

WEST VIRGINIA NATIONAL GUARD

Annual Report



2012



State OF WEST VIRGINIA
OFFICE OF THE ADJUTANT GENERAL
1703 COONSKIN DRIVE
CHARLESTON, WEST VIRGINIA 25311-1085

James A. Hoyer
Major General, WVARNG
The Adjutant General

December 31, 2012

The Honorable Earl Ray Tomblin
Governor, State of West Virginia
State Capitol Complex
Charleston, West Virginia 25305

Dear Governor Tomblin:

It is my honor and pleasure to submit the 2012 Annual Report of the Adjutant General.

The West Virginia National Guard completed an outstanding year of service to our Nation and State. The accomplishments described in this report reflect the readiness, dedication and professionalism of our citizen-Soldiers.

When it comes to helping the citizens of West Virginia recover from floods, tornadoes, derechos or snow storms, you can rest assured that the West Virginia National Guard will answer the call.

In addition to our State Emergency Duty during the last year, West Virginia Soldiers and Airmen were called upon to provide for the defense of our homeland and to fight the continuing war on terrorism. Our State continues to provide well-trained National Guard units for Federal and State deployments.

Your leadership and support has been vital to the success of the West Virginia National Guard. We continue to be recognized as one of the best military organizations in the world. More than 6,500 West Virginia National Guard members and I say "thank you."

The West Virginia National Guard will continue to safeguard the welfare and freedom of our great State and Nation. "Montani Semper Liberi!"

Respectfully,

A handwritten signature in black ink that reads "James A. Hoyer". The signature is written in a cursive style and is positioned above the printed name.

JAMES A. HOYER
Major General, WVARNG
The Adjutant General

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WEST VIRGINIA NATIONAL GUARD STRATEGIC VISION

JOINT BASE WEST VIRGINIA

Creating opportunities for men and women to live and raise their families in West Virginia and serve the National Mission.

Accomplished by:

- Executing cost effective and timely solutions to identified National Defense and Homeland Security gaps and needs by leveraging West Virginia capability and ingenuity through a network of government, (joint interagency, intergovernmental) and civilian assets
- Developing and executing joint, interagency national security, homeland security and emergency response capabilities to serve the state and nation.
- Delivering capable and ready warfighting assets

Guiding Principles

- “Citizen Soldiers/Airmen at their best”
- Treat each other like family
- Manage challenges and turn them into opportunities

Organizational Culture

- The heart and soul of the WVNG is our Guardsmen and their families. They are what sets us apart from all other organizations.
- Emphasis on the care and education of our Guard family is the foundation for our success.
- Care for our Guardsmen and their families and they will accomplish great things!
- Develop and harness West Virginia’s best resource – its people!

Mission

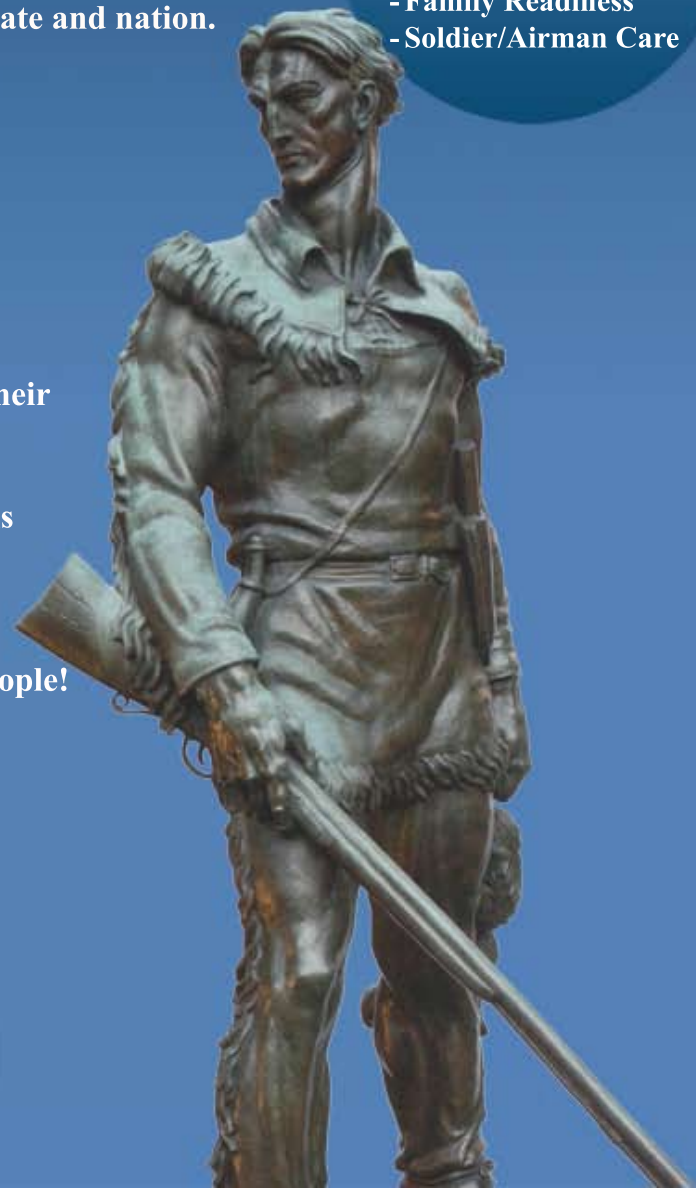
Provide relevant and capable assets for the broad spectrum of operations in support of homeland defense and security, overseas national security objectives and state emergency response.

Motto

Mountaineer Pride Worldwide

Core Competencies

- Strength
- Readiness
- DSCA
- Unique capabilities
- Resilient Force
- Family Readiness
- Soldier/Airman Care



LEADERSHIP

State Officials

The West Virginia National Guard is authorized and governed by Article 1, Chapter 15 of the West Virginia Code and is constituted as both a State and Federal force by authority of the National Defense Act approved June 3, 1916. The National Guard is a reserve component of the Army of the United States and the United States Air Force. In time of peace, the National Guard is a State force, controlled by the Adjutant General as the principal military representative of the Commander-in-Chief, the Governor. The Governor has the power to order the West Virginia National Guard into the active service of the State and to cause them to perform duty such as he shall deem proper. The National Guard is equipped and paid by the Federal Government and must meet organizational and training standards to qualify for Federal recognition. When Congress declares a National emergency and authorizes the use of armed force requiring troops in excess of those in the Active Forces, the President of the United States may order the National Guard into the active military service of the United States.¹

¹ West Virginia Blue Book 1996, p. 98, Holmes, D. E. and Lilly, K. C., Chapman Printing, Huntington, WV.

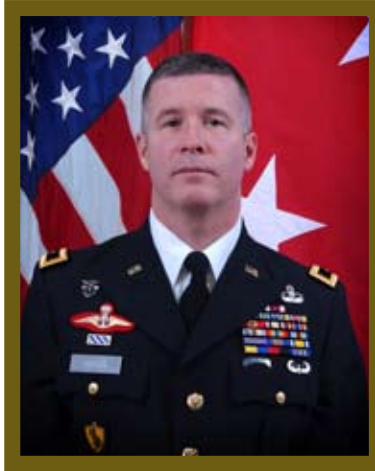


Earl Ray Tomblin
Governor
Commander-In-Chief, WVNG



Joe Thornton
Secretary, Military Affairs
and Public Safety

Senior National Guard Leaders



JAMES A. HOYER
Major General

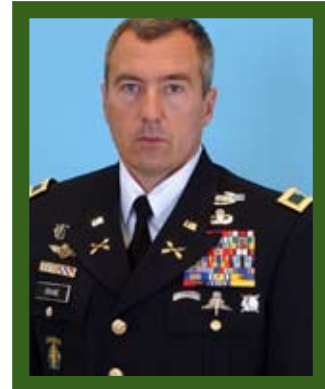
Adjutant General/Joint Forces Commander



DAVID T. BUCKALEW
Brigadier General
Director, Joint Staff



CHARLES R. VEIT
Brigadier General
Assistant Adjutant General
Army



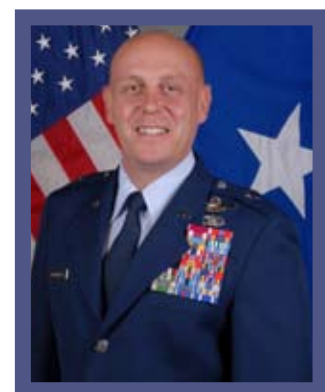
RUSSEL A. CRANE
Colonel
Land Component Commander



TIMOTHY L. FRYE
Brigadier General
Commander/Assistant Adjutant
General - Air



BRENT J. FEICK
Colonel
Chief of Staff (Air)



ERIC W. VOLLMECKE
Major General
ANG Assistant to Commander,
United States Air Forces Europe

West Virginia National Guard Year in Review

Significant Accomplishments

- Called to State duty in March when tornadoes and flooding impacted counties in the southwestern part of the State
- Called to State duty in March when severe flooding impacted southern West Virginia
- Called to State duty in late June when a severe windstorm devastated the entire State
- Continuously deployed Soldiers and Airmen for ongoing military operations around the world
- Support to law enforcement agencies resulted in drug seizures valued at more than \$477 million
- Hosted multiple commissary sales, offering discounted groceries to service members and families
- Provided military support for many community activities such as Bridge Day, the Greenbier Classic, Special Olympics Summer Games and West Virginia University home football games

Facts

- Economic impact - \$454 million
 - Federal investment in WV since 1997 - \$3.2 billion
- More than 2,500 full-time employees including Active Duty, Technician, Military Authority, State and contract personnel.
- Year-end manning of more than 6,736 (traditional Guard force)
 - At or near top in strength and readiness for the past 17 years
 - 53 Army Units, two Flight Facilities, one Army Fixed Wing Facility and two Airlift Wings
- Since 9/11, deployed more than 12,000 Citizen-Soldiers and Airmen
 - Many of our Soldiers and Airmen have deployed multiple times
- Provided more than \$3.8 million in education benefits to Guard members
 - 24 percent of ARNG members have college degree
 - 28.5 percent of ANG members have college degree
 - 46.6 percent of ARNG/ANG members either have a degree or are currently enrolled
 - 1,369 Guard members enrolled in program
- Constructed more than \$800 million in new facilities in the past 15 years
- National maintenance capability - repairing equipment for all Department of Defense Services, providing employment and outsourcing of work to W.Va. businesses.
 - 140 jobs to date
 - \$30 million Federal investment

Federal Investment

130th Airlift Wing Charleston, West Virginia

Military Pay and Allowances	\$30,435,763
Civilian Payroll	\$18,009,816
Goods & Services	\$21,557,864
Military Construction Payments	\$3,535,939
Total for Air Guard (Charleston)	\$73,539,382

167th Airlift Wing Martinsburg, West Virginia

Military Pay and Allowances	\$33,985,200
Civilian Payroll	\$37,297,700
Goods and Services	\$65,096,700
Military Construction	\$6,399,800
Total for Air Guard (Martinsburg)	\$142,779,400

West Virginia Army National Guard

Military Pay and Allowances	\$91,764,741
Civilian Payroll	\$29,343,700
Goods & Services	\$73,952,710
Military Construction	\$14,950,262
Total for Army Guard	\$210,011,413

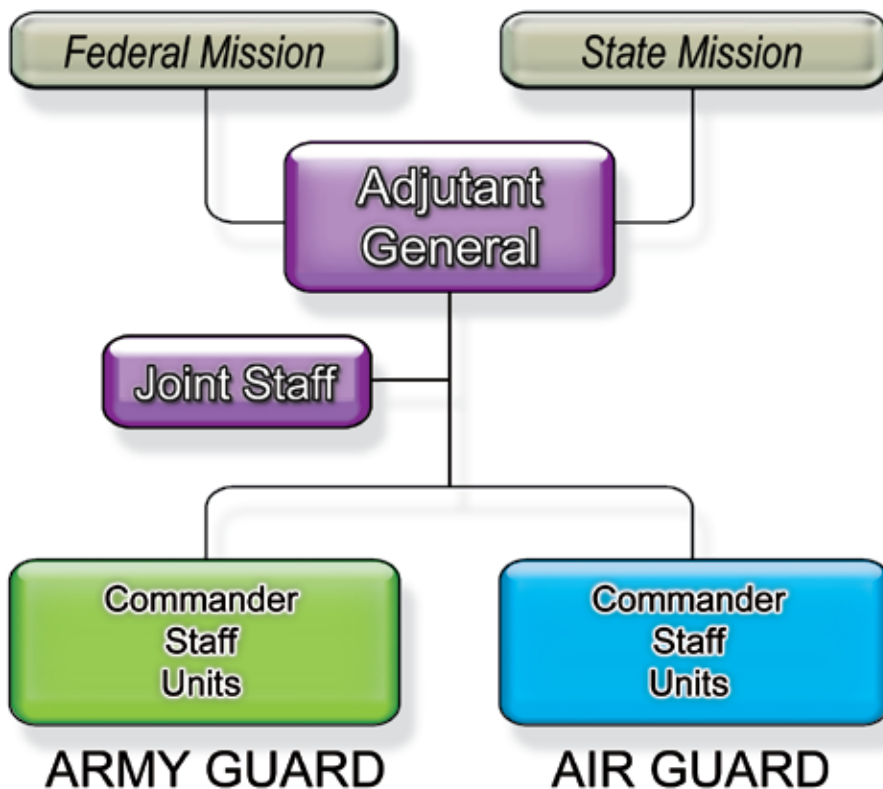
State Investment

Pay & Benefits	\$5,006,210
Goods & Services	\$4,255,573
Construction	\$14,116,149
Education	\$4,221,656
Total State Expenditures	\$27,599,588

TOTAL 2012 WVNG ECONOMIC IMPACT: \$453,929,783

\$15 IN FEDERAL FUNDS FOR EVERY STATE DOLLAR

West Virginia National Guard Command Structure



When in a Federal status, the National Guard is commanded by the President through the Department of Defense. National Guard units are commanded by the Governor through the Adjutant General during peacetime and for State and Federal (Title 32) missions. (see chart)

Overviews of each Army and Air Guard unit are found in the following pages. Each unit is supported by a staff at the State and unit levels. The State, or joint, staff mirrors the functional

staffs of the Army and Air Guard and serves as a liaison and support agency for units. In addition, the Joint Staff is a coordinating agency that operates in an intergovernmental, interagency environment to establish the vision for the West Virginia National Guard and to resource and manage State disaster response and other special mission activities. Staff functions and an overview of their accomplishments are outlined on the following pages.

Joint Forces Headquarters

Maj. Robert J. Kincaid, Jr.

1st Sgt. Jim Gregory

Joint Forces Headquarters - West Virginia is comprised of 220 Soldiers and Airmen, including the WVNG leadership. The unit is based in Charleston and has operations in Camp Dawson, Buckhannon, Williamstown, and Eleanor.

JFHQ-WV provides command and control over all Army and Air Guard units in the State.

Its mission is to provide trained, equipped and ready forces to deploy for Federal and State missions.

JFHQ-WV performs unique and complex functions, ranging from Federal deployments to State emergency response to local community support.

Joint Forces Headquarters Staff Sections

Personnel – manages promotions, awards and decorations, civilian education assistance, recruiting and retention incentive benefits, family support programs, and security clearances
--Manage more than 1,500 full-time employees across the State

Intelligence -- provides intelligence assessments, estimates and other intelligence products and advises the Adjutant General and other senior leaders in support of the decision-making process by providing situational and threat awareness.

--Responsible for the synchronization, development and dissemination of all intelligence plans, policies and doctrine in support of strategic and operational objectives.

--The J2 contributed intelligence support to more than 30 State and Federal agencies on a wide range of local, national and international threat issues.

--Provided critical intelligence and weather products to W.Va. Guardsmen and first responders during three separate landmark natural disasters and states of emergency.

Operations and Training -- monitors readiness levels of units for Federal/State missions, issues guidance and funding for training, manages military support to civilian authorities and State disaster response.

--Operates the WVNG Joint Operations Center 24 hours per day, 365 days per year

--**Operation March Madness:** Assisted in two separate Federally declared State Active Duty activations within a one week time frame. Deployed 403 Soldiers and Airmen throughout nine counties providing debris removal, health and wellness checks, and meal/water distribution.

--**Operation Tempest:** Over a span of two weeks the WVNG deployed 1,256 Soldiers and Airmen, delivering and distributing 2.5 million bottles of water, 437,500 bags of ice, 125,700 FEMA meals, and 375 FEMA oxygen tanks. Assisted FEMA with completing 108 generator missions.

Logistics - manages food service programs, property accountability and supply systems, develops guidance for maintenance activities and transportation planning

Strategic Doctrine, Plans, Training & Exercises – helps the Adjutant General develop and implement policy, plans, and strategy related to Federal, State and homeland security missions

--Coordinate State Partnership program events throughout the year; West Virginia's partnership with Peru is one of the most successful in the National Guard

Information Operations – manages network of more than 1,800 computers; National leader in fielding mobile incident site communications systems

--Provided mobile communications services and statewide Interoperable Radio Network equipment in support of two major State emergency operations

--One of only 10 states to field a mobile communications kit expansion module to support Federal Emergency Management Agency Region 3 and the National Capital Region

--Expanded cyber defense and incident response capabilities through training and toolsets

Resources - manages and maintains accountability of all Federal monies, equipment and property belonging to the West Virginia National Guard

--Processed military and civilian pay functions worth more than \$121 million

--Administered a budget of \$210 million; maintained accountability of more than \$500 million of equipment



West Virginia Army National Guard

The West Virginia Army National Guard is comprised of 4,065 Soldiers and a full-time support staff of nearly 800 employees.

The Army Guard has 61 units and detachments operating in communities around the State.

Our Vision:

Joint Base West Virginia, home of Citizen-Soldiers at their best. Creating opportunities for men and women to live and raise their families in West Virginia and serve the National mission.

Montani Semper Liberi -- Mountaineers are Always Free!



111th Engineer Brigade

Col. Joseph P. Stephens

Command Sgt. Maj. Terry W. Moran



The 111th Engineer “Black Diamond” Brigade provides command and control for the approximately 1,275 Soldiers in the 1092nd Engineer Battalion, located in Parkersburg, and the 771st Troop Command Battalion, located in Charleston. The missions of the units vary from horizontal, vertical and combat engineering to public affairs, explosive ordnance disposal, transportation, maintenance, signal, and a band. The 111th also activated a Survey and Design Detachment.

The 111th Engineer Brigade has the distinct honor of being the first unit in the West Virginia Army National Guard to have its own shoulder sleeve insignia recognized by the Department of Heraldry. The symbolism of the patch of the 111th is that red and white are the colors traditionally used by engineer units. The tower symbolizes the brigade’s mission as an engineering unit. The black diamond signifies military constancy to the Nation, in times of war and peace and the rich coal resources of the State. The powder horn signifies the 111th Engineer’s heritage as “minutemen for freedom.”

The 111th had a monumental year serving our State and Nation in a dual mission role. The brigade served as the Forward Operating Headquarters for numerous State emergencies, getting units ready to deploy in support of Operation Enduring Freedom, while realigning units to meet future challenges to our security.

The 111th has completed a challenging year

of operations and training. “Black Diamonds” conducted a combined weapons exercise with both battalions at Fort Knox, Ky., followed up with the execution of numerous annual training periods throughout the United States as well as Africa, Mongolia, and Peru.

The brigade continues to bring value to our communities through infrastructure construction missions, training with first responders, participating in homeland security exercises, and partnering with our communities.

During Annual Training 2012, the brigade conducted our annual Simulation Exercise at Camp Dawson, WV, with recently fielded equipment improving communications, power generation, and planning capabilities. The brigade also conducted its annual Warrior Challenge that pits squad against squad in a three day event where Soldiers demonstrate proficiency in troop leading procedures, weapons, first aid, and convoy operations.

Whether preparing for future mobilizations in support of combat operations or responding to emergencies within West Virginia, the “Black Diamonds” continue to hone skills to ensure mission readiness.

The 111th Engineer Brigade continues to excel in its role as citizen-Soldiers. The units of the brigade stand ready to serve both our State and Nation at a moment’s notice with a highly trained and capable force to achieve any mission.

ESSAYONS – LET US TRY



771st Troop Command Battalion

Lt. Col. Joseph S. Peal
Command Sgt. Maj. Chadwick Money Penny



The 771st, headquartered in Charleston, provides command and control as well as administrative, operational, training, and logistical support to 7 different units positioned throughout West Virginia. These units include the: 1257th Truck Company, 3664th Support Maintenance Company, 620th Signal Company, 249th Army Band, the 753rd Explosive Ordnance Disposal Company, 153rd Public Affairs Detachment, and the 1935th Contracting Acquisition Team, providing very diverse functions and services throughout the State.

The 771st TC Bn. transitioned to seven new Commanders, including the Bn. Commander. With this, changes have been implemented throughout the Battalion, processes revamped, and operational improvements have been accomplished. The 771st TC Bn. provides Command and Control to the WVNG's Chemical, Biological, Radiological, Nuclear

and Explosive Enhanced Response Force Package, who are prepared to assist local, State, and Federal agencies in the event of a CBRNE incident.

753rd Explosive Ordnance Disposal

The 753rd EOD, scheduled for deployment in 2013, is certainly up for the task. The primary focus of EOD is to support the National security strategy during operations, to reduce or eliminate the hazards of explosive ordnance that threatens personnel, operations, installations, or materiel.

The unit has executed an aggressive training plan in preparation for their upcoming mission to include common warrior tasks, EOD specific tasks, and Mine Resistant Ambush Protected vehicle training at the Center for National Response in November of 2012.

620th Signal Company

The 620th Signal Co. supported the 111th Eng. Bde. during their Annual training and recently picked up the JISC mission to be able to support the 771st TC Bn. by providing communication assets for the CERFP missions.

249th Army Band

The 249th Army Band finished in the top ten of the 51 ARNG Bands for the 3rd year in a row. The 249th executed 67 missions with an audience of more than 57,000 and broadcast audience in excess of 300,000. The 249th supported the 1st Troop Support Command in Ft. Bragg, the Sugar Grove Naval Base, the Governor's Inauguration in November and historic Shepherdstown, among others.

1257th Truck Company

The 1257th Truck Co. carried the heavy loads during several State Duty Missions, dur-

ing which the company executed more than 300 missions, covering nearly 40,000 miles delivering generators, food and water to 14 counties, and was the only company in West Virginia to be fully activated in the July Storm.

3664th Maintenance Company

The 3664th Maintenance Company had a busy year providing maintenance assets to all State Duty Missions and unit missions, as well as providing recovery support to numerous units when needed.

The 3664th executed a very successful in-State Annual Training, completing 57 convoys and various missions, as well as improving the overall Fully Mission Capable rate for West Virginia by completing 1,043 statewide work orders and logging more than 1,353 man hours.

They provided support to units such as Joint Task Force Summit, the RSMS at Point Pleasant, the CNR Tunnel Complex, 197th RTI, and the 1/201st Field Artillery Battalion.

The 3664th also won the Warrior Challenge Competition held at Camp Dawson in September.

1092nd Engineer Battalion

Lt. Col. Murray E. Holt

Command Sgt. Maj. Keith Hammack

The 1092nd Engineer Battalion, headquartered in Parkersburg, provides command and control over eight engineer units stationed in nine locations throughout West Virginia. These units are the 115th Vertical Construction Company located in Clarksburg and Kingwood; the 601st Engineer Support Company located in Buckhannon; the 821st Horizontal Construction Company located in Summersville and Millwood; the 1092nd Engineer Battalion Headquarters and Headquarters Company and 193rd Equipment Support Platoon located in Parkersburg; the 1092nd Forward Support Company located in Point Pleasant; and the 119th Sapper Company located in Moundsville and Parkersburg. Recently, the Battalion stood up a new unit, the 229th Survey and Design Detachment, in Weston.

This year, the Battalion deployed Soldiers to Operation New Horizons in Peru and Operation Flintlock in Mali Africa. Subordinate units also trained equipment operators while completing community service projects. These projects include the Huntington House Demolition



Project and continued work on the 2013 Boy Scout Jamboree in Glen Jean. Soldiers also moved Bradley Fighting Vehicles from Eleanor to Fort Pickett, Va. for the 150th Armored Reconnaissance Squadron, saving money and providing drivers training opportunities.

Battalion members responded to the June 2012 Derecho storm that caused power outages all over the State. Staff members worked the Field Operating Headquarters and the subordinate units operated equipment clearing roads, conducting health and wellness checks, and fueling generators. These actions helped communities recover from the devastation.

77th Brigade Troop Command

Col. John K. McHugh

The 77th Brigade Troop Command, located in Glen Jean, West Virginia, provides command and control, leadership, and support to four battalions containing 1,903 Army National Guard Soldiers from communities across the Mountain State. The Brigade's subordinate units are 2nd Battalion, 19th Special Forces Group (Airborne); 1st Battalion, 150th Armored Reconnaissance Squadron; 1st Battalion, 201st Field Artillery Battalion; and the 151st Military Police Battalion.

In June and July of 2012, the 77th Brigade provided 463 Soldiers to assist W.Va. residents after a devastating wind storm struck the State. The Brigade's Soldiers established emergency shelters, distributed food and water, and assisted

with the distribution of generators and fuel to hospitals, nursing homes, water distribution and sewage treatment plants.

As disaster relief efforts began to subside, the 77th Brigade helped establish a Joint Operations Center at the Glen Jean Armed Forces Reserve Center July 13-17, to support more than 2,000 Boy Scouts at the Summit/Bechtel Reserve. WVARNG medics provided medical support, while Aviation Units conducted helicopter rescue training and demonstrations along the New River in conjunction with local first responders. The exercises strengthened the partnership between the BSA, National Park Service and the WVNG while providing a safe environment for the scouts attending the event.

2nd Battalion, 19th Special Forces Group (Airborne)

Lt. Col. Thomas K. Sarrouf

Command Sgt. Maj. John C. Belford

The 2nd Battalion, 19th Special Forces Group (Airborne) is comprised of Headquarters Company and Support Co. from Kenova, W.Va. and Co. C from Kingwood, W.Va.

In 2012, West Virginia Special Forces and supporting personnel concluded operations in the African Theater of Operations with the completion of the Africa Command directed exercise Atlas Accord. Responding to emerging priorities outlined in the U.S. National Security Strategy, the Battalion's regional focus was realigned to support operations in the Pacific Theater under the Pacific Command.

Facilitating this transition into the Pacific Area of Operation, 2nd Bn. has a new Directed Training Affiliation with 1st Special Forces Group (Airborne) located at Joint Base Lewis McCord, Wash. Since the new DTA, Soldiers and Special Forces A-Teams from both organizations have participated in mutually supporting activities in both the United States and the Pacific region.

Supporting the PACOM Geographic Combatant Command's regional engagement strategy, 2nd Bn. successfully deployed forces to the



Philippines, Bangladesh, Korea and Thailand. Participation in these Theater Security Cooperation Programs directly contributes to the overall operational capacity of the U.S. Army Special Forces Command, maintains Unit Readiness and continues to illustrate the relevance of the National Guard Special Forces as a critical component of our Nation's Strategic Reserve.

At home, 2nd Battalion continues to support their State mission by providing trained and ready Soldiers to assist law enforcement and medical first responders during natural disasters and as directed by the Governor. Most recently,

battalion members rendered aid to citizens of West Virginia after a severe summer storm resulted in the State's single largest power outage. Special Forces medical personnel assisted local Emergency Medical Services while Special Forces engineers contributed to the statewide effort thru accurate reporting of material require-

ments for communities in need.

While remaining operationally engaged, 2nd Bn. Soldiers maintain proficiency in Unconventional Warfare techniques, foreign language skills, Special Forces Advanced Urban Combat, Dive sustainment, Military Free Fall and Special Forces Medical sustainment.

1st Battalion, 150th Armored Reconnaissance Squadron

Lt. Col. Chris Selvey

Command Sgt. Maj. Ronald Keller

The 1st Battalion, 150th Armored Reconnaissance Squadron completed their 18-month New Equipment Training on the M3/M7 Bradley Fighting Vehicle. In addition, the Squadron conducted NET fielding on the top of the line Long Range Advanced Scout Surveillance System, further enhancing the war fighting capability of the 1-150th ARS and the West Virginia Army National Guard.

During the training year the Squadron stayed very busy and up to date on the latest training the Army has to offer. The 1-150th ARS was selected to participate in a testing for the Army's newest Combat platform.

The Ground Combat Vehicle testing included the latest 360 degree Situational Awareness System as well as the PDQ system (remote sensor for detecting snipers) and an upgraded Command Remote Operated Weapons Systems. This latest technology will

assist ground combat Soldiers and leaders in understanding their environment even better.

In training year 2012 the 1-150th spent their drill weekend's training on the new upgraded BFV. Along with getting valuable training on the BFV, all qualified Soldiers in the Squadron received their Additional Skill Identifier requirements and were awarded the D3 ASI (Bradley Fighting Vehicle Crewmember).

1-150th completed a successful annual training event in June, 2012. This event saw the Squadron qualify 23 of 26 Bradley Crews, 18 Scout humvee Crews, four of six 120mm mortar crews and countless other crew served and individual weapon systems. Additionally, the squadron staff completed a week-long staff exercise where they developed an operations order that will be used during a training year 13 War Fighter Exercise with the 30th Armored Brigade Combat Team from the North Carolina National Guard.

During July, 2012, the 1-150th ARS was a key part of the support of State Active Duty during the wide spread power outage. This support was well received by all the West Virginians they interacted with. The 1-150th ARS led the way with the mantra of Citizen Soldier.

The 1-150th ARS stands ready to support the citizens of West Virginia and our Federal mission of the United States.



1st Battalion, 201st Field Artillery Regiment

Lt. Col. Timothy Vance

Sgt. Maj. George Arnold (Acting)

The 1st Battalion, 201st Field Artillery Regiment spent the majority of the unit's RESET year focusing on field artillery skills. After deploying to Kuwait to support security force and camp command missions from 2010-2011, the battalion was eager to return to the Paladin gun line for the first time in three years. In addition to this effort, Soldiers were also transitioning to new armories in multiple locations; assigned to the decontamination element of the Chemical, Biological, Radiological, Nuclear, and Explosive Enhanced Response Force Package (CERF-P); and assisting with natural disaster support.

During the RESET, 100 percent of the battalion's Paladins, vehicles, and communication systems were inspected, serviced, and upgraded to the most current versions. This vigilant effort enabled the battalion to successfully conduct a live fire exercise at Fort Pickett, Va. in September. The ability for a field artillery unit to reintegrate from a non-traditional mission to conducting a live fire within one year is a rare feat.

As the decontamination element of the CERF-P, the battalion once again demonstrated



its ability to excel when assigned with non-traditional missions. Headquarters and Headquarters Battery personnel underwent a vigorous decontamination training and certification process throughout the year in order to support this vital domestic mission.

In 2012, Alpha Battery transitioned to a new armory in Elkins, while the Bn. HQ and Bravo Battery were preparing to undergo this process in early FY2013. These facility upgrades will vastly improve command and control, storage capabilities, and training efforts across the battalion.

151st Military Police Battalion

Maj. Tanya S. McGonegal

Command Sgt. Maj. Lonnie Bryson

During 2012, 198 151st Military Police Battalion Soldiers assisted in the support of two state declared emergencies: Operation March Storm and Operation Tempest in July. These Soldiers helped ensure the health and welfare of community members in 12 counties by delivering food, water, and supplies to local citizens of West Virginia.

154th MP Company

During 2012, the 154th MP Company focus was on Law Enforcement Officer Certification.

The Soldiers conducted left/right-seat training and rides with their Fort Bragg MP counterparts. The 154th MP Company was one of the first National Guard MP units to conduct this LEOC training and certification with active duty forces.

156th MP Detachment

The 156th MP Detachment returned from deployment in support of Operation Enduring Freedom at the beginning of the 2nd quarter of 2012. The main focus of the Detachment upon returning has been RESET operations. The



unit went through three Yellow Ribbon events focusing on assisting Soldiers with transitioning Cell.

back into their civilian lifestyles and included training for their families.

157th MP Company & 863rd MP Company

During 2012, the 157th MP Company and 863rd MP Company were trained and validated as the West Virginia National Guard Reaction Force in response to the National Guard’s domestic response mission.

The West Virginia NGRF was one of only 15 states rated as “green” (fully trained/certified) by the National Guard Bureau Provost Marshal Office, NGRF Readiness

State Aviation Command Col. Larry Graham

The Division of Aviation consists of three sections under the supervision of the Division Chief or State Army Aviation Officer. The three divisions are Aviation Operations, Training, and Standardization Branch; the Aviation Systems Branch; and the Aviation Medical Section.

The Chief of the Aviation Division also serves as the State Aviation Commander, providing unity of command for all Army Aviation Units within the West Virginia National Guard.

Detachment 28, OSAC

Located within the Army Aviation Support Facility #1 in Williamstown, W.Va., adjacent to the Mid Ohio Valley Regional Airport, the detachment consists of one C-12 airplane and 8 personnel that provide operational support airlift to the West Virginia National Guard and the entire Department of Defense.

Det. 28’s higher headquarters is located at Davisson Army Airfield on Fort Belvoir, Va. Det. 28 OSA has conducted two 12-month deployments since 2003 and is scheduled to deploy again in 2013.

AASF #1

Located in Williamstown, W.Va., adjacent to the Mid Ohio Valley Regional Airport, the facility supports all the units assigned to the Williamstown Readiness Center.

The support provided to these units includes but is not limited to providing aircraft and equipment readiness, train and utilize unit personnel, conduct flight training and operations, and perform unit and intermediate level maintenance on assigned aircraft.



AASF #2

Located in Wheeling, W.Va., adjacent to the Ohio County Airport, this facility supports all the units assigned to the Ohio County Armory.

The support provided to these units includes but is not limited to providing aircraft and equipment readiness, train and utilize unit personnel, conduct flight training and operations, and perform unit and intermediate level maintenance on assigned aircraft.

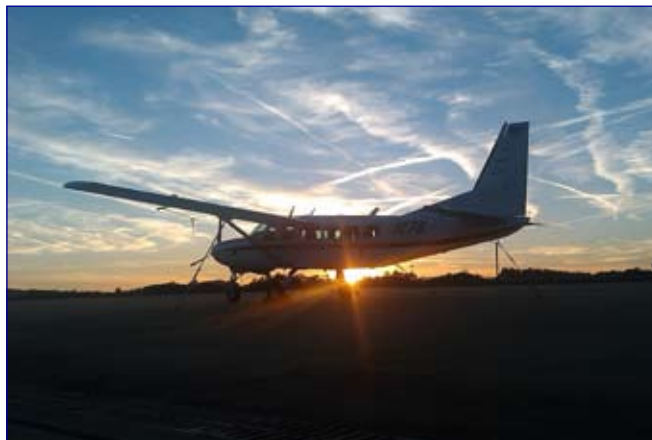
Fixed Wing Army Aviation Training Site

The Fixed Wing Army Aviation Training Site is located in Bridgeport, W.Va., and is the only Army training site that provides Army aviators with fixed wing training. FWAATS was inspected by the US Army's Training and Doctrine Command and was again awarded the title of "Learning Institution of Excellence"

The FWAATS instruction is conducted in the C-23, C-12 D and U models, KA300, C-26 aircraft and (within the next year) the KA-350.

The C-23 Sherpa trainers provide classroom and flight training to pilots and enlisted flight engineers. The training consists of aircraft flight qualification, aircraft loading and configuration, and night operations, to include night vision goggle flight training. The C-23 Sherpa section also provides training for para-drop operations.

The C-26 section continues to support contingency operations, including those in Afghanistan, Colombia, Africa and various other locations. C-26 Pilots are trained in initial qualification, instructor pilot, and advanced instrument examiner qualification. The Air



Guard C-26 flight training is also conducted at the FWAATS.

The FWAATS C-12 section continues to provide Special Electronic Mission Aircraft pilot and mission training by qualifying pilots in the C-12, KA300, and KA350 aircraft. Pilots undergo initial qualification, advanced instrument examiner training, instructor qualification, standardization training, and special mission equipment training. FWAATS has also begun a special mission rehearsal training program for the Special Electronic Mission Aircraft's, aerial sensor operators prior to their deploying.

Over the past 18 years, the FWAATS has trained more than 2,750 Army aircrew members from all states, territories and the active component.

This year the FWAATS was also involved in a proof of concept operation flying smaller C-208 caravan aircraft in support of SOF units. The FWAATS currently has two pilots and a crew chief trained on the C-208 should the program grow and need a training site. FWAATS graduated more than 300 students and flew more than 3,500 hours in 2012, providing basic and advanced fixed wing doctrine for the Army.

772nd Troop Command (Aviation)

Lt. Col. Jay D. Offenberger

Command Sgt. Maj. Danny Little

The 772d Aviation Troop Command is located at the Williamstown Readiness Center in Williamstown, W.Va.

The Battalion headquarters is responsible for providing administrative, training, and logistical

support to all the rotary wing aviation units in the West Virginia Army National Guard. The 772nd mission is to provide trained and equipped units capable of mobilizing and deploying in support of their Federal and State missions.

The 772nd is a unique battalion headquarters that other states have tried to emulate. This organization trains and operates as a General Support Aviation Battalion HQ and is prepared to become a combat battalion headquarters if the opportunity arises. The Battalion's structure allows maximum utilization of aviation assets to support the State of West Virginia in emergencies, as well as deployments in support of the Global War on Terrorism. The Battalion has 12 Aviation Units under its command.



Company C, 1/150th Assault Battalion

The unit is located in Wheeling, W.Va. at the Ohio County Armory adjacent to the Ohio County Airport. The unit is a 10-ship UH-60A Blackhawk Helicopter Assault Company supported by one detachment from each of the three other support companies within the 1/150th Air Assault Battalion.

The Battalion's Federal mission is to perform air assault and air movement operations within the division's area of operations. The State mission is to provide general aviation support as necessary to the Governor and the citizens of West Virginia in times of emergency.

This unit spent the majority of the year supporting the training efforts of the 2/19th SFG and other WVARNG units, Operation South Bound Trooper, the Boy Scouts of America Shakedown, and multiple State Active Duty Missions, all while accomplishing the numerous internal Unit Training Requirements. This unit is at 107 percent assigned strength and flew 975

flight hours this past Training year.

Company C, 2/104th General Support Aviation Battalion

This unit is located in Williamstown, W.Va. The battalion is a 12-ship HH-60L Blackhawk Helicopter Medical Evacuation Company split between West Virginia and Tennessee.

The West Virginia portion of the company has six of the 12 HH-60L helicopters, two of the four Forward Support Medical Evacuation Teams, and the entire Company Headquarters. The West Virginia portion of Co. C, 2-104th GSAB is also supported by one detachment from each of the three other support companies within the 2/104th GSAB.

The Company's Federal mission is to provide Aeromedical Evacuation support within the division's area of operations. The State mission is to provide Aeromedical Evacuation and Search and Rescue capability to the Governor and the citizens of West Virginia in times of emergency. This unit is at 113 percent assigned strength and flew 1200 flight hours this past Training Year.

Detachment 1, Company B, 1/376th Security and Support Aviation Battalion

The unit is located in Williamstown, W.Va. The battalion is a four ship OH-58 Helicopter Company.

The Federal mission of B -1/224h is to perform command, control, and communications flights and limited air movement flights for the division. The State mission is to provide reconnaissance and observation in support of local law enforcement, counter narcotic drug interdiction, and search and rescue operations.

During this past summer, Co. B. 1-224h helped law enforcement personnel locate and seize over 168,000 marijuana plants in the State as part of the Drug Eradication program. This unit also provides integral support to West Virginia's Bridge Day which occurs at the New River Gorge Bridge in the fall of each year. This unit is at 88 percent assigned strength and flew 1,721 flight hours this past Training year.



Detachment B3, 834th Aviation Support Battalion

This unit is located in Williamstown W.Va. Battalion members are primarily responsible for

maintaining the UH-60 Blackhawk helicopter and the OH-58 Kiowa helicopter at home station, but have the capability to perform maintenance on all Army helicopters when deployed with their parent unit.

This unit is at 83 percent assigned strength.

Detachment 1, 131st Aviation Intermediate Maintenance Company

The detachment is located in Wheeling, W.Va. The unit is a small helicopter maintenance detachment consisting of approximately 20 Soldiers.

The unit's mission is to maintain the UH60 Blackhawk helicopter, providing intermediate level repair capabilities. This unit is at 95 percent assigned strength.

Medical Command

Col. Stephen Eshenaur

The primary function of the West Virginia Army National Guard Medical Command is to screen and ensure that healthy Soldiers are available in the event of a mobilization.

The processes undertaken by Medical Command include an annual periodic health assessment and dental assessment for every Soldier in the WVARNG. The purpose of these assessments is to identify issues that may prevent a Soldier from mobilizing or be retained in the National Guard. These assessments are performed by Medical Command staff and National Guard Bureau contractors. This combined effort has generated a significant improvement of Soldiers being medically ready for mobilization.

The current medical readiness status of the WVARNG is 82 percent, which is the goal established by the National Guard Bureau. During the assessment process, Soldiers not meeting Army standards are counseled on health improvement behaviors that they can undertake to improve their mobilization status. Soldiers are immunized annually for influenza, Hepatitis A/B and tetanus-diphtheria-pertussis.

Medical Command has been extremely

successful in the recruitment and retention of medical providers. This is the first time in the history of Medical Command that the unit strength of board certified medical doctors and physician assistants has been at 100 percent or greater.

The Army Medical Department Student Recruitment program has also yielded its first graduates from medical and physician assistant schools and these students are actively engaged in the medical assessment process and beginning their new military careers.

Medical Command has also been actively involved in the automatic external defibrillator placement and training program throughout the State. The AED team members have worked with installation personnel in placing AEDs in the majority of armories in the State. On-site personnel are also trained in the use of the AED. The program has achieved a 98 percent success rate of installation and training to date.

The Summit Boy Scout Camp will provide future opportunities for Medical Command to provide medical support to members of the WVARNG as they support the National Scout Jamboree in July 2013.

197th Regiment, Regional Training Institute

Col. William G. Suver

Command Sgt. Maj. James L. Allen

This year was a great year for the 197th Regiment, Regional Training Institute. During 2012, the 197th successfully maintained full accreditation for the Military Police course, the Horizontal Construction Engineer course, the Carpentry/Masonry course and the Officer Candidate School course. The 197th remains an Institution of Excellence in the Horizontal Construction Engineer and Carpentry/Masonry courses.

During the year, the 197th trained 210 National Guard, Reserve and Active Duty Soldiers from 17 states and territories with a graduation rate of 100 percent. In addition to Military Occupational Specialty courses, the 197th offers Officer Candidate School, Combat Lifesaver course, Army Basic Instructor course and Small Group Instructor course, Medic Sustainment course, Resilience Trainer Assistant course and the Company Level Pre Command course.

The RTI added the Mass Human Decontamination Operations course and the Horizontal Construction Supervisor Advanced Leaders Course in 2012. The Mass Human DECON course is the only course of its kind offered by the National Guard.

The 197th continues to seek opportunities to grow the schoolhouse by attracting more training opportunities to Camp Dawson. In September 2012, the 197th Engineer Instructors completed



their first Horizontal Construction Supervisor ALC and are scheduled to teach two more classes in 2013 and up to eight classes per year by 2014. This new course was brought to the West Virginia Army National Guard as a result of the Multi-Start designation earned by the Engineer courses in 2010.

The 197th Regiment remains in a position to bring new opportunities to West Virginia. Facilities are second-to-none with new construction on an operations center, multipurpose facility, indoor Shoothouse, convoy lanes and improvements to live fire ranges.

Camp Dawson's upgraded facilities, unit strength, accredited courses, Multi Start designation and the Institution of Excellence rating positions the 197th Regiment as a valued asset to the West Virginia National Guard.

Camp Dawson (Training Site Command)

Lt. Col. Charles Bradsher

Command Sgt. Maj. Stephen DeWeese

The big news at Camp Dawson in TY 12 is construction! From the expansion of the Robert C. Byrd Conference Center to the completion of the new Live Fire, Indoor Shoothouse, Camp Dawson is growing in leaps and bounds.

The Robert C. Byrd Conference Center's \$67 million expansion extends the building in two different directions allowing for an increase of over 350 lodging rooms, additional class

space, a new Joint Operations Training and Education Center, a new Post Headquarters, and improved Morale, Welfare, and Recreation facilities. The operations expansion of the building is complete and the billeting expansion will welcome new guests by summer 2013.

A new \$8.7 million athletic complex, located just a short walking distance from the conference center will enhance the training of Soldiers

and personnel. This multi-purpose building will contain a gymnasium, aerobics rooms, weight rooms, multi-use training rooms, and a running track. The building is scheduled to be complete by spring 2013.

As Camp Dawson continues to grow, the need for a new entry gate was recognized. The design work for this \$2.6 million project is finished with construction scheduled to begin in 2013. The new entrance to Camp Dawson will have a covered awning, pop-up barriers, and vehicle inspection lanes.

Critical to the safety and success of our deployed Soldiers are specialized training facilities like Camp Dawson's new Live Fire Shootouse. Located on Camp Dawson's Volkstone Training area, the Shootouse is located within the walls of an abandoned warehouse. The state-of-the-art rubber coated walls and ceiling can handle up to 7.62 caliber rounds. The facility includes a briefing room and latrines. The Shootouse also incorporates a communication hub and video cameras connecting the Shootouse to Camp Dawson giving Soldiers the ability to replay and evaluate their actions.

The newly completed Camp Dawson Modified Record Fire Range is a fully automated and event specific target scenario range that is computer driven and scored from the range operations center. In the MRF Range's initial year of operation, expected personnel usage is gauged to jump by several thousand with usage increasing annually as word spreads of the range's existence.

As Camp Dawson continues its growth through facility enhancements and training area improvements, the training of both Soldiers and civilians is still the top priority. Camp Dawson is proud to conclude another successful year of being the region's most accessible training center.



Special Operations Detachment-Europe

Col. Harrison B. Gilliam

Command Sgt. Maj. Jerome X. Whelan

Special Operations Detachment – Europe is based at Camp Dawson W.Va., and is tasked with supporting United States Special Operations Command - Europe.

This year was another milestone for SOD-E as they returned from their deployment to Africa. This deployment was extremely successful for the unit as they were the first SOD deployed as a Command and Control Element of Special Forces. SOD-E was tasked with supporting Special Operations Command - Africa for several missions throughout the Horn of Africa.

Even with a majority of the unit deployed, elements of SOD-E continued to support their relationship this year with SOCUER by providing SOD-E members for exercises within the SOCEUR Theater.

SOD-E's primary mission is to provide command and control of Special Operations

Forces under the command of SOCEUR. This is a theatre-level mission in which SOD-E members play an integral support role. SOD-E's rapid ability to deploy on short notice and serve as a command and control element of Special Operations Forces has led the unit to be used in support of several theatre-level missions.

In addition to the unit's Federal mission, SOD-E members are tasked with conducting sustained operations in support of Federal and State-declared emergencies. Unit members displayed this support during Hurricane Sandy, activating personnel to work in the Joint Operations Center as well as providing hurricane relief to W.Va. citizens.

SOD-E is organized into seven sections: command group, operations, logistics, personnel, intelligence, communications and staff judge advocate.



West Virginia Air National Guard



The West Virginia Air National Guard is comprised of 2,186 traditional guard Airmen and a full-time support staff of more than 900 employees.

The WVANG is organized into two wings:
130th Airlift Wing in Charleston and the
167th Airlift Wing in Martinsburg.

Our Vision:

A professional, mission-ready military force prepared for the future, ready and fully capable of meeting all present and future missions of Nation, State, and community.

130th AW Flying Operations

C-130 hours flown: 3,435
Combat hours: 950 +
Passengers transported (domestic): 1,500
Tons of cargo airlifted (domestic): 230
Combat sorties: 730 +

167th AW Flying Operations

C-5 hours flown: 3,000+
Maintenance man hours: 140,000 +
Passengers transported: 6,592
Tons of cargo airlifted: 11,660
Sorties: 900 +



130th Airlift Wing

Col. Gerome “Jerry” Gouhin

Command Chief Master Sgt. Marshall N. Adkins



The mission of the 130th Airlift Wing, stationed in Charleston, W.Va., is to organize, train, equip, and deploy a force capable of conducting effective and sustained operations in support of National, State and community objectives.

As a National Guard unit, the Wing has a dual role of becoming part of the active duty forces under the command of the President during wartime and National emergencies and serving the State of West Virginia under command of the Governor during peacetime and State emergencies.

Our primary mission is airlift. We employ eight C-130 H3 model aircraft to provide combat airlift and aero medical evacuation and one RC-26B model aircraft that supports Homeland Security and counterdrug initiatives.

Wing personnel strength currently stands at 102 percent with more than 1,114 personnel assigned to the unit. The members provide the manning for a wing headquarters staff and four groups: operations, maintenance, mission support and medical. Within these groups are squadrons and flights carrying out the Wing’s missions by providing administrative and logistical support, including airlift operations, maintenance, supply, transportation, contracting,

communications, civil engineering, personnel, base services, security forces and medical functions.

This past year has witnessed the phenomenal warrior ethos, “Delivering freedom with courage!” that is embraced through the actions of the 130th Airlift Wing. From January through May 2012, the Operations Group Commander deployed to Afghanistan to act as the 455th Expeditionary Operations Group Deputy Commander. Approximately 11,000 combat sorties were flown without the loss of a single aircraft during his tenure.

March through July 2012, more than 70 members of the 130th Airlift Wing were based in Southwest Asia. The length of the Air Expeditionary Force rotation was 120 days boots on the ground. 130th Airlift Wing personnel and equipment flew more than 950 combat hours and more than 730 combat sorties, which proved critical to sustaining daily counter-insurgency efforts and vital combat airlift in support of Coalition forces engaged against enemy forces. Maintenance generated an Aircraft Capability Rate of 90.61 percent, which was among the best in Central Command.

The 130th Airlift Wing completed the first ever fielding of Real Time in Cockpit into a combat arena. RTIC provides Beyond-Line-Of-Sight capabilities, thus paving the way for units to employ greater situational awareness within the battlefield solution set. Missions also included 20 combat airdrops, 16 Aero Medical Evacuation missions and Distinguished Visitor flights. Such missions were in support of Central Command direction, U.S. Department of State in Iraq and Eager Lion. Eager Lion was a joint military exercise between the United States and entities from the Kingdom of Jordan.

On the home front, the 130th Airlift Wing participated in 17 Joint Airborne/Air Transportability Training flights, which allowed both Army and Air Force personnel to gain

combat proficiency airdropping more than 1,551 Army personnel.

The 130th AW completed more than 50 Guard lift missions, which enhanced training and allowed for the transportation of more than 1,500 passengers and 230 tons of cargo supporting National Guard Bureau and State agencies. The Wing amassed a total of 3,435 mishap free hours in some of the most challenging and demanding scenarios. The 130th Airlift Wing continues to remain safety focused, flying 186,866 mishap free hours.

The 167th Aero Medical Evacuation Squadron has completed its transition to the 130th Airlift Wing. The AES provides very unique capabilities to the unit. Members of the AES provide medical care and tend to patients' medical needs while flying thousands of miles from overseas combat zones to U.S. facilities for full-time care. The 167th AES deployment covered the April - October 2012 timeframe. Their missions have taken them to Andrews AFB in Washington D.C., Scott AFB, Ill., U.S. Central Command, and Ramstein, Germany.

The 130th Security Forces deployed 13 Defenders as a fire team to Afghanistan from May to November 2012. The initial mission was internal airfield security; however, they quickly transitioned to external perimeter security as patrolling Reaper Teams. During these missions they located and secured Improvised Explosive Devices sites and performed raids on insurgent compounds, capturing Enemy Prisoners of War and engaging in multiple firefights.

In addition to protecting the borders of the United States, the Wing is engaged in a multitude of efforts. RC-26 crews participated in the State Partnership Program with Peruvian military. Exchange of information to Peruvian aviators includes such topics as reconnaissance, tactical deployment of aircraft and night flying techniques. The 130th Airlift Wing also provides intelligence support to new RC-26 missions for NORTHCOM, improving border security and homeland defense by partnering with local and National law enforcement agencies.

The Maintenance Group is leading the way in the Air Force Repair Enhancement Program. This cost saving program encourages innovation,

resourcefulness and ingenuity. The result is a direct savings in of \$111,000, allowing for the purchase of extra items for use in C-130 repairs.

The 130th Propulsion Element is involved in the preparation for T-56 Engine overhauls for C-130 aircraft. The program results in critical Guard assets being returned to the supply chain in an expedient manner. Increased experience and training for the propulsion section ensures increased capabilities for the Air National Guard.



The Wing was sought out by the Federal Emergency Management Agency after a crippling storm caused massive power outages in the State of West Virginia. The event became known as the "West Virginia Derecho" and covered the time period from June 29 to July 31. The first three days of the FEMA Relief Efforts were conducted while the 130th AW was without power. On any given day during the relief efforts approximately 240 tractor trailer loads transited the ramp area with supplies.

Approximately 771,000 gallons of water, 596,000 meals, fuel and generators were delivered to the residents of the State. In addition, approximately 100 Health and Wellness Teams went door-to-door checking on residents and identifying issues. Relief operations continued for over a month while the 130th Airlift Wing maintained its flying and training schedule.

The 130th Airlift Wing was designated a FEMA Relief Operations Center for Hurricane

Sandy recovery. More than 3.5 million bottles of water and meals were staged awaiting distribution to West Virginians.

The 130th Airlift Wing continues to be a

leader on both a National and State level. The Wing's accomplishments add value to the United States of America and the State of West Virginia by remaining ready, reliable and relevant.

167th Airlift Wing

Col. Roger L. Nye

Command Chief Master Sgt. Ron Glazer



The 167th Airlift Wing, based in Martinsburg, WV, operates 11 C-5 Galaxy aircraft, the largest airlifter in the Air Force fleet. Between deployments, missions flown around the world and community events, 2012 proved to be another busy year for the unit.

The Wing flew more than 900 sorties and hauled more than 11,660 tons of cargo and 6,592 passengers during its various missions in 2012. The Wing's air crew clocked more than 4,500 hours of flight time and our aircraft maintainers logged more than 140,000 man hours to keep the missions going. The 167th's small air terminal processed 1,313 passengers and 315 tons of cargo.

With nearly 1200 personnel assigned, the 167th Airlift Wing's manning stands at 106.5 percent.

This year, more than 120 Airmen deployed to various locations including Afghanistan, Spain, Peru, Kuwait, and Diego Garcia. One hundred of those personnel deployed with three aircraft to Rota, Spain. They were tasked with airlifting AH-64 Apaches from the 82nd Combat Aviation Brigade out of Afghanistan and

delivering equipment for the 101st Combat Aviation Brigade. The wing exceeded all expectations. In just 25 days, 20 days ahead of schedule, the unit moved 4.3 million pounds of cargo including 78 helicopters.

Five of the unit's communications personnel deployed in July to participate in an exercise in Peru. They accomplished 114 tasks for the Air Force Systems Command. They also finished their mission 14 days ahead of schedule.

Fifteen Airmen deployed to southern West Virginia in March to assist with clean up efforts in Logan and Lincoln counties after heavy rainstorms caused severe flooding in the area. The airmen worked 10-12 hour days for a week removing debris from roadways and clearing mud from businesses.

The 167th began the C-5 Avionics Modernization Program upgrade in 2011 and completed the process by April, including all training needed on the new systems. During the conversion, the unit maintained aircraft and aircrew tasking system commitments and continued execution of global missions.

The Wing continued operation of the C-5 Regional Isochronal Inspection program. Airmen working the ISO inspections consistently set new standards and increased production, completing more than 20 inspections in 2012.

The Wing received a Consolidated Unit Inspection in April. Inspectors found the Wing to be satisfactorily meeting compliance requirements and were impressed by the 167th's consistent performance, teamwork, and enthusiasm as the unit continues to support a robust global mobility requirement. The Maintenance Group was lauded for its

outstanding programs during the Logistics Compliance Assessment with zero safety or technical data violations found. Additionally the Wing was found to be “mission-ready” in the Joint Staff Integrated Vulnerability Assessment.

The Chief Master Sergeant of the Air Force, James A. Roy, visited the 167th Airlift Wing in March. Chief Roy held a town hall meeting with the enlisted members of the unit. He also had a special meeting with the twenty-plus active-duty Airmen who are participating in the community basing program at the 167th. The program involves assigning active-duty members as an active associate unit to the Guard base, and the local community around Martinsburg provides the normal active-duty base support.

The 167th’s Fire Department added a new multipurpose ladder/pumper truck to its fleet of emergency response vehicles this year for a total of 13 vehicles to respond to on and off base emergencies. In 2012 the FD had nearly 50 mutual aid responses in the community. Additionally, they participated in several community outreach and education programs.

In November, the 167th Airlift Wing served as a temporary staging facility for FEMA after superstorm Sandy hit the East coast. Supplies were transported from the unit via W.Va. Army National Guard to areas of the State hit hardest by the storm. The unit also flew several C-5 missions hauling equipment into New York to assist with disaster relief.

The Wing continued to be an active part of the local community in 2012. The Base Honor Guard completed 12 color details and provided honors at 10 funerals in the tri-state area. A number of Airmen have become a “base buddy” to students at a local elementary school, volunteering time during the school day to assist with school work and provide mentorship. Unit members helped collect and transport over 10,000 pounds of food during the Governor’s Day of Caring.

Airmen raised money to fund 38 scholarships for the W.Va. National Guard’s Kids Kamp and Youth Leaders Camp held at Camp Dawson. The Logistics Readiness Squadron collected

more than 600 pounds of blankets and school supplies for children in Afghanistan. And the Security Forces Squadron aided 14 local and Federal agencies with the use of the base’s firing range and supported the Youth Leaders Camp, Civil Air Patrol and Boy Scout events in the area.

The Wing once again partnered with the airport authority and the United Way of the Eastern Panhandle to host the third annual Thunder Over the Blue Ridge Open House and Air Show. This great event pulls the community together and provides a way for non-profit groups to raise money for their associations. Opening the base to the community also affords the 167th the opportunity to educate the community in the unit’s role in our Nation’s defense.

Three major construction projects were completed in 2012. The taxiway extension was completed in September for a cost of \$8.486 million. The direct digital control installation wrapped up, costing approximately \$711,000. Sewer lines upgrades were also completed for about \$1.141 million.

Renovations to building 121 were started and are nearly complete. The building was repurposed for the Civil Engineering Squadron. Contracts were awarded for renovations to building 140 and 119 for the Aerospace Ground Equipment and Civil Engineering shops, respectively.

Whether at home or abroad the Airmen of the 167th Airlift Wing will continue living by their motto: “Mountaineer Pride Worldwide.”



West Virginia National Guard Homeland Defense Joint Task Force

- **Joint Interagency Training and Education Center**
- **Civil Support Team**
- **Counterdrug**
- **CBRNE Enhanced Response Force Package**
- **Memorial Tunnel**
- **Critical Infrastructure Protection Mission Assurance Analysis**



Joint Interagency Training and Education Center Col. Randall Isom

Command Sgt. Maj. Michael Lewis



The Joint Interagency Training and Education Center is the National Guard Bureau lead for Chemical, Biological, Radiological, Nuclear, and high-yield Explosives and Critical Infrastructure Protection training. The JITEC is an active National Guard unit supporting training and education utilizing a cadre of military and civilian subject matter experts for homeland defense and civil support activities.

The JITEC training and operational capability is based at three locations in West Virginia -- Camp Dawson near Kingwood; the St. Albans Readiness Center; and the Memorial Tunnel Training Complex near Gallagher, W.Va.

The JITEC's core CBRNE capabilities lie within the CBRNE Battalion and the Center for National Response, which operates the Memorial Tunnel Training Complex. The CNR "Tunnel" is a multiple-purpose and versatile training facility. Originally a 2,800 foot two-lane interstate highway tunnel, it is now a unique training facility that provides several scenarios: post-blast rubble event; subway station and train mishaps, weapons of mass destruction laboratories, highway WMD hazardous material incident, a cave and a bunker complex, a confined space emergency egress trainer and an over 5,000 acre training range. The CNR staff conducts full scale exercises throughout the United States and its territories for military and civilian first responders utilizing Mobile Training Teams.

The CBRNE Training Battalion is tasked with the mission of training and evaluation of the 17 CBRNE Enhanced Response Force Packages, 10 Homeland Response Force Teams, and provides scenario based training for the 57 National Guard Weapons of Mass Destruction Civil Support Teams.

JITEC personnel support National exercises



such as the U.S. Northern Command and National Guard Bureau sponsored Vigilant Guard, Vibrant Response, and Joint Patriot Exercises. These exercises are joint and integrated operations within the first response community. During Fiscal Year 2012 the JITEC along with ARNORTH stood up 10 HRF's.

Equally important, the JITEC provides CIP operational support to Assistant Secretary of Defense - Homeland Defense, Army J34-

CIRM, J357 DAMO SSO CMEP, and the Department of Homeland Security through its CIP Battalion.

As the lead entity for this National Guard effort, the CIP Battalion conducts CI/KR Asset Protection Technical Assistance Program training for State, and local stakeholders. The courses are designed to train first responders, emergency management personnel, and State and local personnel on developing and implementing local CIP programs using the Constellation/Automated Critical Asset Management System.

Since its inception, the JITEC has provided more than 212,918 man-day training throughout in CBRNE operations; conducted in excess of 2,508 training exercises; performed more than 537 CERF-P training and exercise events; and validated 10 HRFs, training 5,750 HRF personnel. Additionally, JITEC has conducted more than 2,003 vulnerability assessments with more than 10,251 man-day throughput.

35th Civil Support Team (WMD)

Maj. Gregory L. Grant

1st Sgt. Brian E. Burns



The 35th Civil Support Team (Weapons of Mass Destruction) is located in St. Albans, W.Va. The CST's mission is to support civil authorities at a domestic Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) incident site by identifying agents and

substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional State and Federal support.

The CST consists of 22 full-time Army and Air National Guard members assigned to 14 different specialties. The CST adds value to communities by providing unique military capabilities, expertise and technologies to assist civil authorities in preparing for and responding to a CBRNE situation. This unit is available 24 hours a day, seven days a week to the Governor for rapid deployment for response operations and enhances local and State capabilities.

During 2012, the 35th Civil Support Team completed more than 63 missions. They responded to three white powder missions throughout the year. Team members also provided operational support for the PGA's Greenbrier Classic while providing communications support to the Greenbrier

County EMS director following devastating storms in July. Additionally, team members provided support for Bridge Day, Grand National Cross Country motorcycle race, 4th of July Celebration at the National Mall in Washington, D.C. and all the home WVU football games.

The 35th CST (WMD) conducted more than 20 National and State training exercises, several of which included local emergency responders. In September, the team underwent a major National Guard Bureau garrison inspection

to evaluate overall business practices. Their composite score placed the CST in the top tier “Band of Excellence” among CSTs nationally.

The 35th CST remains trained and equipped, committed always to excellence, and a leader in readiness among the 55 Civil Support Teams across the country. The unit continues to support the homeland defense mission, living by its motto –

“PRET TOUJOURS PRET” – READY,
ALWAYS READY!

West Virginia National Guard Counterdrug

Lt. Col. John R. Dotson



In 2012, the West Virginia National Guard Counterdrug program completed 118 missions, resulting in the removal of millions of dollars in drugs from communities and educating youth on the effects of drugs, alcohol and tobacco.

The Supply Reduction Program includes Interdiction teams, the WVARNG Counterdrug Aviation Unit, RC-26 aerial reconnaissance aircraft, and intelligence/case support personnel and support to law enforcement agencies. Criminal Analysts contributed to 53 arrests and seizures of more than \$109 thousand in property and drugs.

The WVARNG CD Avn. and Ground Reconnaissance teams assisted the Civil Operations Coalition by providing presentations on the negative effects of alcohol, tobacco, and illegal drug use. At these events, anti-drug presentations and static displays of military equipment were offered to capture the audience’s attention and to promote a healthy, drug free lifestyle.

WVARNG CD Avn. logged in excess of

868 hours in support of LEAs assigned to domestic marijuana eradication. This aggressive program resulted in the seizure of more than 189,000 plants with a street value of over \$477 million. The RC-26 Program conducted 225 hours of observation, reconnaissance, and training in support of LEA operations during the fiscal year.

The Ground Reconnaissance/Interdiction team worked closely with Federal and State law enforcement agencies in a combined joint effort to combat the distribution of illegal controlled substances. Total seizures from Ground Reconnaissance/Interdiction operations for FY12 totaled more than \$8 million in drugs, \$19 million in currency, and \$900,000 in property.

The Civil Operations Coalition is a member of the Governor’s W.Va. Partnership to Promote Community Well-Being, and an active part of the Governor’s Comprehensive Strategic Plan to address Substance Abuse in West Virginia. Civil Operations provided support to more than 100 community-based organizations, educational institutions, and coalitions throughout the State.

Civil Operations also conducted the 45th Youth Leaders Camp, which promotes leadership, and positive choices for youth ages 15-18. They also supported Kids Kamp, held at Camp Dawson, for dependents of WVNG members.

Using the Stay on Track Program, Civil Operations taught in three middle schools and reached more than 7,000 Mountain State students. The program’s anti-drug theme was well received by students and faculty alike.

Special Programs and Activities

Facilities Management Office



2012 construction projects (\$172.2 mil)

- \$74.5 million for the 237,200 square foot Joint Interagency Training and Education Center at Camp Dawson
- \$5 million for the Modified Record Fire Range at Camp Dawson
- \$3.9 million for a new Access Control Point at Camp Dawson
- \$8.6 million for a 11,800 square foot

The mission of the Construction and Facilities Management Office is to construct and maintain the WVARNG's facilities and manage the environmental protection program.

The WVARNG's footprint consists of 2,743,087 square feet of facilities located on 5,625 acres in 32 communities that support our Soldiers, employees, families and community partners.

These facilities are the foundations of readiness that support military training and operations as well as a focal point for community-based activities and shelters for people displaced by disasters. We accomplish our tasks in an environmentally sensitive manner and stimulate the economy through construction, maintenance, and infrastructure development.

Facilities XXI is our master plan for facilities development. It recommends the location of future facilities based on force structure, demographics, distribution of units, accessibility and the condition of existing facilities.

Since 1995, Facilities XXI has resulted in the construction or acquisition of 1,330,157 square feet of facilities with an additional 503,855 square feet under construction with a value of \$415 million. A major milestone was achieved this year with Facilities XXI resulting in more than one million square feet of new construction.

Multi-purpose Building at Camp Dawson

- \$24.8 million for the 91,000 square foot Fairmont Readiness/Civic Center
- \$17.7 million for the 57,000 square foot Moorefield Readiness/911 Center
- \$20.5 million for the 58,000 square foot Morgantown Readiness Center
- \$13.2 million for Phase I of the Buckhannon Readiness/Civic Center
- \$4 million Child Care Center at the Charleston Headquarters Complex

Our short range planning includes the second phase of the Buckhannon Readiness Center and the design of the USPFO and FMS in Buckhannon and the Readiness Center and FMS in Parkersburg. In 2013 we will award and begin construction on the Logan/Mingo Readiness Center.



Surface Maintenance Office and Special Repair Activities

The Surface Maintenance Office directs and administers surface maintenance programs and operations for the West Virginia Army National Guard through a full-time staff of military and contract service personnel working in 10 maintenance facilities. Maintenance shops supporting Army Guard units are located in Eleanor, Kingwood, Moundsville, Parkersburg, Buckhannon, Glen Jean, Summersville and Kenova.

The Surface Maintenance Office ensures that maximum combat power is built in support of the Commander's intent. This is accomplished by monitoring each unit's maintenance posture using the SAMS-2-E Information Management System. This allows the Surface Maintenance Manager to forecast and monitor the workload for all equipment, by type, to coordinate maintenance priorities with the brigades and staff and provide recommendations to the G-4 on how to redistribute maintenance assets within the State in support of State and Federal missions.

In September the West Virginia Army National Guard Combined Support Maintenance Shop received the National Guard Bureau Certificate of Commendation for participation in the Army Award for Maintenance Excellence Competition for Region II. This came in recognition of maintenance excellence during 2012.

In 2012, the West Virginia National Guard continued its partnership with Naval Special Warfare Command to build, store, maintain, repair and ship operational stocks and Civil Engineering Support Equipment. The NSW operational stock kits are air transportable, modular systems that afford commanders with a rapidly deployable package of equipment designed to provide limited comfort and life support to personnel in a bare base environment. Each kit can be tailored to NSW specifications and incremented to support mission requirements.

In addition to providing operational stocks to NSW units, the WVNG continued conducting pre-deployment training for Navy Logistical Support personnel. This training includes the set up, operation and maintenance of base camp kits and equipment, as well as the operation and maintenance of power generation

equipment and distribution systems.

NSW continues to leverage the ISO 9001:2008 registered maintenance program and state-of-the-art maintenance facilities of the WVNG to improve the readiness and reliability of their Civil Engineering Support Equipment. WVNG conducts cyclic preventive maintenance and services on all NSW CESE, as well as reset and modification to vehicles and equipment retrograded from OCONUS areas of operation.

Special Repair Activities

The West Virginia National Guard National Maintenance Programs and Special Repair Activities are key programs that have aided the WVNG to win two Army Community of Excellence competitions.

Our current customers include Army Material Command, Communications and Electronics Command and Navy.

We are in our fifth year of the Tire Reset National Maintenance Program. Tires for Military Tactical Vehicles are sent to W.Va. to be reset to new standards to be issued back to Soldiers out in the field. WVNG is the largest distributor of tires within the United States for NMP.

WVNG continues to provide support to Communications and Electronics Command by rebuilding army generators and providing tool kits for the generators.

Since the inception of the SRAs, we have grown from a budget of \$6 million to an expected \$30 million in 2013. With this growth, we increased our workforce to nearly 150 employees.



Recruiting & Retention Command

Maj. Patrick Reese

Command Sgt. Maj. Larry Becher

The West Virginia Army National Guard continues to lead the Nation in setting the standard on recruiting and retaining qualified Soldiers while maintaining readiness at unprecedented levels.

We achieve this by focusing on a three-tenet strength maintenance philosophy of commitment to individual Soldiers, involvement in the community and recognition of our current Soldiers.

After enlisting, Soldiers enter our Recruit Sustainment Program which helps prepare them for Basic Combat Training. They learn about drill and ceremony, wearing of the uniform, marksmanship, and are trained on common Soldier skills. This starts them on a path to success for their military career.

It is extremely important to be an integral part of the community in order to build rapport, trust and confidence between parents, educators, business leaders and the W.Va. Army National Guard. This is achieved by participating in various community events, fairs, festivals, and sporting events. We continue to partner with the W.Va. Secondary Schools Activities Commission



to work with high school students.

Instilling a sense of pride and recognizing our Soldiers in a public forum helps with retaining them. During one such event this year, we partnered with Appalachian Power Park and sponsored a Military Appreciation Night. There were several displays that provided information to our Soldiers, their families and the community. The baseball team wore a special uniform that incorporated the ACU pattern during the event and there were commemorative promotional items given out.

STARBASE



The West Virginia Air National Guard hosts STARBASE academies at its air bases in Charleston and Martinsburg. STARBASE -- a science, technology, engineering, and mathematics (STEM) enrichment program -- seeks to spark students' interest through a dynamic fusion of demonstration and experimentation. Students become completely immersed in a multitude of subjects including fluid mechanics, aerodynamics, engineering, and computer-aided design.

The program's cutting-edge, five day curriculum provides students with unique opportunities to explore STEM concepts through hands-on, minds-on, experiential learning in state-of-the-art classrooms and computer labs, and offers students exposure

to technological tools and expertise not typically available in public school classrooms. Witnessing firsthand the relevance of STEM education, children quickly learn that subjects they once perceived as “boring and difficult” are actually exciting and important. Our two STARBASE locations have completed more than 1,000 academies and served more than 25,000 students.

Demand for the STARBASE program is at an all time high. To help meet this demand, our academies will be implementing several new initiatives in the upcoming year, including expansion of our instructional capacity and the addition of a new afterschool mentoring program.

STARBASE Martinsburg received funding to hire two additional teachers, enabling the program to serve every 5th grade student in the Berkeley County public schools, as well as private and home-schooled students. The program works very closely with base employees and community members to extend students from the classroom to the real world.

STARBASE 2.0

Our STARBASE academies are among a handful of sites selected by DoD officials to pilot a new afterschool mentoring program for middle school students. This program -- STARBASE 2.0 -- provides a unique opportunity for middle school students to interact with and learn alongside STEM professionals from the community in a club-like setting.

The STARBASE Academy in Charleston hosted its first STARBASE 2.0 program at South Charleston Middle School with an emphasis on the field of Forensic Science, and will be adding two additional schools in the 2012-13 school year.

STARBASE Martinsburg will launch its first STARBASE 2.0 during the 2012-13 school year. With the help of base and community mentors, select middle school students will focus on teamwork, leadership, and goal-setting skills as they build and program a Lego® Mindstorm robot.

STARBASE Statistics

Schools Served: 38 Schools
Total Academies in the 2011/12 School Year: 108
Total Students in the 2011/12 School Year: 2,762
Total Academies since the 2003 program inception: 983
Total Students since the 2003 program inception: 25,582

Family Programs

The West Virginia National Guard Family Programs Office is designed to assist the mission readiness of our service members and families through various support channels.

Our Family Readiness Support Assistants attended 392 meetings with commanders; providing training, hands-on assistance and information to brigade and subordinate command and military points of contact; providing support, assistance and information to commands and Family Readiness Group “FRG” Meetings and provided 94 FRG Trainings.

The West Virginia National Guard Child and Youth Program provided day camps that served 189 military kids. Our wonderful volunteers gave more than 800 hours; giving a



total \$17,432.00 in time. Operation Santa Cause helped 62 military kids. This generosity totaled in excess of \$4,650.00. Our community capacity

building provided three Military Child Education Coalition trainings with 158 providers. We also proudly partnered with the Department of Education on the Common Ground initiative. In addition, we also lead the Nation to add one AmeriCorp VetCorps and two VISTA Members; together they volunteered over 3,315 hours.

The WVNG Resilience, Risk Reduction, and Suicide Prevention program qualified 24 Master Resilience Trainers, 68 Resilience Training Assistants qualified; conducting 18 presentations with more than 500 Service members benefitting on how to become more resilient.

Our Transition Assistance Advisor assisted a total of 6,936 Service members and veterans to obtain necessary information on obtain benefits, programs, and services from VA and the Military Healthcare System

Our Family Assistance Centers had 108,659

cases and information referral while our Yellow Ribbon Reintegration program; Army and Air, conducted 19 Yellow Ribbon events for 1,172 Service Members and 991 Family members.

Military OneSource -- Supporting Military Families in West Virginia provided 43 outreach events to 6,592 service and family members and met with 542 community leaders.

Our Tricare representative worked 3,040 phone and email issues with service and family members concerning their Tricare issues. We also contacted 1,955 physicians and office managers concerning their participation and issues regarding Tricare.

Our Survivor Outreach Services helped plan and implement the first West Virginia National Guard Gold Star event for 27 family members as well as assisted 63 survivors to receive benefits and entitlements.

Employer Support of the Guard and Reserve



Employer Support of the Guard and Reserve was established in 1972 to promote cooperation and understanding between Reserve component members and their civilian employers.

ESGR is the lead Department of Defense organization for this mission. The West Virginia State Committee is comprised of nearly 50 volunteers from all parts of the State who strive to support employers and service members.

This year ESGR has continued to focus on promoting employment opportunities to W.Va. military. WV-ESGR has been the catalyst in facilitating the planning and execution of

the W.Va. Military CDL Initiative, a program designed to leverage the vast driving experience found in the National Guard to fill the State's shortage of qualified CDL drivers. ESGR also continues to recognize employers who go above and beyond in their support of service members.

This year Essroc, Martinsburg, WV DOH District 5, Burlington, and Iffies Sports Bar and Grill, Inwood, were awarded the Pro-Patria award for the most exceptional service to their service member employees.

West Virginia ESGR conducted a boss lift in June to Ft. Pickett, Va. to visit the 150th

Armored Reconnaissance Squadron during their Annual Training. Participants observed live fire exercises and even had a chance to taste the military cuisine in the form of a Meal, Ready to Eat. An additional boss lift was conducted in September to Selfridge Air National Guard Base near Detroit, Mich. in order to inform the participants on the different aspects of the

reserve components including U.S. Marine Corps Reserve and the U.S. Coast Guard.

In-State boss lifts were conducted for the members of the Leadership Kanawha Valley class of the Charleston Area Alliance and the 130th Airlift Wing to showcase the value the W.Va. National Guard has on the local communities.

Safety and Occupational Health



The Safety Office takes great pride in their efforts of promoting Motorcycle Safety along with the ATV Safety program but we don't stop there. We conduct annual Occupational Safety and Health Administrative training opportunities for our Soldiers and Airmen.

This year, we conducted two OSHA First Line 30-Hour Supervisors Courses to enhance workforce safety. Protecting our workforce, the Safety office conducts OSHA inspections on every Armory assigned to the WVNG.

The WVNG Motorcycle Safety Program began in 2005. We have trained 1,000 Soldiers, Airmen, family members, DOD civilians and retirees. We are qualified to teach the Basic Rider Course, the Advance Riders Course, the Military Sport Bike Course and the Rider Coach Prep Course. We have 38 Soldiers and Airmen trained as Rider Coaches. We have also trained Rider Coaches for 29 other states. These Rider Coaches take time out of their schedules to work weekends conducting the courses.

During 2012, the Motorcycle Safety Program conducted 26 separate motorcycle

safety training classes. In addition we were tasked to conduct three Rider Coach Courses for the National Guard Bureau to produce Rider Coaches for other states. We provided the Instructors, the training site and the motorcycles with the support from Suzuki and Michael Jordan Motorsports. We graduated 33 Rider Coaches from Illinois, Colorado, Oklahoma, New Hampshire, South Carolina,

Oregon, Maryland, North Carolina, Mississippi, Georgia, Alabama, Washington State and Arizona.

The WVNG Motorcycle Program rewrote the National Guard Regulation on Motorcycle Training requirements due to our program being the leader in the Motorcycle Safety.

The Army Safety Center Fort Rucker Alabama requested through NGB to see if the WVNG could test a new BRC program for Motorcycle Safety Foundation. We were selected over all other installations who conduct Motorcycle Safety training throughout the country. We conducted two testing periods consisting of a total of 20 days at Summersville Readiness Center. Both the Active Army and Motorcycle Safety Foundation were very impressed with our training knowledge, skills and our facilities.

For 2013, NGB has asked if we can conduct three Rider Coach Courses, final testing and training of the new BRC Program to the other states and territories. The WVNG Motorcycle

Program began a partnership with the Governor's Motorcycle Safety Program. This partnership results have surpassed what benchmarks that were established. It has significantly increased both programs capabilities tremendously.

The WVNG also conducts an All-Terrain Vehicle safety courses. The ATV safety program is conducted in accordance with the ATV Safety Foundation training program. We plan an Instructors Course in 2013 to increase

our amount of Instructors and to increase our capabilities with this program. There have been more than 150 Soldiers, DOD civilians, and veterans that have completed the ATV safety course. We travel to the unit's location to conduct the training. Conducting the All Terrain Vehicle Safety Course provides safety awareness while operating an ATV as the same is being accomplished with the Motorcycle Safety Program.

Mountaineer Challenge Academy

Cadets enrolled in the Mountaineer Challenge Academy are experiencing a fresh start in a new school complex complete with State of the art classrooms, computer labs, and gymnasium and fitness room. In 2012, the GED success rate for the 202 program graduates was 76%. This program works! Challenge helps reclaim teens who have given up on the traditional education system.

The mission of the Challenge Academy is to train and mentor selected at-risk youth using the National Guard Youth Challenge Program's 8 core components in a quasi-military environment during a 22 week residential and one year follow-up program. The Challenge Academy's "whole person" concept has helped graduate 2559 West Virginia teens since opening in 1993.

With graduates from all 55 counties, the Mountaineer Challenge Academy offers a safe, secure, structured training environment for volunteer youth who strive to improve their

life, enhance their future, and who are ultimately better for having the Challenge experience.

The Mountaineer Challenge Academy continues to look for networking opportunities with county and community organizations across the State to increase public awareness, attract potential Cadets and train future Mentors. Applications are accepted year round for classes which begin in January and July. Download an application and see the latest Academy information on the web www.wvchallenge.org or www.facebook.com/Wvchallenge.

Challenge Statistics

- 31 percent enter the workforce
- 9 percent join the Armed Forces
- 22 percent attend vocational training
- 24 percent return to high school
- 14 percent attend college



Army Communities of Excellence



As a 2010 award winner, the West Virginia Army National Guard was not eligible for award consideration for the 2012 Army Communities of Excellence Award. However, we submitted a packet for feedback in anticipation of full participation in 2014 and submission of a Malcolm Baldrige application in May, 2013.

The Army Communities of Excellence Award was created in 1988 to recognize achievements in overall performance improvement within the Federal sector. Such achievements continue to serve as models for all government organizations in ways to approach change, deliver value to the customer, promote best management techniques, and encourage sharing of Lessons Learned.

The Criteria defines the key elements to a performance focused improvement system along with the relative importance and interrelationships of the facets within the performance excellence effort. The Criteria is founded on the core values of visionary leadership, customer-driven organizational and personal learning, agility, valuing employees and partners, focus on the future, managing for innovation, management by fact, public responsibility, focus on results and creating value, and systems perspective.

Feedback indicated the WVARNG to be a sustainable organization having successful processes at multiple levels of command. It suggested the organization's leadership ensures performance improvement by promoting a positive command climate and by using doctrinally-based military processes.

Key Strengths

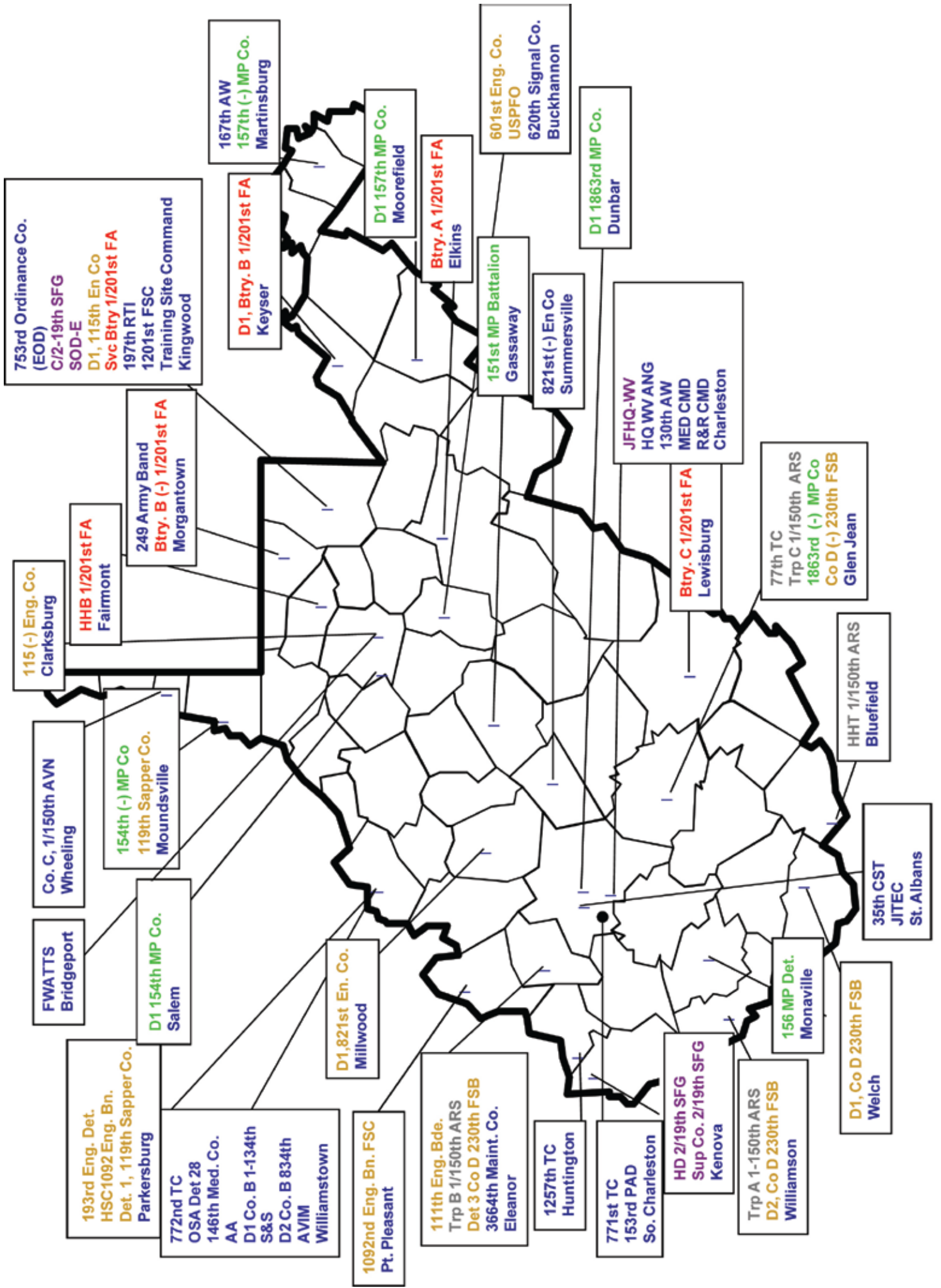
- Senior leaders have a systematic, effective process to set vision and values and guide performance throughout the organization and promote an organizational environment that requires legal and ethical behavior
- We have a systematic, effective process to review and achieve key aspects of its governance system that fulfills its societal responsibilities
- The WVARNG has a systematic, effective process to conduct its strategic planning and develop action plans to ensure financial and other resources are available to support the accomplishment of the action plans
- We have an effective, systematic process to design work systems and ensure the work processes are linked to the work systems

Best Practices

- Commitment to strategic planning and organizational improvement
- Lean Six Sigma process improvement

Cross-Cutting Themes

- The organization systematically measures the performance objectives used to review and improve processes.
- Fact-based evaluation systems are in place to gather, analyze, and compare data to make meaningful and innovative improvements to existing processes.





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