

**LIST
OF
FILES**

JOINT ARMED SERVICES COMMITTEE, 2013-2014 (SCOMM 179)

MEMBERS:

SENATOR KELLY, CO-CHAIR
REPRESENTATIVE SADDLER, CO-CHAIR
SENATOR DYSON
SENATOR FAIRCLOUGH
SENATOR COGHILL
SENATOR WIELECHOWSKI
REPRESENTATIVE FEIGE
REPRESENTATIVE ISAACSON
REPRESENTATIVE LYNN
REPRESENTATIVE TARR
(PLUS 6 PUBLIC MEMBERS)

Established by ch. 1, SLA 2009 (SB 77)

LIST OF FILES (PAGE 1)

02/14/13 Alaska Joint Armed Services Briefing
06/25/13 Alaska Military Industry Strategic Plan, Summary
Briefing of Findings and Recommendations
07/11/13 Fairbanks Community Efforts to Support the Military
02/13/14 Alaska Joint Armed Services Briefing

02/14/13

Alaska

Joint

Armed

Services

Briefing

<TARGET><BILL></BILL><SUBJECT>02-14-13 Alaska Joint Armed
Services Briefing</SUBJECT><COMM>JASC28</COMM></TARGET>



**America's finest fighting team,
engaged in crises worldwide
while securing America's future
in the Last Frontier**

Alaska Joint Armed Services Committee Briefing

**Lt Gen Stephen L. Hoog
Feb. 14, 2013**



We Honor Our Fallen

Army Combat Deaths

SSG THOMAS K. FOGARTY
SSG CARL E. HAMMER
SGT BRIAN L. WALKER
SPC NATHAN T. DAVIS
SPC ETHAN J. MARTIN
SPC RICHARD L. MCNULTY
SPC JEFFREY L. WHITE
PFC VINCENT J. ELLIS
PFC DUSTIN P. NAPIER



Overview

- **U.S. Military in Alaska**
- **Unit Highlights**
- **Deployments**
- **Exercises and Events**
- **Arctic Engagement**
- **Joint Task Force Alaska**
- **Alaskan NORAD Region**
- **Missile Defense**
- **Ongoing EISs**
- **Challenges**
- **USS Anchorage**



U.S. Military in Alaska



Over 23,000 Active Duty Service Members, 36,000 Dependents and 5,000 DoD Civilians



- ★ Joint Base
- ★ Air Force Base
- ★ Army Base
- ☆ Coast Guard Station
- Radar/Radio Site
- Marine Safety Unit/Det



11th Air Force in Alaska

3rd Wing

- Total Force Integration
- 3.1 software upgrade to F-22s and safety enhancements
- PACAF Safety Special Achievement Award
- Daedalian Weapon System Maintenance Trophy



673rd Air Base Wing

- First Air Force Outstanding Unit Award
- Fisher House Grand Opening and Traumatic Brain Injury unit
- Arctic Thunder 2012
- New Landfill Gas Power Plant is operational as of Sept 2012



354th Fighter Wing

- 18 AGRS MTT: Cope North, HIANG support, Ex Valiant Shield
- Three RED FLAG-Alaska exercises in 2012
- Ted Stevens Joint Mobility Complex





11th Air Force Restructuring

11th Air Force

Absorbed the 15th Wing at Joint Base Pearl Harbor-Hickam and 36th Wing at Joint Region Marianas





11th Air Force Restructuring

537th Airlift Squadron at JBER



- Retiring four C-130Hs
- Closing active association

PACAF Band of the Pacific

- JBER band is deactivating Sep 2013





U.S. Army Alaska

1/25 Stryker Brigade

- Redeployed from OEF; conducting RESET operations
- Focusing on follow on deployments and other mission sets

4/25 IBCT (Airborne)

- Redeployed from OEF; conducting RESET operations
- Refocusing on core capabilities and Joint Forcible Entry Ops

2d Engineer Brigade

- Troops deployed around the world; continuous focus on deploying
- Completed major exercises in India and Korea

16 Combat Aviation Brigade

- Continuously supporting Global Aviation mission requirements
- Supported Unified Command mission for Kulluk salvage operations

Fort Wainwright

- Installation Management Command, Family and MWR, 2012 Exemplary Workforce Development Award
- Dedication of the Sgt. Joel Clarkson Training Support Center





U.S. Army Alaska

Focus on Asia-Pacific Region

- Training and exercise opportunities with partner nations
- Arctic expertise with the U.S. Army Northern Warfare Training Center
- Rapid deployment readiness





Deployments

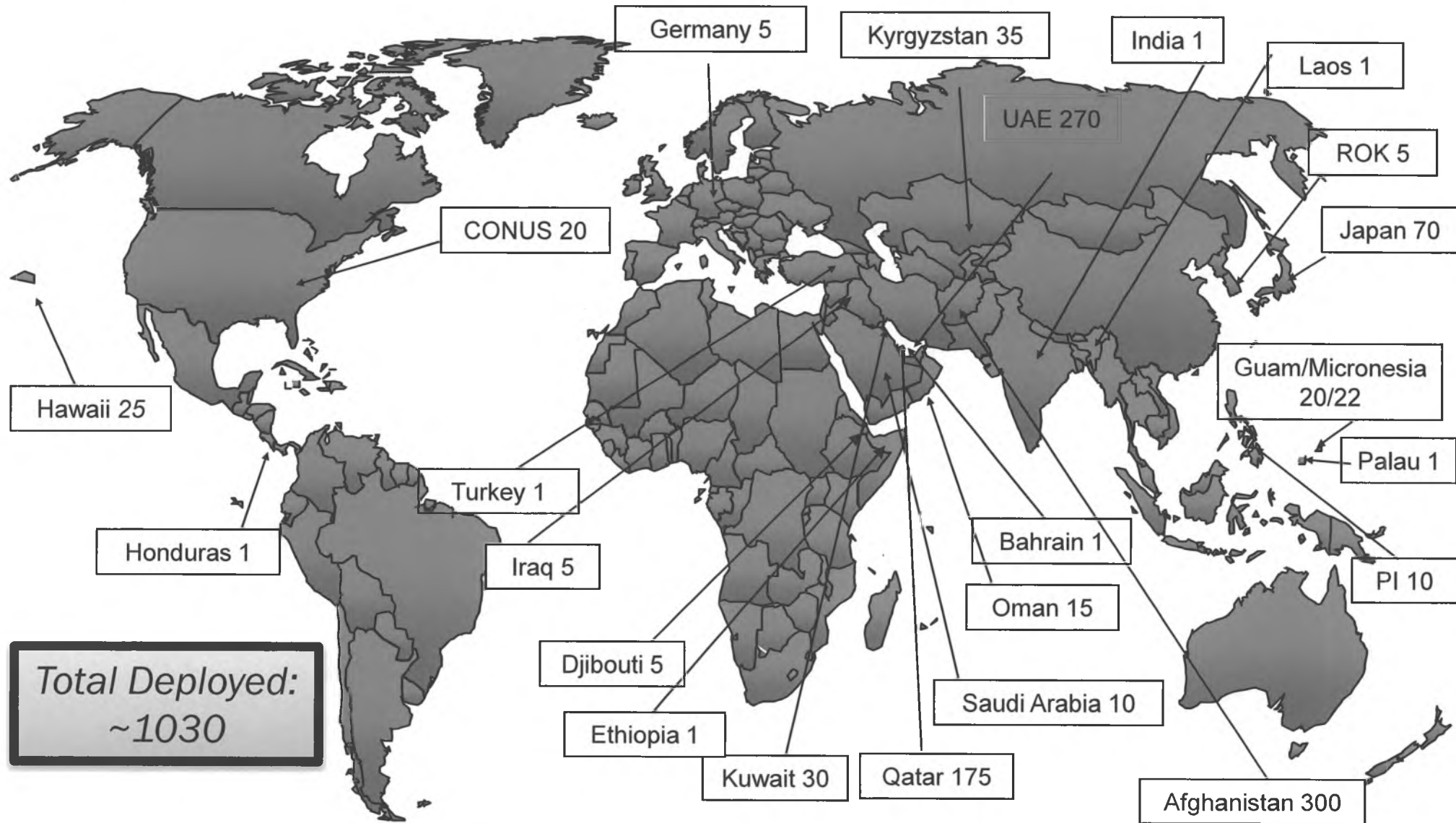
2012 Deployments

- 3 WG & 673 ABW deployed 883 personnel
 - 66 deployed locations
 - Over 40% deployed to the Middle East
- Eielson AFB deployed 312 personnel
 - Mostly individual deployers to USCENTCOM
- 1/25 Stryker Brigade
 - Deployed 4,400 soldiers in support of Operation ENDURING FREEDOM
- 4/25 IBCT (ABN)
 - Deployed 3,700 soldiers in support of Operation ENDURING FREEDOM





Alaska-Based Forces Currently Deployed





Exercises

2012 Exercises

- Three RED FLAG-Alaska Exercises
 - Canada, Australia, UK, Germany, Japan, Poland, ROK, Singapore, Thailand



- ARCTIC EDGE 2012
 - U.S. Northern Command sponsored exercise
 - ARDEN SENTRY: DSCA
 - ALASKA SHIELD: Support to DHS and EM
 - ARCTIC CARE: Support to Alaska National Guard
 - ARCTIC SHIELD: Oil spill exercise, partnering with USCG
- VIGILANT SHIELD 2013
 - Alaskan NORAD Region and Joint Task Force Alaska exercising Homeland Defense roles





Exercises

2013 Exercises

- Two RED FLAG-Alaska Exercises
 - UK, Canada, Japan, Singapore, ROK, Australia, Thailand, Indonesia
- NORTHERN EDGE 2013
 - U.S. Pacific Command sponsored exercise
 - Joint USAF, USN, USMC, USA, USCG, Spec Ops, National Guard, Reserves





Exercises

2014 Exercises

- Multiple linked Events in March-April
 - ALASKA SHIELD: *AK Dept of Homeland Security and Emergency Mgt*
 - VIGILANT GUARD: *AK National Guard and The National Guard Bureau*
 - ARCTIC EDGE: *Joint Task Force Alaska*
 - ARDENT SENTRY: *US Northern Command*
- Central theme is a major earthquake response, similar to the Great Alaska Earthquake of 1964, on it's 50th Anniversary
- Linking exercises will ensure we train a unified, all-of-government response





Joint Pacific-Alaska Range Complex

Premier Training Venue

- Integrated air, land, maritime, space and cyberspace
- International training opportunities
- Unencumbered and lack of encroachment



JOINT PACIFIC ALASKA RANGE COMPLEX

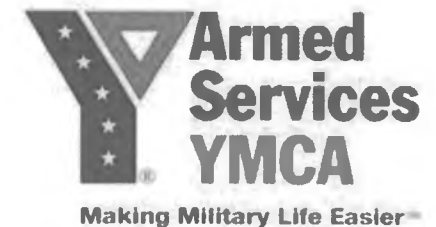
The JPARC is a premier, multi-domain, live-virtual-constructive joint integration range enabling full spectrum twenty-first century joint and multinational training.



Other Events

Tribal and Military Leaders Meeting

- Quadrennial event held at JBER
- Approximately 30 tribal first chiefs and presidents attend
- Discussions included
 - Environmental remediation
 - Effects of climate change on national security and village life
 - Veteran tribal members' benefits and access



ASYMCA Salute

- Gen Jacoby, USNORTHCOM Commander, will be the guest speaker tomorrow evening



Arctic Engagement

U.S. Northern Command's task for JTF-Alaska

- USNORTHCOM Arctic priorities (synched with Canada:

Safety – Security – Defense – Cooperation

- Consider potential future military required capabilities and gaps

Four primary areas: *Communications, Maritime Domain Awareness, Infrastructure, Presence*



Alaska Arctic Bureau

- Initial stages of building an enduring partnership with UAF
- Capitalize on university's vast Arctic knowledge and expertise
- Building relationships with regional Federal agency representatives
 - » CG District 17, State of Alaska, boroughs, and tribes



Joint Task Force Alaska

Colony Glacier

- C-124 crash in 1952
- Joint total force recovery team
- UAF tracking system

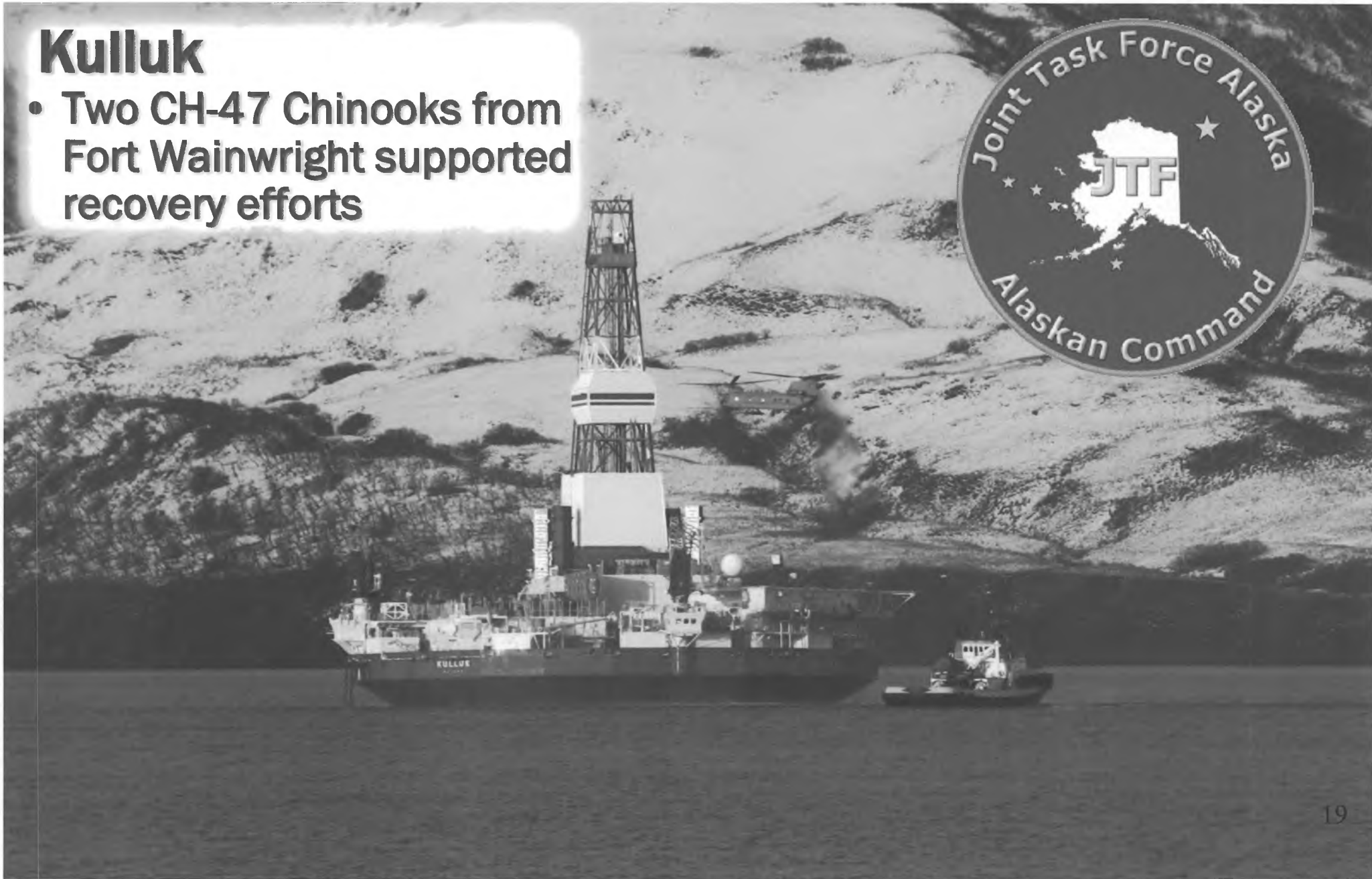




Joint Task Force Alaska

Kulluk

- Two CH-47 Chinooks from Fort Wainwright supported recovery efforts

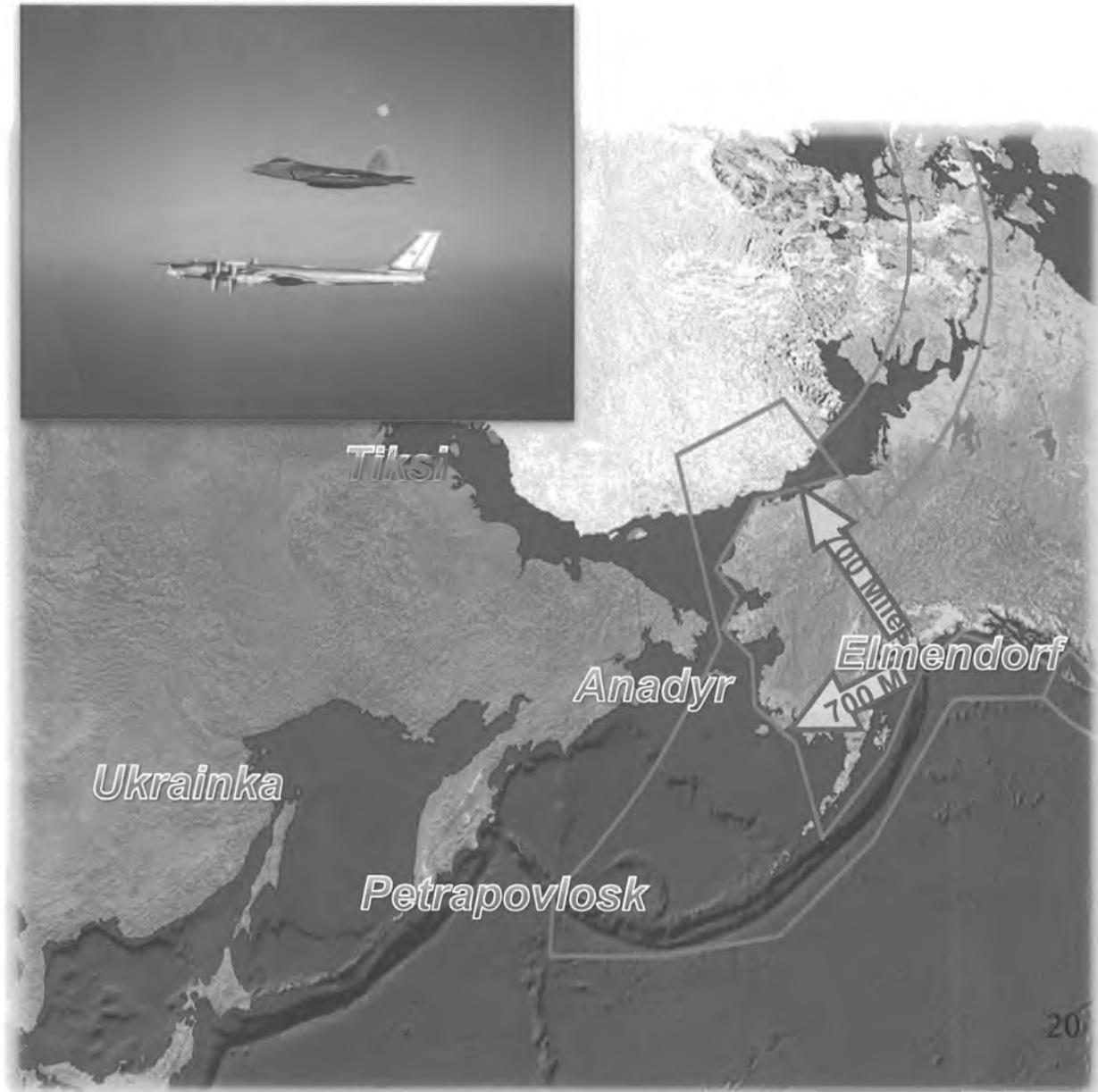




Alaskan NORAD Region

Two Missions

- Op NOBLE EAGLE
- Traditional NORAD ADIZ protection
- Bi-lateral coordination
- F-22s are upgrading ABOS and returning to “fully mission capable” status





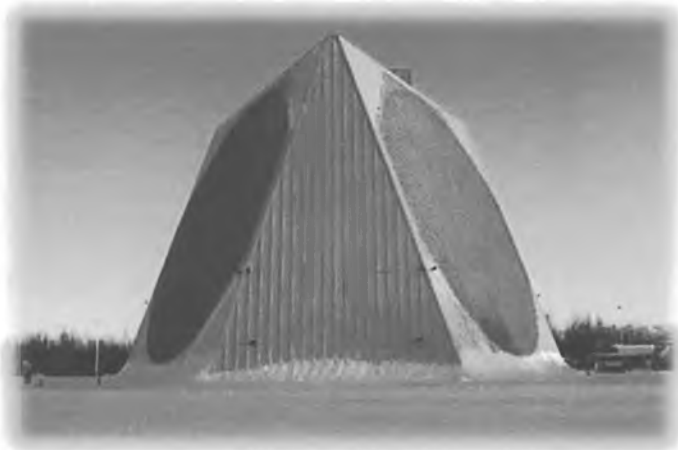
Missile Defense Update

Fort Greely Missile Defense Complex

- Completed Missile Field 2 construction
- Integrated new power plant with missile fields
- Installed second GMD Comm Network
- Upgraded Exoatmospheric Kill Vehicles (EKVs)



Clear Air Force Station Early Warning Radar Site



- New Emergency Power Plant (EPP)
- Pave PAWS 10-2 upgrade
- Upgraded Early Warning Radar (UEWR)
- High-altitude EMP (HEMP) project
- FY13 ECIP to tie Clear AS to GVEA grid



Environmental Impact Studies

Joint Pacific Alaska Range Complex (JPARC) EIS

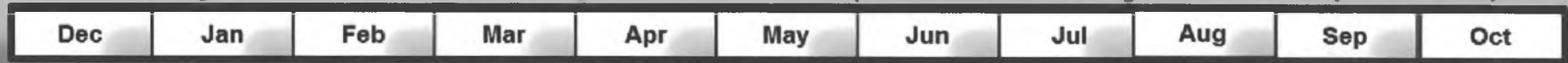
FEIS NOA ROD NOA



30-Day
Waiting
Period ROD
Signed

Proposed Move of F-16s from EAFB to JBER

NOI PDEIS Public Comment Period 30-Day Waiting Period



Public Scoping
Meetings (4-7
February)

DEIS NOA

PFEIS/Draft
ROD

FEIS
NOA

ROD
Signed

Gulf of Alaska (GOA) Navy Training Activities Supplemental EIS/OEIS

NOI Final DOPAA



Draft DOPAA

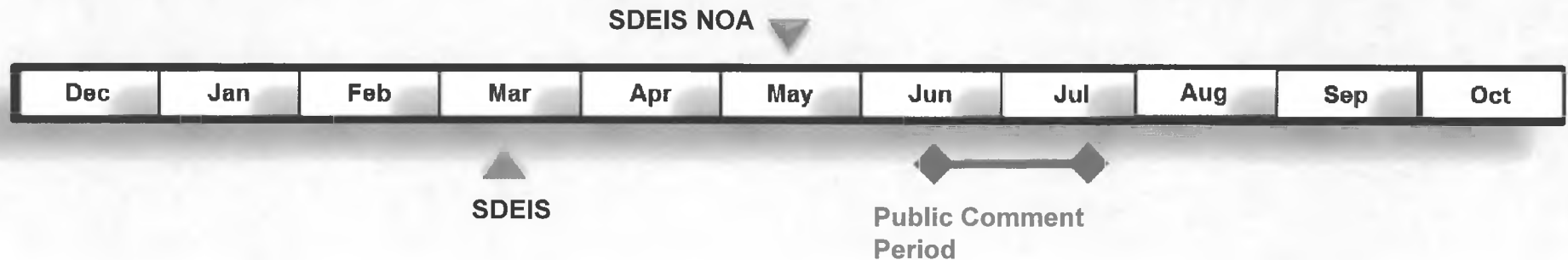
PDEIS





Environmental Impact Studies

Resumption of Year-Round Firing Opportunities Supplemental EIS (JBER)



Disposition of Hangars 2 and 3 (USAG-FWA)



Department of the Army's Programmatic Environmental Assessment

- Force Structure Realignments from FY 2013-2020
- 21 bases are being analyzed and considered, including JBER and FWA



Challenges

Energy Costs and Security

- ALCOM Executive Energy Steering Group
- Pooling knowledge between DoD, State, Federal, and industry
 - Goal: Lower energy costs



Resource Management

- People
- Infrastructure and budget





USS Anchorage

Scheduled to be commissioned at the Port of Anchorage on May 4th, 2013





Thank You for Your Support





Joint Armed Services Committee Alaska National Guard

**Major General Thomas Katkus
The Adjutant General – Alaska
14 February 2013**

Alaska National Guard



Army Guard Deployments

2013 Deployments

- **6 Soldiers on individual rotations to Afghanistan**
 - **This includes 2 liaisons with the Mongolians**
- **1 Soldier in Kosovo**
- **10 Soldiers to Kuwait, leaving in the fall**
- **54 Soldiers on their way to Kuwait**
- **51 MPs leave to Guantanamo Bay, September**
- **171 MPs leave to Guantanamo Bay, October**

292 - Total Army Guard on Title 10 deployments in 2013



Air Guard Deployments

2013 Deployments

168th Wing

- **19 Airmen to Qatar, February – March**
- **13 Airmen to Guam, for the month of April**
- **1 Airman to Kyrgystan, May – November**
- **1 Airman to Florida, Hurlburt (special ops) May – June**



Air Guard Deployments

2013 Deployments

176th Wing

- **18 Airmen on individual rotations, are deployed supporting OEF, in and around Afghanistan**
- **12 Airmen to Bahrain, March – April**
- **95 Airmen to Kuwait, July – November**
- **Rescue Squadron to exercise in Thailand, March; number supporting not known at this time.**

159 - Total Air Guard on Title 10 deployments in 2013



Questions?



Building partnerships to protect the Arctic

Alaska National Guard



Kulluk Tow Incident Response



Air Station Kodiak evacuates 18 crewmembers off Kulluk during strong winds and high seas

This presentation was created for public affairs purposes. The representations made here are based on initial information and reports from various sources and are not considered final. They are subject to change based on the findings of the Coast Guard investigation.



Coast Guard Units Respond

21 December 2012:

- Aiviq and Kulluk depart Dutch Harbor, Alaska

27 December 2012:

- Aiviq's tow connection parts and the Kulluk drifts before an emergency tow line is established

28 December 2012:

- Aiviq reports loss of power.
- CGC Hickory underway in 40 knot winds & 20-foot seas
- Support vessels are dispatched to provide aid
- Coast Guard Sector Anchorage, State of Alaska, Royal Dutch Shell and Edison Chouest Offshore establish a unified command in response to the Kulluk Tow Incident; Eventually more than 700 responders participate.
- Communities & media engaged
- Meetings and calls are conducted daily throughout incident





Coast Guard Rescues 18 People



29 December 2012:

- Coast Guard Air Station Kodiak crews evacuate 18 Kulluk crewmembers
- Crews face hurricane weather conditions
- Coast Guard helicopters deliver parts to Aiviq
- Coast Guard Cutter SPAR launched to assist



Weather Challenges Continue

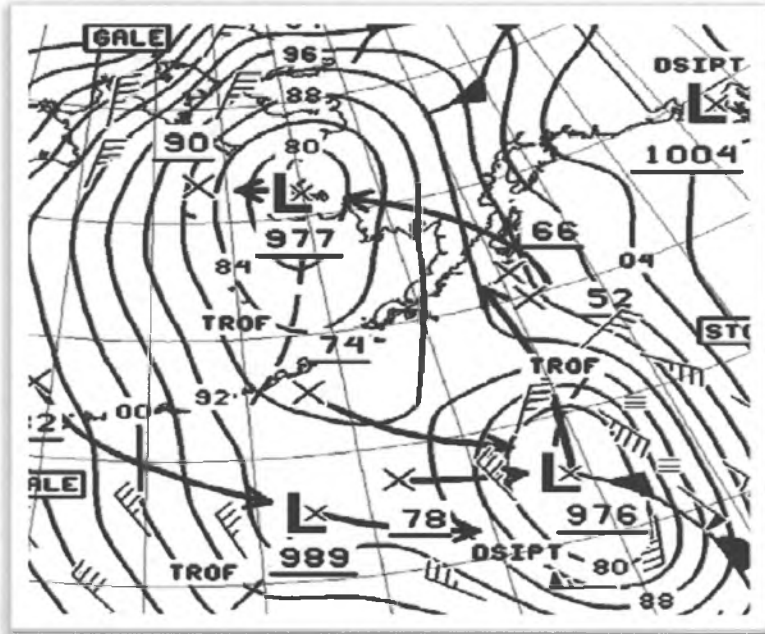


30 December 2012:

- Crews continue to battle deteriorating weather conditions
- Coast Guard Cutter Alex Haley arrives in the area
- The tow lines connecting Aiviq and Nanuq to the Kulluk separate



Kulluk Runs Aground



31 December 2012:

- D17 Incident Management Team activated to support ICP
- Strong winds and rough seas continue to impact tow efforts
- Alert releases tow line to Kulluk to protect Alert and crew from possible grounding
- Kulluk grounds on the southeast side of Sitkalidak Island, Alaska



High Level Attention



01 January 2013:

- RADM Ostebo, CG 17th District commander, is the first senior federal official to fly over the grounded Kulluk
- Senator Lisa Murkowski (R-Alaska), visits the ICP to discuss priorities, and witnesses Unified Command response efforts

02 January 2013:

- Air Station Kodiak crews transport salvage team to Kulluk
- Alaska Emergency Towing System is delivered to Kulluk
- UC members fly over grounded Kulluk to better assess situation



Salvage Planning



03 - 05 January 2013:

- Air Station Kodiak crews continue over flights and transfer of salvage team members and equipment to Kulluk
- Kulluk reported to be intact and no reports of oil in the water
- Coast Guard Cutter Alex Haley remains on scene
- Coast Guard, Shell, and state representatives attend Kodiak Borough Assembly meeting to discuss Kulluk response
- U.S. Army CH-47 helicopters assist with equipment deliveries
- Kulluk assessment ongoing and preps for removal continue
- Weather begins to improve



Kulluk Refloated



06 January 2013:

- Aiviq reconnects tow with Kulluk, attempt to refloat Kulluk successful
- Aiviq begins towing Kulluk to Kiliuda Bay



Kulluk Arrives in Kiliuda Bay



07 January 2013:

- Aiviq crew completes tow of Kulluk to Kiliuda Bay
- Kulluk anchored in safe harbor for assessment and repairs, Coast Guard continues to monitor situation and engage with other Unified Command members
- Coast Guard Cutter Alex Haley remains on scene

08 January 2013:

- Coast Guard issued press release announcing RADM Ostebo orders a formal marine casualty investigation.



BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL STEPHEN L. HOOG

Lt. Gen. Stephen L. Hoog is Commander, Alaskan Command, U.S. Pacific Command; Commander, Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Aerospace Defense Command Region, Joint Base Elmendorf-Richardson, Alaska. He is the senior military officer in Alaska responsible for the integration of all military activities in the Alaskan theater of operations. As Commander of Alaskan Command, a sub-unified command under U.S. Pacific Command, General Hoog integrates the activities of more than 21,000 active-duty, Guard and Reserve members from all services in Alaska. General Hoog also commands Eleventh Air Force and oversees the training and readiness of five wings and Air Force installations located in Alaska, Hawaii, and Guam. As Commander of the Alaskan North American Aerospace Defense Command Region, General Hoog directs air operations within Alaska to ensure defense against all hostile airborne threats. Reporting to U.S. Northern Command, General Hoog is also the Commander of Joint Task Force Alaska and is responsible for the planning and execution of all Homeland Defense operations within the theater, including security and civil support actions.



General Hoog is a 1979 distinguished graduate of the U.S. Air Force Academy. He has served as an F-16 aircraft commander, instructor pilot and weapons chief, as well as F-16 instructor and academic department head for the Fighter Weapons Instructor Course. Other tours include a joint billet at European Command headquarters, an assignment as Chief of the Weapons Division in the Secretary of the Air Force Office of International Affairs, and as an executive officer to the Commander, Air Education and Training Command. While serving as Commander of the 555th Fighter Squadron, his unit participated in Operation Deliberate Force, dropping the first bombs in NATO's history. He also commanded the 12th Operations Group, 388th Fighter Wing, and the Air and Space Expeditionary Force Center.

General Hoog has also served as the Director, Air Component Coordination Element, Multi-National Force-Iraq, Baghdad, Iraq, and as the Commanding General for the Coalition Air Force Transition Team. Additionally, General Hoog commanded the 57th Wing and the U.S. Air Force Warfare Center, and served as Deputy Commander, U.S. Air Forces Central Command; Deputy, Combined Force Air Component Commander, U.S. Central Command; and Vice Commander, 9th Air Expeditionary Task Force, Air Combat Command, Southwest Asia. Prior to his current position, General Hoog served as Commander, 9th Air Force, Air Combat Command, Shaw Air Force Base, S.C. General Hoog is a command pilot with more than 3,000 flying hours, including 181 combat hours over Bosnia and Iraq.

EDUCATION

1979 Distinguished graduate, Bachelor of Science degree in aeronautical engineering, U.S. Air Force Academy, Colorado Springs, Colo.
1982 Squadron Officer School, Maxwell AFB, Ala.
1987 Air Command and Staff College, by seminar
1991 Marine Corps Command and General Staff College, Quantico, Va.
1997 Master's degree in political science, Auburn University, Ala.
1997 Air War College, Maxwell AFB, Ala.

ASSIGNMENTS

1. September 1979 - October 1980, student, undergraduate pilot training, Williams AFB, Ariz.

2. January 1981 - August 1981, student, F-16 Replacement Training Unit, Hill AFB, Utah
3. September 1981 - June 1983, F-16 pilot and life support officer, 430th Tactical Fighter Squadron, Nellis AFB, Nev.
4. July 1983 - August 1984, F-16 instructor pilot, 35th Tactical Fighter Squadron, Kunsan Air Base, South Korea
5. September 1984 - December 1984, student, F-16 Fighter Weapons Instructor Course, Nellis AFB, Nev.
6. January 1985 - July 1987, Chief of Weapons, 311th Tactical Fighter Training Squadron, Luke AFB, Ariz.
7. August 1987 - June 1990, F-16 instructor and academic department head at the Fighter Weapons Instructor Course, Nellis AFB, Nev.
8. July 1990 - August 1991, student, Marine Corps Command and General Staff College, Quantico, Va.
9. September 1991 - July 1993, air staff operations officer, Headquarters U.S. European Command, Stuttgart-Vaihingen, Germany
10. July 1993 - March 1994, operations officer, 526th Fighter Squadron, Ramstein AB, Germany
11. April 1994 - July 1996, Commander, 555th Fighter Squadron, Aviano AB, Italy
12. August 1996 - July 1997, student, Air War College, Maxwell AFB, Ala.
13. August 1997 - January 1999, Chief, Weapons Division, Secretary of the Air Force Office of International Affairs, Washington, D.C.
14. February 1999 - June 2000, Commander, 12th Operations Group, Randolph AFB, Texas
15. July 2000 - June 2001, executive officer to the Commander, Air Education and Training Command, Randolph AFB, Texas
16. July 2001 - July 2003, Commander, 388th Fighter Wing, Hill AFB, Utah
17. July 2003 - July 2004, Assistant Director of Aerospace Operations, Air Combat Command, Langley AFB, Va.
18. July 2004 - March 2006, Commander, Air and Space Expeditionary Force Center, Air Combat Command, Langley AFB, Va.
19. April 2006 - July 2007, Director, Air Component Coordination Element, Multi-National Force-Iraq, Baghdad, Iraq
20. July 2007 - February 2008, Commander, 57th Wing, Nellis AFB, Nev.
21. February 2008 - May 2009, Commander, U.S. Air Force Warfare Center, Nellis AFB, Nev.
22. July 2009 - August 2010, Deputy Commander, U.S. Air Forces Central Command; Deputy, Combined Force Air Component Commander, U.S. Central Command; and Vice Commander, 9th Air Expeditionary Task Force, Air Combat Command, Southwest Asia
23. August 2010 - October 2011, Commander, 9th Air Force, Air Combat Command, Shaw AFB, S.C.
24. November 2011 - present, Commander, Alaskan Command, U.S. Pacific Command; Commander, Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Aerospace Defense Command Region, Joint Base Elmendorf-Richardson, Alaska

SUMMARY OF JOINT ASSIGNMENTS

1. September 1991 - July 1993, air staff operations officer, Headquarters U.S. European Command, Stuttgart-Vaihingen, Germany, as a major
2. April 2006 - July 2007, Director, Air Component Coordination Element, Multi-National Force-Iraq, Baghdad, Iraq, as a brigadier general
3. November 2011 - present, Commander, Alaskan Command, U.S. Pacific Command; Commander, Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Aerospace Defense Command Region, Joint Base Elmendorf-Richardson, Alaska, as a lieutenant general

FLIGHT INFORMATION

Rating: Command pilot
 Flight hours: More than 3,000, including 181 combat hours
 Aircraft flown: T-37, A/T-38, F-16 A/B/C/D and F-22

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal
 Legion of Merit with two oak leaf clusters
 Bronze Star Medal with oak leaf cluster
 Defense Meritorious Service Medal
 Meritorious Service Medal with three oak leaf clusters
 Air Medal with two oak leaf clusters
 Air Force Commendation Medal with two oak leaf clusters
 Joint Meritorious Unit Award
 Meritorious Unit Award
 Combat Readiness Medal
 National Defense Service Medal with bronze star
 Global War on Terrorism Expeditionary Medal
 Korea Defense Service Medal
 Armed Forces Service Medal
 NATO Medal (Former Republic of Yugoslavia)

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 30, 1979

First Lieutenant May 30, 1981
Captain June 1, 1983
Major Sept. 1, 1989
Lieutenant Colonel June 1, 1993
Colonel April 1, 1999
Brigadier General Jan. 1, 2005
Major General June 20, 2008
Lieutenant General Nov. 7, 2011

(Current as of October 2012)

MAJOR GENERAL THOMAS H. KATKUS



Adjutant General, Commissioner of Alaska DMVA

Major General Katkus is a life long Alaskan who enlisted in the Alaska Army National Guard on 31 October 1977. After attaining the rank of Sergeant, he entered Alaska's Officer Candidate School and received his commission on 5 December 1980 as a Second Lieutenant of Infantry. He graduated the Infantry Officer Basic Course, the Armor Officer Advance Course, the Combined Arms Staff Service School, the United States Army Command and General Staff College, and the United States Army War College..

As a non-commissioned officer, Major General Katkus served as an airborne medic with the Alaska Army National Guard's Long Range Reconnaissance Detachment. After receiving his commission, Major General Katkus served as a Light Reconnaissance Team leader, Scout Platoon Leader, Support Platoon Leader, Battalion Motor Officer, Headquarters Company Commander, Assistant S-4, Infantry Company Commander, Battalion Plans and Operations Officer, Battalion Commander, Counterdrug Coordinator, Chief of Staff of the Army National Guard, and Assistant Adjutant General – Space and Missile Defense, Commander, Alaska Army National Guard/Assistant Adjutant General – Army.

In August 2009, Major General Katkus assumed the duties of The Adjutant General.

In his civilian career, Major General Katkus retired from the Anchorage Police Department on 14 December 2000 after over 21 years of service. During his tenure with APD he served as patrol officer, traffic officer, canine handler, Patrol Sergeant, Sergeant of the Crimes Against Children Unit, shift Lieutenant, and Captain of the Resource Division.

Major General Katkus resides in Chugiak with his wife Jo and his sons Kristopher and Kevan.

Education:

- 1977 B.A. Political Science, Saint Michael's College, Colchester , VT
- 1980 Officer Candidate School , Ft. Richardson , AK
- 1982 Officer Basic Course, Infantry, Ft. Benning , GA
- 1986 Officer Advanced Course, Armor, Ft. Knox , KY
- 1992 Police Staff & Command School , Northwestern University, Evanston , IL
- 1999 Command and General Staff College (Reserve Component)
- 2002 U.S. Army Defense Strategies Course
- 2004 M.A., Strategic Studies, U.S. Army War College DDE, Carlisle, PA

Assignments:

- Oct 77 Enlisted Service (Medic), Airborne Detachment, 207 th Infantry Group (Scout), Camp Carroll , AK
- Mar 81 Light Reconnaissance Team Commander, Airborne Detachment, 207 th Infantry Grp, Camp Carroll , AK
- May 85 Scout Platoon Leader, A Company, 5 th Battalion, 297 th Infantry, Anchorage , AK
- Dec 86 Support Platoon Leader, Headquarters Company, 5 th Battalion, 297 th Infantry, Anchorage , AK
- Apr 98 Battalion Motor Officer, Headquarters Company, 5 th Battalion, 297 th Infantry, Anchorage , AK
- May 90 Headquarters Company Commander, Headquarters, 5 th Battalion, 297 th Infantry, Anchorage , AK
- Sep 92 Assistant S-4 (Logistics), 207 th Infantry Group (Scout), Camp Denali , AK
- Nov 93 Communications/Electronics Officer, Headquarters, 2 nd Battalion, 297 th Infantry, Bethel , AK
- May 94 Infantry Company Commander, B Company, 2 nd Battalion, 297 th Infantry, Quinhagak , AK
- Aug 96 Battalion S-3 (Operations), Headquarters, 3 rd Battalion, 297 th Infantry, Juneau , AK
- Nov 99 Inspector General, 207 th Infantry Group (Scout), Camp Denali , AK
- Jul 00 Battalion Commander, Headquarters, 3 rd Battalion, 297 th Infantry, Juneau , AK
- Oct 01 Management Information Security Officer, STARC, Camp Denali , AK
- Jan 03 Chief of Staff, STARC, Camp Denali , AK
- Feb 04 Chief of Staff, AKARNG Element-Joint Forces Headquarters, Camp Denali , AK
- Apr 04 Assistant Adjutant General – Space & Missile Defense, Joint Forces HQ – Alaska , Camp Denali , AK
- Apr 07 Commander, Alaska Army National Guard, Joint Forces HQ – Alaska , Camp Denali , AK
- Aug 09 The Adjutant General - Alaska

Federal Awards and Decorations:

- Legion of Merit
- Meritorious Service Medal
- Army Commendation Medal with 3 Oak Leaf clusters
- Air Force Commendation Medal
- Army Achievement Medal with 2 Oak Leaf Clusters
- Army Reserve Component Achievement Medal with 6 Oak Leaf Clusters
- National Defense Service Medal

- Global War on Terrorism Service Medal
- Armed Forces Reserve Medal with Silver Hourglass Device
- Army Service Ribbon
- Alaska State Service Medal
- United States Army Excellence in Competition Badge (Bronze Pistol)
- Parachute Badge

Effective Dates of Promotion

- Dec 80 Second Lieutenant
- Dec 83 First Lieutenant
- Jul 88 Captain
- Apr 94 Major
- Jan 00 Lieutenant Colonel
- Jun 03 Colonel
- Aug 05 Brigadier General
- Apr 10 Major General



Rear Admiral Thomas P. Ostebo

Commander, Seventeenth Coast Guard District



Rear Admiral Thomas P. Ostebo assumed the duties as the Commander, Seventeenth Coast Guard District in May 2011. He is responsible for all Coast Guard Operations throughout Alaska which includes protecting life and property, enforcing federal laws and treaties, preserving the living marine resources, and promoting national security. Headquartered in Juneau, AK, the Seventeenth District includes portions of the North Pacific Ocean, Arctic Ocean, and Bering Sea. As the Commander, U.S. Naval Forces Alaska, he provides operationally ready maritime forces to both Coast Guard and Department of Defense Commanders for Coast Guard, joint, and interagency operations both domestically and internationally.

In his previous assignment, Rear Admiral Ostebo was the Coast Guard's Assistant Commandant for Engineering and Logistics (CG-4). He was responsible for all naval, civil, aeronautical, and industrial engineering and logistics for the Coast Guard's \$25 billion capital plant which includes 23,000 facilities, 230 ships, 1,800 boats, and 200 aircraft. RADM Ostebo was responsible for executing an annual budget of \$1 billion and leading 2,200 personnel at Coast Guard Headquarters and three major Headquarters commands.

Rear Admiral Ostebo's other assignments include Executive Assistant to the Commandant of the Coast Guard, Executive Assistant to the Chief of Coast Guard Operations, Commanding Officer of Air Stations Cape Cod and Traverse City, and Chief Aeronautical Engineering Officer at Air Station Clearwater, Florida and Air Station Sitka, Alaska. He has also served as Chief of Inventory, Logistics, and Finance at the Coast Guard's largest industrial depot, the Aircraft Repair and Supply Center, in Elizabeth City, North Carolina and as First Lieutenant aboard USCGC ACTIVE in New Castle, New Hampshire.

Rear Admiral Ostebo completed Naval Flight Training in 1984 in Pensacola, Florida and completed tours of duty at CGAS Cape Cod, CGAS Sitka, CGAS Clearwater, CGAS Traverse City, and the CG Aircraft Repair and Supply Center. During this time, he flew 4,000 flight hours, attained qualifications on the HH-3F, HH-60J, HC-130H, HH-65A/B and the HU-25, and qualified as an Aircraft Commander and Instructor Pilot. Admiral Ostebo also completed his Civilian Airline Transport Rating and Airframe and Power Plant Authorization.

A native of Kings Park, New York, Admiral Ostebo graduated from the U.S. Coast Guard Academy in 1981 with a Bachelors of Science in Mathematics and Computer Science. In 1993, Admiral Ostebo earned a Master of Science in Industrial Administration from Purdue University's Krannert School of Business. He has completed a Senior Fellowship in National Security at Harvard University in 2002 and a Senior Fellowship at the Naval War College in 2005. Additionally, he has earned a Program Manager Level III Certification in Acquisitions and a Program Manager Level I Certification in Logistics. Admiral Ostebo was promoted to flag rank in July 2008.

His military decorations include three Legions of Merit, the Distinguished Flying Cross, three Meritorious Service Medals, two CG Commendation Medals, and the CG Achievement Medal.

**06/25/13
Alaska Military
Industry
Strategic Plan,
Summary
Briefing of
Findings and
Recommendations**

<TARGET><BILL></BILL><SUBJECT>06-25-13 Alaska Military
Industry Strategic Plan, Summary Briefing of Findings and
Recommendations</SUBJECT><COMM>JASC28</COMM></TARGET>



Alaska Military Industry Strategic Plan

Summary Briefing of Findings &
Recommendations

April 1, 2013

HYJEK & FIX, INC.



Overview



- ❑ **BRAC 2005 Experience and Success**
 - Statewide coordination and strong partnerships between installations / community advocates / State officials were critical to past success.

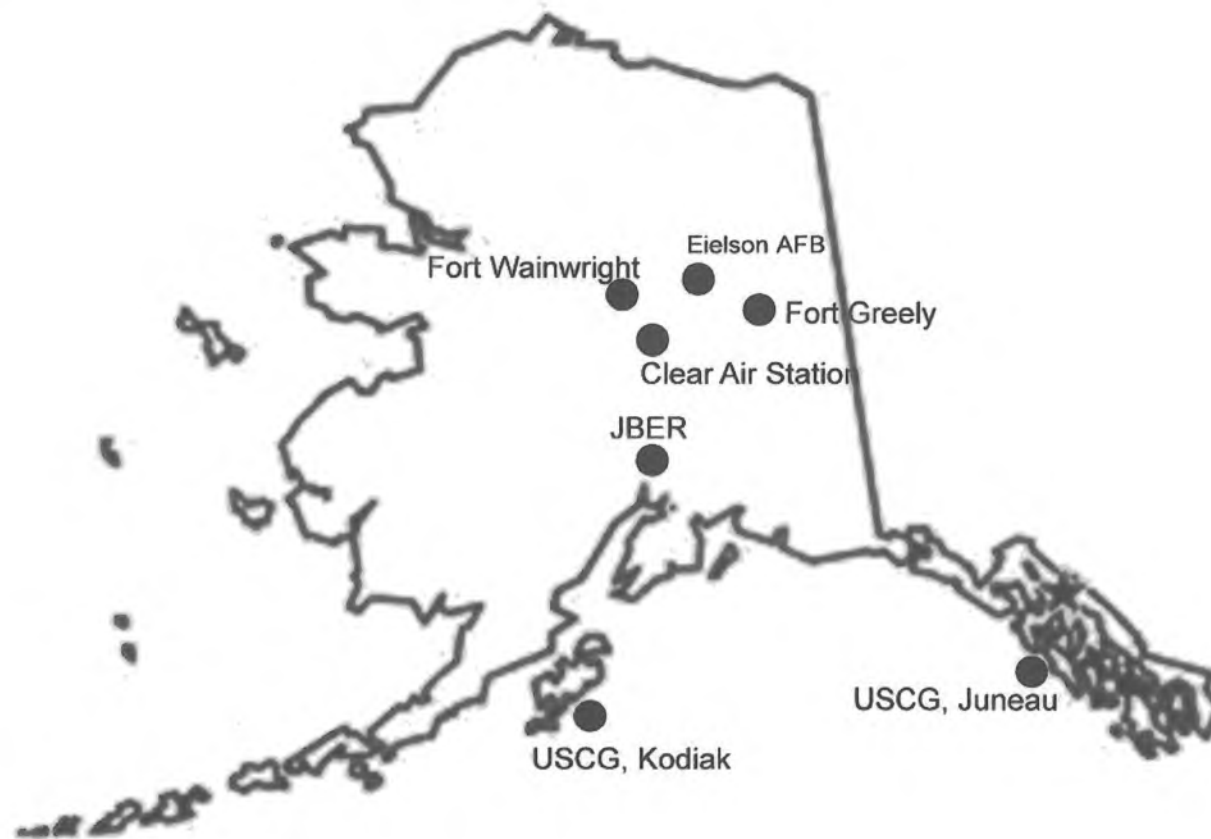
- ❑ **Federal Defense Budget Factors Driving Re-establishment of the Base Task Force**
 - Budget Control Act Reductions
 - Force Structure Adjustments
 - Potential Base Realignment & Closure (BRAC) activities

- ❑ **Partners in a Coordinated Strategy, Activities and Advocacy**
 - State of Alaska
 - AMFAST
 - Community Military Affairs Councils
 - Alaska Congressional Delegation
 - Installations – when and where appropriate

- ❑ **Analysis and Strategic Plan Development**
 - Next steps in moving forward together



Alaska's Major Military Installations





Strategic Plan Development



Strategic Plan Development

- Participants in the analysis included: the installations, the Alaska Military Force Structure and Advisory Team (AMFAST), the Alaska Department of Military & Veterans' Affairs, Department of Defense, the Alaska congressional delegation, the State of Alaska, and the State's consultant.
- The process included gathering input drawing from multiple database resources, including DoD budget materials, Military Service BRAC 2005 and subsequent Force Structure analyses, along with information provided Alaska installations and their surrounding communities.
- While the Strategic Plan includes data regarding US Coast Guard presence in Alaska, the Coast Guard is NOT subject to the BRAC process (if one should occur).

Review Process

- Data and analysis was compiled and findings were shared with installations, AMFAST's Senior Advisory team, and Alaska State officials for review with feedback guiding revisions.

Information Sharing and Joint Execution

- The analysis will be shared with installation community partners, beginning the process of a joint State-local action plan to preserve and grow missions and resources.
- **NOTE: It is critical that this base analysis remain confidential to protect Alaska's installations against out-of-state competitors.**



Strategic Plan “Headlines”



- ❑ **Overall**
 - Unparalleled training space for both Land and Air Forces.
 - ✓ Absence of potential encroachment, virtually unlimited expandability, varying environs and instrumentation of ranges.
 - ✓ Opportunity with Army draw-down to develop an Arctic variant of the National Training Center where “force-on-force” training can be conducted at the Brigade level in Arctic conditions.

 - Strategic location enabling power projection to Pacific and Europe.
 - ✓ Possessing this operational advantage is clear / translating it into a real advantage in the face of operational costs during constrained budget is another matter.

 - Joint Role in Strategic Missile Defense
 - ✓ Integrated Greely / Clear missions.
 - ✓ The importance of the Strategic Missile Defense mission in Alaska has been highlighted by recent geo-political events and the commitment of additional resources to Alaska’s mission.

 - Joint Basing in Anchorage demonstrates Command commitment to efficiencies.

 - Military Family Quality of Life
 - ✓ Strong community and State support of military and military families.



Strategic Plan “Headlines” (cont.)



□ US Army

- Stryker / Airborne BCT's are highly valued in Army reduced Force Structure environment.
- Fort Wainwright ranked 1st among Army installations for training in The Army Basing Study(TABS) team analysis during BRAC 2005.

□ US Air Force

- Capacity and infrastructure at Eielson Air Force Base enables USAF to support surge operations in the Pacific Theater and expanded Tanker Mission.
 - ✓ US Air Forces Europe anticipated reductions / CONUS tanker re-balancing are key resources.
- JPARC provides joint operational environment with US Army, and with international partners.
 - ✓ Excellent network of low, medium and high level Military Training Routes between JBER – JPARC/Eielson.
 - ✓ F-35 Operations criteria match well with Alaskan USAF bases and complement F-22 operations – particularly for 5th Generation “force on force” training.
- High value assets (F-22, C-17, Personnel Recovery Mission / Equipment) in Alaska Command (ALCOM).



Strategic Plan "Headlines" (cont.)



- **US Coast Guard**
 - High operations tempo and visibility of Coast Guard District 17 mission protects their sustainability in tight budget environment from major reductions.
 - Aviation assets in reasonably good shape at a time when Coast Guard aviation modernization budget will face increasing constraints.
 - ✓ Kodiak's HH-65 Dauphins could face need for Service Life Extension within 5-7 years.
 - ✓ HH-60T Jayhawks and C-130's are critical assets.
 - Criticality to maritime operations and maritime commerce to the region and the nation with the significant volume of trade and traffic in the region.



AMFAST / State of Alaska Priority Actions



1 Action Item: Actively Reduce Energy Costs to the Department of Defense in Alaska.

- A strong focus on cost reduction is critical for maintaining Alaska's bases and military missions in a constrained budgetary environment.
- Energy presents the greatest opportunity/challenge to impact cost reduction.
- A long-term solution may require the State to execute a strategy for conversion of coal-based energy generation in Northern Alaska to natural gas-based power generation to address military, community and economic development needs for lower life-cycle utility costs.

2 Action Item: Develop State, Community and Industry Partnerships that cut costs to Military Installations in Alaska.

- Promote State / Community compact with the U.S. Military for shared services initiatives designed to lower costs associated with operating and maintaining military installations in Alaska.
- Advance economic partnership opportunities for the U.S. Military in Alaska through the promulgation of military facility economic zones.



AMFAST / State of Alaska Priority Actions (cont.)



3 Action Item: Promote Awareness of Alaska's Strategic and Operational Value.

- An annual State-wide Delegation, led by the Governor, should travel to Washington for meetings with the Delegation, Administration (to include the Departments of Defense & Homeland Security) and Senior Pentagon leaders to discuss specific areas / issues of mutual interest relating to the Alaskan military industry.
- The Governor and AMFAST team should conduct a formal outreach program to our counterparts in the State of Hawaii and with the PACAF / PACOM commanders.
- Alaska should lead a collective, regional effort of Alaska, Washington and Hawaii to develop a more coherent and strategic "story" of our collective impact on supporting the Administration's current emphasis on the Pacific Rim in its National Military Strategy, within the context of hearings, Military Associations and Professional Studies conducted on military policy in the region.
- Alaska should examine options for regional collaboration with Washington State given the predominant role these two locations have on access to the northern Pacific Rim and the special relationships with exist between Army elements at Joint Base Lewis-McChord with US Pacific Command.
- The State should consider commissioning a study by the Center for Strategic & International Studies to discuss the strategic importance of Alaska's location from a military, commerce and scientific perspective – to include the importance of the Arctic as noted by two Presidential Decision Memorandums.



AMFAST / State of Alaska Priority Actions (cont.)



4 Action Item: Strengthen Relationship between the State of Alaska, ALCOM, USARAK, and U.S. Coast Guard District 17.

- Establish and sustain an Alaska Senior Leader outreach effort including Headquarters staff in the Pentagon and pertinent Major Commands impacting Alaskan Units/Installations.
- This effort must include PACAF and be focused on how this collaboration will reduce costs to the Department of Defense, sustain operational effectiveness and support the National Military Strategy.

5 Action Item: Leverage Opportunities Presented by U.S. Military Force Structure Adjustments to Expand the Military Industry in Alaska.

- Eliminate Single Squadron Wing marker for Eielson AFB by pro-actively consolidating other single squadron airframes (F-16's from Spangdahlem, Germany) to Eielson.
- Secure excess equipment as Army downsizing progresses to establish a Total Force Joint Winter / Rough Terrain Warfare Training Center located at Ft. Wainwright.



AMFAST / State of Alaska Priority Actions (cont.)



6 Action Item: Explore Infrastructure Improvements Needed to Expand Search & Rescue Capabilities Provided by the Alaska National Guard and the United States Coast Guard.

- Outreach to other Search & Rescue Unit states / Congressional Delegations to collaborate in securing needed modernization funding and personnel requirement relief as a block of States to address shortfalls caused by the continued shifting of Major Command oversight for these units which have left them under-resourced.
- Recruitment and retention incentives must be expanded to enable the Alaska Air National Guard to be on par with the national average of 94.0% manning levels versus current mid-high 80 percentile.

7 Action Item: Enhance Quality of Life Initiatives for Military Service Members living in Alaska.

- Advance regulations and/or legislative measures focused on quality of life improvements for service members and their families.



Additional Recommended Courses of Action Infrastructure



Infrastructure -- Basing Costs State-Wide

- Shared Services Inter-Governmental Agreements approved by Congress in the Fiscal Year 2013 National Defense Authorization Act.
 - ✓ Examples include, but not limited to, waste treatment, energy services, road services and road maintenance and family support services.
 - ✓ Option to participate in USAF "table top" Shared Services exercises with the support of the Alaskan Command.

- Update land-use agreements in place to ensure all steps taken for compatible development, and to preclude potential physical or "virtual" encroachment.
 - ✓ DOD is now looking at all installations for existing or potential future encroachment as well as "virtual" encroachment such as spectrum constraints, environmental issues such as air quality, etc.



Additional Recommended Courses of Action Infrastructure (cont.)



Infrastructure – US Army

- Explore options with ALCOM for a State-funded / cost-shared movement of the Muldoon Gate at JBER to provide better access to the Medical Center for Veterans / off-post military families.
- Consider Enhanced Use Lease, and other non-traditional financing options for dual-use facilities.
- Addition of a Military Operations in Urban Terrain (MOUT) range at JBER for use by the 4th BCT (Airborne).
 - ✓ A MOUT training at Richardson would provide a small footprint, lower-cost, realistic training environment for the soldiers of the 4th BCT /25th ID for execution of live, virtual and constructive training.



Additional Recommended Courses of Action Infrastructure(cont.)



Infrastructure – US Air Force

- Secure USAF commitment to allocate funding for Eielson Live Ordnance Loading Area (LOLA) south ramp expansion / upgrades critical to continued flight ops for the 354th FW and other users.
- As decisions are secured which could enhance the 168th Air Refueling into an Active Association, with an increased number of aircraft, comes the potential of “new mission milcon” for expansion and renovation of 168th's Maintenance (MXG) and Operating (OG) facilities.
- Explore non-traditional options to fund 212th Rescue Squadron aircraft hangar facilities at Eielson and North Slope.
 - ✓ Options for Enhanced Use Lease, in conjunction with fishing, oil & gas industries, to construct the North Slope hangar given the importance of that facility to the 212th for safety / search & rescue missions critical the commercial operations in the North Slope region.
- Ensure USAF retains the Eielson Contingency Dormitory and blue-coded buildings identified in the 18th AGR SATAF report, along with funds to maintain them in good working condition.
- Address options with HQ, Air National Guard and the Delegation to accelerate funding for 176th Aircraft Support Equipment Storage facility at JBER for aircraft ground equipment.
- Develop utilization / modification plans for former F-15 hangars at JBER and North Bays at Eielson (currently used for Red Flag aircraft) to retain their utility and use for future missions.



Additional Recommended Courses of Action New Missions / Mission Expansion



US Army

- Obtain US Army approval for assignment of Gray Eagle Unmanned Aerial System for operations by 25th ID from Eielson AFB in JPARC for Joint operations between 1st Stryker Bde and USAF / Alaska Air Guard assets.

- Study options to add Air Cavalry attack elements reconnaissance and troop transport elements in the 1-52 Aviation Brigade at Fort Wainwright as Army Force Structure adjustments open up availability of assets..

Total Force (Army / Air Force & National Guard)

- Network vehicle and aircraft simulators (data link or "dark fiber") at Forts Wainwright and Richardson (JBER) with Gray Eagle UAS / manned aircraft operations from Fighter Wings to provide Joint Force / Full Spectrum live, virtual and constructive training.
 - ✓ Examples already exist in CONUS locations with multiple integrated sites.



Additional Recommended Courses of Action New Missions / Mission Expansion (cont.)



US Air Force

- The Governor of Alaska, local impacted communities and the Congressional Delegation have formally urged the Air Force to include a Potential Alternative in the ongoing Eielson EIS which would explore the movement of the 480th Fighter Wing in Spangdahlem to Eielson AFB to robust the 354th Fighter Wing.

- Identify options to robust the 168th Air Refueling Wing to a 12 Primary Aircraft Authorized Wing of KC-135R refueling tankers. Resourcing options to be explored included KC-135R's which flow-down from ongoing KC-46A basing decision and/or other sources of airframes.
 - ✓ Convert the 168th to an Active Association, consistent with the 154th Wing in Hawaii.

- Seek a Distributed Common Ground System and associated Remote/Split Operations Unmanned Aerial Systems mission for world-wide missions by the Alaska Air National Guard at Eielson to complement Army/Air Force Gray Eagle Launch & Recovery Efforts within JPARC.



Additional Recommended Courses of Action Equipment Modernization



US Army

- Examine procurement of additional material handling and loading equipment needs which will enhance US Army Alaska elements at JBER to deploy more efficiently.

US Air Force / Air National Guard

- Active proponency by the State, in conjunction with the Congressional Delegation, for USA to program funds for the standardization of 3rd Wing's fleet to Block 17 standard with Extended Range Fuel tanks.
- Initiate actions to secure National Guard & Reserve Equipment Account (NGREA) funding for SABRE Arm and Sensor (Synthetic Aperture Radar) pods to be integrated on 176th Air National Guard Wing C-130's to enhance Search & Rescue operations.
- Facilitate discussions for US Coast Guard inclusion in purchase options for Combat Rescue Helicopter in conjunction with 17th District / USCG aviation modernization.



Additional Recommended Courses of Action Military Personnel / Quality of Life Issues



- Regulations and Legislative Measures to Enhance Quality of Life**
 - Facilitate military Spousal Employment through legislative and administrative actions to accept vocational / professional certifications (teachers, nurses, etc) issued to military spouses in other States.
 - Provide in-state tuition rates to the military dependents who become of college age while in the State of Alaska during their parents' military assignment and enable them to retain those rates if their parents are reassigned from Alaska, but the military dependent remains in-State to complete their education.
 - Provide preferred employment status to Alaska National Guard personnel who have completed five (5) or more years of service with the Alaska Guard for State employment positions.
 - Provide to both National Guard service-members an enhanced post-secondary education financial aid package of no-interest loans and/or subsidization of curriculum related to their National Guard duties.



State, Community & Delegation Collaboration



- Speak and act with one voice – State / local coordination**
 - History has shown that the State of Alaska and each installation benefit from coordinated messaging and a unified statewide advocacy strategy.
 - Understand the federal audience. In communications with members of the Alaskan delegation, State/local impacts are critical. When communicating with other congressional leaders or with DoD, it is necessary to communicate why the retention and/or expansion of the base and its mission are of value / importance to DoD and why retention of the base is cost effective.
 - Designate primary POCs at supporting community organizations for regular communication and coordination with the State.

- Lay out a Community and a State Legislative Strategy that will augment State of Alaska advocacy for each Alaska military installation.**

- Provide updates to State to inform regular engagement with Defense authorizers / appropriators.**
 - Involvement of members on congressional defense authorizing / appropriating committees if of critical importance. All will be regularly engaged on the State's strategic efforts to strengthen all installations.



State, Community & Delegation Collaboration (Cont.)



- Expand community support and engagement.**
 - Already exceptional at Eielson, community engagement can continue to grow for Wainwright and for JBER.
 - Engage with installation leadership on areas of collaboration that strengthen the future of the base and community.

- Monitor potential BRAC legislation, Force Structure Adjustments, Defense budget impacts on base.**

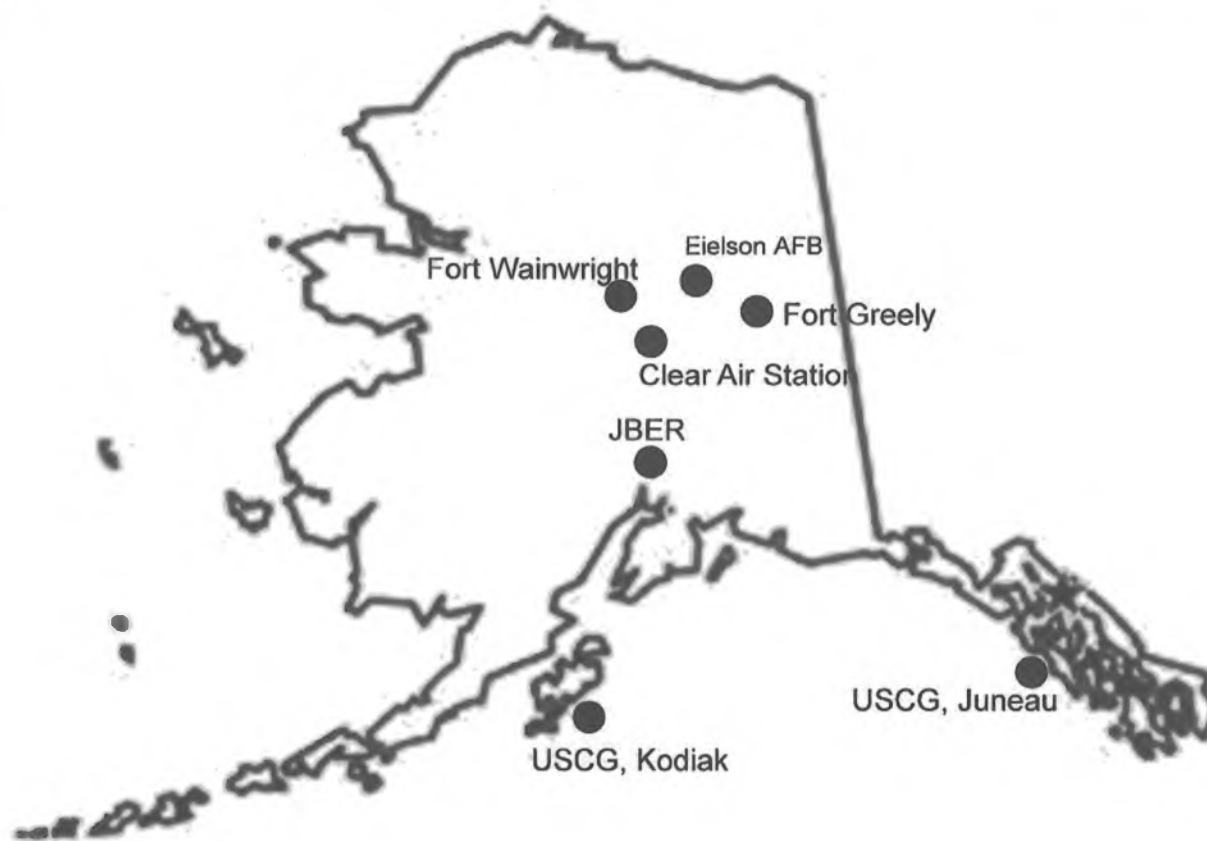


Back-up Slides

HYJEK & FIX, INC.



Alaska's Major Military Installations





BRAC 2005

Actions in Alaska



□ BRAC 2005 Actions Summary

- **Kulis Air Guard Station Closure**
 - ✓ Moved 176th Air Guard Wing to Elmendorf / added 4 C-130's to the 176th.
- **Galena Forward Operating Location Closure**
 - ✓ Added as a closure by the Commission.
- **Eielson AFB Realignment**
 - ✓ USAF proposed realignment of Active tactical aircraft from Eielson.
 - ✓ Commission kept Eielson open, realigning only A-10's to Barksdale (LA) while retaining the 354th Fighter Wing's F-16's.
- **Elmendorf AFB / Ft. Richardson Realignment**
 - ✓ Approved the creation of Joint Base Elmendorf - Richardson
 - ✓ 176th Air Guard Wing approved for realignment to Elmendorf from Kulis as proposed by USAF.
 - ✓ Commission approved USAF recommendation to relocate 24 F-15's to make room for the addition of F-22's to the 3rd Wing.
- **Ft. Wainwright Realignment**
 - ✓ Approved the Army recommendation to realign the Headquarters for the Cold Regions Test Center back to Ft. Greely where it existed prior to BRAC 1995.



2005 BRAC CRITERIA



1. Current and future mission requirements and **the impact on operational readiness** of DoD's total force, including impacts on joint warfighting, training and readiness.
2. The **availability and condition of land, facilities, and associated airspace**, including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain and staging areas for the use of the Armed Forces in homeland defense missions, at both existing and potential receiving locations.
3. The **ability to accommodate contingency, mobilization, and future total force requirements** at both the existing and potential receiving locations to support operations and training.
4. The **cost and manpower implications**.
5. The **extent and timing of potential costs and savings**, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The **economic impact** on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to **support forces, mission, and personnel**.
8. The **environmental impact**, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.



BRAC 2005 Timelines



Apr 15, 2003:	OSD report outlining specific functions to receive joint analysis and the metrics for analysis.
Dec 28, 2003:	Proposed Selection Criteria for base closure published in Federal Register.
Feb 12, 2004	Final Criteria Released.
Mar 23, 2004:	Submission of force structure plan, requirement for BRAC, and certification on annual savings by SecDef.
Mar 15, 2005:	President submits nominations for nine Commissioners to Congress.
May 16, 2005:	DOD recommendations for installation closures and realignments published in Federal Register.
Jul 1, 2005:	GAO review of recommendations sent to the President and Congress.
Sep 8, 2005:	Commission submits its recommendations to the President.
Sep 23, 2005:	President must approve or disapprove Commission recommendations.
Oct 20, 2005:	If list is rejected, Commission must submit revised recommendations.
Nov 6, 2005:	President must transmit approved list to Congress.



Key Differences in BRAC / Force Structure Adjustments



□ Key Considerations for Future BRAC / Force Structure Adjustments (FSAs)

- BRAC relies on data from previous fiscal years to inform analysis and decision making. Thus, a BRAC in Fiscal Year (FY) 2015, if it occurs, would draw heavily on existing data from FY 2013.
- Where force structure adjustments focus primarily on cost and contribution to national defense, BRAC looks at these factors and many others, including economic impact and environmental issues (i.e. encroachment). This distinction is important to acknowledge when advocating for installations, as relevant points of emphasis will vary depending on the nature of the process.
- BRAC requires a transparent process with an independent Commission review of recommendations and supporting data – with Congressional approval of the Commissions Findings & Recommendations.
- Force Structure Adjustments, properly executed, are outside the scope of BRAC and, while subject to Congressional review, do not require Congressional approval for execution.
- Personnel reduction targets announced by DOD in early 2012 to meet budget targets from the Budget Control Act of 2011 include downsizing by:
 - ✓ Army (72,000)
 - ✓ Navy / USMC (25,000)
 - ✓ Air Force (9,900)



Force Structure Adjustment Actions in Alaska Ongoing / Since 2005



□ Force Structure Adjustments ongoing with impact in Alaska

- In March 2012, the US Air Force proposed a series of Force Structure Adjustments which included the transfer of the 18th Aggressor Squadron from Eielson AFB to Joint Base Elmendorf – Richardson (JBER).
 - ✓ Implementation was deferred due to legislative action by the Delegation.
 - ✓ The proposed “relocation” is now the subject of an ongoing Environmental Impact Statement process.
 - ✓ Remains an ongoing issue.

- Also in March 2012, completion of 16th Combat Aviation Bde (CAB) realignment with Ft. Lewis, WA initiated in 2010 (Fort Wainwright) was announced.
 - This executes a previously agreed upon action on the division of 16th CAB assets moved from Fort Carson, and places the Headquarters, and Headquarters Company, at Joint Base Lewis-McCord (WA).

- In February 2013, the Army published a 2020 Force Structure Draft Programmatic Environmental Assessment (PEA) which included Fort Wainwright & Fort Richardson (JBER) as potentially impacted sites.
 - ✓ Impact at sites likely to be a minimum of 1,000 military personnel (potential to gain up to 3,000 or to lose up to 8,000 military personnel).
 - ✓ Formal public comments have been submitted by the State of Alaska, the Congressional Delegation, and impacted communities to the Draft PEA.

07/11/13
Fairbanks
Community
Efforts to
Support the
Military

<TARGET><BILL></BILL><SUBJECT>07-11-13 Fairbanks Community
Efforts to Support the
Military</SUBJECT><COMM>JASC28</COMM></TARGET>



U.S. AIR FORCE

Welcome Joint Armed Services Committee



Eielson AFB AK

THIS BRIEFING IS UNCLASSIFIED

Integrity - Service - Excellence



U.S. AIR FORCE

Overview



- **Strategy of a Pacific Power**
- **Where Eielson's Geography, Mission Capabilities Fit**
- **Rebalance Towards a Tough Neighborhood:**
 - **That Needs 5th Gen A/C to Access**
 - **That Needs Lots of Good Friends**
 - **And Friends That are Really Good**
 - **Where Airmen, Equipment, Weapons Must Show up Fast**
- **Questions**

Integrity - Service - Excellence



U.S. AIR FORCE

Strategy of a Pacific Power



“As we end today’s wars, I have directed my national security team to make our presence and missions in the Asia-Pacific a top priority.”

– President Barack Obama

“United States Strategy calls for rebalancing defense resources towards the Asia-Pacific region...essential to this strategy are our efforts to strengthen alliances and partnerships in the Asia-Pacific to advance a common security vision.” – Leon Panetta, Former SECDEF



U.S. AIR FORCE

Gateway to Asia-Pacific



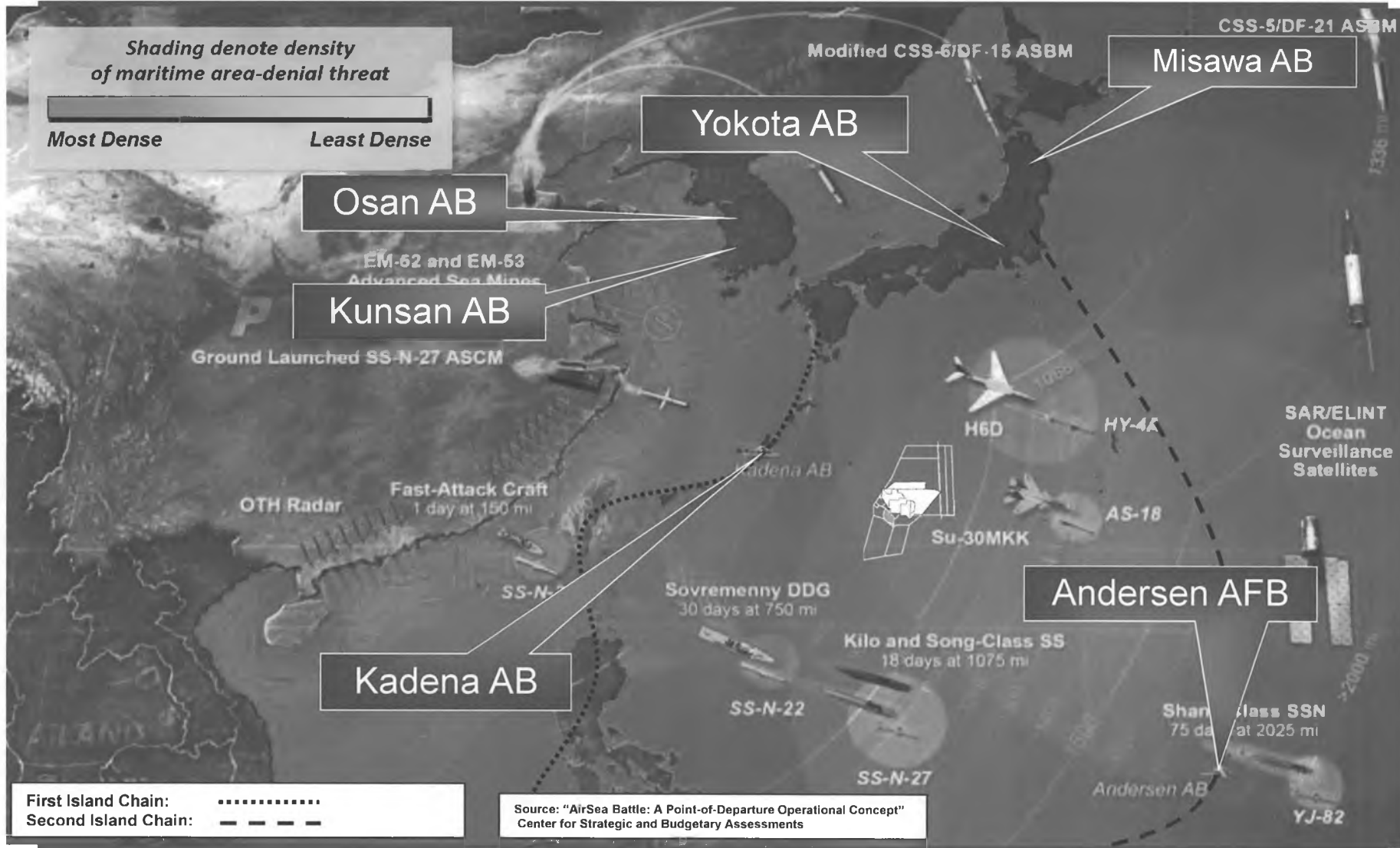
Where Our Geography, Mission, Capabilities Fit:

- **Wide expanses of contested water, real estate & airspace**
- **Regions that require 5th Gen Aircraft to Access**
- **A Region that Needs Unwavering Allies and Partners**
- **A&P who can team with us in Peacetime and Combat**
- **A geostrategic position and throughput capability to bridge the distance/resource demand**



U.S. AIR FORCE

Asia-Pacific: A Tough Neighborhood



Integrity - Service - Excellence



5th Gen Required to Access



U.S. AIR FORCE

➤ Restricted Access to the Region



Integrity - Service - Excellence



Unwavering Allies and Partners



U.S. AIR FORCE

■ 3-5 Major Exercises a Year

- RED FLAG - ALASKA
- NORTHERN EDGE

■ CY-11

- 1,100 Intn'l participants
- 250 Aircraft
- 6,700 Flying hours



Australia



Belgium



Norway



Poland



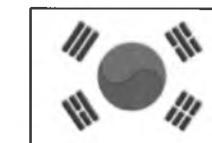
Canada



Germany



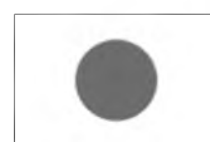
Singapore



South Korea



Italy



Japan



Mongolia



Netherlands



Thailand



United Kingdom

Integrity - Service - Excellence



Preparing Allies & Partners For Peacetime and Combat



U.S. AIR FORCE

- 16 Nations: Australia, Belgium, Canada, France, Germany, Japan, Italy, S. Korea, Netherlands, Norway, Philippines, Singapore, Thailand Turkey, UK, Poland



Integrity - Service - Excellence

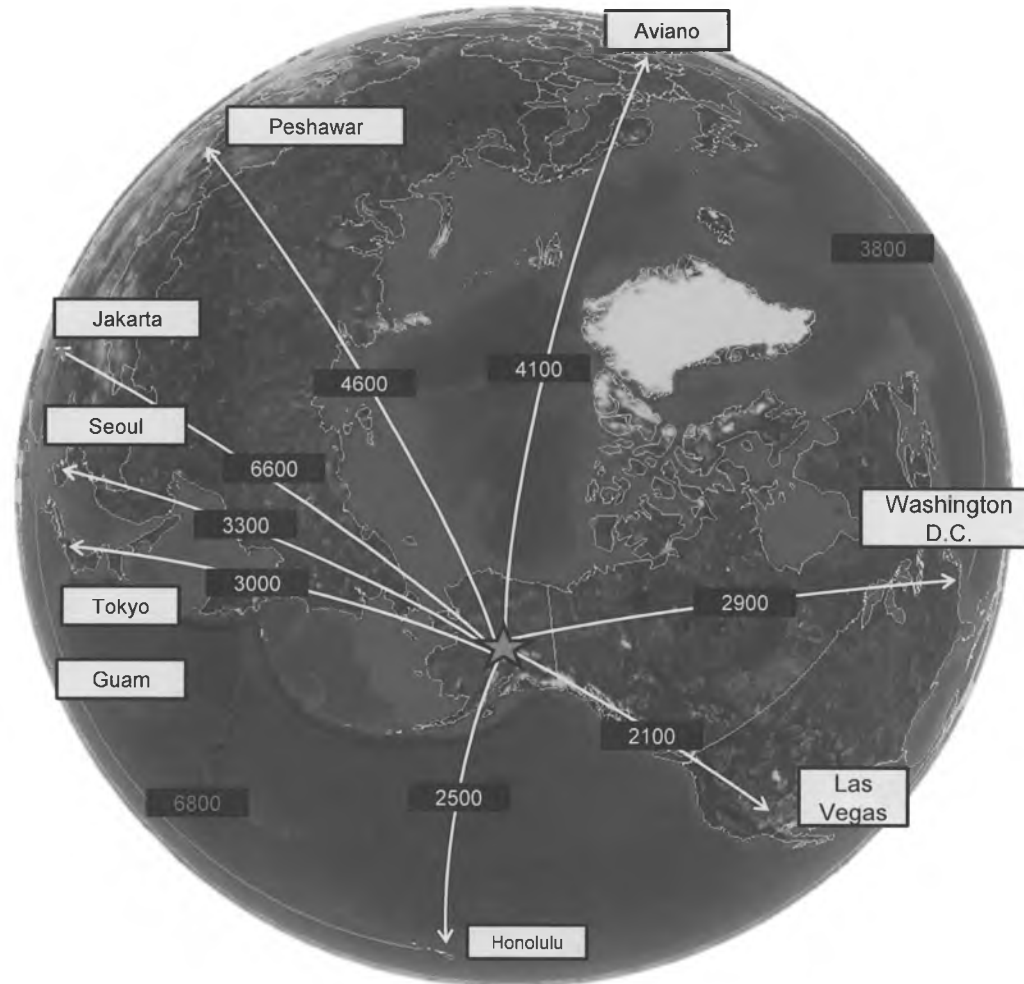


Position: Top of the World



U.S. AIR FORCE

- “I believe that, in the future, whoever holds Alaska will hold the world...I think it is the most important strategic place in the world.”
- Brig Gen Billy Mitchell





U.S. AIR FORCE

Capacity



24M Gallon
Fuel Storage Capacity





U.S. AIR FORCE

Throughput: JMC



- A geostrategic position and throughput capability to bridge the distance/resource demand
- JMC throughput and Strat Ramp capability
- 2011 Activity
 - 10,677 Army personnel
 - 1,823 USAF personnel
 - 32 Army Helos
 - 1,500 Short tons
- 2012 Activity
 - 5,400 Army personnel
 - 1-25 SBCT redeployment





U.S. AIR FORCE

Gateway to Asia-Pacific



- **Wide expanses of contested water, real estate & airspace**
- *JPARC size, availability, proximity*
- **Regions that require 5th Gen Aircraft to Access**
- *Most advanced anti-access Training IADS in the World*
- **A Region that Needs Unwavering Allies and Partners**
- *Ability to Integrate a wide variety of Partner Nations*
- **A&P who can team with us in peacetime and combat**
- *Professional Exercise Construct Able to build partner capability*
- **A geostrategic position and throughput capability to bridge the distance/resource demand**
- *Geostrategic Position, Ramp Space, JMC Throughput*



U.S. AIR FORCE

Questions



Integrity - Service - Excellence



DoD Utilities in Alaska

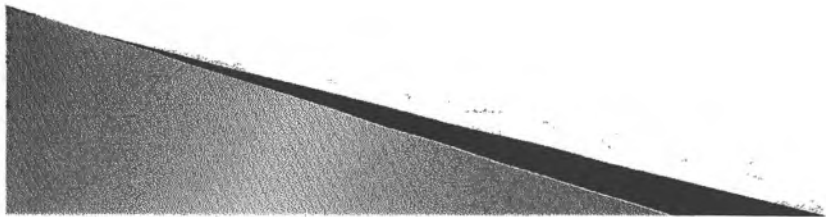


Fuel Costs

Installation	Onsite Energy Source	Energy Cost (\$/MMBTU)
Clear AFS	Coal	\$4.35
Fort Wainwright	Coal	\$4.88
Eielson AFB	Coal	\$4.95
Joint Base Elmendorf Richardson	Natural Gas	\$7.25
Fort Greely	Fuel Oil	\$28.70
Ground Missile Defense (GMD)	Fuel Oil	\$28.70

Energy Cost Comparison

- ▶ 1 Ton of coal provides 15,100,000 BTU
 - \$76.12 per ton
- 1 Gallon of Diesel provides 138,690 BTU
 - \$3.73 per gallon
- 1 Gallon of Propane provides 91,500 BTU
 - \$3.06 per gallon
- Natural gas 1,000,000 BTU
 - \$4.04 per million BTU
- 1 Kw of electricity provides 3,414 BTU
 - \$0.20 per Kwh



▶ 175,000 Tons consumed Annually

2,642,500,000,000 BTU's

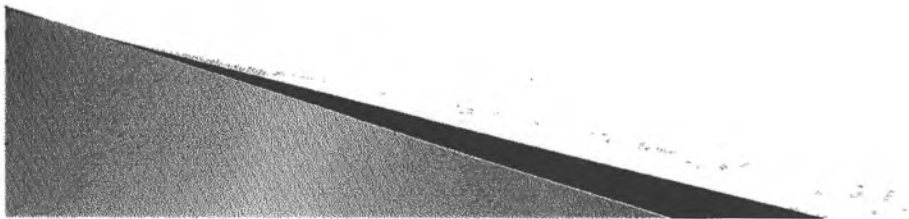
- ▶ Coal: \$13,321,000.00
- ▶ Diesel: \$71,068,750.10
- ▶ Propane: \$88,372,131.15
- ▶ Electricity: \$154,803,749.27
- ▶ Natural Gas: \$10,675,700.00

Natural Gas is not available at this time. The cost estimate provided is the spot price. Natural gas prices have varied over the last 10 years;

December 1998, \$1.72

October 2005, \$13.42

May 2013, \$4.04.



02/13/14

Alaska

Joint

Armed

Services

Briefing

<TARGET><BILL></BILL><SUBJECT>02-13-14 Alaska Joint Armed
Services Briefing</SUBJECT><COMM>JASC28</COMM></TARGET>



**America's finest fighting team,
engaged in crises worldwide
while securing America's future
in the Last Frontier**

Alaskan Command Update

Alaska Joint Armed Services Committee

Lt Gen Russ Handy
13 Feb 2014





Overview

- **Unit Highlights**
- **Operations**
- **Exercises**
- **Arctic Strategy**
- **Campaign Plan**
- **ALCOM/JTF-AK Initiatives**
- **Budget Challenges**



U.S. Military in Alaska



Population Exceeds:
23,400 Active Duty (AD)
35,200 AD Dependents
4,800 DoD Civilians
1,800 DoD NAF



- ★ Joint Base
- ★ Air Force Base
- ★ Army Base
- ☆ Coast Guard Station
- Radar/Radio Site
- Marine Safety Unit/Det



Your Alaska Military Team

ONE HEADQUARTERS – FOUR COMMANDS

Lt Gen Handy



Headquarters: 34
611 ASG/AOC: 323



Alaskan Command: 66
NC Alaska Support Team (JTF-AK): 12



Headquarters: 21

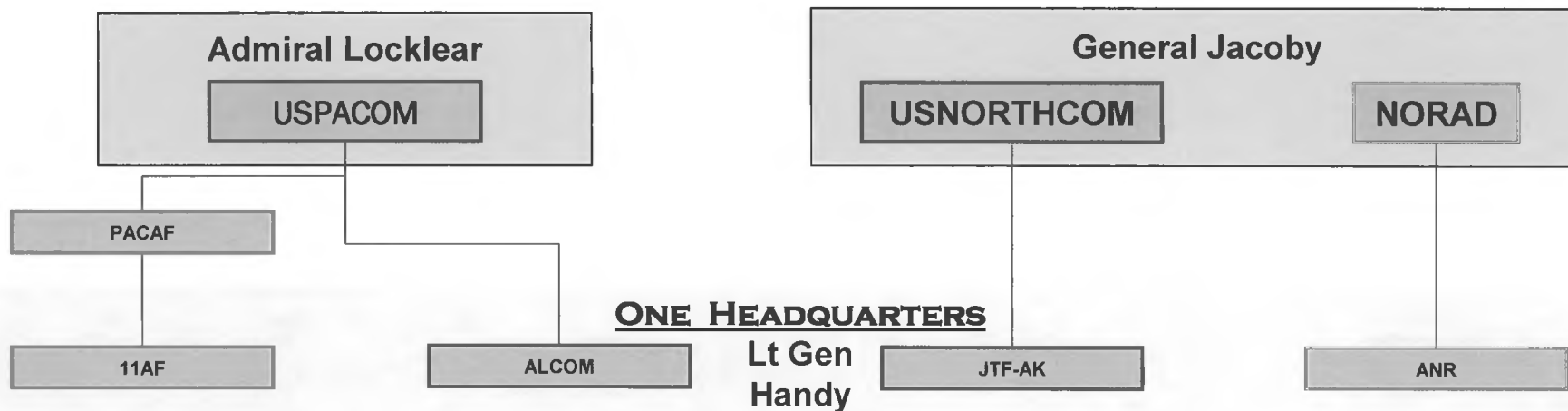
Army
(USARAK)
MG Shields

Coast Guard
(USCG D17)
RADM Ostebo

National Guard
(AKNG)
MG Katkus



4-Hat Command Alignment



Eleventh Air Force
U.S. Service

- Organize, Train, Equip Forces
- Provide forces to unified commanders
- Act as Alaska aeronautical SAR Coordinator



Alaskan Command
U.S. Joint

- Facilitate readiness of Alaska forces
- Plan, execute, and assess HD and CS operations within the JTF-AK JOA
- Assist USNORTHCOM and Services with identifying Arctic requirements and capability shortfalls
- Maintain key mission partnerships with joint, interagency, intergovernmental, multinational, private sector, and tribal partners



Joint Task Force Alaska
U.S. Joint



Alaskan NORAD Region
BI-National

- Provide continuous warning/assessment of Aerospace Attack
- Maintain Aerospace Control to include Air Sovereignty and Air Defense of ANR's AOR



Alaska-Based Forces Deployments

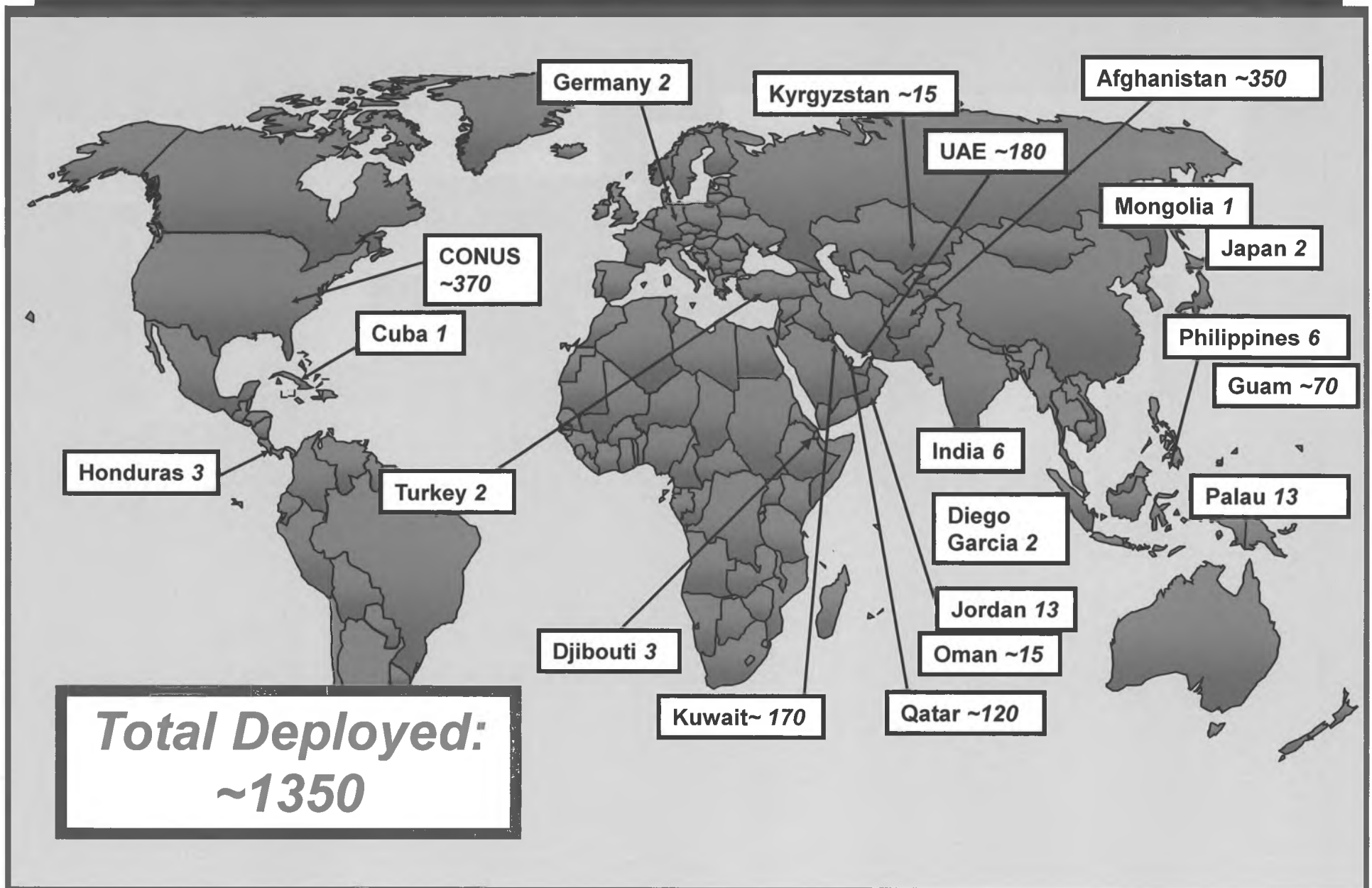
- Rotational F-22 Raptor and E-3 AWACS presence in CENTCOM AOR
- USARAK in CENTCOM
- Humanitarian relief to the Philippines



CENTCOM Area of Responsibility (AOR)

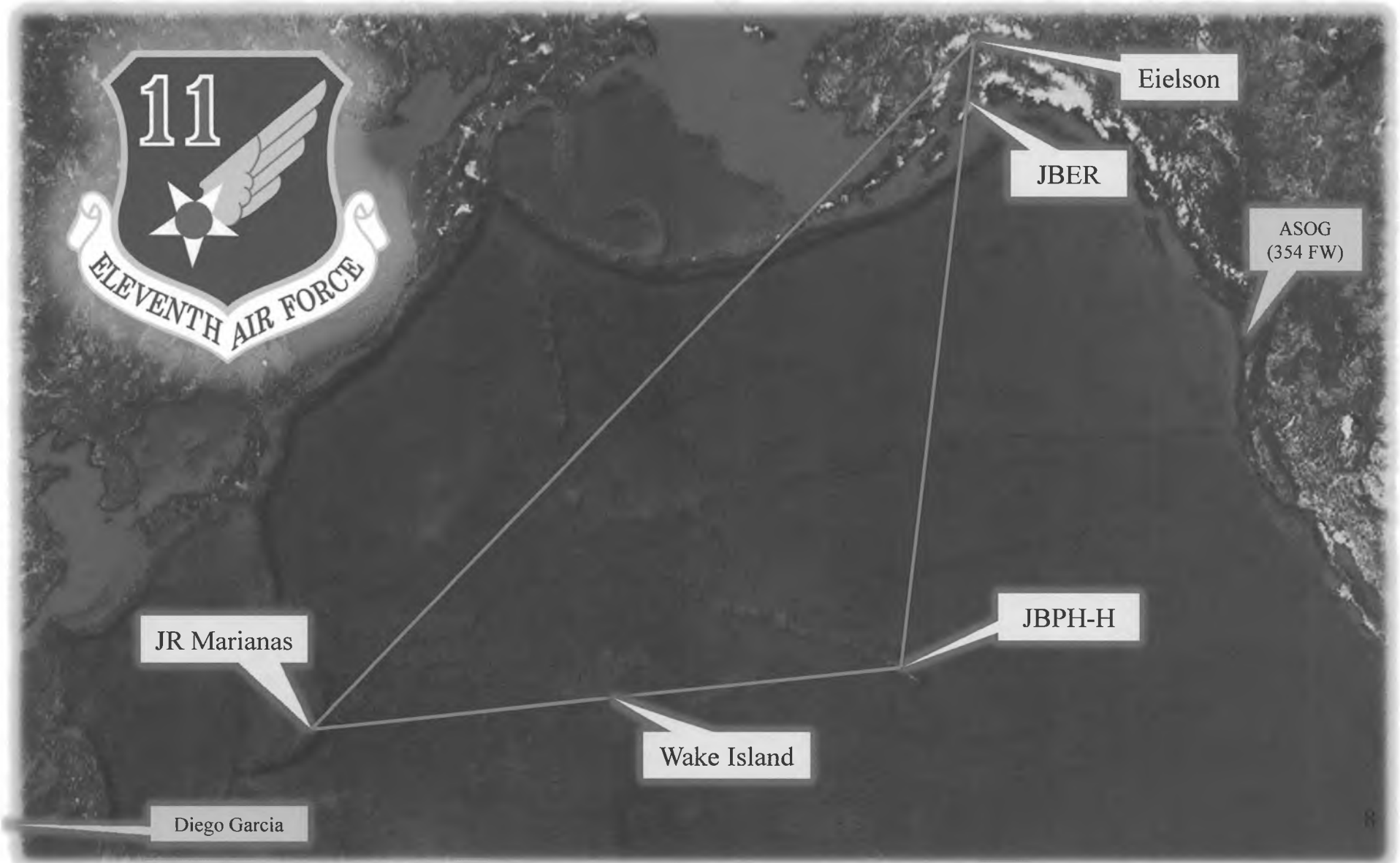


Alaska-Based Forces Currently Deployed





11th Air Force



JR Marianas

Diego Garcia

Wake Island

JBPH-H

JBER

Eielson

ASOG
(354 FW)



Year in Review

Sequestration Recap:

- Sequestration took effect, 1 Mar 13
- AF: \$12.4B redux + \$1.8B OCO shortfall = \$14.2M redux
- PACAF: started at \$103M – impact has grown to \$168M
- Absorb redux w/7 months of \$

Post Sequestration:

- President signed FY13 Appropriation Bill on 26 Mar
- Did not offset any sequestration reductions
- Bill actually hurt the AF...reduced O&M by \$654M
- Bill minimized DoD's ability to transfer \$ between accounts
 - \$3.5B for OCO & \$4B for all others



Year in Review cont.

Sequestration Impacts in Alaska

- **Flying Hour Program Cuts**
 - 18 AGRS stand-down, effective 9 Apr
 - 962 AACS, reduced hours
 - 517 AS, flying to maintain currency but at reduced proficiency level
 - 90 FS/525 FS, still flying at CMR rate
- **Cancellation of NORTHERN EDGE 13 & RED FLAG 13-2**





Year in Review cont.

Sequestration Impacts in Alaska

- **Furlough of 5100 DoD Civilians in AK**
 - 6 Furlough days instituted during July - Aug
 - 4 civ employee down days during the gov't shutdown in October
- **Civilian Hiring Restrictions**
- **Cancel all non-mission essential TDYs**
- **Curtail/cancel studies not Congressionally-directed or mission critical**
- **Limit purchases to essential FY13 consumption only**
- **Defer non-emergency Facilities Sustainment/ Restoration & Modernization projects**
- **De-obligate/incrementally fund contracts to FY13 requirements only**



11th Air Force



- 611 ASG → PACAF Regional Support Center
- Environmental Restoration recently transitioned to the AF Civil Engineering Center (AFCEC)
- Rescue Operations
 - Missions: 134 for 2013
 - Saves: 121 for 2013
 - Up-tick from 2012



JBER - 3rd Wing

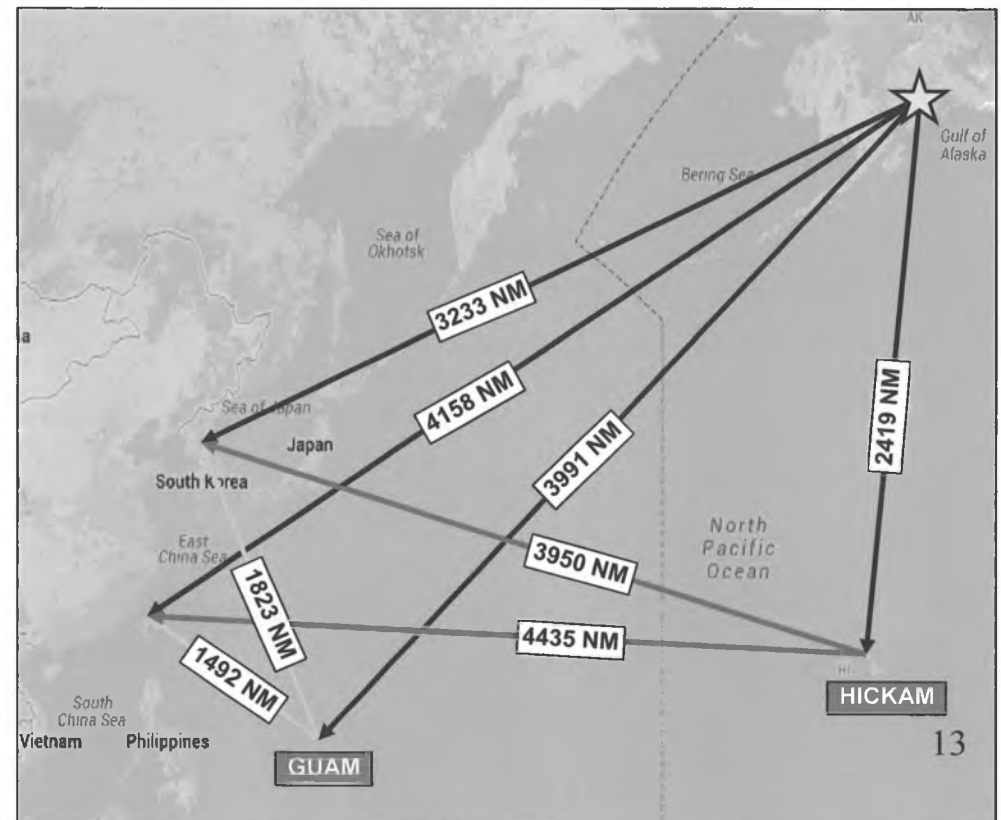
C-17s

- Op DAMAYAN-52 sorties, 2M lb of aide, 2k pax evac
- Supported 9,000+ USARAK jumpers
- Supported 3 POTUS/VPOTUS trips through the Pacific



F-22s

- Increment 3.1 and ABOS
- 3x CENTCOM TSPs
- RAPID RAPTOR concept





JBER - 673rd Air Base Wing

Continued Joint Base Successes

- 85% of performance metrics met; \$152M less expended
- 2 DoD, 7 AF, and 58 MAJCOM award winners in 2013

New USCG Sector Anchorage HQ

- Partnered with USCG and AK NG for new HQ bldg
 - Provides cost savings and enhanced mission capability for USCG



Arctic Thunder Open House

- 26-27 July 2014
- Expecting approx 235,000 visitors
- USAF Thunderbirds scheduled
- Partnership with Alaska Air Show Assoc and others





Eielson AFB – 354 FW

Accomplishment and Accolades

- PACAF's first Readiness-Focused Consolidated Unit Inspection
 - Overall "Excellent", 32 identified "strengths"
- Mobile Training Team to Australia
- ASOC Team (Joint Base Lewis-McChord)
 - 5,000+ msns, 900+ TICs, almost 2,000 tgts, 260k lb ordnance



Projects and Issues

- USAF decision regarding proposed F-16 relocation
- Potential F-35 basing candidate
- Potential for Gray Eagle RPV basing
- Dormitory project
- Powerplant





F-35 Basing Determination Process

Internal Review

- Air Force approved basing criteria used to select F-35A overseas candidate bases in the Pacific AOR
- Criteria assesses installations based on mission, capacity, environmental considerations and cost factors

Evaluation

- Air Force will evaluate PACAF sites against approved criteria
- Identify candidate bases for the F-35A

Site Surveys

- Site survey teams will assess each location against operational and training requirements, potential impacts to existing missions, housing, infrastructure, and manpower
- Develop cost estimates to beddown the F-35A at each location

Alternative Selection

- Once site surveys are complete, the Air Force will select preferred and reasonable alternatives
- Begin compliance with the Environmental Impact Analysis Process (EIAP) to support environmentally informed basing decisions





Missile Defense Bases



Clear AFS

- Combined Heat and Power Plant (CHPP) analysis
- Candidate for new radar upgrade



Ft Greely - MDA

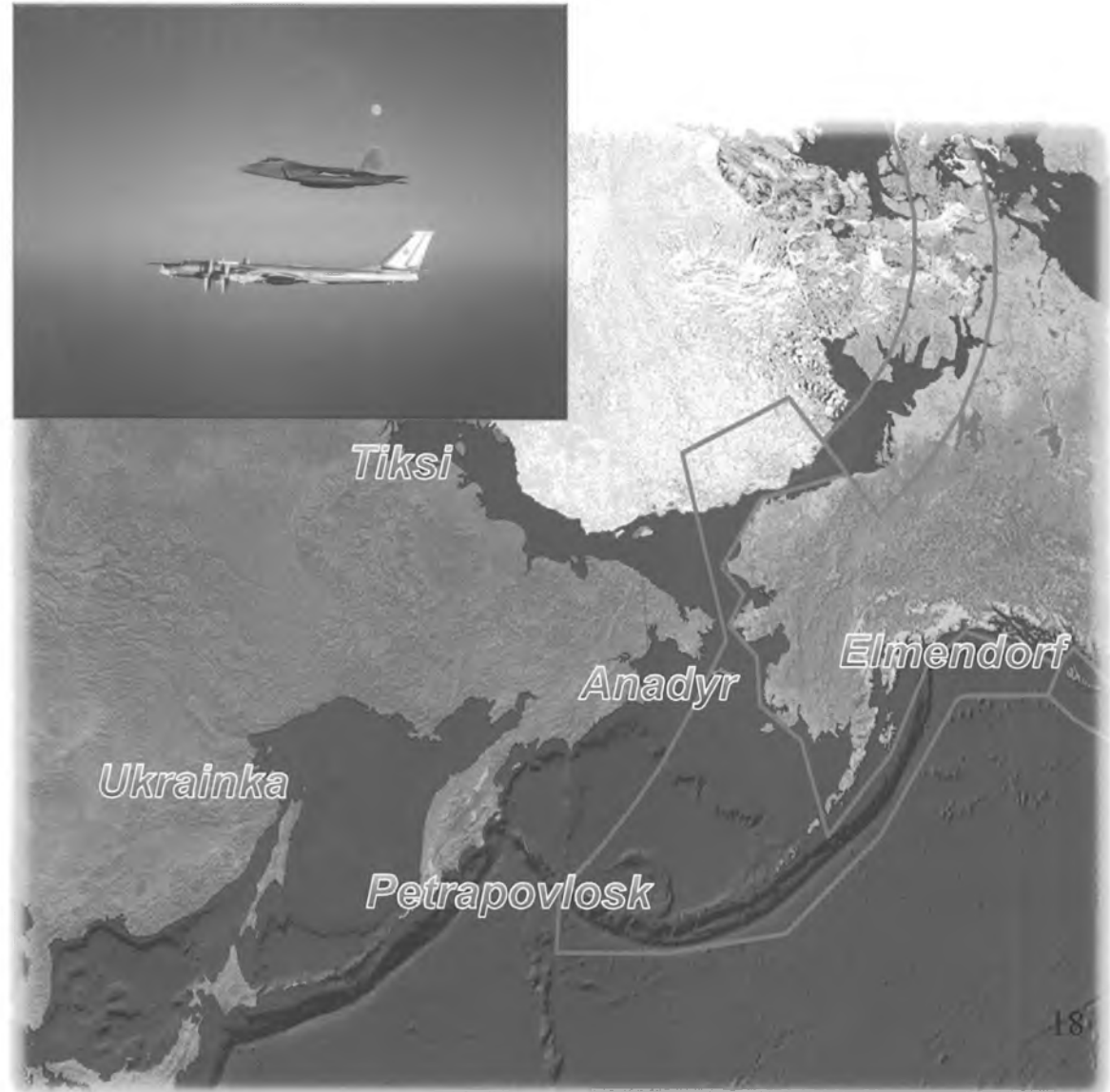
- Completed Missile Field 2 construction
 - Provides 14 operationally configured silos
- Initiated integration of new power plant with GBI missile fields
- Upgraded Exoatmospheric Kill Vehicles (EKVs)
- Installed second GMD Communications Network Node





Alaskan NORAD Region

- F-22s returned to “fully mission capable” status with ABOS
- Russian activity
- NORAD Alert Force Evals
 - ONE and NSO missions
 - 3 inspections
 - 60 identified “strengths”
 - 13 superior performers





Joint Task Force Alaska

Colony Glacier

- C-124 crash in 1952, en route from McChord to Elmendorf AFB
- Joint, total force recovery team
- Enduring effort

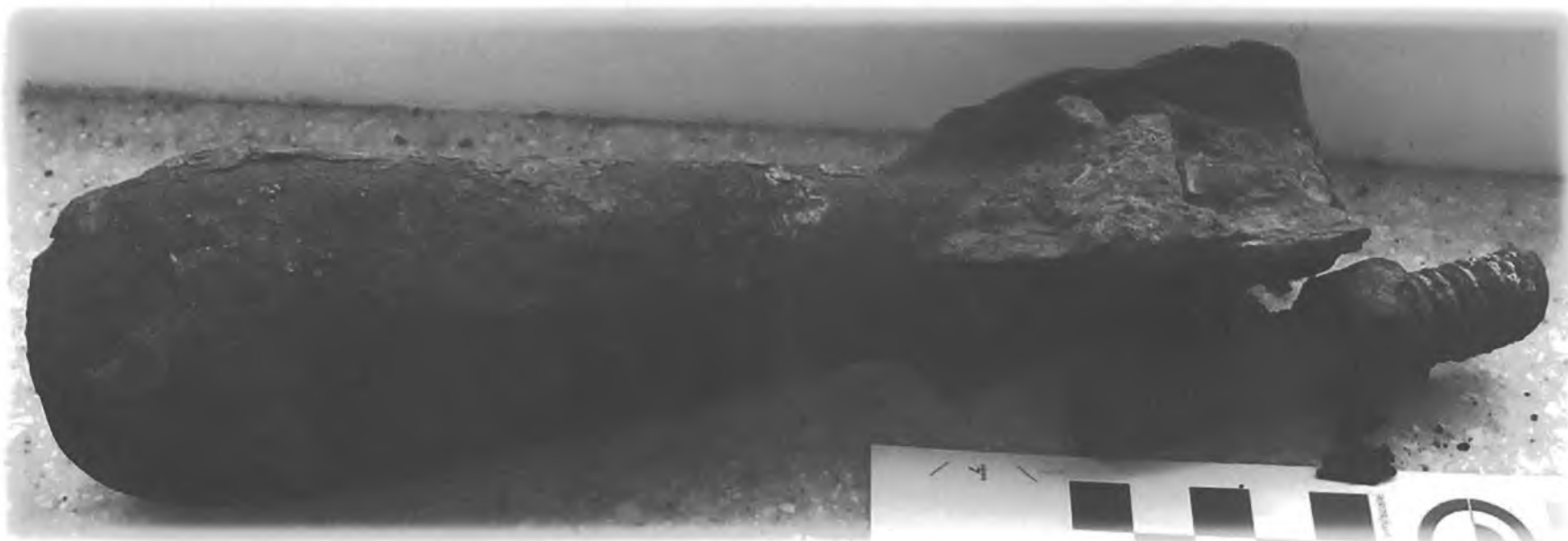




Joint Task Force Alaska

UXO

- Nine UXO mitigation missions in 2013
- World War II munitions continue to be found along shoreline, especially in Aleutians





Exercises

- 2013 Exercise Outcomes
- 2014 and 2015 Schedules
- JPARC Update





2013 Exercises

- One RED FLAG-Alaska Exercise
 - Australia, Japan, South Korea, and observers Zealand
 - First ever exercise with Japan and ROK
 - Two others cancelled due to sequester
- NORTHERN EDGE 2013
 - Also cancelled due to sequester
 - Impact:
 - Lost 7 high end experiments and technology demonstrations
 - Delayed development of tactics, techniques, and procedures in A2/AD environ
 - NE occurs every other year → This cancellation creates a four year gap
- VIGILANT EAGLE 2014 (Aug 2013)
 - Annual Alaskan NORAD Region live-fly exercise with Russian air force
 - Operation Noble Eagle intercept
- VIGILANT SHIELD 2014 (Oct 2013)
 - ANR and JTF-AK exercising Air Defense and Homeland Defense
 - Dual Status Commander (DSC) training with Alaska Nat'l Guard
 - Arctic mass rescue exercise with Canada





2014 Exercises

Several linked exercises in March-April

- Central theme is a major earthquake response, similar to the *Great Alaska Earthquake of 1964*, on the 50th Anniversary
- Linking exercises will ensure we train a unified, all-of-government response



4th Avenue After Earthquake





27 March – 3 April 2014

National Exercise Program Capstone Event

ALASKA SHIELD: *AK Division of Homeland Security and Emergency Mgt*
VIGILANT GUARD: *AK National Guard and The National Guard Bureau*
ARCTIC EDGE: *Joint Task Force Alaska*
ARDENT SENTRY: *US Northern Command*
ULTIMATE CADUCEUS: *US Transportation Command Patient Movement*
JLOTS: *US Transportation Command Joint Logistics Over the Shore*

Goals

- Validate and improve Alaska's capability and capacity to respond to a catastrophic event (individual/organizational/interagency)
- Validate DoD, FEMA, State of Alaska and local plans
- Validate Dual Status Commander (DSC) concept of operations for Alaska
- Validate use of JBER as a patient movement hub
- Test interagency coordination and cooperation
- Explore recovery plans in follow-on exercises



Multi-Exercise Participants

State of Alaska

Department of Military and Veterans Affairs
 Alaska National Guard
 Alaska State Defense Force
 Division of Homeland Security and
 Emergency Management
 Department of Public Safety
 Alaska State Troopers
 Department of Health and Social Services
 Department of Transportation

Local Communities

Anchorage
 Port of Anchorage
 Cordova
 Fairbanks
 Homer
 Kenai Peninsula Borough
 Kodiak
 Juneau
 Matanuska-Susitna Borough
 Ketchikan
 Seward
 Unalaska
 Valdez

National Guard

National Guard Bureau
 California
 Hawaii
 Idaho
 Nebraska
 Nevada
 Utah
 Oregon
 Wisconsin

Federal

Department of Homeland Security
 USCG 17th District
 FEMA Region 10
 Urban SAR Team
 Department of Health and Human Services
 Disaster Medical Assistance Team
 Department of Transportation
 FAA

Alaska-Based DOD

Joint Task Force – Alaska (JTF-AK)
 Alaskan NORAD Region (ANR) / 611 AOC
 US Army Alaska (USARAK)
 673 Air Base Wing (673 ABW)/JBBER
 US Army Garrison Ft Wainwright (USAG-FWA)
 Bassett Army Community Hospital (BACH)
 US Army Garrison Ft Greely (USAG-FGA)
 3 Wing (3WG)
 354 Fighter Wing (354 FW)
 US Army Corps of Engineers – Alaska (USACE-AK)
 USAR – Alaska

External DOD

NORAD-USNORTHCOM
 Region 10 DCE
 USTRANSCOM
 US Army Corps of Engineers
 7th Sustainment Brigade

Other Organizations

Alaska Partnership for Infrastructure Protection
 Amateur Radio Emergency Services
 Civil Air Patrol
 Red Cross
 Samaritan's Purse



2014 Exercises

- RED FLAG 14-1, 8-23 May
 - NATO, Singapore
 - Observers from Indonesia, Philippines, Malaysia, New Zealand
- RED FLAG 14-2, 12-27 Jun
 - Japan, Thailand, Australia, Germany
 - Observers from New Zealand
 - Includes PACAF Executive Observer Program (EOP)
- RED FLAG 14-3, 7-22 Aug
 - Australia, Canada, UK
- RED FLAG 15-1, 2-17 Oct
 - Korea, Finland
 - Observers from Bangladesh





2015 Exercises

■ NORTHERN EDGE 2015

- 15-26 June 2015
- 6,000-10,000 participants
- US Navy ships in Gulf of Alaska
- Training will include:
 - » Large Force Exercise
 - » Joint Live Fires
 - » Search and Rescue



■ RED FLAG-Alaska

- Two RED FLAG-Alaska exercises in CY2015
- Participants TBD



Joint Pacific-Alaska Range Complex

Modernization and Enhancements

- Completed EIS—Record of Decision (ROD)
- Supports 5th generation systems training reqts
- Supports expanding joint and intl partner training
- Way forward → Working airspace requests to FAA



*EIS mitigation:
Bird study w/ US Fish & Wildlife Service in Fox MOA
for low altitude training*

JOINT PACIFIC ALASKA RANGE COMPLEX



The JPARC is a premier, multi-domain, live-virtual-constructive joint integration range enabling full spectrum twenty-first century joint and multinational training.





Arctic Strategy

National Strategy for the Arctic Region and DoD's Arctic Strategy





Arctic Strategy

National Strategy for the Arctic Region

- Signed by the President on 10 May 2013
 - 1. Advance U.S. Security Interests
 - 2. Pursue Responsible Arctic Region Stewardship
 - 3. Strengthen International Cooperation

DoD's Arctic Strategy

- Published in Nov 2013, in support of President's strategy
- Goal: "An Arctic region that is stable and free of conflict, where nations act responsibly in a spirit of trust and cooperation, and where economic and energy resources are developed in a sustainable manner that also respects the fragile environment and the interests and cultures of indigenous peoples."
- Ensure Security; Support Safety; Promote Defense Cooperation
- Hinges on collaboration with Allies and Partners



ALCOM/JTF-AK Campaign Plan

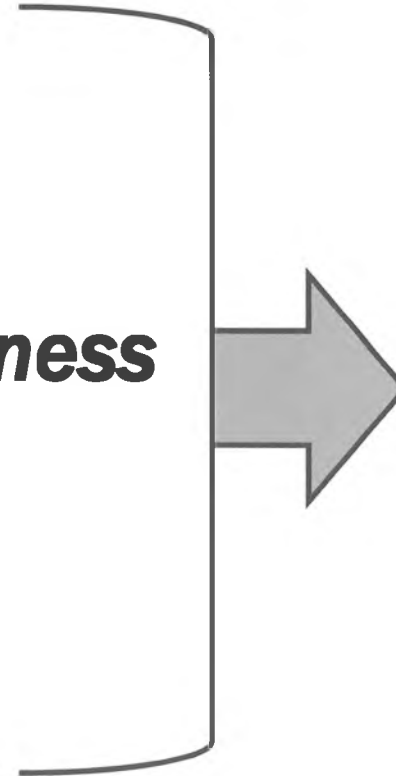
Lines of Operation

Mission Assurance

**Homeland Defense &
Civil Support Preparedness**

Arctic

Partnership



**Unified
Action**

An HF antenna at Barrow would enhance safety and security for maritime, air, and land activities, including SAR and commercial interests



ALCOM Energy Program

- Executive Energy Steering Group (EESG)
 - Formed to uncover energy strategies
 - Goals: Awareness, Commonality, Lower energy costs
 - EESG Focus:
 - View Energy costs holistically
 - Partner with industry and state
 - Way Ahead
 - Track progress of EESG Subgroups
 - Track energy costs at Alaska military bases
- Next big step → Energy Study
 - National Arctic Strategy Implementation Plan calls for focus and development of renewable
 - Alaska needs an *“ALL OF THE ABOVE”* study

The US Department of Energy is willing to conduct a holistic study of energy resources, usage, and projected needs in Alaska



Alaska Arctic Working Group

- ALCOM/JTF-AK staff and Armed Service partner representatives
- “Spin-off” planning teams work initiatives (e.g., SAR CONOPS)



Expected Outcomes:
Arctic capability advocacy, education, and outreach
Arctic knowledge repository and database
Arctic exercise synchronization



Other Initiatives

- ALCOM/JTF-AK
 - Arctic Stakeholder Guide
 - Arctic Engineering Reference
 - *Arctic Sustainment Package*
 - Alaska Shared Common Operating Picture (COP)
 - Alaska Partnership for Infrastructure Protection (APIP)
- In concert with UAF
 - *“Arctic Domain and Security Orientation” curriculum development*
 - Energy engagement
 - JTF-AK/UAF Action Plan
 - Alaska-Wide Public-Private Partnership
- Canadian collaboration
 - JTF-N/JTF-AK Action Plan
 - Arctic Security Working Group
 - Conducted two binational SAR exercises





Arctic Speaker Series

■ Recent Speakers

- CDR Angie Walker – Task Force Climate Change (27 Feb)
- Alice Rogoff – Alaska Dispatch (10 Apr)
- Fran Ulmer – Chair USARC (6 May)
- LCDR Jamie Robinson – USCG (17 Jun)
- Nils Andreassen – Institute of the North (1 Aug)
- Senator Lisa Murkowski (23 Aug)
- Norman “Buddy” Custard – Shell (26 Sep)
- Marilyn Heiman – Pew Trust (13 Nov)
- Dr. Betsy Baker – Vermont Law (11 Dec)



■ Upcoming Speakers

- Ray Kreig – RA Kreig & Associates (18 Feb)
- Senator Mark Begich (18 Mar)



Arctic Speaker Series has resulted in a better informed staff, with increased understanding of the Arctic environment and challenges



DoD Budget

- Four guiding principles (USAF)
 1. Remain ready for the full spectrum of military operations
 2. When forced to cut capabilities (tooth), we must also cut the associated support structure and overhead (tail)
 3. Maximize the contribution of the Total Force
 4. Remain strategy driven; focus on the unique capabilities we provide the joint force, especially against a full-spectrum, high-end threat
- **USAF: 25-30K Airmen; 550 a/c; ~15% reduction in flying hrs**
- **USA: 80K Soldiers; 45 to 33 BCTs; tiered readiness**
- **Force Management Programs**
- **Modernization: Some impact to every one of our programs**

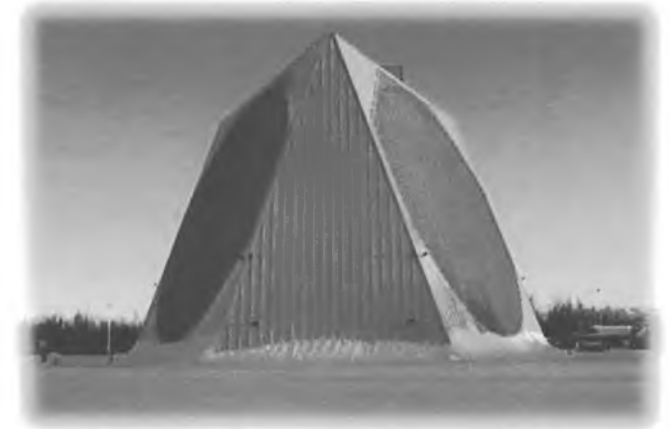




DoD Budget

2014 Consolidated Appropriations Act Impacts

- Fort Wainwright
 - \$45M for Aviation Battalion Complex
 - \$58M for Aviation Storage Hangar
- Clear AFS
 - \$17M for PAVE PAWS Radar Upgrade
- Fort Greely
 - \$82M for Missile Field 1 Mech-Elec bldg
- Ground-based Midcourse Defense Systems
- Air Force Training Range improvements

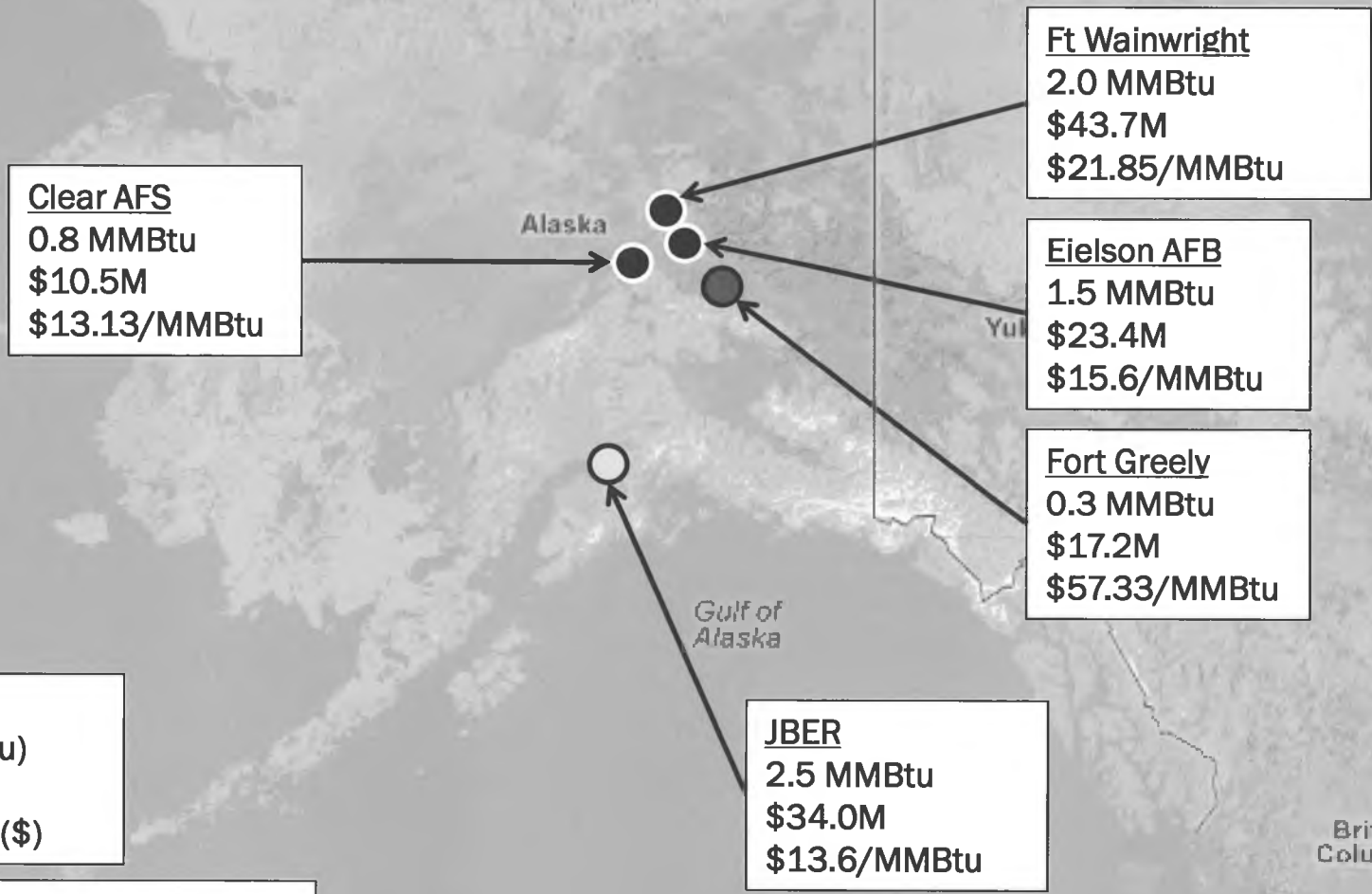




Thank You for Your Support



2012 Total Energy Costs Analysis



LEGEND:

Installation

Total Energy Used (MMBtu)
Total Energy Costs (\$)
Average Cost per MMBtu (\$)

- Coal Cogeneration Heat & Electric Plant
- Fuel Oil Heat/Commercial Electric
- Natural Gas Heat/Commercial Electric



JPARC

JPARC Record of Decision

Programmatic Actions:

- ① Enhanced Ground Maneuver Space
- ② Tanana Flats Training Area Roadway Access
- ③ Joint Air-Ground Integration Complex
- ④ Intermediate Staging Bases
- ⑤ Missile Live-Fire for AIM-9 and AIM-120
- ⑥ Joint Precision Airdrop System DZs

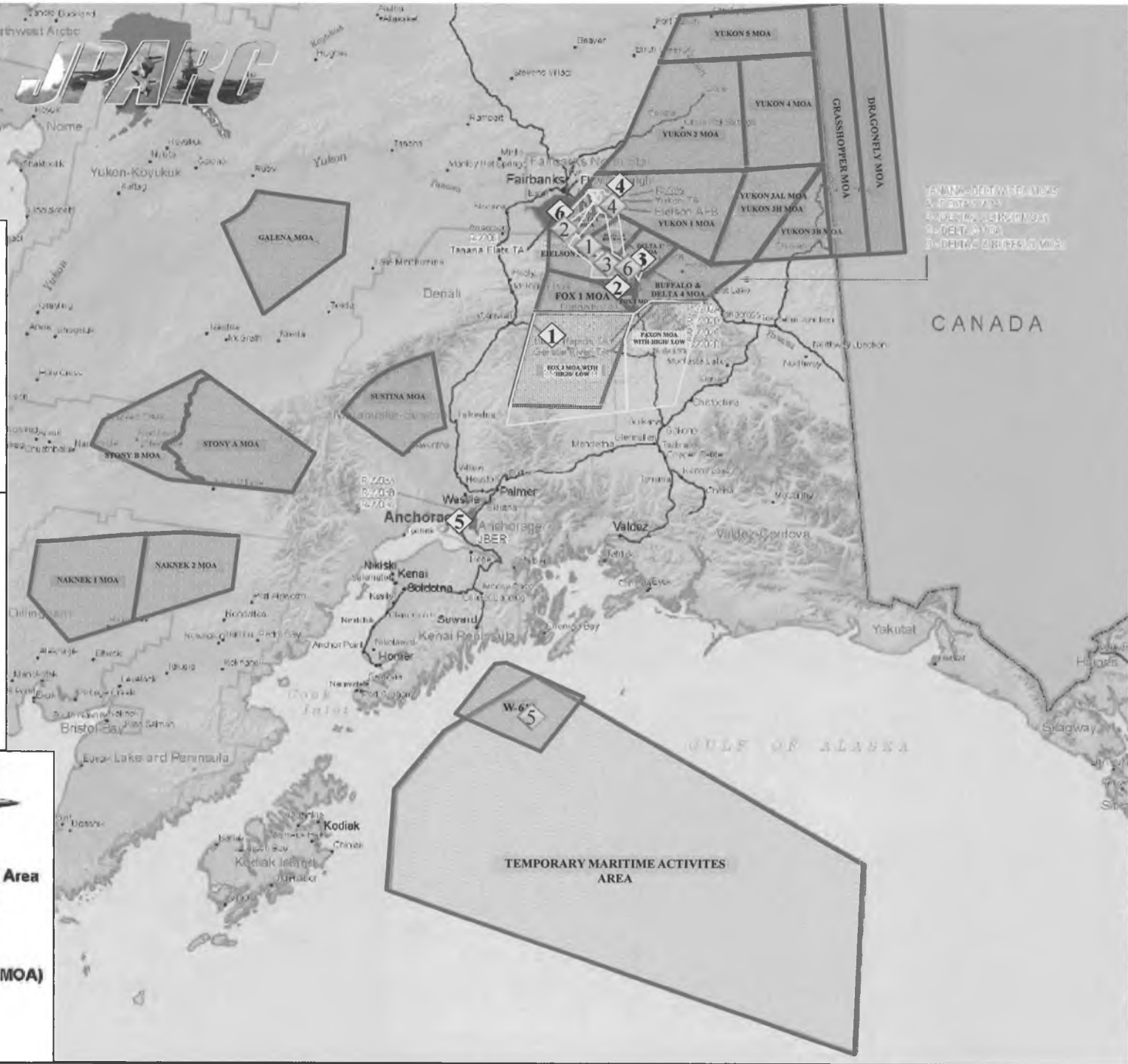
JPARC Record of Decision

Preferred Alternatives:

- ① FOX 3 & PAXON MOA Extensions
- ② Realistic Live Ordnance Delivery
- ③ Battle Area Complex Restricted Area
- ④ Expansion R2205 Yukon Training Area
- ⑤ Night Joint Training
- ⑥ Unmanned Aerial Vehicle Access

Legend

- Major Road
- Major River
- Alaska Borough / Census Area
- Gulf of Alaska Temporary Maritime Activities Area
- ▨ Restricted Area
- Military Operations Area (MOA)
- Warning Area
- Military Training Area



YUKON-ALASKA
YUKON-KOYUKUK
YUKON-FLATS
YUKON-VALLEY

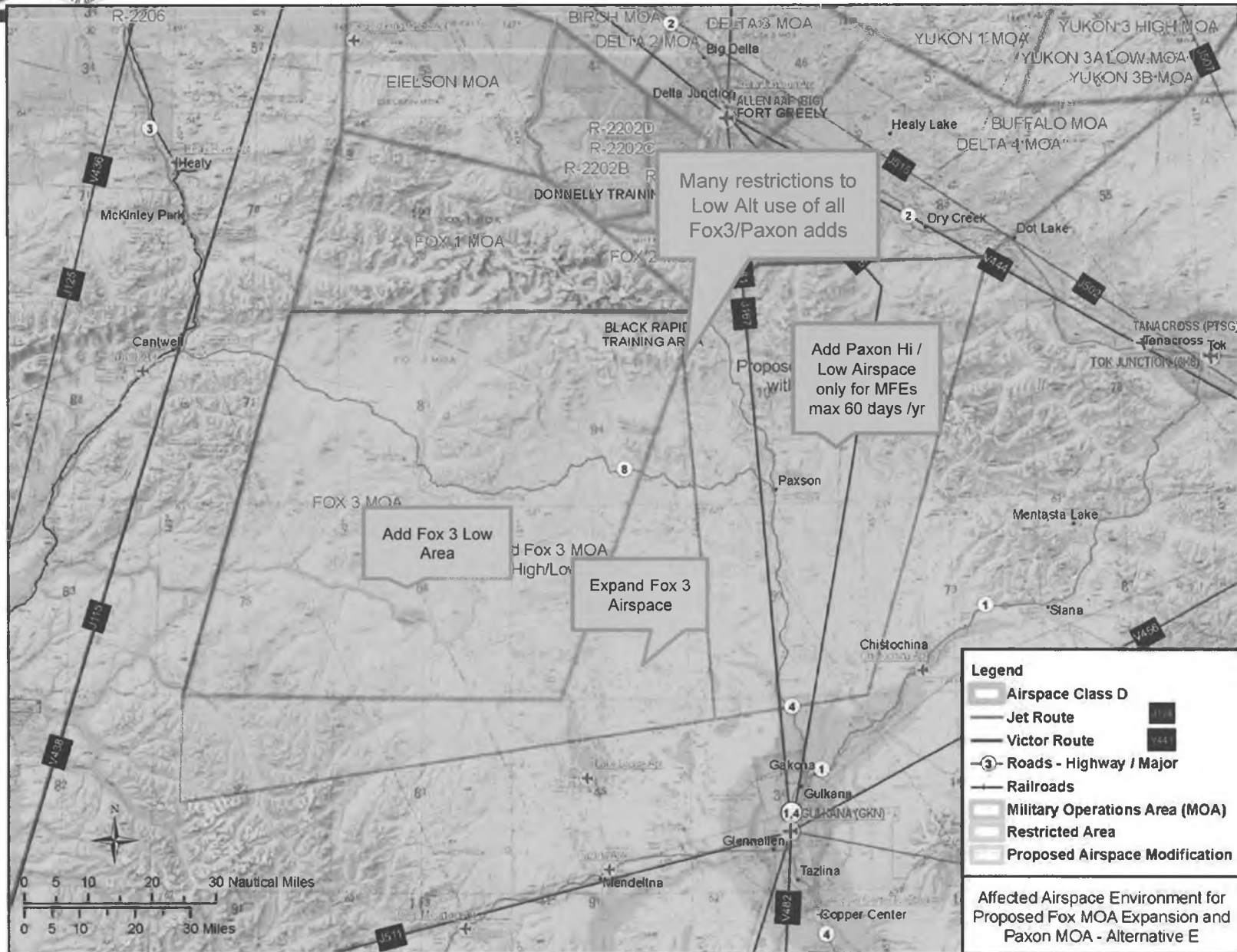
CANADA

GULF OF ALASKA

TEMPORARY MARITIME ACTIVITIES AREA



FOX 3 Expansion/New PAXON MOA





United States Army Alaska



Arctic Tough



USARAK Command Brief
Feb 2014
MG Michael H. Shields

UNCLASSIFIED





United States Army Alaska



Vision

U.S. Army Alaska provides leadership, support, and focused resources that result in Ready Units, Strong Families, and Arctic Tough Leaders. Our units are known by their discipline, fitness, mastery of assigned tasks, and Warrior Ethos.

Mission

USARAK provides trained and ready forces in support of worldwide unified land operations; supports theater engagement in the Pacific and military operations in the AK-JOA, in order to contribute to a stable and secure operational environment.

Command Relationships



ADCON
U.S. ARMY

Service
Title 10 USC



USARPAC

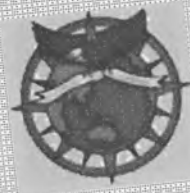


ASCC



USARAK CG
Senior Commander - Alaska
Major
Subordinate
Command (MSC)

USPACOM
Combatant Command



ALCOM



Sub-Unified
Command



Deputy
Commanding
General
ALCOM

UNCLASSIFIED

OPCON

USNORTHCOM
Combatant Command



JTF -AK



JTF



DCG JTF - Alaska
Joint Force Land
Component
Commander



Force Structure



MG Michael H. Shields



**US Army
Alaska**



CSM Bernie L. Knight

Joint Base Elmendorf-Richardson

Fort Wainwright



X

**1/25 Stryker
Brigade
Combat
Team**

HHC
1-5 IN
3-21 IN
1-24 IN
5-1 Cav
2-8 FA
25 Spt Bn
BSTB (P)



X

**4/25 Infantry
Brigade
Combat
Team
(Airborne)**

HHC
1-501 IN
3-509 IN
1-40 Cav
2-377 PFAR
725 Spt Bn
BSTB



X

**2^d Engineer
Brigade**

HHC/2 ENG
6 EN Bn (Abn)
793 MP Bn
17 CSSB
9th Army Band



X (-)

**USARAK
Aviation
Task Force**

AA TF HHC
1-52 GSAB
6-17 Cav
C/123 AVIM
Det/B/209 ASB



**Northern
Warfare
Training
Center**



**NCO
Academy**



IMCOM



**Supporting
Tenant
Activities**

MEDDAC
DENTAC
WTB
59 Signal Bn

~12,000 Soldiers/Civilians

~4,000 Soldiers/Civilians

UNCLASSIFIED



UNCLASSIFIED

Missions & Asia-Pacific Rebalance



National Strategy

“The U.S. rebalance is an intentional effort to reinforce to the people of the Indo-Asia-Pacific that the United States is a Pacific Nation,...”

– Admiral Samuel J. Locklear III,
USAPACOM Commander

“The Department of Defense desired end state for the Arctic: a secure and stable region where U.S. national interests are safeguarded, the U.S. Homeland is protected and nations work cooperatively to address challenges.

– DoD Arctic Strategy – Nov 2013

USARAK Mission Requirements

- Global Response Force
- Army Contingency Response Force
- PACOM - Contingency Response Force
- NORTHCOM Homeland Defense (QRF/RRF)

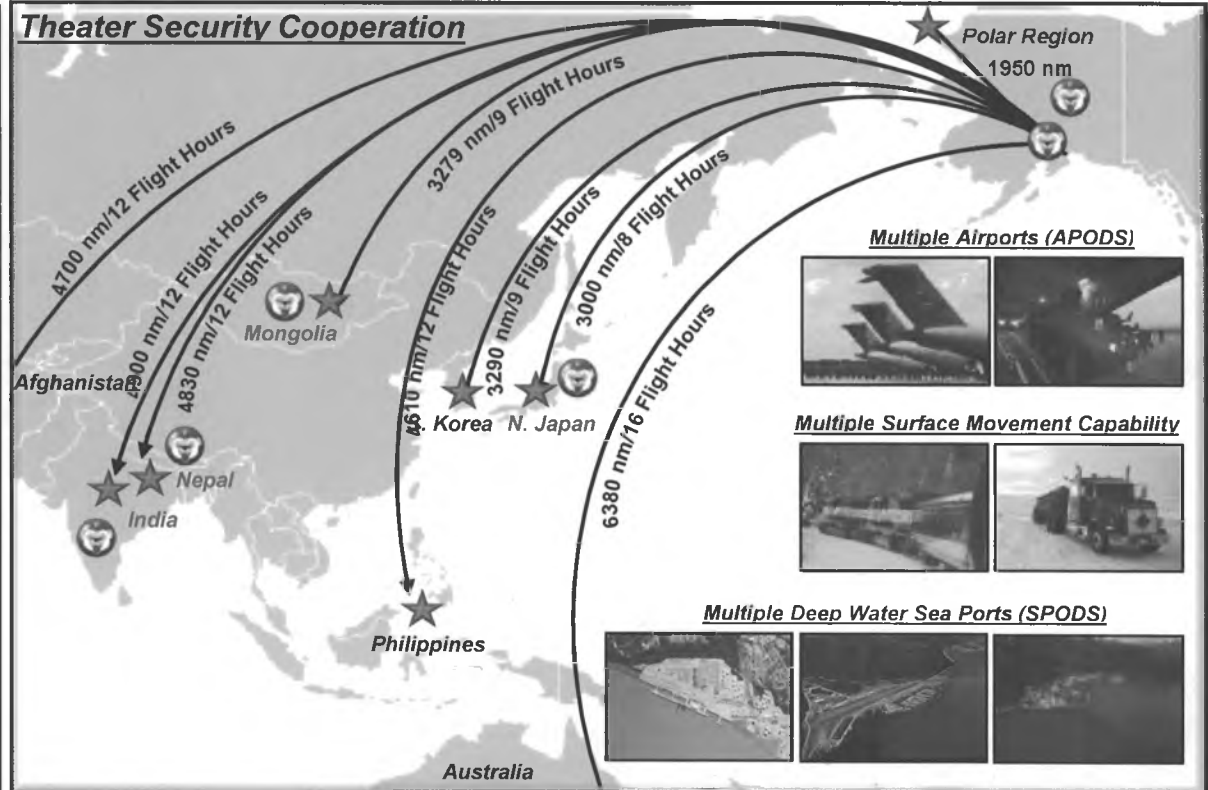
Regional Partnership

- Japan, India, Russia, Mongolia, Bangladesh and Nepal
- Senior leader engagements
- Non-commissioned Officer development
- SME/school exchanges and partnered exercises

JTF – Alaska Missions

- Support Alaska homeland defense and disaster response missions
- Improve cold weather and mountain warfare capability
- Support national and dod strategic guidance on the Arctic

Theater Security Cooperation



Multiple Airports (APODS)



Multiple Surface Movement Capability



Multiple Deep Water Sea Ports (SPODS)



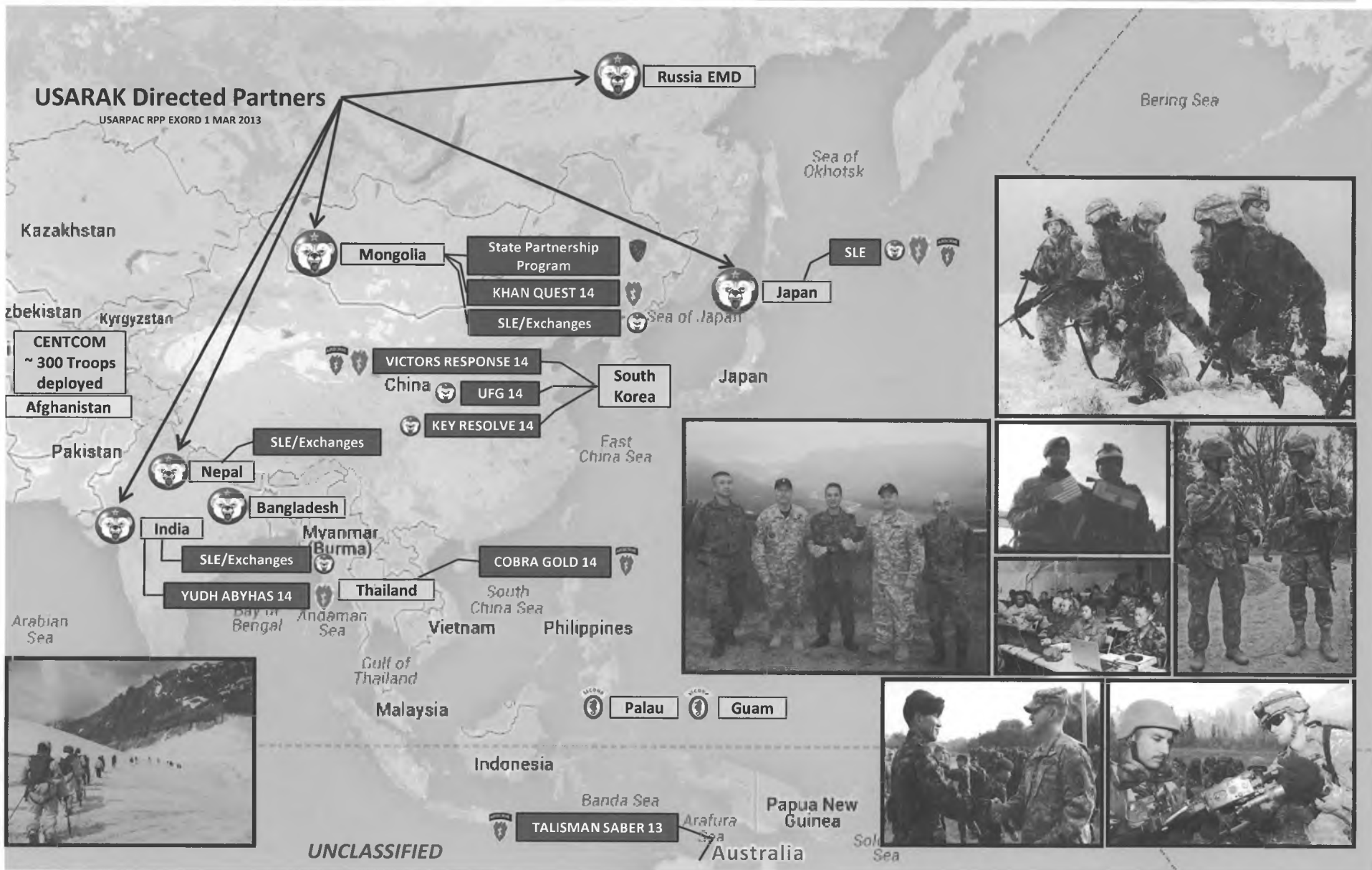
Airborne Capability

❖ Only U.S. Airborne brigade capability in the Pacific – Airborne Brigade Combat Team.





World Wide Deployment Asia-Pacific Partnerships





Exercises



COBRA GOLD 14 **11-21 Feb 14** **(Thailand)**

Reinforces shared commitment to our long-standing alliance, regional partnership, and prosperity and security in the Asia-Pacific Region. Includes non-stop airborne drop from Alaska to Thailand



OPERATION NUNALIVUT 14 **Mid Apr 14** **(Resolute Bay, Nunavut Canada)**

Joint Exercise with Canadian Armed Forces to strengthen partnership and increase our joint cold weather operations ability.



YUDH ABHYAS **17 Sep – 1 Oct** **(India)**

US-India Regional Partnership Exercise that strengthens ties and regional security within Asia

Combat Training Center **(JRTC/NTC)**

*4/25 – JRTC 14-06 (4 Apr-25 Apr 14)
1/25 – NTC 15-04 (Feb 15)*



SPARTAN PEGUSUS 14 **25 Feb 14** **(Deadhorse, AK)**

Proof of concept exercise in support of JTF-AK focused on Arctic Search and Rescue operations

ALASKA SHIELD 14 **26 Mar – 2 Apr 14** **(Alaska)**

Defense Support to Civil Authorities in conjunction with DoD, State of Alaska and FEMA



UNCLASSIFIED



Cobra Gold 14

Royal Thailand Armed Forces



Paratroopers with the 4th Infantry Brigade Combat Team (Airborne), 25th Infantry Division are hosting Kingdom of Thailand service members at JBER as they participate in the large, multinational exercise Cobra Gold 2014.

The exercise, now in its 33rd iteration, demonstrates the U.S. and the Kingdom of Thailand's commitment to their long standing alliance, regional partnership, and commitment to prosperity and security in the Asia-Pacific Region





Arctic Initiatives



Improve USARAK's ability to operate in Arctic and Sub-arctic conditions/terrain.

Improve Arctic Skills

- 1 CO per Infantry BN trained as "Ski Company"
- Recon Platoons proficient in Arctic skills and mobility
- USARAK's Ski-Readiness Exercise incorporated into the QRF/RRF participation in Alaska Shield
- Improve individual Soldier and leader skills in Arctic survivability



Northern Warfare Training Center

- Premier cold weather and mountain training
- Partnerships throughout Asia-Pacific AOR
- Supports JPAC recovery operations (Colony Glacier, Vietnam, Laos)

USARPAC Cold Regions Equipment Symposium

- Ft Wainwright 28-30 Jan 2014
- Improve cold weather region equipment
- Identify gaps in equipment capabilities

Partner with DoD and academic institutions

- UAS/UAV partnerships
- Ice climbing collaboration
- Latest technology and advances in Arctic capabilities

UNCLASSIFIED



Ready and Resilient (R2C) Campaign



Character Competence Commitment

**Character development,
competent leadership, and
commitment to Army values:
Our direction for the future**



**What is Resilience?
Resilience is the mental,
physical, emotional, and
behavioral ability to face and
cope with adversity, adapt to
change, recover, learn and
grow from setbacks**

- Army Continuing Education
- Soldier – Family Assistance Center
- Integrated Disability Evaluation System
- Soldier for Life
- Transition

- 1st Sergeant's Barracks Program
- Embedded Behavioral Health
 - Sexual Harassment and Assault Response Program
 - Alcohol Substance Abuse Program/Suicide Prevention
- Sponsorship

Education
&
Transition

Getting
Soldiers
Ready

Special
Programs
& People

Resiliency

- BOSS
- CYSS/CDC
- Strong Bonds
- Survivor Outreach
- EFMP
- Adventure Warrior Quest
- Community Health Promotion Council (CHPC)

- Training Big 4
 - Performance Triad
 - Master Resiliency Training
- Intramurals; Army Sports Program
- Comprehensive Soldier and Family Fitness

Programs to support readiness & resiliency

UNCLASSIFIED



Fort Wainwright



Community – Communication – Compatibility – Commitment



Common Vision: Long-term compatibility between military operations and sustained economic and social growth of the Fairbanks community

Community Relationships

- **Community Programs**
- **Joint Land Use Study (JLUS)**
- **Intergovernmental Support Agreement Council (ISA)**
- **Firefighting Partnerships (IMCOM/DOI/BLM/DNR)**

Growth and MILCON

- **Army Structure increases**
- **MILCON needed for barracks, motor pools, Army vehicle parking, indoor firing range, warm air training**
- **Taku Gardens ROD signed**

Energy

- **High energy costs**
- **Environmental considerations**
- **Balance cost with capability**
- **Alternative methods present challenges**
- **Partnering with communities important for cost avoidance**



USARAK School Partnership Program



- Anti-bullying presentations
- Mentoring sports teams
- Participating in school activities
- Visits to supporting units



Role Models

Educational Support

- Community service projects
- Contributing to future student volunteerism
- Creating investment in community

- Soldiers viewed as role models
- Gain confidence in leadership skills
- Visible impacts of volunteerism

Civic Support

Improve Morale



- Anti-bullying presentations
- Mentoring sports teams
- Participating in school activities
- Visits to supporting units



UNCLASSIFIED



Army Structure Changes



- The active Army will reduce by 80,000 between 2013 and 2017.
- Army retains its adaptability and flexibility to provide Regionally Aligned and Mission-Tailored Forces in support of national defense requirements.
- U.S. Army Alaska will lose approximately 370 Soldiers, which is low compared to many other commands.
- By the end of the force restructure efforts:
 - Ft Wainwright grows ~360 Soldiers to total of ~6,000 Soldier and ~10,100 Family members
 - JBER reduces by 800 Soldiers to total of ~4,500 Soldiers and ~8,900 Family members



UNCLASSIFIED

ARCTIC WARRIORS



Our Soldiers



- ❖ **6th Engineer Battalion renovated a hospital in the Federated States of Micronesia**
- ❖ **SFC Christopher R. Brevard NCO Academy was awarded a rating of "Institution of Excellence"**
- ❖ **1-501st IN, 4-25 IBCT (ABN) earned the Valorous Unit Award for actions in OEF**
- ❖ **CPT Matt Hickey, 4/25 IBCT (ABN), Best student - Indian Army High Altitude Warfare School**
- ❖ **Team from 1/40 CAV, 4-25 IBCT (ABN) won the Gainey Cup - Best Scout competition at Ft Benning**
- ❖ **SPC Troy Megee, 1/24 IN, 1-25 SBCT, placed 1st in category for the Army Small Arms Championship**
- ❖ **SPC Adam Christensen, 472nd MP Company, 2d EN Brigade, was named the 2013 Department of the Army Soldier of the Year**
- ❖ **SFC John L. Kerns, 4-25 IBCT (ABN), received the Soldier's Medal for by rescuing an incapacitated driver from a flame-engulfed vehicle in North Carolina in 2010**
- ❖ **Bassett Army Community Hospital earned 2013 Wolf Pack of the Year Award for their coordinated response to a surge in infant deliveries 9 months after 1-25 SBCT redeployed from Afghanistan**
- ❖ **Team from the Northern Warfare Training Center successfully summited Mt. McKinley in 2013**

UNCLASSIFIED

ARCTIC WARRIORS



USARAK Budget Outlook



- *The Army seeks to achieve balance among end strength, readiness, and modernization so that the Army is properly sized and ready for whatever our country needs us to do.*
- *Budget uncertainty and shrinking resources will affect readiness and impact the Total Army, as well as local communities.*
- *We continue to be vigilant in our stewardship of the resources provided by our government as we maintain readiness to meet mission requirements.*
- *USARAK priorities are to support those deployed or preparing to deploy, and to sustain critical Soldier and Family programs.*



UNCLASSIFIED



Closing Thoughts



- ***USARAK continues to be an important pillar supporting our national strategy as we re-balance in the Pacific and focus on the national Arctic strategy***
- ***Support from local communities in Alaska is unparalleled and greatly appreciated as we care for our Soldiers and their Families***
- ***State-Army relationship is a mutually beneficial partnership where the Army recognizes its responsibility to be a good steward of the land***

UNCLASSIFIED



Arctic Warriors



Arctic Tough

UNCLASSIFIED

Alaska National Guard



Joint Armed Services Committee

February 13, 2014

Alaska Army National Guard



Status

- Current Personnel Authorized/Assigned: **1907/1899** -- **99.6%**
- Force Structure Changes: Added a Heavy Engineer Platoon and a Rigger Detachment
- Received nearly **\$30 million** facilities plus up from National Guard Bureau. Average per year is \$8 Million total
- New equipment continues to arrive for new units and missions. Current on-hand value is nearly **\$320 million**.
- Our logistics posture received the highest rating in the country, a **65 out of 65** inspection with **four-year return** from NGB
- 49th GMD Property Team awarded Department of the Army Supply Excellence Award.

Missions/Exercises

Current Deployments: Afghanistan: **3** Personnel

Guantanamo Bay, Cuba: **82** Personnel (Military Police)

Completed: A Company, 1-207th Aviation, Kuwait/CENTCOM, returned this recent Fall

Exercises: Japan

Mongolia

Joint Base Lewis-McChord

Gowen Field, Idaho

Future: Mongolia

Japan

Pacific Pathways I Corps



Alaska Army National Guard

Alaska Air National Guard



Status

- Current Personnel Authorized/Assigned: **2275/2025 -- 89%**
- Retention Rate: **98%**

- 24/7 Alert – Clear AFS, RCC, 176 ADS, 168 ARS, 210/211/212 RQS

- Force Structure Changes: C-130 Active Associate Dissolved

- 176 Air Control Squadron re-designated to Air Defense Squadron

- \$3.5M Add/Alter Comm Facility, Eielson

- \$400M Upgrade to Clear Air Force Station

- Over 8,350 hours of Community Service



Missions/Exercises

Deployments: Deployed 357: Kuwait, Afghanistan, Kyrgyzstan, Al Udeid, Oman, Qatar, Bahrain, Incirlik, Djibouti, Antarctica, Philippines, and Guam

DSCA: Galena Flooding – 144 Airlift Squadron

Exercises: Pacific Angel, Commando Warrior, Tropic Care, Silver Flag, Talisman Saber, Ulchi-Focus-Freedom Guardian

Inspections: CUI 2x Excellent, OSHA (no-notice), Numerous NORAD/AFSPACE

Saving Lives: Rescue Coordination Center /5000 Msn/2000 Saved (2013 - 122 Saves)

State Partnership: C-130 Mx/Security Forces - Mongolia

Education: 98 CCAF degrees

Major Awards: 1 Silver Star, 12 Bronze Stars, 91 Air Medals, 2 Purple Hearts, Air Force Outstanding Unit Award

National Guard Association of the United States Spaatz Trophy

Air Force Association Outstanding Flying Unit



Questions?





BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL RUSSELL J. HANDY

Lt. Gen. Russell J. Handy is Commander, Alaskan Command, U.S. Pacific Command; Commander, Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Aerospace Defense Command Region, Joint Base Elmendorf-Richardson, Alaska. He is the senior military officer in Alaska responsible for the integration of all military activities in the Alaskan theater of operations. As Commander of Alaskan Command, a sub-unified command under U.S. Pacific Command, General Handy integrates the activities of more than 21,000 active-duty, Guard and Reserve members from all services in Alaska. General Handy also commands Eleventh Air Force and oversees the training and readiness of five wings and Air Force installations located in Alaska, Hawaii, and Guam. As Commander of the Alaskan North American Aerospace Defense Command Region, General Handy directs air operations within Alaska to ensure defense against all hostile airborne threats. Reporting to U.S. Northern Command, General Handy is also the Commander of Joint Task Force Alaska and is responsible for the planning and execution of all Homeland Defense operations within the theater, including security and civil support actions.



General Handy was commissioned in 1983 through Officer Training School after graduating from Embry-Riddle Aeronautical University. He has held a variety of flying, staff and command assignments, including the 58th Fighter Squadron, Eglin Air Force Base, Fla.; 3rd Operations Group, Elmendorf AFB, Alaska; 33rd Fighter Wing, Eglin AFB; 57th Wing, Nellis AFB, Nev.; and 9th Air and Space Expeditionary Task Force-Iraq. The general is a graduate of, and has been an instructor, at the USAF Fighter Weapons School at Nellis AFB. He has also served at North American Aerospace Defense Command as Chief, Headquarters NORAD Advanced Programs, Peterson AFB, Colo., and as Director of Operations, Plans, Requirements and Programs, Headquarters Pacific Air Forces, Joint Base Pearl Harbor-Hickam, Hawaii.

General Handy is a command pilot with more than 3,600 flight hours, primarily in the F-15. He led combat missions during operations Desert Shield, Desert Storm, Desert Fox, Southern Watch and Noble Eagle.

EDUCATION

1982 Bachelor of Science degree in aeronautical science, Embry-Riddle Aeronautical University, Daytona Beach, Fla.
1988 Squadron Officer School, Maxwell AFB, Ala.
1989 USAF Fighter Weapons School, Nellis AFB, Nev.
1995 Army Command and General Staff College, Fort Leavenworth, Kan.
1995 Master of Science degree in administration, Central Michigan University
1996 Armed Forces Staff College, Norfolk, Va.
2003 Air War College, Maxwell AFB, Ala.
2010 Capstone General and Flag Officer Course, National Defense University, Fort Lesley J. McNair, Washington, D.C.

ASSIGNMENTS

1. May 1983 - April 1984, student, undergraduate pilot training, Williams AFB, Ariz.
2. May 1984 - June 1984, student, fighter lead-in training, Holloman AFB, N.M.
3. July 1984 - December 1984, student, F-15 conversion training, Luke AFB, Ariz.

4. January 1985 - December 1987, instructor pilot and assistant Chief, Weapons and Tactics, 44th Tactical Fighter Squadron, Kadena Air Base, Japan
5. January 1988 - February 1988, student, Squadron Officer School, Maxwell AFB, Ala.
6. March 1988 - July 1991, Chief, Weapons and Tactics, 71st Tactical Fighter Squadron, Langley AFB, Va.
7. August 1991 - May 1994, instructor pilot, USAF Weapons School; and flight safety officer, 57th Wing, Nellis AFB, Nev.
8. June 1994 - May 1995, student, Army Command and General Staff College, Fort Leavenworth, Kan.
9. June 1995 - May 1998, Chief, Headquarters NORAD Advanced Programs; and Chief, Aerospace Missile Defense Operations, Peterson AFB, Colo.
10. June 1998 - June 2002, Commander, 58th Fighter Squadron; Chief of Safety, 33rd Fighter Wing; and Director of Operations, 60th Fighter Squadron, Eglin AFB, Fla.
11. July 2002 - June 2003, student, Air War College, Maxwell AFB, Ala.
12. July 2003 - August 2005, Commander, 3rd Operations Group, Elmendorf AFB, Alaska
13. August 2005 - June 2006, Vice Commander, 1st Fighter Wing, Langley AFB, Va.
14. June 2006 - January 2008, Commander, 33rd Fighter Wing, Eglin AFB, Fla.
15. January 2008 - August 2010, Commander, 57th Wing, Nellis AFB, Nev.
16. August 2010 - December 2011, Commander, 9th Air and Space Expeditionary Task Force-Iraq, and Director, Air Component Coordination Element-Iraq
17. January 2012 - July 2013, Director, Operations, Plans, Requirements and Programs, Headquarters Pacific Air Forces, Joint Base Pearl Harbor-Hickam, Hawaii
18. August 2013 - present, Commander, Alaskan Command, U.S. Pacific Command; Commander, 11th Air Force, Pacific Air Forces; and Commander, Alaskan North American Aerospace Defense Command Region, Joint Base Elmendorf-Richardson, Alaska

SUMMARY OF JOINT ASSIGNMENTS

1. June 1995 - May 1998, Chief, Headquarters NORAD Advanced Programs; Chief, Aerospace Missile Defense Operations, Peterson AFB, Colo., as a major
2. August 2010 - December 2011, Commander, 9th Air and Space Expeditionary Task Force-Iraq, and Director, Air Component Coordination Element-Iraq, as a major general
3. August 2013 - present, Commander, Alaskan Command, U.S. Pacific Command; Commander, 11th Air Force, Pacific Air Forces; and Commander, Alaskan North American Aerospace Defense Command Region, Joint Base Elmendorf-Richardson, Alaska

FLIGHT INFORMATION

Rating: Command pilot

Flight hours: More than 3,600

Aircraft flown: F-15A/B/C/D/E, T-37 and T-38

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Distinguished Flying Cross

Defense Meritorious Service Medal

Meritorious Service Medal with oak leaf cluster

Air Medal with three oak leaf clusters

Aerial Achievement Medal with four oak leaf clusters

Air Force Commendation Medal with oak leaf cluster

EFFECTIVE DATES OF PROMOTION

Second Lieutenant April 22, 1983

First Lieutenant April 22, 1985

Captain April 22, 1987

Major March 1, 1994

Lieutenant Colonel Sept. 1, 1998

Colonel July 11, 2003

Brigadier General Dec. 9, 2008

Major General January 6, 2012

(Current as of August 2013)



United States Army

Major General MICHAEL H. SHIELDS

**Commanding General
 United States Army Alaska/Deputy Commander
 United States Alaskan Command
 724 Postal Loop Road #5000
 Joint Base Elmendorf-Richardson, Alaska 99505-5000
 Since: August 2013**



SOURCE OF COMMISSIONED SERVICE ROTC

EDUCATIONAL DEGREES

Norwich University – BS – Physical Education
 Central Michigan University – MS – Administration
 United States Army War College – MSS – Strategic Studies

MILITARY SCHOOLS ATTENDED

Infantry Officer Basic and Advanced Courses
 United States Army Command and General Staff College
 United States Army War College

FOREIGN LANGUAGE(S) None recorded

<u>PROMOTIONS</u>	<u>DATE OF APPOINTMENT</u>
2LT	31 Aug 83
1LT	26 Mar 86
CPT	1 Feb 89
MAJ	1 May 95
LTC	1 Jun 99
COL	1 May 04
BG	29 Jun 09
MG	2 Aug 12

FROM TO ASSIGNMENT

Aug 13	Present	Commanding General, United States Army Alaska/Deputy Commander, Joint Base Elmendorf-Richardson, Fort Richardson, Alaska
Nov 12	Jul 13	Director, Pakistan/Afghanistan Coordination Cell, J-5, Joint Staff, Washington, DC
Feb 12	Oct 12	Director, Future Operations, International Security Assistance Force Joint Command, OPERATION ENDURING FREEDOM, Afghanistan
Sep 10	Jan 12	Deputy Director for Operations and Intelligence, Counter Improvised Explosive Device Operations Intelligence Integration Center, Joint Improvised Explosive Device Defeat Organization, Arlington, Virginia
Nov 08	Sep 10	Director, National Joint Operations Intelligence Center, J-3, Joint Staff, Washington, DC
Aug 07	Nov 08	Assistant Deputy Director, Europe/North Atlantic Treaty Organization/Russia/Africa Policy, J-5, Joint Staff, Washington, DC
Jan 07	Aug 07	Chief, Eastern Europe and Eurasia Division, Deputy Directorate for Politico-Military Affairs (Eastern Europe/Eurasia), J-5, Joint Staff, Washington, DC
Jul 04	Dec 06	Commander, 172d Brigade Stryker Combat Team, United States Army Alaska, Fort Wainwright, Alaska and OPERATION IRAQI FREEDOM, Iraq

MG Shields, Michael H.

Jul 03 Jun 04 Student, United States Army War College, Carlisle Barracks, Pennsylvania
 May 02 May 03 Assistant Chief of Staff (Operations), C-3, Coalition Task Force-82, OPERATION
 ENDURING FREEDOM, Afghanistan
 May 00 May 02 Commander, 3d Battalion, 504th Parachute Infantry Regiment, 82d Airborne Division, Fort
 Bragg, North Carolina
 Jun 97 May 00 Battalion S-3 Trainer, later Chief of Plans, G-3, United States Army National Training Center,
 Fort Irwin, California
 Jun 96 Jul 97 Operations Officer, S-3, 1st Battalion, 504th Parachute Infantry Regiment, 82d Airborne
 Division, Fort Bragg, North Carolina
 Jul 95 Jun 96 Operations Officer, G-3, XVIII Airborne Corps, Fort Bragg, North Carolina
 Aug 94 Jun 95 Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
 Jan 93 May 94 Small Group Instructor, Tactics Division, Combined Arms and Tactics Directorate, United
 States Army Infantry School, Fort Benning, Georgia
 Jan 90 Jan 93 Commander, Long Range Surveillance Detachment, 108th Military Intelligence Battalion,
 later 501st Military Intelligence Battalion, 1st Armored Division, United States Army Europe
 and Seventh Army, Germany
 Mar 89 Dec 90 Commander, B Company, 4th Battalion (Mechanized), 12th Infantry, 8th Infantry Division,
 United States Army Europe and Seventh Army, Germany
 Jun 88 Nov 88 Student, Infantry Officer Advanced Course, United States Army Infantry School, Fort
 Benning, Georgia
 Dec 86 May 88 Scout Platoon Leader, 3d Battalion, 27th Infantry, 7th Infantry Division (Light), Fort Ord
 California
 May 85 Nov 86 Platoon Leader, A Company, 2d Battalion, 32d Infantry, redesignated 3d Battalion, 27th
 Infantry, 7th Infantry Division (Light), Fort Ord, California

SUMMARY OF JOINT ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Director, Pakistan/Afghanistan Coordination Cell, J-5, Joint Staff, Washington, DC	Nov 12 - Jul 13	Major General
Director, Future Operations, International Security Assistance Force Joint Command, OPERATION ENDURING FREEDOM, Afghanistan	Feb 12 - Oct 12	Brigadier General
Deputy Director for Operations and Intelligence, Counter Improvised Explosive Device Operations Intelligence Integration Center, Joint Improvised Explosive Device Defeat Organization, Arlington, Virginia	Sep 10 - Jan 12	Brigadier General
Director, National Joint Operations Intelligence Center, J-3, Joint Staff, Washington, DC	Nov 08 - Sep 10	Colonel/Brigadier General
Assistant Deputy Director, Europe/North Atlantic Treaty Organization/Russia/Africa Policy, J-5, The Joint Staff, Washington, DC	Aug 07 - Nov 08	Colonel
Chief, Eastern Europe and Eurasia Division, Deputy Directorate for Politico-Military Affairs (Eastern Europe/Eurasia), J-5, The Joint Staff, Washington, DC	Jan 07 - Aug 07	Colonel

MG Shields, Michael H.

SUMMARY OF OPERATIONAL ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Director, Future Operations, International Security Assistance Force Joint Command, OPERATION ENDURING FREEDOM, Afghanistan	Feb 12 - Oct 12	Brigadier General
Commander, 172d Brigade Stryker Combat Team, United States Army Alaska, Fort Wainwright, Alaska and OPERATION IRAQI FREEDOM, Iraq	Jul 04 - Dec 06	Colonel
Assistant Chief of Staff (Operations), C-3, Coalition Task Force-82, OPERATION ENDURING FREEDOM, Afghanistan	May 02 - May 03	Lieutenant Colonel

US DECORATIONS AND BADGES

- Defense Superior Service Medal (with 2 Oak Leaf Clusters)
- Legion of Merit
- Bronze Star Medal (with 2 Oak Leaf Clusters)
- Meritorious Service Medal (with 4 Oak Leaf Clusters)
- Army Commendation Medal (with 2 Oak Leaf Clusters)
- Army Achievement Medal (with 4 Oak Leaf Clusters)
- Combat Infantryman Badge
- Expert Infantryman Badge
- Master Parachutist Badge
- Pathfinder Badge
- Air Assault Badge
- Ranger Tab

MAJOR GENERAL THOMAS H. KATKUS



Adjutant General, Commissioner of Alaska DMVA

Major General Katkus is a life long Alaskan who enlisted in the Alaska Army National Guard on 31 October 1977. After attaining the rank of Sergeant, he entered Alaska's Officer Candidate School and received his commission on 5 December 1980 as a Second Lieutenant of Infantry. He graduated the Infantry Officer Basic Course, the Armor Officer Advance Course, the Combined Arms Staff Service School, the United States Army Command and General Staff College, and the United States Army War College..

As a non-commissioned officer, Major General Katkus served as an airborne medic with the Alaska Army National Guard's Long Range Reconnaissance Detachment. After receiving his commission, Major General Katkus served as a Light Reconnaissance Team leader, Scout Platoon Leader, Support Platoon Leader, Battalion Motor Officer, Headquarters Company Commander, Assistant S-4, Infantry Company Commander, Battalion Plans and Operations Officer, Battalion Commander, Counterdrug Coordinator, Chief of Staff of the Army National Guard, and Assistant Adjutant General – Space and Missile Defense, Commander, Alaska Army National Guard/Assistant Adjutant General – Army.

In August 2009, Major General Katkus assumed the duties of The Adjutant General.

In his civilian career, Major General Katkus retired from the Anchorage Police Department on 14 December 2000 after over 21 years of service. During his tenure with APD he served as patrol officer, traffic officer, canine handler, Patrol Sergeant, Sergeant of the Crimes Against Children Unit, shift Lieutenant, and Captain of the Resource Division.

Major General Katkus resides in Chugiak with his wife Jo and his sons Kristopher and Kevan.

Education:

- 1977 B.A. Political Science, Saint Michael's College, Colchester , VT
- 1980 Officer Candidate School , Ft. Richardson , AK
- 1982 Officer Basic Course, Infantry, Ft. Benning , GA
- 1986 Officer Advanced Course, Armor, Ft. Knox , KY
- 1992 Police Staff & Command School , Northwestern University, Evanston , IL
- 1999 Command and General Staff College (Reserve Component)
- 2002 U.S. Army Defense Strategies Course
- 2004 M.A., Strategic Studies, U.S. Army War College DDE, Carlisle, PA

Assignments:

- Oct 77 Enlisted Service (Medic), Airborne Detachment, 207 th Infantry Group (Scout), Camp Carroll , AK
- Mar 81 Light Reconnaissance Team Commander, Airborne Detachment, 207 th Infantry Grp, Camp Carroll , AK
- May 85 Scout Platoon Leader, A Company, 5 th Battalion, 297 th Infantry, Anchorage , AK
- Dec 86 Support Platoon Leader, Headquarters Company, 5 th Battalion, 297 th Infantry, Anchorage , AK
- Apr 98 Battalion Motor Officer, Headquarters Company, 5 th Battalion, 297 th Infantry, Anchorage , AK
- May 90 Headquarters Company Commander, Headquarters, 5 th Battalion, 297 th Infantry, Anchorage , AK
- Sep 92 Assistant S-4 (Logistics), 207 th Infantry Group (Scout), Camp Denali , AK
- Nov 93 Communications/Electronics Officer, Headquarters, 2 nd Battalion, 297 th Infantry, Bethel , AK
- May 94 Infantry Company Commander, B Company, 2 nd Battalion, 297 th Infantry, Quinhagak , AK
- Aug 96 Battalion S-3 (Operations), Headquarters, 3 rd Battalion, 297 th Infantry, Juneau , AK
- Nov 99 Inspector General, 207 th Infantry Group (Scout), Camp Denali , AK
- Jul 00 Battalion Commander, Headquarters, 3 rd Battalion, 297 th Infantry, Juneau , AK
- Oct 01 Management Information Security Officer, STARC, Camp Denali , AK
- Jan 03 Chief of Staff, STARC, Camp Denali , AK
- Feb 04 Chief of Staff, AKARNG Element-Joint Forces Headquarters, Camp Denali , AK
- Apr 04 Assistant Adjutant General – Space & Missile Defense, Joint Forces HQ – Alaska , Camp Denali , AK
- Apr 07 Commander, Alaska Army National Guard, Joint Forces HQ – Alaska , Camp Denali , AK
- Aug 09 The Adjutant General - Alaska

Federal Awards and Decorations:

- Legion of Merit
- Meritorious Service Medal
- Army Commendation Medal with 3 Oak Leaf clusters
- Air Force Commendation Medal
- Army Achievement Medal with 2 Oak Leaf Clusters
- Army Reserve Component Achievement Medal with 6 Oak Leaf Clusters
- National Defense Service Medal

- Global War on Terrorism Service Medal
- Armed Forces Reserve Medal with Silver Hourglass Device
- Army Service Ribbon
- Alaska State Service Medal
- United States Army Excellence in Competition Badge (Bronze Pistol)
- Parachute Badge

Effective Dates of Promotion

- Dec 80 Second Lieutenant
- Dec 83 First Lieutenant
- Jul 88 Captain
- Apr 94 Major
- Jan 00 Lieutenant Colonel
- Jun 03 Colonel
- Aug 05 Brigadier General
- Apr 10 Major General