

# The Ohio Adjutant General's Department



## 2010 Annual Report

When called, we respond with ready units



I am pleased to present the Adjutant General's Department annual report for 2010. It contains financial information for the state's fiscal year from July 1, 2009 through June 30, 2010 and highlights the department's training years, which extend through September 2010.

As the tenth year of the Global War on Terrorism comes to an end, I am extremely proud of the achievements of the men and women of the Ohio National Guard who continue to answer the call to duty. The Ohio National Guard has deployed more than 17,675 Soldiers and Airmen in support of overseas contingency missions; more than 1,200 troops deployed during the 2010 training year.

In January 2010, our Springfield-based 179th Airlift Wing landed the first C-130 airplane on the ground in Haiti following a devastating 7.0-magnitude earthquake. Three aircrews with two C-130 cargo airplanes who were conducting theater airlift support missions in Puerto Rico were immediately diverted to support relief efforts. Here at home, our troops conducted humanitarian missions during our annual GuardCare operation over two weekends in Carrollton, Ohio, providing much-needed care to medically-underserved communities.

We broke ground on several new state-of-the-art facilities including three on the Defense Supply Center, Columbus, campus including a Combined Support Maintenance Shop, a United States Property and Fiscal Office warehouse and a training facility for the 147th Regiment (Regional Training Institute) as well as a facility to house the expanded 200th RED HORSE detachment at Camp Perry in Port Clinton, Ohio, and a shoot house at Camp Ravenna in Northeast Ohio. We also continued our efforts at going green with an expansion to our solar field in Toledo, which was already the largest in Ohio and broke ground on a new solar field at Camp Perry.

It is a testament to Ohio's young men and women that in spite of the demands placed on Guardmembers, their Families and employers, Ohio's recruiting and retention efforts continued to exceed expectations. At the end of the 2010 fiscal year, the Ohio Army National Guard and Ohio Air National Guard were at 111 percent and 108 percent, respectively. Our personnel strength was 16,451. I attribute this feat to leadership at all levels within the organization, who continue to attract, train and mentor our Soldiers and Airmen at the highest levels.

I hope this report demonstrates that while our federal responsibilities continue to call upon members of the Ohio National Guard for support, the heart of the organization remains within the boundaries of the state, capable to respond when called and serve Ohio's citizens.

Sincerely,

A handwritten signature in black ink, appearing to read "Wayt".

Gregory L. Wayt  
Major General  
The Adjutant General



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visit the Ohio National Guard website at <http://ong.ohio.gov>



## MISSION:

"When called, we respond with ready units to execute federal, state and community missions."

## VISION:

"To be a relevant operational reserve powered by a diverse team of engaged Soldiers, Airmen and Civilians, and to be respected for its leadership and ability to produce and employ ready units that epitomize the values of integrity, excellence, reliability and trust."



## VALUES:

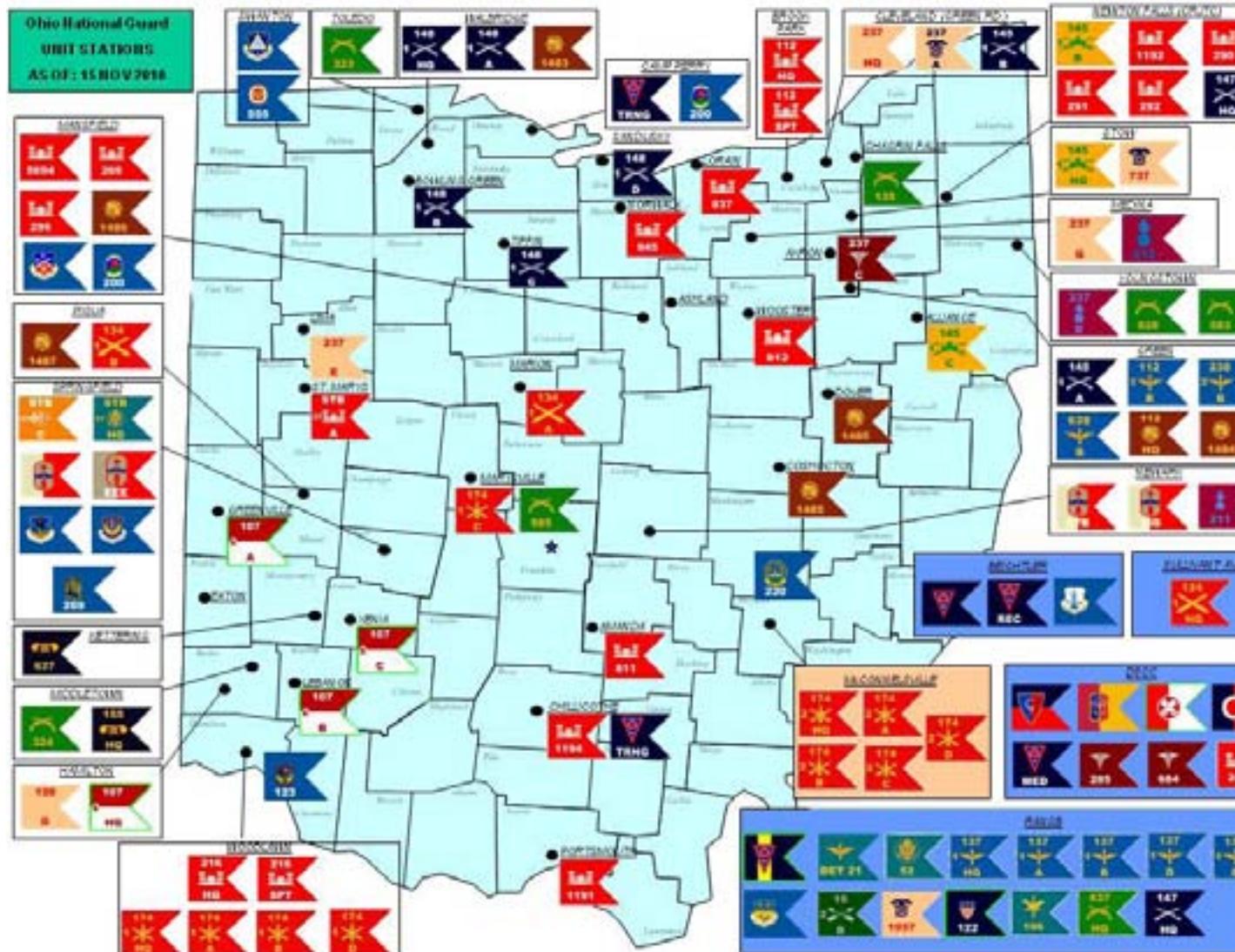
- Integrity
- Excellence
- Reliability
- Diversity
- Global Teamwork
- Trust

## PURPOSE:

"To serve the Citizens of Ohio and America by fulfilling our state and federal military role of providing public safety when ordered by the Governor or support of the National Military Strategy when ordered by the President."

# THE DEPARTMENT AT A GLANCE

visit the Ohio National Guard website at <http://ong.ohio.gov>



The Adjutant General's Department, which provides military organization for the state's militia, is comprised of the Ohio National Guard, the Ohio Military Reserve, the Ohio Naval Militia and the Selective Service System.

The Ohio National Guard, Army and Air, is the organized military force of the state, except when ordered into federal service. Under the National Defense Act, the Army and Air National Guard are reserve components of the United States Army and Air Force. The Guard also may be ordered by the governor to serve the state by protecting persons and property from

disasters—man-made or natural—and suppressing or preventing riot, insurrection, invasion or violence.

The governor, as commander-in-chief of the state militia, appoints the adjutant general to serve during his term in office. Maj. Gen. Gregory L. Wayt, who was appointed Ohio's 80th adjutant general July 1, 2004, continued in that capacity throughout this reporting period.

Maj. Gen. Harry "A.J." Feucht served as assistant adjutant general for Air and Maj. Gen. Matthew L. Kambic served as assistant adjutant general for Army throughout the reporting period.

During the FY 2010, the Ohio National Guard was comprised of about 16,000 traditional Guardmembers, with state authorization levels settling at 10,294 for Army and 4,673 for Air at the close of the 2010 federal fiscal year. Typically, these men and women volunteer one weekend a month and an additional 15 days a year in service-related career fields. These "traditional Guardmembers" are supported by a full-time staff of state employees, federal technicians and Active Guard/Reserve personnel dispersed at various locations around the state. Headquarters for the organization is located at the



Maj. Gen. Robert S. Beightler Armory in northwest Columbus.

Ohio's Army National Guard is comprised of five major commands: the 16th Engineer Brigade, 37th Infantry Brigade Combat Team, 73rd Troop Command, 371st Sustainment Brigade and the 174th Air Defense Artillery Brigade, fulfilling a wide range of missions. The assistant adjutant general for Army ensures mission accomplishment and adherence to Department of Defense, U.S. Army, National Guard Bureau and state military policies with the support of an active component senior

Army advisor and the Ohio National Guard chief of the joint staff.

The Ohio Air National Guard is comprised of the 121st Air Refueling Wing, 178th and 180th Fighter Wings and the 179th Airlift Wing, which deploy worldwide to fulfill aerial refueling missions, no-fly zone enforcement and air transport requirements. With the aid of Ohio's Air National Guard chief of staff, the assistant adjutant general for Air oversees the activities of the four flying units as well as seven subordinate Air National Guard units in the state.

At the close of FY10, the Ohio National Guard maintained a pres-

ence in 37 of the state's 88 counties. Ohio's Air Guard units are dispersed in seven geographic locations—Columbus, Toledo, Springfield, Cincinnati, Mansfield, Zanesville and Port Clinton—and the state's Army Guard units occupy several training sites and 50 readiness centers statewide.

Though the Adjutant General's Department keeps its focus on the diverse needs of the future, it retains the historical precedent of the Citizen-Soldier, committed to meeting the needs of the community, state and nation.

## PERSONNEL FIGURES

### ONG End Strength

Army .....	11,413
Air .....	5,038
<b>Total .....</b>	<b>16,451</b>

### Full-time Staffing

AGR - Army .....	788
AGR - Air .....	441
Technician - Army .....	732
Technician - Air .....	1,079
State .....	333
<b>Total .....</b>	<b>3,373</b>



# DOMESTIC OPERATIONS



## OHIO HOMELAND RESPONSE FORCE

### Homeland Response Force

The National Guard Bureau, on behalf of the Department of Defense and in collaboration with

the states, selected Ohio in 2010 as one of the first two states to host a Homeland Response Force.

The HRF will consist of about 570 Soldiers and Airmen, trained and equipped to identify, respond to and mitigate the effects of a

chemical, biological, radiological, nuclear or high-yield explosive (CBRNE) event. HRFs are designed to respond rapidly to various contingencies within Federal Emergency Management Agency regions or support adjacent FEMA regions within six to 12 hours of receiving an activation order from the governor and the adjutant general.

Organic to the HRF are security, search and extraction, decontamination, medical triage and a command and control element. The HRF will utilize existing force structure from throughout the organization – both Army and Air, and will be commanded by the 73rd Troop Command in Columbus. The other units of the Ohio HRF include the 155th Chemical Battalion in Middletown, the 811th



Engineer Company in Tarlton, the 121st Medical Group in Columbus, the 637th Chemical Company in Kettering and the 838th Military Police Company in Youngstown.

The creation of the HRFs is a part of DoD's larger reorganization of its CBRNE consequence management enterprise, initiated during the 2010 Quadrennial Defense Review. This reorganization will ensure DoD has a robust ability to respond rapidly to domestic CBRNE incidents while recognizing the primary role that the governors play in controlling the response to incidents that occur in their states.

DoD plans to establish a total of 10 such units nationwide, with one in each of the ten FEMA regions. The units will self-deploy by ground within six to 12 hours of an event and represent a dramatic improvement in response time and life-saving capability to the previous construct. Until all units are fielded, Ohio will serve the Eastern U.S. and Washington will serve the Western U.S.

The HRF was tested during Ohio's largest ever full-scale, multi-state exercise dubbed Talon Shield from

Aug. 6-8, 2010, at the Camp Ravenna Joint Military Training Center. The Ohio, Illinois and West Virginia National Guards partnered with local emergency responders to bring together about 1,300 personnel from 40 local, state and federal agencies in eight states. The Portage County Office of Homeland Security and Emergency Management took the lead, acting as incident commander.

The exercise scenario simulated a tornado in the fictional town of Ravenna Falls, resulting in mass casualties, structural collapses and the release



of hazardous materials from industrial and other facilities.

The three day training exercise tested inter-agency communication capabilities, multi-echelon command and control and emergency response techniques. It also provided the opportunity for first responders to practice their skills in a challenging and realistic simulated disaster, using the Ohio National Guard's new structural collapse simulator.

Other local agencies included the Portage County EMA and the Newton Falls fire department and Ohio Task Force 1, a federally-funded Urban Search and Rescue (USAR) team comprised of firefighters trained in emergency medicine, hazardous materials and structural engineering.



## Community Relations

The Ohio National Guard community relations program has grown exponentially over the past several years despite continued deployments in support of overseas contingency operations. Our presence within the state has succeeded in bolstering ties to the public and reassuring Ohio citizens of our commitment and ability to respond to our state and community missions. Though many activities begin and end at the unit, such as participation in local charitable events, others often require coordination at state and sometimes national levels. Regardless of the size or scope of such events, the Guard's community relations program continues to emphasize that our dedication to service begins at home.

In 2010, the Ohio National Guard received 260 requests to support community events with



Army and Air Guard flyovers, bands, equipment, personnel, speakers and Color Guards. Our service members supported 172 of those requests; the rest were declined due to legal, time, personnel or equipment constraints.

Guard members also respond to requests for aid during natural disasters throughout the state, and conduct annual programs such as GuardCare, which gives Guard-trained medical techni-

cians an opportunity for hands-on training while providing much needed health care to Ohio's medically underserved.

Started in 1995, GuardCare is a partnership between the Ohio Department of Health, the Ohio National Guard and local health departments. ODH selects a community annually and provides funding for the services, while the Ohio National Guard provides medical personnel and equipment to conduct the event through resources provided in conjunction with the Innovative Readiness Training program at National Guard Bureau. The program also offers local health departments the opportunity to highlight programs and promote health initiatives.

Carroll County was selected for the 2010 GuardCare event. The Ohio National Guard Medical Detachment performed services including physical examinations, vision, hearing and dental screenings, laboratory screenings, childhood and adult im-

munizations, EKGs, pulmonary testing and mammograms, over two weekends in 2010 – Aug. 14-15 and 21-22. Hosted at the Carroll County Fairgrounds in Carrollton, Ohio, the ONG Medical Detachment, in cooperation with the Ohio Department of Health, Carroll County Health Department, Carroll County Fair Board, Carroll County Commissioners, Mercy Hospital and Aultman Hospital, provided free health services to 722 area residents. The 2010 exercise marked the 16th year of Ohio National Guard participation in GuardCare. We have provided medical services to more than 9,000 Ohio citizens over this time period.

## ONG Counterdrug Task Force

The Ohio National Guard Counterdrug Task Force has four main programs - drug supply reduction, drug demand reduction, substance abuse and prevention, treatment and outreach.

In 2010, the Ohio Counterdrug Task Force Drug Supply Reduction Program fielded 10 analysts that directly supported eight law enforcement agencies with investigative case and analyst support. Our analysts specialize in link and communications analysis, document exploitation and specialized event and target de-confliction through the Ohio High Intensity Drug Trafficking Area

(HIDTA) Intelligence Support Center. Our main effort for analyst support was the support center in Cleveland, the HIDTA-initiative task forces in Grove City and Warren County, and the Drug Enforcement Agency Columbus and Dayton district offices.

An Ohio HIDTA-initiative task force recorded the largest-ever heroin seizure in Ohio history in Cleveland and Shaker Heights. Twenty kilograms of heroin sourced from Nigeria, Mexico and Columbus and valued at more than \$1.8 million were seized along with five vehicles resulting in indictments against 24 suspects.

An Ohio analyst directly supported a highlight enforcement operation of the DEA Columbus district office that seized more than 7,000 pounds of marijuana with a street value of more than \$5 million from a local warehouse and two homes in affluent Columbus-area suburbs that were

operating as distribution centers for marijuana from Mexico. Along with the seizure of cash and weapons, the operation resulted in 13 arrests for conspiracy and drug trafficking charges that carry mandatory minimums of 10 years in prison.

We supported the U.S. Marshall Service Southern Ohio Fugitive Apprehension Strike Team with three analysts between the Columbus and Dayton offices. This strike team netted a total of 1,081 arrests with 31 gang-related arrests, 88 weapons seizures, 623 arrests for violent crimes (68 percent), and 292 arrests for non-violent crimes (32 percent).

Our Drug Demand Reduction Program supports Ohio's communities in drug demand reduction efforts by educating Ohio's youth to stop drug use before it starts.

In 2010, the program supported two Drug Free Communities Coalitions on a full-time basis. We have unfunded requests to





provide full-time support to seven additional coalitions throughout the state.

Our program specialists perform drug prevention education in local middle schools and sports venues to promote, educate and encourage youth to live a drug-free lifestyle.

The demand reduction program has implemented Stay on Track, a National Guard-funded, evidence-based drug prevention education program with 250 students in Ohio. The program incorporates 12 modules of instruction that are implemented with middle school youth. Each module includes 30-40 minutes of instruction and typically requires a semester to complete.

We also supported 27 Red Ribbon Campaign events, a national initiative aimed at creating a drug-free America, in October 2010. Red Ribbon Week was observed during the last two weeks of October with 30,000 Red Ribbons distributed to Ohio youths.

The goal of our substance abuse program is to strengthen the overall effectiveness of the Ohio National

Guard's total workforce and to enhance combat readiness of its service members by deterring illegal and illicit drug use. We prevent and deter substance abuse within the Ohio National Guard through drug testing and universal prevention education. We also aim to reduce the stigma and encourage self referral through education and unit outreach efforts.

Our program is staffed by three service members who are charged with meeting the National Guard Bureau substance abuse testing goals for both the Army and Air National Guard throughout 2012 by maintaining a discrepancy rate of less than one percent. Our staff also communicates the importance of the organization's limited use policy to commanders, alcohol drug control officers, battalion prevention leaders and unit prevention leaders in order to facilitate a five-fold increase in Soldier self referral.

The goal of the prevention treatment and outreach pro-

gram is to provide prevention training, outreach to military Families and treatment resources to military members in an effort to increase military discipline, individual performance, and combat readiness.

The program has provided an opportunity for outreach to Soldiers and Families along with educational outreach for commanders who are implementing unit

risk inventories as a strategy for targeted prevention. The program prevention coordinator provided 48 Soldier referrals for assessment, surveyed 391 individuals with the unit risk inventory and 633 Soldiers with the reintegration unit risk inventory in 2010.

## Military Funeral Honors

The rendering of military funeral honors is a way to show the nation's deep gratitude to those who, in times of war and peace, have faithfully defended our country. This ceremonial paying of respect is the final demonstration a grateful nation can provide to our veterans and their families. The core elements of the funeral honors ceremony are the sounding of taps, the folding of the flag and the presentation of the flag.

Defense Department policy mandates that a military funeral honors ceremony will be provided



to eligible beneficiaries upon request. The policy further mandates that commanders at all levels will support and respond expeditiously and sensitively to requests for military funeral support and that the next of kin should only need to make a single telephone call to request military funeral honors.

The honorable transfer of remains is not a ceremony; rather, it is a solemn movement where the remains of the deceased service member are transferred from the transport vehicle to the hearse to be escorted to the funeral home. An honor guard ensures movement of the remains in a dignified and honorable manner from the transport vehicle to the hearse. The Ohio National Guard completed ten honorable transfers in 2010.

HONOR GUARD	MISSIONS
Central (Columbus)	344
Northeast - Stow	3094
Northwest - Toledo	53
Southeast - McConnellsburg	119
Southwest - Cincinnati	1422
<b>TOTAL</b>	<b>5032</b>



# ROLL CALL 2010

## ARMY

### OPERATION IRAQI FREEDOM / NEW DAWN

196th Mobile Public Affairs Detachment  
1st Battalion, 174th Air Defense Artillery Regiment  
292nd Engineer Detachment  
\*135th Military Police Company  
\*1st Battalion, 137th Aviation Regiment  
\*B Troop, 2nd Battalion, 107th Cavalry Regiment  
\*C Troop, 2nd Battalion, 107th Cavalry Regiment  
\*1192nd Engineer Company  
\*1483rd Transportation Company  
\*585th Military Police Company  
\*Headquarters and Headquarters Company, 16th Engineer Brigade

### OPERATION ENDURING FREEDOM

Operational Mentor and Liaison Team 1.4  
Operational Mentor and Liaison Team 1.5  
112th Engineer Battalion  
\*204th Engineer Detachment  
\*Operational Mentorship & Liaison Team 1.2  
\*Operational Mentorship & Liaison Team 1.3

### OPERATION NOBLE EAGLE

\*Headquarters and Headquarters Battery, 174th Air Defense Artillery Brigade

*\* Indicates unit deployed in the 2009 training year and returned in 2010*

## AIR

### OVERSEAS CONTINGENCY OPERATIONS

121st Air Refueling Wing  
179th Airlift Wing  
200th RED HORSE Squadron  
164th Weather Flight  
123rd Air Control Squadron  
555th Air Force Band  
178th Fighter Wing  
180th Fighter Wing  
220th Engineering Installation Squadron  
251st Combat Communications Group  
269th Combat Communications Squadron

*\*The Air National Guard normally deploys its members as individuals rather than units.  
Each of these units have deployed Airmen in support of current overseas operations.*

# ROLL CALL

The Ohio National Guard deployed about 1,000 Soldiers and Airmen during the 2010 training year. Our troops continued to support overseas contingency operations including Operation Iraqi Freedom during its transition to Operation New Dawn, Operation Enduring Freedom and our homeland defense mission, Operation Noble Eagle.

Operation Iraqi Freedom officially transitioned to Operation New Dawn, Sept. 1, 2010, and marked the official end to Operation Iraqi Freedom and combat operations by United States forces in Iraq.

During Operation New Dawn, the remaining 50,000 U.S. servicemembers serving in Iraq will conduct stability operations, focusing on advising, assisting and training Iraqi Security Forces (ISF). Operation New Dawn also represents a shift

from a predominantly military U.S. presence to one that is predominantly civilian, as the Departments of Defense and State work together with governmental and non-governmental agencies to help build Iraq's civil capacity.

For the foreseeable future, U. S. forces will maintain a force strength of 50,000 as it conducts stability operations and partnered counterterrorism operations in Iraq. In accordance with the security agreement, U.S. forces are scheduled to leave Iraq by the end of 2011. Despite the change in mission, USF-I remains committed to the Iraqi people and will continue to support efforts to build civil capacity throughout Iraq.

In conjunction with the National Guard Bureau's State Partnership Program, Ohio and Hungary teamed to contribute two Operational Mentor and Liaison Teams during this reporting period.

The Operational Mentor and Liaison Team (OMLT) program is an important part of the NATO-International Security Assistance Force contribution toward the development of the Afghan National Army (ANA). OMLTs provide training and mentoring to the ANA and serve as a liaison capability between ANA and ISAF



forces, coordinating the planning of operations and ensuring that the ANA units receive necessary enabling support, including close air support, casualty evacuation and medical evacuation.

Under OMLT mentorship, the ANA's capabilities are increasing steadily. The embedded partnering by OMLTs aims to meld two military forces into a single cohesive team. Each element brings a different set of skills and experience levels. ISAF forces provide doctrinal and technical experience. Afghan forces provide cultural and local situational awareness. As a result, the population perceives the Coalition as supporting Afghan National Security Forces, rather than leading them. Combining ANSF and coalition force capabilities creates a synergy that develops ANSF capability and combats the insurgency.



# STATE PARTNERSHIP PROGRAM

visit the Ohio National Guard website at <http://ong.ohio.gov>



In 2010, the Ohio National Guard completed its 18th year of membership in the National Guard State Partnership Program. We conducted 25 events and exchanges with our partners Hungary and Serbia, and two joint Ohio-Hungarian Operational Mentor and Liaison Team (OMLT) deployments to Afghanistan.

OMLTs support the North Atlantic Treaty Organization International Security Assistance Force in the development of the Afghan National Army by providing training and mentorship. Combined training between the Hungarian and Ohio forces began in September 2008 with the first deployment in February 2009. We also more than doubled our number of events with Hungary from five in 2009 to 12 in 2010. Some of our events with Hungary include



air traffic control and airspace management, recruiting and retention, medical unit organization and function, chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) event management and a conference discussing OMLT lessons learned.

We completed 15 events with Serbia, three that included Hungary. Some of Serbia's top officials made visits to Ohio during the 2010 fiscal year to include Serbian President Boris Tadic, Minister of Defense Dragan Sutanovac and Chief of Defense Lt. Gen. Miloje Miletic. Other events focused on Air Force unit readiness, joint use of airfields, NCO roles and responsibilities and military medical management.

In February 2010, both the Serbian and Hungarian chiefs of defense visited Ohio to discuss collaborative military-to-military, civilian-to-military and civilian-to-civilian exchanges between the Serbian Armed Forces and the Hungarian Defense Forces, in an effort to make future events more tri-lateral. They attended the annual Ohio National Guard Senior Commander's Call and were guests at the 2010 ONG Winter Dinner Dance.

## FY 10 COMPLETED EVENTS

EVENT/TOPIC	COUNTRY	FUNDING	COST
NGB Earthquake Conference	Hungary/Serbia	NGB	\$1,500.00
Serbian MoD Visit	Serbia	State	\$5,000.00
Joint Use Airfields	Serbia	EUCOM	\$15,041.00
NGB SPP Conference	Hungary/Serbia	NGB	\$3,000.00
NCOES Institutions	Serbia	EUCOM	\$16,727.00
CHOD Visit to Ohio	Hungary	Other	\$2,112.00
CHOD Visit to Ohio	Serbia	EUCOM	\$16,940.00
Air Traffic Control/Airspace Management	Hungary	EUCOM	\$10,044.00
Family Readiness Group	Hungary	EUCOM	\$9,731.00
FY11 M2M Planning	Serbia	EUCOM	\$3,446.00
Air to Air Refueling	Hungary	EUCOM	\$9,390.00
CoS Shadow Part III	Serbia	State	\$7,600.00
Balkans Staff Officer Course	Serbia	State & MoD	\$21,200.00
Air Force Unit Readiness Assessment	Serbia	EUCOM	\$10,435.00
Recruiting and Retention	Hungary	EUCOM	\$9,731.00
Medical Unit Organization & Function	Hungary	EUCOM	\$13,732.00
CBRNE Event Management	Serbia	EUCOM	\$20,654.00
Pre-deployment Training/Evaluation/Certification	Hungary	EUCOM	\$10,455.00
Ohio TAG Visit	Hungary/Serbia	EUCOM	\$2,828.00
Cockpit Resource Management	Serbia	EUCOM	\$3,916.00
NCO Roles and Responsibilities	Serbia	EUCOM	\$19,074.00
Military Medical Mgmt.	Serbia	EUCOM	\$5,874.00
Primary Staff Functions in Joint and Service Commands	Serbia	EUCOM	\$5,874.00
CBRNE Event Management	Hungary	EUCOM	\$12,774
OMLT Lessons Learned	Hungary	State	\$51,000.00
<b>TOTAL</b>			<b>\$288,078.00</b>

# ALL GAVE SOME...



**SPC Todd M. Bates**  
135th Military Police Company  
Brook Park, Ohio  
Dec. 10, 2003



**SSG Aaron T. Reese**  
135th Military Police Company  
Brook Park, Ohio  
Dec. 10, 2003



**SGT Michael C. Barkey**  
1484th Transportation Company  
Akron, Ohio  
July 7, 2004



**PFC Samuel R. Bowen**  
216th Engineer Battalion  
Hamilton, Ohio  
July 7, 2004



**SPC Ryan A. Martin**  
216th Engineer Battalion  
Chillicothe, Ohio  
Aug. 20, 2004

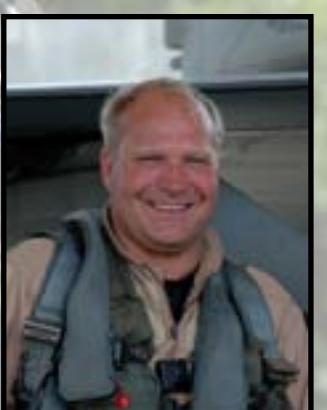
# SOME GAVE ALL



**SGT Anthony M. Vinnedge**  
107th Armored Cavalry Regt.  
Hamilton, Ohio  
July 5, 2007



**1LT Charles L. Wilkins III**  
216th Engineer Battalion  
Chillicothe, Ohio  
Aug. 20, 2004



**LTC Kevin Sonnenberg**  
180th Fighter Wing  
Toledo, Ohio  
June 15, 2007



**SGT Jeremy M. Hodge**  
612th Engineer Battalion  
Walbridge, Ohio  
Oct. 10, 2005



**SFC Daniel J. Pratt**  
211th Maintenance Company  
Newark, Ohio  
Nov. 3, 2005



**SFC Daniel B. Crabtree**  
Co. B, 2-19th Special Forces  
Columbus, Ohio  
June 8, 2006

# STATE AND FEDERAL FUNDING

The National Guard Bureau serves as administrator of funds appropriated by Congress each year and apportions the funds to the states and territories in support of the National Guard. During the 2010 federal fiscal year, which ran from Oct. 1, 2009 - Sept. 30, 2010, Ohio's allotment of \$782,186,799 in federal

funds was authorized and expended as noted in Table 1 below.

During the state fiscal year, which ran from July 1, 2009 - June 30, 2010, the Adjutant General's Department dispersed \$8,890,785.07 in General Revenue Funds appropriated by the state, noted in Table 2.

TABLE 1 - SUMMARY OF FEDERAL APPROPRIATED FUNDS

OHIO ARMY NATIONAL GUARD	
Annual Training .....	20,148,800
Service Schools & RTI.....	19,251,800
Special Training.....	3,421,700
Army Continuing Education Program .....	1,735,300
Counter Narcotics Program.....	780,900
Recruiting Activities.....	5,524,800
Training for New Equipment.....	440,300
Military Uniforms .....	2,548,700
Force Protection, Physical Security.....	1,755,400
Technician Pay, Training and Travel.....	54,800,800
Mobilization Pay, Lodging, Subsistence, Training.....	7,758,800
Ground Operational Tempo Costs .....	27,160,987
Air Operational Tempo Costs .....	1,741,400
Safety & Occupational Health .....	180,800
Environmental Related Costs .....	913,600
Communications and Visual Information .....	2,626,100
Medical, Dental, Immunizations.....	1,093,300
Distance Learning .....	98,100
Military Support to Civilian Authorities .....	77,950
Military Funeral Honors .....	1,645,400
Army Communities of Excellence Program .....	41,200
Automation, Automation Security, Admin Services .....	1,782,000
Family Assistance .....	2,497,500
ESGR.....	77,500
Diversity Program.....	5,000
AGR/ADOS .....	39,644,552
Reserve Pay and Subsistence .....	41,734,600
Real Property Operations and Maintenance.....	12,285,417
Weapons of Mass Destruction Team .....	929,000
Major Construction .....	7,908,591
Exercises.....	94,600
Training Area Management & Targets .....	1,197,800
Special Projects & Events.....	1,356,300
<b>TOTAL.....</b>	<b>\$263,258,997</b>

OHIO AIR NATIONAL GUARD	
<b>Operation and Maintenance (by base)</b>	
Rickenbacker Airport.....	\$18,916,478
Mansfield ANG Base.....	\$12,817,240
Springfield ANG Base .....	\$15,355,900
Toledo ANG Base .....	\$16,214,200
Subtotal.....	\$63,303,818
<b>Military Construction (by base)</b>	
Rickenbacker Airport .....	\$1,313,130
Mansfield ANG Base .....	\$1,203,353
Springfield ANG Base .....	\$180,000
Toledo ANG Base .....	\$1,237,400
Subtotal.....	\$3,933,883
<b>Full-Time Technician Pay (by base)</b>	
Rickenbacker Airport .....	\$24,693,761
Mansfield ANG Base .....	\$16,417,958
Springfield ANG Base .....	\$22,553,400
Toledo ANG Base .....	\$22,555,900
Subtotal.....	\$86,221,019
<b>Traditional Guard Pay (by base)</b>	
Rickenbacker Airport .....	\$28,600,505
Mansfield ANG Base .....	\$25,804,460
Springfield ANG Base .....	\$21,067,000
Toledo ANG Base .....	\$14,354,400
Subtotal.....	\$89,826,365
<b>Active Guard/Reserve (AGR) Pay (by base)</b>	
Rickenbacker Airport .....	\$9,577,999
Mansfield ANG Base .....	\$6,576,626
Springfield ANG Base .....	\$7,114,800
Toledo ANG Base .....	\$6,983,600
Subtotal.....	\$30,253,025
<b>Unit and Individual Training (by base)</b>	
Rickenbacker Airport .....	\$1,725,100
Mansfield ANG Base .....	\$2,062,800
Springfield ANG Base .....	\$1,816,500
Toledo ANG Base .....	\$1,489,800
Subtotal.....	\$7,094,200
<b>Research, Testing, Development &amp; Evaluation</b>	
Toledo ANG Base .....	\$2,390,000
<b>BRAC</b>	
Springfield ANG Base .....	\$190,700
<b>DSMT FMS Reimbursements</b>	
Springfield ANG Base .....	\$13,905,400
<b>O&amp;M FMS Reimbursements</b>	
Springfield ANG Base .....	\$2,090,900
<b>TOTAL.....</b>	<b>\$518,927,802</b>

TABLE 2 - SUMMARY OF STATE GENERAL REVENUE FUNDS

FUND	OHMR	AIR	ARMY	EXECUTIVE	BENEFITS	TOTAL
Personnel	\$0	\$628,600.79	\$1,626,719.86	\$2,556,457.06	\$0	\$4,811,777.71
Utilities/Supplies/Maintenance/Other	\$13,668.12	\$988,256.37	\$2,471,378.19	\$144,281.81	\$0	\$3,617,584.49
Equipment	\$0	\$17,490.80	\$52,991.87	\$0	\$0	\$70,482.67
Subsidy	\$0	\$0	\$0	\$0	\$390,940.20	\$390,940.20
<b>Total</b>	<b>\$13,668.12</b>	<b>\$1,634,347.96</b>	<b>\$4,151,089.92</b>	<b>\$2,700,738.87</b>	<b>\$390,940.20</b>	<b>\$8,890,785.07</b>

TABLE 3 - SUMMARY OF FEDERAL FUNDS ALLOCATED THROUGH STATE BUDGET

FUND	AIR SECURITY GUARDS	FEDERAL AIR	FEDERAL ARMY	COUNTER DRUG	ARRA	TOTAL
Personnel	\$2,413,337.20	\$10,304,164.81	\$3,812,135.07	\$0	\$0	\$16,529,637.08
Utilities/Supplies/Maintenance/Other	\$0	\$3,631,395.36	\$6,220,429.54	\$4,397.78	\$229,099.00	\$10,085,321.68
Equipment	\$0	\$45,000.53	\$268,661.98	\$0	\$0	\$313,662.51
Subsidy	\$0	\$0	\$25,000.00	\$0	\$0	\$25,000.00
Capital	\$0	\$0	\$4,815,102.30	\$0	\$3,819,282.14	\$8,634,384.44
Transfer/Refund	\$28,175.84	\$116,985.57	\$108,391.29	\$0	\$0	\$253,552.70
<b>Total</b>	<b>\$2,441,513.04</b>	<b>\$14,097,546.27</b>	<b>\$15,249,720.18</b>	<b>\$4,397.78</b>	<b>\$4,048,381.14</b>	<b>\$35,841,558.41</b>

TABLE 4 - SUMMARY OF NON-GRF, NON-FEDERAL FUNDS

FUND	ARMORY IMPROVEMENTS	SERVICES & TRAINING	ONG MAINTENANCE	LOCAL	STATE CAPITAL	TOTAL
Personnel	\$0	\$680,566.47	\$0	\$0	\$0	\$680,566.47
Utilities/Supplies/Maintenance/Other	\$16,436.42	\$1,012,578.89	\$71,760.23	\$219,260.47	\$0	\$1,320,036.01
Capital	\$192,493.90	\$0	\$0	\$690,887.65	\$4,062,763.44	\$4,946,144.99
Transfer/Refund	\$0	\$700.00	\$0	\$0	\$0	\$700.00
<b>Total</b>	<b>\$208,930.32</b>	<b>\$1,693,845.36</b>	<b>\$71,760.23</b>	<b>\$910,148.12</b>	<b>\$4,062,763.44</b>	<b>\$6,947,447.47</b>

# PROPERTY MANAGEMENT

The Adjutant General's Department faces the challenge of providing adequate facilities to support the state's military structure. The Directorate of Installations Management and Resources assumes the responsibility for the acquisition, inventory, maintenance and repair of all state-owned and -operated real property of the

Adjutant General's Department, Ohio Air and Army National Guard, Ohio Military Reserve and Ohio Naval Militia. The major operations, construction and repair costs associated with these facilities during FY2010 are summarized on the following pages.

The Ohio Army National Guard has five major training sites throughout

the state. Three of these training sites have live fire ranges – Camp Ravenna, Camp Sherman, and Camp Perry. There are also two enclaves.

We maintain 50 readiness centers (39 owned by the state, 11 federally licensed to the state) 16 field maintenance shops, two

Army Aviation Support Facilities, a combined support maintenance shop, a United States Property and Fiscal Office warehouse and a unit training equipment site. With various other facilities such as billets, storage buildings, classrooms, etc., our total square footage of facilities in the state is just over 6.3 million.

## Readiness Centers

State owned .....	39
Federally licensed to the state .....	11

## Training Sites

### *State Owned*

Camp Perry Joint Training Center .....	519 Acres
Tarlot Local Training Area .....	104.69 Acres

### *Federally Licensed to the State*

Camp Ravenna Joint Military Training Center .....	20,138.86 Acres
Camp Sherman Joint Training Center .....	452.47 Acres
McConnelsville .....	443.65 Acres

## Enclaves

Rickenbacker Army Enclave.....	126.49 Acres
Defense Supply Center, Columbus.....	55 Acres

# RESOURCE MANAGEMENT

The Ohio Army National Guard's Sustainment, Restoration and Modernization budget for the 2010 federal fiscal year was \$13,448,828. An additional \$979,264 of state matching monies gave us a total budget of \$14,428.092.

This funding was used for payrolls, utilities, municipal services, master planning, engineering services, purchasing furniture for newly-constructed facilities, maintenance and repair of existing facilities, minor construction projects and demolition projects. The breakdown is listed in the charts to the right.

We conducted 75 projects throughout the year for maintenance and repair and minor construction projects. Maintenance and repair projects included water and plumbing line upgrades, lighting upgrades, boiler replacement, resealing and striping several

PROJECT	COST
Utilities	\$1,958,433
Municipal services	\$1,823,601
Storefront leases	\$232,326
Furniture for new construction & repair	101,036
Maintenance and repair	\$8,203,574
Minor Construction	\$1,084,859
Demolition Projects	\$45,000
<b>TOTAL</b>	<b>\$13,448,828</b>

parking lots, asbestos abatement, paving, masonry repairs and latrine upgrades. Minor construction projects included primary power connection at Ravenna Joint Military Training Center and a shower/latrine facility.

# MILITARY CONSTRUCTION

The Base Realignment and Closure actions positively impacted the Ohio Army National Guard due to recommendations we made on closures and consolidations. New state-of-the-art facilities at Springfield,

Mansfield and the Defense Supply Center, Columbus, are nearing completion. As a result, we are disposing of several older, antiquated facilities in Springfield, Mansfield, Eaton and Columbus.

PROJECT	COST
Springfield AFRC/FMS	\$18,172,100
Mansfield AFRC/FMS	\$17,877,526
Columbus DSCC CSMS Phase II	\$22,858,679
Columbus DSCC RTI	\$22,605,060
Columbus DSCC USPFO Warehouse	\$9,472,151
Camp Ravenna TTB Utility Infrastructure	\$1,600,000
Camp Ravenna Shoot House	\$2,000,000
Beightler Joint Operations Center	\$1,999,000
<b>TOTAL</b>	<b>\$96,584,516</b>



# CAMP RAVENNA

We continue to transform and modernize the Camp Ravenna Joint Military Training Center to be capable of providing training venues to accomplish all pre-mobilization tasks for Ohio Soldiers as well as Soldiers from visiting states. The tactical training base is the centerpiece of this training site and it is designed to give Soldiers a realistic deployment experience before they begin a tour of duty overseas. Our 147th Regiment (Regional Training Institute) hosts an engineer and military police school as well as the warrior leader course. Construction contracts for a new bath house and

CAMP RAVENNA PROJECTS	
Road repairs	\$741,750
Exterior doors	\$33,898
Sidewalks & rail bed	\$24,500
Heating, bldg. 809	\$23,950
Bridge replacement (design)	\$150,439.23
Paris Windham Bridge	\$42,294.00
Electric to ASP & ASP upgrade	\$423,151.85
Replace water/sewer line, bldg. 1068	57,933.00
Utility infrastructure	\$1,600,000.00
Primary power replacement, bldg. 1068	\$5,515.00
RTI dig area remediation	\$136,170.00
Readiness center boiler replacement	\$64,011.57
Shower, latrine facility	\$623,436.81
TTB interior wall construction	\$25,987.00
TTB exterior primary power install/hook-up	\$403,084.00
Shoothouse	\$2,000,000.00
<b>TOTAL</b>	<b>\$6,383,141.00</b>



a live-fire shoot house were let this year. The table above shows the total amount of sustainment and modernization as well as military construction funds expended at Camp Ravenna.

# ENERGY PROJECTS

The Ohio National Guard continues its efforts to meet mandated energy conservation goals. We consumed 10 percent less in total energy during the 2010 state fiscal year than in 2009, exceeding the governor's executive order goal of four percent per thousand British Thermal Unit/gross square foot.

We have continued to pursue alternative energy sources to reduce overall consumption as well as our carbon footprint and we have installed solar panels at several facilities. The table below depicts estimated cost for our first several projects, located at the 180th Fighter Wing in Toledo, 200th RED HORSE at Camp Perry in Port Clinton, the Camp Ravenna Joint Military Training Center, the Toledo



Readiness Center and Beightler Armory in Columbus. Future projects include additional fields at Camp Perry and a partnership with University of Toledo in Toledo.

PROJECT	LOCATION	OUTPUT	SIZE	COST
180th ANG	Swanton	783 kW	10,500 panels	\$8,200,000
200th ANG	Port Clinton	500 kW	2,600 panels	\$4,700,000
Beightler Armory	Columbus	75 kW	374 panels	\$485,000
Camp Ravenna	Newton Falls	25 kW	125 panels	\$257,000
Toledo Readiness Center	Toledo	81 kW	400 panels	\$648,000
Camp Perry ARNG	Port Clinton	588kW (est.)	2,600 panels (est.)	\$2,400,000
Partnership with U. of Toledo	Toledo	400kW (est.)	3,000 panels (est.)	\$3,200,000
<b>TOTAL</b>				<b>\$19,890,000</b>

# ENVIRONMENTAL PROJECTS

In Fiscal Year 2010, the Environmental Office oversaw 17 environmental project improvements, totaling \$185,984.72. Seven of these projects were conducted by the Columbus office and 10 by the Camp Ravenna Joint Military Training Center office.

This office also manages state hazardous waste and pest management programs, ensures compliance with environmental laws and regulations, conducts investigations, tests and cleans wash rack systems and updates spill plans for the state. It tests storm water to ensure compliance with the Clean Water Act. It also conducts and supports archaeological surveys and structure evaluations, environmental assessments, monitors Camp Perry and Camp Ravenna wetland mitigation efforts and meets and

coordinates with the U.S. Fish and Wildlife Service and Ohio Department of Natural Resources, among others.

PROJECT	COST
Timber Stand Improvement (TSI)	\$28,274.36
Phase I Forestry Arch Survey	\$31,709.36
Flora and Fauna Survey	\$40,000.00
Grassland Habitat	\$33,900.00
OMS#13 CC Project	\$12,101.00
Hazardous Waste Management	\$40,000.00
<b>TOTAL</b>	<b>\$185,984.72</b>

# AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009

With aims to boost a struggling economy, the American Recovery and Reinvestment Act of 2009 gave us an opportunity to complete 22 projects that provided many improvements to various Ohio Army National Guard facilities. Nearly \$12 million in ARRA funds (\$8.5 mil-

lion federal and \$3.4 million state) helped us complete roof replacements, window and door replacements and other upgrades that supported our deferred maintenance program and initiatives that provided energy savings.

## Projects contracted through state government

LOCATION	PROJECT	FEDERAL BUDGET	STATE BUDGET
Akron (Hawkins)	Roof Replacement	\$37,106.00	\$37,105.86
Beightler Armory	HVAC Renovation	\$1,500,000.00	\$1,764,850.00
Beightler Armory	70 kW Solar Panels	\$445,515.00	\$148,505.00
Beightler Armory	Statewide Occupancy Sensors	\$61,424.50	\$61,424.51
Camp Perry Joint Training Center	Electric Distribution Upgrade	\$1,282,313.12	\$419,295.13
Camp Perry Joint Training Center	Water Distribution Upgrade	\$921,951.00	\$202,549.09
Cleveland	Window & Door Replacement	\$62,194.00	\$62,194.37
Green	Roof Replacement	\$237,519.00	\$217,161.64
Green	Window & Door Replacement	\$78,835.00	\$78,835.20
Lima	Roof Replacement	\$96,130.00	\$96,130.50
Middletown	Plumbing Renovation	\$110,608.00	\$110,608.00
Rickenbacker (MTA)	Roof Replacement (Bldg. 918)	\$970,112.12	\$0
Sandusky	Plumbing Renovation	\$105,260.00	\$105,260.10
Stow	Window & Door Replacement	\$40,318.00	\$40,318.44
Walbridge	Window & Door Replacement	\$102,615.00	\$77,149.40
<b>TOTAL</b>		<b>\$6,051,900.74</b>	<b>\$3,421,387.24</b>

## Projects contracted through federal government

LOCATION	PROJECT	AMOUNT
Camp Perry Joint Training Center	Replace Tower Window	\$54,498.00
DSCC Building 24	Exterior Fire Protection	\$155,388.00
DSCC Building 24	Upgrades Bldg. 11, Section 10	\$71,149.00
Camp Ravenna Joint Military Training Center	25 kW Solar Panels	\$257,600.00
Camp Ravenna Joint Military Training Center	Tactical Training Base Roof Repair	\$98,069.00
Rickenbacker (MTA)	Waterline Renovation	\$1,219,000.00
Toledo	81 kW Solar Panels	\$637,393.00
<b>TOTAL</b>		<b>\$2,493,097.00</b>

# INSPECTOR GENERAL



The primary inspector general activities in 2010 were Army organizational inspections, assistance, investigations, teaching and training and special projects. Through our activities, we gather data that gives us insight into the Ohio National Guard.

During this fiscal year, the IG team inspected 43 units through the Organizational Readiness Assessment (ORA) program, implemented through the AGO Cir 1-201-1, Unit Commander's Readiness Handbook. This circular incorporates five functional areas of command, man, equip, train and maintain. In addition, the scoring of key readiness indicators (KRIs) and the use of a red/amber/green system provided commanders an assessment of unit readiness. At the conclusion of the inspection, each company-level commander was provided a corrective action plan identifying deficiencies, inspector notes and applicable references.

The Inspector General's office provides assistance to individuals or units who request assistance in resolving problems. The IG office also conducts inquiries and investigations into allegations of wrongdoing.

The requests usually result after the chain-of-command has failed to meet the expectations of the Soldier or the chain of command is unable to

provide the assistance requested. Requests range from pay problems to allegations of waste, fraud or abuse. The IG office opened 308 and closed 230 Inspector General Action Requests in FY 10.

Maj. Gen. Baron von Steuben established teaching and training

in March 1778 as the first Army IG function and, ultimately, as the bedrock of the Army IG system. Since that time, all IG functions—inspections, assistance, and investigations—have relied upon teaching and training as the foundation of the Army IG system and as the signature approach of all IGs. Only by ensuring that all members of the Army know and understand current Army policy can IGs truly help our Army achieve the operating efficiency required in all Army systems, which in turn will result in the highest war fighting and readiness states achievable. The von Steuben Model of war fighting and readiness—the guiding philosophy of all Army IGs—is a model built upon knowing and understanding the Army's way of operating and administrating itself. The role of the IG in promulgating knowledge of the Army's systems, policies, and procedures, Army Regulation 20-1, Chapter 4, addresses teaching and training as both an embedded and an independent function.

As an embedded function, teaching and training allows inspectors general to profess standards, explain systems and processes and teach current Army doctrine while those IGs are performing their mission-critical functions of inspections,

assistance and investigations. As an independent function, IGs can approach teaching and training directly by serving as educators of Army standards and doctrine.

When we identified systemic issues through inspections, assistance visits and action requests, we reported our findings to commanders at the appropriate level. Education teams were also available to train staffs on how to inspect and to share observations from inspections and unit visits.

The IG team completed the several special projects and training throughout the year. We trained new lieutenants and incoming commanders during the Company Level Pre-Command Course Phases I and II. We also coordinated the Northeast Region Inspector General Conference at Fort Belvoir, Va., and conducted site visits with the Ohio Air National Guard Wing IGs to promote transparency and joint operations. We conducted eight IGI follow-up inspections with Ohio's assistant adjutant general for Army and the state command sergeant major, conducted an intelligence oversight inspection of the 52d Civil Support Team and conducted coordination meetings with the Ohio Military Reserve IGs as part of that organization's transformation.

The Ohio IG office provided oversight of the four Ohio Air National Guard inspectors general. While the Ohio IG office comprises Army IGs, all Army IGs were school-trained to provide assistance for Air National Guard IG matters. Overall, the Ohio Air National Guard opened and/or closed 20 cases in FY10 – 16 cases were opened and closed, four cases from FY 09 were closed and five FY10 cases remained open as of Sept. 30, 2010.

# BUILDING THE FORCE

In order to develop and maintain a skilled and educated work force, the Ohio National Guard offers a wide range of programs and incentives. Because the Ohio National Guard recognizes that the support of Families and employers is critical to the successful execution of its mission, it has created and improved upon programs aimed at not only servicemembers, but also those in relation to those service members who serve as combat multipliers. Several of the most robust programs are highlighted here:

## FAMILY READINESS & WARRIOR SUPPORT

The Ohio National Guard Family Readiness and Warrior Support Division serves all of Ohio's military members and military Families. Core objectives of these programs include preparing troops and Families throughout the deployment cycle – before, during and after, building resiliency in military Families and members through aggressive individual and Family programming venues including camps and retreats and executing specific pre-deployment briefings and post-deployment reintegration programs for troops, Families and employers.

The Yellow Ribbon Reintegration Program conducts reintegration activities before, during and after deployment to help integrate returning service members into Family, community and employment life. These activities include the required post-mobilization 30-, 60- and 90-day reintegration events that provide valuable tools and information for service members and their Families. The year's Yellow Ribbon deployment cycle support activities included five service member and Family mobilization briefings reaching more than 900 Family members, 13 Family reunion briefs reaching more than 700 Family members,

and 18 30- and 60-day reintegration events focused on helping troops, Families and employers make the transition from active duty back to civilian life.

The Ohio National Guard has six Troop and Family Assistance Centers as well as four Airmen and Family readiness program managers throughout the state. Our centers are dedicated to assisting service members and Families in various areas of support including financial and emotional counseling, education, and programs for our military youth. TFAC specialists conducted more than 3,200 outreach calls in 2010 to Families of deployed service members. These wellness checks provided us the opportunity to connect with our



Families and provide resource support when needed.

Ohio TFAC specialists also opened 517 new cases and closed 431 cases in 2010. Cases include more involved requests for short-term emergency financial assistance, employment assistance and referrals to other local, state and



federal governmental and non-governmental veteran and military support organizations.

A mobile TFAC, or MTFAC, provides skilled assistance teams to support, counsel, guide and deliver services to Soldiers and Airmen in the areas of employment, transition, Family readiness and support, emotional resilience, veteran's programs, local and regional resources and financial readiness or crisis. The MTFAC attended four annual training periods in 2010. During the year, in partnership with the Ohio Department of Jobs and Family Services, Department of Labor, Veterans Affairs Office, and the Joint Family Support Assistance Programs, we provided a team of experts in areas such as employment, finance, resource support, individual counseling and VA benefits. Of the 1,900 service members who visited the MTFAC during annual training, more than 1,000 were provided action-oriented solutions to address life issues.

Strong Bonds is a chaplain-led program that assists commanders in building individual resiliency by strengthening the Army Family. The core mission of the Strong

Bonds program is to increase individual Soldier and Family member readiness through relationship education and skills training. "Strong Family 2010" events included eight marriage enrichment weekend retreats for 200 couples. These events provided invaluable time for couples to focus on resiliency, camaraderie and strengthening their relationships.

Our Youth Program connects military children and youth by assisting in the delivery of a wide range of resiliency-building recreational, social and educational programs. In 2010, this program impacted nearly 3,000 Ohio military youths. Events and programs included the Camp Kelley's Island five-day youth camp with 242 participants, two Hero Camps (regional-based youth camps) and Strong Family Workshops with 111 parents and youths, and two weekend Family Camps with 139 participants. Nearly 700 military Families participated in OSU events (women's basketball, baseball and hockey), more than 900 people attended Columbus



and Akron zoo events and youth programs at our Yellow Ribbon Reintegration events reached more than 700 youths. Valuable youth partnerships include Operation Military Kids, Ohio 4-H, Naval Operational Support Center of Central Ohio and Red Cross of Central Ohio. Many of our events were supported in part by partners such as the USO and the Governor's Office of Faith Based and Community Initiatives.

The Joint Family Support Assistance Program has a team of caring professionals aligned to assist military leaders and Family readiness staff and volunteers in providing resources, programs and services to support the resiliency of Ohio service members and Families. The program continued to increase outreach and community building activities in 2010. This team consists of transition assistance advisors, a personal financial counselor, military Family life consultants, a Military OneSource coordinator and survivor outreach services coordinators.

The transition assistance advisors serve as a first line of support for returning veterans to help trouble-



shoot concerns surrounding their benefits and other issues they may encounter when returning from deployment or transitioning to civilian life. They have created deployment cycle mailers that provide Soldiers and Airmen employment resource information 90 days prior to demobilization.

An additional employment support initiative was the Employment Partnership Committee which established a partnership with multiple organizations to include the Ohio Department of Jobs and Family Services, Ohio Department of Development, Ohio Chamber of Commerce, AMVETS Career Center, Employer Support for the Guard and Reserve, U.S. Department of Labor, Ohio Rehabilitation Services Commission, Ohio Council and Society of Human Resource Management. The

committee is dedicated to working collaboratively in the interest of Ohio's service members. Its most recent collaboration includes an informational brochure that all partners will use when conducting outreach with prospective employers. The brochure articulated the values of employing Ohio's military and offered resources to assist employers with their efforts to hire military members.

The transition assistance advisory team maintained regular communication with the more than 40 Ohio Soldiers currently in the Warrior Transition Unit, establishing the Wounded Warrior Outreach program. The goal is to ensure that wounded warriors are familiar with available benefits

and avenues for assistance. Side-by-side support for Soldiers classified as VSI – or very seriously injured – was initiated in 2010. A transition assistance advisor will now join a Family member within these Soldiers' first week of intake at a U.S. military treatment facil-

records) to 20 service members per week through self referral or unit leadership referral.

The latest addition to the JFSAP team in 2010 is a personal financial counselor who connects service members and Families to financial programs, resources and services.



ity. Similar visits have also been provided for those classified as SI – or seriously injured, including an Ohio National Guard Airman.

Our transition assistance advisors have played a significant role in disseminating information to service members about the Ohio Military Injury Relief Fund and the Ohio Veterans Bonus. We employed multiple strategies to inform service members of these benefits, application processes and avenues for assistance. Our advisors contributed to 1,586 MIRF applications. To date \$1.244 million has been dispersed by the state. On average, advisors provide direct assistance (state and federal benefits, employment support, emergency financial assistance and military

mation on how to get out of debt, scrub a credit report and begin a plan of action to achieve future financial goals. Saving & Investing provides education for those service members who have the desire and money to begin the next step of their saving and investing plan but need additional information. Topics range from discussions of investment products, investing theory and tax-saving techniques.

Military OneSource is a national program that provides 24-hour resources for military members, spouses and Families. Ohio's Military OneSource consultant supported our 30 Yellow Ribbon events, providing an information table and in-person briefings. In 2010, Military OneSource served 9,104 Ohio service members and military Families (all branches and components).

Survivor Outreach Services coordinators provide long-term support for surviving Family members of the Ohio Army National Guard. Support includes assistance related to benefit issues, financial guidance, personal or Family support and counseling. In 2010, they cre-

information and education as well as parenting and child development information. They also conduct outreach and provide referral services to community resources. In cooperation with the Ohio Department of Education, the ONG conducted two Military Child Education Coalition events in 2010. These two-day training seminars provided 85 Ohio educators with an understanding of military Families in the state. New this year was a break-out session for Ohio School Board Association members. This session included more than 20 attendees. Using an improved table display, our consultants saw a four-fold increase in outreach to OSBA members compared to the previous year.

Ohio's Inter-Service Family Assistance Committee is organized to support, offer assistance and be a conduit to resources for any Ohio service member and their Family in recognition of the sacrifices and struggles associated with a military career. The committee's goal is to connect military Families with national, state, regional and commu-

nity resources as well as volunteer support services. Every meeting provides an opportunity to network and educate service providers about service member needs. Attendance ranged between 50-80 attendees. New in 2010 was the implementation of Regional Inter-Service Family Assistance Committee meetings held on a quarterly basis. We held 24 meetings with a total attendance of 878.

The 2010 annual Ohio National Guard Family Readiness Conference included more than 960 commanders, senior noncommissioned officers and unit Family Readiness Group Leaders. The conference focused on preparing military leaders and Family volunteers for the challenges of facilitating Family programs in both peacetime and war. At the local level, we conducted one-day initial training focused on developing a solid Family readiness team. This Family Readiness Regional Foundation Course provides unit commanders, military liaisons and volunteer Family readiness group leaders with the information necessary to operate a Family readiness group.



national, state, regional and community resources as well as volunteer support services. Every meeting provides an opportunity to network and educate service providers about service member needs. Attendance ranged between 50-80 attendees. New in 2010 was the implementation of Regional Inter-Service Family Assistance Committee meetings held on a quarterly basis. We held 24 meetings with a total attendance of 878.

Military Family life consultants provide life skills

## COMMUNITY OUTREACH



The Ohio National Guard Community Outreach Office targets key communities who either directly or indirectly affect service members' readiness and well-being. These key communities include employers, physicians, lawyers, women, minorities, educators, media and Ohio National Guard alumni. The Outreach Office reached out to these audiences through 57 events or meetings that were attended by 610 key community members; 17 of these events were led by Outreach. In its first year of operation, the Ohio National Guard Community Outreach Office earned first place honors for the Community Outreach category in the 2009 National Guard Bureau Media Contest.

The Employer Outreach Program greatly expanded its reach with employers from the previous year.

In 2010 Outreach made 1,438 employer phone calls or email invitations, showing an increase of more than 30 percent over last year. In all, 302 civilian employers attended Outreach-sponsored events including joint employer, call-to-duty and welcome home ceremonies, reintegration events, annual training and other special employer-focused events. Ten employers visited the 174th Air Defense Artillery while they performed the National Guard's Clear Skies mission in the National Capital Region. Another 31 employers participated in three other special events – the Muirfield Memorial Golf Tournament, Indy Racing League 2-seat racecar rides and an employer recognition dinner. Outreach also supported the Ohio Air National Guard by including 29 employers in four deployment events.

Written feedback from 51 percent of the employers who attended 2010 events indicated the hands-on experiences and information gave them a much better understanding of and sensitivity to Ohio National Guard members, Families, and missions.

Employer Outreach also consistently encouraged Soldiers and Airmen to strengthen their support of Ohio Employer Support of Guard and Reserve (ESGR) programs. Outreach placed emphasis on military unit representatives attending regional ESGR volunteer meetings. Soldiers and Airmen nominated 651 employers for ESGR Patriot Awards and 94 employers (almost double the previous year) for the Secretary of Defense's prestigious Freedom Award. Nationally, 15 awards are presented each year to employers in

three categories, big business, small business and the public sector.

The Outreach office also started several employer-focused communication strategies in 2010, including a “Succeeding at Work” brochure that was distributed to 6,000 Ohio National Guard members. It provided best practice recommendations for Soldiers and Airmen to help build and maintain strong relationships with employers. The Outreach office also launched a quarterly informational mail campaign to about 550 employers of the more than 2,100 Soldiers deploying with the 37th Infantry Brigade Combat Team. We mailed 30 ESGR Patriot Award recipients congratulatory letters with copies of the OHIO VETS CAN and Ohio Means Jobs employment websites encouraging employers to hire service members and added an employer section to the Ohio National Guard Outreach website.

The Alumni Outreach Program focused on keeping alumni informed and developing methods for engaging them in support of Ohio National Guard families. We published 14 issues of the alumni newsletter this year and our Alumni Advisory Council met for the first time with nine Army and six Air participants. The council’s primary purposes are



to shape the alumni reunion itinerary and to devise strategies to support military families. The 2010 Alumni Reunion was held at Rickenbacker Air National Guard base, showcasing the 121st Air Refueling Wing and 73rd Troop Command, including the Homeland Response Force. Eighty-nine military members attended, bringing 13 guests. More than 70 percent of attendees surveyed said they enjoyed the reunion, 53 percent said they felt more connected to the Ohio National Guard as a result of the event and 33 percent said they

wanted to be Ambassadors.

Outreach supported the ONG Family Readiness Program by sending out more than 2,100 Regional Inter-service Family Assistance Committee (RISFAC) meeting invitations key community members. The Ohio School Board Association participated regularly in the Region 6 RISFAC and invited school board members statewide to attend their regions’ RISFAC meetings. ESGR also invited their volunteers statewide. Other potential resources or contacts connected with state Family Programs, including the Ohio Department of Education, Fore Hope – a national non-profit golf organization aimed at persons with disabilities and other challenges – and other educational association leaders. Outreach also actively partnered with transition assistance to help develop a service member employment support initiative.

The office conducted ongoing strategic communication with external audiences through an Ambassador brochure that provides an overview on how to engage with the Ohio National Guard. We mailed

our National Guard Notes postcards 500 Ohioans every quarter. Themes included military construction, family support, the National Rifle and Pistol Matches and the Homeland Response Force. We also mailed Patriotic Employer Certificates signed by the governor and adjutant general to 220 employers of deployed Soldiers thanking them for their support. We also added public events at Fort Ohio training centers, emphasizing Camp Perry, to the Ohio National Guard community events calendar.

The Outreach Office also implemented several new external communication strategies. We posted photos from each Outreach event to the Ohio National Guard Facebook page and developed our most significant communication tool – the key community “Asks.” The “Asks” separately target employers, educators, women and minorities, alumni, and other civic leaders, offering specific opportunities to engage with the Ohio National Guard. The “Ask” is a two-page publication with a letter of introduction from the adjutant general, a certificate of recognition and a tear-off response section. After about six months of use, we collected 68 “Asks” from Outreach event attendees. We also referred requests for additional information or services to the appropriate offices. Also in 2010, the Outreach Office began developing a local elected official program on behalf of the adjutant general to cultivate relationships between these officials and their Guard units.

We placed renewed importance on building relationships with associations, agencies and organizations in

2010 with more than 125 attendees at nine association outreach meetings. We continued to work with Ohio AMVETS, Ohio Department of Job and Family Services, National Guard Bureau Partners in Education, Ohio School Board Association, Buckeye Association of School Administrators, Dayton Area Chamber of Commerce, Ohio State Bar Association, Columbus Bar Association, Ohio Academy of Family Physicians and Fore Hope. We formed new relationships in 2010 with the Ohio State Medical Association, Ohio Osteopathy Association, Health Net Federal Services, Governor’s Office for Women’s Initiatives and Outreach, U.S. Department of Labor, Southern and Northern U.S. Attorneys offices and the 9th Coast Guard Legal Assistance office.

We also aimed outreach efforts at associations who have the ability to affect the well-being of service members and their families. The adjutant general and other TRICARE subject matter experts met with physician association leaders and physicians to explain our need for more TRICARE providers. We also collaborated with

reach helped to build awareness among civilian attorneys about the unique legal needs of military members. As a result, two bar associations volunteered to reenergize or update their military and veteran affairs committees, three continuing legal education courses were offered to civilian lawyers, an article was written for two bar associations describing the lawyer’s role in the Soldier Readiness Process and a working group was initiated. The working group met three times with Ohio’s U.S. Attorney offices, ESGR, the Department of Labor and the 9th Coast Guard Legal Assistance to build relationships and promote better understandings about the legal needs of service members and share resources to meet them. The meetings greatly improved the inter-agency case referral process.

We offered orientation flights to several groups to educate them about the Ohio National Guard and encourage them to become Ambassadors. We hosted 18 women and 20 minorities, sharing our vision and intent to build a more diverse future workplace. We hosted 22 educators and shared information on career opportunities in the Guard and the tuition reimbursement program. Finally, several of the 16 media flight attendees took the opportunity

to interview the adjutant general, furthering public understanding of the contemporary role of the Ohio National Guard.



Health Net Federal Services on strategies to expand awareness on the issue. In consultation with the Ohio National Guard judge advocate general, Out-

# OHIO NATIONAL GUARD SCHOLARSHIP PROGRAM

The Ohio National Guard Scholarship Program is a state-funded scholarship program for individuals who enlist, extend or re-enlist into the Ohio National Guard. This program is the only incentive that our organization has to offer prospective enlistees that is not available from other services. Non-prior service enlistees who contract for a three-year enlistment, along with prior service enlistees with a three-year but less than six-year enlistment with the Ohio National Guard, and with at least three years of prior service, are eligible for two years of tuition assistance (48 units = six full-time quarters or four full-time semesters). Enlistees with a six-year contract are eligible for four years of tuition assistance (96 units = 12 full-time quarters or eight full-time semesters) of undergraduate work at an Ohio educational institution.

During the 1999 state fiscal year, the scholarship program was revised to increase the tuition assistance from 60 percent to 100 percent. State-assisted institutions are paid 100 percent of students' tuition, while private schools are paid the average tuition charges of state-assisted uni-

versities for each student.

The ONGSP office, located within the Adjutant General's Department, is

responsible for the centralized administration of the program. This includes budget preparation, establishing policies and procedures, recoupment processes and ensuring the provisions of 5919.34, Ohio Revised Code.

The Ohio National Guard paid 814 scholarships for summer 2009 term, 2,274 scholarships for the fall 2009 term, 2,293 scholarships for the winter 2010 term and 1,051 for the spring 2010 quarter.

This program was appropriated \$14,912,270 for the 2010 fiscal year and expended a total of \$16,177,789 for eligible Guard members. All applicants meeting the prerequisites

for use of this program received approval and the program provided 6,437 scholarships during the 2010 fiscal year.

Originally, this program was conceived to



# RECRUITING AND RETENTION



seek accessions within the organization through the Guard Recruiter Assistance Program (G-RAP) and the GRAP-Officer initiatives. GRAP recognizes and rewards current and former Guard members for identifying quality officers and Soldiers and helping these recruits through the accession process. During the 2010 federal fiscal year, Ohio recruiter assistants accessed 887 new recruits.

Ohio was ranked 8th nationally for G-RAP accessions in the 2010 federal fiscal year and since the program's inception in December 2005, Ohioans have earned \$9 million through G-RAP.

Recruiting incentives initiated by Guard Bureau included Drive the Guard, Patriot Academy, GED-Plus, and Active First programs, as well as the continuation of the Retention Branch's Extend to Defend program.

Guard Bureau introduced significant challenges this year through the migration of all accessions to an online processing system, as well as the "Direct Ship" initiative, to eliminate much processing at the MEPS locations.

"Box Mission Recruiting" was initiated at the state level during this fiscal year, with recruiting emphasis placed on mobilizing units, specifically the

37th Infantry Brigade Combat Team; the goal was to increase deploying units' mobilization readiness and reduce the number of cross-leveled Soldiers into those units.

Priority units

and military occupational specialty requirements were established by 37th. We developed and executed a multi-faceted marketing campaign to enhance recruiting efforts. The campaign plan included events marketing, direct mail, theater advertising and emails to Ohio recruiter assistants.

In November 2009, National Guard Bureau initiated the 2010 "Moments" advertising campaign, which included theater advertising, a social media video and billboard placement. NGB also continued to program marketing events with race series such as NASCAR, IRL and AMA, as well as national sports organizations such as the NFL and MaxPreps.

NGB also introduced Virtual Career Fairs and Guard Fit Challenge during this fiscal year. Ohio Army National Guard recruiters remained well-represented at storefront recruiting offices in key markets, and hundreds of recruiting events were staffed by production recruiters throughout the state.

The Recruiting and Retention Battalion conducted its third annual "Recruit Sustainment Program Warrior Challenge" in April 2010, and welcomed Ohio State University Head Football Coach Jim Tressel to serve as an honorary battalion commander at the closing ceremony.



# SUPPORTING AGENCIES

## OHIO NAVAL MILITIA

The Ohio Naval Militia is an organized, unarmed all-volunteer naval unit that has been serving the state of Ohio and our nation since 1896. The Ohio Naval Militia (ONM) serves under the direction of the Governor of the State of Ohio and the Adjutant General's Department and per section 5921.01 of the Ohio Revised Code.

The ONM is based at the Camp Perry Joint Training Site, just outside of Port Clinton, Ohio, on the shores of Lake Erie. During the 2010 fiscal year, the ONM continued intensive training on the new 25-foot Boston Whaler patrol boat Sentry. Members patrolled the restricted impact area off Camp Perry an average of two weekends per month to maintain an open range for military units firing on Camp Perry's qualification ranges, while simultaneously allowing members to maintain boat operators' proficiency.

The maintenance of Sentry is funded through a contract with the Adjutant General's Department. In the 2010 fiscal year, Sentry required several major repairs to make the vessel seaworthy, which resulted in lost patrol hours. The ONM conducted two patrols per month from April through September, and for the first time also patrolled for two weeks during the NRA National Matches. The ONM conducted their on board annual training at that time. During the 2010 fiscal year, the ONM accumulated 1,406.91 man days, performing 11,255.25 volunteer hours, including 1,157.75 hours of patrol, underway, watches and on water training.

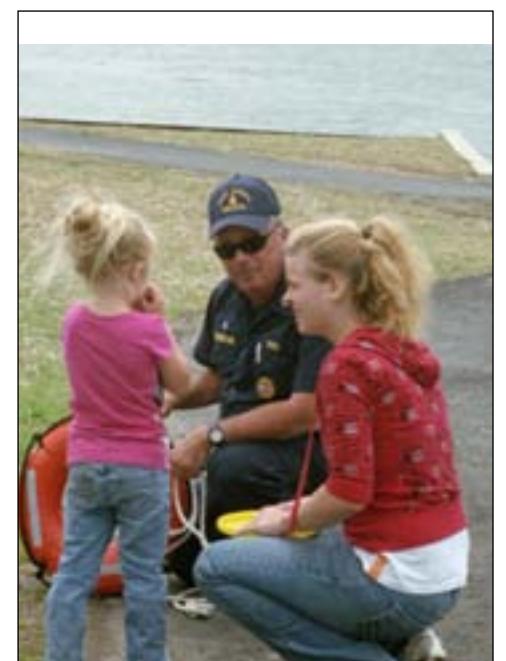
Safety is a primary concern for the ONM and members perform extensive training at every drill/patrol at the Camp Perry Training Site. Classroom training in electronics – including GPS and radar and radio communications – as well as CPR/AED and first responder first aid, is normally conducted during the winter months of November through March. Certified Division of Watercraft instructors also volunteered their time to conduct the Ohio Basic Boater Education Class. Other classes included leadership and team building classes conducted by senior officers as well as naviga-

tion, patrol vessel operations, safe boat operations and Basic Military and Seamanship Training for members who have never served in the military.

The ONM encourages its members to seek additional outside training, and two members have earned a captain's license from the U.S. Coast Guard and several others have completed FEMA National Incident Management System (NIMS) courses.

Ohio Naval Militia members also participated in the Ohio Fallen Heroes Memorial Ceremony in Sunbury, Ohio, Sept. 11, 2010, assisting with the raising of the colors and providing a bell-ringer for the calling of names and a bugler to play Taps at the end of the ceremony. ONM members also provided guard mount white marble crosses honoring all those who have died from the State of Ohio in the Global War on Terrorism. This duty began at 6 p.m. and continued to 6 a.m.

ONM members annually attend the Battle of Lake Erie ceremony on South Bass Island in formal recognition of a



## OHIO MILITARY RESERVE

The Ohio Military Reserve is a state defense force authorized under 38 U.S. Code section 109(c) and Chapter 5920 of the Ohio Revised Code as a component of the state's organized militia. The OHMR is a constituent part of the Adjutant General's Department and within the chain of command of the Ohio adjutant general and the governor of Ohio.

The OHMR has a separate line item within the budget of the Adjutant General's Department to support its training and administrative operations. The OHMR received general revenue funds in the amounts of \$13,400 in the 2010 fiscal year.

The purpose of the OHMR, according to 5920(A) of the Ohio Revised Code, is to exist as a force "capable of being expanded and trained to defend this state whenever the Ohio National Guard, or a part thereof, is employed so as to leave this state without adequate defense." Upon declaration of emergency, the Governor may call upon the OHMR to aid civil authorities and promote the health, safety and welfare of the citizens of Ohio.

The Adjutant General's Department directed a transformation of the OHMR into a brigade-sized organization with appropriate rank and organizational structure and assigned it a new mission. This new mission focuses on FEMA Emergency Support Functions 6 and 7. ESF 6 provides support to the coordination of volunteer activities and ESF 7 supports the operation of warehouses, distribution centers and support facilities in the event of a state emergency. This transformation has three phases. The first phase is integration, which ended in September 2010. In the second phase, the OHMR will become initially operational capable during FY11 and the third phase will result in the OHMR becoming fully operational capable in FY12.

Like every other branch of the service, enlistment in the OHMR is voluntary. However, members are not paid for their drill time and uniforms and equipment must be individually purchased. When called to state active duty, the Ohio Revised Code provides for their compensation. At the end of December 2010, the OHMR had 287 members of which about 12 percent were women. The average OHMR member is 48 with about six years of service.

Units typically drill one weekend per

month and attend a five-day annual training period at Sullivant Road Armory in Columbus. The OHMR's training academy, also located at the Sullivant Road Armory, manages extensive resident and distance learning programs that consist of required training for entry and promotion. Headquarters for the OHMR 1st Battalion is located in Highland Heights and the 2nd Battalion headquarters is in Springfield.

In 2010, the OHMR sponsored training on National Incident Management System (NIMS) compliance and Community Emergency Response Teams (CERT) for all Soldiers in the OHMR, achieving a 92 percent completion rate among deployable soldiers. Select soldiers and officers received intermediate and advanced training on the NIMS Incident Command System. Guest instructors from the Ohio National Guard and the Ohio Emergency Management Agency covered topics in unit activation, the OHMR's place in the Ohio Emergency Operations Plan, and Point of Distribution and Volunteer Reception Center operations.

The OHMR Academy also conducted the Basic Officer, Basic Entry Level Training and Primary Leadership Development Courses.

The Ohio Military Reserve manages its own administrative fund which generated \$9,184 in revenues in 2010, mainly from OHMR officer corps donations. Total administrative fund expenditures for 2010 were \$12,372.80 for a deficit of \$3,188.80.





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