of the KYARNG since March 1987. These former member's automated records are maintained for 47 years or until the Soldier reaches age 64, whichever comes first.

Significant Events from 1 Oct 10 to 30 Sep 11: During FY 11 the SIDPERS branch processed approximately 1800 new enlistment packets. During this time 27 units within the KYARNG underwent force structure changes that were recorded in SIDPERS by this branch. 11 personnel assistance visits were conducted across the state to units to assist/train the Full-Time force.

G1 – Information Technology Branch

Mission/Responsibilities: Managed by CW4 Travis Mason, this branch has the mission and responsibility for implementation, fielding and sustainment of personnel automation systems. This branch plays a vital role in transforming KYARNG personnel automation in unison with DOD and Department of the Army policy and directives. This branch additionally has the responsibility to manage and maintain the computer systems all the employees within the J1 directorate. MSG David Heavrin is the NCOIC of this branch and has been instrumental in the efforts to move to a paperless working environment. He is additionally responsible for ensuring best business practices are followed within the personnel automation arena.

Significant Events from 1 Oct 10 to 30 Sep 11: Converted all the computer systems within the G1 from Windows XP to Vista per DOD directive.

Enlisted Personnel Branch

Mission/Responsibilities: Chief Warrant Officer Debra Cunningham is the Enlisted Personnel Branch Manager. Enlisted Branch is responsible for reviewing and executing personnel transactions on approximately 6500 Enlisted Soldiers of the Kentucky National Guard. SFC Casey Todd the NCOIC, along with other team members SGT Pesut and SPC Knuckles processed transactions that included promotions, assignments, transfers, changes or award of military occupational specialties (MOS), enlistments, the Command Sergeant Major program and the Qualitative Retention Board.

The Enlisted Personnel Branch manages the KYARNG Enlisted Promotion System (EPS). Beginning FY 2012 the National Guard Automated Board System will be implemented. This system is designed to evaluate Soldiers using the "Whole Soldier Concept" to allow Soldiers who have leadership abilities, experience and potential to serve at the next higher grade, thus improving the organizations level of readiness and capabilities.

Significant Events/ Accomplishments from 1 Oct 10 to 30 Sep 2011: During Fiscal Year 2011 this branch processed 65 Interstate Transfers, 43 Conditional Releases, 14 MOS Determinations, 120 SMP/OCS transactions and cut 4100 other orders that included Transfers, Reductions and MOSs. The

KYARNG had several reorganizations throughout the year and we had to reassign Soldiers to other positions and/or reclassify into new career fields.

Enlisted Branch assisted in the mobilization of one of the biggest Brigade deployments since WWII where over 1300 Soldiers were deployed in support Operation New Dawn. The Branch also assisted in the deployment of 2 Agricultural Teams, and multiple companies out of an Aviation Battalion.

Through the Enlisted Promotion System more than 598 Soldiers were selected and promoted during FY10. Some transferred to other units to receive their promotion while most were promoted into positions within their current unit of assignment.

Officer Personnel Branch

Mission/Responsibilities: Chief Warrant Officer Two Larry “Moe” Arnett is the Chief of the Officer Personnel Branch. This branch is responsible for executing appointments, separations, promotions, branch transfers, transfers between units, reassignment of duty positions, and all other personnel actions for every commissioned officer and warrant officer in the Kentucky Army National Guard. They coordinate all officer personnel actions with the National Guard Bureau in Washington, D.C., the United States Army Human Resources Center at Fort Knox, Kentucky, and other military branches as applicable.

The Officer Personnel section is responsible for convening Federal Recognition Boards on a monthly (or as needed) basis to determine the eligibility for appointment, promotion or branch transfer of officers. In addition, they process the retention packets for those officers who are selected for review by the Selective Retention Board and the Warrant and Officer Merit List board (WOML/ OML). This branch is also responsible for coordinating and managing the General Douglas MacArthur Leadership Board.

The Officer Personnel Branch has the recurring responsibility of compiling and submitting detailed personnel files of KYARNG Officers for review by the Department of Army Reserve Component Boards. The Department of the Army convenes approximately twelve DA Boards annually to select the best qualified officers, by rank and branch, for promotion.

Significant Events from 1 Oct 10 to 30 Sep 11: During Fiscal Year 2011, Officer Personnel Branch completed the following personnel actions:

- Total Officer Separations – 43
- Officer Interstate Transfers - 7
- Officer Transfers between units within the state of Kentucky – 387
- Extensions of Mandatory Removal Date – 3
- General Officer Packets – 2
- Officer Accessions - 79
- Officer Promotions – 128

KYARNG Safety and Occupational Health Program

Mission/Responsibilities: 2LT Joshua Witt was appointed by TAG on June 7th, 2010 as the Safety and Occupational Health Manager (SOHM). The SOHM directs the State ARNG Safety Program for TAG by developing, planning, organizing, and executing safety programs as defined in AR and NGR 385 series directives. Additionally, SGT Michael Clem serves as the Safety Administrative noncommissioned officer for the G1 State Safety Office. The primary mission of the SOH program is to serve as TAG and Commander's advisor in all safety matters. Safety collaborates with appropriate Directorates, units and facilities to ensure that all applicable programs, functional areas, and systems are operating IAW military and OSHA requirements.

Responsibilities of the SOH program include hazard recognition/analysis, conducting industrial hygiene surveys, pre-accident prevention and planning, safety integration in tactical/contingency operations and disaster relief, training and education (including OSHA training), ensuring Safety Officer/NCO appointments, developing and implementing range / ammo / explosive safety guidance, Army military vehicle and privately owned vehicle (including motorcycle) accident prevention planning, facility inspections/evaluations, participating and assisting Safety Councils, promoting Composite Risk Management application, provisioning of required Personal Protective Equipment (PPE) to appropriate individuals, and coordinating accident investigation and timely reporting.

Through the efforts of the G1 State Safety Office, over 7,300 KYNG personnel are provided with a healthy and safe work environment at 62 locations across the Commonwealth.

Significant Events from 1 Oct 10 to 30 Sep 11:

Safety site inspections were conducted and documented in the RCAS-SOH system for all KYARNG armories and facilities during Q1 of FY 11. Identified hazards were prioritized and escalated for remediation with appropriate Risk Assessment Codes (RACs).

Technician medical surveillance was conducted throughout the Fiscal Year. Pre-placement, periodic and termination physicals were provided at various locations. Respirator fit testing was conducted for over 270 Technicians.

SGT Clem became the first KYARNG noncommissioned officer to graduate from the Ground Safety Officer Course in August 2011.

Two unique KYARNG Safety Conferences were held at WHFRTC in FY 11. The first event took place 7-8 APR 2011 with 40 full-time armory and facility managers in attendance - individuals that have responsibility for safety at their respective locations. The second event was held 4-5 JUN 2011 for unit level Additional Duty Safety Officers. There were 26 Soldiers that participated in this intensive safety training held in coordination with the KY Labor Cabinet. COL George Phillips (R), Safety Director of FORSCOM (GS-15), served as keynote speaker at both KY conferences.

The KYARNG SOH office co-hosted the combined Northeast/Midwest/Southeast Regional Safety Council meeting in Kansas City, MO from 18-22 April 2011. Over 50 representatives from 24 states participated. Two instructors from Eastern Kentucky University provided free OSHA training on Emergency Action Plans.

2LT Witt presented as a guest instructor at the May 2011 Governor's Safety Conference in Louisville.

An extensive State Radiation Safety Program inspection was conducted by Mr. Paul Feeser of CECOM from 24-26 May 2011. All aspects of the state radiation safety program were reviewed. Site visits included BNGC, MEDCOM, 41st CST and MATES. There were "no findings" noted on the final memo to TAG – the first time in many years.

A Commercial-Off-The-Shelf (COTS) Specialty Vehicle safety training and master drive licensing course was conducted at Bluegrass Army Depot from 5-7 JUL 2011. There were 16 Soldiers certified by Polaris Defense as Master Driver Trainers on Polaris Rangers utilized by the 41st CST and 103rd CH BN.

OSHA 10 hour Hazard Awareness Courses (10 iterations) were taught across the state from January through August 2011 - 160 Technicians were trained and received completion cards from the OSHA Training Institute at Eastern Kentucky University. An OSHA Construction Safety Course was conducted for 41 Soldiers at the Olive Hill Armory on 23 JUL 2011.

KYARNG SOH guest presenter and speaking engagements:

- ARNG Annual Safety Conference in Orlando, FL (4 NOV 2010)
- ARNG Regulation Review Committee in Atlanta, GA (16-18 NOV 2010)

- KYARNG CLPCC and JODC at WHFRTC (7-9 JAN 2011)
- KY Yellow Ribbon Events at various locations (26 FEB, 22 MAY & 28 AUG 2011)
- Department of Defense Joint Development Safety Conference in San Diego, CA (7 MAR)
- KYARNG G1 Training Conference at WHFRTC (21-25 MAR 2011)
- Brain Injury Alliance of KY Annual Summit in Louisville, KY (15 APR 2011)
- Louisville Chapter A.S.S.E. Meeting (19 AUG 2011)

Health Services Branch

Mission/Responsibilities: The Chief of the Health Services Branch, CPT Stephanie Fields, and her team are tasked with planning, coordinating and implementing medical readiness programs that affect the overall mental and physical wellbeing of KYARNG Soldiers from the day they join the guard until retirement or ETS.

This section manages the following programs: Fitness For Duty Board (for duty related issues), Non-Duty Related Fitness For Duty Board, Medical Care Coordination and Case Management, MOS Administrative Retention Review Board, Incapacitation Pay, Medical Retention Processing and Active Duty Medical Extension (orders for injured soldiers), Centralized Medical and Dental Records (facility and records management), Post Deployment Health Reassessment, Line of Duty and Preauthorization coordination, Behavioral and Psychological Health Program, Medical Readiness Outreach Program, Periodic Health Assessments, Dental Examinations and Select Reserve Dental Treatment Program, Medical Operational Data System (MODS), and Medical Electronic Data Care History And Readiness Tracking (MED-CHART).

Significant Events from 01 Oct 10 thru 30 Sep 11:

- Added and filled 7 new positions to assist in coordinating medical care on the Brigade level
- Revised and updated over 40 Standard Operating Procedures for KYARNG medical readiness processing and management requirements
- Conducted Health Fair for over 1300 Soldiers
- PDHRA compliance held above 99% (currently 99.6%)
- 43 Soldiers completed MMRB process
- Transitioned from the MMRB process to the MAR2 Process
- \$936,400 was paid out to Soldiers in Incapacitation payments for FY11.
- 487 Soldiers received approval for LOD injuries
- \$1,943,339.84 was spent on authorizing care through Military Medical Support Office for soldiers with approved Line of Duties
- 83% high for Dental Readiness
- 75% high for Medical Readiness
- Implemented 100% Accountability Audit of 17,718 Medical and Dental Readiness Records (current goal is 90% by 30 Jan 2012)
- Implemented new procedures for increasing medical data accuracy and synchronization from the state level to the unit level; conducted ten "Tiger Team" events
- Initiated a weekly PHA clinic to improve Medical Readiness in conjunction with KY Med Detachment
- 161 KYNG Soldiers seen at Bluegrass Army Depot Satellite MEB Clinic

Employer Support of the Guard and Reserve (ESGR)

Mission/Responsibilities: We will develop and promote employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws, and resolving conflict between employers and service members. Two full-time positions and sixty volunteers make up Kentucky's ESGR Field Office. Thirteen members serve as Ombudsmen and provide mediation service between Service Members and their employers.

Mr. Philip K. Miller and Mr. Timothy Stinnett serve as the full-time staff for ESGR representing all Reserve Component Service Members and their employers. Our support is provided in partnership with the local ESGR Committee members to build a supportive employer environment for all reserve components within the Commonwealth. This office provides service to the Kentucky National Guard / Reserve Components and Employers in the following areas: Military Outreach, Employer Outreach, Employer Awards Program, Employer Training, and Ombudsman's Services.

Selective Reserve Incentives Program (SRIP) Branch

Mission/Responsibilities: SPC Matthew Boone is the state Incentives Manager. The Incentives Office is responsible for ensuring the above incentives are awarded to qualified KYARNG soldiers in a timely manner and serves as a resource to KYARNG Units pertaining to education and eligibility requirements. This office is responsible for administering the following bonuses and student loan repayment (SLRP) programs; bonus programs - Non-Prior Service Enlistment, Reenlistment/Extension, Affiliation, Civilian Acquired Skills Program, Prior Service Enlistment, MOS Conversion, Officer Affiliation and Accession, Warrant Officer Affiliation and Accession, Critical Skills Retention, and SLRP – Enlisted, Chaplain, and Health Care Professional.

Significant Events from 1 Oct 10 to 30 Sep 11:

- Bonus payments made in FY11 = 598 payments totaling \$4,982,967
- SLRP Payments made in FY11 = \$297,214
- SLRP New Contracts = 188

The Education Branch

Mission/Responsibilities: CPT Travis Huber is the Educational Services Officer for the Kentucky Army National Guard. Mission: to improve the strength and readiness of the Kentucky Army National Guard by supporting the voluntary civilian education needs of our Soldiers / Airmen through professional marketing, counseling and administrative practices.

Education may be assisted through the Kentucky National Guard Tuition Award Program (AIR and ARMY Guard) commonly known as the State Tuition Award Program or "State TA". Department of the Army administers the Army National Guard Federal Tuition Assistance Program or "Federal TA". Lastly, there is the Veterans Administration supporting the eligible Service Members with the Chapter 30, Montgomery GI Bill (for Active Duty), the Chapter 1606, Montgomery GI Bill Selected Reserve, the Chapter 1607, Reserve Education Assistance Program (REAP) and Chapter 33 or Post 9/11 GI Bill.

Significant events from 1 Oct 10 to 30 Sep 11:

The DD Form 2384 is the initial document provided to the soldier to verify eligibility for the Montgomery BGI Bill Selected Reserve (MGIB-SR) benefit. From 1 Oct 10 to 30 Sep 11, 997 DD Form 2384's (Notice of Basic Eligibility) were issued to Kentucky Army National Guard Soldiers, along with 77 kicker contracts. The kicker contract is an incentive and provides additional benefits to the basic MGIB. These benefits are paid by the Department of Veterans Affairs when a Soldier is enrolled in a Veterans Affairs approved program and submits an application to the VA for benefits.

Approximately 1576 applicants were approved for the Kentucky National Guard Tuition Award Program over the last fiscal year. These funds are paid to the school by the Kentucky Higher Education Assistance Authority. To be eligible, Soldiers must attend a state supported college, or authorized vocational / private school, pursue an undergraduate degree, and meet established eligibility criteria.

From 1 Oct 10 to 30 Sep 11 approximately 467 Soldiers applied for the Army National Guard Federal Tuition Assistance Program and funded 2,080 courses. These funds are provided by National Guard Bureau for the purpose of providing tuition assistance for Soldiers attending schools accredited by the U.S. Department of Education for post graduate, online, and out of state schools.

There were 55 tests administered to the Soldiers to assist in their professional development. There are two different types of testing administered by the Education Office:

DANTES exams include the following type exams:

- ACT Assessment (college entrance exam)
- Scholastic Aptitude Test (SAT), (college entrance exam)
- College Level Exam (CLEP)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Excelsior Exams
- Army Personnel Testing (APT) exams include the following:
- Defense Language Proficiency Exams (DLPT)
- Defense Language Aptitude Battery (DLAB)
- Army Flight Aptitude Section Test (AFAST)
- Armed Services Vocational Aptitude Battery (ASVAB)

Sexual Assault Prevention and Response (SAPR)

Mission/Responsibilities: SAPR is the KYNG program responsible for the National Guard's sexual assault prevention policy. The Kentucky National Guard is committed to the prevention of sexual assault. The Guard has implemented a comprehensive policy to ensure the safety, dignity and well being of all of its members. Our men and women serving throughout the world deserve nothing less, and their leaders — both Military and civilian — are committed to maintaining a workplace environment that rejects sexual assault and reinforces a culture of prevention, response and accountability.

State Family Support Program and the Family Assistance Center (FAC)

Mission/Responsibilities: The mission of Family Programs is to facilitate ongoing communications, involvement, support and recognition between Army and Air National Guard families and leadership, in a partnership that promotes the best in both.

Captain Bryan Combs serves as the program director. He serves as an active member of the Kentucky Inter-Service Family Assistance Committee. Jim Barber serves as the Family Assistance Center Program Coordinator with 9 other FAC Specialists strategically located throughout the state.

The Family Assistance Center is designed to provide assistance, support and referral to families of the Kentucky National Guard and family members from all branches of service residing in Kentucky, especially during periods of mobilization and deployments and in emergency and non-emergency situations. The program provides the infrastructure that supports the process of identifying, defining, addressing and resolving issues that impact the balance between National Guard service and family stability to include special programs for the children of military families through our Youth Programs Coordinator

Significant events from 1 Oct 10 to 30 Sep 11:

- 100% of Family Readiness Groups are chartered and functional in Army and Air Guard units.
- Provided mobilization briefings to mobilized Kentucky Army and Air National Guard members and their families.
- Provided support and assistance to Guard members and their families throughout the Commonwealth experiencing personal and/or financial difficulties.
- Conducted 1 Regional and 1 State Family Readiness Group Volunteer Training Workshops for Family Readiness Group Leadership, and the Unit Commanders/First Sergeant's.
- Outreach: Attempted to contact 4,306 families and soldiers: 4,048 responded and 217 cases were generated.
- Referred 484 cases to external agencies (American Legion, Red Cross, EANGUS, USA Cares, VFW Unmet Needs, Military Family Trust Fund, etc)
- Conducted Family Program briefing with OCS candidates and graduates.
- Trained 188 FRG volunteers in FRG leadership training with Operation Ready material.
- Supported many unit Family Readiness Group meetings and activities.
- Provided support and assistance to Guard members and their families throughout the Commonwealth experiencing personal and/or financial loss due to the death of soldiers or family members.
- Provided suicide prevention information and training to Family Readiness Groups
- Provided family operational security (OPSEC) training to Family Readiness Groups
- Hosted the National Guard Bureau National Volunteer Workshop for all 54 States and Territories which consisted of 1,200 attendees at the Galt House in Louisville, KY

State Youth Coordinator (SYC)

Mission/Responsibilities: Cindy Culver serves as the Youth Programs Coordinator and Linda Jones serves as the Youth Programs Specialist. This contract position serves as a state wide point of contact to support the social, emotional, and academic needs of the Kentucky National Guard Youth. This position provides resources that will aid in the understanding and support of child and youth issues. Provides families with information on programs that support children and youth that are going through deployment such as childcare, extra-curricular activities, and events across the state. A partnership has been formed with several outside organizations that support our youth such as Operation Military Kids (OMK), American Legion, YMCA, , 4-H, and the Kentucky Department of Fish and Wildlife. Other duties and events include:

Trains volunteers/FRG members at events across the state in Youth Activities that support growth and development into adulthood

Serves on the Operation Military Kids State team and Kentucky Inter-Service Family Assistance Committee (KISFAC)

Helps support Military Missions in putting care packages together to send to deployed members

Conducted Operation Military Cheer providing care packages 301 children (129 families) for Service Members and their families in need with clothing, food, and toys

Hosted Backpack Journalist Event for KYNG Youth to express themselves through voice as a means to successfully cope with the challenges of being in a military family and parent being deployed

Hosted Zero To Three Program, Military Child Education Coalition, and Ready-Set-Go training events which educates paraprofessionals, educators, counselors, and parents in childhood development and the effects on children who live in a military family

Supported Yellow Ribbon Reintegration events with youth activities for deployed families.

Worked with Operation Military Kids to provide Hero Packs to all children of deploying families

Conducted 4-H Military Youth Camp in partnership with 4-H, KY Department of Fish and Wildlife, and Operation Military Kids in order to support the growth and development of our youth

Family Readiness Support Assistants (FRSA)

Mission/Responsibilities: The mission of the FRSA program is 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.

The Senior Family Readiness Support Assistant (SFRSA) assists the State Family Program Director in volunteer program management and training coordination enhancing the overall services provided by volunteers to Army and Air National Guard MACOMS and Service Member families. The MACOM FRSA serves as the Brigade and Battalion Commander's advisor on the unit's FRG program and contributes to combat readiness by promoting efficient and effective communication between the Command, the State Family Program Office, FRGs and all Family members.

The contracting company works with the SFPD to ensure the need of each state are met by locating uniquely qualified FRSA to become the subject matter expert in all areas of Family Readiness. The core function of the FRSA is to work with FRGs, military contacts, rear detachments (during deployment), and volunteers to provide training and hands-on assistance for establishing and maintaining an effective Family Readiness system within units and commands.

The FRSA team exists as a vital part of the equation as they coordinate volunteer efforts at the state level and serve as an arm of the State Family Program office. Continuity occurs due to the dedicated efforts of our paid employees ensuring our families receive continuous, effective training and communication to empower them as military families. Libbi Cox Serves as the Senior Family Readiness Support Assistant along with 5 other FRSA specialists who represent the KYNG MACOMS (Major Commands)

Transition Assistance Advisor (TAA)

Mission/Responsibilities: Mr. Richard Gooch serves at the Transition Assistance Advisor. This contract position serves as a statewide point of contact and coordinator for benefits and entitlements available through the State and Federal Department of Veterans Affairs.

He provides information and assistance to Guard members and their families in understanding and obtaining benefits and services through Veterans Affairs and the military health system. He coordinates with appropriate Veterans Affairs, TRICARE, Veteran Service Organizations, and other resources to provide required information and assistance. He participates in the demobilization process to brief/advise Guard members and their families on the available entitlements and information resources. Mr. Gooch also researches and resolves issues associated with entitlements when Guard members and/or their family members encounter problems. He assists with reintegration programs for Guard members returning from deployment. He provides basic or preliminary education and training to JFHQ staff as to the entitlements available through the VA, TRICARE and Veteran Service Organizations. He also works with local, state and Veterans Integrated Service Networks (VISN), and Veteran Affairs personnel to get the educational and training requirements. Mr. Gooch works with the VA Regional Office in helping to get medical records for Service Member's, veteran's and retiree's claims and clarifying questions.

Military One Source (MOS)

Mission/Responsibilities: Mrs. Kathleen Huck assumed the position on 6 October 2009. This contract position is a Department of Defense program that delivers services for all military personnel -- active duty, Guard and Reserve – and their families, 24/7, every day of the year. Military One Source services are free to Service Members and their families. Services include:

Telephone and online consultations with experienced, master's level consultants on the personal and practical issues that Service Members and their families face, including relationships, dealing with stress, child care and parenting, education, finances and making major consumer purchases, relocation, recreation, deployment, reintegration, and the particular concerns of families who have children with special needs. Consultations are confidential (with very few exceptions).

The Military One Source website at www.Militaryonesource.com, which provides expertly prepared materials like booklets, CDs, and DVDs on issues that military families face (to view online or order at no cost); locators for education, child care, and elder care; financial calculators, specialized toolkits, and during tax season, electronic tax-filing. The site also sponsors interactive webinar presentations, discussion boards, a way to subscribe to monthly e-newsletters, and an extensive online library.

Face-to-face counseling (non-medical and solution-focused) in the local community is provided by licensed, experienced professionals for up to 12 sessions per person, per issue. (Up to 6 sessions for financial counseling). Telephone and text-messaging options are also available. Counseling is confidential (with very few exceptions).

Community Outreach

Mission/Responsibilities: Freddie Maggard and Joe Brummett serve as the National and State Level Community Outreach Directors for the KYNG. Community Outreach continues to grow and build upon one simple mission; “Connect the KYNG to the Community, and the Community to the KYNG.” The Community Outreach office is the Guard liaison for communities across the Commonwealth. Community Outreach is dedicated to promoting the resources and support services available to our military families and ensuring that our Guard families are recognized and supported for their sacrifices. Highlights include:

- Coordinated Military Appreciation Days including free access for our service and family members to public events such as concerts, theater plays, sporting events, etc.
- Developed relationships with the University of Kentucky to participate in county extension offices throughout the Commonwealth
- Initiated partnership with the University of Louisville to meet the ever changing needs of our military families
- Started on-line communication plan to inform, assist, and teach KYNG Service and Family Members
- Maintained relationships with various Kentucky Associations and Community Organizations to further assist geographically dispersed military family members
- Developed Community Outreach service award program
- Assisted KYNG RPAM by developing marketing strategies to communicate with retirees.
- Collaborated with ESGR in various employment issues including job fairs and educational development
- On-going support for KYNG Joint Diversity Council's programs and initiatives.
- Began weekly on-line Q & A for G-1 service support entities
- Participated in NVW&YS through ticket distribution and coordination

- Coordinate Community Outreach communication throughout KYNG through participation in weekly Public Affairs (PAO) Synchronization meetings

Military Family Life Consultant (MFLC)

Mission/Responsibilities: Dr. Virgil Hayes and Dr. Lora Davis serve as the KYNG Military & Family Life Consultants. The Military and Family Life Consultant Program seeks to help with short-term, non-medical problem solving counseling services that help with varied stresses of military life, enhancing their lives, and boosting military readiness.

The consultative role assists in the development and sustainment of families dealing with the challenges of mobilization and military lifestyle. MFLC's provide briefings and presentations during all levels of the mobilization process and various events related to family programs across the state. With some exceptions, services are confidential with no documentation, names, or details that are kept. Some consultative services provided are listed below:

- Marriage enrichment counseling
- Sadness, Grief, and Loss counseling
- Management of emotions dealing with the cycle of deployment
- Managing children's behaviors and emotions
- Stress Management
- Communication Skills
- Anger Management

Military Family Life Consultant (MFLC) Personal Financial Counselor (PFC)

Mission/Responsibilities: Ethel Curtis is an Accredited Personal Financial Counselor, and has been the State's Personal Financial Counselor since 12 April 2010. She assists Service Members and their families with personal financial readiness.

For Service Members, financial challenges and nationwide economic conditions are amplified because of the high-stress and ever-changing pace of the military lifestyle. Ms. Curtis has provided individualized financial planning and consultation services, including assistance with money management, credit and debt liquidation, analysis of assets and liabilities, and establishing and building savings plans to Service Members and their families. Her services are designed to support short and long term financial needs, plans and goals, as well as helping Service Members and their families develop realistic spending plans, reduce debt, save for the future, and attain both "wants" and needs. She provides PFC program briefings and financial management presentations at Mobilization and Reunion Briefings, Yellow Ribbon and FRG events. She has also conducted command-requested trainings that addressed financial planning for family separation, credit card & debt management, and retirement and transition from the military. Her services are free, anonymous and with some exceptions, confidential.

Survivor Outreach Services (SOS)

Mission/Responsibilities: Mr. David Orange and Mr. John (Mark) Grant are the SOS Coordinators for the KYNG. This program is designed to expand and improve services to Survivors, define roles and responsibilities for all agencies and components, improve responsiveness, streamline the assistance process, and provide support and benefits coordinators locally to surviving families. This service is provided to both active and retired families.

Mr. Orange and Mr. Grant serve as subject matter experts on survivor support issues and services and provide long term support to members of surviving families. They work closely with Retirement Services, Casualty Assistance Center Benefit Coordinators and the Casualty Assistance Officers to ensure the survivor receives necessary benefits and service, providing expertise on local, state and federal benefits. SOS develops partnerships with military, civilian and non-governmental

agencies to leverage support closest to where the survivors reside. They also provide continued support to the surviving family after the Casualty Assistance Officer is relieved of duties.

The SOS Coordinators have provided assistance, services, and support to over 40 surviving families during Fiscal Year 2011.

Yellow Ribbon Reintegration Program

Mission/Responsibilities: CPT John Harvey is the program manager for the KYARNG. The Yellow Ribbon Reintegration Program, under direction of Congress and the National Guard Bureau, has created a comprehensive program to help military Families who have loved ones who are deploying. The National Defense Authorization Act 2008, section 582 directs the implementation and staffing of a “Yellow Ribbon Reintegration Program” in every State. The Yellow Ribbon Reintegration Program is a “one stop shop” for services, training, and resources to help both our Service Members and their families as they go through the entire process of deployment.

Significant Events from 01 Oct 10 thru 30 Sep 11:

- Pre-deployment events were conducted for 7 units
- During deployment events were conducted for 5 units
- Reintegration events were conducted for 7 redeploying units
- 7 ADOS personnel have been placed throughout the Commonwealth to push benefits and provide support to family members and soldiers during the deployment cycle and beyond

Resilience Section

Mission/Responsibilities: Captain John Harvey is the Resilience section Officer in Charge. The Resilience section’s mission is to Integrate and synchronize resilience processes, programs, issues, and initiatives across the KYARNG. This includes establishing strategic oversight of resilience processes, to include the Master Resilience Trainer (MRT) Course, certification of Resilience Training Assistant (RTAs) and other formal processes that focus on resilience and coping skills. The end goal is to promote resilience amongst our Soldiers and family members, develop and enhance leader skills to recognize and mitigate high stress and at-risk factors, and facilitate the longer term reduction in KYARNG at-risk behaviors and suicidal actions.

Significant Events from 01 Oct 10 thru 30 Sep 11: The KYARNG Resilience section came on line 1 October 2010. Key to the program is the Master Resilience Trainer (MRT). The MRT attends an 11 day course to become the command advisor on resilience issues. The MRT is also a trainer of resilience for the unit level Resilience Training Assistant (RTA). The goals for this FY were to get an MRT qualified soldier at the brigade level for all Major Subordinate Commands (MSC), and get a trained MRT for the brigade and battalion level of the deploying 149th MEB and 1204th ASB. On 28 October 2010, the first KYARNG soldier completed the MRT course. Since that time, 10 additional MRTs were trained and 14 RTAs completed the 25 hour resilience course. All goals were met, to include all MSCs have a trained MRT, and the 149th MEB and 1204th ASB have MRTs at the brigade and battalion level.

Casualty Affairs Coordinator (CAC) and Suicide Prevention Program

Mission/Responsibilities: CH (CPT) Phil Majcher is the KYARNG Casualty Affairs Coordinator and the Suicide Prevention Program Coordinator. His section renders emotional and technical support to the families of deceased or injured Soldiers in a caring and compassionate manner during their time of need or loss. This section manages all personal actions and processes associated with casualty affairs, always considering the thoughts, feelings, and concerns of the Soldier's next of kin and family. The Suicide Prevention Program

provides annual training to all Soldiers in the KYNG. This program tracks all suicidal deaths and ensures each death has a completed 37 line report and an AR 15-6 investigation is sent to the National Guard Bureau. Advanced suicide training and tracking is provided through this program with a state mandated requirement for a minimum of each unit in the KYNG to have a Suicide Intervention Officer.

Significant Events from 1 Oct 09 to 30 Sep 10: During this fiscal Year, we have notified and provided assistance to the families of deployed Soldiers wounded in action. The training standard for Soldiers to work with families has increased to add to our professionalism. Currently we have over 50 Soldiers trained to the highest standard to offer assistance to Soldiers and their families. We have also arranged funeral honors and provided assistance for the families of the KYARNG Soldiers and Regular Army Soldiers killed in action. We have also provided assistance processing the Serviceman's Group Life Insurance to Soldiers and families.



Two Soldiers and one Airman working at the J2 during the National Level Exercise, checking upon the Commonwealth's critical infrastructure

Intel and Security (J-2)

Federal Mission Support

The J2 staff continually provided intelligence support to the Adjutant General, Joint Staff, and the Commonwealth's Major Subordinate Commands throughout the state. In a nutshell, the J2 performed primarily four kinds of missions. First of all, the J2 planned numerous intelligence training opportunities for state Intelligence Personnel, in order for them to maintain their analytical skill sets. These Intel Courses were taught by subject matter experts, from both within and outside the Kentucky Guard. Second, the J2 coordinated with multiple state and federal agencies to provide foreign language training classes and resources, primarily for the following languages: Spanish, Iraqi Arabic, Dari and Pashto. Third, the J2 proactively disseminated foreign culture information, including cultural guides that provided information on how to conduct effective meetings in various cultures. Finally, for mobilizing Soldiers and Airmen, the J2 provided country specific briefings and classes oriented towards expected threats, including instruction on Improvised Explosive Devices. In supporting all possible missions, the J2 maintained a comprehensive library of materials, both in paper and electronic formats, about countries, cultures and threats, available for Soldiers/Airmen to keep and use.

State Mission Support

During the fiscal year, J2 personnel closely worked with Kentucky Emergency Management Staff. The J2 participated in the Commonwealth Analysis and Assessment Group, or CAAG, an interagency group of local, state, and federal partners tasked with providing Incident Awareness and Assessment, or in other words describing what has happened and what it means, to First Responders and State Leadership in disasters. The CAAG fully supported the state's response in the spring floods and the National Level Exercise in May. The National Level Exercise tested the Commonwealth's ability to respond to a significant New Madrid earthquake and was the largest exercise to date in the Commonwealth. In this process, the J2 always ensured that applicable Intelligence Oversight Regulations were adhered to at all times.

Operations Directorate (J-3)

The Operations Directorate (J3) is responsible for the management, resourcing and oversight of all Kentucky Army National Guard Units, and acts as the lead directorate for force structure management, readiness reporting and mobilizations. The J3 is also responsible for planning, coordinating and executing National Guard Civil Support, and managing the Kentucky National Guard's Antiterrorism and Force Protection programs.

MOBILIZATION AND READINESS BRANCH

The Mobilization and Readiness Branch (J3-MRO) coordinates and executes mobilizations for Federal service in support of operations worldwide. This branch also includes the Force Readiness and Integration Office, or FIRO, which oversees readiness reporting, reorganizations and force structure issues, as well as new equipment fielding and related training.

Mobilizations

Since September 11, 2001, the Kentucky Army National Guard has mobilized over 10,000 Kentucky National Guard Soldiers for Federal service. During the past twelve months alone we deployed over 1,700 Soldiers in support of Operation Enduring Freedom and Operation New Dawn. This year's mobilizations included:

- Elements of the 20th Special Forces Battalion (Louisville)
- 1204th Aviation Support Company (Independence)
- Agricultural Development Team III (Frankfort)
- 176th Firefighting Team (Greenville)
- 149th Maneuver Enhancement Brigade, (headquarters in Louisville, but with subordinate elements from throughout the Commonwealth)
- Numerous individual Soldiers and Airmen deploying to fill key positions in other units

Also this past year we welcomed home 408 Soldiers from their successful deployments. These units included:

- 2113th Transportation Company
- 2123rd Transportation Company
- Agricultural Development Team II
- Numerous individual Soldiers and Airmen

New Equipment Fielding

As 2010 progressed into 2011 the Kentucky Army National Guard continued to receive new equipment at unprecedented levels. During the past twelve months the FIRO coordinated the receipt, de-processing, and fielding of over \$72 million in new equipment. Included in these nearly 3,000 pieces equipment were vehicles, small arms, generators, maintenance equipment, and state of the art communications gear. In addition to equipment fielding, the FIRO also coordinated new equipment training for operators and maintainers, executing nearly \$2.5 million in training man-days.

Readiness Tracking, Reporting and Management

During the past year the Mobilization Readiness Branch made significant improvements in readiness reporting. Among these was the refinement of the Quarterly Readiness Brief process to provide Commanders an opportunity to present their top three readiness concerns to their peers, the Joint Force staff and the Kentucky National Guard's senior leadership for review, discussion and resolution. This has resulted in a number of significant issues being identified and resolved, with

improvements in personnel, logistical and training readiness throughout the Kentucky Army National Guard.

MILITARY SUPPORT BRANCH

The Military Support Branch (J3-MS) is the focal point of National Guard Civil Support Operations for the Commonwealth, and is responsible for planning, preparation, and response to threats to the Commonwealth from natural and manmade disasters as well as acts of terrorism. The Military Support Branch also provides oversight for Antiterrorism and Force Protection activities within the Kentucky National Guard, and is responsible for providing Military Funerals and Honors for Kentucky veterans of all services.

National Guard Civil Support

The Military Support Branch provides National Guard Civil Support to local, state, and federal agencies as tasked through the Kentucky Division of Emergency Management, providing support during natural disasters and other emergencies. During the past year the Kentucky National Guard utilized nearly 6,600 Emergency State Active Duty days in response to numerous incidents. These included:

Severe Storms and Flooding, 25 April 2011: The KYNG responded in eight counties, providing logistical, transportation, emergency operation center augmentation, levee observation, sandbagging and evacuation support and roving patrols, presence patrols, traffic control points and damage assessment teams. At the peak of the operation the KYNG had nearly 600 Soldiers on State Active Duty.

Flash Flooding in Perry County, 21 June, 2011: State Highway and local Road Departments were overwhelmed from response to flash flooding, which caused roads to be blocked with debris from flooding and landslides. The KYNG responded with 15 Soldiers who assisted in debris removal.

In late August 2011 Hurricane Irene became the first hurricane to strike the US East Coast in six years. Although the Commonwealth was not affected, the KYNG prepositioned elements of the 201st and 206th Engineer Battalions at their home stations, and deployed the 133rd Mobile Public Affairs Detachment and rotary wing aircraft from the 63rd Aviation Brigade to Ft. Indiantown Gap, Pennsylvania, in order to respond if needed along the Atlantic Seaboard. The Kentucky Air National Guard also prepositioned forces from the 123rd Special Tactics Squadron, Medical Group, Command Post and Initial Response Hub (IRH) and two C130 aircraft at their base in Louisville. The 165th Airlift Squadron also provided C-130 support to the 125th Fighter Wing for cargo transport to an alternate location. In total, the KYNG provided 224 Army and Air personnel in support of the Hurricane Irene response.

The Military Support Branch also planned and coordinated National Guard Civil Support to civilian agencies during numerous festivals, parades and other planned events throughout the Commonwealth. In addition, the Kentucky National Guard also supported large, high-profile events such as Riverfest, Thunder over Louisville and the Kentucky Oaks and Derby. In total the Kentucky National Guard supported 186 planned events throughout the Commonwealth utilizing almost 12,000 State Active Duty days.

The Military Support Branch participated in numerous exercises with the Federal Emergency



Management Agency, the Kentucky Division of Emergency Management, and a host of other local, state and federal agencies. This year the Military Support Branch participated in the National Level Exercise (NLE) 2011, which simulated the catastrophic nature of a major earthquake in the central United States region of the New Madrid Seismic Zone (NMSZ).

Joint Operations Center (JOC)

The Kentucky JOC coordinates military National Guard Civil Support, crisis response, and dissemination of information. The JOC is staffed with highly trained and qualified members of the Kentucky Army and Air National Guard who manage National Guard Civil Support operations within the Commonwealth of Kentucky, and coordinate Kentucky National Guard support to other states through the Emergency Management Assistance Compact (EMAC). In 2011, the JOC directed response to natural disasters and emergencies to include snow storms, hurricanes, floods, and search and rescue missions, along with support for large planned events.

In 2011, JOC personnel completed training with the Joint Information Exchange Environment (JIEE) and Defense Connect Online (DCO) systems and participated in the National Level Exercise.

Homeland Security and Antiterrorism

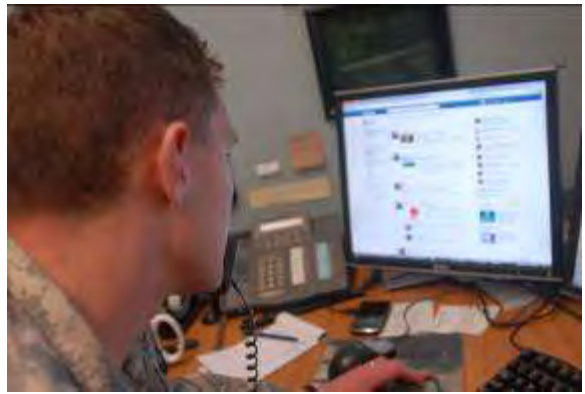
The J3 of the Kentucky National Guard (KYNG) fully supported Homeland Security missions in 2011. These missions included providing risk assessment and security personnel to events throughout the Commonwealth, such as the Kentucky Derby and Thunder Over Louisville. The J3 also participated in several exercises with Homeland Security aspects, like the National Level Exercise in May of this year.

The J3 Antiterrorism Section participated in terrorism oriented exercises this year at the Local, State and Federal levels, including antiterrorism exercises held at Boone National Guard Center. The exercises proved to be a success in team building, validating SOPs, and indentifying issues that could arise in an actual event. The section also had a triennial external evaluation performed by contracted personnel from National Guard Bureau (NGB), to ensure that the KYNG meets regulatory guidelines as prescribed by the Department of Defense, the United States Army, and NGB. The inspection performed this year found the program to be free of any deficiencies after evaluating over 140 areas.

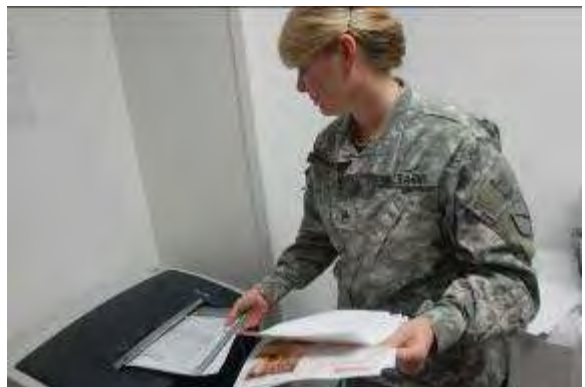
Operations, Physical, and Personnel Security Programs

Kentucky's J3 Security Staff are considered to be one of the best security staffs in the nation due to their expert handling of security programs. Kentucky's programs are routinely inspected by NGB, and Kentucky Guard security procedures and products are emulated by other states and territories.

The J3 staff administers the Operational Security (OPSEC) Program which involves protecting sensitive, but unclassified, government information from adversaries. The KYNG was been nationally recognized in the past year for their OPSEC Program, placing



CPT Martin of the PAO reviewing a KYNG social media site to ensure the site meets guidelines for Operations Security. The Public Affairs staff works closely with the J3 in this area.



SSG Birgit Corriveau, SGS Admin NCO, shredding documents. The KYNG maintains an extensive shredding program to prevent the loss of sensitive information to criminals.

second in an Army-wide competition for the best OPSEC Program in both the Active and Reserve components. NGB recommends Kentucky's plan as a model for other states.

The KYNG Physical Security Program protects government equipment and resources and personnel. The J3 security staff worked with all armories throughout the Commonwealth to ensure proper security. The Commonwealth's physical security program was recognized nationally as a model program and received a "Commendable" from a recent external audit of the program.

Many personnel in the KYNG and the Department of Military Affairs require security clearances for their positions. J3 Security Staff successfully manage over 4,700 clearances, including Secret and Top Secret Clearances. The J3 Security Staff handle the whole process for Soldiers and civilians, starting with the initial applications. In the past 12 months, the security staff processed over 750 clearances.

Funeral Honors

The Military Support Branch coordinates all requests for KYNG participation in Military Funerals Honors, tasking units to provide military honors in support of not only deceased Kentucky National Guardsmen but to all veterans. During 2011 Kentucky National Guardsmen participated in forty Military Funerals throughout the Commonwealth.

TRAINING BRANCH

Training Branch (J3-T) provides training oversight, guidance and support to units and Soldiers of the Kentucky Army National Guard in training for their federal and state missions by:

- Assisting Commanders in planning, resourcing, executing and assessing mission focused training programs for contingency and domestic operations
- Research, development, and dissemination of training guidance and doctrine
- Assisting in the procurement and scheduling of training facilities, ammunition, training aids, devices and simulators
- Managing budgets for pay, travel, special projects, overseas contingency operations and other training-related funds
- Forecasting, scheduling and funding of Soldiers for Army Schools
- Managing the Adjutant General's Command Readiness Evaluation (CRE) Program

The Kentucky Army National Guard continues to provides trained and ready units and Soldiers to execute Overseas Contingency Operations while maintaining its ability to support the citizens of the Commonwealth in the event of a disaster or emergency.

Training Guidance and Doctrine

We continually seek ways to improve and refine our training programs by capturing and incorporating lessons learned, and by seeking ways to more effectively and efficiently train our units, Soldiers, and leaders. This year we revised our state training circular to better address training management and resourcing under the recently-implemented Army Force Generation (ARFORGEN) model, to place more emphasis on Full Spectrum Operations, and to encourage a "Back to Basics" approach to training management. J3-T also sponsored a KYNG-wide Leader Conference to address changes in officer and noncommissioned officer professional education as well as Joint experience and education requirements.

Pre-Deployment Training

Pre-mobilization training and validation is performed by the Kentucky Pre-mobilization Training Assistance Element (PTAE). In addition to the theater specific training and tasks mandated by Forces Command prior to deployment, the Kentucky Army National Guard of provides an

additional program of intense, mission-tailored pre-deployment training for Kentucky Army National Guard Units and Soldiers prior to their mobilization into Federal Service. This allows Kentucky Soldiers to spend less time at mobilization stations and more time in theater. Throughout the past ten years this training program has evolved in response to lessons learned from theater. Pre-Deployment training program currently consists of the following elements:

- Marksmanship Instruction
- Individual Weapons Qualification
- Theater-specific Training
- First Responder Training and Certification
- Country Briefings and Cultural Training
- Army Warrior Task
- Certification
- Convoy Operations



The Kentucky PTAE trained and validated more than 2,000 Soldiers this year. Many Soldiers and Leaders deployed to Iraq and Afghanistan have attested that this training increased Soldier proficiency and saved lives.

Individual Training

The Kentucky National Guard executed \$4.1 million in training funds to provide Military Occupational Skill Qualification (MOSQ) training to Kentucky Soldiers, resulting in significant improvements of our Duty MOSQ percentage. We committed an additional \$3 million to professional education, ensuring our officers and NCOs received the training necessary to lead Soldiers in accomplishing their mission.

Close Quarters Marksmanship

The goal of Close Quarters Marksmanship training is to make each Soldier reflexive with his or her weapon. CQM encompasses a variety of skills that a Soldier needs in order to enhance the odds of surviving and winning a close range lethal encounter. Not only does it include learning to shoot rapidly and accurately from positions encountered on today's urban battlefield, it also focuses on crucial weapon handling skills, ammunition management, malfunction reduction, and critical safety habits which allow the Soldier to instantly respond to a threat without endangering his teammates in close proximity.

During the past twelve months we conducted seven (7) CQM training events, training a total of 1,670 Soldiers and Airmen. Our current program is based on the Special Forces Advanced Urban combat program. We are continually refining the program and are currently developing courses which will involve shooting from cover, shooting on the move, and instilling the Combat Mindset.

Weaponcraft Instructor Course

Weaponcraft Instructors are unit-level subject matter experts trained to assist



unit commanders in planning and conducting marksmanship training. The training consists of a series of rigorous courses on various small arms weapons, marksmanship techniques and instruction, employment of small arms in urban combat, and range planning and operations. To graduate from the Weaponcraft Instructor Course students must successfully complete all blocks of instruction, give two presentations, pass the Military Carbine Qualification Skills Tests, and pass a comprehensive final exam. Two (2) courses were conducted during TY-11 and forty-seven (47) Soldiers were trained and certified.

Combatives

In many of today's military operations, Soldiers may be restricted in their ability to use deadly weapons. Additionally Soldiers must be prepared to use different levels of force in an environment where conflict may change from low intensity to high intensity over a matter of hours.

Proficiency in hand-to-hand combat, or combatives is one of the fundamental building blocks for training the modern Soldier. J3-T supported combatives training within the Kentucky National Guard by training and certifying instructors. During the past twelve months we trained and added thirty-four (34) Level I Instructors certified to conduct unit-level Combatives training, along with seven (7) Level 2 and one (1) Level III Instructors to provide oversight and perpetuity to our program.

TRAINING SITE COMMAND

The Training Site Command's mission is to support units and sustain facilities and train Soldiers at Wendell H. Ford Regional Training Center (WHFRTC) in Greenville, and the Harold L. Disney Training Center (HLDTC) in Artemus. The Training Site Command is also the higher headquarters to the 176th, 177th, and 178th Fire Fighting Teams (FFT). This year the 176th FFT was the first KYNG FFT to be mobilized.

Wendell H. Ford Regional Training Center (WHFRTC)

WHFRTC is a 12,000-plus acre facility at Greenville, Kentucky. WHFRTC is fully staffed to host National Guard as well other military and civilian agencies. Capable of housing over 1,100 Soldiers, WHFRTC training facilities consist of a battalion-size maneuver area; small arms ranges, and extensive simulation facilities to include an Engagement Skills Trainer 2000, Call for Fire Trainer, Deployable Force-on-force Instrumented Range System, HMMWV Egress Assistance Trainer, and Virtual Convoy Trainer.

In FY11 WHFRTC continued to support a variety of military units and other non-DOD organizations, to include pre-mobilization training for the 149th Maneuver Enhancement Brigade (MEB), Kentucky's largest mobilizing unit since World War II. Although WHFRTC primarily supports the Kentucky National Guard, throughput numbers from Guard units from other states as well as the US Army Reserve continue to grow. This year the Training Site supported over 120,000 man-days of training, over 32,000 room-nights and its Dining Facility served over 187,000 meals.

In 2011 several training and construction projects were initiated on WHFRTC. Phase I of a Contingency Operating Location (COL) was completed this year, with plans to complete Phase II next year. A by-pass road was also constructed this year as a training/troop labor project for KYARNG Engineers. The road allows for vehicular traffic, specifically large vehicles, to bypass the cantonment area when moving from the main gate to the ranges, training areas, and convoy staging lane.

Several new ranges were completed this year at a cost of \$1.35 million. These include 10/25 Meter machinegun range, a Light Demolition Site, and a Hand Grenade Familiarization Range. All of these improvements and additions will increase the ability of the WHFRTC to provide a quality training environment for a wider range of training events and units.

Harold L. Disney Training Center (HLDTC)

The Harold L Disney Training Center is a 500 acre training facility located in Artemus, Kentucky. It is primarily used as a weekend training site. HLDTC facilities consist a rappel tower, FATS IV trainer, classrooms and a barracks facility that can house up to 160 personnel. HLDTC supported over 16,000 man-days of training last year

238th Regiment (Combat Arms)

The 238th Regiment, commonly referred to “Kentucky Military Academy,” continues a 53 year tradition of excellence. It’s mission is to provide regional combat arms individual training to include Duty MOSQ Reclassification, Officer Candidate School, and other courses for National Guard, Army Reserve and Active Component Soldiers. The regiment’s motto, *Semper Ductus* (Always a Leader) and signifies the dedication of the cadre and staff to provide world class training and to develop future leaders to the Kentucky National Guard.



The 238th Training Regiment consists of the Regimental Headquarters, the 1st Field Artillery (FA) Battalion and the 2nd Modular Training Battalion, all of which are located at the Wendell H. Ford Regional Training Center (WHFRTC), Greenville, KY. The 1ST FA Battalion trains field artillery courses in Kentucky and also provides oversight to training companies in Pennsylvania and Arkansas. The 2nd Modular Battalion is responsible for Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS) and Military Police and Infantry courses taught at the 238th.

As the Department of Army continues to balance its force with the many changes occurring nationally the 238th Regiment plans to stay on the forefront by staying flexible and willing to accept new missions and challenges. During 2011 the Regiment increased its throughput by 20% over the previous year. Also this year the 238th conducted its first ever combined Officer and Warrant Officer graduation ceremony.

International Cooperation

The Operations Directorate is responsible for managing Kentucky’s State Partnership Program (SPP) with the Republic of Ecuador. An integral part of the United States Southern Command’s Theater Security Cooperation Plan, the SPP provides subject matter expert exchanges and other valuable training programs designed to enhance Ecuador’s military and civilian emergency management capabilities.

During FY11 the Kentucky National Guard conducted numerous events involving key leaders and subject matter experts in the areas of counterterrorism, counter-narcotics, engineering, disaster preparedness/response, aviation operations and tactical vehicle maintenance. Significant events included:

