

**9th MISSION SUPPORT COMMAND
ANNUAL HISTORICAL SUMMARY**

1 JANUARY 2008 THROUGH 31 DECEMBER 2008

**Major Kenneth Z. Jennings
Assistant Chief of Staff, 9th MSC**



9th MISSION SUPPORT COMMAND

Command Group

Commanding General
Deputy Commander
Chief of Staff
Assistant Chief of Staff
Command Chief Warrant Officer
Command Sergeant Major

Brigadier General Alexander Kozlov
Colonel Patrick Slowey
Colonel Jon Lee
Major Kenneth Jennings
Chief Warrant Officer 5 Dennis Kekona
Command Sergeant Major Forrest Wacker

Mission

9th MSC provides trained & ready forces to USARPAC ISO Full Spectrum Operations & O/O deploys an operational command element. Provides Command & Control (C2) & Base Operations Support (BASOPS) ISO Army Reserve Forces in the Pacific.

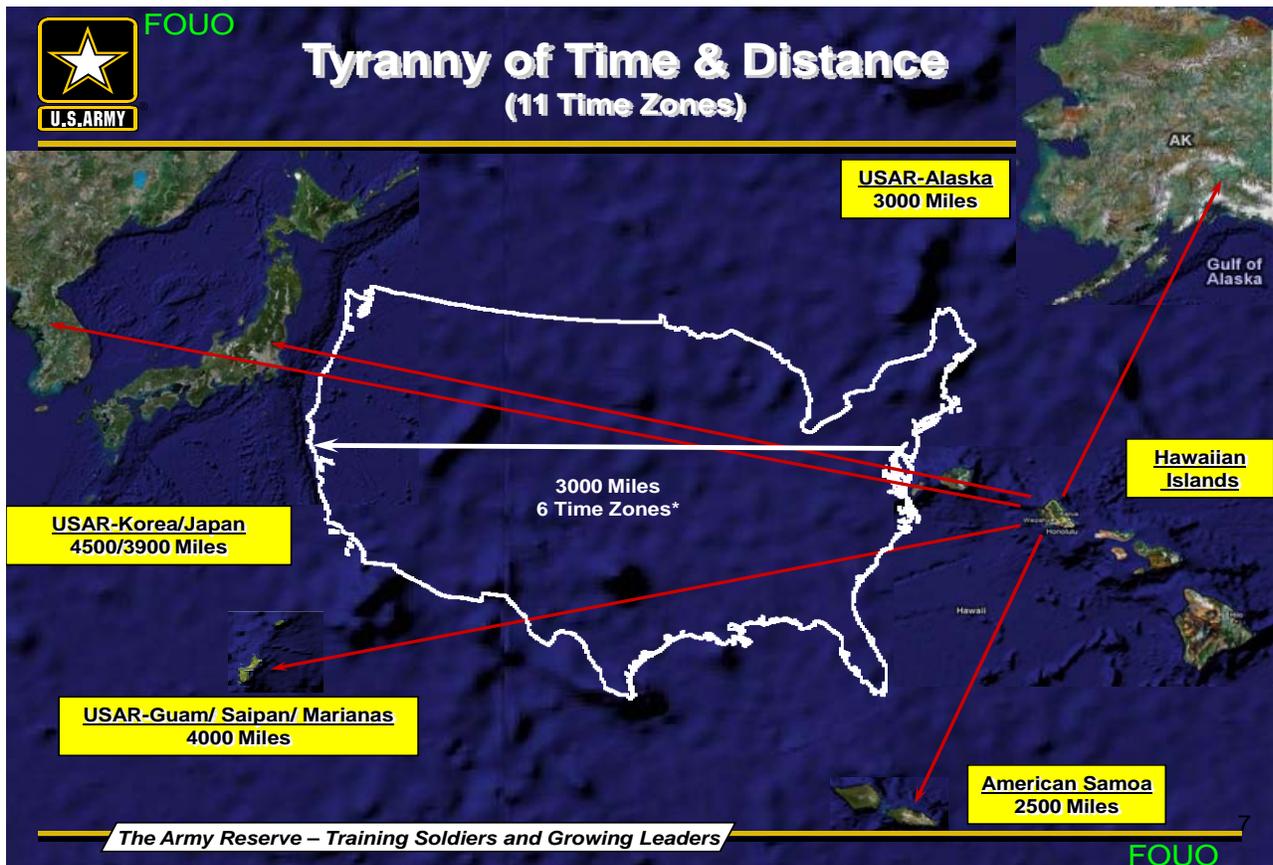
Vision

The 9th Mission Support Command is an organization dedicated to the development of Citizen Soldiers through the promotion of the Army Values; creating a full spectrum Army Reserve Force with a war-fighting and a force providing headquarters; in pursuit of a secure, prosperous and democratic community in the Pacific. Committed to Excellence in serving our State and our Nation.

Organization

The 9th MSC, commanded by Brigadier General Alexander Kozlov, has its headquarters located at 1557 Pass Street, Fort Shafter Flats, Honolulu, HI 96819-2135, and reports directly to United States Army, Pacific (USARPAC), located at Fort Shafter, Hawaii. The 9th MSC's 31 subordinate AA units are not only geographically located in Hawaii at locations at Fort Shafter, Tripler, Maui, and Hilo, but also are located at Fort Wainwright and Fort Richardson, Alaska; Pago Pago, American Samoa; Barrigada, Guam; and Saipan, with its geographic area of

responsibility covering seven time zones.



The command training and exercise locations that its Soldiers deploy to are Australia, Guam, Japan, Korea, Malaysia, Philippines, Singapore, Thailand and various Pacific island nations, and support to out-of-theater areas such as Iraq, Bosnia, and Kosovo. Also known as the Pacific Army Reserve, the motto of the 9th MSC is: “Pride of the Pacific!” The 9th MSC comprises over 3300 Soldiers, with just over 2000 Soldiers assigned to units in Hawaii. Its Major Subordinate Commands (MSCs) include the 100th Battalion, 442nd Infantry, 411th Engineer Battalion, 322nd Civil Affairs Brigade, 1984th U.S. Army Hospital, 4960th Multifunctional Training Brigade, 1101st Garrison Support Unit, US Forces Korea – Support Unit, US Army Japan – Support Unit, and 657th Area Support Group. Skills found in the 9th MSC include infantry, engineer construction, vehicle and equipment maintenance, medical, municipal government management and administration, law enforcement, public affairs, satellite communications, installation management and support, marine transportation, and Army professional development schools. Annually contributing approximately \$53 million to the local economy in wages, salaries, and support for exercises and military operations, the 9th MSC also is committed to being a full partner in improving the quality of life in our communities through our continued support of the Great Aloha Run, Century Bike Ride, beautification of Hawaii’s public parks, support to high school JROTC programs statewide, and helping Hawaii’s school children through the “Ready-To-Learn” program. In addition, the 9th MSC, in October of 2004, participated in the annual Army 10-miler in Washington D.C. Fourteen runners were separated

into two teams, competing in the Army Reserve Mixed Category.

Commanders and Headquarters locations of the 9th MSC's subordinate AA units are as below:

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| <u>Subordinate Units</u> | <u>Location</u> | <u>Commanded By</u> |
|---|------------------------|------------------------------|
| USAR Theater Support Group | Ft. Shafter, HI | COL Phipps, Michael |
| US Army Japan Support Unit | Ft Shafter, HI | COL Ellis, John D. |
| US Forces Korea Support Unit | Ft Shafter, HI | COL Krakowiak, Joseph M. |
| 30 th Military History Detachment | Ft Shafter, HI | Vacant |
| 100 th Battalion, 442 nd Infantry | Ft Shafter, HI (MOB) | LTC Peeters, Michael C. |
| 740 th Forward Support Company | Pago Pago, Am Samoa | Vacant |
| 302 nd Quartermaster Company | Barrigada, Guam | CPT Tajalle, Pedro G. Jr. |
| 305 th Press Camp Headquarters | Ft Shafter, HI | CPT Ibanez, Michelle |
| 322 nd Civil Affairs Brigade | Ft Shafter, HI | COL Schroth, Timothy F. |
| 368 th Military Police Company | Ft Shafter, HI | 1LT Gray, Valerie B. |
| 400 th Combat Support Platoon | Pago Pago, Am Samoa | Vacant |
| 411 th Engineer Battalion | Ft Shafter, HI | MAJ Hough, Richard A II. |
| 297 th Engineer Company | Ft Richardson, AK | 1LT Johnston, Christopher F. |
| 871 st Engineer Company | Hilo, HI | CPT Speed, Solomon S. |
| 797 th Engineer Company | Barrigada, Guam | CPT Buniag, Alejandro L. Jr. |
| 955 th Engineer Detachment | Ft Shafter, HI | Vacant |
| 124 th Chaplain Detachment | Ft Shafter, HI | Vacant |
| 127 th Chaplain Detachment | Pago Pago, Am Samoa | CPT Asiata, Fouvale |
| 428 th Combat Support Platoon | Ft Shafter, HI | Vacant |
| 302 ^d Terminal Transportation BN | Ft Shafter, HI | LTC Jewell, Roy M. |
| 548 th Transportation Detachment | Pearl Harbor, HI | CW4 Hanten, Michael A. |
| 657 th Area Support Group | Ft Shafter, HI | COL Hart, Randy A. |
| 3d MSG | Ft Richardson, AK | COL Richard, Keith W. |
| 3301 st Mob Support Battalion | Ft Richardson, AK | LTC Wallace, Anthea J. |
| 3302 ^d Mob Support Battalion | Ft Shafter, HI | LTC Sullivan, Sean I. |
| 3303 ^d Mob Support Battalion | Barrigada, Guam | LTC Cruz, Carl |
| 3304 th Mob Support Detachment | Ft Shafter, HI | Vacant (Ops Off position) |
| 3305 th Mob Support Detachment | Ft Shafter, HI | Vacant (Ops Off position) |
| 1984 th US Army Hospital | Ft Wainwright, AK | COL Quarto, Floresita C. |
| 4960 th MF Training Brigade | Ft Shafter, HI | COL Low, Colbert K. H. |

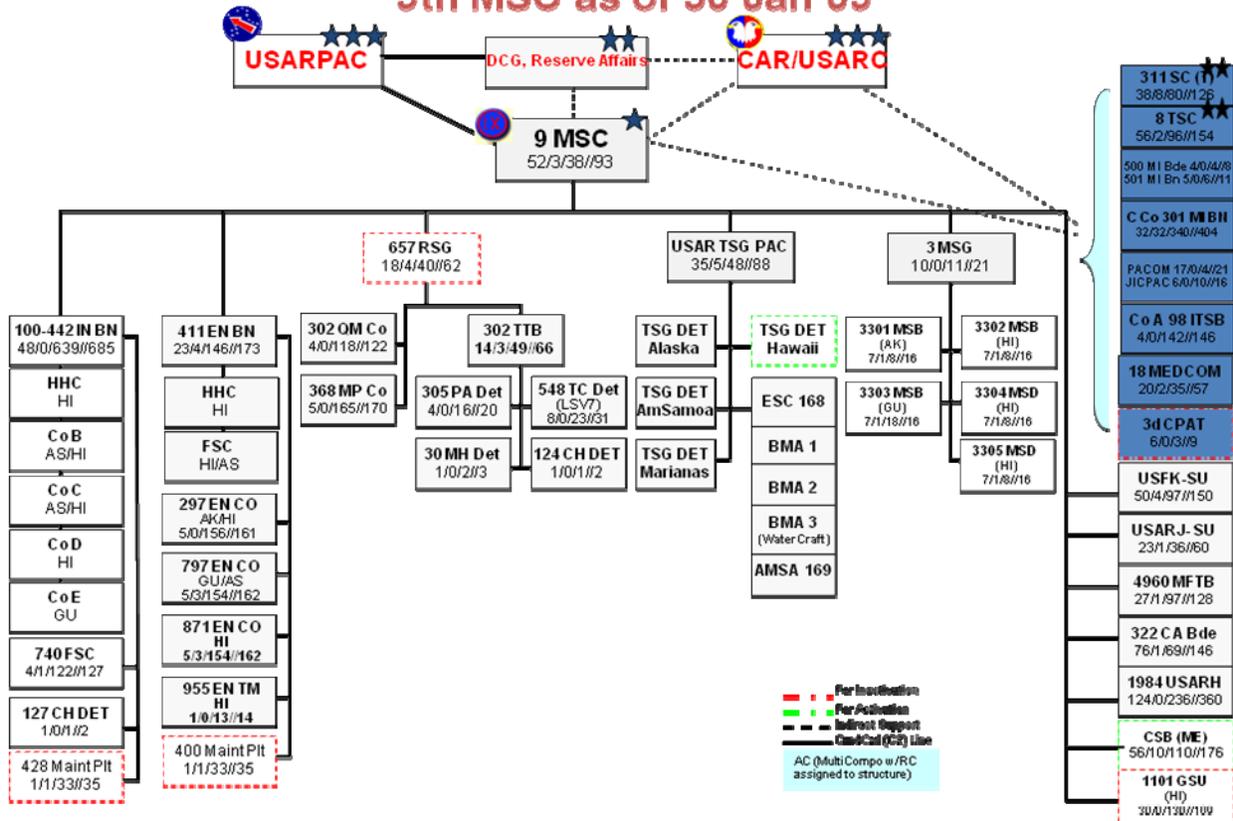
Commander's Summary

Brigadier General Alexander Kozlov assumed command of the 9th Mission Support Command (MSC) Pacific Army Reserve, on 17 December 2006. The mission of the 9th MSC is to provide combat-ready forces of over 3300 personnel (military and civilian) that will meet the peacetime and wartime requirements of the war-fighting commander-in-chief, and to provide command and control of the U.S. Army Reserve forces in the U.S. Army, Pacific area of responsibility. The command is located at Fort Shafter Flats, Hawaii and has 31 units distributed throughout Hawaii, Alaska, American Samoa, Guam, and Saipan, to include two units in Hawaii that support Headquarters in Japan and Korea. There is a challenge with Command and Control when subordinate units are located in three countries, four states and territories, and five islands, spanning seven time zones.

During the past year, 9th MSC experienced the highest level of mobilization since WWII. Soldiers supported the Global War on Terror (GWOT) and various exercises as individual augmentees and units. In support of the war effort, training and exercise took place in Guam, Japan, Korea, Malaysia, and various Pacific island nations, and support to out-of-theater areas such as Iraq and Afghanistan. These mobilizations drastically increased the workload of the 9th MSC staff sections, and, in many cases, decreased the staff due to cross-leveling. Each staff section, however, learned how to become more efficient and effective, accomplishing all the additional mobilization tasks set before them.

During this past year, the 9th Mission Support Command was constantly focused on being relevant and ready for its missions and taking care of Soldiers and their families when they return. The 9th MSC will continue preparing our Soldiers with the training and resources to have a winning attitude. During the coming year, the 9th MSC leadership will, as always, remember who is a part of this team and will to take care of our civilian personnel, Soldiers, and their families. "PACIFIC PRIDE"

9th MSC as of 30 Jan 09



Directorate of Human Resource

Mission Overview

Under the direction of Colonel Clifton Takenaka, the Directorate of Human Resources (DHR) analyzed, advised and made recommendations to the 9th MSC Commanding General, pertaining to policies and procedures on human resourcing and personnel readiness in support of USPACOM, USARPAC missions, and OCAR requirements.

Major Activities

On a monthly basis the DHR consolidated our subordinate units' Junior Enlisted Promotion Board results. During CY 08, a total of 215 Soldiers were added to the standing list, and 156 Soldier were promoted from the standing list. We conducted two senior enlisted Promotion Boards resulting in the selection of 43 Soldiers for promotion into the Senior Enlisted ranks. A total of 36 Soldiers were promoted. On the officer side, we conducted two LTC Command Assignment Selection Boards, two COL Command Assignment Selection Boards and four Direct Commission Boards. Furthermore, we completed 145 officer transfers, processed 35 requests for retirement, and 21 resignations. Of the 21 resignations 20 were ultimately approved. We processed 12 orders authorizing foreign language pay, 10 conditional release packets, 4 requests for branch transfer, and 9 mandatory removal date (MRD) extensions. Of the nine MRD extensions 6 were approved. We processed 3 involuntary separation actions for approval by HQDA and 106 officer promotions ranging from 1LT to COL.

DHR Enlisted Management Branch successfully conducted a joint DHR/RM Workshop in Aug 08. Subordinate units were provided with current personnel policies updates and new business practices. Throughout the year, DHR staff led and conducted five unit level-I Soldier Readiness Processing as well as one level II SRP for the 100th Battalion, 442nd Infantry. DHR Enlisted Management Branch was instrumental in the personnel orders, processing numerous 9th MSC deactivating, activating, and reorganizing units.

The TTHS (Transients, Trainees, Holdees, and Students) account manages nondeployable Soldiers for the 9th MSC and other commands in the Pacific AOR (311th TSC and 8th TSC) in support of officer and enlisted Soldiers. The TTHS account began to experience a mass transformation on or about 15 Sep 08, in which USARC DHR implemented the disestablishment of TTHS in managing Pre-IET, Non-OBC/WOBC, ROTC cadets. The only Soldiers required to continue to stay in TTHS are Soldier identified as having a P3/P4 in one or more PULHES. The implemented change required TTHS account managers to reassign non-DMOS and administrative separation Soldiers back to parent unit of assignment by 1 Oct 08.

Prior to this guidance there were a total of 745 Soldiers assigned to 9th MSC, TTHS Account. Mass efforts were directed to this area resulting in the smooth transfer of 579 Soldiers back to their parent unit of assignment, 73 Soldiers were separated from service, and 93 Soldiers continued to remain in TTHS (Medical Hold for P3/P4) until MMRB/MEB or PEB.

During CY 08, DHR published over 4,900 individual and group orders compared with publication of 2,804 orders in CY 07. The increase in the number of orders published were due to the mobilization of the 100th Battalion, 442nd Infantry, and transformation. A total of 5,370

military identification cards were issued to Soldiers, DOD civilians, retirees, and dependents.

The Directorate of Human Resources (DHR) Office conducted seven MOS/Medical Retention Boards (MMRB). These boards resulted in 14 Soldiers being retained in their current military occupational specialty and four Soldiers currently on 6-months probation in an attempt to improve his/her physical condition in order to remain a part of the Army Reserve. In addition, there were a total of five Soldiers who were referred to Physical Evaluation Board (PEB) and determined to be fit for duty. A total of 74 line of duty actions were processed, with 8 resulting in claims for incapacitation payment. Twelve military awards boards have been conducted resulting in 393 awards processed for CY 08. Throughout the Pacific, this command performed 26 military funeral honors details and received 21 Red Cross messages. The 9th MSC also played a vital role in support of Global War on Terrorism in which DHR provided support in processing medical retention processing 2 (MRP2) application as a result of 24 Soldiers who are currently enrolled in the program, 5 awaiting orders, and 12 Soldiers who have successfully completed their medical care as a result of unresolved injury(s), illness, or disease incurred while on active duty mobilization orders. At the end of this calendar year, DHR processed 60 retirement certificates which were presented to subordinate units in a timely manner.

The command completed 2,125 drug tests and 1,923 alcohol breath tests on Soldiers. These numbers reflect a 17% and 25 % increase respectively from the previous calendar year. A number of Soldiers tested positive for use of 26 different drugs. The Medical Review Officer cleared 3 positive results leaving the command with 23 confirmed positives for the year. There were 20 (76%) marijuana positives, 5 (19%) amphetamine/methamphetamine positives, and 1 (5%) cocaine positive. Ninety-five percent of all Commanders received their required ASAP training. There were 2,355 individuals who received prevention education awareness training, 194 civilian employees completed the required 3-hour drug free workplace and prevention education training. These areas also reflected an increase from the previous calendar year most significantly noted in our civilian workforce of which 98% completed the required training. This command is the only USAR command currently conducting random civilian drug testing IAW AR 600-85. This includes conducting designation position testing for pre-hire employees, reasonable suspicion, voluntary drug testing, and testing of civilian employees who occupy Department of Transportation positions. There were 7 staff assistance visits and 2 biochemical testing inspections done in the year. 100% of reintegrating units returning from deployment completed the redeployment-unit risk inventory with detailed reports provided to commanders. Members of 9th MSC benefited from a total of 5,814 training hours during CY 08.

In CY 08, 22 units/groups were briefed on education benefits for a total of 1,746 Reserve Soldiers, family members, and civilians. Three reintegration briefings were held at the Army Reserve Center on Oahu. There were 15,932 contacts (counseling, information sharing, etc.) with soldiers and family members in person, or via faxes, emails, or telephone calls. Tuition assistance (TA) of \$1,032,000.00 was used in CY 08 which paid for 2095 courses for 989 officers and enlisted Soldiers. A soldier is counted each time a TA is requested. It is possible for a Soldier to be counted more than once during the fiscal year. TA users earned a total of 6,265 semester hours, with an average cost of \$493 per course.

CY 08 was the last year of the Non-Personal Services Contracts because USARC mandated use of the Army Centralized Contracts in FY09, beginning on 1 Feb 09.

Basic skills courses were offered 5 times on Oahu beginning in 08, and 132 individuals were enrolled – civilians, military active duty, and reserve. One course was offered in American Samoa, with some 26 individuals beginning the course, and 3 reserve soldiers and 5 civilians ending the course in late Nov 08.

The Retention, Education, and Family Readiness (REF) common area computers/printers initiative was completed at all 8 reserve centers, for a total of 55 work stations and 14 printers, all connected to commercial internet services, which are paid for by the Education Services Office.

During Apr 08 the Family Programs Office (FPO) conducted Unit Level Training (ULT), to train Family Readiness Group volunteers on FRG requirements and FRG operations. The FPO provided ULT for a total of 27 volunteers and Soldiers. These trainings helped to establish viable and effective Family readiness groups for each major subordinate unit throughout the 9th MSC, specifically for those of deployed or deploying units.

FPO provided five pre-mobilization workshops for Soldiers and their Families during CY 08. These workshops were created to assist Soldiers and Family members in understanding benefits and entitlements available to them while the Soldiers are on active duty. The FPO partnered with the Child and Youth Services Coordinator to provide pre-mobilization groups for youths facing the deployment of a parent or loved one. In addition the FPO also provided mobilization workshops for 312 Soldiers and Family members.

The 9th MSC AFTB Program Specialist offered an Army Family Team Building (AFTB) Instructor Training Course to volunteers in Guam and Saipan. There were 99 volunteers who participated in the training and received certificate of completion. In addition, an AFTB Instructor Training Course was offered in Oahu. The AFTB Program Specialist also offered AFTB courses to Soldiers and Families on Maui.

The FPO also offered a Chain of Command Training (COCT) on Oahu for 55 unit leaders across the command. The COCT is designed to help military leaders identify the importance of Family programs and learn about the tools and resources available locally and through USARC FPO to assist Soldiers and Families before, during, and after deployment.

FPO also conducted two reunion workshops, for the 301st MI and the 30th MH Det. DHR initiated the coordination with the staff, Rear Detachment Commander, and the Mobilization Station for Deployment Cycle Support (DCS) requirements for returning Soldiers. 680 Soldiers were mobilized in CY08. Of those 680, 13 were cross-leveled out to mainland units. The amount of cross level requirements decreased due to a change in the OPTEMPO across USARC and within the command. Mobilized units were the 100th Bn, 442nd Inf, four 9th MSC Detachments, Det 24, 1101st GSU, and two 1984th Detachments. A total of 123 Welcome Home Warrior Citizen Award kits were presented. There was one Welcome Home ceremony held in American Samoa.

During CY 08, the DHR section provided professional and expert human resource support for the entire mission support command and other units within its area of responsibility. This support included conducting briefings on new health benefits for reservists (TRICARE) and

processing of Tricare Reserve Select (TRS) agreements, casualty operations, retirement packet completion for retired Soldiers reaching age 60, processing of survivor benefits applications, military technician personnel action and classification, military promotion and reclassification, Soldier Readiness Processing (SRP) and separation action of nondeployable Soldiers. Section personnel continued to train and increase technical proficiency in all aspects of human resource management.

Directorate of Operations and Training, 9MSC
Directorate of Plans, Training, Mobilization and Security, USAR TSG

1. Current Operations

The 9th Regional Readiness Command (RRC) transitioned from a single Command and Control (C2)/Title 10/BASOPS headquarters to two separate organizations, the 9th Mission Support Command (9MSC) for C2 and Title 10 and the U.S. Army Reserve Theater Support Group (USAR TSG) for total BASOPS support. Along with the dual headquarters transformation, the 657th Area Support Group was reorganized into a smaller Support Group (Regional) with a administrative detachment section to provide the fulltime administrative, logistics and training support for the three separate headquarters groups. This remains a daunting task for the RSG to manage the administrative, logistics and training responsibilities for the three headquarters with their three separate and distinct missions. The MSC is currently working with the USARC and USARPAC Force Management offices on a revised concept plan II which would transform the MSC into a “fly away”, operational command that will support the U.S. Army Pacific (USARPAC) Joint Task Force, Homeland Defense (JTF-HD) mission by FY11. The new MSC structure will include a Headquarters Support Cell that will relieve some of the fulltime workload from the RSG headquarters administrative section. The USAR Theater Support Group (TSG) will continue to provide Base Operations Support (BASOPS) capability for USAR forces in the Pacific AOR. On order, it will serve as the alternate command and control headquarters to the 9th Mission Support Command and continue to provide trained and ready forces to USARPAC in support of Full Spectrum Operations. It will assume all USAR Title 10 responsibilities on behalf of the Commander, U.S. Army Pacific. The TSG will continue to provide C4IM support and IOM the Army Reserve portion of the USARPAC LandWarNet.

Both the 9MSC Operations/Training and the USAR TSG Plans, Training, Mobilization and Security sections have had another busy and productive year. The Command along with the major subordinate units participated in over fifteen (15) exercises throughout the year with the Ops/Tng and DPTM providing the necessary guidance and resource support to ensure the successful execution of each exercise. Next year continues to promise even more changes as the Army Reserve continues to transition to a more operational and modular force.

The 9th Mission Support Command (MSC) continued to serve as Executive Agent (EA) for two U.S. Army Pacific Theater Security Cooperation Program (TSCP) exercises, Garuda Shield in Indonesia and Keris Strike in Malaysia. This was the second year that US Army Pacific (USARPAC) and the TNI-AD had conducted mil to mil relations through Exercise Garuda Shield. Indonesia is the world’s 4th largest nation based on population, third largest democracy, and it has the largest Muslim population. Over 150 Soldiers and contractors participated in the exercise from 9MSC, 29th Infantry Brigade Combat Team (HI ARNG), 500th MI, 1st Division Kostrad, contractors from the Schofield Barracks Command Training Center and the Center for Civil Military Relations (CCMR). The exercise was conducted in Jakarta, Indonesia.

Exercise Keris Strike 2008 was the second exercise for which the 9MSC served as the Executive Agent and provided the majority of personnel for the player and control cells. This was the 12th

time since 1994 that the US Army and the Malaysian Army have conducted mil to mil relations. 2008 was the second year in which joint planners and interagency SME's participated in the CPX, lending to the exercise's realism in simulating the contemporary operating environment in which we conduct Peace Support Operations. Malaysia is the US's #1 Muslim regional ally in the GWOT with over 60% of its population being Muslim. 34 Soldiers from the 9th MSC participated in the exercise, along with the 411th Engr Bn, 500th MI and several USARPAC troops. The exercise was conducted in Selangor, Malaysia during July 2008.

2. Readiness

Unit Status Report (USR)

FY08 was the year of transformation/deactivation/conversion for the 9th MSC, five units deactivated (456th, 751st, 793rd, and 804th, 8285th PSD, and the 411th Engineer battalion transformed into a maneuver enhancement battalion, as well as the 9th MSC converted in the midst of a major unit deployment. The 100-442nd Infantry battalion deployed in support of OIF in the midst of converting. The activation of the 797th, 871st, 955th, 302nd TTB, TSG and conversion of the 657th RSG required significant USR planning and execution throughout the year of training, personnel and equipment moves.

Quarterly Readiness Review (QRR)

Based on the information from the quarterly USR's, the MSC Ops/Tng created a new format for the Quarterly Readiness Review (QRR). The briefing now contained USR, Monthly Staff Update (MSU) and mobilization/readiness issues. Four QRR's were conducted during the year in which all commanders briefed the CG on their unit's status and their "get well" plan. Future QRRs will be conducted using the USARC BFRR reporting slides format to familiarize Commanders and key personnel on the data statistics, required explanations/justifications and the "way ahead" to fix noted major discrepancies.

Battle Focus Readiness Review (BFRR)

The BFRR is a cornerstone of the USARC DCG's force readiness management program. This program is designed to call the Commander's attention to the readiness of his/her command and those subordinate. The BFRR format is based on the most current ITRS reports (Reports # 21, 21A, 21C, 35, 35A and 38) for each reportable unit which makes accurate and timely data input very important. The annual visit by the USARC DCG and staff culminated in the 9th MSC's BFRR in late JAN 08. 12 units briefed the DCG (MG Bell) on their status and ARFORGEN training plans. The briefing went as planned and preparations for the next BFRR scheduled for JAN 09.

3. Mobilization

In 2008, the 9th MSC alerted and mobilized five (5) units comprised of 764 Soldiers and demobilized three (3) units comprised of 50 Soldiers. Concurrent with alerted and mobilized

elements, the command provided 100 Soldiers totaling 37,270 man-days for cross levels, Active Duty for Operational Support (ADOS); Contingency ADOS (CO-ADOS) in support of USARC and USARPAC directed missions and the Global War on Terrorism .

Unit Mobilization

1101st Garrison Spt Unit Det 24 2 Oct 07 – 30 Sep 09 98

The 1101st Garrison Support Unit (-) Det 24 was extended to 730 days per HQDA Amendment Order #1583-8 dated 222041ZAug08. The Detachment continues its mobilization support at Schofield Barracks, Hawaii augmenting the 25th ID (L) USARHAW staff and directorates in performing installation mobilization, deployment / redeployment and demobilization operations in support of Operation Iraqi Freedom and the Global War on Terrorism.

100th Battalion, 442nd Infantry 19 Aug 08 – 22 Sep 09 609

The 100th IN BN/442nd IN received an HQDA alert order 20 Dec 07 for a late FY08 OIF mission to provide force protection; staging base command and control and convoy security operations in support of the 29th IBCT, HIARNG. The unit received the initial DA Mobilization Order 1443-08, dated 14 Mar 08 indicating a mission required strength of 570 (an HHC of 46 and four companies of 131 each), plus an authorization to mobilize at 110% of their approved mobilization requirements. Overall strength requirements is 627 Soldiers. On 2 Jul 08, the unit received HQDA Amend Order #1550-08 to read 38 pax (HHC) vs. 46 (-8). With that, the mobilization count has reduced to 562 plus 52 (10% above mission required strength) equaling 618. After conducting annual training at the Reserve Training Center, Ft. Hunter Liggett, CA 16 Jul – 10 Aug 08, the unit arrived Ft. Hood (Mob Station) by increments on 13 Aug 08. Overall all, the Bn departed to Kuwait o/a 2 Nov 08 with 557 and by the end of Jan 09, the unit strength has reached 609 to include IRR Soldiers and cross-levels from the 9th Mission Support Command and various USAR units.

368th Military Police Protective Security Det 20 17 Oct 08 -20 Nov 09 32

The 368th MP received HQDA Mob Order 1486-08 dated 26 Jun 08 for deployment of three (3) PSD detachments to provide in-close security and convoy security to commanders and distinguished visitors. After completing PSD training at Ft. Leonard Wood, the Detachment arrived at Schofield Barracks (Mob Station) 20 Oct 08 and finally deployed to Iraq with 32 pax (with 10% above mission required strength) on 10 Dec 08.

368th Military Police Protective Security Det 21 29 Nov 08 – 2 Jan 10 13

Second increment of the deployment arrived Schofield Barracks (Mob Station) 1 Dec 08 with 13 Soldiers (10% above mission required strength) having completed PSD training at Ft. Leonard Wood. After completing deployment certification training at Schofield Barracks, the Soldiers departed for Bagram, Afghanistan on 8 Jan 09.

368th Military Police Protective Security Det 22 14 Feb 09 – 20 Mar 10 12

The last PSD team arrived at Schofield Barracks on 16 Feb 09 with 12 pax to complete Soldier Readiness Processing (SRP) and receive deployment certification training with further deployment to Kuwait.

Demobed Unit

400th Combat Support Platoon WHL VEH 9 Jun 07 – 13 Jul 08 35

The unit was alerted on 1 May 07 and arrived at Ft. Hood, TX (Demob Station) on 12 Jun 07 and linked up with their higher HQs, the 1015th CS Co Maint for training and preparation to deploy to theater in support of Operation Iraqi Freedom. The unit provided augmentation to the Scania mission, canal pump mission, force protection, and provided supervision and quality control to all levels of maintenance on military vehicles in support of all US and Coalition forces inside the FOB. The unit redeployed to Ft. Hood 26 May 08 for demobing and returned to home station (American Samoa) 3 Jun 08.

428th Combat Support Platoon Det 11 (12 Jun 07 – 27 Jul 08) 12

The Detachment was alerted on 18 Oct 06 and mobilized on 24 Jun 07 for a period of 400 days in support of Operation Iraqi Freedom replacing the first detachment (Det 10). Det 11 was deployed on 13 Sep 07 and attached to the 10th and 5th Special Force Group in Syverson, Iraq. Nine of the Soldiers were relocated to 9 different areas of Iraq to support Special Force Teams as individual mechanics.

4. Force Protection/Antiterrorism Program

Force Protection Improvements. In FY08 the 9th MSC Force Protection program continued to work on program improvements recommended by USARPAC and USARC. Facility requirements and improvements were generated through external Physical Security Inspections, Vulnerability Risk Assessments (VRAs) and input from individual facility managers and units validated thru the Force Protection Working Group (FPWG).

- Telephone based mass audio notification: PBX and WAVES mass notification system required soft ware up-grades enhancing system performance. Monthly test procedures are continually being refined and improved to provide a safe and secure facility with incorporation of emergency preparedness planning and development.
- FY08 Year End URR funding approved for the procurement and installation of emergency power generators at three additional USAR Facilities: American Samoa, Guam, and Saipan.
- USARC Physical Security Inspections conducted on units of the 9th MSC resulted in a 36 percent adequate rating. The results will be used as a baseline to evaluate the program's effectiveness and identify training and implementation processes to bring the program into compliance.

- USARC mobile Training team trained, certified and graduated 19 newly trained Physical Security officers thereby improving the 9th MSC statistics for FY08 but more importantly providing qualified P/S personnel in the units and separate facilities.
- USARC Mobile Training team provided a new approach to the Physical Security workshop venue with students actively addressing deficiencies of recent inspections as a training tool providing a hand-on approach to aide improving overall program inspection results.
- USARC Antiterrorism Officer Level II Mobile Training team trained, certified and graduated 5 newly trained ATOs improving the 9th MSC overall vacancy from 42 percent to 80 percent in February 2009

5. Intelligence and Security

Mission

Under the direction of LTC Derrick Hanzawa, the 9MSC G2 mission for 2008 was to provide Intelligence, Information and Personnel Security oversight in support of operations, plans and training in accordance with the 9th MSC Commander's requirements; which include Intelligence in Support of Force Protection (FP) during peacetime and/or contingency operations. On order, the 9MSC G2 supports the Intelligence needs of USPACOM, USARPAC, and USARC mission requirements, plus numerous exercises requiring staff supervision over assigned/attached MI personnel & assets.

2008 was a year of changes, restructure and transformation. Ms. Lisa Torello, the 9th MSC Command Security Manager maintained oversight for the Command Security Manager Program, with oversight for 13 MSC's and more than 35 subordinate Security Managers. Also, despite personnel recruiting efforts, the G2 section remained very hollow. The section lost 2 soldiers during the year, one due to ETS another to an OIF deployment. The section also gained a TPU NCO. This left six of seven TPU positions unfilled in 2008. The DCS G2 continues to lead and meet all taskings and requirements for Intelligence and the G2 section despite the turbulence and personnel shortages.

The Intelligence and Security Manager Training continued throughout the year beginning with the USARPAC Senior Intelligence Officer Conference in January and moving forward with the 9MSC's Security Manager Course MTT Oahu in February 2008. NOTE: all 20 seats for the course were filled. This MTT for Security Manager Training is a large success for the command as it keeps the Command's Security Situational Awareness and Training ready and capable. The 9th MSC G2 Security Assessment Visit (SAV) program was very minimal for FY2008. Most requested G2 SAV trips and/or events were not authorized and the G2 did most leading, training and guidance via email and TELCON from the 9th MSC HQs. SAV actions for all 9MSC units (on and off island) were accomplished via customer service and use of computer based products, the web, and the internet. The G2 assisted with the deployment of the 100th INF Bn, specifically with the inventory, review, verification of security clearances and investigations, plus intelligence and information security management. The G2 section also assisted a number of other units with pre-deployment personnel security issues, clearances, intelligence preparation, and training. Several other Soldier Readiness Processing (SRP), mobilization, and security

functions were also supported by the G2 section. Other functions included providing intelligence for Overseas Deployment Training (ODT) and Foreign Travel Briefings, (to include vacationing Soldiers). The G2 also managed the SAEDA Training Program, plus the Personnel and Information Security programs for the 9th MSC, and the 9th MSC's intelligence activities, coordinated troop deployment movements, provided assistance to the MSC Personnel and Information Security Managers and S2s, plus prepared regional and topical intelligence analysis reports and briefings for a variety of missions and exercises, including Garuda Shield, Keris Strike, Cobra Gold and Balikpapan.

In 2008, the G2 provided daily unclassified and periodic classified intelligence products to the command group, subordinate unit security managers, and other key staff. This included daily deployment slides, Counterterrorism Summary, Force Protection/Situation Awareness Reports, Daily Weather Summaries as requested, Intelligence and Threat reports, plus many other products in support of exercise, mission and other GWOT related activities. The G2 section also participated as a key member of the 9th MSC Force Protection Working Group and the ATEX/COOP planning cell, supporting the 9th MSC's FP Officer. The G2 intranet webpage and AKO-S Folders were further developed as resources for soldiers to find information, publications and regulations covering a wide variety of Intel and Security related matters.

6. 9th Mission Support Command Emergency Operations Center (9th MSC EOC)

Calendar Year 2008, the EOC maintained communications flow between individuals, units and the Command Group, handling Red Cross, Serious Incident Report (SIR), and AMHS messages both on NIPR and SIPRNET. The EOC tracked individual and unit mobilizations from M Day to REFRAD. The EOC provided early warning and coordinated Army Reserve requirements for natural disaster response. EOC continued to conduct monthly testing of the Mass Notification Alert System at Fort Shafter Flats, reestablished secure (STU/STE) communications between all Army Reserve facilities in the Pacific AOR, and conducted monthly Iridium satellite phone tests with American Samoa. EOC personnel participated in both Garuda Shield and Keris Strike exercises, providing administration and operational support as the higher command. SFC Ryan Matsumoto was sent as the 9MSC liaison 12 Aug - 28 Oct 2008 to support the post-mobilization requirements of the 100th BN, 442d IN at Ft. Hood, Texas. On 27 Dec 2008, an electrical storm on Oahu caused an island wide power outage. In less than an hour, personnel from the EOC responded and were on premises guarding sensitive areas and coordinating unit personnel support for extended duty at Fort Shafter Flats. In October 2008, the EOC underwent a change of responsibility as SGM Marie Yap and SFC Dean Terakawa returned to their civilian jobs, and SGM Randy Harr and MSG John Miyata joined SFC Matsumoto.

7. Emergency Preparedness Liaison Officer (EPLO)

Calendar Year 2008 presented a unique set of challenges for the EPLO Section due to multiple personnel changes experienced within the Section. As always, the Regional Emergency Preparedness Liaison Officer (REPLO) Section continued to assist the Ops/Tng Section in insuring a successful training year and mission accomplishment. During Unit Training

Assemblies REPLO Staff continued to develop the professional skills necessary to be successful in their craft. In addition to the training conducted “in-house”, the staff participated in simulated man-made and natural emergency exercises and activations for real emergencies within the PACOM AOR. Described below is a summary of the REPLO Section activities for CY 2008.

Professional Development of EPLO's

The primary professional development activity for all EPLOs is their attendance to the National EPLO Conference, held this year in Miami, Florida. Attended by all EPLOs across the nation and the Pacific, EPLOs gather to increase knowledge from lessons learned and the latest best practices in disaster response, to share their experiences within their own services, and to expand and extend the necessary networking circles that have proven invaluable in successful disaster response operations. Topics of discussion included but were not limited to:

National Response Framework, presented by Dennis Schrader, FEMA Deputy Administrator

Commission on National Guard and Reserves Findings, Conclusions and Recommendations on DoD Role in the Homeland, presented by Major General (Ret.) Arnold Punaro, USMC

DoD DSCA Automated Support System (DDASS) - Mike Broadbent, Chief of Knowledge Management, ARNORTH and Lieutenant Mark Bailey, DDASS Project Officer

Minneapolis Bridge Response presented by Colonel Michael Chesney - Region V DCO; CAPT Brad Gawboy - Region V Navy EPLO; Sheriff Rich Stanek Hennepin County, MN

In addition, selected EPLOs attended the EPLO Working Group Conference in Colorado Springs, Colorado. This Working Group provided a platform for EPLOs to discuss and provide input to pending revisions to EPLO governing doctrine and instructions.

EPLO Operations

Operationally, the EPLO Section continued the established theme of FY-07, in which PACOM assumed an active participatory role in the State of Hawaii's week-long disaster response exercise called Makani Pahili. This year's scenario focused on “Post Landfall” activities of a hurricane making landfall on the island of O'ahu. EPLOs based in Hawaii provided Defense Support to Civil Authorities (DSCA), reporting to the Defense Coordinating Element (DCE) at Fort Shafter. Army EPLOs supported the Defense Coordinating Officer (DCO) by identifying and recommending appropriate Army resources to mitigate emergency requests made by local and State civil authorities for supplies, equipment and manpower. Unique to this year's activities was the CERTEX of new Defense Coordinating Officers. Region IX DCO and Team members conducted the certification of three (3) DCOs. The 9 MSC EPLO Staff played an important role in the certification process performing duties of DCE Staff and Army EPLO. The EPLO Section continued to provide support to the Ops/Tng Section in developing wartime contingency plans throughout the year.

Training Management

1. Training:

9th MSC spent a significant amount of AT on mobilization and demobilization support per the ARFORGEN cycle. Also, 9th MSC reserve units participated in several exercises during the year.

Of particular note, the 9th MSC serves as the KERIS STRIKE and GARUDA SHIELD executive agent, responsible for all facets of planning, staffing and execution of these exercises. KERIS STRIKE and GARUDA SHIELD are USARPAC Theater Security Cooperation Plan (TSCP) exercises conducted annually in Malaysia and Indonesia. These exercises are intended to enhance military relations and promote interoperability between US, Malaysian, and Indonesian forces.

2. Training Conferences.

The 9th MSC Commander's Conference was conducted 14-16 Feb 08 followed by the Yearly Training Briefs (YTBs) from 8-9 Mar 08. The purpose of the conference and YTBs was to provide MSC leaders (CDRs, CSMs, Senior NCOs) with the opportunity to receive the Commanding General's Training Guidance and to present the Commanding General with MSC training plans for TY09, to include resource requirements for the ARFORGEN training cycle which all units will be required to attain. It also provided 9th MSC Staff Sections the opportunity to present the latest initiatives and updates in their respective fields to the assembled 9th MSC leadership.

9th MSC conducted the Leaders Training Program from 25-28 Sep 08, in order to provide unit leadership information updates on the Commanding General's Five (5) Initiatives, Command Training Guidance, ARFORGEN, Mobilization, staff updates, Safety, and Family Program Chain of Command Training. Additionally, COL/SGMs participated in USARC's Senior Leaders Training Program (SLTP).

9th MSC participated in the USARC Collective Training Scheduling Workshop (CTSW). The goal of the CTSW was to review, deconflict and approve FY09 annual training schedules and to schedule FY10 annual training utilizing the Army Reserve Training Strategy, which includes the five year ARFORGEN training cycle. 9th MSC representatives worked alongside their USARC counterparts to identify training opportunities and confirm the ARFORGEN status for 9th MSC MSCs and their subordinate units.

EXERCISES

1. 9th MSC participated in 6 overseas exercises, in 5 countries (Korea, Thailand, Malaysia, Mongolia & Indonesia):

- Key Resolve/FOAL EAGLE- USFK-SU
- Ulchi Freedom Guardian (Korea) – USFK-SU
- Cobra Gold (CG) (Thailand) – 322 CA Bde, 9th MSC HQ
- Tiger Balm (Hawaii) – 322 CA Bde

- Keris Strike (KrS) (Malaysia) – 9MSC HQ, 411th EN Bn
- Garuda Shield (GS) (Indonesia) – 9th MSC HQ
- Khaan Quest (KQ) (Mongolia) – 411th EN Bn
- Yudh Abhyas (YA) (Hawaii) – 9th MSC HQ

2. Exercise Descriptions

a. Ulchi Freedom Guardian (UFG). USPACOM/USFK rehearse/train per OPLAN exercise conducted in the Republic of Korea. The exercise is designed to improve US-Republic of Korea combat readiness and interoperability while enhancing security relations and demonstrating US resolve to support allies in the region.

b. COBRA GOLD (CG). USPACOM scheduled joint/combined CPX/FTX conducted annually in the Kingdom of Thailand and involves conventional and unconventional forces. This exercise is designed to improve US-Thai combat readiness and interoperability while enhancing security relations and demonstrating US resolve to support allies in the region. The exercise location rotates among the four Royal Thai Army regional commands, providing maximum US forces exposure with the Thai military and civilian community.

c. TIGER BALM (TiB). USARPAC sponsored Theater Security Cooperation Program (TSCP), brigade level CPX conducted annually with the Singapore Army Forces. This year's exercise was conducted in Hawaii as the US hosted the exercise.

d. KHAAN QUEST (KQ). USARPAC Keystone Multi-Lateral Theater Security Cooperation Program (TSCP) event with Mongolia. This event is designed to improve US-Mongolia interoperability while enhancing security relations and demonstrating US resolve to support allies in the region.

e. KERIS STRIKE (KrS). USARPAC sponsored Theater Security Cooperation Program (TSCP), brigade level CPX conducted annually in Malaysia with the Malaysian Army. The Purpose of this exercise is to improve interoperability and country-to-country relationships. 9MSC has Executive Agent (EA) responsibility for this exercise.

f. GARUDA SHIELD (GS). USARPAC sponsored Theater Security Cooperation Program (TSCP), brigade level CPX conducted annually in Indonesia with the Indonesian Army. The Purpose of this exercise is to improve interoperability and country-to-country relationships. 9MSC has Executive Agent (EA) responsibility for this exercise.

g. YUHDA ABHYAS (YA). USARPAC sponsored Theater Security Cooperation Program (TSCP), brigade level CPX conducted annually in India with the Indian Army. The Purpose of this exercise is to improve interoperability and country-to-country relationships. 9MSC had Executive Agent (EA) responsibility for this exercise in CY08.

Directorate of Logistics.(DOL)

The year 2008 was a challenging year for the 9TH Mission Support Command (MSC) DOL. COL Stacey Yamada served as the Deputy Chief of Staff, DOL and Mr. Gerald R. Bruce served as the Supervisory Logistics Management Specialist. The following comments address those areas that provided the greatest impacts and challenges during the year.

1. Organizations and Functions

The 9TH MSC DOL is authorized 23 personnel made up of 7 officers, 5 warrant officers, and 11 enlisted Soldiers. Assigned strength as of December 2008 was 10 with the vacancies being primarily in the field grade officer positions. In addition to these officer vacancies, the Deputy DOL, LTC Kim Goffar, resides in Texas which only allows her to be here in the HQ on an infrequent basis during the year and possibly once or twice for Annual Training. The DOL played a major role with the Global War on Terrorism by providing key logistics personnel to support the 100th Bn 442d Inf mobilization at Fort Hood, TX. MSG Hayden and Major Dehaney were on the ground during the pre-mob training process with the unit up until their departure into theater in Kuwait. Mr. Bruce heads the Full-time staff consisting of 3 civilian miltech employees, 6 Active Guard Reserve (AGR) Soldiers and 2 contract civilian employees in the DOL office and 41 maintenance and supply personnel in the Equipment Concentration Site (ECS) and Area Maintenance Support Activity (AMSA) located throughout the Pacific Basin. . Additional mission support included oversight of the LSV 7 mission to Alaska, the first major mission for the boat since the fielding.

2. Exercise Support

During 2008 the DOL provide major personnel and logistical support to three Tier 1 exercises for USARPAC. MAJ Wayne Dehaney provided logistics support to USARPAC for Cobra Gold 08 in Thailand, and the DOL was responsible for providing vehicle and equipment to support this exercise. MAJ Wayne Dehaney was the LOG OIC for Keris Strike 2008 with the Malaysian Army in July. DOL participants included SGT Connie Files, SGM Ibrahim Gonzalez, and. MAJ Charles Luke was the LOG OIC and Action Officer for Garuda Shield 2008 with the Indonesian Army in Jakarta in April. In October MAJ Luke was the LOG OIC for Yudha Abhyas 2008 with the Indian army at Ft Shafter. DOL participants include SGT Connie Files and numerous logistics personnel from throughout the Command.

3. Mobilization Challenges

The requirements for mobilizing units have presented numerous and different challenges for each unit that mobilized in 2008. For mobilization support at Ft Hood the 100th sent and returned 45 pieces of rolling stock. The 100th Bn 442d Inf Bn deployed into theatre without any rolling stock. Equipment left behind included HMMWVs, LMTVs, and other MTOE equipment. Upon their return, the deployed equipment is still at the installation being reset and returned to Fully Mission Capable condition. What this means is that the ECS must store, exercise and maintain all of this Stay Behind Equipment (SBE). As stated above, the ECS has 41 employees, of which 27 are actual mechanics, but 11 of the 12 miltechs mobilized were mechanics. This 40%

reduction in available manpower at the same time as the huge addition equipment requirement has presented the greatest challenge to the Command's Maintenance Program. To this point we have met the challenge through the use of additional over-time funds, some temporary hires, and a close coordination with the 9TH MSC OPNS for accurate prioritizing of work orders.

4. Transformation

The year 2008 began with the transformation of 9TH MSC units into the CSS units supporting the MACOM for the future Army. The DOL's major role in this transformation during 2008 was in the planning needed to transfer equipment to units to fill future needs. Close coordination with the MSC DCSFOR and OPNS have resulted in the formulation of good plans and fiscally responsible decisions to support these reorganizations and activations. The transformation had significant equipment impacts throughout the command. The 100th BN lost the maintenance and supply sections with the FSC for the 100th BN not due to come online until 2010. Until that time the DOL and AMSA are providing 100% of the unit's logistical support. The 411th Engineers transformed into modular units. Under the modular transformation the vertical units became horizontal and the horizontal became vertical. In addition the BN gained a survey detachment and an FSC. Both the 411th and 100th BN changes involved significant MTOE authorization changes and resulted in the movement of heavy equipment throughout the Pacific Theatre, the process and turn-in of excess legacy equipment, and the fielding of new equipment. All of these presented significant challenges to all sections of the DOL that were over come with great success.

5. Funding

The FY2008 G-4 Annual Funding Plan showed an OMAR total of \$780K for the DOL and \$621K for the AMSA/ECS. Amounts are exclusive of civilian payroll that is centrally managed by the HR and RM. The RPA total was \$29K in special training funds. Execution for all three appropriations was 100%. The DOL centrally manages and funds all Element of Resource (EOR) 2200 equipment transportation funding; installation property for the 8 USAR Centers located in Hawaii, American Samoa, Alaska, Guam, and Saipan; and the QLOG and QDOC funding to support GSA vehicle leasing and installation contract support for the Command.

6. Government Purchase Card (GPC) Program

MAJ Anthony Henderson, DOL Budget Officer, manages the GPC Program for the MSC. There are 36 Approval Officials and 108 cardholders in all locations throughout the MSC. The GPC Program accounted for over \$2.8 million dollars in supply and services expenditures for FY2008 and is separated into three specific groups: unit operations, facility management, and food service. By the end of the year the MSC had achieved the distinction of having no delinquent payments on our accounts and having the fastest File Turn Time Rates (actual vendor payment) in the USAR. In addition, we are consistently in the top 10% of MSC with the highest rebate dollars obtained for the USAR due to the prompt payments made by our account holders. Due to the vast geographic dispersion of the MSC throughout the Pacific Basin, the GPC Program has enabled our USAR units to provide more timely and efficient supply support to unit training and operations.

Directorate of Information Management(DOIM)

1. Mission

The Director of Information Management (DOIM), under the leadership of Lieutenant Colonel Gregory Y. Young, is the principal advisor to the Commanding General and his staff in the various areas of information management. These areas include network operations, information assurance, telecommunications, and administrative services. Regular activities of the DOIM staff include operating and maintaining the 9th MSC portion of the USARPAC LandWarNet, providing DOIM Help Desk support, providing information technology technical assistance, validating and configuring information technology solutions for approved CAPRs, providing VTC and VI support across the Command, ensuring the provision of telecommunications services across the Command, operating and maintaining the Command telephone switch, accomplishing all Computer Network Defense and Information Assurance functions, providing postal, copier, and printing services across the Command, supervising Command programs for records management, publications and forms management, and managing the Command Freedom of Information Act program.

2. Network Operations Branch

The Network Operations Branch is responsible for the operation and maintenance of all Army Reserve automation assets throughout the Pacific Theater. This includes all computers, network operations, server management, blackberries, e-mail services, information assurance management, automation lifecycle management and customer support. The current 9th MSC enterprise network consists of approximately 1500 users and 700 computer systems.

The Network Operations Branch includes the Regional Network Operations Security Center – Army Reserve (RNOSC-AR) for the Pacific Theater.

Significant activities for the Network Operations Branch for FY08 included:

- Development and implementation of a Continuity of Operations (COOP) site at the Schofield Barracks Information Security Facility. This site provides “warm COOP” operations for the Army Reserve portion of the Pacific LandWarNet. In addition, this project has become the pilot program for implementation of COOP throughout the Pacific LandWarNet.
- Supported demobilization operations of the 657th Area Support Group and other smaller units.
- Supported mobilization operations of the 100th BN and other smaller units.
- Successfully supported and completed the 2008 Army Gold Master (AGM) implementation.

- Provided automation support for the Garuda Shield and Keris Strike 2008 exercises.
- Implemented and completed the lifecycle replacement of over 250 computers throughout the theater.

3. Telecommunications Branch

The Telecommunications Branch is responsible for all telecommunications services, equipment, and systems operated in support of the 9th MSC. This includes contracting for telephone services across the Command and payment of all telephone bills. The Telecommunications Branch operates and maintains the Command telephone switch which provides primary telephone connectivity for the Command.

In 2008, the Telecommunications Branch accomplished the following major actions:

- Received and processed 463 Remedy telephone work requests in support of the telecommunications system within the 9th MSC.
- Completed the installation of a 200 pair copper cable in support of the new telephone switch cable plant expansion.
- Installed 26 new telephone extensions in Ft Shafter Flats .
- Supported the 100th BN with communication needs for mobilization in support of GWOT.
- Coordinated and procured necessary telecommunications equipment and software for the 3.0 to 4.5 switch upgrade for six Reserve Centers across the Pacific.
- Completed the 9th MSC telephone switch upgrade to 4.5 software .
- Procured and installed a static switch, inverters and uninterruptible power supply (UPS) for our telephone switch to work properly with the new backup generator
- Updated the Hawaii Information Transfer System (HITS) telephone directory.
- Procured 53 blackberries for effective communication during emergencies, deployments, re-deployments, and day to day operations.
- Worked on the reconciliation of three telecommunications contracts serving American Samoa, Saipan, and blackberries on Oahu.

- Implemented procedures for telecommunications including bill paying procedures and revised bill paying spreadsheet for continuous tracking of annual spending.
- Planned with the remote site telecommunications companies to go to paperless bills using Wide Area Workflow.
- Implemented renewal of all telecommunications contracts and MIPRs for CY 08.
- Reconfigured the voice menus for the 9th MSC. Completely redesigned call flow and re-recorded all the announcements.
- Updated and maintained the 9th MSC Web Directory.
- Reconfigured the Meridian Option11C telephone systems in Maui and Saipan.
- Performed site surveys of all telecommunications equipment and preprogrammed software on the Option 11C and signaling servers at American Samoa and Guam.
- Removed all telephone lines off the Norstar telephone system at American Samoa and installed the lines directly to the telephones. Swapped out 27 telephone instruments.

4. Administrative Services Branch

The Administrative Services Branch provides oversight and management of the following programs: Records Management, Publications and Forms Management, Management Information Control, Official Mail Services, Message Center, Distribution, Freedom of Information Act (FOIA) and Privacy Act. The Administrative Services Branch is responsible for the acquisition, management, and funding of all Command copiers, postal equipment, and mail services.

- Conducted complete review of all 9th MSC Command Publications, forms, and policy letters to ensure mission essential, correct format, and accuracy.
- Coordinated and executed transition of 22 Canon copiers to new Ricoh copiers.
- Completed nine new command policy letters.
- Managed the 9th MSC DOIM budget of over 2 million dollars.
- Implemented renewal of contracts and MIPR's for copiers and postal equipment.
- Processed two Freedom of Information Act (FOIA) reviews.

Directorate of Resource Management (DRM)

The Director Resource Management (DRM) manages resources and provides financial support to USAR major subordinate and multi-compo commands in a geographical area that spans the entire Asia-Pacific Ocean region. The 9th Mission Support Command (MSC) is a widely dispersed organization with subordinate commands in two states (Alaska and Hawaii), two territories (Guam and American Samoa), one commonwealth (Northern Mariana Islands - Saipan), and two foreign countries (Japan and the Republic of Korea).

DRM continued to demonstrate its ability to obtain resources in support of all mission critical and essential requirements. Throughout the year, DRM supported over 1400 Soldiers mobilized and/or activated to support OPERATION IRAQI FREEDOM, and OPERATION ENDURING FREEDOM. DRM ensured that these Soldiers' finance needs were met upon mobilization and demobilization.

During Fiscal Year 2008, DRM obtained a total approved operating budget of nearly \$40M, OMAR \$22M and RPA \$17M for USAR commands under the command and control of HQ USARPAC. Funding was used to support Theater Security and Cooperation Program (TSCP) exercises and numerous combined and joint exercises, such as COBRA GOLD, KEY RESOLVE, ULCHI FREEDOM GUARDIAN, TIGER BALM, KERIS STRIKE, YAMA SAKURA, BALIKATAN, TERMINAL FURY, GARUDA SHIELD, and KHAN QUEST exercises. DRM conducted, coordinated, and facilitated numerous training classes and synch meetings with staff and subordinate units to include Defense Travel System, Request for Orders Procedures, Command Operating Budget Estimate and Submissions, Government Travel Card Program, Unit Pay Administrator's Course, Program Budget Advisory Committee, and Morale Welfare and Recreation (MWR) Committee.

During the year, DRM obtained over \$728K in non-appropriated morale, welfare, and recreation funds for 9th MSC Soldiers. The 9th MSC used these funds to enhance the quality of life for its Soldiers by supporting Welcome Home Warrior social events for redeploying Soldiers, the 9th MSC Ball, exercise equipment, recreational and sports teams, and athletic events such as the Army Ten Miler.

Moreover, the 9th MSC was directly responsible for bringing in millions of dollars of positive economic impact throughout the pacific region. The 9th MSC's impact greatly enhanced the economic conditions in Alaska, Hawaii, Guam, American Samoa, Saipan, Japan, and the Republic of Korea.

In summary, the 9th MSC successfully closed fiscal year 2008 with the maximum obligation rate of 100%, fully executing every dollar received by USAR commands in the Pacific.

Army Reserve Installation Management (ARIM)

The Directorate of Installation Management (ARIM) serves as the Commander's principal advisor for engineer related base operations to include budget, new construction and renovations, space utilization, environmental compliance, and daily facility maintenance, repair and operations. The year's work consisted mainly of 'planning to execution' for the military construction of the new, Ft. Shafter reserve center, and also, the replacement BRAC military construction of the Hilo, Hawaii reserve center and finally, the facility work involving-sustainment, renovation and maintenance projects to the existing facilities throughout the Pacific AOR in Alaska, Guam, Saipan, American Samoa, and Oahu, Maui, and Hilo, Hawaii.

1. Environmental Division – Operating budget was \$658K. Internal compliance inspections were conducted on 100% of the command's facilities resulting in a zero count of Notices-of-Violation (NOV). All DoD metrics for implementation and sustainment of the Environmental Management System (EMS) were completed on time or ahead of schedule. EMS awareness training was presented to the units and soldiers this year. A new contract for the environmental staff (contractors) was awarded by the Regional Contracting Office (RCO-HI) providing for all three contractor positions to be centralized under one contract and allowing greater flexibility and reduced administrative requirements. Environmental personnel continued to participate in numerous meetings with the Hawaii Army National Guard regarding BRAC-driven construction of a New Armed Forces Reserve Center in Hilo. In a huge effort to eliminate expired shelf life material, inventories were prepared, items collected, and relocated to approved storage areas saving approximately \$4 million dollars. A large quantity of unserviceable office furniture was donated to local schools. Earth Day was celebrated in April with the first annual Pearl City Bike Path Clean Up. Environmental staff members distributed information while manning booths at the first annual, 9th MSC, Spring-Fest 2008.

2. Plans Division: ARIM Plans Division primary focus during the first quarter of the CY was to procure the site for a new Army Reserve Facility. Several meetings were held with USAG-HI, and USACE to determine the best place for the site. The two final sites were on Ft. Shafter within the confines of the 9th MSC campus and also off-campus, in the open- area below the motor pool area. With great discussion, it was finally decided by USAG-HI that they had future expansion plans within the open- area and would not give the 9th MSC the land for expansion. As a result, the command decided to construct the new facility on Oahu, at the King Street end of the Palm Square, parade field.

3. Operations Division: Operating budget was \$2.65M. OACSIM-ODR granted the command another \$224k through unfunded requests IOT install two emergency generators at the Saipan facility. The Operations Division also installed emergency generators at the American Samoa, Guam, and Oahu facilities. Significant and major renovations and painting were completed on buildings 1550 and 1554 at the Palm Square, campus, Oahu location. The division also acquired approximately 86 acres of land in American Samoa in order to re-establish training areas for 4 local units located there.

Chaplain

The year 2008 was a challenging year for the 9TH Mission Support Command (MSC) Chaplain section. CH (COL) Mark Larson served as the Command Chaplain and CH (MAJ) Dan White served as the Deputy Command Chaplain (AGR) until July 2008 and then CH (MAJ) Richard Savage took over at the Deputy Command Chaplain in September 2008. The following comments address those areas that provided the greatest impacts and challenges during the year.

1. Organizations and Functions

The 9TH MSC Chaplain Section is authorized 2 chaplains and a chaplain assistant. With CH Larson's retirement in October 2008 the Chaplain Section has been reduced by a third. The Command Chaplain position remains unfilled at this time. The Chaplain Section has 5 priorities, and they are: Strong Bonds Couples Workshops, Strong Bonds Single Soldier Workshops, Suicide Awareness and Crisis response, SRPs, and Battle Assembly attendance and services.

2. Strong Bonds

During 2008 the Chaplain Section held 8 Single Soldier Workshops and 8 Married Couples Workshops during the year. Workshops were held in Alaska, America Samoa, Guam, Saipan, Big Island and Oahu (3 of each on Oahu). The budget for the year was \$836K to include RPA. The challenge towards the end of the year was instructors for the Strong Bonds Workshops due to the mobilization of CH Lambert of the 1102nd GSU and CH Gilbert of the 100th BN.

3. Suicide Awareness

ASIST classes are taught at each of the sites when Strong Bonds are held at the outer locations, it is a 2 day class taught between the Single and Married Strong Bond events. Support is also given to units for the annual suicide awareness briefs as requested.

4. Funding

Funding for the Strong Bonds events has been readily available and has allowed the Chaplain Section to hold a very aggressive Strong Bonds program and to bring on the necessary support for it. The \$836K for this year included OMAR and RPA for support.

Equal Opportunity (EO)

1. Mission: The mission of the 9th MSC Equal Opportunity (EO) program, under the direction of Lieutenant Colonel Javier Garcia, is to assist the Commanding General in formulating, directing and sustaining a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness and capability in support of readiness. The EO office maintained the additional responsibility of managing the Sexual Assault Prevention and Response (SAPR) program until SEP 08, when by directive of USARC an appointment was made outside of the EO office. The EO office continues to support the program as needed.

2. Organizational Structure: The 9th MSC EO program holds the following structure:

| <u>Position</u> | <u>Grade</u> | <u>Status</u> | <u>REQ</u> | <u>AUTH</u> |
|----------------------------------|--------------|---------------|------------|-------------|
| EO Program Manager | O-5 | AGR | 1 | 1 |
| Senior Equal Opportunity Advisor | E-8 | AGR | Vacant | |
| Equal Opportunity Advisor (EOA) | E-7 | TPU | Deleted | |

3. Key Personnel:

a. EO Program Manager (AGR) - LTC Javier Garcia served as the 9th MSC EO Program Manager.

b. Senior EOA (AGR) - MSG Sophia Mendoza PCS'd on SEP 08.

c. EOA (TPU)– Deleted.

d. Key Personnel serving in EOA positions in subordinate commands include:

1984th USAR Hospital – SFC Elondre Johnson was deployed as an EOA in Iraq. SFC Izeida Seibel is a certified EOA, also assigned to the Hospital Unit in Alaska.

4960th MFTB – MSG Janelle Hane was assigned to the EOA position. MSG Hane is not a trained EOA, but is scheduled for training in FY09.

4. Ethnic and Special Observances. Conducting observances continued to be a major component of the 9th MSC EO program. Observances typically included a guest speaker, entertainment, educational displays and food samples and were executed with a great deal of creativity. MSG Mendoza took the lead in orchestrating most in conjunction observances with the EO Team Hawaii. The following observances were held during the FY08:

| <u>Date</u> | <u>Event</u> | <u>Guest Speaker, Title</u> |
|-------------|--------------------------|---|
| 28 NOV 07 | Native American Heritage | Dr. Susan C. Faircloth, Native Performers |
| 25 JAN 08 | MLK Day | Dr. Dwight E. Cooke, Pastor Trinity Baptist Church |
| 22 FEB 08 | Black History | Robert L. Satcher Jr. Astronaut |

LTC(R) Alexander Jefferson
LTC (R) William Holloman

| | | |
|-----------|---|--|
| 25 MAR 08 | Women's History | MAJ Tammy Duckworth |
| APR 08 | Sexual Assault Awareness Month | MSG Mendoza - Training |
| 1 MAY 08 | Days of Remembrance | Dr. Robert O. Fish Holocaust Survivor |
| 15 MAY 08 | Asian-American Pacific Island Heritage Month | Norman Minehara, Formal Principal Of Leilehula HS |
| 14 OCT 09 | Hispanic Heritage | Cultural dances and Soldier's experiences |

The following summaries are provided below:

Native American Indian Month Observance: This celebration was held on 27 November 2008 at the SGT Smith Theater, Schofield Barracks, Hawaii. The guest Speaker was Dr. Susan C. Faircloth and Native American performers that performed traditional dances and flute music. A sampling of Native American food was provided.

Martin Luther King, Jr. 20th Anniversary Celebration: This event was held on 25 February 2008 at the Hale Ikena at Fort Shafter, HI. The event consisted of a breakfast and guest speaker. The guest speaker was Dr. Dwight E. Cooke, Pastor of the Trinity Missionary Baptist Church. The event was morning commemoration service of Dr. Martin Luther King Jr.

African American/Black History Month: The observance was held on 22 February 2008 at the US Army Reserve (USAR), 9th Mission Support Command (MSC) Assembly Hall, Building 1554, Fort Shafter, Hawaii. The guest speaker was Astronaut Robert L. Satcher Jr. Ph.D, MD. Also, among the audience were members of the Tuskegee Airmen LTC (R) Alexander Jefferson and LTC(R) William Holloman. Food samplings were offered.

Women's History Month: The event was celebrated on 25 March 2008 at the Hale Ikena, Fort Shafter, Hawaii. We were honored to have as guest speaker MAJ Tammy Duckworth, director of the Illinois Department of Veterans Affairs, who spoke about women in the military and their role during in the Iraq War. Duckworth lost the lower part of both legs from injuries sustained on November 12, 2004, when the UH-60 Black Hawk helicopter she was co-piloting was hit by a rocket propelled grenade fired by Iraqi insurgents.

Sexual Assault Awareness Month: During the month of April 2008, MSG Mendoza conducted numerous briefings and training requirements for the command. The purpose was to increase awareness and the impact in unit readiness.

Days of Remembrance of Victims of the Holocaust Observance. This observance was held on 1

May 2008 at the 9th MSC, Assembly Hall, Bldg. 1554, Fort Shafter, Hawaii. The guest speaker was Dr. Robert O. Fisch who is a Holocaust Survivor. Robert O. Fisch, a survivor of Nazi concentration camps, is a native of Budapest, Hungary. He completed medical school in Hungary, and came to America in 1957. Dr. Fisch became a medical intern and eventually a professor in pediatrics at the University of Minnesota, where he has practiced and taught ever since. Dr. Fisch is known internationally for his clinical research on PKU (phenylketonuria), a genetic disease. Dr. Fisch talked about his experiences and what led him to paint about his experiences. His paintings were on display at the lobby for viewing. Food samplings were offered.

Asian American/Pacific Islander Heritage Month Celebration: The event was celebrated and held on 15 May 2008 at the 9th MSC, Parade Field, Fort Shafter, Hawaii. The program opened with students of the Leilehula High School. The guest speaker was Norman Minehara, formal principal of Leilehula High School, who spoke proudly about his Asian Pacific heritage and the changes in Education by emphasizing cultural values. Various groups provided performances as the Gee Yung International Martial Arts Dragon & Lion Dance and the Na Lei O' Waialua Hula.

Hispanic Heritage Month Observance: The celebration was held on 14 October 2008 at the SGT Smith Theater, Schofield Barracks, Hawaii. This program was unique and creative - it opened with a play a typical Caribbean dance from the Island of Puerto Rico and South American Folkloric dance from Bolivia. The program was then followed by Soldiers from the different countries, who talked about their culture and experiences. The event included all the countries of the Hispanic community.

5. Sexual Assault Prevention and Response, (SAPR), Program. During most of the FY 08, MSG Mendoza was the Sexual Assault Response Coordinator (SARC) for the 9th Mission Support Command. The program was then transferred to G1 under well-being section and Ms. Patsy Takemura and Aliitasi Stevens-Smiths were appointed as the new SARCs for the 9th MSC.

Force Management

The Deputy Chief of Staff for Force Management (DCSFOR) under the direction of Mr. Joseph Krakowiak, serves as the Commander's principal staff officer for ensuring regional force structure, force modernization, force integration, force stationing, and manpower management were conducted in support of the Army Reserve in the Pacific Theater. The following personnel were assigned to the DCSFOR:

| | | |
|--------------------------|------------------------------|----------------------|
| DCS, Force Management | COL Allen R. Wolff | 14 Oct 07 – 1 Jul 08 |
| Force Management Officer | MAJ Christopher L. Henderson | 18 Sep 07 – Present |
| Manpower/FDev SGT | SFC Joseph B. Carandang | 2 Aug 04 – Present |
| Supv Management Analyst | Mr. Joseph M. Krakowiak | 23 Jul 06 – Present |
| Management Analyst | Mr. Dirl R. Rex | 1 Nov 07 – Present |

The DCSFOR was involved in numerous 2008 actions:

a. Submission of Concept Plan II (CPII) through USARPAC with cc to USARC for approval process. End state – 9th MSC transforms to a relevant, fully-functional, deployable headquarters providing USARPAC with core staff and special staff functions in support of JTF-HD, TF Detainee Operations (until relieved), TSCP events, and other small scale contingencies. The USAR, TSG Pacific transforms to add HHC and DCO/E capabilities and maintains BASOPS and Title 10 responsibilities for all Pacific based USAR organizations. This action is currently awaiting approval.

b. Reorganized/Re-designated the following units:

- 9th RRC into 9th Mission Support Command (MSC) – Edate: 080415
- 305th Press Camp HQ into Mobile Public Affairs Det (MPAD) – Edate: 080916
- 322d CAB into modular CA Bde – Edate: 090916
- 411th EN BN into modular EN BN (HSC + FSC) – Edate: 080916

c. Activated/Organized the following units:

- USAR Theater Support Group, USARPAC (W8DFAA)- EDATE 080416
- 3d Mobilization Support Group (W8G4AA) – Edate: 081205
- 297th EN Co (Horizontal) (WS5YAA) – Edate: 080916
- 302d Transportation Terminal Battalion (WSX3AA) – Edate: 080916
- 740th Spt Co (FWD) (Carrier) (WZ3K90) – Edate: 080916

- 797th EN Co (WRCYAA) – Edate: 080916
- 871st EN Co (WQX8AA) – Edate: 080916
- 955th EN Det (WQ5WAA) – Edate: 080916
- 3301st Mobilization Support Battalion (W8S3AA) – Edate: 081205
- 3302d Mobilization Support Battalion (W8S4AA) – Edate: 081205
- 3303d Mobilization Support Battalion (W8S8AA) – Edate: 081205
- 3304th Mobilization Support Detachment (W8S9AA) – Edate: 081205
- 3305th Mobilization Support Detachment (W8X6AA) – Edate: 081205

d. Inactivated/Discontinued the following units:

- 456th Repl Det (WVP4AA) – Edate: 080915
- 751st AG Co (Postal) (WRP7AA) – Edate: 080915
- 793d EN Det (WQ55AA) – Edate: 080915
- 804th Sig Co (WV37AA) – Edate: 080915
- 1101st GSU (W8HUAA) – Edate: 090930 (Extended)
- 1102d GSU (W8HVAA) – Edate: 080915
- 8285th PSD (W7RRAA) – Edate: 080915

e. Split-Stationed the following units with assigned DUICs and Location:

- 297th EN Co (Horizontal) (WS5YAA) – Ft. Richardson, AK; Edate: 080916
 - Detachment 1, 297th EN Co (WS5YA1) – Ft. Wainwright, AK
- 411th EN Bn (WRX9AA) – Honolulu, HI; Edate: 080916
 - HHC, 411th EN Bn (WRX9T0) – Honolulu, HI
 - FSC, 411th EN Bn (WRX9A0) – American Samoa
 - Detachment 1, FSC, 411th EN Bn (WRX9A1) – Honolulu, HI
- 797th EN Co (Vertical) (WRCYAA) – Barrigada, Guam; Edate: 080916
 - Detachment 1, 797th EN Co (WRCYA1) – Honolulu, HI

- 871st EN Co (Vertical) (WQX8AA) – Hilo, HI; Edate: 080916
 Detachment 1, 871st EN Co (WQX8A1) – Maui, HI
- USARJ Support Unit (W8HXAA) – Honolulu, HI; Edate: 081016
 Detachment 1, USARJ-SU (W8HXA1) - Japan
- USFK Support Unit (W8HWAA) – Honolulu, HI; Edate: 081016
 Detachment 1, USFK-SU (W8HWA1) – Korea
 Detachment 2, USFK-SU (W8HWA2) – Honolulu, HI

f. Participated in several Force Program workshops and conferences:

| <u>Title</u> | <u>Period</u> | <u>Attendees</u> |
|---------------------------|---------------|-----------------------------------|
| ASCC Redesign (KS) | 17-21 Nov 08 | Mr. Rex |
| USARPAC FM Conference | 4-8 Aug 08 | MAJ Henderson/Mr Krakowiak/Mr Rex |
| USARC Full Time Spt (F4G) | 22-27 Jun 08 | Mr Krakowiak/Mr Rex |
| USARC FP War Council | 4-10 May 08 | MAJ Henderson/Mr Krakowiak/Mr Rex |

Inspector General

The Inspector General (IG OIC), LTC Robert D. Roberts reported 29 April 2008 as the new Command Detailed IG, MSG Bryant D. Wilson reported 21 August 2008 to replace MSG Francis Cameron who retired on 1 October 2008. The IG serves as the eyes, ears, voice and conscience of the Commanding General. The IG makes inquiries and reports on matters affecting the performance of the mission, morale, and discipline in the command. The IG conducts inquiries, investigations, sensing sessions, and studies as required by law, regulation or by direction of the Commander.

The IG received a total of 181 cases. Of the total 181 cases received, 71 were assistance requests (issues), 110 were requests for information. A breakdown of the top four issues by functional category and the top complaint for each category that were requested for assistance is as follows:

1. Personnel Management – 35 cases
2. Finance & Accounting – 15 cases
3. Personal Conduct – 10 cases
4. Command/Management of Organizations – 2 cases

NOTE: Assorted other issues accounted for the remaining 9 cases.

Internal Review Office

The mission of the Internal Review (IR) section is to provide the Mission Support Command (MSC) with an independent and professional auditing capability that assists in accomplishing the MSC mission by safeguarding, accounting and properly using the resources necessary for mission accomplishment. As a tool for the Commander, the IR section conducts liaison with Army Audit Agency (AAA), United States Army Reserve Command (USARC), United States Army Pacific (USARPAC), and United States Army Reserve – Hawaii (USARHAW). Engagements (reviews or audits) to ensure regulatory requirements are met.

The IR staff maintains a robust MCP. This program aids in facilitating leadership, supervision, and active participation in the exercise of internal controls and regular execution of best business practices. As a summary of this action, we prepared, staffed, and submitted the 9th MSC CY08 Annual Statement of Assurance to USARPAC. The ASA an annual requirement required by Congress that summarizes the command's efforts in supporting management controls, to identify and offer solutions to material weaknesses. For FY08, we have noted significant improvements in prior year reported concerns and a significant decrease in reported concerns in this reporting period.

The staff routinely has maintained its required annual professional education requirements. As a profession based staff element, we subscribe to similar professional standards in the field of audit and have successfully done so in CY08 by participating in the necessary coursework and training to sustain competence in the audit field and in other areas that best supports our ability to provide benefit to the command.

The IR Office has been very active as a visible presence and routinely participates in key leader's activities and training, such as the 9th MSC leaders training and Commanders conferences.

We ensure a quality and productive working relationships with USARPAC and Office of the Chief Army Reserve (OCAR) IR and MCP offices. Because, the above noted organizations are our Major Commands (MACOM), they provide our office with the higher level of coverage of key control issues, and provide mentorship to our program.

The Internal Review Officer represented the 9th MSC as a Chief, Army Reserve (CAR) appointed member of the USAR Internal Review Executive Committee (IREC). As an appointed member, he represented the 9th MSC, United States Army Civil Affairs and Psychological Operations Command (USACAPOC) and 7th Army Reserve Command (ARCOM). Membership in this body involves the development of USAR IR/MCP policies and future plans and programs.

Public Affairs Office

2008 was a year of change for the Public Affairs Office. Transformation reduced the number of authorized TPU slots from three to two. Mr. Melanephy, the full-time civilian, began his first full year with the staff. The TPU Public Affairs slot was vacant until the arrival of First Lieutenant Fay Younger. Staff Sergeant Dave Conklin, the TPU Public Affairs NCO, retired after a long and distinguished career. Staff Sergeant Conklin's spot was filled by Sergeant Audrey Hendricks who was new to the Public Affairs field.

1. Organizations and Functions

The Public Affairs Office is currently authorized one full-time civilian, one TPU officer and one TPU Public Affairs Noncommissioned Officer (NCO). Public Affairs serves a vital role for the command as the focal point for dissemination of information both internally and externally.

The Public Affairs office writes and disseminates news releases and feature articles describing lectures, acquisitions, exhibitions, ceremonies, operational readiness, field training exercises and other related staff exercises to local and national print and broadcast media. Manages the MSC Community Relations Program. Serves as the command liaison for civilian patriotic, civic, and service organizations. In addition the public affairs officer serves as the coordinator for our Army Reserve Ambassador, P Pasha Baker.

2. Exercise Support

During 2008 the Public Affairs Office provided support to three Theater Support Cooperation Program (TSCP) exercises- Garuda Shield, Keris Strike and Yudh Abhyas. Captain Melanephy participated in all three events. He wrote Public Affairs Guidance (PAG), talking points and speeches for Brigadier General Kozlov. He also educated exercise participants with Troop Cards- Troop Cards are pocket-sized cards for Soldier to use when asked question by the media. Troop Cards are an effective tool for sending clear and concise messages.

The Public Affairs team was augmented by two NCOs from the 30^{5th} Mobile Public Affairs Detachment during Garuda shield, Sergeant Jamie Derosiers and Sergeant Brian Gruspe. During the two-week exercise four video-news stories were sent to the Pentagon Channel, at least two of these stories aired.

Lieutenant Fay Younger participated in Yudh Abhyas here at Fort Shafter Flats. She wrote and sent out all media advisories for the exercise and drafted the media engagement plan. As a result of her hard work the exercise was covered in the Honolulu Star-Bulletin and on KITV4.

3. Mobilization Challenges

The Mobilization of the 100 Battalion, 442nd Infantry presented a number of challenges for the Public Affairs staff. The 100th is the most decorated unit of its size in the Army. During the summer of 2008 the left for their second deployment in support of Operation Iraqi Freedom.

During their train-up and deployment the Public Affairs Office covered a number of activities. Staff Sgt. Dave Conklin wrote a story on the 68W (medic) training that occurred at Bellows Air

Force Station. The local media also attended. Several television news affiliates attended and ran stories on their respective evening news programs. Staff Sgt. Conklin also went to Ft. Hunter Liggett to cover pre-deployment training. He wrote approximately five stories that were published locally in the Hawaii Army Weekly.

4. Transformation

Transformation posed a major challenge. Prior to the Apr. 16 transformation the Public Affairs Office was authorized one TPU Public Affairs Officer and two TPU Public Affairs NCOs. With transformation one authorized NCO slot was eliminated. This loss made it more difficult for the office to carry out its mission. However, through careful planning and prioritization the office continued to march forward.

5. Funding

Mr. Melanephy requested a four-fold increase in funding for the Public Affairs Office. This included OMAR and RPA dollars. All funding was validated and approximately 38 percent of it was funded.

Fortunately a large percentage of the appropriated funding was RPA. Money that was not funded was made up through un-resourced requests (URRs).

Safety

The Safety Office maintained two positions, the Safety and Occupational Health Specialist, Marcial M. Tumacder and Eric D. Mitomi, as the SOH Safety Manager.

USARPAC and USARC developed two separate safety campaigns in which the Safety Office melded into one for the RRC.

The 9th RRC Safety Program was inspected by USARC and obtained a 97% compliance rating. There were two USARC safety councils this FY.

The Safety office continued to coordinated with ARIM to move DPW to complete the plan to modify traffic patterns, add traffic control devices and modify roadways to address safety concerns for the Ft. Shafter campus. Most modifications were made which substantially satisfied the requested changes.

Established the first Motorcycle Mentorship Program for the command, which provides an important base for safety awareness and accident prevention for new and experience riders, this program also reaches the civilian workforce and family members.

The Safety Office performed duties as the Suicide Prevention Program Workgroup leader establishing MSC policy and a Community Health Program Council.

Instituted the first successful Hearing Conservation Program for the command and also provided forms and training packages for implementing the program at all unit levels.

Identified, addressed and cured safety deficiencies in the newly constructed warehouse platforms and also prepared a Safety SOP for the command and tenant units.

Provided CPR training for all civilian personnel.

Presented driver and supervisor traffic safety program training.

The 9th MSC Safety Office continues to focus on improving its programs through timely information flow to MSC leaders and maintain command emphasis on safety.

Staff Judge Advocate

During CY 2008 the 9th Mission Support Command, Office of the Staff Judge Advocate (OSJA) provided legal advice and support to the 9th MSC Command Group and its subordinate units.

The 9th MSC devoted all Judge Advocate and Legal Support resources in support of the mobilization of the 100th Bn/442d Infantry for Operation Iraqi Freedom, as well as other mobilizations within the Command. The Office assisted with over fourteen (14) Soldier Readiness Processings (SRPs) for fourteen (14) separate units, the Yudh Abhyas 09 exercise, the US Army Japan-Support Unit exercise and a 9th MSC Commander's Conference. The office executed without flaw an Article 6 visit by MG Wright of The Judge Advocate General's Office (OTJAG). Additionally, the Office conducted numerous Family Readiness Program (FRG) briefings to families, mainly for the 100th Bn, provided Ethics training and oversaw the timely filing of twenty-five (25) OGE Form 450s, and assisted Army Reserve Soldiers with the preparation and execution of legal instruments (citizenships, dependents eligibility, adoption questions) and many other legal assistance issues in anticipation of mobilization.

The 9th MSC OSJA participated in regularly scheduled conferences, training and seminars sponsored by the 9th MSC and conducted legal briefings in the following areas:

AR 15-6 Investigations, adverse administrative personnel actions, UCMJ and non-judicial punishment actions, Geneva Convention, and Law of Armed Conflict.

1. MISSION/ORGANIZATION

The Staff Judge Advocate serves as a member of the Commander's Special Staff, directing and providing legal services to the 9th MSC and subordinate units. The SJA executes the personnel assignment authority delegated to the Office by The Judge Advocate General. The Office provides pre-mobilization legal support to units and individuals and general legal assistance to active duty military personnel and reservists assigned to MSC Headquarters. The OSJA implements the Uniform Code of Military Justice for the MSC and subordinate units, advises the Commander and staff, develops and executes plans and programs concerning military justice (criminal law), operational law, administrative law, military personnel law, Freedom of Information Act and Privacy Act, ethics, environmental law, labor law, legal assistance, and professional legal training. Finally, the Office oversees legal training for Judge Advocate personnel.

The organization of the 9th MSC OSJA is shown in the flow chart at enclosure 1.

2. SIGNIFICANT EVENTS/OPERATIONS

The OSJA participated significantly in SRPs throughout the year to prepare individuals and units for deployment. Approximately 2,000 Soldiers were provided legal assistance for the following matters: wills, powers of attorney, SGLI, SCRA, USERRA, and other miscellaneous issues.

The Office processed over 300 requests for legal support pursuant to administrative separation actions. The majority of these actions were for Unsatisfactory Participation. The following are the stats for CY08:

- 139 – Enlisted actions
- 8 – Officer actions
- 52 – General discharges
- 56 – OTH discharges
- 17 – Uncharacterized discharges
- 11 – Retained and issued GOMORs
- 6 – Suspended Discharges
- 0 – Court-Martials
- 21 – Resignations
- 85 – Actions returned to the unit or G1 for corrections
- 1 – Referred to an administrative board
- 0 – Boards held
- 8 – Show Cause for Retention
- 10 – Soldier Readiness Processing

The OSJA also continued to assist and provide legal support on a wide range of military law subjects to alerted units and Soldiers in anticipation of mobilization. Requirements for Law of Armed Conflict training for off-island units continues to prove challenging to the OSJA because of the lack of personnel resources.

During the year the OSJA had some personnel changes. COL Sophia Rafatjah's 3-year tenure expired and COL John Jakubowski of California applied and was selected by LTG Scott Black, The Judge Advocate General, to be assigned to the 9th MSC. LTC Mark German, DSJA, retired in May. LTC Jordan Clouse, who came from the 311th SC(T), became the new DSJA. A new AGR Paralegal position was created and SFC Levashia Bynam reported late September and back-filled upon SSG Jaelyn Irion's REFRAD. With the new transformation, which became effective 15 April 2008, the 9th MSC OSJA lost two positions. Both MAJ Jonathan Swanson and CPT Patsy Takemura occupied the one 04 slot that was lost. The USAR Theater Support Group (TSG) stood up 15 April, which created both a Judge Advocate, O5 and Chief, Paralegal, E8 position. LTC Darryl Bardusch continued to serve as Command Judge Advocate of the 657th SG(R). CPT Patsy Takemura is now assigned to the US Forces Korea-Support Unit. SPC Fale was transferred to the Warrior Transition Battalion, then transferred to the 100th Inf Bn in hopes to deploy, but unfortunately was not released in time to do so. MAJ Swanson and SPC Fale are assigned to the USAR TSG JA and paralegal positions. CPT Pete Lee also REFRAD'd and is now assigned to the 3304th Mobilization Support Det (MSD) and SGT David Lardner, a 27D paralegal out of Alaska, filled the requirement and deployed with the 100th Inf Bn. LTC Clouse, CW3 Carter and SFC Bynam were all promoted to their current rank in November and December 2008, respectively.

Due to the increase of administrative separation actions, MWR requests and the retirement of LTC German, CPT Takemura was ordered to active duty to serve as the Acting Deputy Staff Judge Advocate in the 9th MSC OSJA for approximately seven (7) months, awaiting the arrival of LTC Clouse.

The following courses were attended by Judge Advocates in the 9th MSC at The Judge Advocate Legal Center and School:

- Operational Law Course
- Distributed Learning Fiscal Law Course
- Fiscal Law Course
- Contract Law Course
- Ethics Course
- Staff Judge Advocate Course
- World-Wide CLE Course
- Administrative Law of Military Installations Course
- USAR Legal Training on-site

3. SOURCE DOCUMENTATION AND REFERENCE FILES

AR 27-1, JA Judge Advocate Legal Services

AR 27-3, The Army Legal Assistance Program

AR 27-10, Military Justice

FM 27-100, Legal Support to Operations

OSJA 2008 Tracking Database

ENCLOSURE 1

9th Mission Support Command
Office of the Staff Judge Advocate

STAFF JUDGE ADVOCATE

COL JOHN JAKUBOWSKI

DEPUTY SJA

LTC JORDAN CLOUSE*

LEGAL ADMIN TECH

CW3 JONNEE CARTER

SR. PARALEGAL NCO

SFC LEVASHIA BAKER

Surgeon Section

Medical readiness for all units in the 9th MSC is the priority for the Surgeon's section, under the direction of the Command Surgeon, COL Craig Ono and Health Readiness Coordinator (HRC), Ms. (COL) Flory Quarto.

Level 1 SRP's are supported by the Surgeon Section to maintain the medical/dental readiness of all units in the 9th MSC. In 2008, Level 1 medical mass events and medical record reviews were conducted for the 100th BN/442nd IN, 428th WH VEH RPR, and 400th Corp Support prior to their deployment into theatre. Medical mass event were also conducted by all major subordinate commands in the AOR to meet FMR requirements. As the 9th MSC Approving Authority, approved and executed 1141 individual vouchers and 95 mass event vouchers.

In 2008, the Reserve Health Readiness Program (RHRP) was established in place of FEDS-HEAL. Contracted medical readiness services were procured through the Automated Voucher System (AVS) with Logistic Health Inc. Approved and maintained access of 31 Unit Administrators and designees to the Automated Voucher System (AVS) contributing to increase knowledge and overall efficiency of unit procurement process for RHRP services. Procured and executed over \$1,152,000 RHRP funds, a 40% increase from FY07, for 1141 individual vouchers and 95 mass events vouchers significantly increasing the readiness posture of all units in the AOR. Continuously monitored level of funding and submits additional requirements to USARC RHRP program manager.

The requirement for 5 year periodic physical exam was discontinued and replaced with a yearly Physical Health Assessment for all Soldiers in the Army Reserves. The PHAs are tracked by the individual units in the 9th and reported to the Surgeon's Section. Provided MEDPROS training for Unit Administrators or designated personnel to access MEDPROS reporting modules, a tool to assess unit status and assure that the units maintain medical readiness.

Served as principal staff in reviewing LOD and MMRB packets. Reviewed and recommended approval/disapproval of 51 LOD/INCAP packets resulting in timely processing of INCAP pays and submission for MRP2 approval. Reviewed 12 packets for the Medical MOS Retention Board (MMRB) which facilitated a more efficient conduct of the Board.

Conducted Medical Staff Assistance Visits (SAV) with American Samoa, Guam, Saipan, and Oahu units in conjunction with medical readiness mass events; provided on site corrective action and training. Provided pre-deployment readiness assessment and counseling to 127 Soldiers from the 100th BN Co B and C, American Samoa; 90 Soldiers from 100th BN Co E, Guam and Saipan. Assessment resulted in recommendation and conduct of the Physical Profiling Board for further determination of fit for duty status. Conducted Command Inspection (CIP) with USARJ, 411th EN, 1984th USAH, 322 CA BDE, 1101st GSU, and USFKSU. Made recommendations for corrective action on deficiencies.

Provided SME support and training on Tuberculosis Exposure Surveillance at the Townhall Meeting attended by all 9th MSC fulltime staff; medical/dental readiness requirements and MODS/MEDPROS reporting at the Senior Leadership Training Conference and the Annual Commanders Training Conference. Provided emergent care coordination for 2 Soldiers during

off duty hours resulting in proper access to medical care and necessary hospitalization

Maintained communication with the Warrior Transition Unit at Schofield Barracks to track the status of Soldiers who are assigned to the 9th MSC.

In January 2008 to May 2008, the Post Deployment Health Reassessment (PDHRA) Coordinators MSG Guerrero-Trinidad and MSG Estrelita Bulseco assisted soldiers coming back from theatre with their reintegration back into civilian life. In October 2008 to present, the PDHRA Coordinators were replaced by MAJ Faith Agullana-O'Day and SFC Tina Romero. The PDHRA team continues to track OIF and OEF soldiers with positive PDHRA's (DD2900) for referrals to the different organizations, such as VA, Behavioral Health, Vet Center, WTU or Inpatient PTSD/TBI unit.

The PDHRA team provides the units, soldiers, and family members in the 9th MSC with tools that will help them cope with the problems acquired from deployment into theatre. They also coordinate with different agencies who can provide services to soldiers returning from theatre.

The Team coordinates SAV to Saipan, Guam and American Samoa where MTF are not readily accessible to assure that the soldiers are receiving appropriate post deployment care and support from the VA, Vet Center, behavioral health, the medical facility in that area and the Family Readiness. PDHRA completion is maintained at 99.05%