

WEST VIRGINIA NATIONAL GUARD

ANNUAL REPORT



2011



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, 2011

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

Dear Governor Tomblin:

It is with great pride that I submit to you the 2011 Annual Report of the Adjutant General. The women and men that make up your West Virginia National Guard have served their state and country with pride and honor in 2011.

This year we deployed West Virginia Guardsmen for Federal missions in Afghanistan, Kosovo, Africa, and other countries around the world. Since 9/11, the W.Va. National Guard has deployed more than 5,800 Soldiers and 5,100 Airmen in support of various Federal missions.

The coming years will prove to be challenging for the United States military. One of the most daunting challenges is the asymmetric threat that will continue to attempt to overextend our military capabilities at the same time our Nation must reduce its deficit. It is this unique combination of challenges that will once again require the "Citizen Soldier" to step forward and answer the call.

Because of our cost effectiveness, the Guard will become an important leader in reducing costs while at the same time continuing to improve and expand our National Defense capability. West Virginia Guardsmen continue to show the Nation that we in Joint Base West Virginia are ready to lead the way in the defense of our Nation, both at home and abroad.

I would like to thank you for your outstanding support and leadership of the West Virginia National Guard. Whether it's helping out flood victims in West Virginia or rescuing Soldiers in a war zone, the 6,500 members of West Virginia National stand ready to serve and always display their "Mountaineer Pride Worldwide"!

Respectfully,

A handwritten signature in black ink that reads "James A. Hoyer".

JAMES A. HOYER
Major General, WVARNG
The Adjutant General

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WV NATIONAL GUARD STRATEGIC VISION

MOUNTAINEER PRIDE WORLDWIDE

Joint Base West Virginia

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

Core Competencies

- Strength
- Readiness
- Defense Support to Civilian Authorities
- Unique capabilities
- Resilient Force
 - Family Readiness
 - Soldier and Airman care

Mission:

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

Accomplished by:

- Delivering capable and ready warfighting assets
- 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
- Develop and execute joint, interagency national security, homeland security and emergency response capabilities to serve the state and nation.

Guiding Principles:

- “Citizen soldiers 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!

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



MELVIN L. BURCH
Major General
Assistant Adjutant General -
Installations and Homeland Security



CHARLES R. VEIT
Brigadier General
Assistant Adjutant General -
Army



ERIC W. VOLLMECKE
Brigadier General
Commander/Assistant Adjutant
General - Air



TIMOTHY L. FRYE
Colonel
Chief of Staff (Air)

West Virginia National Guard Year in Review

Significant Accomplishments

- Three WVARNG units won the Region II Supply Excellence Award including 157th Military Police Company, 249th Army Band, and the 35th Combat Support Team.
- The WV Army National Guard mobilized numerous units for duty overseas.
- Established the Naval Logistics Support Unit (NAVSU).
- Expanded the Special Repair Activities and opened new centers of Logistical Excellence contributing to the WVARNG winning the 2010 Army Community of Excellence Award.
- The 167th Airlift Wing participated in a historic surge of launching aircraft to support a historic showing of air power capability by US Transportation Command.
- The 130th Airlift Wing was the winner of The Major General John J. Pesch Flight Safety Trophy for 48 years and 180,000 mishap free flying hours.
- In 2011, West Virginia Special Forces and supporting personnel planned and executed the first ever Algerian Special Forces military familiarization visit to the U.S.

Facts

- Economic impact - \$413 million
 - Federal investment in WV since 1997 - \$2.8 billion
- Nearly 2,500 full-time employees
 - 210 homeland defense employees working on DHS/DOD programs
- Year-end manning of more than 6,500 (traditional Guard force)
 - At or near top in strength and readiness for past 15 years
 - 53 Army Units, two Flight Facilities, one Army Fixed Wing Facility and two Airlift Wings
- Since 9/11, deployed nearly 11,500 Citizen-Soldiers and Airmen
 - Many of our Soldiers have deployed multiple times
- Provided about \$4 million in education benefits to Guard members
 - 27 percent of ARNG members have college degree
 - 29 percent of ANG members have college degree
 - 43 percent of ARNG/ANG members either have a degree or are currently enrolled
 - 1,748 Guard members enrolled in program
- Constructed more than \$800 million in new facilities in past 15 years
- WVNG Maintenance Programs and Special Repair Activities -- rehabilitation of Army equipment and vehicles, provides 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	\$29,392,606
Civilian Payroll	\$18,673,043
Goods & Services	\$22,905,699
Military Construction Payments	\$10,887,604
Total for Air Guard (Charleston)	\$81,858,952

167th Airlift Wing Martinsburg, West Virginia

Military Pay and Allowances	\$33,450,000
Civilian Payroll	\$32,833,000
Goods and Services	\$54,145,000
Military Construction	\$1,176,300
Total for Air Guard (Martinsburg)	\$121,604,300

West Virginia Army National Guard

Military Pay and Allowances	\$46,776,462
Civilian Payroll	\$27,394,800
Goods & Services	\$65,682,734
Military Construction	\$42,984,586
Total for Army Guard	\$182,838,582

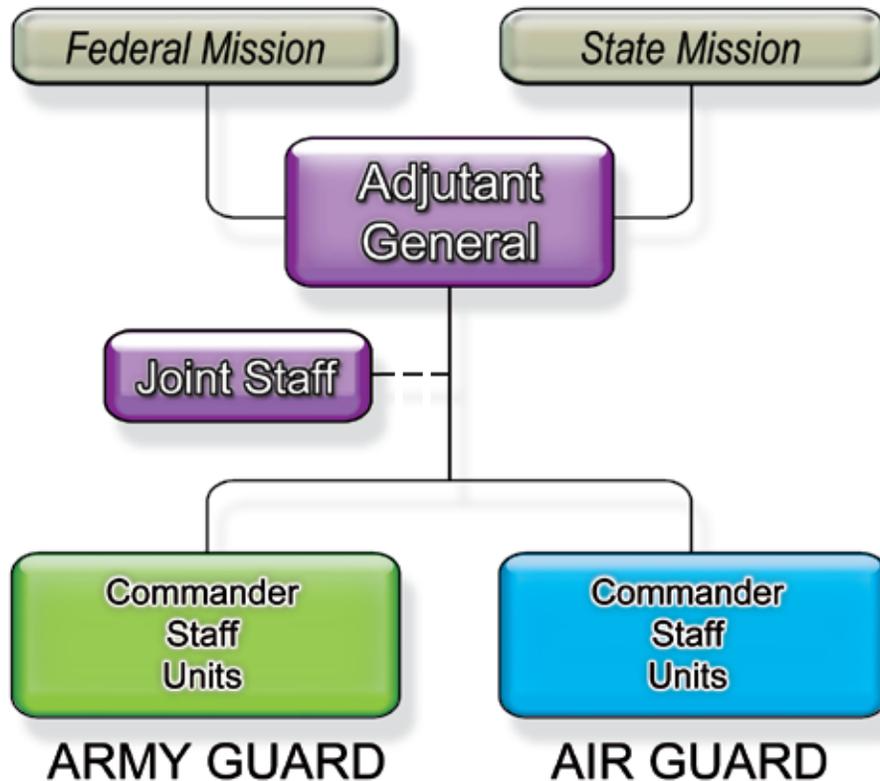
State Investment

Pay & Benefits	\$4,745,414
Goods & Services	\$8,161,121
Construction	\$10,031,033
Education	\$3,950,402
Total State Expenditures	\$26,887,970

TOTAL 2010 WVNG ECONOMIC IMPACT: \$413,189,804

\$14 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. John Knabenshue

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/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.

Operations and Training - monitors readiness levels of units for federal/state missions, issues guidance/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.

- Provided Military Support to Civilian Authorities for 132 events and programs.

- Received emergency assistance requests from New York, Pennsylvania, New Jersey, Vermont, and New Hampshire resulting in the mobilization of 60 personnel, 12 vehicles and five aircraft support of Hurricane Irene operations.

- The Boy Scouts of America have announced that their National Scout Jamboree will be held in West Virginia starting in 2013; WVNG is currently supporting these upcoming events with a Joint Task Force which will grow in size and scope.

Logistics - manages food service programs, property accountability and supply systems, development 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.

- Coordinated eight State Partnership program events including an Alpaca Industry Study in partnership with WVU School of Fashion Merchandising; West Virginia and Kentucky National Guard presented a proposal to form a bilateral partnership with The Republic of Colombia. This Appalachian/Andean Ridge Partnership with Colombia could potentially bring the countries of the Andean Ridge, Peru, Ecuador and Colombia together and increase communication between these countries and the United States. West Virginia's partnership with Peru continues to grow and mature and continues to be one of the most successful in the National Guard.

- Continued focus is our domestic support to the West Virginia Local, State and Federal Officials. We continue to develop and refine contingency plans for all possible hazards to include plans for operations dealing with flooding, fires, and dam failure.

Information Operations – manages network of more than 1,900 computers; national leader in fielding mobile incident site communications systems.

- Deployed mobile communications kit in support of Hurricane Irene relief efforts, providing survivable, mission critical communications services to key National Guard command elements.

- One of only 10 states to field a mobile communications kit expansion module to support FEMA Region 3 and the National Capital Region.

- Key partner and participant in the WV Statewide Interoperable Radio Network helping to provide first responders and public safety agencies with mission critical voice communications services.

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 \$78 million.

- Maintained accountability of more than \$500 million of equipment.



West Virginia Army National Guard

The West Virginia Army National Guard is comprised of 4,550 Soldiers and a full-time support staff of nearly 800 employees.

The Army Guard has 53 units operating in communities around the state.

Our Vision:

Joint Base West Virginia, home of Citizen-Soldiers at their best -- a vital part of America's force, well-trained and equipped, committed to excellence in serving and adding value to our communities, our state, and our nation.

Montani Semper Liberi -- Mountaineers are Always Free!



111th Engineer Brigade

Lt. 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 and vertical construction to transportation and maintenance.

The 111th Eng. Bde. 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 our nation in our dual mission role. The brigade served as the Forward Operating Headquarters for numerous state emergencies, deploying subordinate units in support of Operation Iraqi Freedom, Operation Enduring Freedom, Operation New Dawn, and Bosnia, while realigning our units to meet the future challenges to our security.

The 111th has completed one of the most challenging years of operations and training in



our history. “Black Diamonds” conducted a combined weapons exercise with both battalions at Fort Pickett, followed up with the execution of numerous annual training periods.

The brigade brought value to our communities by constructing sports fields, improving local communities’ infrastructure, training with first responders, participating in homeland security exercises, and representing the WVNG in several parades and festivals.

During Annual Training 2011, the brigade conducted our annual Simulation Exercise at Fort Indian Town Gap PA, with newly fielded equipment improving communications, power generation, and planning capabilities. The brigade also conducted its annual Warrior Challenge that pits squad against squad in a two 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 our skills to ensure mission readiness.

The 111th Engineer Brigade continues to excel in their role as true citizen-Soldiers. Serving both state and nation at a moment’s notice with a highly trained and capable force to achieve any mission thrown at them.

ESSAYONS – LET US TRY



771st Troop Command Battalion

Lt. Col. Joseph S. Peal

Command Sgt. Maj. Chadwick Money Penny

The 771st Battalion Troop Command and its Headquarters Detachment provides operational oversight, logistical planning and administrative support for the 753rd Ordnance Company (Explosive Ordnance Disposal); 153rd Public Affairs Detachment; 249th Army Band;



3664th Support Maintenance Company; 1935th Contingency Contracting Team and the 1257th Transportation Company.

Throughout 2011, the 771st Headquarters Detachment remained the command and control element for the WVNG Chemical, Biological, Radiological, Nuclear and Explosive Enhanced Response Force Package. This year, CERF-P completed many training events, ensuring they are prepared to assist local, state and federal agencies in the event of a chemical, biological, radiological, nuclear or explosive incident.

The 753rd EOD doubled their authorized personnel strength for FY 11. They completed annual training conducting scenario driven support in Full Spectrum Operations. They also provided support in operations of IED lanes during the state's annual Warrior Challenge Competition in September at Camp Dawson. Additionally, they provided EOD support and operations for Defense Threat Reduction Agency

during August 2011 in Tunisia.

The 153rd Public Affairs Detachment supported more than 20 PA missions during FY 11.

The 249th Army Band again had a record-breaking year completing almost 80 missions in 2011, which ranked them in the top 10 for National Guard

bands. The 249th participated in the Governor's Inauguration, the Enlisted Association of the National Guard of the United States conference in Charleston, and the Armory dedication at Millwood. Additionally, the unit provided band support for the Navy during a change-of-command in the eastern panhandle.

The 3664th Support Maintenance Company completed a rotation at the National Maintenance Training Center. The unit received notable evaluation marks and numerous accolades, as well as being recognized for its safety program.

The 1257th Transportation Company continues to serve as the Decontamination Element for the CERF-P. The 1257th also continues to support the citizens of West Virginia by participating in multiple state duty missions throughout the year.

Unit members also provided support for the EANGUS conference as well as transportation for the weapons qualification at Fort AP Hill, Va.

1092nd Engineer Battalion

Lt. Col. David Shafer

Command Sgt. Maj. Keith Hammack

The 1092nd Engineer Battalion, headquartered in Parkersburg, provides command and control over six engineer units stationed in eight locations throughout West Virginia. These units are the: 115th Vertical Construction Company located in Clarksburg

and Kingwood; 601st Engineer Support Company located in Buckhannon; 821st Horizontal Construction Company located in Summersville and Spencer; 1092nd Engineer Battalion Headquarters and Headquarters Company and 119th Sapper Company located

in Parkersburg; 1092nd Forward Support Company located in Point Pleasant; and the 193rd Equipment Support Platoon located in Moundsville.

The 1092nd Engineer Battalion returned from a deployment in Afghanistan where they had command and control of six engineer companies. The unit excelled at providing horizontal and vertical construction missions, force protection, and Civil Military Operations within their assigned area of operations.

Subordinate units also trained equipment operators while completing community service projects in the state. These projects include the Hurricane Dam project; Rubenstein Juvenile Center baseball field in Davis; Camp Horseshoe in Parsons, and work on the 2013 Boy Scout Jamboree in Glen Jean.

The battalion responded to the requests for



assistance in the severe flooding in Vermont caused by Hurricane Irene. This 40-man task force provided maintenance, recovery and transportation assets to the hurricane victims and helped the communities recover from the devastation.

77th Brigade Troop Command

Col. John K. McHugh

Command Sgt. Maj. Rickie R. Brittain

The 77th Brigade Troop Command, located at the Glen Jean Armed Forces Reserve Center, provides command and control for four battalions containing 1,956 Army National Guard Soldiers from communities across the Mountain State. The subordinate units are 2nd Battalion, 19th Special Forces Group (Airborne) headquartered in Kenova; 1st Battalion, 150th Armored Reconnaissance Squadron headquartered in Bluefield; 1st Battalion, 201st Field Artillery Regiment headquartered in Fairmont; and the 151st Military Police Battalion

headquartered in Gassaway.

77th Brigade personnel participated in the emergency evacuation and response exercise for the Joint Operation Center that was conducted at the Center of National Response.

At the beginning of June, Boy Scouts from across the United States started to move toward the GJAFRC in anticipation of the Boy's Scouts of America Summit Corps event held last summer. Prior to the Scouts arrival, the West Virginia Army National Guard was hard at work with engineer assets preparing the grounds for their arrival. This group of Scouts was just a small portion of the Boy Scouts National Honor Society -- known as the Order of the Arrow. This event was a tremendous success and forged a great partnership between the Boy Scouts of America, National Park Service and the West Virginia National Guard.

The 77th Brigade Troop Command continues to provide leadership, guidance and support to all subordinate units and family readiness groups as they continue to train and support local state or wartime missions.



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

Lt. Col. James M. Jones

Command Sgt. Maj. John C. Belford

The 2nd Battalion, 19th Special Forces Group (Airborne) is comprised of Headquarters Company, Support Co., and Co. C from West Virginia. Company A, based in Rhode Island and Company B, in Ohio.

In 2011, West Virginia Special Forces and supporting personnel planned and executed the first ever Algerian Special Forces military familiarization visit to the United States. The successful completion of this event paves the way for future cooperative security activities involving Algerian and US Special Forces. The 2nd Battalion deployed five teams to Africa supporting AFRICOM Theater Security and Cooperation Program events. These events are unconventional warfare centric, designed to employ the Special Forces unique capabilities to further U.S. interests through nonstandard military means.

2nd Bn. continues supporting the U.S. National Security Strategy through Voluntary Mobilizations of its key leaders and Soldiers trained in high-demand skills to pin-point assignments worldwide. During these assignments, 2nd Battalion Soldiers teach



small unit tactics, weapons proficiency, convoy operations and medical training to host nation servicemen. 2nd Battalion members served in Afghanistan, Iraq and Africa with future Joint Combined Exchange Training initiatives scheduled for the Pacific Theater.

Soldiers continue their Professional Development through enrollment and completion of required Officer and NCO Educational Schools as well as receiving training in current regulatory guidance and safety procedures. 2nd

Battalion's Soldier Resiliency oversight is maintained through an active Family Readiness Group and the Unit Ministry Team.

In addition to participating in overseas security cooperation programs, 2nd Battalion provided direct support by assisting local law enforcement and health officials throughout the state during natural disasters.

To maintain proficiency in the latest tactics, techniques, and procedures, the battalion conducted sustainment training throughout the year in areas such as: Special Forces Advanced Urban Combat, Special Forces Basic Combat Course, Dive Sustainment, Military Free Fall Sustainment and Special Forces Medical Sustainment.

1st Battalion, 150th Armored Reconnaissance Squadron

Lt. Col. Christopher L. Selvey

Command Sgt. Maj. Ronald C. Keller

The 1st Battalion, 150th Armored Reconnaissance Squadron picked up at the beginning of 2011 where it ended in 2010 -- conducting New Equipment Training on the M3/M7 Operation Desert Storm-Situational

Awareness Bradley Fighting Vehicle.

1-150th ARS just completed the RESET year after a successful deployment to Iraq in 2009-2010. During RESET, 100 percent of the Squadron's weapons, track vehicles, wheel

vehicles, and communication systems were inspected, serviced and upgraded to the most current version. This allowed personnel to train on the most reliable and relevant equipment in the Army's inventory.

During the last year, the 1-150th has spent drill weekends training on the new upgraded Bradley. Along with receiving training on the Bradley, all scouts in the Squadron will have the skills to meet their Additional Skill Identifier requirements and be awarded the D3 ASI.

1st Battalion, 201st Field Artillery Regiment

Maj. Timothy Vance

Command Sgt. Maj. Bobby L. Cales

The 1st Battalion, 201st Field Artillery Regiment deployed and provided command and control and manning of all Northern Kuwait Security Force elements. This mission was in direct support of the Defense Cooperation Agreement with the State of Kuwait in order to enhance regional security and stability.

TF 1-201's mission provided security for the Khabari Crossing into Iraq, Area Response Force for all of Northern Kuwait, and Quick Reaction Forces for Camp Buehring, Camp Virginia, and the Logistical Support Area.

In addition to their Security Forces mission, TF 1-201 also received orders directing them to support Southern Security Force elements at the Kuwait Sea Port of Debarkation, provide medical support to 3-197 FA, provide teams to temporarily support logistics efforts in Afghanistan, and support the Defense Reutilization Management Office at Camp Virginia.

Due to their efforts, stability in both regions improved immeasurably. Alpha Battery provided both the Quick Reaction Force and Ready Reaction Force, completing 474 missions covering 111,330 miles.

The Khabari Crossing is the main border crossing between Kuwait and Iraq. Company C was assigned the mission of providing security personnel, quality life support, and movement control and security for units transitioning to and from Iraq. Soldiers at the Khabari Crossing were also responsible for training members of the Kuwaiti military to resume that mission.

1-150th will finish NET training June 2012 with a live fire Gunnery exercise. Upon completion of the exercise all Bradley crews will be qualified on the M3/M7 ODS SA BFV.

Along with the NET training for the 1-150th Battalion, the 230th Forward Support Company has been going to Field Maintenance training on the Bradley.

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



Battery B worked with the 319th Explosive Ordnance Disposal and Multi-National Forces that focused on the destruction of more than 630,000 pounds of Unexploded Ordnance within Kuwait.

As the Command Cell at Camp Buehring, Headquarters Company processed and supported more than 50,000 troops by providing food, housing, training and security.

The Theater Reserve mission received more than 13 assignments in nine locations including one five-month mission in support of Operation Enduring Freedom. This mission supported the 101st Airborne Division (Air Assault)'s operations in Afghanistan. The team traveled to 142 locations, inventoried more than 25,000 containers, recovered more than 15 million dollars of sensitive items and war fighting equipment, then redistributed that equipment to combat forces in Afghanistan.

151st Military Police Battalion

Lt. Col. Teresa James

Command Sgt. Maj. Lonnie Bryson

The West Virginia Army National Guard's 151st Military Police Battalion and its subordinate Company elements have had a productive and challenging year.

With the Battalion Headquarters returning from deployment in support of Operation Iraqi Freedom at the end of the 2010 fiscal year and the 156th MP Detachment deploying in support of Operation Enduring Freedom at the beginning of the second quarter, the Battalion has been presented with numerous tasks, challenges and requirements. All of these challenges have been successfully accomplished. As "Double A" entities, each Military Police unit is deployable by itself and is trained, equipped and prepared for its dual mission of State and Federal service and 2011 has seen the Military Police units serve in both missions.

HHD, 151st MP Battalion (Combat Support)

The 151st Military Police Battalion returned to Title 32 status from its Title 10 mobilization in support of Operation Iraqi Freedom in November of 2010.

The main focus of the unit upon return from deployment was reset Operations. The Battalion ensured that all of its equipment was processed through the various stages of reset operations, to include inspections, deficiency correction and annual maintenance requirements. The unit has focused on individual training and professional development of Commissioned Officers, Non Commissioned Officers and Enlisted Soldiers since their return. This training has ensured that the Battalion's readiness levels remain high in order to ensure the ability to execute both state and federal missions as required.

In addition to reset operations, the Battalion has provided training support and oversight to its subordinate units throughout the 2011 Fiscal Year and has provided support to our local communities in the form of Military Support to

Civil Authorities requests when tasked to do so by our higher headquarters.

Some of the training highlights for the 2011 Fiscal Year included: National Guard Reaction Force training and validation; the Martinsburg Air Show; Bridge Day in Fayetteville and Annual Training at four separate locations.



154th MP Company

During FY 2011, the 154th Military Police Company accomplished many tasks and multiple training events. The unit received 30 Soldiers that returned from various mobilizations and overseas deployments. The return of these Soldiers provided qualified fills for numerous vacancies in the unit's senior leadership positions. The filling of these vacancies improved the training in FY 2011.

The unit was able to accomplish additional training at the squad and platoon levels and had its full leadership compliment for the first time since 2008 to conduct annual training.

The unit's annual training was conducted at the Moundsville Penitentiary location, allowing the unit to focus upon its doctrinal MP Guard missions in an excellent simulated environment.



Some of the training highlights for the 2011 Fiscal Year included: Reaction Forces training and validation; weapons qualification; and Non-Lethal Weapons Training.

156th MP Detachment

The 156th Military Police Detachment mobilized and deployed in January 2011. During their deployment, members of the 156th conducted more than 1,000 enrollments of individuals using biometric equipment, helping to establish an identification database for local nationals and prisoners located at two separate prisons. During the enrollment process, 10 high value targets (as identified by the coalition command) were identified through the work of the 156th.

The 156th also logged in excess of 30,000 miles conducting reconnaissance, patrols and force protection missions without incident. The 156th performed its Law and Order mission at five separate geographic locations spread out over 350 kilometers. The 156th also provided training materials and instructors for the Afghan National Army, resulting in basic Military Police training for the Afghan National Army.

The 156th Female Engagement Team also conducted drivers training for female Afghan Border Police officers. The Military Police Investigations section of the 156th worked closely with the Army Criminal Investigation Division to provide assistance during numerous

criminal investigations.

Several Soldiers of the 156th designed and constructed a new U.S. Army Military Police station at Kunduz. The 156th operated daily with German Military Police and other coalition forces from 18 separate nations. Law and Order operations for the 156th range from minor infractions and accident investigations to confiscation of alcohol and narcotics from civilians and local nationals.

All of these efforts helped ensure the safety and security across the theater. Soldiers routinely receive high praise for their professionalism and work ethic from commanders across Regional Command-North.

157th MP Company

During FY 2011, the 157th Military Police Company accomplished many tasks and multiple training events. The unit was in the RESET year of the Army Forces Generation cycle and accomplished individual training requirements in order to prepare for the upcoming training year 1 of the cycle. Some of the highlights for the 2011 Fiscal Year included: NGRF training and validation; Individual Weapons Qualification; Non-Lethal Weapons Training; and providing security for the Martinsburg Air Show.

863rd MP Company

During FY 2011, the 863rd Military Police Company accomplished many tasks and multiple training events. The unit accomplished individual training requirements and METL training at the team, squad and platoon levels in accordance with the ARFORGEN cycle. Some of the training highlights for the 2011 Fiscal Year included: NGRF training and validation; Individual Weapons Qualification; Non-Lethal Weapons Training; and providing security for the Martinsburg Air Show.

State Aviation Command

Lt. Col. Larry Graham

The Division of Aviation consists of the Aviation Operations, Training, and Standardization Branch, the Aviation Systems Branch, and the Aviation Medical Section.

All three sections fall under the supervision of the Division Chief or State Army Aviation Officer.

Detachment 28, OSAC

is located within the Army Aviation Support Facility (AASF) #1 in Williamstown, adjacent to the Mid Ohio Valley Regional Airport. It consists of one C-12 airplane and eight 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.

AASF #1

is located in Williamstown, adjacent to the Mid Ohio Valley Regional Airport and supports all the units assigned to the Williamstown Readiness Center.

AASF #2

is located in Wheeling, adjacent to the Ohio County Airport and supports all the units assigned to the Ohio County Armory.



The support provided by AASF #1 and #2 includes but is not limited to providing aircraft and equipment, conducting readiness training of unit personnel, performing flight training and intermediate level maintenance on assigned aircraft.

Fixed Wing Army Aviation Training Site

The Fixed Wing Army Aviation Training Site, which has been awarded the title of "Learning Institution of Excellence" is located in Bridgeport, W.Va., and is the only Army training site that provides Army aviators with fixed wing training. This instruction is conducted in the C-23, C-12, KA300, and C-26 aircraft.

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 and remains the Army's medium lift workhorse supporting overseas contingency operations.

FWAATS continues to provide needed Special Electronic Mission Aircraft pilot training by qualifying pilots in the C-12 and KA300 aircraft. Pilots undergo initial qualification, advanced instrument examiner training,



instructor qualification and standardization training, and special mission training.

The C-26 section continues to support contingency operations, including those in Afghanistan, Colombia, and various other locations. Pilots are trained in initial and advanced instrument examiner qualification. The Air Guard C-26 flight training is also conducted

at the FWAATS. Over the past 18 years, the FWAATS has trained more than 2,450 Army aircrew members from all states, territories and the active component.

The school graduated more than 300 students and flew more than 4,500 hours in 2011, providing basic and advanced fixed wing doctrine for the Army.

772nd Troop Command (Aviation)

Lt. Col. Jay Offenberger

Command Sgt. Maj. Daniel H. Little

The 772nd Aviation Troop Command is located at the Williamstown Readiness Center in Williamstown, W. Va., next to the Mid-Ohio Valley Regional Airport.

The Battalion Headquarters is responsible for administrative, training, and logistical support to rotary wing aviation units in the West Virginia Army National Guard. The unit's mission is to provide trained, equipped, and ready units capable of mobilizing and deploying in support of 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 Headquarters and is prepared to become a combat battalion headquarters when the opportunity arises. The Battalion's structure allows maximum use of aviation assets to support 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

Company C, 1/150th Assault Battalion is located in Wheeling at the Ohio County Armory next 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 unit's federal mission is air assault and air movement operations in the division's area of operations. The state mission is to provide general aviation support to the governor and



state citizens in times of emergency.

The unit spent the majority of the year deployed to Kosovo in support of Peace Keeping Operations.

Company C, 2/104th General Support Aviation Battalion

is located in Williamstown. The unit 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 General Support Aviation Battalion is also supported by one detachment from each of the three other support companies within the 2-104th GSAB. The Company's War Trace Battalion and Brigade 28th Combat Aviation Brigade Headquarters are both located at Fort Indiantown

Gap, Penn., and fall under the Command of the 28th Infantry Division.

The unit'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. Approximately half of the unit was deployed on a 12-month mission to Afghanistan and returned in April of 2011.

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

is located in Williamstown. The unit is a four ship OH-58 Helicopter Detachment. This unit's War Trace Higher Headquarters is located in Jefferson City, Mo., and the War Trace Battalion is located in Grand Island, Neb. These units both fall under the 35th Combat Aviation Brigade in Lincoln, Neb., and support the 35th Infantry Division (mechanized) located at Fort Leavenworth, Ks.

The federal mission of Det. 1, Co. B, 1-376th 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 unit members helped law enforcement personnel locate and seize more than 200,000 marijuana plants in the state as part of the Drug Eradication program.

This unit also provides integral support to West Virginia's Bridge Day.

Detachment B3, 834th Aviation Support Battalion

Detachment B3, 834th Aviation Support Battalion is located in Williamstown, W.Va. The unit is currently in a reset phase following a 12-month deployment to Iraq.

Unit members are responsible for maintaining the UH-60 Blackhawk helicopter and the OH-58 Kiowa helicopter, but they have the capability to perform maintenance on all Army helicopters when deployed with their full battalion.

Detachment 1, 131st Aviation Intermediate Maintenance Company

Detachment 1, 131st Aviation Intermediate Maintenance Company is located in Wheeling, W.Va.

The unit is a small maintenance detachment consisting of 20 Soldiers that was established in West Virginia on Sept. 1. The unit mission is to maintain the UH-60 Blackhawk helicopter, providing intermediate level repair capabilities.



Medical Command

Lt. Col. Stephen Eshenaur



The primary function of the West Virginia Army National Guard Medical Command is to provide healthy Soldiers that are fit for mobilization. The processes undertaken by the Medical Command include an annual periodic health assessment and annual dental assessment for every Soldier in the West Virginia Army National Guard. The purpose of these assessments is to identify issues that may prevent a soldier from mobilizing. Assessments

are performed by Medical Command staff and National Guard Bureau contractors. Soldiers not meeting standards are counseled on health improvement behaviors that they can undertake to improve their mobilization status.

For the first time ever, Medical Command organized and delivered a Combat Medic skill sustainment course at Camp Dawson. This course was designed to allow Combat Medics throughout the West Virginia Army National Guard to refresh the valuable life saving skills they attained at their specialty school. The course consisted of several days of lectures with hands-on experiences culminating in a day long practical exercise. The practical exercise allowed Soldiers to practice life saving procedures in a simulated hostile environment.

Combat Lifesaver training continues to be an important service provided by Medical Command staff. Based on a units standing in regards to deployment, service members receive realistic first aid training that has proven to save lives on the battlefield.

197th Regimental Training Institute

Col. William G. Suver

Command Sgt. Maj. James L. Allen

The 2011 Training Year was a great year for the 197th Regional Training Institute. We successfully maintained full accreditation for the Cavalry Scout Course, the Military Police Course, the Heavy Equipment Operator Course, the Carpentry/Masonry Course and the Officer Candidate School Course. The accreditation inspections are the benchmark by which training institutions are measured. The 197th Regiment excels in this area.

As a result of recent accreditation inspections, the Heavy Equipment Operator and the Carpentry/Masonry Courses carry the Institution of Excellence designation, the first such designation in the unit's 54-year history.

During the year, the 197th Regiment trained National Guard, Reserve and Active Duty



Soldiers from 19 states and territories in military occupational specialty courses. In addition the 197th RTI offered Officer Candidate School,

Combat Lifesaver Course, Army Basic Instructor and Small Group Instructor Course, Medic Sustainment Course, Resilience Trainer Assistant Course, and the Company Level Pre Command Course.

The 197th Regiment continues to seek opportunities to grow the schoolhouse by attracting more training opportunities to Camp Dawson. The National Guard Bureau Training Division approved the Regiment's request to teach the Heavy Equipment Operator Basic Noncommissioned Officer Course, beginning in September of 2012, making the 197th Regiment

only the second schoolhouse in the Nation to teach this advanced leaders course.

Looking to the future, the 197th Regiment remains in a strong position to bring new training opportunities to West Virginia. The facilities are state of the art and continue to improve with new construction on a multipurpose facility, indoor shoot house, convoy lanes and improvements to live fire ranges.

The investment in infrastructure, course content and personnel continues to position the 197th Regiment as a valued asset to the United States Army and the state of West Virginia.

Special Operations Detachment-Europe

Col. Russell A. Crane

Command Sgt. Maj. Terry Hall

Special Operations Detachment - Europe is based at Camp Dawson and tasked with supporting U.S. Special Operations Command - Europe. This year marked another milestone for SOD-E with their deployment to Africa.

SOD-E was tasked with supporting Special Operations Command - Africa for this mission. This was a significant event for SOD-E as it was the first Special Operations Detachment to be deployed as a whole while serving as a Command and Control Element for Special Operation Forces. All of the hard work and diligence in the prior years paid off for SOD-E as it was selected by Special Operations Command for this mission.

When the unit is not deployed, SOD-E's primary mission is to provide command and control of Special Operations Forces under the command of Special Operations Command -

Europe. This is a theatre-level mission in which SOD-E members play an integral support role. SOD-E's 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.

Rear Detachment members continue this support while the unit is deployed. 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. SOD-E is organized into seven sections: Command Group, Operations, Logistics, Personnel, Intelligence, Communications and Staff Judge Advocate. Special Forces career branch Soldiers staff the command and operations sections while branch specific career trace Soldiers staff the remaining five sections.





West Virginia Air National Guard

The West Virginia Air National Guard is comprised of 2,385 traditional guard Airmen of which 751 are full-time 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 Airlift Wing

Col. Jerome M. Gouhin

Command Chief Master Sgt. Marshall N. Adkins

The mission of the 130th Airlift Wing, stationed in Charleston, 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 fly Combat Airlift, Aero Medical Evacuation, and Intelligence, Surveillance and Reconnaissance. The Wing is equipped with eight C-130 H3 model aircraft and one RC-26 model aircraft which provide the capabilities to carry out any given mission.

Wing personnel strength currently stands at 106 percent manning with more than 1,100 personnel assigned to the unit. The members provide manning for a Wing Headquarters Staff and four Groups: Operations, Maintenance, Mission Support and Medical. Within these groups you will find 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.

Our Airmen make the Wing's motto "The 130th West Virginia: Delivering Freedom with Courage" true in every sense. In 2011, the Wing supported many overseas deployments. Personnel traversed combat zones in Afghanistan and Iraq and provided global support by staging out of Qatar, the United Arab Emirates, Turkey, Germany and Puerto Rico. One of the highlights of this past year was Wing participation in Operation Cobra Gold. Aircraft and personnel deployed to the Kingdom of Thailand for joint



military training.

RC-26 aircrews participated in the West Virginia "Partnership for Peace Program" with the Peruvian military. The aircrews interacted with Peruvian aviators in the discussion of flying techniques and RC-26 uses.

The 130th Airlift Wing also provided intelligence support to the new RC-26 mission, for Northern Command, which assisted in the improvement of Border Security and Homeland Defense tasking. Members spearheaded the creation and development of the Common Operating Picture within West Virginia. This allows the sharing of vital information, during disaster relief operations, between the West Virginia National Guard, State and Federal Agencies and Public Utilities.

The 167th Aero Medical Evacuation Squadron continues its migration to the 130th Airlift Wing. Members of the AES tend to patients' medical needs while flying thousands of miles, from overseas combat zones to U. S. facilities for full-time care. Their permanent move to the Wing should be complete in the early part of 2012.

The Wing continues to be the lead C130-H-3 unit for the Real Time In-Cockpit upgrade. Three aircraft have received RTIC with the remaining five receiving RTIC this coming year.

The RTIC system provides Beyond Line of Sight capability for C-130 aircraft and enhances the variety of information available to C-130 crews in-flight.

On the home front, the Wing has established an Air Port of Embarkation for designated naval assets engaged in the Global War on Terrorism. The 130th Airlift Wing is also used as a staging base for natural disaster relief efforts. Air National Guard Air and Sea Rescue Units, from Alaska and California, staged at the unit for Hurricane Irene Relief efforts.

The 130th Airlift Wing's Fatality Search and Recovery Team is one of 17 trained nationwide. The FSTR is trained to operate where radiation and/or chemical agents are contaminating the environment. 130th Airlift Wing Firefighters assisted the Joint Interagency Training and Education Center with specialized instruction. Lessons were provided on extraction, rappelling, chemical warfare and decontamination of injured victims.

The Wing was the winner of The Major

General John J. Pesch Flight Safety Trophy for 48 years and 180,000 mishap free flying hours. The Wing just completed an Environmental, Safety, and Occupational Health Compliance Assessment Management Program Assessment. The ESOHCAMP Assessment Team audited the Wing's Environmental, Bioenvironmental, Public Health, Ground Safety and Flight Safety Programs. All areas were found to have successful environmental programs. In an effort to assist the community, Wing personnel are assisting in the development of the National Boy Scout Jamboree in West Virginia. When completed, this center will be the national home of the Boy Scouts of America.

With an overview of the previous year's accomplishments the 130th Airlift Wing continues to add value to the United States of America and the state of West Virginia by remaining ready, reliable and relevant.

Construction

Aircraft Maintenance Hangar

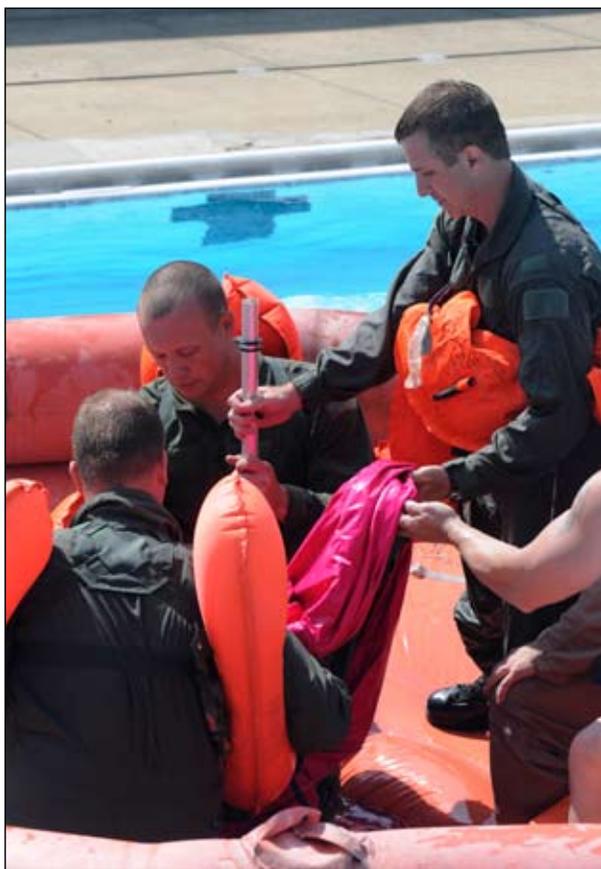
The project was started in 2009 and recently completed. The 53,000 square foot Hangar cost approximately \$16.8 million dollars. The facility houses a large bay for aircraft inspection and repair. Adjoining areas house specialized aircraft maintenance shops including fabrication/sheet metal shop, machine shop, welding shop, electrical systems shop, pneumatic/hydraulic shop, battery shop, and non-destructive testing shop.

Aircraft Fuel Cell Hangar

The 71,600 square foot Fuel Cell Hangar is estimated to cost approximately \$22 million to construct, bringing the total construction cost for the Hangar Maintenance Complex to about \$40 million dollars with a total of 124,000 square feet. This hangar will house the Aircraft Organizational Maintenance Shop, Survival Equipment Shop, Jet Engine Inspection and Maintenance Shop, Aircraft Corrosion Control, Fuel System Maintenance Dock, Avionics Shop, Electronic Countermeasures (ECM) Pod Shop and Storage (Air Defense System) and Weapons Systems Maintenance Management (WSMM) Facility.

Storm Water Management Projects

There are two Storm Water projects cur-



rently under construction, the Munitions Storage Area Drainage and Commando Road Drainage projects. These projects will ensure compliance with updated federal and state environmental requirements. The projects involve improving about 5,000 linear feet of storm water drainage channel at a cost of approximately \$600,000.

Cryogenics (LOX/LIN) Storage Area

The project involves the construction a new facility to house the storage of Liquid Oxygen. The project is designed and awaiting funding for construction with the expected start in 2012. The estimated cost of construction is \$250,000.

Building 130 Squadron Operations

This project involves the renovation of the

interior space of the Squadron Operations Facility (Building 130) including the replacement of windows to meet force protection standards, renovations to fitness center space, and the replacement of the mechanical system with high-efficiency units. This project is designed and awaiting funding for construction with the expected start in 2012/2013. The estimated cost of construction is \$3 million.

Consolidate Aeromedical/Mobility/SFS

This project involves renovation to the interior and upgrading of the exterior of the Building 107. The project will support the incoming mission of the Aeromedical Evacuation Squadron. The project will involve converting about 40,000 square feet of Aircraft Hangar and Maintenance space into Administrative and Storage Space for the incoming unit. The project is currently being programmed for construction in 2012/2013 at a cost of \$5.0 million.

Water System Privatization

The base is embarking upon a project with West Virginia American Water Company to privatize the base’s potable water system. By divesting these utilities, the Air Force can focus its resources on vital mission requirements instead of utility system repairs and upgrades.



167th Airlift Wing

Col. Roger L. Nye

Command Chief Master Sgt. John H. Alderton

With a variety of missions at home and abroad, Airmen with the 167th Airlift Wing found themselves tackling a busy year in 2011.

In 2011, the Wing flew nearly 800 sorties, hauled more than 7,483 tons of cargo and transported close to 7,400 passengers during its various assigned missions. The Wing’s aircrew members also clocked more than 3,316 hours of flight time.

In October, seven of the Wing’s 11 assigned C-5 Galaxy aircraft participated in an historic “surge.” The Wing was tapped to demonstrate its readiness, power, flexibility, and partnership capabilities during the exercise that tested the

nation’s largest military airlifters. The exercise – which took place Oct. 17-21 – brought together 41 Active Duty, Air National Guard and Air Force Reserve C-5 Galaxy aircraft and crews flying cargo to support missions around the globe, more than doubling the day-to-day workload of the C-5 units participating in the exercise.

In July, 23 Airmen from the 167th Airlift Wing participated in the Air Mobility Command Rodeo 2011 at McChord Air Force Base, Tacoma, Washington. The Wing competed against three other units with C-5 capabilities, making a respectable showing on behalf of the WVANG.

Also this year, tail # 70-0459, better known

to the 167th Airlift Wing as “The Spirit of Erma,” retired from service. The C-5 aircraft was the first to claim Martinsburg as its new home. It was also the first to depart the base and be decommissioned.

The 167th is also undergoing another conversion to the “AMP” model C-5. AMP stands for Avionics Modernization Program and will upgrade each airplane with new avionics and instrumentation, enhancing reliability and situational awareness for the aircrew. The Wing’s airplanes should be fully converted by the end of December 2011 with all crewmembers fully trained by late Spring 2012. During this conversion, the 167th maintains a flying commitment to AMC and continues to support missions worldwide.

Airmen from the 167th Airlift Wing earned a number of accolades during 2011. Senior Airman Shawn D. Green from the Wing’s Security Forces Squadron was named Airman of the Year in the E-2 to E-4 category. He went on to win the McLaughlin Trophy for Outstanding Airman in the State.

Tech Sgt. Charles R.D. Moore, an instructor loadmaster with the 167th Airlift Squadron, was named the Wing’s Airman of the Year in the E-5 to E-6 category. Master Sgt. John R. Cordova, superintendent of the 167th Security Forces Squadron was named the Wing’s top Airman in the E-7 to E-9 category.

Master Sgt. Richard R. Reader, first sergeant for the 167th Maintenance Squadron, was named the Wing’s top first sergeant. He also captured the same honor during the state competition and was considered for the honor on a national level.

Master Sgt. Marty A. Snider, a public health technician with the Wing’s Medical Group was named the Wing’s Honor Guard Member of the Year. He also captured the same title during the state competition and was considered for the same honor on a national level as well.

Two Airmen from the Wing’s Logistics Readiness Squadron were honored with Air National Guard awards for their field expertise. Master Sgt. Zoe Shetley and Staff Sgt. Michael Hewitt were awarded trophies for being named ANG’s Logistics Plans Senior Non-Commissioned Officer of the Year and Traffic Manage-



ment Non-Commissioned Officer of the Year, respectively.

The Wing established a Domestic Military Customs Inspection Program in 2011. Eighteen Airmen are now certified Military Customs Inspectors. The late Sen. Robert C. Byrd wanted the program established at Shepherd Field to enhance the unit’s capabilities and potentially save the taxpayers \$20,000 per month by allowing the unit to “over-fly” Dover AFB.

All 911 calls on base are now routed to the Wing’s Emergency Communications Center, which is staffed 24/7 year round. Under the new system most 911 calls are handled by the Wing’s Security Forces Squadron or Fire Department.

Col. Joseph T. Crane Jr., the first commander of the Martinsburg air base, died in September. As a Lieutenant Colonel in 1955, Crane served as commander of the 167th Fighter Bomber Squadron. Members of the Wing’s Honor Guard provided full military honors for the 93-year-old veteran.

The 2011 Thunder Over the Blue Ridge Air Show and Open House in September were cut short after a T-28 aircraft crashed during an aerobatic maneuver. No one in attendance was hurt as a result of the accident, but the aircraft's pilot, John "Jack" Mangan died as a result of the crash. Community members saw first-hand how the 167th Airlift Wing's first-response teams do their jobs in real-world situations.

A memorial ceremony was held Oct. 7 to honor the Decoy 81 crew killed 19 years earlier to the day, when the C-130E they were flying on crashed in Berkeley Springs. Airmen from the 167th Airlift Wing gathered for the somber ceremony to remember the crew in the crash: Lt. Col. Alfred John Steinberger III, Capt. Dallas Odell Adams Jr., Master Sgt. George Franklin Griffith, Tech Sgt. John Ray Funkhouser, Staff Sgt. James Timothy Hinchman and Staff Sgt. Frederic Earl Jones.



After the building was razed it was returned to green space. The price tag for the demolition of the building and subsequent seeding of the area was \$1.063 million. Building 110 was also "in the footprint" of any extension to the C-5 parking ramp.

Sewer Lines

The repair to base wide sewer lines will replace failing sewer lines as well as minimize infiltration. Price tag for the project is \$1.038 million with an estimated completion date of Nov. 1, 2012.

Taxiways

The C-5 Aircraft Upgrade Taxiways (Alpha) project is estimated for completion in September 2012 and will cost \$9.313 million. The goal of the project is to realign taxiway alpha to the East.

Building 111

Building 111 was demolished in July at a cost of \$72,500. The building was removed because it was no longer needed and was part of the C-5 conversion bed down master plan. The area was turned into green space and available for aircraft parking.

Direct Digital Controls

The upgrade of DDC base wide is estimated to be completed next July. The purpose of the project is to install computerized controls and monitoring capability on legacy buildings and equipment, enabling better control, management, and energy consumption optimization.

This past year was a challenging yet rewarding year for the 167th Airlift Wing with 2012 shaping up to be more of the same!



Construction

Building 110

One of the original buildings that played a prominent role in the history of the 167th Airlift Wing for over half a century was demolished at the beginning of 2011. Building 110, which initially served as the sole hangar for aircraft assigned at the base, was considered the nerve center of base operations including everything from Wing headquarters to the dining facility.

West Virginia National Guard Homeland Defense Joint Task Force

- **Joint Interagency Training and Education Center**
- **Civil Support Team**
- **Counter Drug**
- **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, WV.

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 NGB sponsored Vigilant Guard, Vibrant Response, and Joint Patriot Exercises. These exercises are joint and integrated operations within the first response community.

Equally important, the JITEC provides critical infrastructure protection operational support to Assistant Secretary of Defense - Homeland Defense, Army and the Department of Homeland Security through its CIP Battalion.

As the lead entity for this National Guard effort the JITEC CIP Battalion conducts critical information/key resources 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 156,500 man-days training in CBRNE operations; conducted over 2,229 training exercises; and performed more than 24 CERFP and five HRF external evaluations. Additionally, the JITEC has conducted more than 1,300 vulnerability assessments on CI/KR assets in 30 States.

35th Civil Support Team (WMD)

Maj. Greg Grant

1st Sgt. Brian Burns



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

on response measures and assisting with appropriate request 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 35th CST is available 24 hours a day, 7 days a week to the Governor for rapid deployment for response operations to enhance local and state capabilities by either ground or air movement.

During 2011, the 35th CST completed more than 49 missions. Among them were stand-by missions for the State of the State Address, Governor's Inauguration, and the Thunder Over the Blue Ridge Air Show in Martinsburg. The team provided operational support for the PGA's annual

Greenbrier Classic Golf Tournament in White Sulphur Springs, Grand National Cross Country professional motorcycle race in Snowshoe, Bridge Day in Fayette County and other festivals around the state.

The 35th CST conducted more than

20 national and state training exercises, which included emergency responders from the local to the federal level. In October, the team underwent an external evaluation (occurring every 18 months) from ARNORTH Army evaluators and excelled on all national proficiency standards for civil support teams.

The 35th CST remains trained, equipped, and always committed to excellence to be a leader among the 57 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

A budget of \$2.47 million plus an additional \$1.11 million appropriation allowed the West Virginia National Guard Counterdrug Program to add value and contribute to quality of life in our communities through its Drug Supply and Demand Reduction Programs. For 2011, the West Virginia National Guard Counterdrug program completed 155 missions.



greater than \$313 million. Ground Reconnaissance also contributed by adding seizures totaling \$1.3 million in property and drugs. The RC-26 Program conducted 148 hours of observation, reconnaissance, and training in support of law enforcement operations.

The Supply Reduction Program includes Interdiction teams, the WVARNG Counterdrug Aviation Unit, RC-26 fixed wing aerial reconnaissance aircraft, and intelligence/case support personnel and support to law enforcement agencies. Criminal analysts contributed to 90 arrests as well as seizures of over \$515,000 in property and drugs.

The WVARNG CD AVN and Ground Reconnaissance teams assisted the Drug Demand Reduction Program 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 1,104 hours in support of law enforcement agencies assigned to domestic marijuana eradication. This program resulted in the seizure of more than 156,546 plants with a street value

The Drug Demand Reduction Program 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. DDR provided support to more than 100 community-based organizations, educational institutions, and coalitions throughout West Virginia.

DDR also conducted the 44th annual Youth Leaders Camp, which promotes leadership, civic duty, and the power of positive choices by youth ages 15-18. DDR supported Kids Kamp, held at Camp Dawson near Kingwood, for children of West Virginia National Guard members. The purpose of this camp is to promote self-esteem, leadership skills, and drug awareness for children ages 9-15.

Using the evidence based Stay on Track Program, DDR taught in three middle schools and reached more than 2,000 Mountain State students. The program's primary anti-drug theme was well received by students and faculty alike, resulting in its continuation in 2012.

Special Programs and Activities West Virginia National Guard

Facilities Management Office



The Construction and Facilities Management Office supports the WVARNG through constructing, and maintaining the facilities that support the mission and soldiers of the WVARNG and its partners. The CFMO produces modern, state-of-the-art facilities for our Soldiers, employees and families through efficient planning, programming, and construction management and adds value to our state and the communities in which we live and serve. We accomplish our tasks in an environmentally sensitive manner and stimulate the economy through construction activity, maintenance, and infrastructure development. The WVARNG's Master Plan for facilities development, Facilities XXI, recommends the location of future facilities based on force restructuring initiatives, recruiting objectives, changing demographics, distribution of units, and the condition of existing facilities.

Since 1995, Facilities XXI resulted in the construction or acquisition of 1,417,505 square feet of facilities with a value of almost \$275 million. A primary consideration in facilities planning and development has been a savings to the State by consolidating armories, partnering with other reserve components and/or local agencies, building on federal land, or trading existing facilities for developable land. Since 1995, these efforts have resulted in a savings of more than \$100 million to the taxpayers of

West Virginia with future projected savings of an additional \$40 to \$50 million over the next 10 years.

Projects completed in 2011 (\$32.6 mil)

- \$2.4 million indoor Shoot House at Camp Dawson.
- \$21.5 million for a 76,000 square foot Armed Forces Reserve/Civic Center in Jackson county located near Millwood.
- \$6.2 million for a 16,000 square foot addition/alteration to the St. Albans Armory to accommodate the WVARNG's Homeland Defense/Counterdrug initiatives that directly support Joint Base West Virginia.
- \$2.5 million for the 6,200 square foot Tackett Family Support Center located at the Coonskin Headquarters Complex.

Projects underway in 2011 (\$175.7 mil)

- \$74.5 million for the transformation of the Regional Training Institute into the Robert C. Byrd Joint Interagency Training and Education Center at Camp Dawson.
- \$10 million for a Multi-purpose Building at Camp Dawson.
- \$4.9 million Modified Record Fire Range located on Camp Dawson's Briery Mountain Training Area.

- \$23.1 million Readiness/Welcome Center for Morgantown.
- \$18 million Readiness/Education/911 Center for Moorefield.
- \$4 million Child Care Center at the Charleston Headquarters Complex for all DOD employees in the Region.
- \$15.4 million for a 50,400 square foot Armed Forces Reserve Center located along Corridor H near Elkins.
- \$25.8 million for a 91,000 square foot Armed Forces Reserve/Community Center located in Fairmont.

Projects planned to 2015

- Access Control Point for Camp Dawson.
- Readiness Centers at Buckhannon, Logan and Parkersburg.
- Field Maintenance Shops for Buckhannon and Parkersburg.
- United States Property and Fiscal Office and Field Maintenance Shop at Buckhannon.
- Joint State Operations Center in Charleston.
- Parachute Rigging Facility at Morgantown.
- Emergency power and infrastructure upgrades statewide.

- Expansion at the Bridgeport Fixed wing Army Aviation Training Site to support future training and operational objectives.
- Range development improvements for Camp Dawson.

The facilities of the WVARNG provide a catalyst for economic development and job opportunities for all West Virginians. Over the next 10 years, the CFMO will continue to complete the construction objectives of Facilities XXI with an anticipated transition toward providing a sound foundation for the TAG's future vision revolving around the Fort West Virginia concept.



Surface Maintenance Office/Special Repair Activities

The Surface Maintenance Office directs and administers surface maintenance programs and maintenance 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 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 Land Component 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 to better support of State and Federal missions.

In May 2011, the West Virginia Army National Guard received the National Guard Bureau Golden Wrench Award for Region II. This came in recognition of maintenance management excellence during Fiscal Year 2010.

In January 2011, the West Virginia National Guard entered into a 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 unit commanders with a rapidly deployable package of equipment designed to provide limited comfort and life support to personnel in a bare base environment anywhere in the world. Equipment is not provided for permanent unit retention. Each kit can be tailored to NSW specifications and



incremented to support mission requirements.

In addition to the core mission of providing operational stocks to NSW units, the WVNG is conducting training for Navy Logistical Support Unit 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. In July 2011, the WVNG established a 500-man base camp to test the concept and validate the electrical power requirements of a camp of that size. The lessons learned from that exercise will be incorporated into the Tactics, Techniques and Procedures used to train Navy personnel.

NSW is also leveraging the ISO 9001 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. The WVNG has

capitalized on the tactical load planning capabilities along with the tactical and strategic airlift capabilities of the 130th Tactical Air Wing (C-130) and 167th Strategic Air Lift Wing (C-5). Coordination with these WVNG units ensures that NSW OPSTOCKS can be delivered with the required 24 hour time frame.

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 (2008 and 2010).

We are in our fourth year of the Tire Reset National Maintenance Program. Tires for Military Tactical Vehicles are sent to West Virginia from all over the world to be reset to new standards to be issued back to Soldiers out in the field.

The WVNG continues to provide support to Communications and Electronics Command each year by rebuilding army generators and providing the Basic Issue Item tool kits for the generators. Our key objectives are to produce a quality product in a timely and cost efficient manner.

Since the inception of the SRAs in 2006, we have grown from a budget of \$6 million a year to an expected \$30 million in FY12. With this financial growth, we increased our workforce to nearly 140 employees.

STARBASE

The West Virginia National Guard hosts STARBASE academies at its air bases in Charleston and Martinsburg. STARBASE -- a science, technology, engineering, and mathematics outreach program -- delivers an innovative, inquiry based curriculum to more than 3,000 West Virginia fifth graders each year.

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.

Altogether, our two STARBASE locations have completed more than 900 academies and served more than 22,000 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, which is located in one of the state's fastest growing areas, has

received federal funding to hire two additional teachers, effectively doubling the size of its instructional staff. As a result, the Martinsburg location will begin serving students in 15-20 schools in 3 different school districts.

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.

Our Charleston location began a highly successful series of events called "STEM Nights." STARBASE graduates are invited to return to STARBASE with a parent or guardian for dinner and some hands-on learning. Activities include computer-aided design, flight simulation, owl pellet dissection, and crime scene investigation.



Family Programs

The West Virginia National Guard Family Programs office continued to see tremendous growth and development during 2011.

Military OneSource: Supporting Military Families in West Virginia provided 43 Outreach Events to 6,592 service and family members and met with 542 community service providers and made 141 outreach contacts.

Tricare: 2,846 contacts, conducted 31 Tricare Briefings, had 1,934 total contacts and briefings, as well as 4,012 physicians contacted concerning their participation with Tricare in 2011.

Family Assistance Center Report: Total family contacts in 2011 = 66,814.

Survivor Outreach Services: Assisted 81 survivors in receiving benefits and entitlements; provided more than 678 outreach visits; provided more than 212 referrals to survivors; coordinated with CAO/CNO's to transfer more than 20 cases; assisted with a charity golf outing to raise more than \$10k for survivors; and briefed 3 CAO/CNO training events.

Family Readiness Support Assistants: Attended 110 meetings with commanders; provided training, hands-



on assistance and information to brigade and subordinate command and military points of contact 883 times; provided support, assistance and information to commands 137 times; attended 80 FRG meetings and provided 55 FRG trainings; supported the State Youth Coordinators 47 times with youth events; provided 817 occasions of support and assistance to Family Readiness Groups; coordinated, conducted and participated in 20 DCS trainings, briefings and events; provided assistance during 5 SRP/SRCs; provided support to 151 events and activities, making more than 100 unit visits; and provided support to 115 Soldiers and their family members.

West Virginia National Guard Child and Youth Program conducted nine Drop-A-Kid events reaching 202 military kids. Our annual Kids Kamp hosted 179 military kids and 62

adult volunteers. In addition, Operation Purple Camps and Operation Military Kids served 187 military kids. CYP also conducted seasonal dances totaling 376 in attendance and held Youth Council Meetings with 64 in attendance. Month of the Military Child was celebrated by handing out 214 certificates and Operation Santa Cause served 68 military families. Our Community meetings and briefings reached 562 families.

WVNG Resilience, Risk Reduction, and Suicide Prevention (R3SP) was able to qualify seven Master Resilience Trainers this FY. In addition, 28 Resilience Training Assistants were qualified and 18 Resilience Presentations were conducted.

Suicide Prevention was able to appoint 26 Suicide Intervention Officers and provide 83 Suicide Prevention Presentations resulting in 100 percent training for the WVNG.

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 focused on a new initiative to promote

employment opportunities to W.Va. military. WV-ESGR has been the catalyst in forming a partnership with state and federal agencies to launch www.wvmilitaryconnection.org, an online resource to assist service members and veterans with Employment, Health Care, Education/Training, Benefits and Family Resources.

In a more traditional role, ESGR recognizes employers who go above and beyond in their support of service members. This year Arch Coal of Laurel Mountain, Café Cimino Country Inn of Sutton and the Internal Revenue Service based in Kearneysville were awarded the Pro-Patria award for the most exceptional support to their employees.

WV ESGR conducted a boss lift in February to Fort Bliss, Texas, to visit the 156th MP Company. Participants observed and even acted as role players in the unit's training.

In-state boss lifts were also conducted for members of the Leadership Kanawha Valley class of the Charleston Area Alliance and the Young Presidents Organization to showcase the impact the WVNG has on local communities.

Safety and Occupational Health

The West Virginia Army National Guard Safety and Occupational Health Program mission is to preserve life, property and enhance force readiness. The WVARNG Safety office provides training, personal protective equipment and accident prevention.

The WVARNG Safety Office and Occupational Health Office conducted 42 safety and health inspections, two 30-hour first line supervisor's OSHA courses and a 16 hour additional duty safety officer training course during 2011. Our goal is to educate the workforce on the hazards in the workplace. The Occupational Health program also provides medical surveillance to our maintenance shop workforce. The key goal in this program is injury prevention through monitoring the health of our workforce.

The Motorcycle Safety Program, managed by the Safety Offices of the WVNG, conducted 12 basic riders' course trainings, an Advanced Rider's Course, and two Rider Coach Courses for the National Guard Bureau.

Earlier this year, Suzuki Motorsports teamed up with National Guard Bureau and the WVARNG to provide motorcycles in support of the Rider Coach Courses. Suzuki Motorsports



provided a full demo fleet of motorcycles, some personal protective equipment, and fuel for the students that participate during the Rider Coach Courses. We provided the instructors and the training site and graduated 14 Rider Coaches.

The WVNG also conducts an All Terrain Vehicle safety program which started in 2008. The ATV safety program is conducted in accordance with the ATV Safety Foundation training program. Conducting the All Terrain Vehicle Safety Course provides safety awareness while operating an ATV very similar of what we teach in the Motorcycle Safety Program.

Mountaineer Challenge Academy

“A second chance education does not mean a second rate education.” Maj. Gen. (Ret.) Allen E. Tackett stated when referring to the Mountaineer Challenge Academy. There is no other program or school in the state that offers an educational opportunity with military structure or a mentoring component as part of the “whole person” curriculum of the MCA.

The Mountaineer Challenge Academy's mission is to train and mentor selected at-risk youth using the National Guard Youth Challenge Program's eight Core Components. In the past 18 years, the program has graduated a total of 2,357 graduates.

Recognized as a special alternative education program by the W.Va. Department of Education and available to teens from all 55

Challenge Statistics

- 42 percent enter the workforce
- 19 percent join the Armed Forces
- 15 percent attend vocational training
- 11 percent return to high school
- 11 percent attend college
- 2 percent transition

counties, the Academy is part of the GED Option Pilot Program. Challenge offers a secure and structured environment for youth who strive to improve their life and enhance their future. The Mountaineer Challenge Academy is working to be the “first choice” program for academically at-risk students.

Army Communities of Excellence

West Virginia Army National Guard again wins top award in Army Communities of Excellence competition.

Maj. Gen. Hoyer was notified in early March of the West Virginia Army National Guard being selected again as the top performing organization in the Army Communities of Excellence Program for 2010. Hoyer received the award on behalf of the WVNG at the 2011 ACOE ceremony in San Antonio, Texas, on April 18.

“I am pleased the ACOE is once again recognizing what we West Virginians have known for quite some time,” West Virginia Gov. Earl Ray Tomblin said. “Regardless of the mission or challenge set before them, members of the West Virginia Army National Guard have risen to every occasion with creative, effective plans and an attitude of resilience. I congratulate our West Virginia Soldiers for this most deserved national recognition.”

The award recognizes performance excellence in business process improvement, individual and corporate innovation, and dedication to providing support to Soldiers, families, civilian employees and retirees.

The criteria used by ACOE define all aspects of a management system that an organization can use to achieve the highest levels of performance. The WVARNG uses several planning and improvement approaches in its efforts to achieve the aims and purposes set forth in the criteria. These efforts include strategic planning and Lean Six Sigma training and project management, a uniquely designed performance management system and on-going education and leader development.

In addition to a trophy, the WVARNG was presented a cash prize of \$400,000 to be used to enhance the quality of organizational life of the WVARNG, its Soldiers and family members. West Virginia joins a handful of States winning the award, and even a smaller number winning the Award on multiple occasions. The West Virginia Army Guard first won the award in 2008. Although the WVNG will not be able to compete in ACOE again until 2013 (due to

competition rules), leaders intend to apply for the National Malcolm Baldrige Award in 2012. The WVARNG is a sustainable organization having successful process improvement processes which are integrated at all levels of command. The organization emphasizes innovation of automated and manual tools and process in support of its work systems along with integration of those systems to help reach its strategic objectives.

Highlights from our ACOE findings include:

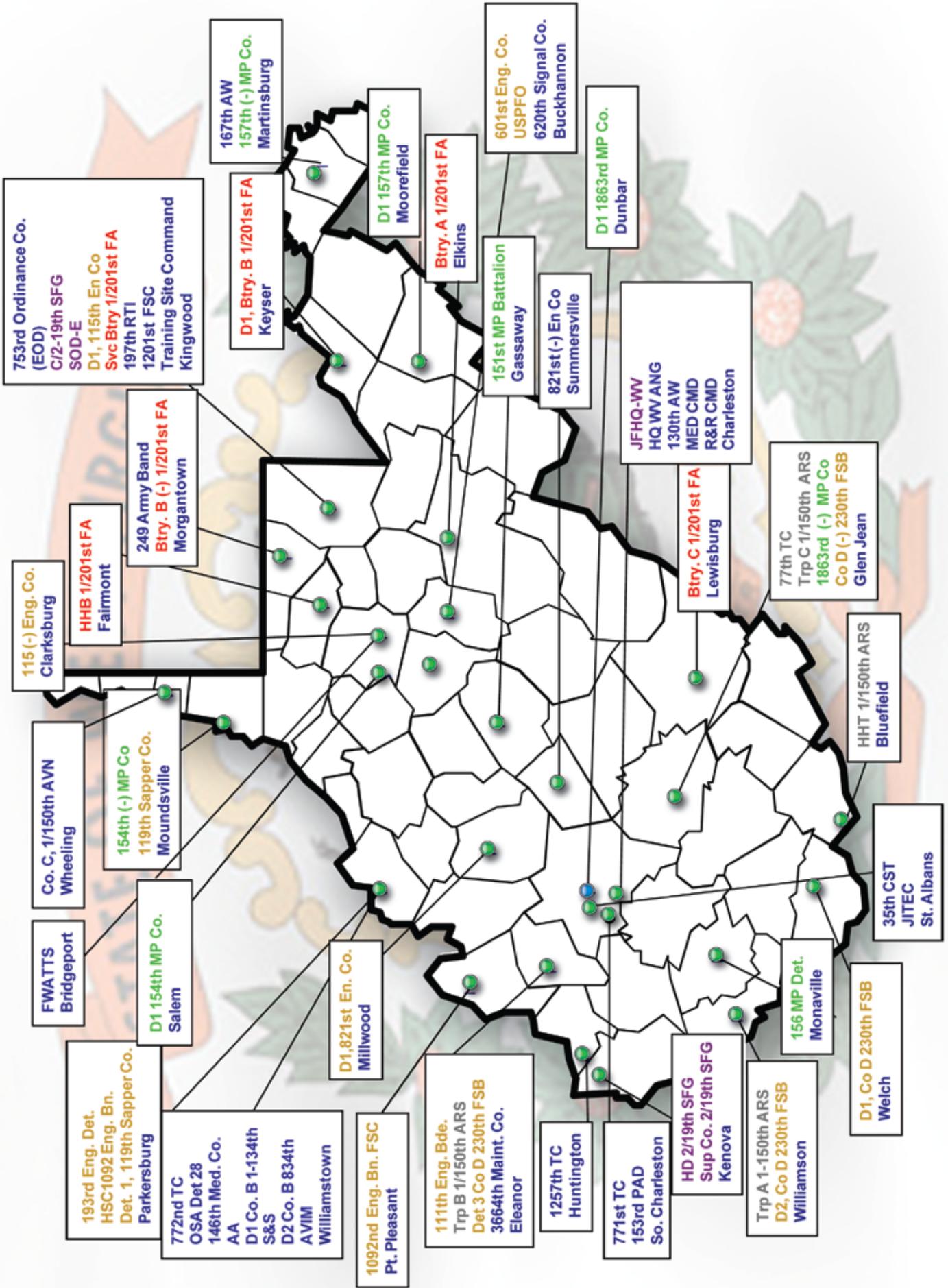
The WVARNG has an effective process to use key organizational performance measure data and information to support organizational decision making and innovation.

The WVARNG has an effective process to make needed data and information accessible to its workforce, suppliers, partners, collaborators and customers.

The WVARNG has an effective process to develop and create innovative work processes and improve current processes throughout the organization including such fact based techniques as Lean Six Sigma.

The WVARNG has strengths in the area of listening and learning. They effectively evaluate and learn about their workforce, to include leaders as well as capacity and capability. They are similarly effective at listening to customers, to include engaging customers and varying the listening methods by customer and stage of customer lifecycle. The ability to track metrics, compare them to benchmarks and standards, and relate them to objectives is also strong within the organization.

Additionally, the WVARNG has strengths in the area of identifying requirements and aligning them to the organization’s goals. They effectively use customer information to identify requirements then align their performance with those requirements. They do well at determining key requirements as well as potential blind spots. Use of performance measures to support decision making supports their strong capability to execute the process to ensure overall actions plans reinforce organizational alignment and achievement of their strategic goals.



753rd Ordnance Co.
(EOD)
C/2-19th SFG
SOD-E
D1, 115th En Co
Svc Btry 1/201st FA
197th RTI
1201st FSC
Training Site Command
Kingwood

167th AW
157th (-) MP Co.
Martinsburg

D1, Btry. B 1/201st FA
Keyser

D1 157th MP Co.
Moorefield

Btry. A 1/201st FA
Elkins

601st Eng. Co.
USPFO
620th Signal Co.
Buckhannon

D1 1863rd MP Co.
Dunbar

151st MP Battalion
Gassaway

821st (-) En Co
Summersville

JFHQ-WV
HQ W W ANG
130th AW
MED CMD
R&R CMD
Charleston

249 Army Band
Btry. B (-) 1/201st FA
Morgantown

115 (-) Eng. Co.
Clarksburg
HHB 1/201st FA
Fairmont

77th TC
Trp C 1/150th ARS
1863rd (-) MP Co
Co D (-) 230th FSB
Glen Jean

154th (-) MP Co
119th Sapper Co.
Moundsville

Btry. C 1/201st FA
Lewisburg

Co. C, 1/150th AVN
Wheeling

HHT 1/150th ARS
Bluefield

D1 154th MP Co.
Salem

35th CST
JITEC
St. Albans

FWATTS
Bridgeport

D1, 821st En. Co.
Millwood

193rd Eng. Det.
HSC 1092 Eng. Bn.
Det. 1, 119th Sapper Co.
Parkersburg

772nd TC
OSA Det 28
146th Med. Co.
AA
D1 Co. B 1-134th
S&S
D2 Co. B 834th
AVIM
Williamstown

1092nd Eng. Bn. FSC
Pt. Pleasant

111th Eng. Bde.
Trp B 1/150th ARS
Det 3 Co D 230th FSB
3664th Maint. Co.
Eleanor

1257th TC
Huntington

771st TC
153rd PAD
So. Charleston

HD 2/19th SFG
Sup Co. 2/19th SFG
Kenova

Trp A 1-150th ARS
D2, Co D 230th FSB
Williamson

156 MP Det.
Monaville

D1, Co D 230th FSB
Welch



WEST VIRGINIA NATIONAL GUARD

MOUNTAINEER PRIDE
WORLDWIDE