



Army National Guard

FY 2014 Annual Financial Report



Always Ready, Always There





The 1-135th AH-64D Apache Longbow Attack Reconnaissance Battalion, from the Missouri National Guard flew in formation returning from pre-mobilization high-altitude mountain training. More than 300 Soldiers deployed to Afghanistan in March 2013 in support Operation Enduring Freedom and returned February 2014. *(Photo by Mr. Todd Ellis, Ellis Photography, St. George, Utah)*



Colorado National Guardsmen respond to floods in Boulder County, Colorado. Nearly 100 Soldiers and Airmen, along with high-mobility vehicles and helicopters, were mobilized to assist local authorities in search-and-rescue operations in the midst of historic flooding in the state, September 2013. *(Photo by SGT Joseph K. VonNida)*

SGT Tulen K. Nena, Guam Army National Guard a fire team leader for F Company, 1st Battalion, 294th Infantry Regiment, provided security for Multi-Strike Force Vehicles of the Afghan National Army at Camp Blackhorse, Kabul, Afghanistan on November 18, 2013. *(Photo by SGT Eddie Siguenza)*



SPC Collin McClellan, deployed with Utah National Guard's E Company, 1-211th Aviation Helicopter Battalion was greeted by his wife Alyssa and his two sons Jackson and Riley after a 12-month deployment to Afghanistan. *(Photo by CPT Ryan Sutherland)*



Note: Photo illustrations adjusted for sizing and appearance.

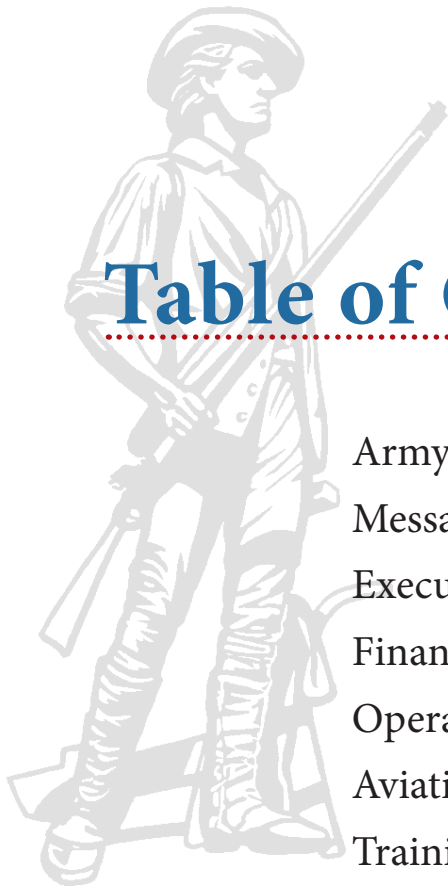


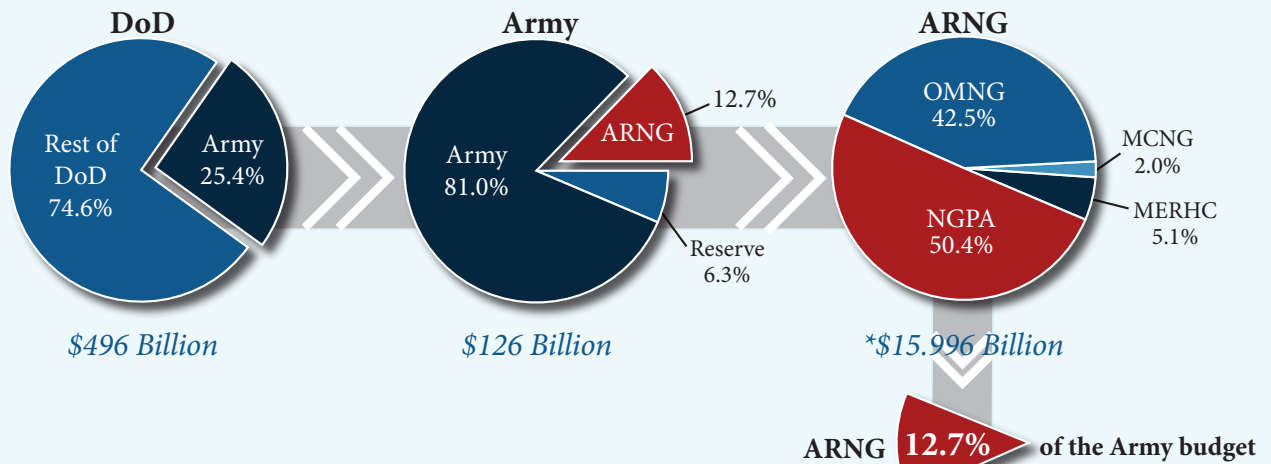
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ARNG FY14 Highlights

Overseas Contingency Operations funding not included.
DoD base budget with enacted reductions, Army, ARNG FY14 obligations.

Figure 1
FY14 Highlights



Operational Force Structure



<p>14 Command & Control Headquarters 8 Division, 2 Expeditionary Sustainment, 1 Army Air & Missile Defense, 1 Military Police, 1 Theater Aviation, 1 Theater Sustainment</p>	<p>39% of the Army Operational Force</p>
<p>2 Special Forces Groups</p>	
<p>28 Brigade Combat Teams 20 Infantry, 7 Armor, 1 Stryker</p>	
<p>48 Multifunctional Support Brigades 16 Maneuver Enhancement, 10 Sustainment, 8 Combat Aviation, 7 Field Artillery, 7 Battlefield Surveillance</p>	
<p>48 Functional Support Brigades & Groups 7 Engineer Brigades, 4 Theater Aviation Brigades, 3 Military Police Brigades, 2 Air Defense Brigades, 1 Army Field Support Brigade, 1 Chemical Brigade, 1 Missile Defense Brigade, 19 Regional Support Groups, 4 Theater Aviation Sustainment Maintenance Groups, 2 Theater Information Operations Groups, 1 Explosive Ordnance Disposal Group, 1 Theater Airfield Operations Group, 2 Signal Brigades</p>	
<p>503 Modified Table of Organization & Equipment (MTOE) Battalions</p>	

- ▶ **Fighting America's Wars –**
 - Since 9/11 ~533,556 Individual Soldier Mobilizations; 217,086 deployed to Iraq and 101,836 to Afghanistan.
 - 9,705 Soldiers mobilized for Deployment/Contingency Operations in FY14.
 - 87.3 percent of all ARNG Soldiers are medically fit for deployment.
 - 1,421 Soldiers in Wounded Warrior Transition Units and 263 National Guard cadre supporting worldwide.
- ▶ **Protecting the Homeland –**
 - 19,663 Soldiers supported Army Service Component Commanders in FY14.
 - Defense Support of Civil Authorities (DSCA) response: 46 winter storms, 25 wildfires, 16 floods and 15 tornadoes. See Table 1, page 22 for other DSCA missions in FY14.
 - The National Guard comprises 66 percent of the entire DoD Chemical, Biological, Radiological and Nuclear Response Program.
- ▶ **Building Global and Domestic Partnerships –**
 - 68 partnerships with 74 nations spanning every Combatant Command.
 - 4,700 Soldiers participated in 29 Security Cooperation Activities and 25 exercises in FY14.
 - More than 2,700 ARNG Soldiers participated in State Partnership Programs worldwide in FY14.

Notes:

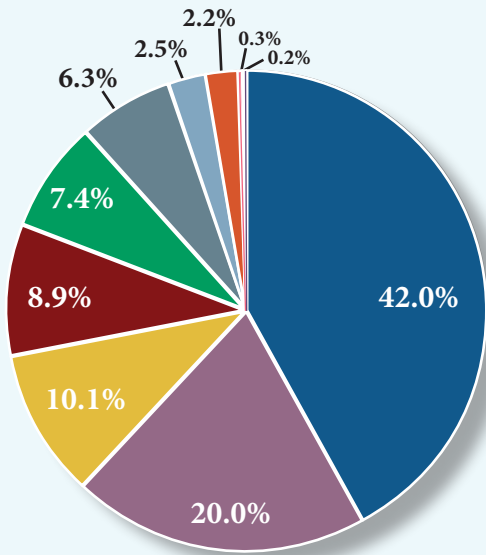
Rounding Explanation:
 • FY14 Obligations plus Overseas Contingency Operations (OCO). FY14 Obligations, \$15,996M + Total OCO \$282.7M, OCO = \$16,278.7M. FY14 OCO obligations, NGPA \$209.3M + OMNG \$73.4M = \$282.7M OCO.
 • DoD FY16 Budget Request, Topline FY 2016 – FY 2020 data, February 2015. Army, ARNG, Reserve resource data from FY15/16 President's Budget Highlights.
 • Force Structure Data from Reserve Component Automation System (RCAS).
 • MTOE is an authorization document that prescribes the modification of a basic table of equipment. It prescribes wartime mission, capabilities, organizational structure, and mission essential personnel and equipment requirements.
 • The Magazine of the Association of the U.S. Army, 2014-2015 Green Book, Acting Director, ARNG, pg. 95. October 2014.

FY14 Army National Guard Appropriations (\$M)

Figure 2

ARNG Obligations, FY13/14.

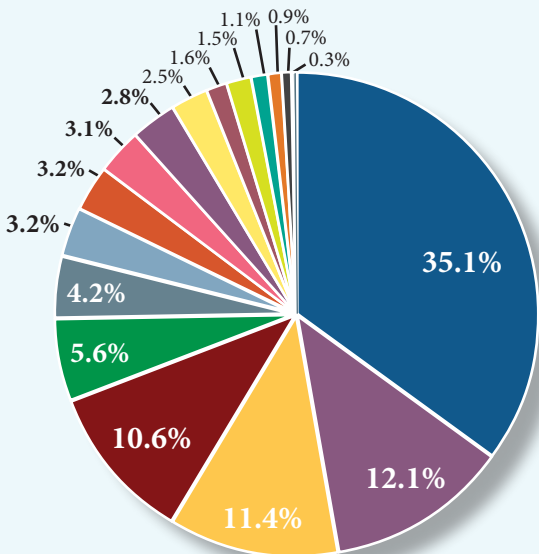
	FY13	FY14	FY15 Enacted
National Guard Personnel, Army (NGPA)	\$ 8,327.7	\$ 8,269.1	\$ 7,818.6
Operation and Maintenance, Army National Guard (OMNG)	\$ 7,045.2	\$ 6,876.3	\$ 6,253.6
Military Construction, Army National Guard (MCNG)	\$ 617.2	\$ 314.7	\$ 133.9
Medicare-Eligible Retiree Health Care (MERHC)	\$ 909.5	\$ 818.6	\$ 688.9
Total (NGPA and OMNG include Overseas Contingency Operations funds)	\$ 16,899.4	\$ 16,278.7	\$ 14,895.0



National Guard Personnel, Army

FY14 Programs	Total (\$M)	Percent
Active Guard Reserve, Pay	\$ 3,475.0	42.0%
Inactive Duty Training	\$ 1,656.0	20.0%
Special Training	\$ 835.3	10.1%
Active Duty for Training, Pay	\$ 739.1	8.9%
Initial Entry Training	\$ 615.6	7.4%
School Training	\$ 517.2	6.3%
Overseas Contingency Operations (OCO)	\$ 209.3	2.5%
Selected Reserve Incentives	\$ 185.3	2.2%
Disability and Hospitalization Benefits	\$ 22.0	0.3%
Education Benefits	\$ 14.3	0.2%
Total	\$ 8,269.1	100.0%

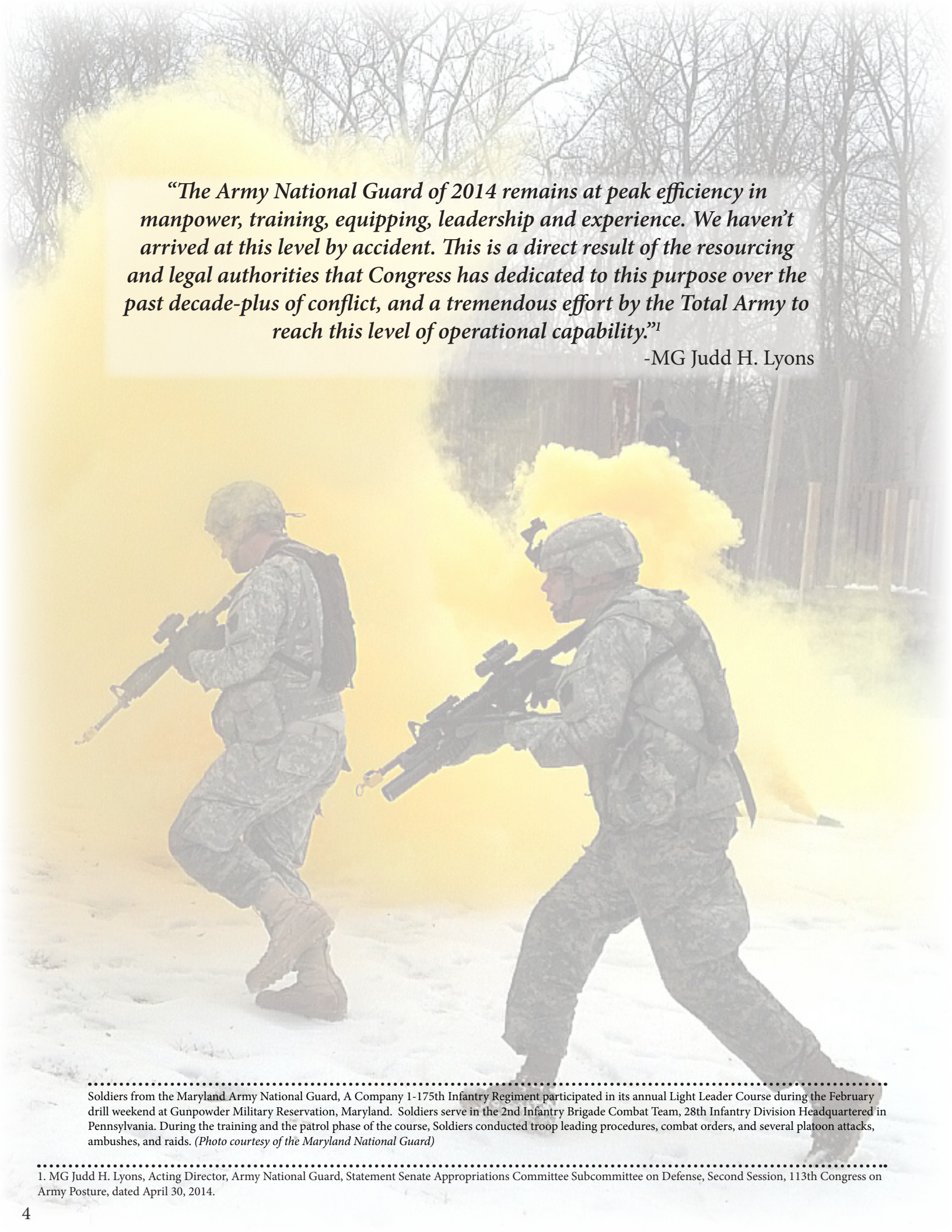
Operation and Maintenance, Army National Guard



FY14 Programs	Total (\$M)	Percent
Civilian/Technician Pay and Benefits	\$ 2,410.4	35.1%
Ground Operations Tempo (OPTEMPO)	\$ 831.5	12.1%
Base Operation Support	\$ 786.4	11.4%
Facilities Sustainment, Restoration, and Modernization	\$ 731.5	10.6%
Air OPTEMPO	\$ 387.5	5.6%
Mission Support/Training	\$ 290.0	4.2%
Medical Readiness	\$ 223.4	3.2%
Recruiting and Advertising	\$ 221.2	3.2%
Depot Maintenance	\$ 213.5	3.1%
Other Programs	\$ 189.2	2.8%
Family Programs	\$ 173.2	2.5%
Chemical, Biological, Radiological, and Nuclear Enterprise (CBRN)	\$ 107.5	1.6%
Environmental	\$ 103.5	1.5%
Overseas Contingency Operations (OCO)	\$ 73.4	1.1%
Education Programs	\$ 62.7	0.9%
Automation and Information Systems	\$ 47.8	0.7%
Counter Drug	\$ 23.8	0.3%
Total	\$ 6,876.3	100.0%

Notes:

- FY14 pie chart data NGPA, OMNG, ARNG appropriation obligations from Defense Finance and Accounting Services 1002.
- MCNG, ARNG, Public Law 113-76, January 17, 2014.
- MERHC, President's Budget Estimate, Volume 1, March 2014.
- FY15 enacted data from President's Budget Highlights, February 2015.
- Numbers in AFR may not sum due to rounding.



“The Army National Guard of 2014 remains at peak efficiency in manpower, training, equipping, leadership and experience. We haven’t arrived at this level by accident. This is a direct result of the resourcing and legal authorities that Congress has dedicated to this purpose over the past decade-plus of conflict, and a tremendous effort by the Total Army to reach this level of operational capability.”¹

-MG Judd H. Lyons

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Soldiers from the Maryland Army National Guard, A Company 1-175th Infantry Regiment participated in its annual Light Leader Course during the February drill weekend at Gunpowder Military Reservation, Maryland. Soldiers serve in the 2nd Infantry Brigade Combat Team, 28th Infantry Division Headquartered in Pennsylvania. During the training and the patrol phase of the course, Soldiers conducted troop leading procedures, combat orders, and several platoon attacks, ambushes, and raids. (Photo courtesy of the Maryland National Guard)

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¹ MG Judd H. Lyons, Acting Director, Army National Guard, Statement Senate Appropriations Committee Subcommittee on Defense, Second Session, 113th Congress on Army Posture, dated April 30, 2014.

Message from the Acting Director



The Army National Guard continued its proud tradition of service—both overseas and here at home—in Fiscal Year 2014, just as it has for more than 378 years.

With substantial budget and force structure cuts now a reality, the nation's civilian and military leaders are faced with numerous daunting challenges: How can we maintain the operational capability gained at great sacrifice over the last 13 years of war in the face of resource reductions? How do we keep Soldiers ready and engaged as opportunities for overseas deployments and training missions are projected to shrink? What changes do we need to make in order to ensure every dollar entrusted to us is used wisely and with maximum effect?

We can maintain our combat skills and leadership development in the face of dwindling defense dollars by finding cost-effective opportunities to conduct both operational and training missions. Initiatives such as the Innovative Readiness Program, the State Partnership Program, and Overseas Deployment for Training provide Army National Guard Soldiers with domestic and overseas operational experience while keeping costs to a minimum. This allows us to retain combat capabilities and domestic response skills while continuing leadership development which has made the Army National Guard an indispensable force for our Nation's governors and the Department of Defense.

We must continue to rotate units and train at the Combat Training Centers in order to conduct realistic operations as a Total Force and develop our leaders. Effective leveraging of technology and the use of high-tech weapon and vehicle simulators provides training at a lower cost. It does not, however, replace the experience of our Soldiers and leaders conducting collective training and live-fire exercises at the Combat Training Centers and other training sites. We are emphasizing mobile and remote training, such as the eXportable Combat Training Capability, which enables commanders to achieve platoon level proficiency at home station. We are also exploiting advances in available technology by capitalizing on low-cost distributed learning. We are cognizant, however, that there is a limit to the distributed learning option. Soldier time and internet access issues must always be taken into consideration.

While these and other efforts to maintain readiness have paid measurable dividends, there is no doubt that now, more than ever, fiscal stewardship and accountability are critical imperatives for the Army National Guard. We simply cannot afford to waste, misplace, or misuse one dollar of our nation's investment entrusted to us. The Army National Guard is diligently working to be audit-ready by 2017. I have put into effect policies and procedures to prioritize testing and training, and to resolve corrective actions identified by the Audit Readiness team.

I have personally emphasized to leaders here at the National Guard Bureau the need to focus on internal financial management and controls and urged each of The Adjutants General to do the same in his or her State. The National Guard Bureau is conducting an internal review to determine the underlying causes of the Fiscal Year 2014 September reprogramming action, and I have ordered an extensive review of all Army National Guard contracts, to ensure that the nation is receiving the maximum benefit for every dollar we spend. In my many engagements with Army National Guard leaders, Soldiers, civilians, and contractors, I have consistently emphasized that the very reputation of the Army National Guard rests on our being able to demonstrate good fiscal stewardship—that waste, fraud, and abuse of funds are totally unacceptable and will not be tolerated.

I have no doubt that, as we move forward toward an unpredictable future, the Army National Guard will remain—as it has for nearly four centuries—an essential component of our national defense, both at home and abroad.

Judd H. Lyons
Major General, U.S. Army
Acting Director, Army National Guard



MISSION:

The ARNG, a community-based operational force that serves as a primary combat reserve of the Army, provides ready units to support global and domestic requirements.

VISION:

A premier, unit-based force comprised of resilient, adaptable, relevant, and ready Citizen-Soldiers accessible for war and domestic crises.

MOTTO:

Always Ready, Always There





Executive Overview: The Army National Guard

This is the 17th year the Army National Guard (ARNG) has produced an Annual Financial Report (AFR). This document includes an extensive financial and budgetary summary of ARNG operations and programs, while also highlighting critical readiness initiatives as well as state-specific achievements.

Throughout fiscal year 2014 (FY14), the ARNG proved once again it is an indispensable component of national defense, both at home and abroad. Support of civil authorities here at home included responding to emergencies at all levels, such as mudslides in Washington, a chemical spill in West Virginia, tornadoes in Arkansas, wild fires and flooding in several states, major winter storms along the east coast, and a toxic algae bloom in Ohio. Support also included special events such as the Super Bowl, United Nations General Assembly, the State of the Union address, as well as other disasters. The American people recognize their National Guard as the nation's primary and responsive military force when disasters and emergencies overwhelm civilian first responders at the local, state, or territory level.

Army National Guard Soldiers continued service in combat operations in Afghanistan and in support of other missions globally. From September 11, 2001 through September 2014, more than 533,556 individual Soldier mobilizations for deployments to federal missions around the world.

The ARNG is currently at its highest state of readiness, largely as a result of funding and equipment modernization provided by the Congress. As uncertainty persists at home and abroad, continued investment in the ARNG will ensure that the largest operational reserve force in the Department of Defense (DoD) is ready to respond to the full spectrum of domestic and international missions. Improvements to ARNG equipment and infrastructure, not to mention combat skills acquired at great sacrifice and honed over the last 13 years of war, risk being wasted and atrophied if the ARNG is returned to its previous status as a strategic reserve.

An investment in the ARNG is an investment in local communities across the nation. The ARNG is in nearly every zip code across the United States (U.S.) and calls over 2,600 communities "home." This operational force has a dual mission—supporting the states under the command of their governors when not mobilized for federal missions and supporting the President when activated for federal missions. Governors have broad authority to use their ARNG assets, from protecting lives and property during natural disasters to maintaining peace during civil emergencies.

Funding for the National Guard and Reserve Equipment Account (NGREA) provides critical equipment and modernization upgrades to the ARNG equipment inventory. While simultaneously responding to domestic crises and security events, this equipment provides dual usage for both home and abroad. With an FY14 authorized strength of 354,200 Soldiers and an array of equipment from trucks and helicopters to radios and medical tents, the ARNG now has additional resources to train, maintain, and sustain. No other force in the nation is able to offer such immediate capabilities in times of disaster or emergency. The vast majority of ARNG equipment is available to state governors for use in saving lives and safeguarding property. Governors do not have to ask for federal authorization before employing their National Guard in support of civil authorities in their state.

Top Left Photo: Indian Army and U.S. Soldiers from the California Army National Guard marched onto the parade field for the kickoff of Exercise Yudh Abhyas 2014 at Chaubattia Cantonment, India. They completed a two-week training exercise on September 30 in the foothills of the Himalayas. The exercise integrated Soldiers from several U.S. units and Indian armies into a single brigade for a U.N. peacekeeping operation in a fictional African nation in crisis. (Photo by CPT Jason Sweeney, California National Guard)

Bottom Left Photo: Indiana Army National Guard PVT Trea Colon inspected her equipment prior to performing static line airborne operations with Detachment 1, 165th Quartermaster Company. (Photo by SGT Jeremiah Runser)

The ARNG is a key contributor to an Army that is globally responsive and regionally engaged. The ARNG force structure is programmed for reduction to 350,200 in FY15 and to 335,000 by FY17. Regardless of planned reductions, the ARNG will maintain and sustain the ability to conduct state and federal missions.

National Guard Objectives

“Each day Citizen-Soldiers and Airmen serving throughout the nation help to achieve our nation’s overseas and domestic security objectives by doing three things extraordinarily well: fighting America’s wars, protecting the homeland, and building global and domestic partnerships.”²

General Frank Grass

Chief, National Guard Bureau

Testimony before the Senate Armed Services Committee,
April 8, 2014



Fighting America’s Wars

From the National Guard’s inception in 1636 to today’s combat operations in Afghanistan, ARNG Soldiers have fought in every major armed conflict in the nation’s history. Since September 11, 2001, ARNG Soldiers have completed more than 533,000 individual overseas mobilizations, with more than 200,000 to Iraq and 100,000 to Afghanistan in that time. As of the end of FY14, just under 10,000 ARNG Soldiers were mobilized for overseas deployment to Afghanistan and other countries worldwide. Over the past 13 years of war, the Army has come to operate as a true “Total Force,” relying on the combined strength of all components, including the ARNG.

In order to meet urgent demands, the ARNG transformed. No longer a Cold War-era strategic reserve, the ARNG became an everyday, active part of the U.S. military’s global operations. Soldiers and units received the latest equipment in order to complete emerging missions. Funding for more frequent medical and dental exams and treatment paid dividends by increasing personnel readiness, and medical readiness currently is at an all-time high at 87.3 percent.

The ARNG carefully structured itself to mirror Army active component capabilities. The ARNG has the full complement of combat and support capabilities, from infantry and armor brigades, to attack aviation and air cavalry units, as well as military police, quartermaster, signal, medical, and other specialized units. This provides strategic depth across the Army, ensuring the ARNG is able to maintain interoperability with Army combat operations worldwide and provide support to governors if called.

Protecting the Homeland

The National Guard is America’s principal military responder in the homeland. The Guard provides governors with an organized, trained, and disciplined military capability to rapidly expand the capacity of civil authorities for emergencies. Prepositioned for immediate response to nearly every zip code across the country, the Guard can provide prompt lifesaving capabilities across the United States. More than 66 percent of DoD’s Chemical, Biological, Radiological, and Nuclear (CBRN) Response Enterprise (CRE) resides in the Guard. These Guard forces consist of Weapons of Mass Destruction Civil Support Teams (WMD-CSTs), CBRNE Enhanced Response Force Packages, Homeland Response Forces, and Command and Control (C2) CBRN Response Element-Bravo (C2CRE-B). There are 57 full-time WMD-CSTs, designed to arrive on the scene of a CBRN incident within the first three hours.

In FY14, ARNG Soldiers provided more than 385,000 man-days of domestic response support: the ARNG supported winter storms across the United States, seven Civil Support Teams supported water decontamination in West Virginia, and a Dual Status Commander was provided in support of the Super Bowl. Our Soldiers are always ready!

Building Global and Domestic Partnerships

The ARNG’s role in protecting the homeland today does not end with emergency response.

As part of U.S. NORTHCOM’s integrated ballistic missile defense mission, Alaska, California, and Colorado Army Guardsmen staff the Army’s sole ground-based, midcourse defense unit, protecting America from ballistic missile attack. The skies over Washington, D.C. have been protected by ARNG air defenders and missile batteries since 2003. The ARNG has partnered with U.S. Army Cyber Command to stand up its first National Guard Cyber Protection Team in Title 10, USC, Active Duty Operational support status, leveraging the civilian skills that our Soldiers bring to this emerging mission. Ten additional Title 32, USC Cyber Protection Teams are slated to stand up in the near future.

Guard Soldiers partner with U.S. Customs and Border Protection personnel, flying reconnaissance missions that help secure our nation’s Southwest Border. And, on a daily basis, they support a broad array of agencies (such as the Federal Bureau of Investigation, Drug Enforcement Administration, Immigration and Customs Enforcement, Department of Homeland Security, and Department of Justice, as well as state, local, and tribal police) in combating illegal drug activities across our nation.

While the National Guard continues to build and foster partnerships domestically, it also recognizes the strength of partnerships as an instrument of military power abroad. This is demonstrated by the Georgia ARNG’s 48th Infantry Brigade Combat Team’s (BCT) participation in the Chief of Staff of the Army’s Regionally Aligned Forces (RAF) initiative. Regionally Aligned Forces address the need for building strategic partnerships to prevent, shape, and win future conflicts.

Over the past 21 years, the ARNG’s State Partnership Program has produced 68 bi-lateral relationships with 74 nations spanning

². Testimony before the Senate Armed Services Committee, April 8, 2014

every combatant command between individual states, territories, and the District of Columbia and the militaries of sovereign nations. Today, there are more than 1,600 Soldiers supporting Army Service Component Command (ASCC) partnership initiatives overseas. Partner nations train with ARNG forces in joint exercises, exchange best practices, and deploy together in combat. Beyond combat deployments, ARNG civilian expertise in areas such as farming, cyber, infrastructure development, and reconstruction are in significant demand within developing nations eager to partner with the United States. Over time, relationships between foreign civilian and military leaders and the ARNG have grown strong. Many leaders on both sides have worked together for decades over the course of their careers.

Auditable Financial Statements by 2017

The Congress appropriated \$16.28B in FY14 to fund ARNG Soldier pay, operation and maintenance, equipment procurement, military construction, and health care contributions. Overseas Contingency Operation (OCO) obligations of \$282.7M primarily supported combat operations in Afghanistan. Entrusted with such significant resources from American taxpayers, the ARNG strengthened its financial accounting and accountability standards and practices to gain visibility and accountability of every appropriated dollar.

The ARNG is working diligently to achieve compliance with federal financial and performance statutes, Office of Management and Budget (OMB) guidance, and DoD Financial Management Regulation requirements, especially those regarding internal control and financial Audit Readiness (AR). In compliance with the Budget Control Act, the ARNG continues to be wise stewards of resources in order to stretch every defense dollar to meet mission requirements.

The ARNG made significant improvements in preparing for Audit Readiness in FY14, and, in 2015, the ARNG will receive an assessment by an Independent Public Accounting firm, which will be contracted by the DoD Inspector General. This is the first of several critical actions the Army is taking in response to a congressional mandate to improve internal control processes and ensure that all financial statements are audit-compliant by 2017.

Senior leaders embrace this mandate, starting with the Secretary of Defense, the Chief of Staff of the Army, and the Chief, National Guard Bureau (CNGB). The ARNG participates in monthly strategic readiness updates that include reviews of the status of all Army commands' audit readiness during monthly strategic readiness updates. One way the leaders have indicated the importance of this to the Army and to the ARNG was to make "fiscal stewardship" and "audit readiness" top priorities within

Figure 3
Senior Leader Quotes

Senior Leader Quotes



"We must audit activities, both inside and outside of the National Guard Bureau, to bolster an environment of full accountability if we hope to continue to earn the respect of the American public and to recruit the best and brightest that America has to offer."³

- Chief, National Guard Bureau, General Frank J. Grass



"Every senior leader needs to be able to talk about fund centers, samples, and pass rates. They need to know how this Statement of Budgetary Activity period will work. They need to understand that audit readiness is no longer something that only concerns resource managers and Internal Review staff."⁴

- Acting Director, Army National Guard, MG Judd H. Lyons



3. Testimony General Frank J. Grass, Chief, National Guard Bureau, Senate Armed Services Committee, Second Session, 113th Congress. Subject: Army Total Force Mix, dated April 8, 2014.

4. MG Judd H. Lyons speech for the Financial Improvement and Audit Readiness training session for ARNG at the Professional Education Center, November 16-21, 2014.

the Army Campaign Plan, the CNGB's Strategic Direction to the National Guard, and the ARNG's Strategic Planning Guidance.

The ARNG plan contains every element of this financial improvement and audit readiness effort—from individual travel and promotions to command supply discipline. The ARNG owes it to Soldiers to apply the maximum amount of funding toward Soldier readiness, and not allow limited resources to be misused. The ARNG is accountable for managing dollars and resources, and must demonstrate to Congress and the taxpayer that it is a good steward. Financial efficiency means more training dollars and better-equipped, ready Soldiers.

The Managers' Internal Control Program will be the enduring means for monitoring, correcting, and sustaining internal controls and maintaining auditable financial statements. Auditable financial statements are the proof of good stewardship. Given the ARNG's commitment to instilling a culture of accountability and efficiency, it established an internal Audit Readiness Task Force and is moving closer to becoming compliant with the Federal Financial Management Improvement Act and related requirements and objectives. The DoD Financial Improvement and Audit Readiness (FIAR) Plan and Army's Financial Improvement Plan outline the strategies, priorities, and methodologies for achieving audit readiness objectives. Using this comprehensive framework, audit readiness teams are conducting discovery and gap analysis, testing, corrective actions, and sustainment efforts. The ARNG Comptroller's office manages various stakeholder relationships for the audit readiness effort, including robust communications and training efforts.

The Army's General Fund Enterprise Business System (GFEBS), a web-based enterprise resource planning tool, enables the Army, ARNG, and U.S. Army Reserve (USAR) to compile and share accurate, up-to-date, real-time (or live) resource management data, as well as implement automated processes and controls over transactions with financial implications.

Figure 4
National Guard Leadership

The ARNG has made significant progress in enhancing fiscal stewardship over the past several years, due primarily to the unwavering, collaborative efforts of many individuals and organizations across the force. The ARNG applied significant resources both to achieve DoD and congressional intent that all ARNG financial statements are auditable by FY17 and demonstrate the ARNG's ability to use accurate financial information to inform sound decision making. Audit readiness will enable the ARNG to better support the warfighter and improve the way it manages taxpayer dollars entrusted by Congress.

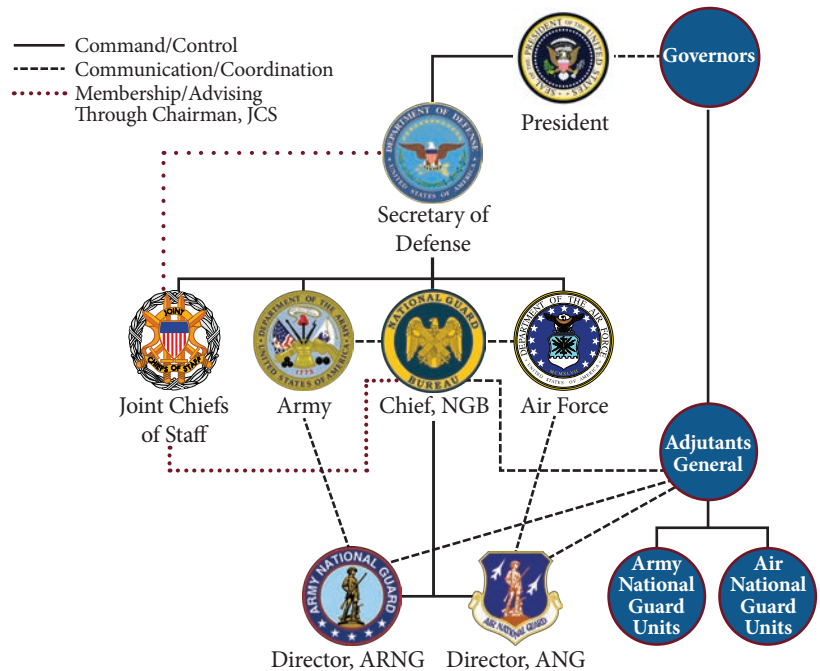
The National Guard Bureau: A State and Federal Force

The National Guard Bureau (NGB) is defined by law as a joint activity of the DoD (Figure 4). The NGB is the channel of communications on all matters pertaining to the ARNG between the Department of the Army and the individual states. The NGB administers policies and oversees federal funding for the National Guards of the states, territories, and District of Columbia.

The NGB is led by General Frank J. Grass, CNGB. The Director, ARNG and Director, Air National Guard (ANG) assist the CNGB in his duties and in communicating directly with the Adjutants General (TAGs) of the states on behalf of CNGB. The National Defense Authorization Act of 2012 elevated the CNGB to the status of a full voting member of the Joint Chiefs of Staff (JCS). The CNGB may communicate his advice directly to the Secretary of Defense—though these communications are channeled through the Chairman of the JCS.

The ARNG is a Reserve Component (RC) of the Army and serves as the militia of the states, territories, and District of Columbia when not in federal service. The governor of each state serves as the commander in chief of that state's ARNG and ANG when those components are not in federal service. Each state or territory also has a TAG, typically a two-star general who, in most cases,

National Guard Leadership



is appointed by the governor and is responsible for the training and readiness of Soldiers and Airmen within their respective state or territory (the District of Columbia National Guard is a federal militia, with a Commanding General appointed by the President who serves the same function as TAGs in the states and territories). The President serves as Commander in Chief of ARNG units activated for federal service.

The duty term “activated” means a unit or individual of the RC has been placed on orders to serve in an active status. The purpose and authority for that activation will determine the limitations and duration of the activation. The ARNG can be activated in a number of ways as prescribed by law. There are two titles in the U.S. Code (USC) under which ARNG units and troops may be activated: Title 32 (State) and Title 10 (Federal).

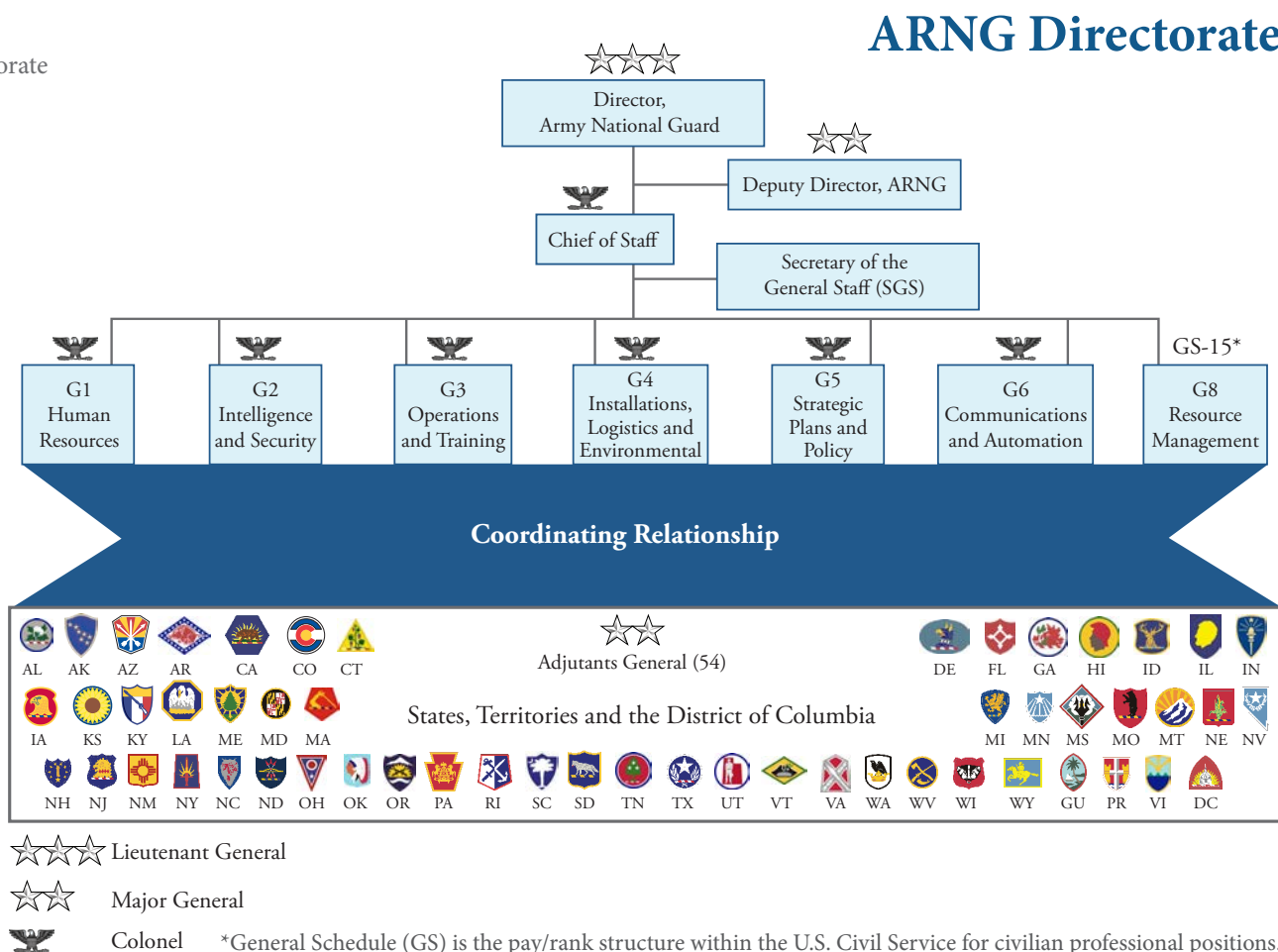
of major general). The ARNG staff is organized along the classic lines of the Army general staff, with colonels serving as deputy chiefs of staff for G-1 (Human Resources), G-2 (Intelligence and Security), G-3 (Operations, Readiness and Training), etc. Each G-staff office within the ARNG Directorate is composed of divisions (typically led by colonels) and branches (typically led by lieutenant colonels).

The ARNG staff directorate develops policies, plans, and programs; establishes and prioritizes requirements; and manages resources to assist the states, territories, and District of Columbia in their tasks of organizing and manning units, and training and equipping Soldiers for missions anywhere in the world. The ARNG staff meet federal and state operational and domestic requirements and other needs as defined by the President and the governors (Figure 5).

Organization of the Army National Guard Directorate

Major General (MG) Judd H. Lyons, Acting Director, ARNG, functions within the authority delegated to him by the CNGB, as a resource and coordination manager to ensure development and implementation of all programs and policies affecting the readiness of the ARNG’s force of 354,200 Citizen-Soldiers. The Director, authorized the grade of lieutenant general, leads a staff (known as the Directorate), managed by a Chief of Staff (typically a colonel). The Director is assisted by a Deputy Director (authorized the grade

Figure 5
ARNG Directorate







G8 Mission:

Plan, acquire, manage, distribute, and account for resources required by the Army National Guard to accomplish its federal and state missions.



Financial Stewardship

Fiscal year 2014 marked a major milestone on the road to becoming fully audit compliant. For the first time, the ARNG will undergo a full audit of the Statement of Budgetary Resources. This assessment will be performed by an Independent Public Accounting firm, contracted by the DoD Inspector General. This is the first of several critical actions the Army is taking in response to a congressional mandate to improve internal control processes and ensure that all financial statements are audit-compliant by 2017. Auditability is dependent upon accurate and repeatable financial recording practices, with proper internal controls over financial reporting and stewardship transparency.

Audit readiness is a top priority of the Secretary and Chief of Staff of the Army, the CNGB, and the Acting Director, ARNG and a top priority for commanders at all levels. Fiscal stewardship and audit readiness are integral to the Army Campaign Plan, the CNGB's Strategic Direction to the National Guard, and the ARNG's Strategic Planning Guidance.

The Army National Guard performed several congressional reprogramming actions in FY14 to address resource requirements. The May and September reprogramming requests provided funding to cover pay and allowances for ARNG Soldiers attending Initial Entry Training (IET), Annual Training (AT), and Inactive Duty Training (IDT) due to substantial increases in participation rates for both officer and enlisted. The ARNG is accessing and strengthening internal controls across the organization. The ARNG is also ensuring proper resource management oversight and accountability are in place to execute programs effectively and obtain results. These actions provide assurances to Congress and the public that the entrusted resources are properly executed.

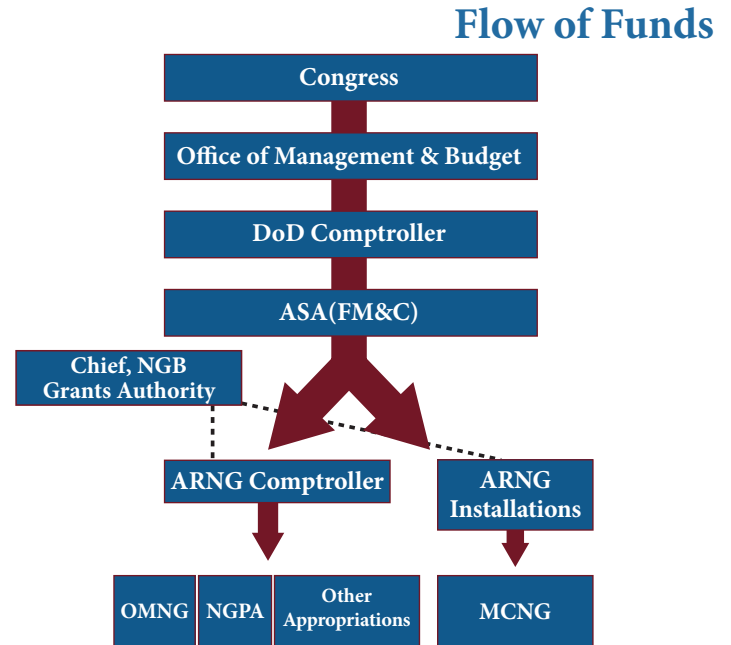
FY14 ARNG Appropriations

The ARNG appropriations for FY14 included National Guard Personnel, Army (NGPA); Operation and Maintenance, Army National Guard (OMNG); Military Construction, Army National Guard (MCNG); and Medicare Eligible Retiree Health Fund Contribution (MERHC), as well as supplemental funds in NGPA and OMNG for OCO. The ARNG was funded from the DoD for NGREA and received support from the Army through Operation and Maintenance, Army (OMA) funding. The OMA appropriation proportionally funds the Reset program to restore ARNG equipment to full capabilities after use in Afghanistan or any other operational theater.

Flow of Funds to the Army National Guard

Once the Congress passes the DoD Appropriations Bill, the President signs it into law, and the OMB distributes Budget Authority to the DoD. This distribution is called apportionment. The funds can then be obligated for the programs and needs defined in the budget development process. The OMB apportions funds (Budget Authority) to the DoD Comptroller on a quarterly, annual, or other periodic basis, depending on the appropriation. Following the apportionment of funds to the DoD Comptroller, the funds flow through the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)) and then to the ARNG. The ARNG, as a component of the Army, receives funds from the Army through the CNGB who delegates authority to the ARNG Comptroller as the Appropriation Sponsor. The ARNG Comptroller then distributes funds to each state. The ARNG receives other appropriations from the DoD and Army, such as MERHC, OMA, and Operation and Maintenance, DoD-wide funds. The ARNG Comptroller is fiscally responsible for military pay, operations, and maintenance and the Installations and Logistics division is fiscally responsible for the Military Construction funds entrusted to the ARNG. Figure 6 depicts the organizational flow of funds.

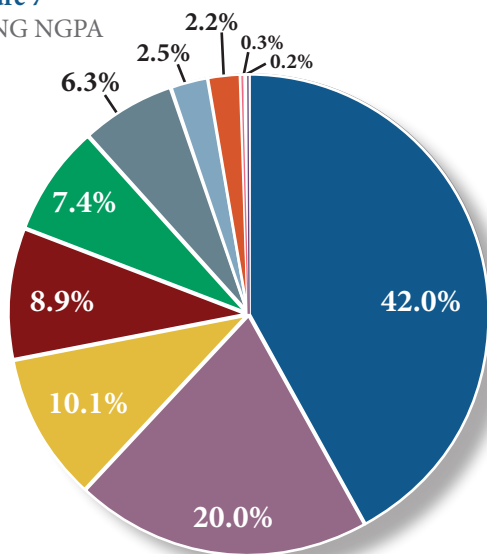
Figure 6
ARNG Flow of Funds



National Guard Personnel, Army

The NGPA budget provides funding for basic pay, incentive pay, and basic allowances for: subsistence and housing; clothing; travel and per diem; other pay and allowances; permanent change of station; hospitalization and disability; retired pay accrual; death gratuities; annual training; Inactive Duty Training (IDT); Initial Entry Training; and schools training to include career development, pilot training, refresher training, military occupational specialty (MOS) qualification, New Equipment Training (NET), and education benefits. The NGPA funds special training, including missions to support

Figure 7
ARNG NGPA



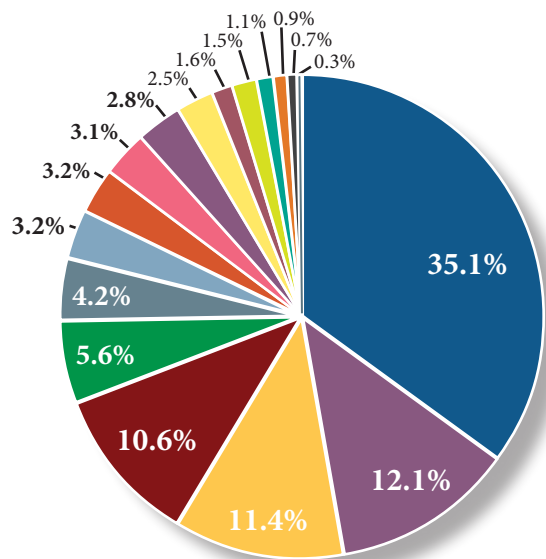
National Guard Personnel, Army

FY14 Programs	Total (\$M)	Percent
Active Guard Reserve, Pay	\$ 3,475.0	42.0%
Inactive Duty Training	\$ 1,656.0	20.0%
Special Training	\$ 835.3	10.1%
Active Duty for Training, Pay	\$ 739.1	8.9%
Initial Entry Training	\$ 615.6	7.4%
School Training	\$ 517.2	6.3%
Overseas Contingency Operations (OCO)	\$ 209.3	2.5%
Selected Reserve Incentives	\$ 185.3	2.2%
Disability and Hospitalization Benefits	\$ 22.0	0.3%
Education Benefits	\$ 14.3	0.2%
Total	\$ 8,269.1	100.0%

Combatant Command initiatives, recruiting and retention, bonuses and incentives, Health Professional Scholarship Program, and the Basic Officer Leadership Course for newly commissioned officers.

Figure 8
ARNG OMNG

Operation and Maintenance, Army National Guard



FY14 Programs	Total (\$M)	Percent
Civilian/Technician Pay and Benefits	\$ 2,410.4	35.1%
Ground Operations Tempo (OPTEMPO)	\$ 831.5	12.1%
Base Operation Support	\$ 786.4	11.4%
Facilities Sustainment, Restoration, and Modernization	\$ 731.5	10.6%
Air OPTEMPO	\$ 387.5	5.6%
Mission Support/Training	\$ 290.0	4.2%
Medical Readiness	\$ 223.4	3.2%
Recruiting and Advertising	\$ 221.2	3.2%
Depot Maintenance	\$ 213.5	3.1%
Other Programs	\$ 189.2	2.8%
Family Programs	\$ 173.2	2.5%
Chemical, Biological, Radiological, and Nuclear Enterprise (CBRN)	\$ 107.5	1.6%
Environmental	\$ 103.5	1.5%
Overseas Contingency Operations (OCO)	\$ 73.4	1.1%
Education Programs	\$ 62.7	0.9%
Automation and Information Systems	\$ 47.8	0.7%
Counter Drug	\$ 23.8	0.3%
Total	\$ 6,876.3	100.0%

References for Figure 7 and 8:

- FY14 pie chart data NGPA, OMNG, ARNG appropriation obligations from Defense Finance and Accounting Services 1002.
- Numbers in AFR may not sum due to rounding.

Operation and Maintenance, Army National Guard

The OMNG appropriation supports operating and maintaining ARNG units in the 54 states, territories, and District of Columbia. Programs funded by this appropriation include: training and operations support; air and ground operating tempo (OPTEMPO); domestic preparedness; pay and benefits for military technicians and Department of the Army civilians; automation and information systems; base operations; education programs; medical readiness; missions support; schools; CSTs; second destination transportation; facilities sustainment; equipment restoration and modernization; communications; supply activity; transportation and depot maintenance; military funeral honors; and recruiting and advertising. The ARNG has continued to modernize equipment over the past decade, and as a result, the ARNG is a more ready, capable, and effective organization.

Overseas Contingency Operations

Over the past 13 years, the ARNG has experienced a significant increase in operational missions—both overseas and domestic. The ARNG’s ability to support OCO missions in Afghanistan and other theaters during FY14 was directly linked to the appropriation and execution of OCO funding. This funding allowed for incremental increases in OPTEMPO prior to mobilization (pre-mobilization training and support) and after redeployment (reintegration and Family program activities). The ARNG executes OCO funding to cover the cost of military operations, Family programs, pre-deployment training, aircraft flying hours, and vehicle miles at a war time OPTEMPO.

Military Construction, Army National Guard

The MCNG is a multi-year appropriation available for obligation over five years. It funds projects that create a complete and usable facility and encompasses one or more of the following:

1. Erection, installation, or assembly of a new facility
2. Addition, expansion, extension, alteration, conversion (facility modification caused by a change in facility utilization), or complete replacement of an existing facility
3. Relocation of a facility from one installation to another
4. Installed building equipment made a part of the facility
5. Related site preparation, excavation, filling, landscaping, or other land improvements
6. Foundations, site work, and utility work associated with the setup of relocatable buildings in accordance with Army Regulation 420-18
7. Demolition of existing facilities when associated with one of the actions listed above

(Note: Restrictions are listed in National Guard Regulation 415-5, paragraph 1-5, Statutory and Regulatory Limitations.)

Medicare-Eligible Retiree Health Care

The MERHC is a one-year appropriation used to finance the cost of TRICARE benefits incurred by National Guard service members. Payment for MERHC is for current military personnel as required by Chapter 56 of Title 10, USC, enacted by the National Defense Authorization Act for FY01. This account is a restricted allotment for use by Defense Finance and Accounting Service, Indianapolis. The ARNG is required to maintain appropriate balances in these accounts to cover the MERHC costs associated with projected military personnel strength in each fiscal year. Accrual costs are based on the full-time and part-time rates determined by the MERHC Board of Actuaries multiplied by the projected average monthly end strength.

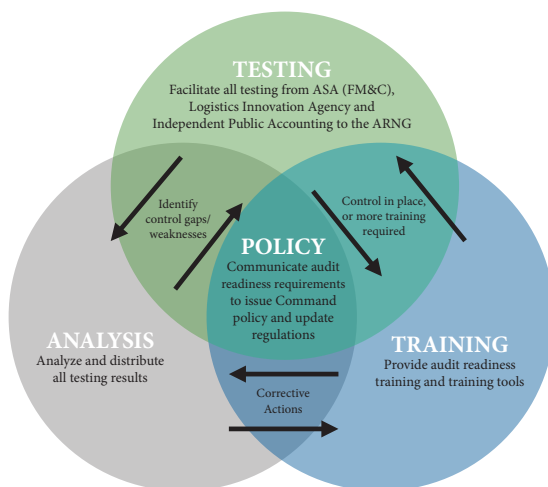
Audit Readiness Overview

The ARNG must produce timely, accurate, and relevant financial documents, ensuring that financial transactions affecting the Army's financial statements remain consistently auditable. To achieve this, the ARNG created a Financial Improvement and Audit Readiness (FIAR) team. The ARNG FIAR team follows the Army Financial Improvement Plan (FIP) to achieve audit readiness within the ARNG. The Army FIP is aligned with the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) FIAR Plan to improve financial management, prioritize improvement activities, strengthen internal controls, and ultimately achieve auditability. To achieve the OUSD(C) FIAR Plan objectives, the OUSD(C) has identified three major financial improvement near-term priorities:

- Auditability of the ARNG budgetary information, as contained in the Statement of Budgetary Resources (SBR).
- Auditability of information regarding the Existence and Completeness (E&C) of mission critical assets.
- Auditability of Enterprise Resource Planning information systems and the feeder systems that provide data which effects the financial statements.

Financial Improvement and Audit Readiness

Figure 9
Financial Improvement and Audit Readiness



The ARNG FIAR team is aligned to support the ARNG to become audit ready by incorporating smaller teams to focus on FIAR. Financial improvement is focused on training and policy whereas audit readiness involves monthly testing and extensive analysis by the ARNG FIAR Team.

Audit Readiness Challenges and Successes

Statement of Budgetary Resources

The SBR provides information on how budgetary resources were made available and how they were executed. The SBR, one of four principal federal financial statements, reports information on how the ARNG made funds available and the status of those funds. It is the only financial statement derived from an entity's budgetary accounts in accordance with budgetary accounting rules, which are established by the Generally Accepted Government Auditing Standards for the federal government. Control catalogs, a part of examining elements of the SBR, are a list of all key internal control activities related to a specific business process. Key control activities mitigate risks in business processes and can be manual or automated.

Existence and Completeness

Existence and Completeness verifies existence of property as on record (book to floor) and completeness of inventory records (floor to book) of mission critical assets. Mission critical asset categories (i.e., assessable units) included in ARNG audit readiness efforts are as follows:

- General Equipment
- Operating Materials & Supplies (OM&S)
- Real Property

Also included in Existence and Completeness audit readiness efforts are Active Installations Defense Environmental Restoration Program environmental liabilities.

Enterprise Resource Planning/Feeder Systems

To achieve auditability goals for the DoD, the Army launched GFEBs in 2012. The SAP-based system allows the Army to manage its financial and procurement processes. Since the Enterprise Resource Planning's (ERP) launch, the ARNG has successfully undergone several financial resources and asset inventory audits by outside auditing firms. Another ERP system employed by the Army is the Global Combat Support System-Army (GCSS-A), a logistics management system that has a major financial component. Using these existing systems as a base, the Army continues to evolve its ERP systems to meet its own and DoD's goals. These efforts will help the Army and ARNG meet their first milestone in June 2015, when the DoD must pass a small-scale budgetary review. These ERPs support the most important target of auditable financial statements by 2017, when the ARNG must provide accountability for all of its general financial statements as part of the major DoD-wide audit.

Audit Readiness and Internal Controls

The ARNG leads the way with integrating audit readiness into its Managers Internal Control Program (MICP). Although the FIAR team is responsible for the Testing, Analysis, Training and Policy related to the achieving and sustaining auditability; the ARNG has integrated all Senior Responsible Officials (SRO) and Internal Control Administrators (ICA) within the 54 states, territories and the District of Columbia to ensure controls are in place and effective within their organization. The ARNG FIAR team conducted a national level training event at Fort Myers, Virginia, inviting all SROs, and ICAs, achieving a total attendance of over 180 personnel for a three day training event, focused on sustaining audit readiness within their Managers Internal Control Program and completing an assessment of controls in their Annual Statement of Assurance.

Commanders' Audit Readiness Checklist

Audit readiness is a Commanders, Leaders and Program Managers responsibility. The "Army Audit Readiness Strategy" provides an overview of the Army's approach to becoming auditable, while other documents identify the specific requirements and provide the details for operationalizing audit readiness. The "Audit Readiness Command and Installation Guide" identifies the policies and regulations that require specific controls. It also defines the key control owners within the relevant

business processes. The controls should be embedded as part of daily business processes not treated as a separate mission. The FIAR team has been conducting training and analysis with units to identify control deficiencies and drive accountability across the ARNG. The ARNG FIAR Team monitors test results and notifies ARNG senior leaders of findings and corrective actions. The checklist identifies the specific controls that will be tested by the IPA:

- Define roles and responsibilities for each control owner and demonstrate knowledge of Audit/Internal Controls.
- Centralize a team to handle requests for audit information, similar establishment of Internal Control Administrators (ICA) at the top.
- Implement train the trainer—the more people are aware and involved in the audit process the more control adherence.
- Provide audit readiness handbooks/smart books to commanders and all concerned parties.
- Integrate a Management Internal Control Program (MICP) team into the process.
- Ensure system access and understanding of the following financial systems: Unit Commander’s Financial Report online (new system being fielded), GFEBS, iPerms, Defense Joint Military Pay System, Standard Financial System, Total Army Personnel Database, Property Book Unit Supply Enhanced

ARNG Financial Improvement and Audit Readiness Team

In FY14, the Acting Director, ARNG, MG Lyons established the ARNG FIAR team, designed to act as a single point of contact for all issues related to audit readiness in order to become an auditable organization. The ARNG FIAR team facilitates all monthly testing distributed by the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), Headquarters

Department of the Army G4, Logistics Innovation Agency, and the Office of the Assistant Chief of Staff for Installation Management, working with the 54 states, territories, and District of Columbia, ARNG readiness center and National Guard Bureau Joint Staff to provide auditable supporting documentation.

The ARNG FIAR team conducts monthly training for the ARNG through the use of Defense Connect Online, showing end users how to implement audit readiness controls within their organization and where to find the documents in the financial systems, providing a better understanding of financial processes. While this is a continuous process and valuable findings and corrective actions have been implemented, the ARNG is making progress in educating and mentoring the commanders across the ARNG. The team has documented business processes, reviewed effective of internal controls for processes that contribute information to the financial statements, and provided corrective actions to address weaknesses within the processes. The FIAR team coordinated with ICAs and other internal review officials, supervisory auditors, state staff accountants, mission support elements, and various directorates to implement and report corrective actions.

Strategic Guidance, Training, and Certification

ARNG 2015-2020 Strategic Planning Guidance

The ARNG outlined the way forward with the first Strategic Planning Guidance (SPG) in 2013. Since then, the operational environment shifted dramatically. Changes, both actual and perceived, to the way defense will fund our great Nation dominate the current political landscape. The guiding principles and foundations established in the 2014 SPG are enabling the ARNG to formulate informed choices and guide collective strategic actions. The SPG outlines several objectives and metrics required to meet ARNG expectations.

ARNG Strategic Planning Guidance

The SPG, Campaign Objective 8 outlines metrics and milestones for financial management.

Figure 10
ARNG Strategic Planning Guidance



CAMPAIGN OBJECTIVE 8:
Sustain and Enhance Business Operations

- Major Campaign Objective in ARNG Strategic Planning Guidance 2015-2020.
- Milestones measure ARNG results of monthly testing, sustainment through MICP, and Army’s achievement of an unmodified opinion by an IPA.

In keeping with the Army's Financial Management Plan, the Army National Guard will continue to focus on audit readiness, ensuring we have well-established financial controls and management requirements in an era of constrained resources, which will produce timely, accurate and relevant information that is consistently auditable.

By synchronizing plans and actions with the objectives, the SPG aids in implementing responsible management practices for our leaders at all echelons to prioritize, synchronize, direct execution, and evaluate progress toward the collective mission and vision.

The ARNG 2015-2020 SPG Major Campaign Objective 8, Sustain and Enhance Business Operations is to ensure the ARNG meets financial and managerial requirements, including compliance with the Army FIP, the Army Audit Readiness Strategic Plan and the OUSD(C) FIAR Plan. The ARNG is working diligently to produce timely, accurate, relevant, and reliable audit samples. The audit samples will be compliant with the Army's audit readiness standards and testing by Independent Public Accountants (IPA). Leadership will ensure implementation of internal controls to assist in obtaining an unmodified ("clean") audit opinion and enable the ARNG to better manage resources and provide support to Soldiers.⁵

General Fund Enterprise Business Systems Training

The ARNG implemented GFEBS as the accounting system of record more than three years ago. However, there is no sustained training currently in production to meet the needs of an evolving force such as the ARNG. To enhance the capability of GFEBS and be compliant with ASA (FM&C) financial operations policies, the ARNG conducted GFEBS training. The ARNG invited more than 200 ARNG personnel across the 54 states, territories, and District of Columbia to a three-day GFEBS training event designed to bridge the gap, providing end users much needed training to accomplish the requirements of their positions. The training event was very successful and requested to be conducted in FY15.

Objectives met included:

- Reduced the number of Unmatched Disbursements (UMD), Unmatched Collections (UMC), and Intermediate documents
- Facilitated the standardization of processing of transactions and intermediate document resolution activities for all U.S. Property and Fiscal Officers (USPFOs)
- Increased productivity
- Enhanced communication between the USPFO community and Headquarters community
- Provided information to targeted audiences: state FMs, interfund technicians, and staff accountants

Overall, the training course reduced the benchmarked inventory of UMD/UMC/intermediate documents by 45.8 percent. In addition to exceeding the 30 percent reduction goal, the training course met all objectives. The ARNG will attempt to conduct this course annually in support of GFEBS and audit readiness requirements.

The Resource Management Training Center

The Resource Management Training Center (RMTTC) is one of the Professional Education Center training centers that received accreditation. The purpose of the RMTTC is to integrate the ARNG's resource management policies, programs, and doctrine into a validated and viable training platform. There are 14 resident core courses, from Accounting 101 to the Financial Managers Supervisory Course. The overall mission is to provide relevant training to resource managers at all levels for successful fund management throughout the ARNG.

Military/Management Occupational Specialty Finance

All members of the Financial Management (FM) workforce are required to participate in the Certification Program. The FM workforce includes all DoD military and civilian personnel who perform FM work and are assigned to FM positions. Civilian positions are coded with the 05XX Occupational Series and Military positions are coded with a FM/Comptroller/Resource Military/Management Occupational Specialty (BC36).

Individuals assigned to positions with a DoD FM Certification designation must achieve certification within two years from notification. All FM positions are designated with a specific certification level based on the complexity and position responsibility. The DoD FM Certification Program has three levels.

- Level 1 work requires a basic understanding of theoretical financial management knowledge, which is generally acquired through experience.
- Level 2 work requires the application of comprehensive financial management knowledge and technical proficiency combined with a broad knowledge of professional concepts, policies and principles.
- Level 3 work requires mastery of financial management concepts, theories and programs.

Summary

The ARNG leadership is committed to becoming audit ready in FY14 and a fully auditable organization by FY17, complying with Congressional, DoD, and Army leadership directives. The ARNG will continue to prove it is a responsible steward of taxpayer dollars, providing the training necessary to ensure proper financial management. The goal is to obtain an unmodified opinion in accordance with applicable financial reporting framework. The ARNG's ability to obtain an unmodified ("clean") audit opinion of its financial statements will also aid in supporting and justifying requests to man, train, and equip ARNG Soldiers.

5. Army National Guard 2015-2020 Strategic Planning Guidance, dated November 2014.



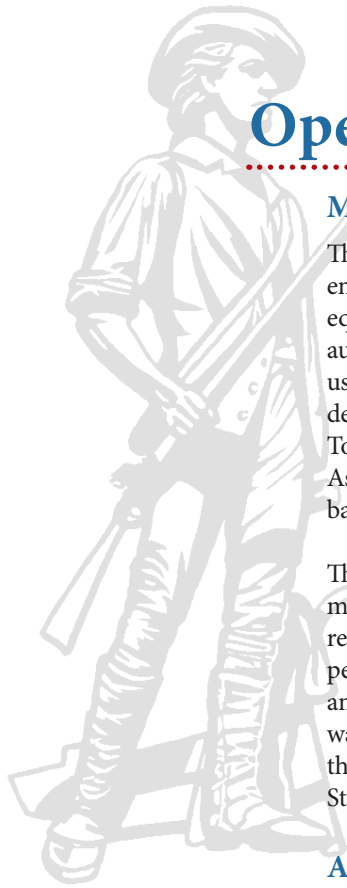
“A flexible force serving our citizens for [378] years, the Guard’s history shows that it has always adapted to change in America and around the world and risen to the challenge. The last 13 years have demonstrated these traits in full. That is why the National Guard has been and will remain ‘Always Ready, Always There’ for our nation.”⁶

-MG Judd H. Lyons, Acting Director, Army National Guard





Operational Readiness



Maintaining and Sustaining Operational Readiness

The past decade of conflict has forged the ARNG into an operational force capable of rapid and effective employment at home or abroad. The ARNG of today is the best-led, best-manned, best-trained, best-equipped, and most experienced force in its long history. This is a direct result of the resourcing and legal authorities that Congress has dedicated to this purpose over the past decade-plus of conflict. The ARNG has used those resources wisely to hone an operational force that has the capabilities and depth to meet national defense requirements and state needs. The ARNG complements the Active Component, ensuring the Army's Total Force remains capable of providing trained and ready forces in support of the nation's security strategy. As an operational force, the ARNG has been resourced and trained to be ready and utilized on a continual basis, conducting the full spectrum of military operations in all environments.

The investment to maintain an operational ARNG—as compared to a strategic posture prior to 9/11—is modest. That investment has more than paid for itself in added responsiveness, flexibility, and readiness resident in a RC where 84 percent of the personnel serve in a traditional part-time status. The remaining 16 percent are either full-time Active Guard and Reserve (AGR) personnel or technicians. Training conducted and equipment issued to ready the ARNG for overseas service paid dividends. Preparation and training for war has made the ARNG extremely effective in responding to domestic emergencies. As an operational force, the ARNG will continue to be poised to support contingency operations, DoD, state missions in the United States, and the State Partnership Program in numerous countries around the world.

An Operational Force That Protects the Homeland

In FY14, the ARNG executed more than 385,000 man-days in domestic response.⁷

The ARNG provides the governors with an organized, trained, and disciplined military capability to rapidly expand the capacity of civil authorities. The ARNG can quickly deliver lifesaving capabilities to the states, territories, and District of Columbia. The ARNG community-based tradition spans 378 years of localized experience and national service in times of need and is America's clear first choice for military response in the homeland. In FY14, Citizen Soldiers responded to the mudslide in Washington state, a chemical spill in West Virginia, tornadoes in Arkansas, wild fires in California, flooding in several states, major winter storms along the East Coast, a toxic algae bloom in Ohio, and numerous search and rescue missions throughout the United States.

Defense Support of Civil Authorities

The ARNG continued its tradition as a proven, ready, capable, and cost-effective force for all-hazards national security and domestic response in FY14. Wildfires and extreme weather response and recovery marked significant contributions from the ARNG in support of governors and the nation. Defense Support of Civil Authorities (DSCA) is authorized under Title 32, U.S. Code (USC) and doctrine for DSCA actions are outlined in Joint Publication 3-28. The ARNG's participation in both planned support and unplanned disaster response missions over the past year demonstrated once again the value of the ARNG in responding to state and federal mission requirements. All of these missions were conducted either in State Active Duty (SAD) status or through tailored matching of individual or unit capabilities to mission requirements.

Top Left Photo: Soldiers with the Wisconsin Army National Guard returned home October 18, 2013. Approximately 80 members of the Plymouth-based 121st Field Artillery were gone for almost 10 months as part of a mission in Afghanistan. The soldiers returned to the U.S. and spent several days demobilizing at Fort Bliss, Texas.

Bottom Left Photo: Oregon Army National Guard SSG Jonathan Stocker (left), gun crew section chief for Alpha Battery, 2-218th Field Artillery Battalion, completed the firing commands for his 105mm Howitzer gun crew, during their unit's annual training at Yakima Training Center, Washington, June 23, 2014. Stocker of Keizer, Oregon, was joined by Gunner SPC Cody Shepherd of Milwaukie, Oregon (second from left); Gunner SPC William McKnight of Vancouver, Washington (seated); PFC Jordan Pena of Portland, Oregon (right); and Ammunition Team Chief, SGT David Tully of Gresham, Oregon (not pictured). The gun crews fired high-explosive and phosphorus charges as part of their annual training cycle. (Photo by MSgt Nick Choy, Oregon Military Department Public Affairs Office)

6. Testimony MG Judd H. Lyons, Acting Director, Army National Guard House Appropriations Subcommittee on Defense, Second Session, 113th Congress. Subject: National Guard and Reserve Posture, dated April 3, 2014. [Special note: years adjusted to 378 to reflect FY14.]

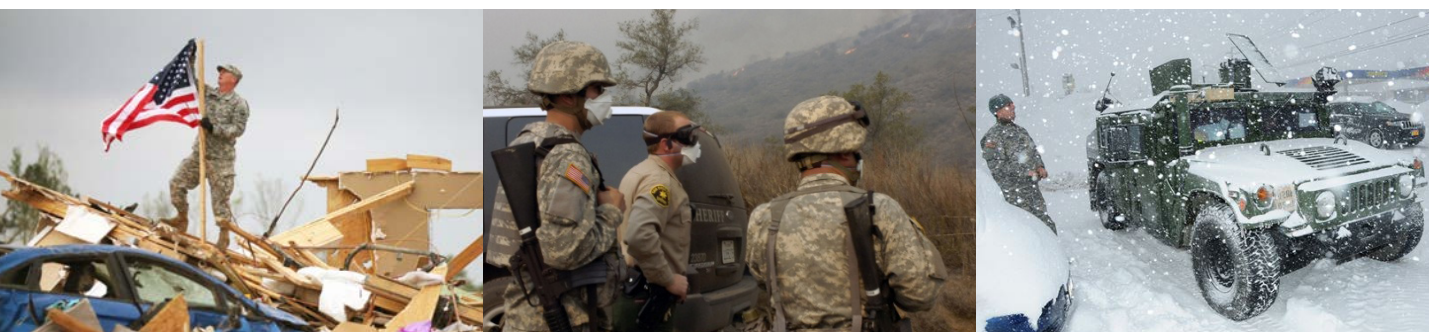
7. Data from the Army Training Requirements and Resources System (ATRRS) database.

Table 1
FY14 DSCA

Defense Support of Civil Authorities

Event Type	Event Amount	Event Type	Event Amount
Key Asset Protection	130	Other	14
CST Response	130	Special Event	12
Search and Rescue	55	Law Enforcement Support	10
Winter Storm Response	46	Hurricane/Tropical Storm	7
Explosive Ordnance Disposal (EOD)	29	Water Support	7
Fire	25	Severe Weather	7
Flood	16	Counterdrug	2
Tornado	15	Southwest Border	1

Not all DSCA missions are annotated above.



Pictured: ARNG domestic support to tornadoes (Arizona), fires (California), and winter storms (New York).

Chemical, Biological, Radiological, and Nuclear Program

The National Guard comprises 66 percent of the entire DoD CBRN Response Enterprise.

The CBRN Response Enterprise (CRE) is composed of approximately 12,402 ARNG Soldiers and 1,558 Air National Guard Airmen. In support of CRE requirements, the ARNG sources the Command and Control (C2) CRE Bravo (C2CRE-B), which consists of 2,180 highly trained Soldiers as part of CRE. When directed by U.S. Northern Command (USNORTHCOM), C2CRE-B conducts CBRN operations to provide lifesaving, C2, and logistics capabilities for follow-on forces within the USNORTHCOM area of responsibility to execute DSCA missions in response to CBRN incidents to save lives and minimize human suffering.

In FY14, the C2CRE-B program was funded at \$31.8M, which supported 250 full-time equivalent employees, and six additional annual training days plus seven extra Unit Training Assemblies (UTAs) for 1,930 M-Day Soldiers.⁸ This additional training allowed CRE Soldiers to complete exercises and readiness requirements to ensure units are ready to respond within 96 hours of receiving a “Prepare To Deploy Order.” Funds in FY14 supported the Vibrant Response Field Training Exercise, used to validate the 1,930 M-Day Soldiers from 18 C2CRE-B designated units including the first two-star HQ unit sourced as the C2CRE-B task force headquarters.

Army National Guard Division Headquarters, Domestic All-Hazards Response Team, Domestic Coordination Cell

The ARNG Division Headquarters facilitates the states’ ARNG domestic all-hazards response, beginning at the lowest state echelon. This requires identifying the “Essential 10”⁹ capabilities and aligning them with the existing state all-hazards plan to fill capability-based gap requirements. The divisions provide unity of command and effort that can support a state with individual and staff augmentation up to the full breadth of an Army division and a two-star general dual status commander.

⁸ An M-Day soldier is a member of the National Guard, Army, Navy, Air Force, or Marine Reserve. In a moment’s notice teachers, cooks, accountants, secretaries, and surgeons can all be in their uniform and on their way to serve their country.

⁹ Essential 10 aligns all-hazards response with existing state plans to fill capability gaps.

Unique Domestic Missions

National Capital Region—Integrated Air Defense System

The National Capital Region—Integrated Air Defense System mission for the Homeland Defense is a Chairman of the Joint Chiefs of Staff and Headquarters, Department of the Army (HQDA) directed mission through Executive Orders and is commanded by North American Aerospace Defense Command/USNORTHCOM. It is a multi-service mission that encompasses various government agencies, including but not limited to: Air National Guard, Department of the Treasury, U.S. Coast Guard, Department of Homeland Security, and Army C2 elements made up of forces from ARNG Air Defense Artillery Brigades and an Army Air and Missile Defense Command. The ARNG efforts to protect the National Capital Region include the use of radar, ground-based air defense systems, and communications equipment. Six states support this mission on a rotational basis and will continue to do so for the foreseeable future.

Ground-based Midcourse Defense Units

Deterrence is the watchword for ARNG missile defense units. The ARNG provides the nation with full-time ballistic missile defense through the Ground-based Midcourse Defense (GMD) element of the Ballistic Missile Defense System. Soldiers work together daily on space and GMD exercises and missions. The GMD system enables combatant commanders (CCDRs) to engage and destroy limited intermediate- and long-range intercontinental missile threats in space to protect the United States. Soldiers from the Colorado, Alaska, and California ARNG supply the personnel who man the Ground-based Midcourse Defense System. Interceptors based at Fort Greely, Alaska and Vandenberg Air Force Base, California, coupled with fire direction centers in Colorado and Alaska, provide critical elements of the nation's missile defense system architecture.

Space Support for Defense Support of Civil Authorities

The 117th Space Battalion is the only ARNG space battalion in the nation and is designed to deploy an Army Space Support Team to integrate into any echelon operations center or civilian incident command center. It is an essential part of the global space force coordinated by the Army's Space and Missile Defense Command and Strategic Command, holding a unique role in its ability to provide space-based capability in the form of space imagery, satellite communications, Global Positioning System awareness and accuracy, and space weather affects to terrestrial communications. In FY14, the 117th supported civil support/domestic operations with tornado recovery operations (Moore, Oklahoma), wild fire mitigation (West Fork Complex, Colorado), and flood recovery operations (Colorado).

Southwest Border (Operation Phalanx)

Over the past 20 years, ARNG Soldiers have been serving as a force multiplier, supporting civilian law enforcement and U.S. Border Patrol agencies in securing the Southwest Border. In FY14, the mission consisted of aerial detection and monitoring task forces, criminal analysts, and other mission command and liaison personnel. The ARNG provided \$30M in Soldier pay, operational support, and flying hours, with more than 21 states and territories participating in Operation Phalanx. The ARNG force included up to 135 ARNG Soldiers and 16 aircraft (LUH-72s and OH-58s) in support of the U.S. Border Patrol. In FY14, the ARNG rotary-wing

assets flew over 6,400 flying hours in three sectors (two in Texas and one in Arizona). It is estimated that the ARNG aided the U.S. Border Patrol in more than 18,000 apprehensions and 4,200 border turn-backs, as well as seizure of 34,000 pounds of marijuana and 180 pounds of cocaine.

Counterdrug Program

The National Guard Counterdrug Program (CDP) supports the detection, interdiction, disruption, and curtailment of drug trafficking activities and use through the application of military-unique skills and resources. This support bridges the divide between civilian law enforcement and the military by bringing core DoD capabilities and resources to bear against those threats while leveraging the ARNG's unique legal ability to operate both on U.S. soil and abroad. The National Guard Counterdrug Program mitigates drug threats to the United States by aggressively attacking both supply and demand problems. Through its unique capabilities, it bridges the gaps between all levels of government—federal, state, and local—across all the states, territories, and the District of Columbia. To enhance a defense-in-depth strategy that begins beyond U.S. borders, the CDP supports the counterdrug efforts of the Combatant Commands worldwide. The ARNG received \$175M of the \$221M provided to the National Guard Joint CDP by Congress for pay and operations supporting both state and federal missions.

Information Operations, Cyber Operations, and Electronic Warfare

The ARNG develops and invests resources across a broad base of capabilities to include cyber, information operations, electronic warfare, and operations security. Funding for these operations in FY14 amounted to \$4.4M and resourced several training exercises. The ARNG cyber force will provide operational and surge capabilities to Army Cyber Command and U.S. Cyber Command, while establishing critical regional cyber capabilities in support of DSCA and homeland defense missions. The ARNG conducted ongoing coordination in FY14 with Army Cyber Command, the Army, the NGB, and leadership from the states, territories, the District of Columbia to develop ARNG cyber forces that are responsive to Joint, Army, and domestic cyber requirements. As part of this continued coordination, in FY14 the Army approved the ARNG Cyber Protection Team Concept Plans for the active team and the 10 M-day teams, which was a significant milestone for ARNG cyber forces. The plan demonstrates the Army's commitment to implementing a Total Force approach to meet the requirements and challenges of the cyberspace domain.

Emerging Cyber Forces:

- One ARNG Cyber Protection Team in Active Duty Status
- 10 ARNG Cyber Protection Teams in traditional M-day status
- 39 personnel per team (7 officers, 16 warrant officers, 16 enlisted)

Innovative Readiness Training

The Innovative Readiness Training (IRT) Program is a DoD program that allows ARNG Soldiers to perform community projects when the work involves the unit's Mission Essential Task List (METL) tasks and the requested assistance is not reasonably available from a commercial entity. Typically, these projects provide

humanitarian assistance to under-served populations, infrastructure support, and medical support. Performing IRT missions gives Soldiers and units real-world operational training while serving the local community.

Supporting and Sustaining Operations

Army National Guard Watch Center/Operations Center

The ARNG Watch Center is a critical asset for the ARNG as it synchronizes and reacts to current operations with the Army, states, territories, District of Columbia, and government agencies, such as Federal Emergency Management Agency (FEMA), in order to integrate key aspects of ARNG domestic operations. The center operates 24-hours per day in order to maintain continuous situational awareness on events requiring ARNG response. The Operations Division published more than 500 Serious Incident Reports in FY14. The Watch Center also manages policies, procedures, and capabilities to ensure the ARNG's critical operations are continued in the event of an emergency. The Watch Center is manned by 13 personnel and is funded annually at \$1.4M to pay for operation and maintenance.

Force Protection

The ARNG Protection Program provides guidance and funding to safeguard personnel, facilities, equipment, operations, and materiel against hostile intelligence, terrorists, criminals, dissidents, or other disruptive activity. The ARNG supported the Physical Security (PS), Antiterrorism, Law Enforcement, Military Working Dog (MWD), Emergency Management, and Critical Infrastructure Risk Management (CIRM) Programs.

The PS Program delivered physical protective and security procedural measures including security guards, electronic security systems, explosive detection devices, and management planning functions that supported installation access control and arms, ammunition, and explosives security. This program distributed \$98.2M to support access control at 160 installations and facilities and to support intrusion detection systems for more than 3,800 stand-alone arms, ammunition, and explosive storage facilities. The program also delivered critical training in PS planning and inspections to 280 ARNG Soldiers and civilians.

To protect against terrorism, the Antiterrorism Program focuses on risk management, planning, training and exercises, comprehensive program review, and conducting random Antiterrorism measures as defensive procedures. This program executed \$8.2M to support Antiterrorism Program coordinators and Higher Headquarters Antiterrorism Program reviews to the 54 states, territories, and District of Columbia. Additionally, the Antiterrorism Program provided antiterrorism training and exercises for 400 ARNG Soldiers and civilians.

The MWD Program resourced \$85,000 to support the health and welfare, training, and equipping of three narcotic teams, three explosive detection teams, and a kennel master team. Army National Guard MWDs support federal, state, and local law enforcement including the Secret Service and Coast Guard. The MWD Program also deployed two MWD teams to Afghanistan in support of Operation Enduring Freedom (OEF).

The Emergency Management Program supports the planning, execution, and management of response efforts. This program executed \$2.5M for 22 Emergency Management Program Coordinators responsible for the planning, execution, and management of response efforts to mitigate the effects of an all-hazard incident, including natural and man-made disasters on or affecting ARNG installations. Funding also provides for lifecycle management of Army Emergency First Responder Program (AEFRP) training and equipment. Lifecycle funds are used to maintain or replace AEFRP equipment. Equipment includes chemical protective suits, respirators, and chemical/biological detection equipment. Army Emergency First Responder Program equipment is strategically positioned at 19 ARNG installations.

The CIRM Program is responsible for identification, prioritization, validation, and risk assessment of ARNG-operated critical infrastructure assets across the nation and to enter, update, monitor, and track these assets in the Strategic Mission Assurance Data System, the DoD system of record for the tracking of critical assets. The CIRM executed \$2.1M to support three Critical Infrastructure Protection-Mission Assurance Assessment (CIP-MAA) teams that conduct all-threats and all-hazards risk assessments of DA prioritized assets vital to DoD. The CIP-MAA teams based in Colorado, West Virginia, and New York issued four risk assessments of critical infrastructure assets deemed vital to DoD and Army strategic, operational, and tactical mission success.

Support to the Combatant Commanders

The ARNG conducted more than 295,000 man-days of support to combatant command training events, annual exercises, and programs. Nearly 20,000 ARNG Soldiers from all 54 states, territories, and the District of Columbia supported 89 events worldwide in FY14. The ARNG works hand in hand with the Army and has forged special relationships with its Active Army counterparts, either through combat deployments, training in the United States, or assisting civil authorities through domestic operational support for disaster relief and joint missions. The exercises focused on building partnerships, providing national and security assistance, and training for humanitarian, peace-keeping, counterdrug, and counterterrorism operations. The ARNG provides over 60 percent of the Soldiers requested by the Army to support military exercises worldwide.

Overseas Contingency Operations

The ARNG, in support to OCOs worldwide, deployed over 9,700 Soldiers in support of all contingency operations. The majority of these mobilizations supported OEF. As combat forces continue to draw down and major combat operations end, the ARNG remains postured to support mission requirements for missions at home and abroad. The ARNG continues to alert units for new missions as required and conduct pre-mobilization training while deployed units are preparing to redeploy and conduct post-mobilization activities.

With the drawdown in Afghanistan, demand for military units from all the Services and components will decrease (barring another unforeseen contingency). In addition, funds provided for OCO, including funds for equipment and facilities modernization, enhanced training, and the deployments themselves, will continue to decline. For the ARNG to maintain the combat skills and

deployment capabilities it has gained at great expense over the past 13 years, and to capitalize on the nation's investment in a modern, well-equipped, and ready ARNG, the ARNG must continue to participate in Combat Training Centers, State Partnership and real-world operational missions.

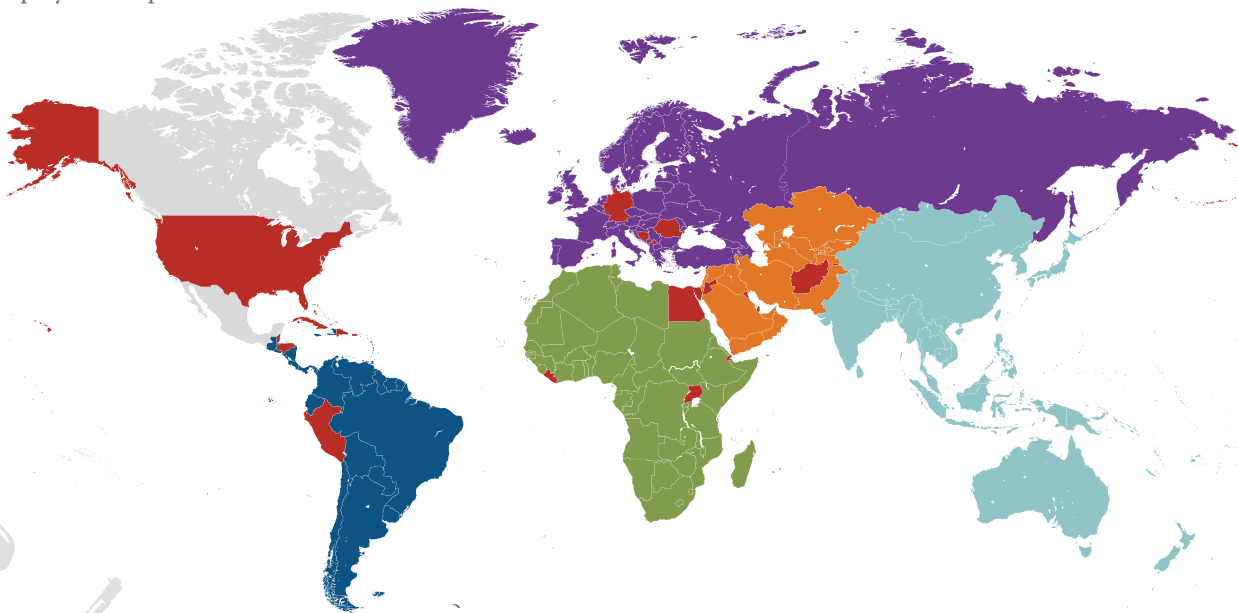
Reserve Component Sustainment Training

Reserve Component Sustainment Training (RCST) provides additional training days to participate in approved ASCC and ARNG training events in support of Army Force Generation (ARFORGEN) training strategies. The RCST Program involves training personnel employed as teams, units, or individuals. This program is a key enabler that allows ARNG units to focus on training during inactive duty training and Annual Training (AT) periods with significantly reduced distractions, while still allowing participation in other training opportunities. These include: planning and support of readiness training exercises, mobilization exercises; participation in exercise planning activities; Combat Training Center (CTC) support; aviation simulation training and support; and preplanned exercises such as Operations Golden Coyote, Vibrant Response, Vigilant Guard, and United Resolve. Overall the program resources support to a wide range of ARNG administrative, training, logistical, and planning tasks necessary to achieve readiness goals efficiently and effectively.

The RCST program generates a 4:1 return by using funds that support war effort requirements and offering theater security training opportunities working with host nation security forces. These opportunities enhance ARNG retention efforts by keeping ARNG Soldiers engaged and trained. Higher retention equates to reduced attrition costs, reduced recruiting requirements, and reduced initial entry training costs.

Figure 11
FY14 Support to Deployment Operations

FY14 Support to Deployment Operations










USCENTCOM	Afghanistan	4,751	USSOUTHCOM	Peru	21
USCENTCOM	Kuwait	2,554	USEUCOM	Romania	21
USSOUTHCOM	Cuba	566	USEUCOM	Germany	16
USNORTHCOM	United States	489	USEUCOM	Bosnia	7
USCENTCOM	Qatar	486	USAFRICOM	Liberia	6
USEUCOM	Kosovo	394	USSOUTHCOM	Belize	5
USCENTCOM	Bahrain	206	USAFRICOM	Uganda	5
USCENTCOM	Egypt	93	USSOUTHCOM	Dominican Republic	1
USSOUTHCOM	Honduras	51	USCENTCOM	Jordan	1
USAFRICOM	Djibouti	32			

■ FY14 Deployments as of September 30, 2014. Total 9,705.

Table 2
FY14 Support to ASCC

FY14 Support to Army Service Component Commands

	Commands	Exercise, Training Events & Programs	Soldier Deployments	Man-Days
	U.S. Army Pacific (USARPAC)	23	3,475	44,719
	U.S. Army North (USANORTH)	17	5,929	87,587
	U.S. Army Europe (USAREUR)	16	5,789	91,655
	U.S. Army South (USARSO)	13	3,214	50,260
	U.S. Army Africa (USARAF)	11	605	8,520
	U.S. Army Central (USARCENT)	5	291	4,592
	U.S. Army Special Operations Command (USASOC)	4	360	8,207

Notes:

- Exercises and training events vary from one day to end of training event. This is tracked by Man-days = 8 hours.
- FY14 support to ASCC's for FY14 is approximately 295,540 man-days.
- Source data is from The Army Training Information Management System.
- Funding from multiple programs as of September 30, 2014.

Regionally Aligned Forces

The Army RAF initiative provides tailored, trained, and consistently available Army forces to the six Geographical Combatant Commands (GCC) and the three functional combatant commands. The RAF units are expected to be in their available year deployment, thus ensuring they are fully qualified for mission requirements. As part of the total Army force, Georgia ARNG's 48th Infantry Brigade Combat Team (IBCT) was regionally aligned to U.S. Southern Command. The 48th IBCT executed 27 separate counter transnational organized crime missions within the countries of Guatemala, Honduras, and El Salvador with approximately 411 Soldiers.

Overseas Deployment Training

The Overseas Deployment Training (ODT) program enables ARNG units and Soldiers to conduct collective METL training while delivering operational support to the ASCCs around the world. Events consist of Mission Support (MS), support to the Joint Multinational Readiness Center (JMRC), Joint Exercise Program (JEP) exercises, ASCC Exercises, and various ASCC-driven Security Cooperation Activities (SCAs). In FY14, the ARNG deployed in excess of 14,000 Soldiers in over 155,000 man-days in support of 53 JEP/ASCC exercises, 31 JMRC missions, and 92 MS events and SCAs. To participate in ODT missions, units must conduct the first 15 days in AT status. The additional cost to the ARNG, \$23.05M, provided a 2:1 return on investment for the Army as a whole and provided exceptional training opportunities for the ARNG at a minimal cost.

Special Operations Forces

The ARNG's 19th and 20th Special Forces Groups (SFGs) and 10 regionally orientated Special Operations Detachments directly support the GCCs worldwide through USASOC and U.S. Special Operations Command (USSOCOM). In FY14, ARNG Special Operations Forces (SOF) supported multiple missions across the globe. Some of the missions conducted were battalion-sized deployments in support of the Middle East's Gulf Cooperative Counsel, company-level deployments in support of theater security cooperation initiatives in South America, detachment-level deployments in support of counter narco-terrorism missions in Asia, and two SF group-level deployments in support of JCS exercises in Jordan and Korea.

Army National Guard SOF executed more than \$10M, fulfilling critical support roles to Theater Special Operations Commands within the GCCs to counter emerging threats. Army National Guard SOF also executed more than \$12.5M to conduct vital sustainment and special skills training so specialized forces are ready to meet increasing global demand. For example, ARNG SOF received increased emphasis in foreign language training in FY14, to better enable ARNG SOF to integrate with host and allied nations in order to strengthen U.S. coalitions and empower the relationship between military forces and native populations. Sustained funding for ARNG SOF will become increasingly important beyond FY14 as USSOCOM remains the spearhead of the United States' continued fight against the global terror threat and other security concerns worldwide.

Strengthening Interoperability with Allies

State Partnership Program

68 partnerships with 74 nations spanning every Combatant Command.

In 2014, the ARNG provided approximately 12,300 Soldiers to support 72 military exercises in 73 countries. The ARNG's unique dual-mission capability, combined with Soldiers that possess a range of valuable professional skills and expertise acquired as civilians, promotes a well-rounded Soldier with a larger set of skills to solve complex problems. The National Guard's joint State Partnership Program (SPP) includes 68 partnerships with a total of 74 partner countries. Twenty-seven SPP partner countries have deployed alongside Soldiers and Airmen in Iraq and Afghanistan. This program is a vital element of the Army's security cooperation strategy as it promotes security cooperation activities for military-to-military training, disaster response, border and port security, medical, and peace enforcement operations.

In FY14, the SPP continued to forge and maintain cost-effective, small-footprint global partnerships focused on shaping the security

landscape. As one of more than 100 DoD security cooperation programs, SPP is without equal in return on investment, versatility, and enduring value in direct support of geographic CCDR goals. It has become a proven model for building enduring, long-term relationships that promote regional security while addressing national security needs—all at minimal cost. Secretary of Defense Chuck Hagel, in testimony before the House and Senate Armed Services Committees in March said “Those [SPP] relationships continue to be very strong. It will continue to be strong. It's been very effective and we look forward to find ways to broaden and expand it.” Chairman of the Joint Chiefs of Staff GEN Martin Dempsey, in the same testimony, said: “We reflect support of SPP in the budget. In fact, just this last week there were two more nations entered in to the SPP. It's a very effective program.” Over the past 22 years, the Guard has achieved great success through the various partnerships while supporting U.S. foreign policy objectives. By linking U.S. states with designated partner countries, the SPP promotes access, improves interoperability, enhances the principles of responsible governance, and builds partner capacity to meet 21st century security challenges.

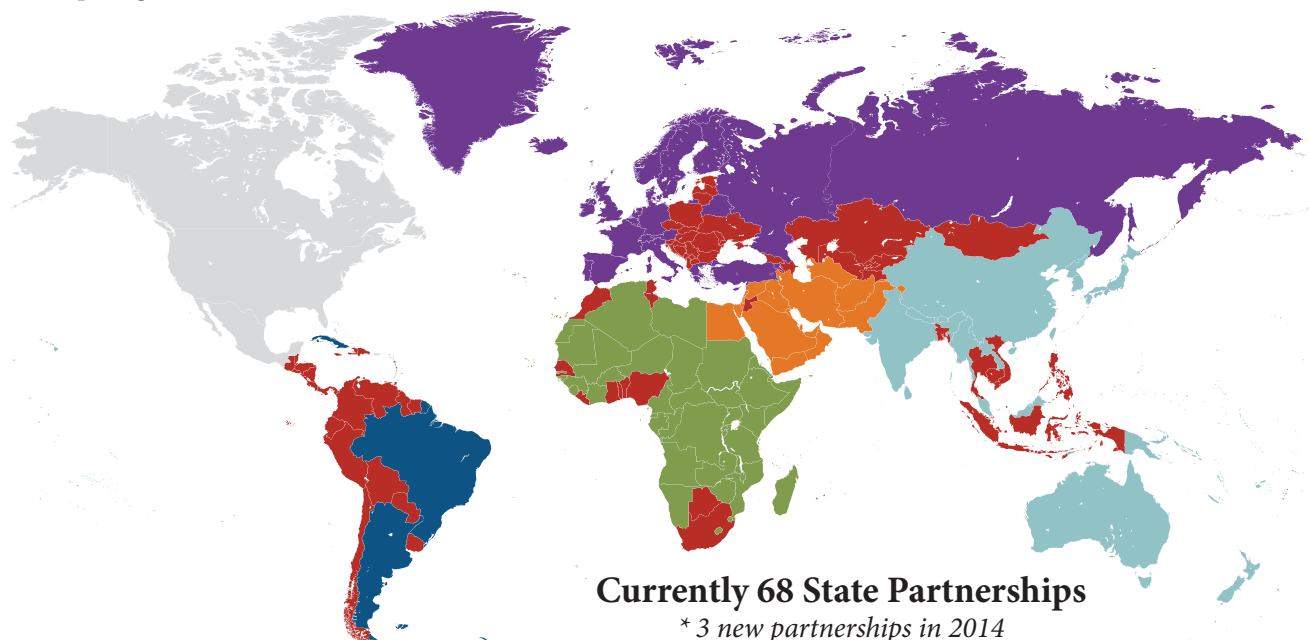
Through SPP, both the ARNG and ANG conduct military-to-military engagements in support of defense security goals. The National Guard and its SPP partner countries engage in a broad range of military-to-military and interagency activities that are scalable by way of local, state, and national conduits. Program partners engage in security cooperation activities in areas such as homeland defense, disaster response/mitigation, consequence/crisis management, interagency cooperation, border/port/aviation security, fellowship-style internships, and combat medical events that lead to training and exercise opportunities. Activities are coordinated through the GCCs, U.S. Ambassadors, and other agencies as appropriate to ensure ARNG cooperation is tailored to meet U.S. and international partners' objectives.



BG John Goodale, Commander, Idaho Army National Guard Assistant Adjutant General and Royal Cambodian Armed Forces General Hun Maneth reviewed the troops on opening day of Angkor Sentinel April 21, 2014. (Photo courtesy of Idaho National Guard)

Figure 12
State Partnership Program

State Partnership Program



USNORTHCOM - 1

Rhode Island / Bahamas (2005)

USSOUTHCOM - 22

Arkansas / Guatemala (2002)
 Connecticut / Uruguay (2000)
 Delaware / Trinidad-Tobago (2004)
 District of Columbia / Jamaica (1999)
 Florida / Venezuela (1998)
 Florida / Guyana (2003)
 Florida, Virgin Is. / RSS** (2006)
 Kentucky / Ecuador (1996)
 Louisiana / Belize (1996)
 Louisiana / Haiti (2011)
 Massachusetts / Paraguay (2001)
 Mississippi / Bolivia (1999)
 Missouri / Panama (1996)
 New Hampshire / El Salvador (2000)
 New Mexico / Costa Rica (2006)
 Puerto Rico / Honduras (1998)
 Puerto Rico / Dominican Rep. (2003)
 South Carolina / Colombia (2012)
 South Dakota / Suriname (2006)
 Texas / Chile (2008)
 West Virginia / Peru (1996)
 Wisconsin / Nicaragua (2003)

USAFRICOM - 10

California / Nigeria (2006)
 Michigan / Liberia (2009)
 New York / South Africa (2003)
 North Carolina / Botswana (2008)
 North Dakota / Ghana (2004)
 North Dakota / Togo (2014) *
 North Dakota / Benin (2014) *
 Utah / Morocco (2003)
 Vermont / Senegal (2008)
 Wyoming / Tunisia (2004)

USCENTCOM - 5

Arizona / Kazakhstan (1993)
 Colorado / Jordan (2004)
 Mississippi / Uzbekistan (2012)
 Montana / Kyrgyzstan (1996)
 Virginia / Tajikistan (2003)

USPACOM - 8

Alaska / Mongolia (2003)
 Guam, Hawaii / Philippines (2000)
 Hawaii / Indonesia (2006)
 Idaho / Cambodia (2009)
 Nevada / Tonga (2014) *
 Oregon / Bangladesh (2008)
 Oregon / Vietnam (2012)
 Washington / Thailand (2002)

USEUCOM - 22

Alabama / Romania (1993)
 California / Ukraine (1993)
 Colorado / Slovenia (1993)
 Georgia / Georgia (1994)
 Illinois / Poland (1993)
 Indiana / Slovakia (1993)
 Iowa / Kosovo (2011)
 Kansas / Armenia (2002)
 Maine / Montenegro (2006)
 Maryland / Estonia (1993)
 Maryland / Bosnia (2003)
 Michigan / Latvia (1993)
 Minnesota / Croatia (1996)
 Nebraska, Tex / Czech Republic (1993)
 New Jersey / Albania (2001)
 North Carolina / Moldova (1996)
 Ohio / Hungary (1993)
 Ohio / Serbia (2005)
 Oklahoma / Azerbaijan (2002)
 Pennsylvania / Lithuania (1993)
 Tennessee / Bulgaria (1993)
 Vermont / Macedonia (1993)

FY14 Partnerships.

**Regional Security System (an international agreement for the defense and security of the seven nations of the eastern Caribbean region, including: Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines)

The SPP delivers a strategic return on investment by establishing a network of partners willing to share the burden of regional and global security, thereby providing targeted and tangible benefits to accomplish security cooperation goals and objectives. At any one time, as many as 48 SPP partner nations have over 38,000 personnel deployed to all 14 active United Nations peace-keeping missions. Co-deployments with partner countries create new contributors to help maintain international security. For example, 28 SPP partner countries from Europe, Asia, Central Asia, and South and Central America have participated in Operation Iraqi Freedom (OIF) and OEF. Fifteen SPP partners have co-deployed forces in 79 troop rotations ranging from North Atlantic Treaty Organization Military Assistance Teams to embedded support teams. By conducting SPP activities, the ARNG can train culturally aware Soldiers and Airmen who are organized, experienced, and equipped for joint and interagency operations (stability, security, transition, and reconstruction), irregular warfare, and conventional missions around the world.

The program requires funding to maintain partnership growth as specified in the Office of the Secretary of Defense's (OSD) SPP Comprehensive Global Plan and Resource Allocation Model. Full funding for SPP, estimated at \$35M, will enhance current security cooperation activity levels and add two new partnerships per year. However, FY15 ARNG funding for SPP was cut approximately 60 percent to \$5.4M. This level of funding could negatively impact future SPP engagements as well as impair opportunities to establish new partnerships. It will also severely degrade the GCC's theater security cooperation strategy, undermine DoD defense ties with friendly and allied nations, and inhibit U.S. interoperability with friendly foreign military forces. The out-year funding will enable the ARNG to maintain global outreach with a robust and codified training regimen, maintaining full engagement of SPP at the state, DoD, and Department of State levels.

There currently are 68 partnerships with 74 nations as of the end of FY14. Despite funding challenges, expansion of the program continues with new partnerships expected in FY15. The SPP will continue to promote defense reform and modernization and provide a training venue for ARNG forces and personnel in meeting Joint and Service doctrine and training requirements.

The SPP has proven to be a distinctive and valuable engagement asset that will continue to pay dividends to peace and security for many years to come. This largely is due to all the men and women from the 54 states, territories, and partner nations who have laid the foundation of success.

Theater Security Cooperation

Approximately one third of the ARNG ODT program is executed to support global training events that build partner capacity with foreign nations and strengthen interoperability with allied countries. In FY14, the ARNG deployed more than 4,700 Soldiers around the world to support 227 SCAs and 62 exercises to strengthen interoperability with allies.

Annual Training in Support of Theater Security Cooperation

Annual Training in Support of Theater Security Cooperation (ATSSC) program provides pay and allowances, travel, clothing, death gratuity, and incapacitation pay based on statutory AT requirements to support ARNG Soldiers conducting ODT and security cooperation (SC) activities. Army National Guard Soldiers deploy to meet Outside the Continental United States (OCONUS) mission requirements under Title 10, USC status for training and operational activities that primarily consist of exercises, exchanges, and mission support. The program enables the ARNG to work with host nation security forces, building partnership capacity while supporting collective and unit-level training requirements. The ATSSC program was funded at \$40.6M in FY14 to meet CCDR support requests tied to ODT/SC requirements.

The ATSSC program generates a 3:1 return. Funds used to support theater security training opportunities improve interoperability with host nation security forces while also enhancing ARNG retention efforts providing Soldiers with dynamic overseas training opportunities. Higher retention, in turn, equates to reduced attrition costs, reduced recruiting requirements, and reduced initial entry training costs.

American, British, Canadian, Australian, and New Zealand Armies Program

Through organizations like the American, British, Canadian, Australian, and New Zealand Armies Program (ABCA), the ARNG continues to strengthen its relationships with its closest international partners and allies. The reserve components of the participating nations work through the ABCA program to identify issues related to all the forces that can be addressed or mitigated and to identify opportunities for improved interoperability through mutual training. In FY14, 438 ARNG Soldiers participated in 11 Canadian exercises executing more than 6,000 man-days, and 85 ARNG Soldiers participated in one United Kingdom exercise conducted in Canada executing more than 1,100 man-days. As with ODT, Continental United States (CONUS) exercise participants are expected to conduct the first 15 days of the main event in AT status. As such, the \$2.54M budget goes a long way in providing valuable training opportunities to the ARNG.

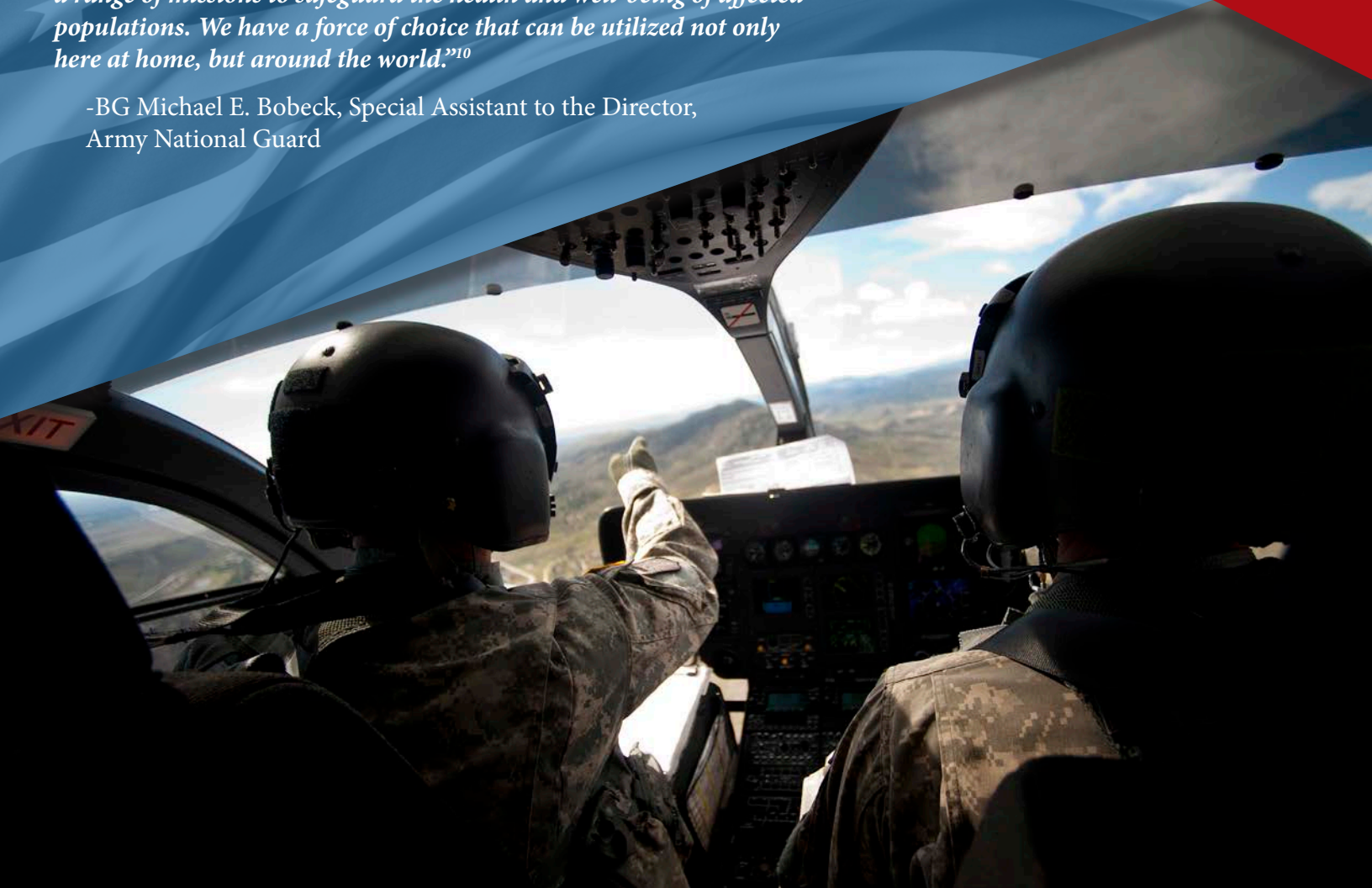


CPT Rob Cuthie, Pennsylvania Army National Guard, pointed out the brigade's battle plan with WO Dan Covert, 2 Combat Engineer Regiment, Canadian Defense Department and CPT Reed Preece. Exercise UNIFIED RESOLVE 2014 was held in March. (Photo courtesy of Canadian Defense Department)



*"With helicopters, fixed-wing aircraft and unmanned aerial systems, Army aviation in active, Guard and Reserve components can take on a range of missions to safeguard the health and well-being of affected populations. We have a force of choice that can be utilized not only here at home, but around the world."*¹⁰

-BG Michael E. Bobeck, Special Assistant to the Director,
Army National Guard





Aviation Readiness

Following some 13 years of overseas and domestic operations, today’s ARNG is a modern, accessible and interoperable force that trains and performs in conjunction with its Active Duty component counterpart. The ARNG owns and manages approximately 43 percent of the Army’s manned and unmanned aircraft. These assets are a critical force multiplier during overseas operations and are the most immediately available aircraft to the states, territories, and District of Columbia for support to civil authorities. Since September 11, 2001, the ARNG has mobilized and deployed all of its combat aviation forces in support of operational needs at home and in Iraq, Afghanistan, Kosovo, Kuwait, Sinai, the Horn of Africa, or Germany. In FY14, ARNG Aviation conducted hundreds of missions OCONUS in Support of OEF, Kosovo Forces (KFOR), and Multinational Force and Observers–Sinai. Army National Guard Aviation also supported CONUS training exercises and more than 1,600 domestic operations missions, and conducted intense aircrew and aviation unit training to sustain readiness.

Aviation Support to Civil Authorities

Army National Guard Aviation experiences new domestic challenges every year. The ARNG fielded requests for aviation personnel, equipment, and supplies throughout the United States in response to hurricanes, tornadoes, fires, floods, and search and rescue (SAR). In FY14, ARNG Aviation flew 4,145 hours in support of 525 civil support missions across the country. These domestic operations included 3,035 ARNG Soldiers. Specific examples include 1,636 hours flown and more than 9.5 million gallons of water dropped to combat wildfires and 756 hours flown in response to hurricanes, tornadoes, floods, and requested medical evacuation (MEDEVAC) and SAR. In addition, ARNG Aviation flew 13,213 hours supporting 1,118 counterdrug missions and assisted Law Enforcement Agencies in seizing drugs, properties, vehicles, weapons, and currency valued at \$1.9B.

By direction of the Secretary of Defense, the ARNG continues to deploy rotary-wing aircraft to Texas and Arizona as part of Operation Phalanx in direct support of U.S. Customs and Border Protection (USCBP). Operation Phalanx continues to provide USCBP with invaluable aerial detection and

Top Left Photo: Missouri Army National Guard 1-135th AH-64D Apache Longbow Attack Reconnaissance Battalion on the flight line conducting pre-deployment training in support of Operation Enduring Freedom. The Apache unit’s home base is one of the many multiple joint-force partners on Whiteman Air Force Base, Missouri. *(Photo by Mr. Todd Ellis of Ellis Photography in St. George, Utah)*

Bottom Left Photo: CWO 4 Mike Eger, a pilot with the Colorado Army National Guard’s 2nd Battalion, 135th Aviation Regiment, left, and CWO 4 Troy Parmley, a pilot with D Company, 3rd Battalion, 148th Aviation Regiment, fly at a UH-72 Lakota helicopter over flooded areas as part of relief and recovery operations near Fort Collins, Colorado, September 18, 2013. *(Photo by SFC Jon Soucy)*

10. BG Michael E. Bobeck, Special Assistant to the Director, ARNG, discussing civil support and consequence management during the Association of the United States Army Aviation Symposium. Dated January 14, 2013, in Arlington, Virginia.

monitoring, enhancing USCBP's ability to detect, interdict, and disrupt Transnational Criminal Organizations/Drug Trafficking Organizations. UH-72As are employed by the ARNG on the Southwest Border and are equipped with mission equipment packages that provide unique capabilities for detection and surveillance. Army National Guard Soldiers flew over 8,300 hours in support of USCBP in FY14. As a direct result of ARNG Aviation support, USCBP made over 86,871 apprehensions of undocumented aliens and seized over 249,700 pounds of marijuana illegally entering the United States.

Combat and Theater Aviation Brigades

The ARNG has eight Combat Aviation Brigades (CABs) and four Theater Aviation Brigades (TABs). These are in addition to the 12 CABs and one TAB currently organized in the Active Army and USAR. Each CAB has about 2,550 Soldiers, including 350 aviators, and each TAB has about 2,300 Soldiers, including 400 aviators. All of the eight CABs include HH/UH-60A/L/M Blackhawks, CH-47D/F Chinooks, and AH-64D Apaches. Six of the eight ARNG CABs have an organic Security and Support Battalion equipped with UH-72A Lakotas. The TABs are equipped with HH/UH-60A/L/M Blackhawks, and CH-47D/F Chinooks, but no AH-64D Apaches. The ARNG also has one stand-alone Air Cavalry Squadron (ACS), consisting of three OH-58D Troops and one UH-60 Troop.

ARNG Aviation Training Sites

The Eastern, Western, Fixed-Wing, and High-Altitude ARNG Aviation Training Sites (AATSs) continued to support ARNG aviation training requirements as well as augment the Army's overall training capacity to meet both surge and sustainment training needs. The AATS are indispensable partners in the Army Total Army School System. During FY14, the AATS trained 800 aviators and 570 enlisted crew members, while performing over 13,660 flight hours in support of training courses.

The Eastern AATS, at Fort Indiantown Gap, Pennsylvania, focuses on utility and cargo aircraft training. In FY14, the Western AATS, at Marana, Arizona, divested its AH-64 and OH-58 training (UH-60 and CH-470/F) capabilities and began qualification training for the UH-60 and UH-72A. This reflects the increased Army-wide requirements for training on these utility airframes. The Western AATS will conduct all UH-72A training for the Army starting second quarter FY15. The Fixed-Wing AATS (FWAATS), at Bridgeport, West Virginia, conducts fixed-wing training on the C-12 and C-26 aircraft. It closed out its graduate training courses for the C-23 in FY13 due to the retirement of this airframe. Fixed-Wing AATS continued training qualifications for Aerial Sensor Operators (ASOs) in support of the ongoing Observe, Detect, Identify, and Neutralize (ODIN) mission in Afghanistan in FY14.

The High-Altitude AATS, at Gypsum, Colorado, conducts mountain flying and power management training for aviators of all Army components, as well as other Services and nations. This training has proved especially beneficial for those aircrews deploying to Afghanistan and is a critical risk reduction measure for aviators assigned there.

As requirements evolve, the AATS deliver for the Aviation Enterprise a flexible and responsive training capability that both supplements and complements the Aviation Center of Excellence at Fort Rucker, Alabama.

Theater Aviation Sustainment Maintenance Group

The ARNG Aviation Maintenance Program delivers sustainment-level maintenance in support of ARNG Aviation aircraft through four regionally aligned Theater Aviation Sustainment Maintenance Groups (TASMGs). The TASMGs deliver aviation maintenance support to the state Army Aviation Support Facilities (AASFs) through the Repair and Return program and the Repairable Management Program for aircraft and aircraft components. In addition to performing back-up field-level maintenance, airframe and component repair, stripping/painting operations, and battle/crash-damage assessment and repair, the TASMGs also function as the regional aviation repair parts Supply Support Activity, and central repair parts funds management sites.

In FY14, the TASMGs collectively managed the requisition, removal, installation, and disposition of more than \$300M in Class IX repair parts. The TASMGs continue to prove themselves as cost-efficient organizations through an innovative supply management system that puts excess and unaccounted repair parts back into the supply chain. In FY14, through the judicious execution of a \$150M depot-level sustainment budget, the TASMGs realized an estimated \$250M in cost-avoidance savings to the Army and the ARNG. In addition, the TASMGs continue to develop their National Maintenance Program capabilities that support the Army Working Capital Fund, as well as continued sustainment-level support to OCOs on a rotational basis.

ARNG Aviation Support Facilities

Army National Guard aviation units operated from 105 aviation support, training, and maintenance facilities with one additional limited facility being planned. In FY14, the ARNG had four Aviation Support Facility projects, one Tactical Unmanned Aircraft System operating Facility, and one Maintenance Storage facility under construction, with construction costs totaling \$132.8M to support facility modernization and new unit equipment fielding. The Future Years Defense Program for FY14 to 19 includes six new projects for Aviation Support Facilities and Aviation Readiness Center construction projects to meet ARNG aviation training, maintenance, and mission requirements.

ARNG Aviation Modernization

Army National Guard aviation units generally mirror the AC's organizational structure and have benefited from a strong modernization program. The eight ARNG divisional CABs, four TABs, and the separate ACS are fully interoperable members of the Army aviation team, with nearly 100 percent fill of all aircraft. The emphasis is now on upgrading and/or replacing older model aircraft. The equipping and modernization details for each type of aircraft system in the ARNG are covered in the following section.

Rotary-Wing Aircraft



UH-72A Lakota

The ARNG has an Army-approved fielding plan for 212 UH-72A aircraft by second quarter FY15. At the end of FY14, a total of 202 UH-72As were fielded in the ARNG. The UH-72A aircraft is a Commercial-Off-The-Shelf platform with a mission profile that includes reconnaissance, observation, air transport, MEDEVAC, and aerial command and control plus overseas operations in permissive environments. Of the 212 Lakota aircraft, 144 will be assigned to the three Security and Support (S&S) Companies in each of the six S&S battalions at 24 aircraft per battalion, and a total of 48 UH-72A MEDEVAC-configured aircraft will be assigned to equip the fourth flight company of the six S&S battalions. An additional 20 aircraft will be incorporated within the AATS program. One hundred seven of the S&S aircraft will be retrofitted with a Mission Equipment Package (MEP) consisting of the following: Electro Optical/Infra-Red sensor, searchlight, moving map display, cockpit screens, cabin operator screen, digital video recorder, and data downlink. The MEP cost is approximately \$1.5M per aircraft. These UH-72A aircraft replaced obsolete OH-58A/Cs in the ARNG's six S&S battalions and play a significant and continuing role in meeting the nation's homeland security/defense requirements by providing support to civil authorities.



AH-64A/D Apache/Longbow

The ARNG continues to divest legacy AH-64D Longbow Apache Block I aircraft to support the Army's Block II Remanufacture effort. Block II airframes, with upgraded software and weaponry, are being cascaded from the Active Component to the ARNG. Future Longbow upgrades, the AH-64E (Block III) model will further enhance the aircraft's capability. Although no official ARNG fielding plan is in place for the AH-64E, it is projected that the first ARNG attack reconnaissance battalion will be modernized with the AH-64E in the FY16 or FY17 timeframe, pending the final outcome of the Army's current Aviation Restructure Initiative. Of the 192 authorized AH-64Ds, the ARNG has 176 AH-64Ds, including 57 Block I and 119 Block II aircraft at the end of FY14. All ARNG AH-64s are slated for transfer to the active component under the Aviation Restructuring Initiative, leaving no ARNG Apache capabilities to augment the Active Component.



OH-58D Kiowa

At the end of FY14, the ARNG maintained 27 of its authorized 30 OH-58D aircraft. The ARNG completed modifications on all OH-58D aircraft in early FY14 in preparation of a mid-FY14 deployment in support of OEF. The ARNG deployed 15 aircraft to RC-South in support of 16th CAB/OEF. All deployed aircraft and ARNG personnel are due to return in the first quarter of FY15. Regrettably, the OH-58 is slated for divestiture under the Aviation Restructuring Initiative.



UH/HH-60A/L/M Black Hawk

The ARNG concludes FY14 with a mix of UH/HH-60M, UH/HH-60L, and UH-60A utility helicopters in its fleet. The ARNG has a total requirement for 849 H-60 helicopters (534 UH-60 utility and 315 HH-60 MEDEVAC). By the end of FY14, the ARNG reached the full requirement of 849. The Department of the Army is retiring older UH-60As over the coming years, mostly from the ARNG's fleet. Replacing the Guard fleet with the more modern UH-60L and UH/HH-60M models is a top priority. Currently, the scheduled conversion will result in 201 H-60Ms fielded by FY19. Approximately 400 of the remaining H-60s will be H-60Ls, which will leave roughly 250 aging H-60As in the ARNG fleet in FY19. The conversion of the 21 ARNG MEDEVAC companies from 12 to 15 aircraft, approved in FY10, continued on pace in FY14. The ARNG HH-60 fill, the new MEDEVAC company design conversion, should also be complete by FY17.



CH-47F/CH-47D Chinook

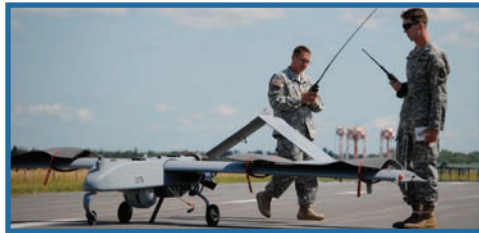
At the end of FY14, the ARNG maintained its authorization of 161 CH-47 aircraft. The ARNG's CH-47 fleet modernization continues with divestiture of CH-47Ds and increase to 89 CH-47Fs on hand by the end of the calendar year. Fielding remains on schedule to achieve a CH-47F pure fleet no later than FY18. In FY14, the ARNG successfully deployed two CH-47F helicopter units in support of OEF.

Unmanned Aircraft Systems



RQ-11B Raven

The RQ-11B Raven Small Unmanned Aircraft System (SUAS) (three aerial vehicles per system) have been fielded to all battalions within the ARNG's 28 BCTs and two SFGs. The ARNG is continuing to field the Raven to combat support military police companies, engineer companies (sapper), and selected other units. Due to an Army programmatic freeze—driven primarily by recovery of systems from Afghanistan—the ARNG did not receive any additional RQ-11Bs in FY14. However, the Army's Raven fielding is slowly restarting in first quarter FY15. By the end of FY14, the ARNG had fielded just over 600 of its required 982 systems (61 percent fill), with full completion now projected by end of FY19. In addition, the Army has approved a near-future requirement to replace or supplement some Ravens by fielding a “family” of SUAS to units. This SUAS “family” would consist of the RQ-20 “Puma”, the RQ-11B “Raven”, and a small hovering type Unmanned Aircraft System (UAS) to be determined.



RQ-7B Shadow

A total of 32 RQ-7B (v1) Shadow Tactical UAS (TUAS) equipment systems have been successfully fielded to the ARNG and are equipping 28 BCTs, two SFGs, and the ARNG UAS Flight Center at Camp Shelby, Mississippi. All 32 of these TUAS sets are scheduled to be replaced between FY15 and FY19 with the upgraded Shadow RQ-7B (v2) sets with Tactical Common Data Link and Universal Ground Control Station. In addition, the Army has decided to extend Shadow fielding to include 10 AH-64 squadrons in the active Army (1 per Division), which each will receive three Shadow platoons, for a total of 30 added Shadow platoons in the Army total force.



MQ-1C Gray Eagle

The large MQ-1C Gray Eagle (Extended Range Multi-Purpose UAS) is a division asset that currently will not be fielded to the eight ARNG divisions due to Army funding and equipment shortages. The Army will form all “Gray Eagle” units in the Active Component (AC); however, when any ARNG CAB deploys to a theater where Gray Eagle capabilities are required, the Army will provide that “Gray Eagle” company.



One Station Remote Video Terminal

During FY14, two units within the ARNG received their initial issue of the most modern (-50) version of the One Station Remote Video Terminal (OSRVT), which includes the Rover-6 capability. The remainder of the 1,019 systems designated for the ARNG will start fielding in mid-FY16 and extend through FY18. The OSRVT is capable of providing commanders on the ground with imagery taken from unmanned air vehicles, robotic systems, and traditional reconnaissance, surveillance, and target acquisition platforms. It delivers improved situational awareness (SA) through receipt of full motion video, imagery and telemetry data from a variety of unmanned platforms, robotic systems, and manned sensor payloads. This increased SA allows commanders to avoid mission disruptions/aborts caused by improvised explosive devices, unexploded ordnance emplacements, ambushes or any like-combat hazard, and aids in battle damage assessment and tactical unit maneuvering with greater speed and precision while avoiding enemy strengths.

Operational Support Airlift Agency

The mission of the Operational Support Airlift Agency (OSAA) is to provide leadership, command and control, direction, and guidance for the ARNG's fixed-wing community. This includes providing safety, training, standardization, readiness, maintenance, and resourcing oversight for 80 separate units and the approximately 700 personnel assigned or attached to OSAA, its Regional Flight Centers (RFCs), and throughout the states, territories, and District of Columbia. Equipped with C-12, C-26, and UC-35 aircraft, OSAA remains a force multiplier, executing worldwide missions in support of wartime, homeland defense, and peacetime contingency requirements.

From its inception, OSAA has performed its mission using unique resources. Operational Support Airlift Command (OSACOM), OSAA's predecessor and now subordinate, was approved as an organic unit under NGB on January 18, 1994. The airlift command consists of a battalion-size headquarters and four RFCs, which are located at Fort Belvoir, Virginia; Fort Hood, Texas; Joint Base Lewis-McChord, Washington; and Joint Base Elmendorf-Richardson, Alaska. The OSACOM flies throughout the United States and around the world in support of the DoD and other departments and agencies. The OSACOM aircraft routinely support military operations and relief operations from across the globe, including Kuwait, Afghanistan, Guantanamo Bay, Haiti, Djibouti, Colombia, and many other locations. On a daily basis, OSACOM State Flight Detachments (SFDs) and RFCs support official travelers to meet worldwide mission requirements.

The OSAA, the brigade-level command and control organization for OSACOM since 2003, controls the ARNG SFDs and RFCs operationally and logistically to provide operational support airlift as tasked by the Joint Operational Support Airlift Center (JOSAC). The JOSAC is an integral part of the U.S. Transportation Command and is responsible for coordinating operational support airlift for the DoD.

The metrics for OSAA and its supporting units are impressive. In 2014, OSAA flew more than 37,000 hours CONUS and OCONUS, moving 64,557 passengers and 926,589 pounds of cargo while executing a wide range of priority airlift missions as well a great variety of missions that enhance national security.

Fixed Wing Aircraft



C-12U Huron

The C-12U Huron is a twin engine turboprop passenger airplane capable of transporting up to eight personnel for high-priority missions. There are 57 C-12s in the ARNG inventory, with seven deployed in support of combat operations as of September 2014. When stateside, these aircraft maintain wartime readiness by executing real-world missions, transporting critical DoD leadership and staff in a time-sensitive and efficient manner. C-12s transport emergency managers and state officials in the event they are flown in SAD for civil support missions.



C-26 Metroliner

The C-26 Metroliner, a nonstandard Army aircraft, is a twin engine turboprop passenger airplane capable of transporting up to 14 personnel for high-priority missions. There are 11 C-26s in the ARNG inventory, with two deployed in support of combat operations.



UC-35 Citation

The UC-35 Citation is a twin engine passenger jet capable of transporting up to seven personnel for high-priority missions. There are four UC-35s in the ARNG inventory. When stateside, these aircraft maintain wartime readiness by executing Operational Support Airlift (OSA) missions, transporting critical DoD leadership and personnel in a time-sensitive and efficient manner.

Non-Standard Mission Support

During 2014, OSAA supported U.S. Forces-Afghanistan with Task Force (TF) Communications Electronic Attack Surveillance and Reconnaissance (CEASAR). Deployed by OSAA and currently on its fifth rotation, TF CEASAR uses modified C-12 aircraft and is solely manned by mobilized ARNG personnel to provide operational support to deployed forces.

The other non-standard fixed-wing ARNG mission is Task Force Observe Detect Identify Neutralize-Afghanistan (TF ODIN-A). Under the OSAA banner, the eighth rotation of this company-size element arrived in theater in June. Equipped with King Air 300 (KA300) Medium Altitude Reconnaissance and Surveillance System aircraft, TF ODIN-A crews have played a major role in delivering on-the-spot intelligence, in real time, to Soldiers on the ground including improvised explosive device locations and entry and exit routes to villages.

In addition to supporting various operational missions throughout the United States, OSAA aircraft transported much-needed supplies and personnel during Operation Beyond the Horizon and other humanitarian requirements throughout the U.S. Southern Command's Area of Responsibility. These aircraft were instrumental in supporting U.S. Southern Command's operations in Guantanamo Bay, Guatemala, Colombia, and other locations throughout Central and South America. Operational Support Airlift Agency developed a habitual relationship with Joint Inter-Agency Task Force South and conducted multiple U.S. State Department-directed U.S. Embassy support missions throughout South and Central America as well as the Caribbean. During FY14, OSAA conducted four rotations supporting more than 15 U.S. embassies.

New Training Initiative

In 2014, OSAA began an upset recovery training initiative. This valuable training prepares pilots to properly react to emergencies and situations they may encounter in flight that cannot be fully replicated in a simulator. It increases the pilots' ability to recognize and avoid unstable aircraft situations and improves their ability to recover aircraft control in the event that avoidance is not successful.

ARNG Fixed-Wing Aviation Site

The FWAATS, located in Bridgeport, West Virginia, is a U.S. Army Training and Doctrine Command-approved Learning Institution of Excellence. The FWAATS works closely with OSAA as the proponent for all fixed-wing operations, training, and standardization issues and with the ARNG Aviation and Safety Division to improve training and unit readiness for all ARNG fixed-wing units. The FWAATS responded to the increasing need for special electronic mission aircraft pilot training by continuing to qualify pilots in the KA300 and KA350 aircraft to deploy in support of TF ODIN in FY14. Task Force ODIN pilots received initial qualification and special mission training, and select pilots received advanced instrument examiner training, instructor qualification, and standardization training.

The FWAATS also conducts Mission Rehearsal Exercises for the ODIN ASO, where ASOs train as a part of their deploying air crews. The pilots gain experience using in-country tactics, techniques, and procedures, and focus on crew coordination and team building. This training includes the special operations forces that will be operating as the ground forces during real-world missions, thus creating realistic and efficient training for both the special operators and the pilots. Since beginning the KA350 training, the FWAATS has qualified over 300 active component Army, Army Reserve, and ARNG pilots.

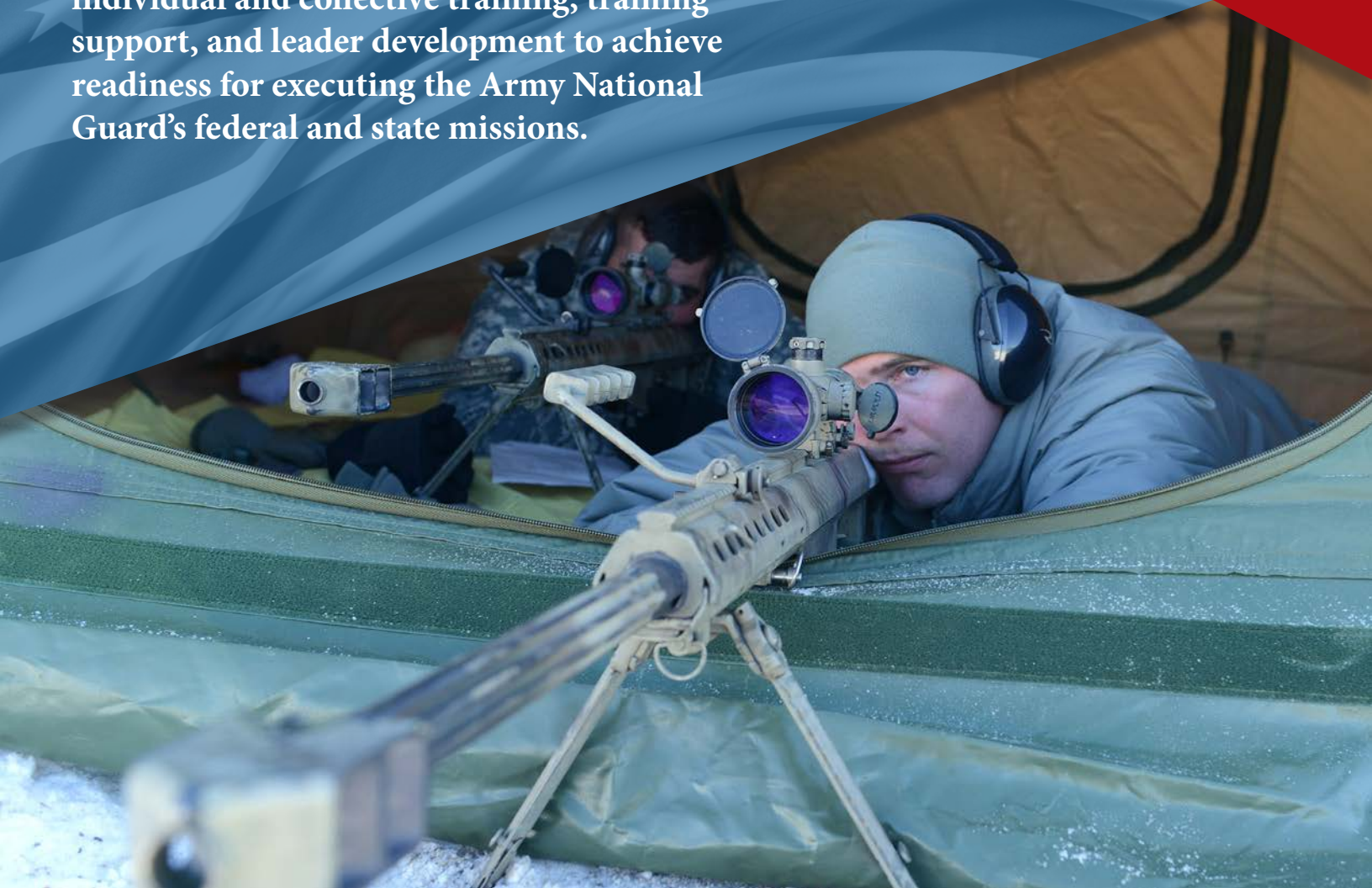
In 2014, the FWAATS began conducting its first ever Maintenance Test Pilot course. It has been conducted three times this year in a beta phase, awaiting final approval of the Program of Instruction. The FWAATS C-26 section continued to support other contingency operations, including Afghanistan, as well as homeland defense. The FWAATS conducts initial C-26 qualification for ARNG pilots and advanced instrument examiner qualifications in support C-26 unit readiness and safety.





G3 Training Mission:

Plan, develop, and execute strategies, policies, and resource programs for individual and collective training, training support, and leader development to achieve readiness for executing the Army National Guard's federal and state missions.





Training Readiness



The ARNG must maintain a high level of training for current operational environments and domestic support, preparing its leaders and Soldiers through education and realistic training. The mission of the ARNG's Training Division is to plan, develop, and execute strategies, programs, and resources for individual and collective training in live, virtual, and constructive training environments. The ARNG's goal is to achieve readiness for executing the ARNG's federal and state missions.

Over the course of its 378-year history, the ARNG has never been better trained and more ready to serve at home and abroad. Army National Guard units have been integrated with Army and USAR units in large-scale, live-training exercises and environments, especially over the last decade. These opportunities have enabled ARNG units and Soldiers to remain interchangeable with their AC counterparts, ready to mobilize with AC forces for federal missions worldwide.

The ARFORGEN model has enabled the ARNG (as a part of the Army's Total Force) to successfully satisfy the high demand for conventional ground forces. Army Force Generation is defined as the structured progression of unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units. These units are prepared for operational deployment in support of CCDRs. Army Force Generation requirements drive priorities for recruiting, organizing, manning, equipping, training, sustaining, and mobilizing units on a cyclical basis (typically five-year cycle for ARNG units).

Mission Command Training Support Program

The mission of the ARNG Mission Command Training Support Program (MCTSP) is to provide mission command (MC), information system operator, and staff training support in digital and analog environments. Mission Command is the exercise of authority and direction by commanders to empower agile and adaptive leaders to conduct unified land operations. This training develops trained operators and proficient staff members to achieve ARFORGEN aim points. Training support is provided primarily at each unit's home station, but commanders can request onsite training at any of the ARNG Mission Training Complexes (MTC).

The ARNG is required to provide MC training support for 143 ARNG units (brigade and above) and 167 AC battalions. The ARNG MCTSP provides MC training from five MTCs located at Atterbury-Muscatatuck, Indiana; Camp Dodge, Iowa; Fort Indiantown Gap, Pennsylvania; Gowen Field, Idaho; and Fort Leavenworth, Kansas. Mission Training Complexes are configured as MC training capability hubs that serve geographically dispersed ARNG units. Each MTC serves a region based on unit density and can support other MTCs to ensure training requirements are met. Each MTC provides mobile training teams and constructive simulations to support MC training at unit home station or at one of the MTCs. Training events range in scope from the military decision-making process at the battalion staff level to ramp up for division warfighter exercises (WFX).

In FY14, the MCTSP delivered training to all eight ARNG divisions, four of the six general officer commands (369 events), 104 of the 129 brigades (1,397 events), and 223 of 503 battalions (1,881 events). Approximately 117,210 Soldiers were trained in FY14, and the MCTSP executed \$43.9M in support of 3,647 training events performed at ARNG MTCs, unit home stations, or local training areas. Ongoing training maintains operability and sustainment of all mission command systems and aids in integration of information to the commander and staff for execution. Distributing training to a location of the commander's choosing reduces travel time and maximizes training. This enhances the MC capabilities

Top Left Photo: New Jersey Army National Guard drill instructors trained Albanian Officer candidates of Albanian Officer Candidate Class 1 at Joint Base McGuire-Dix-Lakehurst, New Jersey, May 9, 2014. Albania was the first State Partnership Program country to send its Officer Candidates to the United States to attend an Officer Candidate School (OCS) program. The 12-week program is modeled after the active-duty program at Fort Benning, Georgia and includes classroom instruction and physical and leadership training. (Photo by MSgt Mark C. Olsen, Air National Guard)

Bottom Left Photo: Soldiers with Minnesota Army National Guard Sniper Section, 2nd Combined Arms Battalion, 136th Infantry Brigade prepared weapons and equipment for training in Minnesota on Camp Ripley's wintry terrain. Winter training is necessary to gain experience in cold weather operations and survival. (Photo by Army SSG Anthony Housey, Minnesota National Guard)

of ARNG Soldiers, staff, and commanders, better preparing them for mobilization, deployment, and missions in support of the states, territories, and District of Columbia.

eXportable Combat Training Capability

The ARNG eXportable Combat Training Capability (XCTC) program is a tailorable, fully instrumented program of record that enables BCTs to achieve platoon-level proficiency (maneuver and live fire) and company-level proficiency (maneuver and live fire) for functional/multi-functional brigades. The XCTC program fulfills training requirements as directed by the ARFORGEN model and the Army Training Strategy, assisting brigade commanders in utilizing their mission essential task lists to develop training that will certify platoon- and company-level proficiency. The XCTC currently is the only program available to the ARNG capable of training a brigade-sized organization in a 15- or 21-day timeframe at the low level of funding currently available.

In FY14, XCTC rotations were conducted at Fort Pickett, Virginia; Camp Shelby, Mississippi; Camp Grayling, Michigan; Camp Blanding, Florida; Fort McCoy, Wisconsin; Gowen Field, Idaho; and Fort Hood, Texas. Four infantry BCTs, two armored BCTs, one fires brigade, two functional/multi-functional brigades, and seven active duty battalions received training, resulting in 196 ARNG companies and 18,755 ARNG Soldiers trained. In FY14, XCTC executed \$44.6M in OPTEMPO funding.

Warrior Training Center

The ARNG Warrior Training Center (WTC) is located on 43 acres (under a five-year real estate license to the ARNG) at Camp Butler in the Harmony Church area of Fort Benning, Georgia. The ARNG WTC trains more than 5,500 Soldiers annually in critical functional and special skills, which include the Ranger Training Assessment, Air Assault, Pathfinder, Rappel Master, Bradley Training Assessment, Vehicle Crew Evaluator, Basic and Tactical Combatives, Master Fitness Trainer, Light Leader, Abrams Training Assessment, and Senior Gunner courses. These courses produce highly skilled and qualified personnel imbued with the warrior ethos who serve in the ARNG in both domestic and OCO missions. Trainers provide comprehensive subject matter expertise, supporting ARNG collective training through XCTC, gunnery support, and simulation fielding.

Alpha Company conducts the Ranger Training Assessment (RTAC), the Basic and Tactical Combatives, the Master Fitness Trainer,

and Light Leader courses. The purpose of the RTAC is to prepare Soldiers to succeed at the U.S. Army Ranger Course. The course consists of 17 days of training. The first week is designed to mirror the first week of Ranger School. The second week is designed to coach, teach, and mentor students during the patrol phase of the course.

Bravo Company conducts the Air Assault, Pathfinder, and Rappel Master courses. Air Assault teaches Soldiers the various types of missions performed by rotary-wing aircraft, aircraft safety, aero-medical evacuation procedures, pathfinder operations, principles and techniques of combat assaults, rappelling techniques, and sling-load operations. Pathfinder teaches Soldiers technical expertise in planning and executing air movement, air assault, airborne, and air re-supply operations for rotary- or fixed-wing aircraft.

Charlie Company conducts multiple courses with respect to the Bradley Fighting Vehicle platform, including the Bradley Training Assessment and Vehicle Crew Evaluator courses. Charlie Company also teaches NET on small arms simulators.

The simulation team also conducts government testing and fielding for the Virtual Convoy Operations Trainer, Tabletop Full Fidelity Trainers, Conduct of Fire Trainers (COFT), Advanced Bradley Fully Interactive Skills Trainer, and the Fire Arms Training System.









Delta Company conducts multiple courses involved with the Abrams Fighting Vehicle platform, including Abrams Training Assessment (ATAC) and Senior Gunner Courses. Delta Company also teaches NET on Abrams platform simulators. The ATAC trains Soldiers on the Abrams fire control system, gun tube orientation, troubleshooting, Abrams maintenance, gunnery skills test, and gunnery training management. The mission of the Simulations New Equipment Training Team is to train Soldiers and support ARNG units with Abrams simulator NET. This is accomplished through the Abrams Senior Instructor Operator and Instructor Operator resident and MTT courses. The simulation team also conducts government testing and fielding for the Individual Gunnery Trainer and COFT.

Training Support

The ARNG Training Support branch manages three major training support programs: Range and Training Land Program (RTLTP), Integrated Training Area Management (ITAM), and Soldier Training Support Program (STSP). Program funding totaled

Training Year 2014 Schedule

Table 3
Training Year
2014 Schedule

Rotation Number	State	Unit	Dates 2014	Location
XCTC 14-01	VA	116 IBCT 	14 - 28 June	Fort Pickett, VA
XCTC 14-02	TN	278 ACR 	7 - 27 June	Camp Shelby, MS
XCTC 14-03	NH	197 FiB 	12 - 27 July	Camp Grayling, MI
XCTC 14-04	FL	53 IBCT 	12 July - 1 August	Camp Blanding, FL
XCTC 14-05	IA	2/34 IBCT 	26 July - 15 August	Fort McCoy, WI
XCTC 14-06	ID	116 HBCT 	3 - 23 August	OCTC, Gowen Field, ID
XCTC 14-07	TX	72 IBCT  71 BfSB 	19 July - 2 August	N. Fort Hood, TX

\$90.75M in FY14 for range maintenance and manpower for range operations, training and support, training support center operations, and minor (under \$750,000) construction projects.

The RTLP executed \$46.5M to sustain and operate all ARNG weapons ranges. This includes the construction of 29 small arms ranges at a cost of \$8.9M. The ITAM program executed \$21.6M to repair, reconfigure, and sustain 1.3 million acres of training land on 61 different training sites in 40 states. The STSP executed \$13M to provide contractor and aviation support at 12 ARNG training support centers and flight facilities. This includes the construction of 16 facilities at a cost of \$7.6M. In addition, the STSP program executed \$14M to maintain all fielded training aids, devices, and simulators. These programs are critical components of ARNG home station training. The lack of these mission-critical resources would prevent ARNG units from meeting required readiness goals.

Individual Training

The ARNG Individual Training Branch (ARNG-TRI) manages funding and allocation for Duty Military Occupational Specialty Qualification (DMOSQ) training; Professional Military Education (PME) for non-commissioned officers through the Non-commissioned Officer Education System; PME for commissioned officers through the Officer Education System; and functional courses for ARNG Soldiers. The ARNG-TRI also directs individual training transformation activities such as the One Army School System initiative. It also manages the Army Training Requirements and Resources System (ATRRS) on behalf of the Director, ARNG. The directorate plans, programs, budgets, and executes funding for the states, territories, and District of Columbia based on the Army Program for Individual Training (ARPRINT). Costs for ARPRINT are calculated based on the Individual Training Resource Model and are distributed to states according to the ATRRS Funding Allocation Model with guidance from the ARNG directorate priorities.

In FY14, the initial skills (DMOSQ) program, designed to provide initial skills qualification in alignment with a Soldiers' MOS, was funded at \$229.6M. The ARNG DMOSQ rate is currently 84.9 percent. In FY14, PME was funded at \$224.1M, and the ARNG trained approximately 34,433 Soldiers. Officer Candidate School was funded \$8.4M and trained 3,143 Officer Candidates.

Annual Training Program

The Annual Training Program was funded at \$703M in FY14 and provides pay and allowances, retired pay and accruals, travel, clothing, death gratuity, incapacitation pay, and basic allowances for housing (BAH) and subsistence for the statutory AT program. Funds include additional days in excess of statutory requirements for events related to collective and unit-level validation training, non-funded OCO requirements as part of pre-mobilization training, and training support before or after AT cycles (e.g., advance/rear party, pre-camp/site reconnaissance, and general administration/logistics support requirements).

Combat Training Center Program

The CTC program generates ready units and agile leaders more certain in their ability to operate in complex environments. The CTCs lead the Army's transition to unified land operations by stressing realistic, sustained, multi-echelon, and fully integrated collective combat training in a decisive action training environment.

Training opportunities funded through the CTC program allow the ARNG to meet requirements in accordance with the Army Total Force Policy and the Army Training Strategy. The program successfully executed \$61M of pay/allowances and OPTEMPO funds, enabling between 70 and 80 units to participate in exercises at the National Training Center, Fort Irwin, California; Joint Readiness Training Center, Fort Polk, Louisiana; and Mission Command Training Center, Fort Leavenworth, Kansas. The ARNG continues to send one armored BCT to the National Training Center and one or two IBCTs to the Joint Readiness Training Center every year in accordance with the Army Training Strategy.

Army National Guard units conduct warfighter exercises (WFXs) as part of the Chief of the Staff of the Army's intent for a multi-component simulated exercise program. The WFXs allow combatant commanders to leverage their regionally aligned corps and division relationships. In the summer of 2014, ARNG executed two WFXs with two ARNG divisions, 17 ARNG brigades, four AC brigades, and two theater sustainment commands, consisting of 16,244 Soldiers and support staff. All ARNG divisions and BCTs in ARFORGEN training year two and deployable functional and multifunctional

brigades in training year three are scheduled for their respective WFXs with the purpose of the continual development of staff and units in the execution of the current U.S. Army warfighting doctrine.

The 86th IBCT (Vermont ARNG) successfully executed a Joint Regional Training Center rotation in FY14. Additionally, more than 15,000 ARNG Soldiers from the 54 states, territories, and District of Columbia provided company- and battalion-sized sustainment, maneuver enhancement, aviation, and opposing forces in support of active component rotations. The participation of ARNG units at the CTCs helps maintain training readiness and offers invaluable support to deploying BCTs. Those BCTs not receiving a CTC rotation during training year three are considered for an alternate training opportunity.

Army National Guard Professional Education Center

The ARNG Professional Education Center (PEC) trains ARNG personnel and supports training events to enhance ARNG readiness. Located in Little Rock, Arkansas, the PEC has recently undergone the rigorous U.S. Army Training and Doctrine Command accreditation process, becoming the ARNG's premier accredited Center of Excellence.

With a total federal budget of approximately \$32M, the National Guard PEC is the only organization within the ARNG that delivers standardized training for full-time ARNG personnel of the 54 states, territories, and District of Columbia. The PEC is located at Camp Robinson, Arkansas and is comprised of six training centers and nearly 600 staff members including military, Department of the Army civilians, state personnel, and contractors. The PEC instructs more than 20,000 members of the military annually, through on-campus classes, web-based training, and mobile training teams. Additionally, the PEC hosts more than 4,600 conference attendees annually from the ARNG, USAR, Active Army, DoD, and state and federal agencies.

This center recently achieved distinction as a U.S. Army Training and Doctrine Command (TRADOC) "Institute of Excellence." This rating is obtained by achieving a score of 95 percent or higher during a TRADOC accreditation visit. In its first attempt at accreditation, the PEC received an overall score of 100 percent, distinguishing it as one of the Army's top learning centers.

National Guard Marksmanship Training Center

The mission of the National Guard Marksmanship Training Center (NGMTC) is to develop, coordinate, and manage a program of marksmanship activities, which will enhance effectiveness of unit level training and competitive programs at all levels, stressing the development of combat skills to improve proficiency for basic marksmanship requirements and increase battlefield survivability. The NGMTC is located at the Robinson Maneuver Training Center along with the PEC but not as an attached organization.

Annually, the NGMTC trains nearly 600 students of which 22 percent are Active Component. The Center develops programs of instruction and training support packages. Additional training is conducted for a small cadre of Army instructors as part of the Master Gunner Course. In conjunction with the training courses they provide a Mobile Training Team supporting Army, Air and Army National Guard as required. The NGMTC's focus is on the conduct of regularly scheduled schools each year including: Sniper School; Small Arms Master Gunner Course; Master Marksman Trainer Course; Squad Designated Marksman Course; and State Marksmanship Coordinator Trainer Course

The NGMTC is a one-stop shop for the full spectrum of shooting disciplines from junior air rifle to 40mm grenade machine guns. They take some of the best marksmen in the National Guard and give them advanced training in order to compete in a competitive Marksmanship Program that competes against all branches of service to include foreign teams from around the world. NGMTC Schools are funded from the ARNG and all competitive events are funded at the NGB level for military competitions. Overall a very successful and rewarding program for the Total Force.

ARNG Distributed Learning Program

The ARNG Distributed Learning (DL) Program creates online training content, provides access to the content through a web-based portal, and enables delivery of online training for Soldiers and civilians through a nationwide network of fixed and mobile DL classrooms (which the Army includes as one of four DL "point of delivery" systems in the Army's Training Support System). The ARNG DL program emphasizes training Soldiers and units for military readiness and domestic response. It also supports joint, interagency, intergovernmental, and community training on routine and emergency operations. The ARNG DL program gives ARNG leaders alternate methods in conducting training, which enables

flexible scheduling and expanded opportunities. The program provides trainers access to ready-made instructional content, which frees their time for other duties while increasing the scope of available training. Soldiers and civilians can receive most online instruction on home computers or can schedule an available DL classroom near their home station. Units schedule DL classrooms for individual and collective training across all three Army training domains: Institutional, Operational, and Self-Development.

The ARNG DL Program is part of the Army DL Program and the Army Training Support System. Headquarters, Department of the Army funds the program through the Training Program Executive Group. For FY14, HQDA provided the program \$7.25M of OMNG funds for state-level operations, \$1.65M of Other Procurement, Army funds for technical refresh of equipment, and \$12.59M of OMNG funds for federal-level operations and creation of DL content. The program also successfully competed for \$8.9M in FY14 of NGREA funds for additional technical refresh and fielding mobile points of delivery.

During FY14, the program revised 12 interactive multimedia online courses, totaling 70 instructional hours, to change the underlying creation software from outmoded tools to the latest version of Adobe Captivate. The program also initiated production of two new interactive multimedia online courses, totaling 16 instructional hours, to address training requirements for bulk-fuel technical specialists and hazardous materials non-certifying officials.

GuardU is the name of the ARNG online learning portal. GuardU uses the Blackboard “Learn” course management software to provide access to DL content, which includes interactive multimedia and instructor-led training. During FY14, GuardU increased its catalog from 115 courses to 158 courses. More than 23,000 users enrolled in GuardU courses during FY14, bringing total enrollments since its launch in May 2011 to more than 77,000 users.

At the end of FY14, the program had 332 ARNG DL classrooms nationwide, comprised of 306 fixed DL classrooms and 26 Mobile DL classrooms. For FY14, the states reported more than 1,003,000 instances of attendance in DL classrooms, totaling more than 383,000 hours of utilization—maintaining a relatively stable trend of attendance and utilization since FY12. Each DL classroom today has networked computer workstations and audio/video and video-teletraining capabilities, but state leaders and trainers have reported that video teletraining has diminished in importance since the mid-1990s when the classrooms were originally designed. In response to the states, the program will use some of the FY14 NGREA funds during FY15 to obtain 20 new Mobile DL Classroom-Lite platforms, which are Mobile DL classrooms without the audio/video and video-teletraining equipment. The program will use the remaining FY14 NGREA funds to replace 970 end-of-life workstations, replace 40 end-of-life audio/video consoles in fixed DL classrooms, and replace 20 end-of-life fixed DL classrooms with Mobile DL classrooms.

Army Force Generation

The ARFORGEN process is the structured progression of unit readiness over time to produce trained, ready, and cohesive units prepared for operational deployment in support of a CCDR and other Army requirements. The ARFORGEN process is the Army’s core process for force generation by cycling units through three phases: Reset, Train/Ready, and Available. Each of the phases

contains a balanced force capability to practice a sustained flow of forces for current commitments and to hedge against unexpected contingencies. Army Force Generation establishes the basis to plan and execute Army-wide unit resourcing. As a model, ARFORGEN supports the Army’s planning, programming, budgeting, and execution process. As a process, it synchronizes the Army’s efforts to field ready land forces and produce other capabilities.

Intelligence Sustainment Training Programs

The Foundry Intelligence Readiness Training Program and the Army Language Program are Military Intelligence (MI) programs with oversight from the Office of the Under Secretary of Defense for Intelligence and Office of the Secretary of Defense (Comptroller).

Foundry Intelligence Readiness Training Program

The Foundry Intelligence Readiness Training Program ensures that MI Soldiers sustain highly perishable intelligence skills and exposes them to the latest intelligence technology/techniques. The Foundry Intelligence Readiness Training Program is the integral program for achieving and maintaining operational readiness for more than 9,500 MI Soldiers. In FY14, \$3.2M in foundry funds supported 100 training opportunities for more than 1,800 Soldiers. This training prepared Soldiers for brigade and division collective training exercises and deployments and enabled them to participate in the ARNG’s Federated Intelligence Program. Soldiers participating in the Federated Intelligence Program contribute to the real-time intelligence production requirements of CCDRs during drill weekends or while on AT. Foundry training opportunities make it possible for Soldiers to maintain a high level of readiness, remain operationally engaged, and contribute to the security of the nation. In FY14, foundry training enabled ARNG Soldiers to provide contributory intelligence support to five combatant commands and three intelligence agencies. Foundry also enabled Soldiers to conduct MI-focused collective training in preparation for deployments and CTC exercises.

Army Language Program

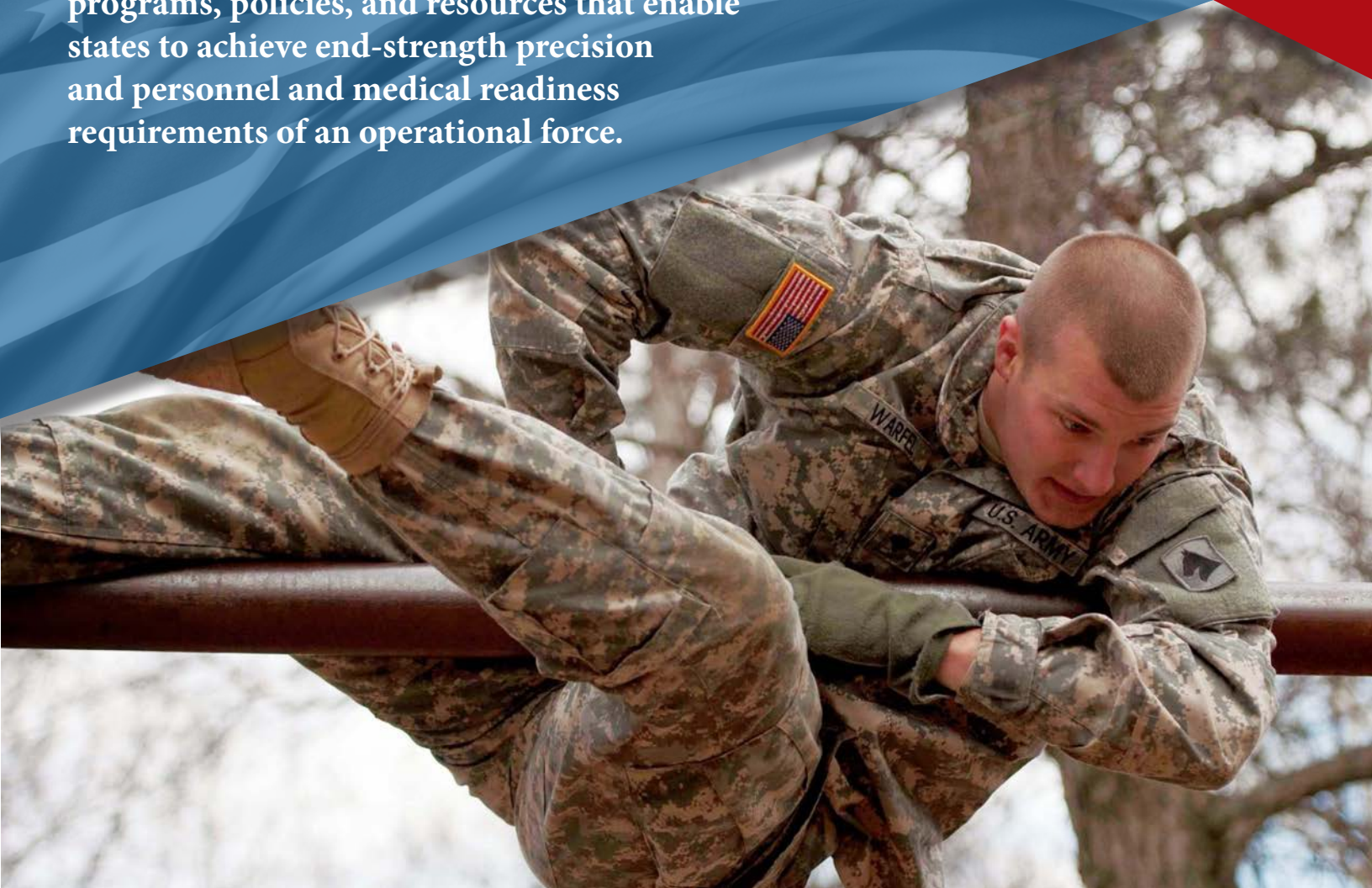
The Army Language Program (TALP) offers foreign language refresher, sustainment, and enhancement training for approximately 3,000 MI Soldiers in the ARNG. The program gives MI Soldiers language skills that contribute to successful global operations in the 21st century. In FY14, \$6.1M in TALP funds supported the training of more than 1,500 Soldiers. The Utah, Georgia, and Washington Language Training Centers conducted 35 language-specific courses, and 72 ARNG Soldiers participated in language immersion opportunities around the world. FY14 was an exciting year for TALP as the ARNG built two enduring relationships with California State-Long Beach and the University of Utah to offer ARNG linguists access to the best language instructors in the world.

In spite of many challenges and the uncertainty ahead, it is an optimal time to be an MI Soldier in the ARNG and to be a part of the most talented, versatile, and innovative corps in the Army. Building on the mastery attained from more than a decade of continuous operations, the ARNG is applying what it has learned to deliver the best support to Soldiers and commanders. The Foundry and Army Language programs are changing the way MI Soldiers are trained and employed each day. These programs keep MI Soldiers in the fight with their minds on the mission, enabling ARNG to support a globally engaged, regionally aligned, and responsive Army.



G1 Mission:

Man an operational force to support the full spectrum of operations. The G1 provides programs, policies, and resources that enable states to achieve end-strength precision and personnel and medical readiness requirements of an operational force.





Soldier Readiness



The ARNG stands ready to respond to the full spectrum of global and domestic security and humanitarian contingencies. Such a diverse mission set requires a fully manned, well-trained, and ready force. Each program under the purview of the Personnel, Policy, and Human Resources directorate plays an integral role in ensuring the ARNG stands ready to accomplish its missions at both the state and federal levels. The Man-Train-Develop-Support approach to Soldier readiness ensures that the ARNG is comprised of high-quality, fully trained, personally motivated, and confidently supported Citizen-Soldiers.

Manning the Force

Ensuring a steady supply of new entrants to the ARNG is critically important to ensuring sustained readiness. Despite force structure reductions, normal attrition rates require a constant stream of new recruits, inter-Service transfers, and Active-to-Reserve Component candidates to ensure the ARNG maintains its maximum authorized end strength.

The recruiting and retention philosophy of the ARNG focuses on building a partnership among the recruiting and retention commands and units, to meet end-strength goals (Tables 4, 5, and 6). During FY14, 51,417 Soldiers were accessed into the ARNG, achieving an assigned end strength of 354,072. At its core, the Guard and its capabilities are a direct function of its quality people. Manning the force through recruiting, as well as retaining, quality Soldiers remains a critical leadership and management function within the ARNG.

The success of the ARNG's recruiting and retention program is attributed to the diligence and hard work of the recruiters. The ARNG Strength Maintenance Enterprise is an all-volunteer team staffed by highly motivated recruiting professionals serving under both Title 10 and Title 32 of the U.S. Code and stretched across all 54 states, territories, and the District of Columbia. Unlike the general recruiting efforts of the AC and other Services, ARNG recruiters recruit to specific unit vacancies. Retention and attrition management are tailored to the unique needs of units in more than 2,600 communities across the United States, Guam, Puerto Rico, and the Virgin Islands.

Table 4
ARNG Enlistment

ARNG Enlistment

	FY12 Actual	FY13 Actual	FY14 Goal	FY14 Actual
Army National Guard	43,299	44,734	43,650	43,280

Table 5
ARNG End Strength

ARNG End Strength

	FY12	FY13	FY14
Goal	358,200	358,200	354,200
Actual	358,078	357,735	354,072
Percent Delta	99.97%	99.87%	99.96%

Table 6
ARNG Retention

ARNG Retention

	FY12 Actual	FY13 Actual	FY14 Goal	FY14 Actual
Army National Guard	49,272	51,145	43,817	43,272

Data Source: 2014 National Defense Authorization Act for FY 2014 Reserve Component Management System, G1 Portal, 30 September 2014.

Top Left Photo: A team of Oregon Army National Guard junior enlisted Soldiers carried a zodiac raft toward a lake during the annual Best Warrior Competition at Camp Rilea Armed Forces Training Center in Warrenton, Oregon, September 27, 2014. (Photo by SPC Alisha D. Grezlik, Oregon Military Department Public Affairs)

Bottom Left Photo: SPC Daniel Warfel, a cannon crew member with the Indiana Army National Guard's Battery C, 2nd Battalion, 150th Field Artillery, completed the confidence course at Camp Ripley, Minnesota, May 14, 2014. (Photo by TSgt Paul Santikko, Air National Guard)

Advertising and Marketing

The ARNG's highly successful FY14 national advertising and marketing campaigns posture the ARNG to meet future recruiting and retention and end-strength goals. The ARNG executed \$136.7M for marketing and advertising in FY14.

In recent years, the ARNG's recruitment marketing efforts focused on centrally managed national branding programs (e.g., motorsports) that have contributed significantly to increasing the ARNG's brand recognition across a broad segment of the American public.

Faced with rapidly declining marketing budgets, the challenge has become finding the most effective ways to turn our limited marketing dollars into programs that sustain the ARNG brand with the American public, while generating quality leads that will fill the ARNG's ranks with the best Soldiers that America has to offer. The financial reality is that in this fiscally constrained environment, the ARNG must effectively steward its programs, finding innovative and cost-effective ways of doing business to get the best return on investment.

The ARNG's goal is to continue funding high-performing national advertising and localized state marketing efforts to the fullest extent possible. Therefore, the ARNG set out to revitalize various national marketing programs with the intent to better serve the states and ensure the ARNG continues to meet its enlistment goals in years to come.

The ARNG's goal is to increase awareness and consideration of service by communicating the uniqueness and benefits the ARNG has to offer to facilitate meeting engagements between local recruiters and qualified prospects. All 54 states, territories, and the District of Columbia have the opportunity to leverage national-level marketing and advertising campaigns to reach specific local audiences. The ARNG Strength Maintenance Division directly supports these efforts and strives to complement state-driven programs geared specifically to distinct and local target markets. National-level efforts are grouped in five categories: Advertising Support, State Media, Sports Marketing, National Media, and Marketing Support.

Bonuses and Incentives

Bonuses and incentives are essential to the ARNG in maintaining an operational force. Bonuses and incentives are used to recruit and retain prior service, non-prior service, and transitioning Active Duty enlisted and officer personnel to ensure the right mix of skills and experience to maximize unit readiness.

Because ARNG recruiters fill specific unit vacancies, precision recruiting is vital in the recruiting process. Bonuses are offered at tiered amounts based on the critical need of each vacancy. By design, both processes maximize limited resources, shape the force, and improve unit readiness. Initiatives like the Prior Service Enlistment Bonus (PSEB) offer financial incentives to qualified applicants from other Military Services seeking to enlist in critical ARNG skill vacancies. The PSEB is a part of the ARNG Selected Reserve Incentive Program. Qualifying prior-service Soldiers can receive a bonus amount of up to \$15,000 for enlisting into designated critical skills Modified Table of Organization and Equipment (MTOE)¹¹ or Medical Table of Distribution and Allowances (TDA)¹².

Retention bonuses aim to incentivize trained enlisted Soldiers who may be contemplating reenlistment. In FY14, bonuses and incentives utilized \$206M to preserve experience in the ARNG formations and achieve overall end-strength objectives. The ARNG's Guard Incentive Management System continues to assist the ARNG in monitoring contractual compliance and internal controls prior to processing payment. Bonuses and incentives are imperative to maintaining a ready and flexible force.

11. Modified Table of Organization and Equipment (MTOE) is a document that prescribes the wartime mission, capabilities, organizational structure, and mission essential personnel and equipment requirements for military units.

12. Table of distribution and allowances (TDA) is an authorization document developed for non-doctrinal units that prescribes the organizational structure and the personnel and equipment requirements and authorizations of a military unit to perform a specific mission for which there is no appropriate MTOE.

Training the Force

Initial Entry Training

Initial Entry Training (IET) encompasses all training individuals receive as they transition from civilian to Soldier. Army National Guard recruits participate in up to 36 UTAs in the Recruit Sustainment Program (RSP) before shipping to basic combat training. The RSP prepares a newly enlisted Soldier for the rigors of basic combat training.

Basic combat training consists of 10-week, intensive course that trains Soldiers in fundamental tasks of the profession. This is followed by an additional 6- to 52-week Advanced Individual Training (AIT), necessary for Soldiers to obtain their assigned MOS qualification. A variation of this is One Stop Unit Training (OSUT) in which a Soldier will attend all training at the same military installation. The basic combat training installations are: Fort Jackson, South Carolina; Fort Benning, Georgia; Fort Leonard Wood, Missouri; and Fort Sill, Oklahoma. Advanced Individual Training installations are specialty branch specific and located across the United States. In FY14, the ARNG executed \$52.1M in RSP and \$563.2M to fill basic combat training slots and OSUT slots, as well as to send Soldiers to AIT.

Newly commissioned officers in the ARNG attend a 14- to 52-week Basic Officer Leader Course (BOLC) to become qualified in their respective specialties. Basic Officer Leader Course installations are branch specific and located across the United States. In FY14, the ARNG trained 1,318 junior officers in their respective BOLCs at a cost of \$42.2M.

Inactive Duty Training

Inactive Duty Training is the bulwark enabling ARNG units to support local and federal missions. Soldiers attend their drill weekends (typically one weekend a month) to train on individual, crew, and section-level tasks in order to prepare for collective-level training in full-spectrum operations, at company-, battalion-, and brigade-sized operations. The foundation of IDT is UTA, with a typical drill weekend consisting of four UTAs.

In addition, IDT supports other training missions with Additional Training Periods, Additional Flight Training Periods, Jump Proficiency Training Periods for airborne Soldiers, and civil disturbance training in support of local and state missions. Soldiers attend training in a variety of locations from readiness centers within their communities to training facilities co-located on active duty installations. The IDT program executed \$1.642B in FY14.



Mississippi Army National Guard Soldiers with the 2nd Battalion, 20th Special Forces Group (Airborne) conducted fast rope insertion training as part of Operation Emerald Warrior, a multinational, joint force training exercise April 30, 2014, at the Combat Readiness Training Center in Gulfport, Mississippi. The training ensures the units are trained and ready for any state emergency or combat mission. (Photo by SSG Shane Hamann, 102nd Mobile Public Affairs Detachment)

Developing the Force

National Guard Education Benefits

The ARNG encourages Soldiers to be life-long learners and makes available a number of resources to help Soldiers identify educational goals and provide resources to aid in their pursuit. Often, those goals may be closer than expected because many military courses and specialties can be credited toward a degree. The Education Support Center can assist Soldiers in evaluating existing credits and assessing their military experience.

Federal Tuition Assistance

Federal tuition assistance helps ARNG members achieve education goals and develops a more competent and professional force. Assistance is available at a rate of 100 percent of tuition costs up to a cap of \$250 per semester hour, up to 16 semester hours per year. In FY14, 26,841 Soldiers were enrolled in more than 137,000 courses in pursuit of higher education at a cost of \$58.2M. This assistance continues to be a strong symbol of the ARNG's commitment to both professional and personal Soldier development.

GI Bill

The GI Bill is an entitlement earned by ARNG Soldiers to help pay expenses related to pursuing a college degree. The ARNG has six GI Bill programs available, and each has its own eligibility criteria and payment structure. The programs are: Montgomery GI Bill–Active Duty (MGIB-AD), Montgomery GI Bill–Selected Reserve (MGIB-SR), MGIB-Kicker, Reserve Educational Assistance Program (REAP), Post-9/11 GI Bill, and Post 9-11 GI Bill Transfer of Education Benefits (TEB). Army National Guard Soldiers may receive up to 36 months of benefit payments from any one GI Bill program and a lifetime maximum of 48 months by combining two or more programs.

Table 7
ARNG GI Bill Benefits

ARNG GI Bill Benefits

Program	Authority	Eligibility	Benefits (Full-Time)
MGIB-SR	Title 10, USC § 16131	<ul style="list-style-type: none"> 6-year commitment in ARNG High School diploma or equivalent IET completion 	\$367/month
MGIB-SR Kicker	Title 10, USC § 16131(i)	<ul style="list-style-type: none"> 6-year commitment in ARNG Commit to serve in a critical MOS or UIC Qualify for MGIB-SR or MGIB-AD 	\$200/month (enlisted) \$350/month (officer)
MGIB-AD	Title 38, USC § 3001	<ul style="list-style-type: none"> Serve 3 years on AD or AGR (100%) Serve minimum of 2 years on AD or AGR (80%) 	\$1,717/month (100%) \$1,395/month (80%)
REAP	Title 10, USC § 16161	<ul style="list-style-type: none"> Serve at least 90 continuous days in support of a contingency operation Payment based on longest single deployment 	90 days – \$686/month 1 year – \$1,030/month 2+ years – \$1,373/month
Post-9/11	Title 38, USC § 3301	<ul style="list-style-type: none"> Serve in a qualifying duty status for at least 90 days or three months after 10 September 2001 Payment tier (40%-100%) based on aggregate months of qualifying duty 	(Prorated by payment tier) *In-state tuition and fees, up to \$20,235/year *Books and supplies payment of up to \$1,000/year *Monthly housing stipend, based on BAH of E5 with dependents at school's zip code
TEB	Title 38, USC §3319	<ul style="list-style-type: none"> Serve 6 years, and agree to serve an additional 4 years 	Dependents receive payment at Soldier's tier level. Spouses can use immediately; children can use after Soldier completes 10 years.

The ARNG spent \$2.5M in FY14 to manage and administer these GI Bill programs.

Supporting the Force

Full-Time Support Personnel: Active Guard Reserve and Military Technicians

To ensure a foundational level of readiness to support the full spectrum of national or global missions, the ARNG employs a modestly sized staff of ARNG Soldiers serving in a full-time duty status. Full Time Support is comprised of military technicians serving at the state level and Active Guard and Reserve (AGR) Soldiers serving at both the state and national levels. In FY14, 32,060 full-time AGR Soldiers and 28,810 full-time military technicians provided day-to-day administration, recruitment, instruction, training, and maintenance for ARNG Soldiers, units, facilities, and equipment.

Personnel Systems

The ARNG was the first Army organization to launch “Increment I” of the Integrated Personnel and Pay System-Army (IPPS-A). When fully deployed in 2020, IPPS-A will replace more than 40 legacy systems in the Army, ARNG, and USAR. By FY18, IPPS-A will begin to subsume other personnel and pay systems. Transitioning to IPPS-A will allow all Army components to use a single system (regardless of status or location), thereby significantly improving the ability to mobilize Soldiers and provide real-time reporting.

The IPPS-A Program Office and the ARNG executed \$10.1M to document program requirements, create interface specifications, map data, perform business process reengineering, and prepare training and testing plans. Soldiers in all 54 states, territories, and the District of Columbia provided support in the areas of data migration, testing, training, change management, and deployment. They also assisted in identifying errors and omissions when converting data from the legacy system to IPPS-A. These Soldiers were charged with a primary responsibility to correct these errors, resulting in improved data quality in preparation for transition to IPPS-A.

Prior to transition to IPPS-A, the current ARNG personnel systems—Standard Installation/Division Personnel System and The Total Army Personnel Database–Guard—were updated significantly to remain in compliance with federal policy and regulation changes. The ARNG executed \$2.5M in this process. In FY14, a total of 90 engineering change proposals were completed to include data and file updates. The releases were fielded to all the states, territories, and District of Columbia. The changes improved data quality and personnel readiness and positively impacted 14 other systems they interface with across the Army, ARNG, and other agencies.

The Data Governance, Enterprise Architecture, and Portfolio Management Team executed \$692,000 to implement the Organizational Execution Plan for covered and non-covered ARNG human resource management business systems. This included completing the following items for each system:

- Business Enterprise Architecture
- Business Process Re-engineering Form
- Records Management Surveys
- The Federal Information Security Management Act (FISMA) Compliance
- The Army Portfolio Management Solution Data Validation

In addition, the team completed the re-accreditation of four systems; completed the System Functionality Descriptions (SV-4) for all ARNG G1 systems; and reduced the number of ARNG Human Resource Management domain systems from 16 to 13 by consolidating the Federal Recognition Management System, Guard Family Management System, and Human Resource Management System into existing G-1 systems.

Line of Duty and Incapacitation Pay

Army National Guard Soldiers are entitled to follow-up medical care, pay, and allowances and, if eligible, placement on active duty for medical care as a result of wounds, injuries, or illnesses incurred in an authorized duty status. Soldiers who are wounded, injured, or ill must be given every opportunity to return to full duty. Line of Duty (LOD) investigations determine whether Soldiers are eligible for certain benefits. Statutes governing these benefits generally require that disabling injuries or death be service connected. The Department of Veterans Affairs makes its own determinations with respect to LOD.

Army National Guard Soldiers incapacitated “In Line of Duty” are entitled to medical and dental care until they qualify to return to full military duty or no longer demonstrate a loss of earned civilian income, if applicable. Incapacitation Pay (INCAP Pay) will continue so long as the conditions warranting it exist and the approving authority determines that, in the interest of fairness and equity, the payment should continue. If the resulting incapacitation cannot be materially improved by further treatment, then the Soldier is placed in the Integrated Disability Evaluation System.

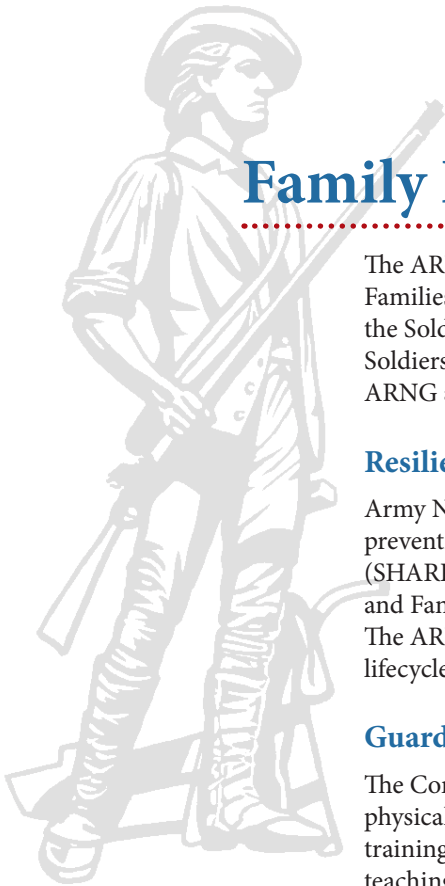
In FY14, the ARNG LOD program approved more than 29,388 cases for deceased, wounded, ill, or injured Soldiers. A total of \$23.2M was executed to settle more than 1,121 INCAP claims, ensuring Soldiers received their benefits in a timely manner and helping facilitate a successful recovery and/or transition.



*“Ultimately, resilience is also about improving the performance of our most valuable resource—
Soldiers and their Families.”¹³*

-Secretary of the Army, John M. McHugh





Family Readiness

The ARNG Soldier and Family Support Division continues to “Champion Soldiers, Civilians, and Families” as stated in the Secretary of the Army’s top priority letter dated February 14, 2012. In FY14, the Soldier and Family Support Division obligated more than \$240M to fund services supporting Soldiers and Families. The efficient use of these funds strengthened the bond of trust between the ARNG and every Soldier, civilian, and Family member.

Resilience and Risk Reduction Programs

Army National Guard resilience and risk reduction programs consist of resilience training, suicide prevention, the Substance Abuse Program, and Sexual Harassment/Assault Response and Prevention (SHARP). Resiliency training offers strength-based, positive psychology tools to aid Soldiers, leaders, and Families in their ability to grow and thrive in the face of challenges and recover from adversity. The ARNG provides training and information for all phases of the Soldier deployment cycle, Soldier lifecycle, and Soldier support system.

Guard Resilience Training

The Comprehensive Soldier and Family Fitness objective is the formation of a Total Army team of physically healthy and psychologically strong Soldiers, civilian employees, and Families. Resilience training increases the physical and psychological health of Soldiers, Army civilians, and Families, teaching skills that empower them to thrive in the face of adversity. Soldiers complete the Global Assessment Tool annually to measure and track a Soldier’s resilience over time. Master Resilience Trainers (MRTs) train units and Families, serving as the commanders’ principal advisors on resilience.

Top Left Photo: Georgia Army National Guard CPT Chad Tyson received a hug from son Chase during a welcome home ceremony for the Georgia National Guard’s Agribusiness Development Team (ADT) III that returned home to Marietta, Georgia, after a 10-month deployment to Afghanistan. Specially trained by the University of Georgia Agricultural Science Department, ADT III assisted Afghan farmers in improving crop yield, food storage practices, and water conservation. CPT Tyson now serves on the Financial Improvement Audit Readiness team for the Army National Guard comptroller in Arlington, Virginia. *(Photo by Georgia Army National Guard CPT William Carraway)*

Bottom Left Photo: SPC Justin Hassebroek, a member of the South Dakota Army National Guard’s 1742nd Transportation Company, alongside his wife, Kymberlee, held his son, Breyton, for the first time at the Sanford Pentagon in Sioux Falls, October 7, 2014. The 1742nd returned from a deployment to Afghanistan in support of Operation Enduring Freedom. *(Photo by SFC Theanne Tangen)*

In addition, MRTs strengthen the unit by teaching skills that ensure both the Soldiers and their Families are mentally and physically ready for any challenge they may encounter. In FY14, the ARNG obligated \$11.4M for the resilience program, which trained 1,701 MRTs and 4,225 Resilience Trainer Assistants and resourced two MRT Training centers. Since the inception of the program in November 2009, the ARNG has trained 5,332 MRTs.

Suicide Prevention

To improve suicide prevention efforts, the ARNG focused on metrics and data collection in FY14 to better evaluate best practices. The ARNG funded a national conference that focused on evidence-based metrics nested within the HQDA Ready and Resilient Campaign Strategic Objectives, set evaluation framework for state best practices to be evaluated in 2015, and shared best practices among all the states, territories, and District of Columbia. This enables states with less robust programs to gain efficiencies from those with mature programs. The ARNG hired 54 contract Suicide Prevention Program Managers (SPPM) to lead state suicide prevention efforts, training, and suicide surveillance. Due to the success of the SPPMs, the ARNG continued the contract for a second year. The ARNG trained an additional 638 personnel in Ask, Care, Escort-Suicide Intervention (ACE-SI). The ACE-SI trains junior leaders specifically in suicide intervention. The ARNG trained 143 trainers in the Applied Suicide Intervention Skills Training (ASIST) program, bringing the total number of trainers ARNG-wide to 584. These personnel trained 6,937 gatekeepers in advanced suicide intervention skills. Gatekeepers are trained to recognize someone in crisis, intervene to keep him or her safe, and help Service members find assistance in their time of need. The goal in FY15 is to train 150 ASIST trainers who will, in turn, train approximately 12,000 gatekeepers.

Substance Abuse Program

The ARNG Substance Abuse Program offers a continuum of substance abuse services, designed to achieve and maintain personnel readiness. This continuum includes prevention, assessment, and brief intervention, drug testing, access to counseling resources, and other support services. In FY14, the ARNG executed the first option year for its Substance Abuse Services Initiative (SASI) national contract, worth \$15.8M. The contract provides the states, territories, and District of Columbia with Alcohol and Drug Control Officers (ADCOs) and Prevention Coordinators (PCs). Allocation of ADCOs and PCs is determined by state-assigned end strength and its history of Soldiers with positive tests for illicit substances. In FY14, the ARNG finalized its transition of the drug testing mission from the National Guard Bureau Joint Staff back to the ARNG by resourcing one Drug Testing Coordinator in each state and territory and the District of Columbia. States also received OMNG funding for drug testing supplies and shipping. Allocation of these funds was based on state-assigned end strength.

In FY14, more than 89,000 ARNG Soldiers completed the Unit Risk Inventory and more than 7,000 ARNG Soldiers completed the Reintegration Unit Risk Inventory. These surveys assist commanders in identifying high-risk behaviors and aid in targeted education and early intervention strategies that directly contribute to increased ARNG readiness and retention. The goal in FY15 is to continue the national SASI contract to resource states with contract

personnel to conduct Unit Risk Inventories for risk mitigation and offers the required prevention education and referral to assessments and services for those Soldiers in need.

Sexual Harassment/Assault Response and Prevention

The ARNG SHARP program reinforces the Total Army's commitment to eliminating incidents of sexual harassment and assault utilizing education, disciplinary action, and victim-centered response services. In FY12, the ARNG initiated the SHARP program and allocated a full-time Sexual Assault Response Coordinator (SARC) to each state and territory and the District of Columbia. During FY14, the ARNG allocated 54 full-time Victim Advocates within each state and territory and the District of Columbia. In addition to full-time support personnel, the ARNG has trained over 3,020 collateral duty SARCs and Victim Advocates at the brigade, battalion level and below. The goal is to meet the DoD requirement to have all trained SHARP personnel certified by the DoD Sexual Assault Advocate Certification Program; 3,411 trained SHARP personnel are currently certified to DoD standards. In FY14, the ARNG obligated \$8M for the ARNG SHARP program.

Family Programs

With the range of mission capabilities required of the ARNG, ARNG Families must be mission ready as well. The ARNG improves and sustains Family readiness and resilience, nationwide, through an array of support and capabilities delivered at the unit and state levels, in combination with local resources and in-kind support garnered through community partners. In FY14, ARNG Family Programs obligated \$52.1M. The ARNG operated Family Assistance Centers (FACs) in 396 communities within the states, territories, and District of Columbia, serving the needs of geographically dispersed Soldiers and their Families, providing active referral and outreach services and connecting federal, state, and local resources to Families in crisis throughout the Soldier lifecycle. Beginning in FY14, National Guard Family Programs in 24 states began the process to achieve program accreditation through the Council on Accreditation. Another 20+ states will begin this process in FY15, with the goal of all National Guard Family Programs achieving accreditation by FY17.

Family Assistance Center services include but are not limited to:

- Defense Enrollment Eligibility Reporting System enrollment and issuance of DoD identification cards
- TRICARE and military medical benefits education
- Emergency financial services
- Legal information and referral
- Crisis intervention and referral
- Community information and referral

In FY14, the FACs addressed more than 55,865 cases (a decrease of 13.5 percent from FY13) and more than 3.4 million queries (an increase of 26.9 percent from FY13), providing information and resources to address a variety of issues from geographically dispersed members of all Military Services.

The ARNG fielded 251 Family Readiness Support Assistants at the Joint Forces Headquarters and brigade commands, strengthening unit Family readiness programs and linking ARNG Family members with resilience training.

Child and Youth Programs

During FY14, the ARNG Child and Youth Program resourced more than 2,100 community-based childcare spaces, in addition to conducting 2,211 youth events for more than 67,000 youth participants. In FY14, Child and Youth Programs obligated \$25.3M. Valuable community partnerships help to force-multiply Child and Youth Program capabilities, given limited staff and geographic dispersion. Programming focuses on connecting ARNG youth with each other to build their network of peer support, providing meaningful and age-appropriate youth development training and leadership opportunities, and engaging youth service learning projects that help to build life skills and connect the community to military youth. The ARNG was able to conduct joint services events, supporting military children from the Air National Guard and other components, through the support of community partners and the Army's Operation Military Kids.

All states, territories, and the District of Columbia have established, or will establish by FY15, a State Teen Council that enables valuable "youth voice" program input to future program needs and activities. The ARNG Child and Youth Programs could not be successful without the tireless dedication of the more than 7,400 adult and youth volunteers who donated more than 150,000 hours during FY14. Volunteers fill a variety of roles, including, but not limited to, administrative, social media, marketing, logistical, and youth event hands-on support.

Yellow Ribbon Reintegration Program

The ARNG Yellow Ribbon Reintegration Program (YRRP) educates Soldiers and Family members on outreach services in a relaxing venue throughout the deployment cycle. The ARNG conducts pre-deployment, during-deployment, and post-deployment YRRP events. The primary purpose of these events is to create the personal handshake between Soldiers/Family members and the outreach provider. Soldiers and Family members receive information on medical and dental care, behavioral health care, counterdrug programs, stress reduction, employment opportunities, and strengthening personal relationships. Attendance at Yellow Ribbon events prior to mobilization allows Family members to understand entitlements such as TRICARE benefits. The de-mobilization events focus on entitlements such as Veterans Affairs benefits, financial assistance, employment assistance, sexual assault prevention, and suicide prevention. The ARNG obligated \$36.7M in FY14 for the YRRP.



Ms. Gina Garcia and CPT Philip (Trey) White from the Louisiana Army National Guard, Joint Force Headquarters participate in Yoga for Warriors during the Louisiana National Guard 29th Yellow Ribbon Reintegration (YRRP) program. The YRRP event took place March 2014 on behalf of its Army and Air Guardsmen and Family members involved in the overseas deployment cycle. (Photo courtesy of Louisiana National Guard)



SPC Anthony Bryant and SPC Shelbi Vanderbogart, members of the New York Army National Guard Honor Guard, folded the American flag during funeral services for Army Veteran Charles L. Smith at Mount Carmel Cemetery in Amsterdam, New York on December 11, 2014. Bryant, a member of Company D, 3rd Battalion, 142nd Aviation from Walkill, New York and Vanderbogart, a member of the 206th Military Police Company from Averill Park, New York were among 124 New York Army National Guard Soldiers trained to conduct military funerals. (Photo by MSG Corine Lombardo)

Survivor Services

The ARNG supports Soldiers and their Families through its cooperative effort with parent services, Veteran Service Organizations (VSOs), the Casualty and Mortuary Affairs Operations Center, Casualty Assistance Centers, and communities across the nation. Under the Survivor Outreach Service (SOS) Program, the ARNG assigns support coordinators to surviving Family members in geographically dispersed areas. The SOS program obligated more than \$9M, funding the combined Military Funeral Honors (MFH)/SOS contract, which included 106 SOS coordinators. These SOS support coordinators provided assistance in FY14 to more than 41,000 surviving Family members.

The ARNG performs MFH for all qualified Service members, Veterans, and retirees. The MFH and SOS contract allocates 57 state MFH coordinators who oversee requests and support the MFH training, administrative, and logistical functions. These state coordinators synchronize funeral honors by coordinating all aspects of the service, including the Family, MFH team, funeral directors, and VSOs. The ARNG MFH program supported 86 percent of military funeral honors for the Army. In FY14, the ARNG MFH program obligated \$56M, performing 125,101 honors. These costs include Soldier pay, allowances, and operating costs.

Employment Outreach

Army National Guard Employment Outreach programs include the Job Connection Education Program and the National Guard Employment Network.

The ARNG Employment Outreach programs assist in the readiness, retention, resilience, and stabilization of ARNG Soldiers through employment programs, initiatives, and opportunities. On November 21, 2012, OSD published Directive-Type Memorandum 12-007, outlining the requirements for the Transition Assistance Program, including the Transition Goals, Plans, Success (GPS) curriculum. The Veteran’s Opportunity to Work Act mandates Soldiers who have served on Title 10, USC Active Duty for greater than 180 days complete all components of Transition GPS. The CNGB published the Strategic Planning Guidance 2014-2020 on November 22, 2013, outlining major objective 2-1: improve Soldier employment readiness by providing employment and education opportunities to develop and retain high-quality personnel. The Army Transition Campaign Plan, published June 18, 2014, outlines Career Readiness Standards that must be achieved during a Soldier’s Life Cycle. In order to achieve the Career Readiness Standards, the ARNG executed \$2.2M in FY14.

Army Wounded Warrior—Eligibility and Enrollment

The Army Wounded Warrior Program (AW2) is the official U.S. Army program that assists and advocates for severely wounded, ill and injured Soldiers, Veterans, and their Families, wherever they are located. AW2 provides support and advice during medical treatment, rehabilitation and beyond to facilitate a Soldier’s return to duty or their transition to a civilian community as a Veteran.

The Army Wounded Warrior Program is “Building Paths to Independence” for the more than 22,200 Soldiers and Veterans currently in AW2. To be eligible for the AW2 program a Soldier must meet the following criteria:

- Suffer from wounds, injuries or illness incurred in the line of duty after 10 September 2001 in support of Overseas Contingency Operations.
- Receive or are expected to receive at least a 30 percent rating from the Integrated Disability Evaluation System (IDES) for one of the conditions listed below:
 - Severe Loss of Vision / Blindness
 - Loss of Limb
 - Spinal Cord Injury
 - Severe Paralysis
 - Permanent disfigurement
 - Severe Hearing Loss / Deafness
 - Severe Burns
 - Severe Traumatic Brain Injury (TBI)
 - Post Traumatic Stress Disorder (PTSD)
 - Fatal / Incurable Disease with limited life expectancy

OR
- Receive a 30 percent disability rating for any other Combat Related Condition

OR

- Receive a Combined 50 percent IDES rating for any other Combat or Combat Related Condition



Left, SGT Edward Matayka a medic in the 86th Infantry Brigade received the Purple Heart from MG Will Roy, both Vermont Army National Guardsmen. SGT Matayka was severely wounded July 2, 2010 when his company went out for an evening patrol stationed in Bagram, Afghanistan. SGT Matayka and his wife SGT Karen Matayka married in 2004 during medic training, both serving in Vermont Army National Guard. Karen served as one of the first five females assigned to the Cavalry in combat. At the time of Edward’s accident, Karen was a shooter as a member of the Female Engagement Team and also a back-up medic. (Photos courtesy of the National Guard/Released by Ed & Karen Matayka.)



Right, SGT Edward Matayka participates in therapy seven days a week and lives in New Braunfels, Texas with wife SGT Karen Matayka. They posed with their twins Alana and Ryan. (Photos courtesy of the National Guard/Released by Ed & Karen Matayka.)

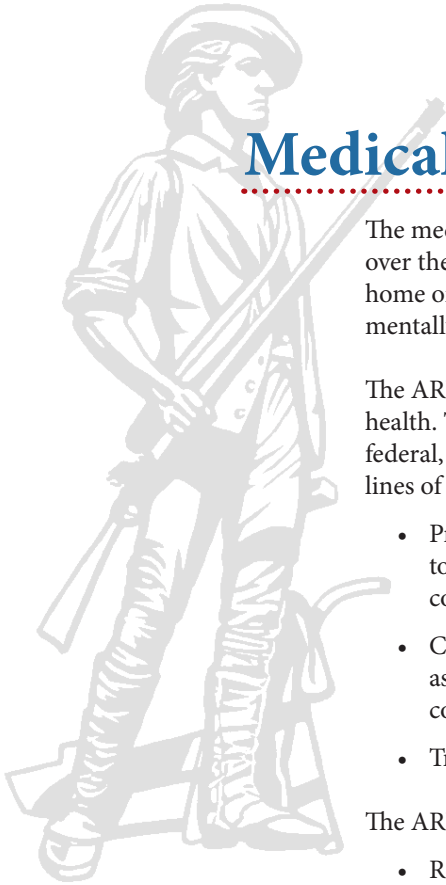


“The medical readiness of the Army National Guard is at an all-time high—87.3% of all Soldiers are medically fit for deployment.”¹⁴
-MG Judd H. Lyons





Medical Readiness



The medical readiness of the ARNG is at an all-time high. The steady improvement has been dramatic over the past few years. Without deployment-ready Soldiers, the ARNG cannot fulfill its mission at home or abroad. Although the ARNG provides tools, resources, and guidance to help keep Soldiers mentally and physically fit, maintaining medical readiness is ultimately a personal responsibility.

The ARNG Surgeon's Office is responsible for ensuring the force is in a constant state of optimal health. The Surgeon's Office facilitates and reports the medical requirements of deployed forces for federal, state, and community missions. The ARNG health service support strategy has three major lines of operations:

- Proactively program, manage, and allocate individual medical readiness programs and funding to the states; issue timely medical policy and guidance updates; and maintain medical standards, communication, and reports of the ARNG.
- Continue helping Soldiers who are medically not available with synchronized strategies such as individual case management, psychological health programs, and medical readiness non-commissioned officers (NCOs) in each battalion.
- Train and equip a medical force that supports the full spectrum combat and DSCA operations.

The ARNG will continue to focus on two key medical readiness initiatives:

- Reserve Health Readiness Program: Enables Soldiers to attain periodic health assessments, post deployment health re-assessments, dental exams, x-rays, immunizations, and labs at readiness centers and local clinics.
- Psychological Health and Resiliency: These services require sustainment and continual funding given that states hire either contractors or civilian employees as service providers.

Individual Soldier Medical Readiness

Individual Soldier medical readiness is critical to building and maintaining a ready operational force. The ARNG has made great strides in leveraging leadership, best practices, and innovation to build efficiencies in how it accounts for each Soldier to increase medical readiness and manage its non-deployable force. The ARNG executed approximately \$75M under the Reserve Health Readiness Program and an additional \$90M in local contracts executed at the state level. As an outcome, the percentage of ARNG Soldiers categorized as medically ready is the highest it has ever been. Only 41 percent of ARNG Soldiers were considered fully medically ready in 2007; today 87.3 percent of the Guard is Medical Readiness Category (MRC) 1 & 2, which is defined as medically ready per AR 40-501.

Army National Guard Health Care Specialist (68W) Certification Program

The Army MOS Skill 68W program is funded with training resources distributed annually throughout the states. States ensure their Health Care Specialists (68W) stay updated with the latest changes in emergency medicine by ensuring they complete the National Registry of Emergency Medical Technicians (NREMT) recertification. Army National Guard 68W Soldiers must complete 72 hours of continuing medical education bi-annually to maintain their NREMT license and MOS qualification. Although it is a once-every-two-year recertification, the ARNG Surgeon's office monitors the program annually.

Top Left Photo: South Dakota Army National Guard Soldiers from Headquarters and Headquarters Company, 139th Brigade Support Battalion, transport a simulated injured patient to a UH-60 Black Hawk helicopter from Company C, 1-189th Aviation Regiment, in a field near Miller, South Dakota, during a field training exercise June 6, 2014. (Photo by SPC Floyd Mabbitt)

Bottom Left Photo: Dr. Anar Patel, an emergency doctor at Albany Medical Center, New York, and COL James Coleman New York Army National Guard surgeon slowly work a laryngoscope through the throat of a mannequin to open the air passage and place an endotracheal tube into the lungs, so that a bag-mask ventilator can be applied to assist the patient's breathing. Training was conducted on August 5, 2014, at Camp Smith Training Site in Cortlandt Manor, New York. (Photo by SFC Steven Petibone)

14. MG Judd H. Lyons speech at 136th National Guard Association of the United States, General Conference and Exhibition August 22-25, 2014. Chicago, Illinois, break out session.

Flight Paramedic Program

Flight Paramedic certification and critical care training support three lines of effort:

- First, they support a significantly improved ARNG pre-hospitalization trauma and critical care transport ability in support of its war-time poly-trauma patient transport mission.
- Second, they support interoperability with civilian medical counterparts by enhancing the ARNG's ability to integrate planning and response efforts with local, state, and domestic operations partners.
- Third, they support the DoD Military Credentialing and Licensing Task Force, established at the direction of President Obama,¹⁵ whose mission is to create opportunities for Service members to earn civilian occupational credentials and licenses.

Today, the Army is providing America's Soldiers, Sailors, Marines, and Airmen with the best medical evacuation system in the world. National Registry Paramedic (NRP) certification and critical care training of Army flight medics serve to further enhance the level of pre-hospital trauma care available to Soldiers at or near the point in injury. Experience in Iraq and Afghanistan has highlighted the requirement for an increased level of advanced pre-hospital trauma and critical care transport capability in the Army's Medical Evacuation (MEDEVAC) program. Analysis of this emerging medical requirement indicates the most effective course of action toward achieving higher survival rates and improving patient outcomes is through NRP training and certification of Army flight medics. It is estimated that 15 to 28 percent of all battlefield pre-hospital deaths are potentially avoided with advanced trauma care capability.

The ARNG leadership supports the flight paramedic initiative and acknowledges that critical care training will result in an increase in the ARNG's ability to field and sustain a highly deployable and operationally ready force of flight paramedics, capable of responding to both war-time and domestic critical care transport requirements. Because the ARNG will ultimately comprise 53 percent of the Army's MEDEVAC capability, the ability to train and certify ARNG flight medics will determine the success of this critical care training program. As of March, 160 (36 percent) of ARNG flight medics were NRP certified.

The U.S. Army Medical Department is providing funding for training costs (less pay and allowances) for FY14 and is committing a five-year total of \$40M supporting paramedic and critical care training. In FY15, the ARNG will receive unit manning documents reflecting the paramedic-training requirement for the first time and flight medic positions will be coded with the additional skill identifier "F2."

The National Defense Authorization Act for FY13 requires all Army flight medics providing en-route care to receive paramedic and critical care training no later than October 2017. The ARNG faces two challenges in meeting the NDAA FY17 goal. First, a lack of dedicated funds to support pay and allowances during training limits the number of flight medics the states can send to paramedic

courses. Second, the Army Training Requirements and Resource System, a computer system used for administering and tracking training, lacks a mechanism for individual Soldiers to register and enroll in home station (local) training courses. This limits the ARNG's ability to leverage local training programs. Based on current qualification projections, the ARNG is at risk of not meeting the 2017 deadline, as the current effort will qualify only 80 percent of its flight medics.

Case Management

The ARNG Medical Case Management contract has been instrumental in enabling the ARNG to reach record-setting medical readiness levels. The \$42M-per-year case management contract employs a total of 574 case management personnel across all 54 states, territories, and the District of Columbia in support of medical readiness for the ARNG. Army National Guard Case Managers, with the help of their Care Coordinators, have worked tirelessly to improve the medical readiness of the ARNG over the past two years. Over the past 12 months, these professionals have closed nearly 80,000 medical cases in the e-Case system, decreasing the total number of Soldiers with a medically unfit rating, thereby enabling commands to better plan for training and deployments. The six key elements identified for monitoring to achieve this goal are: periodic health assessments, duty limiting/non-deployable conditions, dental readiness, immunization status, medical readiness laboratory tests, and individual medical equipment.

According to the NGB 2014 Posture Statement and the ARNG FY14 Senior Leader Integrated Priority List, suspension of operations for case management is not a viable option. The NGB's top consideration is to maintain a total force that is able to respond rapidly to and endure against threats and incidents at home and abroad, which requires a strong, agile fighting force. As the largest part of the reserve component, the ARNG must continue to maintain medical readiness in order to maintain its combat capabilities and remain a critical part of the national defense team. The ARNG's current high state of medical readiness is directly correlated to the case management of ARNG Soldiers. A break in contract support for case management places this high state of medical readiness at substantial risk.

Centralized Credentialing and Privileging

The Military Health System Strategic Plan for 2008-2013 established the goal to define and deploy a common credentialing and privileging system across the Military Services. These strategic plans also established goals for ensuring that information is accessible to military health system leaders at all levels to promote informed decision making.

The ARNG centralized credentialing/privileging contract was initiated to address inconsistencies in the credentialing/privileging requirements. The ARNG is the first force component to leverage public/private partnerships, leading technology solutions, and world-class customer service for the centralized credentialing and provider management process. The ARNG's centralized credentialing project has standardized the quality of credentials information for ARNG providers, improved Soldier readiness,

15. Executive Office of the President, February 2013.

and enhanced visibility of aggregate force capabilities for command-level decision making. The \$2.7M spent on this contract provides continual credentialing and privileging for approximately 2,000 ARNG healthcare providers.

Behavioral Health Program

The National Guard Psychological Health Program provides at least one licensed behavioral health counselor in all states, territories, and the District of Columbia. The mission of the Psychological Health Program is to deliver a comprehensive, joint psychological health program that offers and maintains high-quality psychological health services for ARNG Soldiers and their Families.

From January 2014 to August 2014, ARNG clinicians assessed 30,028 Soldiers as early intervention cases and 7,088 clinical cases for crisis intervention or clinical referral at a cost of approximately \$15M. In this fiscal year, there have been three main categories of Service: assessment and referral, consultation, and professional education and training. Army National Guard counselors have delivered informal behavioral health consultations to 41,337 Soldiers and served 397,708 Soldiers through group education and information venues. Counselors have acted as subject matter experts to senior leaders, medical personnel, and family program staff in more than 122,188 consultations, of which 45 percent were for leaders and 22 percent were for military medical personnel in a referral process.

Furthermore, ARNG counselors responded to several disasters, including the Washington State mudslide and the West Virginia chemical spill, and supported numerous ARNG members who responded to other state and local disasters. Feedback from ARNG Soldiers remains consistent—behavioral health training and services have greatly enhanced their quality of life and helped decrease stigma related to seeking help. Additionally, these clinicians continue to build community capacity through partnerships leveraging a broad spectrum of services for ARNG Soldiers and their Families. In FY15, the ARNG will begin to implement a 3-to-5 year plan to build a permanent, sustainable, and enduring behavioral health force. The Director, ARNG remains committed to providing the best quality of behavioral health care for ARNG Soldiers.

Medical Electronic Data Care History and Readiness Tracking

During FY14, the ARNG expended just over \$13M on the Medical Electronic Data for Care History and Readiness Tracking (MEDCHART) program. The MEDCHART modules have significantly contributed to the ARNG's improvement in its overall medical readiness from below 60 percent in FY10 to its current level of 87.3 percent.

The MEDCHART suite of medical computerized applications documents, reports, and tracks Soldier medical information throughout the Soldier's career. Applications include: accession waivers (MATS—Medical Applications Tracking System); medical records (Health Readiness Record); dental exams (DenClass); occupational health exams (OccHealth); LOD determinations; case management (eCASE); and the Medical Readiness Reporting (MRR) module. MEDCHART has significantly improved operating efficiency in the ARNG by decreasing medical waiver processing times (MATS), rapid processing of LOD determinations and tremendous cost savings in Incapacitation Pay (LOD), tracking the recovery of Soldiers (eCase), monitoring Technician health (OccHealth), and enabling real-time oversight of medical readiness by commands and medical leadership (DenClass and MRR) for the 358,200 Soldiers of the ARNG.

Preventive Medicine

The ARNG Preventive Medicine branch is responsible for sustaining a healthy and ready ARNG force through prevention of injuries, illness, and hazardous exposures across all federal, state, and community missions. The branch formulates policy and provides oversight, consultation services, and financial resources to the states, territories, and District of Columbia. The branch's mission is carried out through administration of the ARNG Occupational Health, Industrial Hygiene, and Health Promotion Programs. In addition, the Preventive Medicine Branch professionally advises ARNG leadership regarding public health, emergency preparedness, clinical preventive medicine, and occupational and environmental medicine, including topic areas such as seasonal and pandemic influenza, emerging diseases/medical threats, immunizations, and Soldier exposures to various occupational, environmental, and deployment-related health hazards. Recent examples include long-term and ongoing heavy metal abatement at ARNG indoor firing ranges; help in shaping new

tuberculosis screening guidelines; development of an airborne hazards registry for those Service members potentially exposed to burn pits and other airborne contaminants in Iraq and Afghanistan; and creation of procedures to track implications of the Ebola virus outbreak in West Africa.

Influenza Vaccine Immunization Program

Influenza is a seasonal contagious respiratory illness that can be unpredictable, debilitating, and even lethal and, therefore, can affect military readiness. There are approximately 25 million reported influenza cases in the United States annually, resulting in excess of 150,000 hospitalizations and 35,000 deaths. Annual vaccination is the primary (and most effective) method of preventing influenza and its complications. The Office of the Chief Surgeon, ARNG provided \$2.93M for approximately 319,000 doses of influenza vaccine for distribution to the states, territories, and District of Columbia for the 2014-2015 influenza season. The ARNG goal is to vaccinate nearly 100 percent of its force prior to the start of the influenza peak season.

Occupational Health Program

Occupational Health (OH) programs ensure military technicians are protected from occupational hazards. Approximately 15,000 of the 30,782 military technicians routinely encounter occupational hazards while performing ground and air equipment maintenance and during domestic and contingency operations. In FY14, the OH

Program executed approximately \$4.4M for occupational health medical surveillance and training programs to ensure health and safety of the ARNG full-time workforce as mandated by OSHA, Public Law 91-596 and Executive Order 12196. These programs include respiratory protection, hearing and vision conservation, medical surveillance for potential radiation exposures, hazard communication, injury and illness case management, return to work programs, epidemiology, health promotion, and automated external defibrillator maintenance. The effectiveness has been reflected in a 10 percent reduction in workers' compensation medical costs in FY14 compared to previous years. In addition, State Occupational Health Program Status Report showed an 11 percent improvement in OSHA compliance.

Industrial Hygiene

The ARNG Industrial Hygiene Program executed approximately \$6M in FY14 to survey more than 800 facilities for potential health hazards, address worker concerns, and evaluate proposed designs for new ARNG maintenance facilities. The work was accomplished by the eight ARNG regional industrial hygienists (IHs), ARNG industrial hygiene technicians, and qualified industrial hygiene contractors. In addition to identifying and quantifying potential hazards, the IHs made recommendations to safety officers, occupational health officers, maintenance supervisors, and facility maintenance offices for corrective actions and medical surveillance decisions. The implementation of these recommendations protect the health of ARNG technicians, their families, and



SGT Rachele Cunningham, left, a team leader in Medical Command, New York Army National Guard, from Lee Center, New York guided her team toward a Humvee during "hot zone" evacuation training. Her team successfully diagnosed and treated a simulated casualty under timed conditions, August 5, 2014, at Camp Smith Training Site in Cortlandt Manor, New York. (Photo by SFC Steven Petibone)

community members, and fulfill the statutory requirement to provide a safe and healthy workplace for ARNG technicians. As an example, ARNG Regional IHs worked closely with several of the states and territories to continue the process of identification, control, and remediation of residual lead contamination found in facilities with inactive, unabated indoor firing ranges. The ARNG Regional IHs also assisted multiple training facilities with the inspection and remediation of mold in more than 100 FEMA trailers used for billeting; assisted with indoor air quality studies throughout the nation; and conducted follow-up air sampling for ARNG technicians with medical surveillance showing heavy metals contamination.



Pennsylvania Army National Guard Soldiers SSG Melvyn Mayo and SFC Vinicios Occhiena placed first at the 2014 Best Medic Competition. The Army-wide 2014 CSM Jack L. Clark Jr. Best Medic Competition was held November 3–7 at Camp Bullis, Texas. (Photo courtesy of Pennsylvania National Guard)

Health Promotion

The ARNG's award-winning "Guard Your Health" Disease/Injury Prevention, Risk Reduction, and Suicide Prevention Outreach program enables ARNG leaders to execute the provisions of AR 600-63, Army Health Promotion, and the operational guidance of the Total Army Ready and Resilient Campaign Plan. The goal of the program is to educate and encourage ARNG Soldiers and their Families to adopt healthy behaviors. Using multi-media platforms that heavily invest in social media, the program engages widely dispersed ARNG Soldiers where they live and work with actionable health information. These engagements drive users to the website <http://www.guardyourhealth.com/> for tools and resources.

Since its launch in December 2012, Guard Your Health social media content has been viewed and shared 2.4 million times and the website averages 4,700 visits per month. Unique to the website is the Guard Life portal and the ARNG Soldier-to-ARNG Soldier Personal Stories portal. In conjunction with other medical readiness initiatives, the Guard Your Health Program contributed to a three-year increase in ARNG Soldier medical readiness from 60.4 percent to 85.7 percent.



G4 Mission:

Provide timely and accurate logistics, installation management, and environmental policies to ensure operational readiness in support of state, national, and global initiatives.





Logistics Readiness

During the past 13 years of war, the ARNG has improved logistics readiness, installation management, and environmental programs to support the ARNG as an operational force and to responsibly draw down from Iraq and Afghanistan. Army National Guard logistics play an important role at the national level in distributing resources, managing distribution of ARNG equipment between states and the Army, and maintaining ARNG equipment at the depot level. The ARNG also works directly with each state and territory and the District of Columbia to ensure valuable resources are used in accordance with all applicable laws and regulations and that policies are implemented through national directives.

Operations Tempo

Ground OPTEMPO encompasses day-to-day operations and collective readiness training for ARNG units, as well as operational and logistical training strategies. Funding for Ground OPTEMPO includes direct costs (fuel and repair parts), which are tied to the training strategy, and indirect costs (Soldier support items, stock-funded secondary items, tools, medical supplies, specialized protective clothing, and office supplies), which are tied to force structure. The latter also includes funding for Soldier support items that directly support Collective Unit Training. Indirect costs include contractual services directly supporting field training, and IDT travel to include command inspection, staff travel, and cost of commercial transportation for Soldier movement in those cases where organizational transportation is not available or practical.

Historically, the Army and the ARNG have not been funded at 100 percent of Ground OPTEMPO requirements. In FY14, the ARNG was funded at 80.9 percent of the total requirement by the Department of the Army, which was designed to allow the ARNG to train to the platoon level of training. It is essential that sufficient Ground OPTEMPO funding is provided to prepare units to meet their ARFORGEN Aim Points.

Depot Maintenance

Depot maintenance refers to supporting surface maintenance and ground vehicle overhaul and readiness. Additionally, it funds ARNG Test, Measurement, and Diagnostic Equipment calibration. In FY14, the program received \$139M in funding for the ARNG's surface depot maintenance requirement of \$362.5M; this equates to a 38.3 percent funding rate.

Depot maintenance funding for FY14 allowed for the overhaul of 245 tactical vehicles, 41 pieces of engineer equipment, 65 semitrailers, 223 small arms, and 437 pieces of communications equipment. The program continued to address equipment readiness issues with the M113 family of vehicles, M109A6 self-propelled howitzers, and the M9ACE armored combat earthmover. Based on anticipated budget cuts, out-year funding will continue to decline as the requirement increases, thus creating uncertainty for the depot maintenance program's ability to maintain required equipment readiness for the fleet. If allowed to proceed, this trend will result in deferral of depot maintenance to an unacceptable level.

Top Left Photo: SPC Vaskan Jacobs, PFC Luis Polanco, SGT Cornelius Jean-Baptiste, and SPC Kellita Henry, water purification specialists from the 630th Quartermaster Detachment, Virgin Islands National Guard, monitored a water buffalo as it was filled with potable water for use at Camp Phoenix during Operation Forward Guardian II on St. Croix, June 7, 2014. *(Photo by SGT Juanita Philip)*

Bottom Left Photo: SPC Devin Sparks with A Company, 1204th Aviation Support Battalion, Kentucky National Guard, refueled a generator at the 63rd Theater Aviation Brigade Tactical Operations Center during the unit's annual training on Camp Atterbury, Indiana August 1, 2014. The 1204th AVN BN supports the Combat AVN Brigade Headquartered in Maryland as part of 29th Infantry Division. *(Photo by 2LT Michael Reinersman, 63rd Theater Aviation Brigade Public Affairs Officer)*

Reset

The Department of the Army defines reset as a set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future mission. Reset reverses the effects of combat stress on equipment. Reset is further defined for all the Services in a memorandum from the Deputy Under Secretary of Defense for Logistics and Materiel Readiness, "Resetting the Force and Depot Maintenance Capacity and Utilization," dated January 26, 2007.

The Army works cooperatively with the ARNG to refine equipment requirements, specifically for Critical Dual Use (CDU) equipment (equipment usable both in state or federal missions), and to ensure the states, territories, and District of Columbia maintain adequate levels of capability to protect American lives and property throughout a catastrophic event. Units execute reset strategies to sustain adequate readiness levels for both training and potential mobilizations and/or deployments.

In FY14, the ARNG received \$45.4M in OMA funds to support Home Station Field Level Reset activities. The ARNG Home Station Field Level Reset program successfully reset three IBCTs, one corps aviation brigade, one maneuver enhancement brigade (MEB), and 220 separate reporting units (SRUs), with one heavy brigade combat team (HBCT) and 248 SRUs still remaining in Reset. Equipment items reset in FY14 totaled more than 144,428 pieces of equipment.

Equipment On Hand & Equipment Availability

Efforts by the Congress to modernize the Total Army have produced dramatic increases to modernized equipment on hand (EOH) across all Army components and have brought the ARNG equipment nearly in line with the Active Duty inventory. This is critical to ensure interoperability among all three Army components and meet the Secretary of the Army's and Chief of Staff of the Army's strategic vision of obtaining and utilizing the "right mix" of AC/RC units to meet federal missions—and being ready to do so quickly. The ARNG is keeping legacy series High Mobility Multipurpose Wheeled Vehicles (HMMWVs) in the inventory to fill requirements and prevent capability gaps while experiencing shortages in modern HMMWVs no longer being procured. Consequently, the funding the Congress provided to the ARNG in FY13 and FY14 as part of a multi-year program to modernize the rapidly-aging HMMWV fleet is being used to fund updates to the oldest of the HMMWVs.



SPC Maung Koko, with the 108th Chemical Company from South Carolina Army National Guard, used radiation detection equipment to find harmful gamma and beta radiation on contaminated vehicles during an Ardent Sentry exercise held in Ridgeland, South Carolina. A simulated contaminated convoy is processed by the 108th Decontamination Platoon before being allowed entry to the point of distribution to pick up food and water supplies needed for civilians after a natural disaster. (Photo by SSgt Jorge Intrigo, U.S. Air National Guard)

These newly upgraded HMMWVs will have a positive effect on ARNG equipment readiness, which will be evident as early as FY15 as the first of these vehicles is returned to the donor units.

Improvements in communications capability will be realized through the fielding of equipment such as the Simple Key Loader (SKL), to fill critical shortages in communications equipment. This will bring the ARNG to 60 percent fill (the maximum fill objective). This is a significant improvement to the current 45.5 percent fill. The SKL is used for communications equipment that provides the capability for secure transmissions and is replacing outdated technology. The Single Channel Ground and Airborne Radio System Radio Transmitter “swap” program, also currently in process, is exchanging older, legacy models (the A and D models) for newer and more modern E and F models, which significantly improves interoperability.

Modernization

In June 2013, adjustments were made to modernization “cut” levels of several equipment items, resulting in the ARNG’s overall EOH modernization percentage increasing from 70 to 85 percent. As of June 2014, the ARNG’s overall EOH modernization percentage increased to 93 percent, exactly in line with the percentage of EOH versus equipment authorized.

Organizational Clothing and Individual Equipment

Organizational Clothing and Individual Equipment (OCIE) includes personal protective items such as the advanced combat helmet, body armor, and small arms protective inserts, plus Soldier resilience items such as the Extended Cold Weather Clothing System and the Modular Sleep System. Funding for the OCIE program includes support for repair or replacement for OCIE items that have been lost or damaged or become obsolete. The funds programmed for OCIE are intended for sustainment of the Soldier Kit and not expected to cover the burden of modernization.

The Program Executive Office—Soldier Equipping and the Rapid Fielding Initiatives—retains responsibility to fund modernization of OCIE Army-wide. Organizational clothing and individual equipment funds do not include individual clothing, which is covered under the National Guard Personnel, Army (NGPA) appropriation. The OCIE program received \$101.9M in FY14. This is tentatively projected to be reduced to \$71.5M in FY15. Funding is projected to continue to reduce substantially over the next few years due to anticipated program budget cuts.

Global Combat Support System-Army and General Fund Enterprise Business System Interface

Global Combat Support System-Army (GCSS-A) is a single system that interfaces with GFEBS. It contains the functionality associated with the business areas of supply, maintenance, property, and tactical finance. The GCSS-A is an integrated multi-component system where users with access and permissions can log in and perform their missions regardless of their location.

The ARNG participated as a financial expert with the GCSS-A deployment team and is establishing joint memoranda between directorates to clarify operations. The relationship between GFEBS and GCSS-A is interfaced to make funds available to funds centers that normally are only available in the GFEBS environment. The GCSS-A status of funds, asset activity, cost data, and trial balance data will be sent to GFEBS for consolidated reporting.





Mission:

Installations Division and Facilities Management programs and budgets installation support functions for Base Operations Support and Sustainment, Restoration & Modernization in order to provide facilities management support for the states' Adjutants General and the Director of the ARNG to support the federal-state mission and provide a quality of life to Soldiers commensurate with their service.





Facility Readiness

Army National Guard facilities are community-based platforms of readiness and foundations of support for unit personnel, as well as an avenue for assistance to returning Veterans. Army National Guard facilities are also used as distribution staging areas and shelters supporting responders and citizens alike. As a community-based force, ARNG facilities enable communities to be resilient in the face of natural disaster and emergencies.

In order to continue providing the support and response capability that the ARNG has supplied both at home and abroad, ARNG facilities must be modern, efficient, and ready to meet today's challenges. Readiness Centers, vehicle maintenance facilities, and aviation facilities all must be operational and functional to adequately support the surge of Soldiers and equipment during training and especially during mission response.

The frequency at which the ARNG is called upon to support federal and state missions has increased significantly over the past 13 years. In 2014, ARNG units were called upon to support communities for the full spectrum of severe weather events. These events included tornadoes, winter storms, floods, wildfires, and tropical storm responses. In addition, ARNG forces were called upon to assist with law enforcement and search and rescue missions. Increasingly, the design and construction of Readiness Centers are focused on incorporating other state emergency response agencies. Thus, the role of ARNG facilities as critical infrastructure has become not only the expected norm, it is the essential standard.

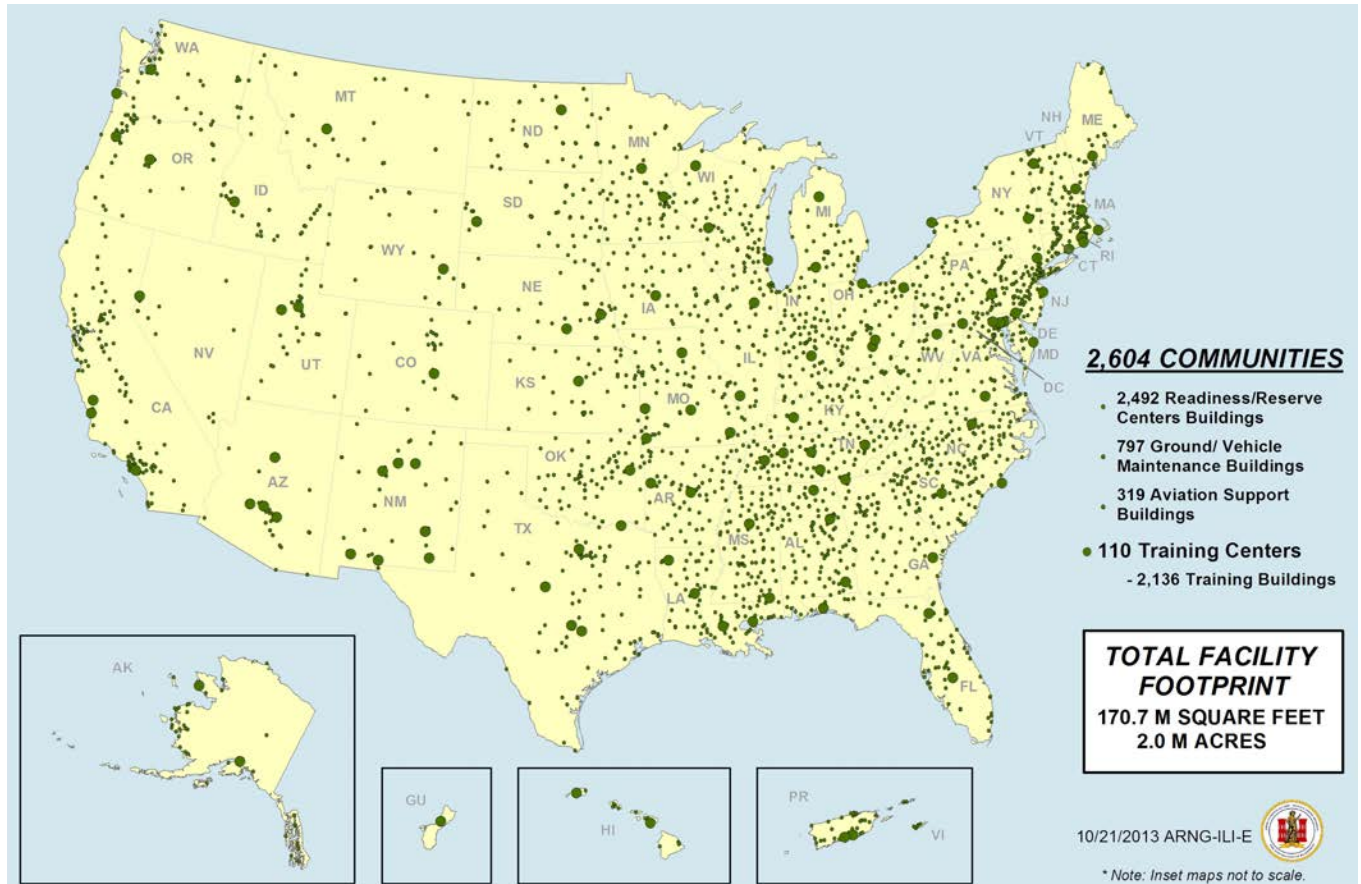
Keeping these facilities functional and ready is a challenge under current funding constraints. There are three pillars that are used to measure facility readiness: quality ratings, quantity ratings, and functionality. The trends in each pillar are cause for concern.

Top Left Photo: The Virginia National Guard conducted a formal ground breaking ceremony on the first phase of a multipurpose training facility at Camp Pendleton in Virginia Beach October 24, 2014. The facility can also be used as a staging area for Virginia National Guard units preparing for National Guard civil support missions when on State Active Duty. In addition to use by tenant organizations such as the 203rd Red Horse Squadron and the Commonwealth Challenge, the new facility can also be used by other DoD and public safety training customers. *(Photo by MSG A.J. Coyne, Virginia Guard Public Affairs)*

Bottom Left Photo: The Oregon National Guard dedicated the Fort Dalles Readiness Center in The Dalles, Oregon, April 17, 2014. MG Daniel R. Hokanson, the Adjutant General, Oregon hosted Oregon Senators Ron Wyden and Jeff Merkley, Dr. Frank Toda, president of the Columbia Gorge Community College, and present and past leadership of the Oregon National Guard and local community, who attended the ceremony. *(Photo by MSG Nick Choy, Oregon Military Department Public Affairs)*

Figure 13
FY14 ARNG Footprint

FY14 ARNG Footprint



Data Source: Planning Resource for Infrastructure Development and Evaluation (PRIDE)

The quality rating for ARNG facilities overall is moving from an adequate (Q2) level to poor (Q3). Quality is maintained through sustainment funding, which has been steadily decreasing. This decrease in sustainment funding causes facilities to degrade faster and creates a maintenance backlog. When the backlog is not addressed in a timely manner through sustainment funding, the deferred maintenance becomes a Restorations and Modernization (R&M) funding requirement. As R&M funds are also decreased, the diminished R&M funding stream must be targeted at Life, Health, and Safety (LHS) issues with few funds available to eliminate the backlog of deferred maintenance.

The second pillar is the quantity rating. The ARNG has a significant lack of required facilities. Currently, the ARNG lacks roughly 30 percent of the facility square footage necessary to effectively train, store equipment, and house its force.

The third pillar of concern is the functionality due to the age of the inventory. Even if a building is in adequate condition, the age will demonstrate an outdated design with obsolete electrical systems and will be void of energy and sustainability features that are now standard.

These shortfalls create large utility bills and hamper training as the building configuration will not support modern equipment and the electrical capacity will not support reliance on computers, simulators, and necessary communication systems.

In times of constrained resources, the ARNG has increased its coordination with partners at all levels. At the HQ level, the ARNG Installation Division has participated in the establishment of the Senior Engineer Steering Group, consisting of ARNG Reserve Component Installation Chief counterparts in the USAR, the Air National Guard, the Marine Corps Reserves, the Air Force Reserves, the Navy Reserves, and OSD Reserve Affairs. This group focuses on several shared concerns, including facility utilization and energy initiatives. Continued education is also key to overcoming funding challenges, so that lessons learned can be shared and rapidly applied.

In addition, the Construction and Facilities Management Office (CFMO) Programming Guidance Course training was reinstated during FY14 to provide training to newly assigned and current CFMO staff members within each of the states, territories, and District of Columbia. The CFMO is the principal advisor to the Adjutant General regarding all real property, facilities, construction, and environmental management programs. The focus was on the unique areas of facility management and resourcing as it relates to the ARNG's installations and critical infrastructures. The ARNG Installation Division garners resources and the CFMOs in the states manage and execute those funds. The Military Construction, ARNG (MCNG) program is funded in four major areas: military construction; sustainment, restoration, and modernization (SRM); energy; and base operating support. The total installation ARNG funding level for FY14 was approximately \$1.38B, with \$314.7M in MCNG, \$731.5M in SRM, and \$334.9M in base operating support.

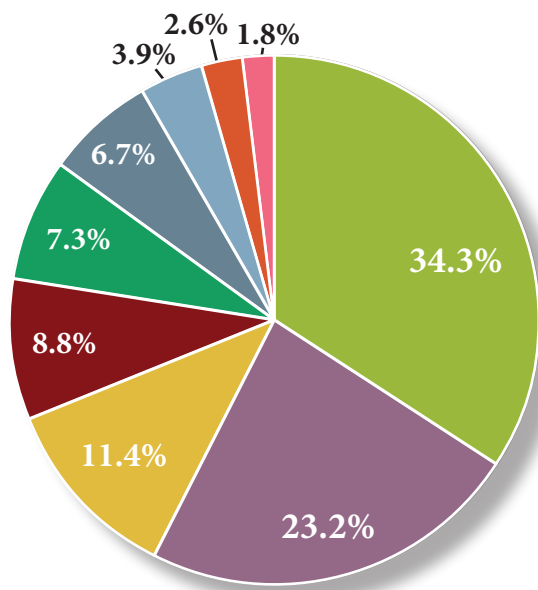
Military Construction, Army National Guard

Unit and Soldier readiness is enhanced through regular modernization and new construction of facilities to maintain efficient, sustainable operations and enable provision of effective services to Soldiers, Families, civilians, and employers. The ARNG distributed FY14 MCNG major construction funding of \$279.6M across 20 projects in 15 states and one territory. In addition, \$12.2M was utilized for unspecified minor construction and \$22.9M for planning and design.

The ARNG awarded contracts for 19 of the 20 appropriated projects in FY14, spread across 14 states and one territory. This equates to an execution rate of 95 percent for FY14. The one project not awarded in FY14 has an award forecast for the second quarter of FY15.

Using military construction funds, the ARNG will replace or modernize eight Readiness Centers (including one Armed Forces Reserve Center), directly enhancing the mission of units. Three aviation support facilities, two barracks at training facilities, three facilities for maintaining ground vehicles, one weapons range, two utility projects at training centers related to water and sewage services, and one facility to support first responders in case of a CBRN attack are also programmed for replacement or modernization.

Figure 14
Military Construction, ARNG



Military Construction, Army National Guard

FY14 Programs	Total (\$M)	Percent
Readiness Centers	\$108.0	34.3%
Aviation Facilities	\$73.0	23.2%
Training Barracks	\$36.0	11.4%
Vehicle Maintenance Facilities	\$27.7	8.8%
Planning and Design	\$22.9	7.3%
Ranges	\$21.0	6.7%
Minor Construction	\$12.2	3.9%
Infrastructure (Utilities)	\$8.2	2.6%
WMD-CST Ready Building	\$5.7	1.8%
Total	\$314.7	100%

Notes:
 • MCNG, ARNG, Public Law 113-76, January 17, 2014.
 • Numbers in AFR may not sum due to rounding.

Facilities Army National Guard Operations and Maintenance

The Facilities Operation and Maintenance (O&M) program provided installation support functions, base operating support, and SRM to support federal and state missions. The ARNG executed approximately \$731M for SRM projects in FY14. An additional \$334.9M was executed in base operating support (e.g., public works and municipal activities) to keep 26,160 buildings at more than 2,600 communities functioning.

In addition to routine facility sustainment, priority SRM projects include addressing LHS conditions and Act of Nature (AON) damage. The AON damage project requirements are resourced with available O&M funding, averaging approximately \$12M per year for the last several years. The LHS projects consist primarily of electrical and fire suppression system repair and critical upgrades in existing facilities. These projects can be large and costly, ranging from several hundred thousand to a few million dollars each. In today's constrained funding environment, states must apply most of their available resources to these types of projects at mission-critical facilities. This results in minimal resources for facility modernization to accommodate mission functionality. Army National Guard leaders remain committed to addressing LHS conditions and AON damage projects expeditiously.

Real Property Accountability and Master Planning

The ARNG is accountable for more than 100,000 individual buildings and structures with a replacement value of \$45B. The ARNG accounts for this property by usage, condition, quantity, and acquisition cost. This inventory includes both state-owned real property as well as Army-owned property and some leased

facilities. Typical ARNG facilities include readiness centers, vehicle maintenance buildings, aviation hangars, and maintenance buildings, barracks for Soldiers during training exercises, and a variety of training ranges, including training facilities for urban warfare.

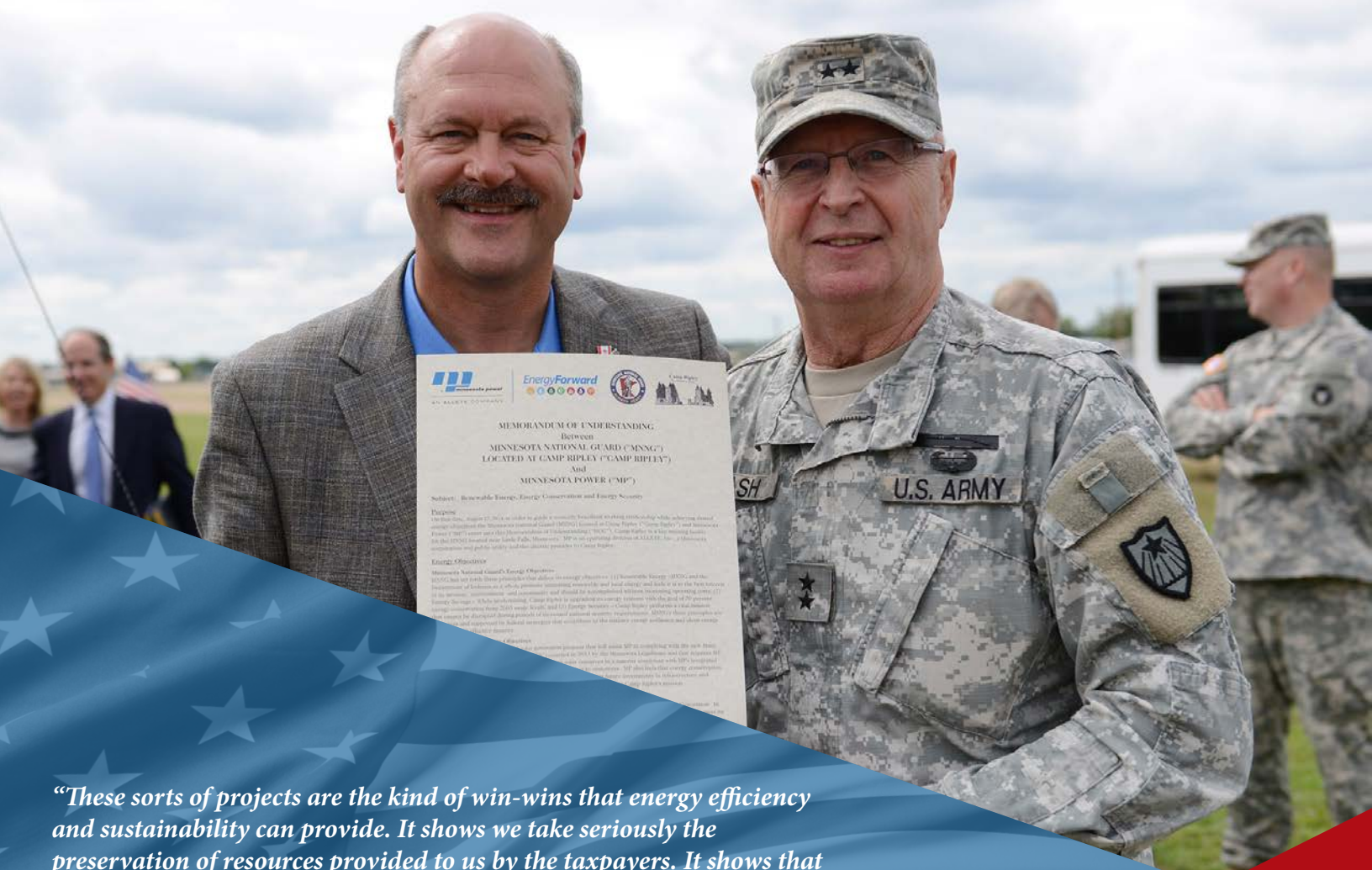
Starting in FY14, the ARNG is actively reducing the number and cost of long-term leased facilities and only using leases as a temporary facility solution. The ARNG real property inventory forms the basis for decisions on repairs and replacement of existing facilities. This inventory is used by DoD to determine the sustainment requirement necessary to maintain the facilities in the proper readiness condition. The states also fund a share of the sustainment costs for readiness centers.

Each state maintains a comprehensive master planning program to plan the facilities necessary to support the ARNG mission for many years into the future. Master planning identifies where existing facilities need expansion or renovation to continue to meet ever-changing ARNG mission requirements. Master planning also projects where new facilities are required to meet future needs at different locations.

The master planning process includes coordination with the Reserve Components of all Services to ensure maximum utilization of joint-use facilities throughout all of DoD. Under the guidance of the ARNG Installations Division, each state developed a comprehensive Readiness Center Transformation Plan to examine where and how large a state's set of readiness centers should be to support the demographics and emergency response responsibilities of each state for the next 50 years. The results of these plans are being provided to Congress.



The Illinois Army National Guard Readiness Center was developed as a partnership with the Heartland Community College in Normal, Illinois. The readiness center was designed with a single story wing for public accessible entrance to the main level for access to the common authorized areas of classrooms, kitchen, and latrines. The opposite two-story wing supports the Illinois Army National Guard with a secured entrance to administrative space, staff sections for operations, secured equipment locker rooms, male and female latrines with showers, and a simulation room. (Photo courtesy of Illinois Army National Guard)



EnergyForward

MEMORANDUM OF UNDERSTANDING
 Between
MINNESOTA NATIONAL GUARD (MNSG)
 LOCATED AT CAMP RIPLEY ("CAMP RIPLEY")
 And
MINNESOTA POWER (MP)

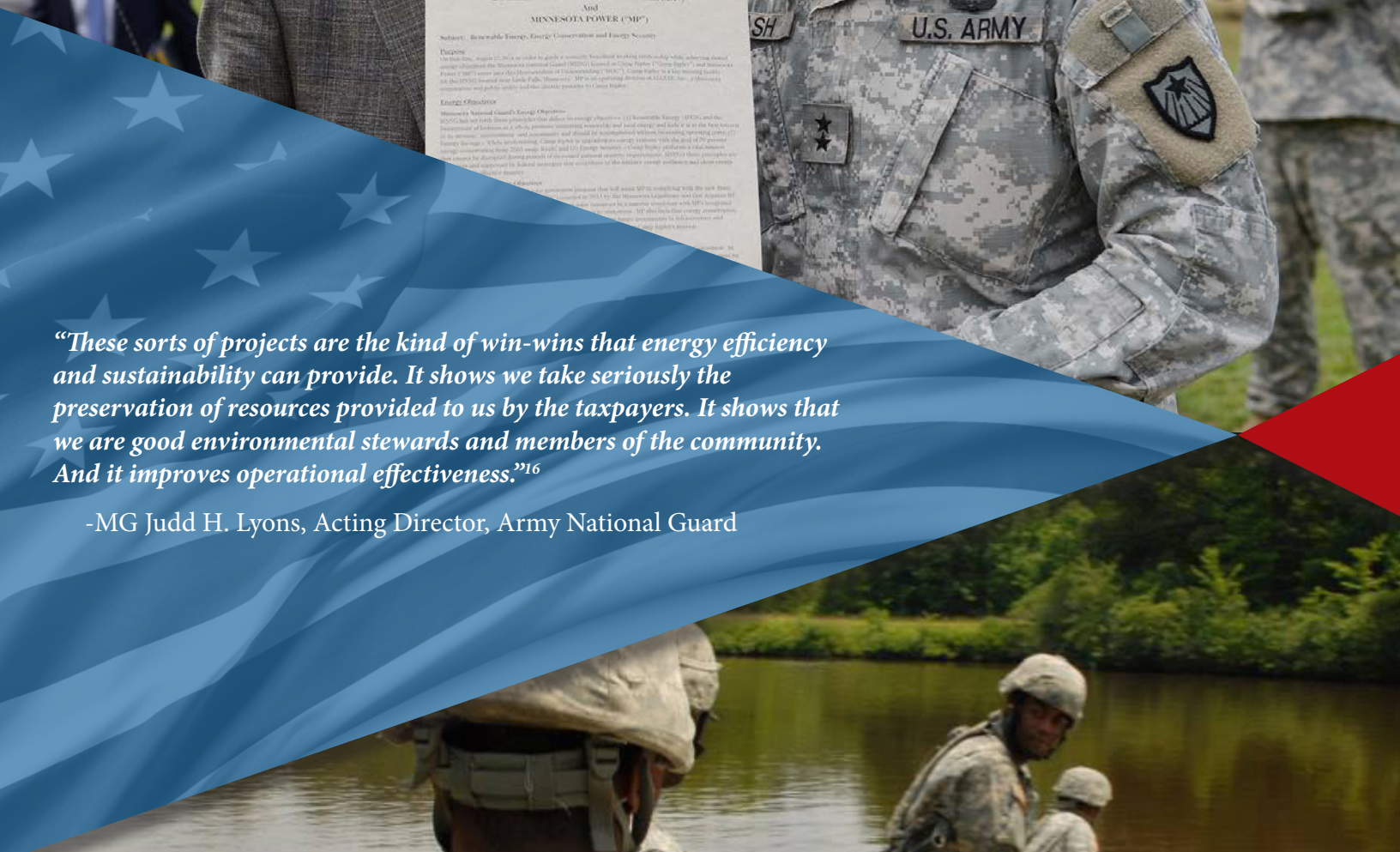
Subject: Renewable Energy, Energy Conservation and Energy Security

Effective: August 17, 2016

Energy Objectives

Minnesota National Guard's Energy Objectives

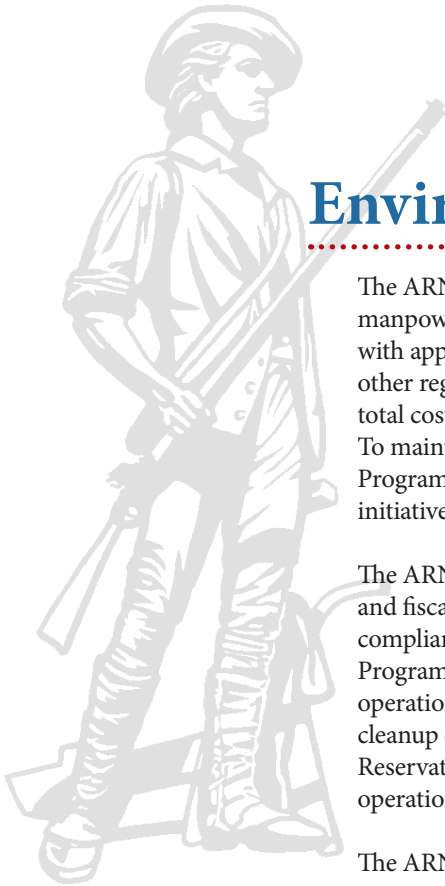
MP and MNSG have entered into a Memorandum of Understanding (MOU) to address energy efficiency, conservation, and security. The MOU is a non-binding agreement that outlines the goals and objectives of the partnership. The MOU is intended to provide a framework for the two organizations to work together to achieve their energy goals. The MOU is a key milestone in the partnership between the two organizations and is a testament to their commitment to energy efficiency, conservation, and security.



“These sorts of projects are the kind of win-wins that energy efficiency and sustainability can provide. It shows we take seriously the preservation of resources provided to us by the taxpayers. It shows that we are good environmental stewards and members of the community. And it improves operational effectiveness.”¹⁶

-MG Judd H. Lyons, Acting Director, Army National Guard





Environmental Readiness

The ARNG Environmental Program ensures the states, territories, and District of Columbia have the manpower and programmatic requirements necessary to achieve, evaluate, and sustain compliance with appropriate federal, state, and local environmental laws, Executive Orders, DoD Directives, and other regulations. These resources enable the ARNG to protect human health and safety, while reducing total cost to the Army through environmental compliance, conservation, and pollution prevention. To maintain mission capability and environmental stewardship for FY14, the ARNG Environmental Program executed \$71.1M in environmental compliance and \$31.9M in environmental cleanup initiatives.

The ARNG continues to face increased mission requirements, strict environmental regulatory climates, and fiscal uncertainty, which pose environmental risk mitigation challenges in ensuring environmental compliance and protection in support of the ARNG mission. This year, the ARNG Environmental Program focused on meeting critical environmental, legal, and regulatory requirements to ensure operational readiness and accepted risk by deferring projects to later years. The ARNG continued to focus cleanup efforts on Joint Base Cape Cod, Massachusetts (formerly known as the Massachusetts Military Reservation), Camp Ravenna, Ohio, the Non-Defense Non-Operational Defense Sites Program, and operational range assessments.

The ARNG Environmental Program completed 20 environmental assessments to support military construction projects valued at more than \$279M. Environmental support of military construction projects led to improved training facilities and better training land for many of the ARNG states and territories. Title 10, Section 2684a of the U.S. Code authorizes DoD to form agreements with non-federal governments or private organizations to limit encroachments and other constraints on military training, testing, and operations by establishing buffers around installations. The environmental program protected more than 5,000 acres of land adjacent to critical ARNG training installations as part of the Army Compatible Use Buffer (ACUB) program. Establishing buffer areas around ARNG installations limits the effects of encroachment and maximizes land inside the installation that can be used to support the installation's mission. A total of 80,000 acres have been protected under ACUB since the program's inception in 2003.

Given the constrained budget environment, the ARNG continued the strategy from the previous year and implemented measures to increase the efficiency of the Environmental Performance Assessment System. The ARNG completed 20 of the 21 planned assessments for FY14. The assessments assist each state and territory in identifying areas of non-compliance with environmental laws and form the basis for funding and implementing corrective actions. The ARNG utilizes a risk-based modeling approach to focus efforts on states that historically need additional scrutiny based on past performance, with an overall goal of assessing each state once every three years. The ARNG has been successful in preventing countless notices of violation from state regulators as well as improving business efficiencies at each of the ARNG facilities and installations. In FY14, the ARNG received six notices of violations and was assessed \$1,800 in fines. The Defense Logistics Agency paid the fine on behalf of the ARNG as their agency ultimately was responsible for the violation.

Top Left Photo: Minnesota Power, Chief Executive Officer, Mr. Al Hodnik, and The Adjutant General of the Minnesota National Guard, MG Richard Nash, proudly displayed the signed memorandum of understanding. *(Photo courtesy of Minnesota National Guard)*

Bottom Left Photo: Massachusetts Army National Guard water purification specialists of South Boston-based Company A, 429th Brigade Support Battalion, 116th Infantry Brigade Combat Team, 29th Infantry Division, assigned to the Virginia Army National Guard, treated water to be distributed to more than 2,300 Soldiers on Fort Pickett, Virginia, June 21, 2014. Company A Soldiers produced 15,000 gallons of clean drinking water for their fellow 116th IBCT Soldiers per day during annual training June 14-28, 2014. *(Photo by SGT JoAnna Greene, 116th Infantry Brigade Combat Team Public Affairs)*

16. MG Judd H. Lyons, Acting Director of the Army National Guard, addresses those gathered at the Energy Action Month kick-off ceremony at the Army National Guard Readiness Center in Arlington, Virginia, October 1, 2014.

Quantitative Phase II Operational Range Assessments are still underway for ARNG's weapons ranges. The ARNG completed 42 planned assessments in FY14. Quantitative data are collected to determine whether a munitions contaminant is released from an operational range to an off-range area, thereby creating an unacceptable risk to human health or the environment. If a munitions contaminant is released, the range becomes referred.

The ARNG Environmental Program identified one range, Camp Smith in New York, as a referred range in FY13. The ARNG, in concert with the New York ARNG and the U.S. Army Corps of Engineers are working together to mitigate the environmental risks identified. The goal is to ensure the long-term viability of operational ranges in support of military mission and readiness while protecting human health and the environment. Five-year periodic reviews are required at approximately 256 ARNG range complexes where data indicate it is unlikely that a release to the environment occurred. The periodic reviews document changes to range or munitions uses that have the potential to cause impacts to human health or the environment. Periodic reviews were started in FY11 and will be a recurring requirement.

The ARNG is continuing the remedial investigations for the non-DoD, non-operational defense sites. The estimated cost-to-complete addressing all of the 115 sites is approximately \$125M. Funding restrictions prohibit the ARNG from completing all of the sites at once. Currently the ARNG is working on 13 sites. Sites are prioritized using a risk-based protocol; remedial investigations will be initiated upon availability of funds. Cleanup of these sites is an ongoing process that can take anywhere from one to 15 years, where the ARNG works in concert with the state and local regulators to achieve the restoration of these sites.

Future readiness of the Army National Guard relies on today's effort to use resources efficiently, protect training areas, employ technology and improve quality of life.¹⁷

Sustainability Readiness

The ARNG Sustainability Program promotes good stewardship and proper management of energy, water, and waste in order to keep the ARNG capable and ready in the face of a changing world. Sustainability supports current and future mission requirements by employing resource efficiency and new technology. Enhancing energy and water security and managing waste systematically are operationally necessary, financially prudent, and essential to mission accomplishment.

The ARNG energy and water services were funded at \$117.1M in FY14. However, electricity, heating, water, and waste services cost the ARNG \$131.6M. Use of the OMB's rate of inflation in program modeling has continued to lead to annual unfunded requirements in utility programs.

Energy and water SRM projects were funded at \$26.2M in FY14. The ARNG internally resourced, through the Program Budget Advisory Council, another \$60.6M for projects in FY14. This funded a total of 558 energy projects (442 in energy efficiency and 116 in renewable energy). The ARNG water infrastructure program was funded at \$5.7M for FY14. This funded seven water infrastructure projects.

The ARNG is working with the U.S. Army Corps of Engineers to install 1,182 advanced meters in 551 facilities as well as integrate 654 installed advanced meters into a central meter data management system in order to monitor real-time energy and water consumption. Meter installations are 94 percent complete, with the remaining installations completed by November 2014. The advanced meters were installed in the most energy- and water-intense ARNG facilities across the nation. By capturing real-time data, leaders and Soldiers take note of their daily habits and how they affect energy and water consumption. By identifying and improving use patterns, the ARNG can proactively reduce costs and save resources.

17. Army National Guard Sustainability Factsheet <http://www.arng.army.mil/aboutus/Documents/ARNG%20Sustainability%20Factsheet-01-16-13-edited.pdf>

The ARNG in all 54 states, territories, and the District of Columbia is working toward net zero, i.e., striving to balance resource consumption with generation or renewal of resources, within overall state energy, water, and waste goals. At the close of FY14, 26 states had up-to-date comprehensive energy plans and/or water plans. Many states reduced energy consumption through facility improvements such as lighting upgrades; heating, ventilating, and air conditioning retrofits; and building envelope improvements. In addition to technical upgrade projects that improve efficiency, the ARNG employs awareness campaigns to improve individual accountability and reduce resource consumption.

Notable state sustainability efforts are ongoing in Colorado, Minnesota, Virgin Islands, and Michigan. This year, Colorado ARNG scaled up Operation ResourceWi\$e, a comprehensive occupant engagement program that educates and empowers individuals to make energy-informed decisions. Minnesota ARNG signed a memorandum of understanding to partner with a local utility, Minnesota Power, to reduce its energy consumption by 30 percent and build a 10 megawatt solar farm on Camp Ripley. The project will enable the installation to function independently from the electric grid in emergency situations. The solar array is projected to be complete by 2016 and includes smart grid technologies and back-up generators, enhancing the energy security of Camp Ripley and the surrounding communities. The Virgin Islands ARNG has declared net zero water at all its federal facilities, accomplished through rainwater collection and reuse. Michigan ARNG's Camp Grayling also declared net zero water by collecting and treating water on site.

At the close of FY14, 22 states have Qualified Recycling Programs (QRPs). These programs pay for themselves through recycling revenue. Any revenue not needed for recycling operations is used to grow the recycling program, invest in sustainability and environmental programs, or provide Military welfare and recreation activities. For instance, Illinois ARNG acquired two food scrap composters using funds from its QRP and installed them at its dining facilities. This initiative diverts a significant portion of the food waste from Illinois ARNG's overall waste stream, while also reducing expenditures on fertilizer for landscaping in training and cantonment areas.

To supplement appropriated funds, the ARNG continues to work with the Army Office of Energy Initiatives, U.S. Army Corps of Engineers, and others to identify market opportunities for alternative financing for energy efficiency, renewable energy, and energy security projects. Energy savings performance contracts (ESPCs) allow federal agencies to make improvements with limited to no up-front capital costs and guaranteed energy and cost savings. At the close of FY14, the ARNG has one ESPC in progress. Through a 21-month contract, the ARNG has been working with an energy service company to replace and/or upgrade energy-intensive systems with high-efficiency technologies that will reduce energy and water consumption for Arlington Hall Station in Arlington, Virginia. This \$20M ESPC will pay for itself over the next 20 years.

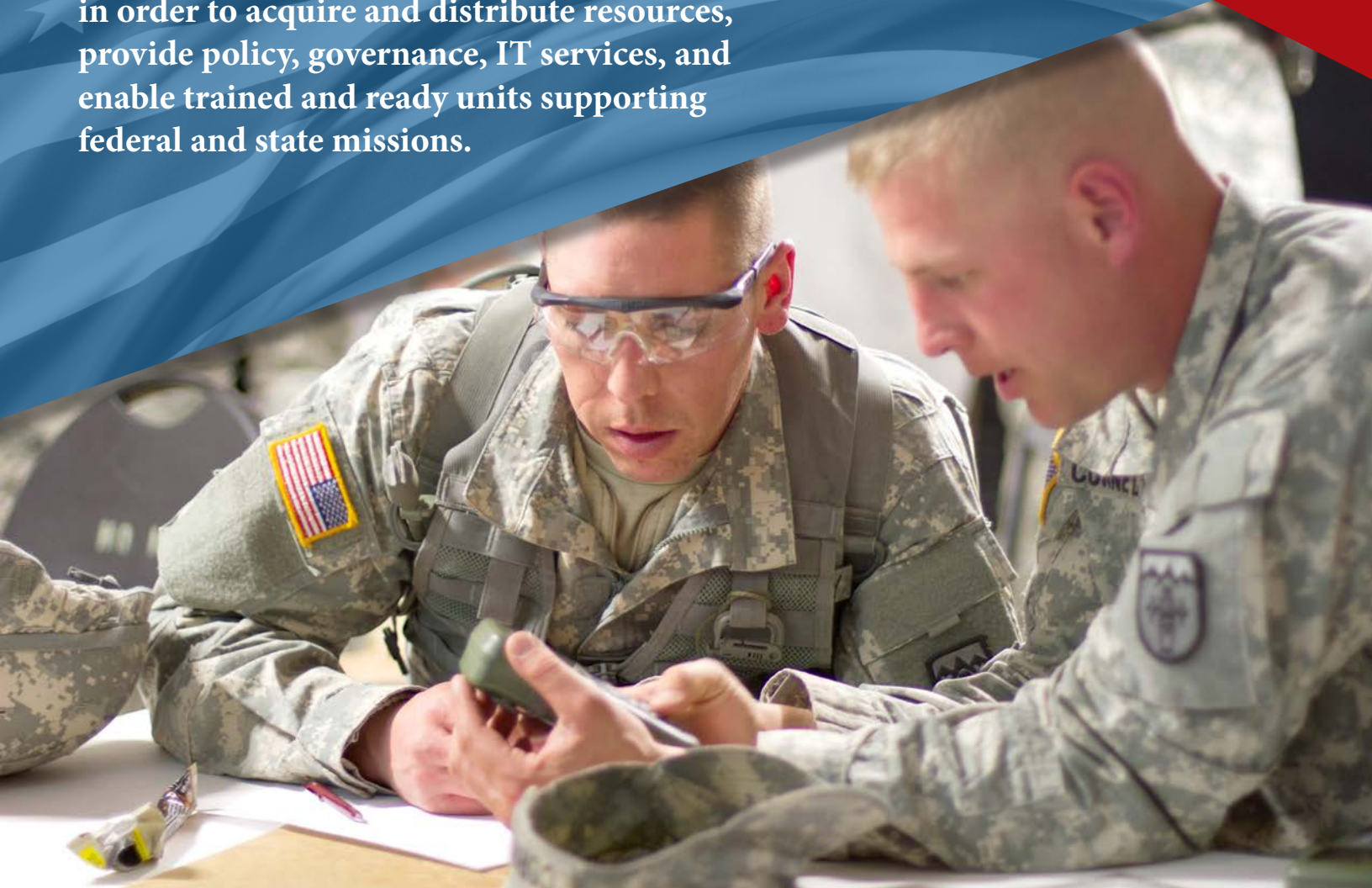
The ARNG is anticipating future risks and related costs associated with damage to ARNG installations due to severe weather and environmental changes associated with climate change. In FY14, the ARNG conducted screening-level coastal climate change vulnerability assessments for 112 sites in 22 states. This assessment is the initial stage in understanding how climate change will affect its assets and infrastructure.





G6 Mission:

Represent the Army National Guard and NGB information technology requirements in order to acquire and distribute resources, provide policy, governance, IT services, and enable trained and ready units supporting federal and state missions.





Technological Readiness



The ARNG's office of the Chief Information Officer (CIO) was resourced at \$256M in FY14. These resources supported the execution of enterprise initiatives designed to increase security and consolidate services while streamlining efficiencies across the entire ARNG.

One of the largest programs managed within the Information Technology (IT) infrastructure of the ARNG (known as GuardNet) serves every readiness center, Joint Force Headquarters (JFHQ), training center, and ARNG organization, encompassing 3,000 facilities and over 300,000 customers. Civilian entities, including federal, state, tribal, and local governments, as well as first responders, directly benefit from the ARNG's ability to deliver immediate emergency response capabilities to the nation. All of this support is enabled by the IT infrastructure of the ARNG and GuardNet, which utilized approximately 15 percent of the total Army IT budget.

The ARNG IT community completed many significant projects and experienced successes during the past fiscal year. Many current cost reductions and identified future cost savings throughout the planning and execution processes were achieved. Success stories include promoting innovative programs like SIPRNet¹⁸ upgrades and Enterprise Architecture initiatives while maintaining bedrock investments (GuardNet) and providing the best customer service in both the tactical and strategic environments. The ARNG will remain postured to provide the combat and emergency response capabilities the nation relies upon: "Always Ready, Always There."

Compliance with Federal Information Security Management Act

In FY14, the ARNG received a FISMA evaluation score of 97 percent, up from 63 percent the previous year. This reflects the continued effort from the ARNG and the states to mitigate cyber security threats.

The ARNG CIO/G6 (Communication and Automation office) is maintaining an Information Assurance Vulnerability Alert (IAVA) compliancy rate of 90 percent across all states, territories, and the District of Columbia, achieving the Army baseline for the first time. This accomplishment is sustained by teams from the ARNG and the states using tools to continuously scan GuardNet-connected devices to check compliance and pin-point network vulnerabilities. In cases where the IAVA cannot be mitigated in a timely manner, the ARNG proactively quarantines non-compliant devices by not allowing access to GuardNet services until the device is properly configured. Additionally, the ARNG uses tools to monitor network traffic for suspicious activity and takes action to quarantine or block devices and suspicious traffic.

Enterprise License Agreements

Enterprise License Agreement (ELA) programs are volume licensing packages that allow organizations, such as the ARNG, to adapt to changing business needs and control costs. Enterprise Licensing Agreements provide purchasing and support services and upgrades to IT hardware and software requirements at a discounted price.

Consistent with the Army Goals, the ARNG is migrating from Army ELAs to Joint Enterprise License Agreements (JELA) to capitalize on lower service and support costs while providing value added services. The migration to both ELA and JELA contracts will save the ARNG approximately \$150,000 annually. These savings will help address current shortfalls in IT funding of approximately \$11M. Currently, the ARNG participates in several ELAs with a number of companies, including Microsoft,

Top Left Photo: Mr. Ken Foster, a computer network analyst with the California Army National Guard Computer Network Defense Team, assisted one of his fellow analysts to defend against a simulated virus attack during the 2014 Cyber Shield exercise at the National Guard Professional Education Center in North Little Rock, Arkansas, April 30, 2014. (Photo courtesy of California Army National Guard)

Bottom Left Photo: SPC Joshua Davies, left, and SGT Nick Cornelius, both from 169th Field Artillery Brigade Colorado Army National Guard prepare a Defense Advanced GPS Receiver before Davies embarked on a night orienteering course as part of the Colorado Best Warrior Competition, held April 11-13, 2014, at Fort Carson. (Photo by SGT Bethany Fehringer)

18. The Secret Internet Protocol Router Network (SIPRNet) is the Department of Defense network for the exchange of classified information and messages at the SECRET level. <http://www.dhra.mil/perserec/osg/s1class/siprnet.htm>

Cisco, Adobe, Symantec, BMC, and CA Technologies. The CIO is currently working with the Defense Information Technology Contracting Office on a new DoD VMware JELA to incorporate further cost savings through bulk purchases and no-cost value-added services.

Army Data Center Consolidation Plan

The Army Data Center Consolidation Plan (ADCCP) is the Army’s response to an OMB federal data center consolidation initiative. The focus of this initiative is to: (1) promote the use of IT by reducing the overall energy and real estate footprint of data centers; (2) reduce the cost of data center hardware, software, and operations; (3) increase the overall IT security posture of government; and (4) shift IT investment to more efficient computing platforms and technologies. The Information Management System division led the ARNG’s participation and response to the Army CIO’s Data Center Consolidation Plan.

The ARNG CIO/G6 has aggressively applied ADCCP goals and objectives to ARNG applications and IT infrastructures with the aid of the ARNG Enterprise Architecture Tool. Major accomplishments included: (1) three of seven Non-Secure Internet Protocol Router Network¹⁹ gateway sites were eliminated; (2) the application hosting server footprint was reduced through virtualization of ARNG applications, resulting in an 88 percent virtualization metric within the ARNG Installation Processing Node; and (3) system rationalization, consolidation, and optimization to effectively decommissioned or consolidated 48 applications, resulting in a 35 percent reduction in total applications. The CIO/G6 also reduced training portal hosting costs by leveraging a shared commercial-off-the-shelf license.

In FY14, the reduction of ARNG data center and application footprints greatly contributed to the improvement of the ARNG IT Security posture and the ARNG’s 97 percent FISMA compliance rating.

GuardNet

The ARNG Information Networks Division continued to modernize the ARNG IT infrastructure to meet industry standards and various DoD and Army security policies while at the same time introducing process improvements. Efficiencies were achieved through improvements to the implementation of the IT Infrastructure Library industry standard to reduce service interruptions caused by network changes.

These streamlined processes also allowed the Information Network Division to deliver enhanced services faster, more reliably, and at a reduced cost. Examples included a standardized project initiation process to validate project requests and assign resources to complete them, as well as tracking and monitoring Continual Service Improvements to reduce non-value-added steps using currently allocated resources.



MAJ Hung Diep, 1636th Cyber Protection Team Chief, received the Cyber Command sleeve insignia during an October 7, 2014 ceremony. MG Judd H. Lyons, Acting Director of the Army National Guard, joined Army LTG Edward C. Cardon, commanding general of U.S. Army Cyber Command/Second Army, and COL Jayson M. Spade, commander of the 1st Information Operations Command (Land), to present the patches on a drizzly afternoon. MAJ Diep leads the first Army National Guard Cyber Protection Team, the 1636th. There are 10 more Cyber Protection Teams planned for the Army National Guard. *(Photo by SFC Jon Soucy)*

19. The Nonsecure Internet Protocol (IP) Router Network is abbreviated as “NIPRNet,” but commonly written “NIPRNET or referred to as the “‘Non-classified’ IP Router Network”.

GuardNet service availability was increased through the modernization of an Alternate Network Operations and Security Center, with services dispersed across multiple locations to take advantage of capability and enhanced survivability in the event of a natural or man-made disaster. In FY14, systems investments/modernization required substantial planning and detailed testing and deployment. Network monitoring system upgrades resulted in a more secure GuardNet through increased network performance and security monitoring capabilities. As an example, the credential verification system refresh reduced equipment by virtualizing hardware, while at the same time, improving manageability. This virtualization decreased current year costs and will save an estimated \$700,000 per year.

The Information Networks division also completed an operating system upgrade of the user authentication and authorization management system. These actions resulted in a more robust GuardNet, allowing the NGB to rapidly respond to state assistance requests or fulfill various federal statutory requirements.

Enterprise Architecture Framework Transformation

The ARNG Enterprise Architecture Framework (ARNG-EAF) is devised to support the strategic planning, business transformation, capability management, and fiscal accountability processes for ARNG capabilities (Figure 16). The ARNG-EAF promotes collaboration across business and IT organizations enabling:

- Control and accountability of ARNG business and IT investments and alignment with mission requirements
- Management of strategic planning, sequencing, and transitioning for business and IT transformation and modernization
- Statutory and regulation compliance for federal, DoD, and Army requirements including the Clinger-Cohen Act, OMB Circular A-130, and the Defense Business Enterprise Architecture (Title 10, USC, §222)
- Development of DoD Architecture Framework (DoDAF) compliant artifacts

The ARNG-EAF has been established as the vital agile architecture information and IT decision support environment within the ARNG to support a wide range of critical initiatives under the increasingly fiscally constrained environment, including the Joint Information Environment, FISMA, Federal Data Center Consolidation Initiative, and IT Capital Planning and Investment Control.

During FY14, the ARNG-EAF published hundreds of DoDAF models across the ARNG Directorate. Notably, the innovative ARNG survey-based process was utilized to develop 40 highly detailed DoDAF models spanning 13 information systems that directly support the ARNG Human Resources Resource Directorate (G1) portfolio management and transition planning for G1 systems consolidation to the IPPS-A.

The ARNG Enterprise Data Warehouse (EDW) delivers custom-tailored Business Intelligence (BI) capabilities to meet ARNG statutory reporting requirements. Capabilities include end-user and ad-hoc business reporting and dashboard functionalities

for analysis, forecasting, and decision-support. In 2014, a major strategic initiative was undertaken to migrate EDW to a more cost-effective and comprehensive BI technology platform. As migration completes in FY15, the new platform will enhance interoperability of the EDW within the ARNG and across DoD.

SIPRNet Upgrade

The ARNG CIO/G6 initiated upgrades and consolidated its classified network requirements within the NGB and among the states, territories, and District of Columbia. This will create an estimated \$1.5M annual cost avoidance through a reduction in classified circuits, maintenance expenses, and individual circuit accreditations. The new GuardNet-S uses existing infrastructure and maintenance capacity while simultaneously delivering greater SIPRNet bandwidth and cyber security.

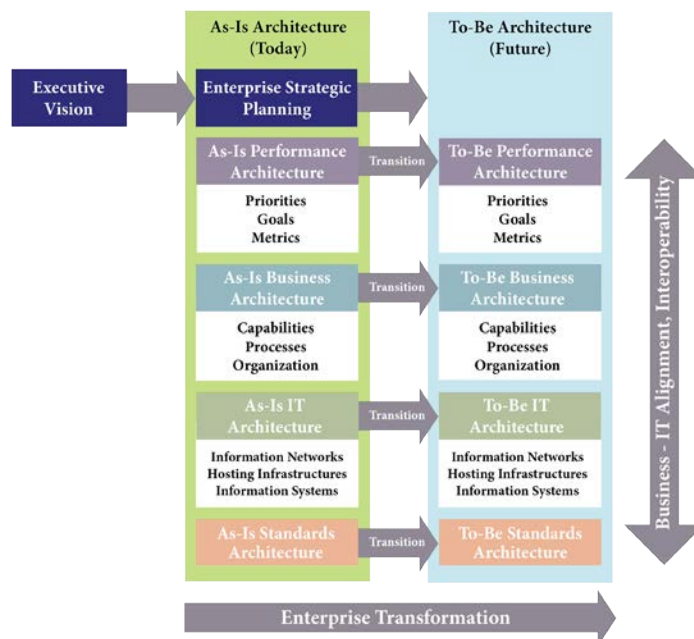
Armory as a Docking Station

The Armory as a Docking Station (AaaDS) concept allows commanders to use mission command systems during individual training to sustain operator proficiency and software currency for mission command systems. Units will connect at local readiness centers and train as if they were dispersed on the battlefield.

The ARNG CIO/G6 conducted a series of proof of concept tests in FY14 with New York ARNG's 42nd Infantry Division and Virginia ARNG's 116th IBCT in preparation to deploy a Docking Station Point of Presents to National Guard tactical units. The docking station connects the local armory mission command systems, where applicable, Warfighter Information Network Tactical, and Battle Command Common Services stacks to GuardNet through the existing data connection points at each Armory. The ARNG will continue to assist units as they on board to AaaDS.

Transformation Environment

Figure 15 Enterprise Architecture Transformation Environment

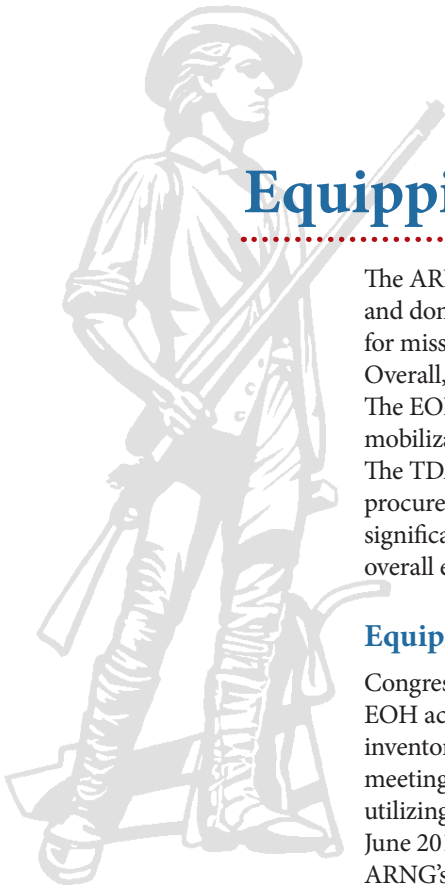




“We currently have the best trained, best equipped, best led, and most combat tested National Guard in our [378] year history. We see this force as essential not only to the Army and Air Force, but as the dual-use asset for our communities here at home.”²⁰

-General Frank J. Grass, Chief, National Guard Bureau





Equipping Readiness

The ARNG administers its resources to field trained and equipped personnel able to execute federal and domestic missions. In 2011, equipment on hand (EOH), which depicts equipment items available for mission accomplishment, was at 77 percent. At the end of FY14, total EOH was up to 93 percent. Overall, the current critical dual use (CDU) EOH is 94 percent, an increase from 65 percent in 2006. The EOH percentage does not include TDA requirements that are critical to MOS schools, CSTs, pre-mobilization training, states’ JFHQ, DSCA, Homeland Defense (HD) missions, and other requirements. The TDA EOH percentage is currently 64 percent. The Congress’ continued support of Army procurement and the Army’s continued utilization of the ARNG as an operational force have resulted in significant improvements to the ARNG equipment posture and increased EOH, CDU equipment, and overall equipment modernization levels.

Equipment Modernization Success

Congressional funding to modernize the Total Army have resulted in dramatic increases to modernized EOH across all Army components and have brought ARNG equipment more in line with the AC inventory. This is critical for ensuring interoperability among all three Army components and for meeting the Secretary of the Army’s and Chief of Staff of the Army’s strategic vision of obtaining and utilizing the “right mix” of AC/RC units to meet Federal missions—and being ready to do so quickly. In June 2013, adjustments made to the modernization “cut” levels of several equipment items resulted in the ARNG’s overall EOH modernization percentage increasing from 70 to 85 percent. As of June 2014, the ARNG’s overall EOH modernization percentage increased eight percentage points to 93 percent, in line with the percentage of EOH versus equipment authorized.

Top Left Photo: PFC Jared Taylor Drye, with the 1-120 Infantry Regiment, conducted Preventive Maintenance Checks and Services on a Humvee for possible State Active Duty to respond to Hurricane Arthur at his armory in Wilmington, North Carolina. *(Photo courtesy of North Carolina National Guard Public Affairs/Released)*

Bottom Left Photo: Soldiers from C Company, 2-104th Cavalry, Pennsylvania Army National Guard deployed smoke and fired their heavy machine guns from a Stryker vehicle. This battle simulation called Exercise Saber Strike 2014 was conducted with State Partnership Program partners from Lithuania. *(Photo courtesy of Pennsylvania National Guard)*

20. Testimony General Frank J. Grass, Chief, National Guard Bureau, House Appropriations Defense Subcommittee First Session, 113th Congress. Subject: Impact of Sequestrations and A Full Year Continuing Resolution on the DoD, dated February 26, 2013. [Special note: years adjusted to 378 to reflect FY14.]

FY14 and FY15 Funding Profile

The Army, with congressional help, continues to equip the ARNG as a modern, ready, and operational force. The ARNG is scheduled to receive 79,336 pieces of equipment valued at approximately \$4B from January 2014 through August 2015. In addition, the Army continues to fund the modernization of existing ARNG equipment, including \$135.5M for family of medium tactical vehicles. Of note, the ARNG will be at 100 percent EOH for the UH72A Light Utility Helicopter Lakota by the end of FY15. In light of current funding levels, production capabilities, and the age of ARNG equipment, the ARNG tactical wheeled vehicle and helicopter fleets will continue to require a long-term investment over the next 10 years to adequately address shortfalls and modernize fleet capability. The FY15 President's Budget Request (as of 20 October 2014) provides an Army investment of approximately \$1.8B in base funding for ARNG equipment.

Previous Congressional Appropriations for Army National Guard Equipment Funding

The ARNG has used National Guard and Reserve Equipment Appropriation (NGREA) funding to successfully mitigate key shortfalls in equipment and modernization efforts. The FY14 ARNG NGREA funding has allowed the investment of more than \$175.6M in aviation, engineering, and logistics systems. In addition, \$17.4M of NGREA funding was used to procure systems that enhance HD and DSCA capabilities. The ARNG also has invested \$80.6M of NGREA for the procurement of simulators and training systems that support both individual and collective training. Although these purchases do not include all procurements that were made possible by FY14 NGREA funding, it reflects the ARNG's funding areas. Future NGREA funding will continue to focus on the procurement of high-priority CDU items that have a projected shortfall and adversely impact overall readiness.

Table 8
FY13 NGREA
Base Buy List

FY13 NGREA Base Buy List

Procurement Description	Base Amount
Training (Training Systems)	\$ 131,848,730
Transportation (Truck Tractor, 5 Ton Wrecker, HMMWV Ambulance Integration Efforts)	\$ 79,722,979
Domestic Operations (Chemical/Radiation Detection, Decontamination Systems)	\$ 78,775,897
Maintenance (Hydraulic System Test and Repair Unit)	\$ 52,481,000
Training/Aviation (Simulators, Training Systems)	\$ 50,592,000
Aviation (Reduced Size Extended Range Fuel System, Civilian Communication Package, Fuel Tanks)	\$ 41,563,848
Logistics (Assault Kitchen)	\$ 10,820,000
Intelligence (Sensitive Compartmented Information Facility Systems)	\$ 9,000,000
Engineering (Hydraulic Excavator)	\$ 5,183,603

Table 9
FY14 NGREA
Base Buy List

FY14 NGREA Base Buy List

Procurement Description	Base Amount
Engineering (Cranes, Urban Ops Equipment Set; Hydraulic Electric Pneumatic Equipment)	\$ 97,381,200
Aviation (Civilian Communications Package (Heads Up Display, Forward-Looking Infrared Upgrade, Fuel Tanks))	\$ 71,578,838
Training (Engagement Skills, Distributed Learning, Call For Fire, FlexTrains (Multi-Mission Instrumentation System), Common Driver Trainers)	\$ 47,392,726
Training/Aviation (Universal Mission Simulator, UH-72A Synthetic Flight Simulator, Transportable Blackhawk Simulator)	\$ 33,163,236
Communications (AaaDS, GuardNet Security Modernization Virtual Desktop Environment)	\$ 21,913,000
Domestic Operations (Radiological Monitoring, Medical Telemetry Systems, Decontamination Systems)	\$ 17,439,000
Intelligence (Sensitive Compartmented Information Facility Systems)	\$ 9,000,000
Surveillance (Lightweight Counter Mortar Radar)	\$ 7,200,000
Logistics (Assault Kitchen)	\$ 6,720,000
Maintenance (Maintenance Support Devices)	\$ 2,212,000
Transportation (Tarps and Bows - Family of Medium Tactical Vehicles)	\$ 1,000,000



Soldiers from the Washington Army National Guard from the 66th Theater Aviation Command transported a Jeep, belonging to the Japan Ground Self-Defense Force, using a CH-47 Chinook helicopter at Yakima Training Center, Washington, September 17, 2014. 66th Theater Aviation Command is located at Joint Base Lewis-McChord and Fairchild Air Force Base. (Photo by PFC Brianne Patterson)

Funding for New and Displaced Equipment Training

Funding for New Equipment Training (NET)/Displaced Equipment Training (DET) is based on the quantity of new equipment or displaced equipment scheduled for fielding to the ARNG. In FY14, the ARNG received \$37.4M in funding for NET/DET training events and activities. This amount is down from \$67.7M in FY13. Any further reduction to ARNG NET funding levels will significantly increase risk in the ARNG's ability to support required NET. The ARNG must complete fielding and implementation of GCSS-A by FY17. The GCSS-A will be the prime system to track delivery of new equipment and enable CNGB to comply with the statutory delivery of equipment validation requirement.

Equipment On Hand

The ARNG Equipping Posture, or "EOH Dashboard," is published semi-annually, generally in June and December. It reports equipment data and measures the actual number of items on hand compared to the number of items authorized. The June 2014 EOH Dashboard showed the ARNG total EOH at 93 percent, the highest percentage the ARNG has achieved since the development of the EOH Dashboard in 2006 when EOH was 69 percent. The ARNG CDU EOH, a subset of MTOE equipment, increased from 65 percent to 94 percent during this same period.

The ARNG continues to manage available resources effectively to support both federal and state missions. As operations in Southwest Asia draw down, there is an expected and corresponding decrease in the number of ARNG units mobilizing for federal missions overseas, as well as a decrease in the demand for units to mobilize with their MTOE equipment. It is essential the ARNG continues to maintain the level of equipment readiness it has achieved in order to fulfill its missions both at home and abroad. The Congress' continued support of Army procurement enables the ARNG to be more capable to support the nation in domestic and overseas missions.

Table 10
FY16 Portfolio

FY16 Portfolio	Type System	Required Quantity				Discussion
		Required Quantity	On-Hand Quantity	Percent (%) Fill	Funding Shortfall (\$M)	
Air Defense	Air and Missile Defense Planning and Control System (AMDPCS)	4	3	75%	\$ 24.0	Air and Missile Defense (AMD) remains an Army core function, vital to the Army's core competencies of combined arms maneuver and wide area security. More significantly, the Army is the only Service designated to conduct both air and missile defense in support of joint campaigns. ARNG AMD units support the National Capital Region's Integrated Air Defense System, which protects the nation's capital, and provide manning for GMD systems deployed in Alaska, Colorado, and California that deter and defeat ICBM attacks on the nation. Both active component and ARNG AMD units are called upon regularly to protect designated special security events such as Olympic Games or highly publicized political summits hosted in the United States. Acquisition of new tactical systems and modernization of currently fielded assets continues to improve and integrate AMD systems into the ballistic missile defense architecture.
	Improved Sentinel Radar/ Mode 5	82	82	100%	\$ 0.0	
	Air Defense Airspace Management System (ADAM)	75	75	100%	\$ 0.0	
Aviation	UH-60 Blackhawk (Modernization)*	849	825	76%	\$708.0	Nearly half of our UH-60 fleet consist of the "Alpha" models, and the ARNG's fleet averages about 28 years old.
	UH-72 Lakota*	212	212	100%	\$ 0.0	UH-72 Lakota*
	AH-64 Apache	192	177	92%	\$376.0	AH-64 Apache
	CH-47 Chinook (Modernization)*	165	125	75%	\$ 1.4	CH-47 Chinook (Modernization)*
	RQ-11B Raven Small UAS	982	673	69%	\$ 39.1	RQ-11B Raven Small UAS
	AGSE (54 line items)*	15,674	10,195	65%	\$ 33.5	Aviation Ground Support Equipment (AGSE) (54 line items)*
Mission Command	Blue Force Tracker (vehicle) C18378	25,290	20,478	81%	\$ 76.7	The Mission Command Portfolio consists of the Army digital command and control, communication, computer, and intelligence systems including fixed, semi-fixed, and mobile networks that are designed for interoperability. Joint Capabilities Release-Blue Force Tracker (JCR-BFT) is the Army's key situational awareness and C2 system, which links communication devices, sensors, vehicles, rotary-wing aircraft, and weapons platforms in a seamless digital network to provide a clear, continuous, and common picture of the battlefield. ARNG is fielding the JCR-BFT Tactical Operations Center system and a vehicular mounted system. Currently, the JCR-BFT vehicular system is only being fielded to deploying units at reduced authorizations in accordance with a Force Feasibility Review known as the Key Leader Option (KLO). This number is significantly lower than MTOE authorizations. MTOE documents should be changing to reflect the KLO. However, requirements continue to change and the KLO has not been properly applied to MTOEs, which results in shortages of equipment on unit readiness reports.
Nuclear, Biological, Chemical Force Protection	Chemical and Biological Protective Shelter (CBPS)*	293	8	3%	\$251.0	The NBC Force Protection Portfolio consist of systems to support chemical, biological, radiological, and nuclear response activities. The Chemical and Biological Protective Shelter (CBPS) system is a CDU system used for homeland response missions. The ARNG received eight systems in FY14. The ARNG may use NGREA to supplement the Army's base-budget funding for CBPS. If future funding is applied to this program, it is not recommended that the ARNG continue to use NGREA to supplement.

* Indicates Critical Dual Use Equipment



Members of the 166th Regiment, Pennsylvania National Guard, fired the M109A6 Paladin, a self-propelled artillery piece June 24, 2014 at Fort Indiantown Gap. Fort Indiantown Gap is the only live-fire maneuver facility in Pennsylvania. (Photo by MAJ Angela King-Sweigart)

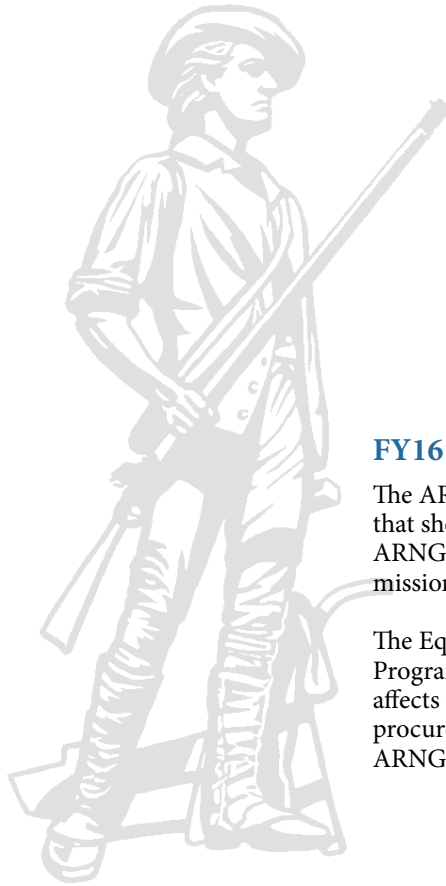
FY16 Portfolio, continued

FY 16 Portfolio	Type System	Required Quantity	On-Hand Quantity	Percent (%) Fill	Funding Shortfall (\$M)	Discussion
Intelligence and Electronic Warfare (IEW)	Prophet Control Vehicle	19	19	100%	\$ 29.0	The IEW Portfolio consists of a variety of military IEW subsystems. The Prophet system serves as the Army's premier ground signals intelligence, or SIGINT, platform. Each Prophet system includes one control vehicle and two or three sensors depending on the unit type. The Prophet equipment shortfall is due to unapproved funding for Prophet fielding teams, delayed Prophet Sensor production and retrofit schedule, and delayed CONUS fielding schedule due to theater priorities. Prophet system production is fully funded with fielding complete in FY16. These systems are critical for maintaining and developing the highly perishable SIGINT skills associated with the SIGINT Analyst and Cryptologic Linguist occupational specialties.
	Prophet Sensor	60	60	100%	\$ 71.0	
Mobility	Water Well Drill Rig	6	2	33%	\$ 8.0	Family of Boats & Motors is currently under contract with fielding taking place in FY14-FY16. The Water Well Drill Rig has been fielded with two systems being sent to the Afghan and African theaters in support of Operational Needs Statements. The ARNG contains 100 percent of the Total Army force structure for the Water Well Drill Rig and is currently working through either a payback plan from HQDA or possible retrograde from theater. Mobility systems include countermine (MMPV) and bridging systems (AVLB). Shortfalls exist due to modernization of equipment, not shortages of EOH. The ARNG currently includes approximately 40 percent of all Army Engineering Force Structure, much of which can directly support civil support and disaster relief missions. The Engineer Portfolio utilizes a mix of programmed funds and NGREA.
	Zodiac 15 Passenger Boats*	371	156	42%	\$ 2.6	
	Outboard Motor Gasoline: 40 Brake Horsepower (BHP)*	122	22	18%	\$ 0.69	
	Outboard Motor Gasoline: 35 HP Silenced Waterproofed*	369	64	17%	\$ 0.76	
	Armored Vehicle Launched Bridge (AVLB)	90	0	0%	\$ 27.4	
Medium Mine Protected Vehicle (MMPV) Type I	205	58	28%	\$102.0		
Combat Service Support, Quartermaster, Ordnance & Medical	2K gal. Water Tank-Rack (HIPPO)*	1,134	462	34%	\$ 89.0	The Combat Service Support-Sustainment Portfolio consists of medical, fuel, water, maintenance, and food systems. Recent utilization of FY12 and FY13 NGREA funding improved the on-hand posture of these vital capabilities. Even so, the ARNG EOH is below 80 percent for Multi-Temperature Refrigerated Container Systems, Assault Kitchens, and 2K Water Tank-Racks (HIPPOs). These sustainment systems add vital capabilities to ARNG units conducting both combat and domestic operations.
	Assault Kitchen*	964	559	56%	\$ 29.6	
Combat Service Support, Transportation	Semitrailer: Flatbed 34-ton	4,358	3,729	86%	\$113.0	The Combat Service Support Transportation Portfolio consists of light tactical vehicles, medium tactical vehicles, heavy tactical vehicles, and tactical trailers. The ARNG anticipates a requirement to recapitalize 34-ton and 25-ton semi-trailers. The ARNG also has a requirement to recapitalize Palletized Load Systems (PLS) to meet the Army standard of 50 percent modernization level by FY18. The ARNG PLS modernization level is currently 2 percent. HMMWV are critical command, control, and transportation asset during domestic operations. The ARNG is in excess of the FY18 HMMWV requirement. The HMMWV fleet consists of 40 percent up-armored HMMWVs and 31 percent of the HMMWVs that have been recapitalized for an additional 20 years of service. The On-Going Army TWV Reduction Study V will reduce the ARNG's overall HMMWV requirements. The ARNG is purchasing 500 HMMWV Ground Ambulances with FY10 NGREA Funding. The Ambulances are projected to be fully fielded by August 2015. The ARNG Medium Tactical Vehicle Fleet is 95 percent Family of Medium Tactical Vehicles (FMTV) pure and 55 percent of the fleet will be the most modern up-armored models. The next critical Army decision point will be to determine a recapitalization or replacement strategy for the first generation FMTVs, which are approaching 15 years of service life.
	Semitrailer: Low-bed 25-ton	726	208	29%	\$ 96.0	
	Palletized Loading System (PLS) M1075A1	2,131	1,646	77%	\$190.0	
	HMMWV Ground Ambulance*	1,716	1,876	109%	\$ 0.0	

* Indicates Critical Dual Use Equipment

Portfolios

The equipment item listings in each of the following portfolio areas are not an all-inclusive ARNG equipment shortage list but are groupings of those shortages most critical to the ARNG for FY16. These systems fulfill the Army's C2, intelligence, fires, movement and maneuver, protection, and sustainment mission requirements. The narrative discussion in the portfolio tables contain select items of equipment including those below 90 percent of requirements.



FY16 Army National Guard Equipment Modernization/Shortfall Category List

The ARNG's Equipment Modernization/Shortfall Category List identifies ARNG capability areas that should be given additional and special attention. The list identifies capabilities required by the ARNG for modernization and/or filling of shortfalls of equipment in support of federal and domestic missions. The Army and Congress continue to support equipping the ARNG with modern equipment.

The Equipment Modernization/Shortfall Category List is a direct result of the shortfalls in the Army Program Objective Memorandum funding. This source, combined with NGREA funding, directly affects the ARNG's capability to perform federal and domestic missions. Providing additional procurement capabilities (funding and sources) for items identified on this list will positively impact ARNG unit capabilities and readiness.

Table 11
FY16 ARNG Equipment Modernization/
Shortfall Category List

FY16 ARNG Equipment Modernization/ Shortfall Category List

Category (Alphabetical Listing)	Authorization FY16	Authorization Value	On Hand FY16	On Hand Value	Shortage FY16	Shortage Value
Air Defense	942	\$ 467.09	714	\$ 263.48	228	\$ 203.61
Aircraft	1,937	\$ 1,876.33	1,009	\$ 1,425.50	928	\$ 450.83
Aviation	17,319	\$ 1,854.60	11,987	\$ 812.86	5,332	\$ 1,041.74
Battle Command and Control	71,482	\$ 1,187.77	48,363	\$ 736.79	23,119	\$ 450.98
Battlespace Awareness	315	\$ 52.14	262	\$ 42.50	53	\$ 9.64
BC Transport Networks	193,369	\$ 1,829.80	141,539	\$ 1,400.93	51,830	\$ 428.88
Assured Mobility	12,036	\$ 610.23	9,389	\$ 232.02	2,647	\$ 378.21
Field Logistics	79,221	\$ 1,731.17	56,358	\$ 1,381.03	22,863	\$ 350.14
Force Protection	329,583	\$ 905.23	326,083	\$ 640.79	3,500	\$ 264.44
General Engineering	8,843	\$ 248.15	6,911	\$ 155.29	1,932	\$ 92.87
Maneuver Combat Vehicles	430	\$ 160.86	423	\$ 158.24	7	\$ 2.62
Maneuver Systems	1,533	\$ 65.15	1,104	\$ 38.98	429	\$ 26.17
Medical Field Systems	13,633	\$ 46.47	10,383	\$ 36.59	3,250	\$ 9.87
Soldier Systems	339,704	\$ 3,194.60	314,074	\$ 2,429.71	25,630	\$ 764.90
Soldier Weapons	24,440	\$ 76.38	23,712	\$ 69.21	728	\$ 7.16
Strike	3,916	\$ 1,015.75	3,257	\$ 859.86	659	\$ 155.89
Support Systems	87,545	\$ 823.26	36,452	\$ 397.94	51,093	\$ 425.32
Trailers	12,029	\$ 599.25	9,771	\$ 506.42	2,258	\$ 92.83
Trucks	23,855	\$ 5,525.49	20,453	\$ 4,584.48	3,402	\$ 941.01
Grand Total (\$M)	1,222,132	\$ 22,269.72	1,022,244	\$ 16,172.61	199,888	\$ 6,097.11

List is not prioritized; items are listed alphabetically. All monetary values in millions.



Soldiers of the Minnesota Army National Guard, 34th Red Bull Infantry Division Headquarters led the fight in the U.S. Army's largest Warfighter Exercise June 12-26, 2014. This division full-scale exercise refined the skills of the Red Bulls and their brigades from across the nation, calling upon the experience of their combat-tested Soldiers. (Photo by SFC Ben Houtkooper)

Achieving Transparency within the Army's Procurement Process

The Army continues its commitment to ensure equipment procurement transparency including accountability, traceability, and reporting from procurement planning to equipment delivery to the Reserve Component. A key component of the Army's effort is to establish an automated transparency process. The Army expects the development and implementation of Item Unique Identification (IUID) coding and system implementation to automate reporting that traces delivery of equipment to the funding year and appropriation from which it was resourced. Once fully operational, IUID will enable information sharing between various systems in the acquisition process. The IUID system is currently scheduled to become fully operational by 2017.

Summary

Modernization and interoperability efforts remain key priorities in the ARNG's equipping strategy. The risk that the ARNG will be unable to meet mission requirements will rise if modernization is allowed to wane. Interoperability of equipment between the ARNG, joint forces, and civilian authorities remains critical for DSCA and combat readiness. Through these efforts, the ARNG will continue to provide well-trained forces with modern equipment to respond to global events and address future threats and opportunities at home.



There are three command and control statuses under which National Guard units may serve —State Active Duty, U.S. Code, Title 32, and U.S. Code, Title 10.²¹





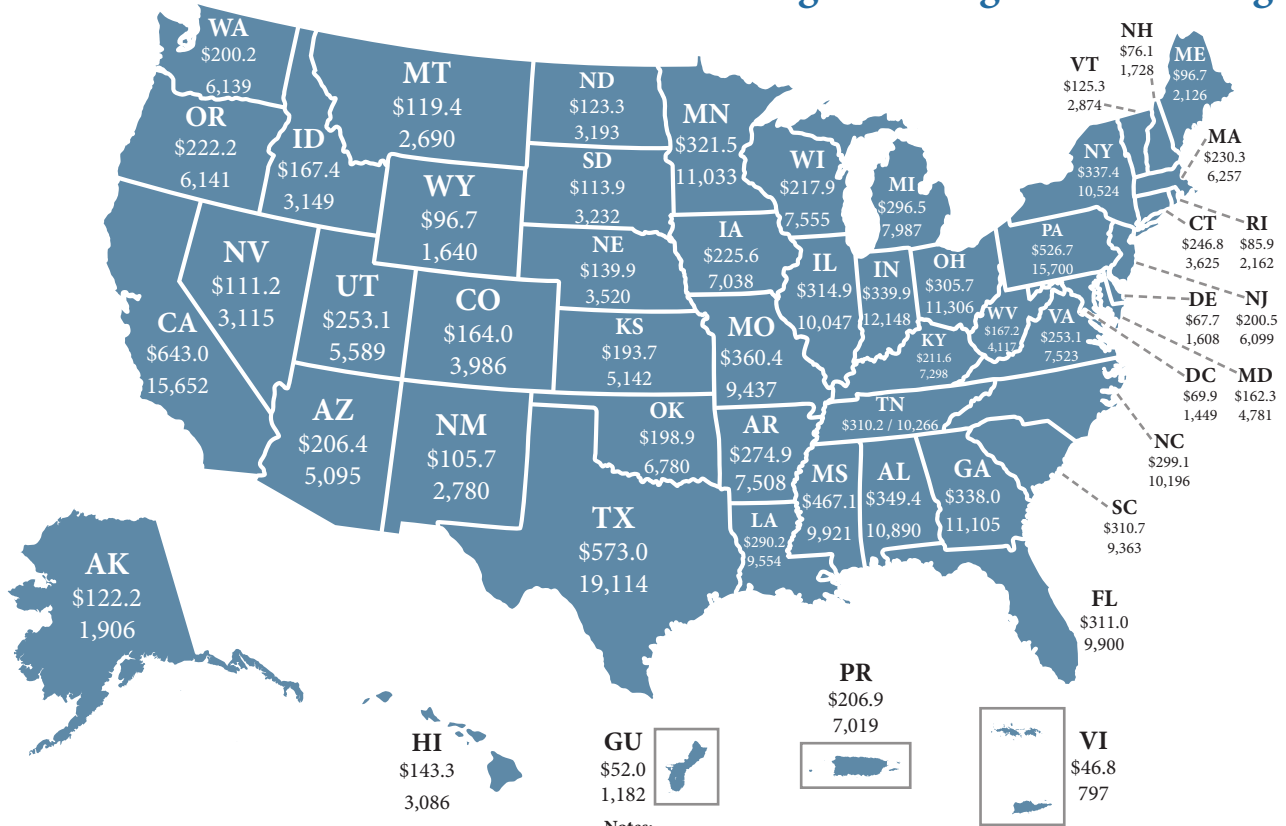
State Summaries

The ARNG federal appropriation supports the maintenance of trained and ready units of the ARNG in the 54 states, territories, and District of Columbia. The ARNG is under the control of its state or territorial governor at all times except when activated for federal service, at which time control transfers to the President. Each state governor is the Commander in Chief of his or her National Guard force, while the state's Adjutant General (TAG), a two-star general, is responsible for training and readiness of National Guard forces. The Adjutants General in nearly all cases are appointed by the governors, the exceptions being Vermont (elected by the state legislature), South Carolina (popular election), and the District of Columbia (the senior officer is titled the Commanding General and is appointed by the Secretary of the Army).

There are three command and control statuses under which National Guard units may serve—State Active Duty; Title 32, USC (Militia Code primarily referring to federally funded but state-controlled use of National Guard forces); and Title 10, USC (Armed Forces—primarily referring to the federally funded, federally controlled use of military, including National Guard, forces).

Figure 16
FY14 Funding and End Strength

FY14 Funding and Assigned End Strength



Notes:

- FY14 state funding amount is comprised of OMNG, NGPA, AGR Pay and the FY14 MCNG funds.
- FY14 End Strength numbers for the ARNG is authorized by Congress for 354,200 Soldiers with a corresponding force structure allowance per state.

Top Left Photo: SSG Richard Ramirez of the Georgia Army National Guard provided close quarters combat and military operations on urbanized terrain weapons handling instruction with two soldiers from the Guatemalan Interagency Task Force in order to build capacity and enhance their capability in combating drug trafficking organizations. (Photo Courtesy of Georgia Army National Guard)

Bottom Left Photo: Soldiers in the 1223rd Engineer Company, South Carolina Army National Guard returned from a year-long mobilization and deployment to Afghanistan. Hundreds of family and friends welcomed home the Guard members during a homecoming ceremony. (Photo by MAJ Cindi King, South Carolina National Guard Public Affairs)

State Active Duty

When National Guard units are not under federal control, they are the militia of the states. The governor is the Commander in Chief of Guard units of his or her respective state or territory. The President of the United States commands the District of Columbia National Guard, though this command is routinely delegated through the Secretary of the Army to the Commanding General of the District of Columbia National Guard. States are free to employ their National Guard forces under state control for state purposes and at state expense as provided in the state's constitution and statutes. In doing so, governors can directly access and utilize the Guard's federally assigned aircraft, vehicles, and other equipment if they reimburse the federal government for the use of fungible equipment and supplies such as fuel, food, and stocks. This is the authority under which governors employ National Guard forces in response to natural disasters and emergencies such as riots, civil unrest, or terrorist attacks.

Because the National Guard is acting in its state status as the militia, the Federal Posse Comitatus Act—a law which limits the use of federal military forces to enforce civil law—does not apply.

Title 32 Status

National Guard duty performed under Title 32, USC is federally funded, but command and control remains with the state governor through his or her TAG. The most common duty performed under Title 32 is training for the Guard's federal mission—either inactive duty training (IDT) or annual training (AT). Guard Soldiers who serve in their states on active duty in an AGR capacity also serve in a Title 32 status. In limited cases where there is a federal nexus,

Title 32 can be used for operational missions in the United States. The authority to use Title 32 in this way lies with the Secretary of Defense.

Title 10 Status

Title 10, USC, duty refers to full-time (“federalized”) duty in active military service of the United States. The ARNG may perform federal service either in its role as the militia of the states or in its role as a Reserve Component of the Army.

The President may call the ARNG in its militia status into federal service as provided in the Constitution to “execute the Laws of the Union, suppress Insurrections, and repel Invasions.” Individual members of the ARNG can be ordered to active duty voluntarily, though this requires the governor's consent.

Units of the ARNG under specific circumstances can be ordered to active duty involuntarily (i.e., mobilized) to function as part of the armed forces. Mobilization can take place under different authorities, each of which is limited in law as to who can authorize the mobilization, for how long, and the number of troops which may be ordered.

Full Mobilization

Full Mobilization requires a congressional declaration of war, with no limits on personnel or duration of the mobilization.



Soldiers from South Carolina Army National Guard, B Company, 1st Battalion, 118th Infantry, 218th Maneuver Enhancement Brigade, load onto a CH-47 Chinook November 15, 2014, during Carolina Thunder 2014 at McEntire Joint National Guard Base. (Photo by SGT Brad Mincey)

CPT Bethany Shivers and SSG Glenn Furukawa from the Alabama National Guard, 226th Maneuver Enhancement Brigade on a local soccer field in Kabul, Afghanistan, January 2014. During CPT Shivers deployment, the first female Afghanistan Uniformed Police Chief recognized CPT Shivers for her contributions and support to the Afghan police as a Battle Captain coordinating force protection during a number of incidents in Kabul. (Photo courtesy of U.S. Army)



Partial Mobilization

Partial Mobilization requires a presidential declaration of national emergency—limited to one million personnel for not more than 24 consecutive months.

Presidential Reserve Call Up

Presidential Reserve Call Up requires presidential notification of Congress—limited to 200,000 personnel for 365 days.

New Mobilization Authorities

The Congress enacted a new authority in the 2012 National Defense Authorization Act that permits the Secretary of Defense to involuntarily mobilize units in response to a state governor’s request for assistance. While National Guard units could be mobilized under this authority, it is considered unlikely since governors can call their National Guard units to active duty under their own authority. When additional forces are needed beyond the capacity of a single state, the various states have signed Emergency Management Assistance Compacts with each other that facilitate the employment of National Guard forces across state lines without having to resort to federal authorities.

In addition, a relatively new authority under Title 10, USC, section 12304 (a) & (b), enacted as part of the 2012 National Defense Authorization Act, allows a Service secretary to authorize involuntary mobilization of up to 60,000 personnel at any one time for up to 365 days for pre-planned and pre-budgeted requirements in support of combatant commanders (CCDRs).

Table 12
ARNG Duty Status Comparison

ARNG Duty Status Comparison

	State Active Duty	Title 32, USC	Title 10, USC
Command & Control	Governor	Governor	President
Where	Per State Law	United States	Worldwide
Pay	State	Federal	Federal
Mission Types	Per State Law (Riot Control, Emergency Response, etc.)	Training; Other Federally Authorized Missions	Mobilization and Deployment; Overseas Deployment for Training
Discipline	State Military Law	State Military Law	Federal Military Law
Support Law Enforcement	Yes	Yes	No, except with specific authority

State Summaries

Each of the states and territories and the District of Columbia provided a brief story board with bullet comments for Federal Missions, Defense Support of Civil Authorities, and Key Efforts and Impacts that occurred in FY14.

Each summary identifies: TAG, ARNG Chief of Staff (CoS) (or Land Component Commander or Director of the Joint Staff (DoJS)), United States Property and Fiscal Officer (USPFO), End Strength, Full-Time Support, State Partnership Affiliation, Major Commands, and Funding.

The Adjutant General or USPFO may be ARNG or ANG. Rank abbreviations for Army and Air Force TAGs are abbreviated as such: Army Major General (MG), Army Brigadier General (BG), Army Colonel (COL), Air Force Major General (Maj Gen), Air Force Brigadier General (Brig Gen), and Air Force Colonel (Col).

The Adjutant General

Each state and territory in the United States has a senior military officer—the state adjutant general—who is de facto commander of a state's military forces, including the National Guard, and any state defense forces. This officer is known as TAG, and is subordinated to the chief executive (typically the state governor). The District of Columbia National Guard is led by a Commanding General appointed by the Secretary of the Army.

Director of the Joint Staff

Director of the Joint Staff (DoJS) JFHQ-state joint staff; and such separate offices as may be prescribed by the TAG coordinates actions of the state's Army and Air staffs in order to accomplish the TAG's objectives for the National Guard. In this position, the DoJS is responsible for strategic planning and coordination of support to active duty and federalized reserve component forces.

Army National Guard Chief of Staff

The ARNG CoS is the leader of organization and supporting staff and is military advisor to TAG. The CoS runs day-to-day operations and ensures both federal and state missions are supported in a timely manner through the support of his or her staff.

United States Property and Fiscal Officer

The USPFO, a federal agent serving in Title 10, USC, status, in each of the states, territories, and District of Columbia, is responsible and accountable for all federal funds and property issued to his or her respective state, territory, or district. The USPFO is responsible for financial management, property accountability, federal contracting, and internal review. The USPFO ensures stewardship of federal resources in accordance with the Federal Managers' Financial Integrity Act and ensures that internal controls are in place and executed.

End Strength

The ARNG is authorized 354,200 Soldiers by Congress, with a corresponding force structure allowance. By definition, end strength represents the projected or authorized total number of Soldiers for a given year.

Full-Time Support (Authorized)

Full-Time Support, also referred to as Full-Time Manning, is comprised of military technicians serving at the state level and the authorized AGR Soldiers serving at both the state and national level. Full-Time Support personnel provide day-to-day administration, recruitment, instruction, training, and maintenance for ARNG Soldiers and equipment.

Funding

The funding represents a combined total of the three appropriations for NGPA, OMNG, and MCNG. This total includes the AGR NGPA funding, centrally managed by ARNG. The data source for AGR pay is from the Defense Finance and Accounting Service pay tapes. The source data for NGPA and OMNG is the ARNG Program Budget Guidance. The MCNG funding is for awarded military construction projects. The MCNG is a five-year appropriation and not all projects are awarded (funded) in the first year of the appropriation.

State Partnership Program

The SPP is in its 21st year of successfully building relationships that today include 68 unique security partnerships involving 74 nations around the globe. The SPP links a unique component of the DoD—a state's National Guard—with the armed forces or equivalent of a partner country in a cooperative, mutually beneficial relationship.

Major Commands

This lists the ARNG units that are commanded by officers in the rank of colonel or general and shows each unit's insignia/patch, as listed by the U.S. Army Center of Military History's Heraldry Office. Some major commands may be omitted due to shifts in force structure.

Federal Missions

Title 10 duty refers to full-time ("federalized") duty in active military service of the United States.

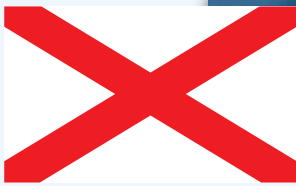
Defense Support of Civil Authorities

The provision of DSCA is codified in DoD Directive 3025.18. This directive defines DSCA as: "Support provided by U.S. Federal military forces, National Guard, DoD civilians, DoD contract personnel, and DoD component assets, in response to requests or assistance from civil authorities for special events, domestic emergencies, designated law enforcement support, and other domestic activities. Support provided by National Guard forces performing duty in accordance with Section 1004 of the 1991 National Defense Authorization Act is considered DSCA, but is conducted as a State-directed action also known as civil support."

Key Efforts and Impacts

Each state provided information that was relevant at the time of the report for activities in FY14, including recent deployments, major missions, SPP exchanges, facilities improvement and new construction, outstanding Soldiers awards, and resource impacts.

Note: All leadership positions listed in the state summaries (TAG, CoS, DoJS, USPFO) are as of FY14. The website includes an updated list of all positions for FY15. <http://arng.ng.mil/resources/News/Publications/Pages/Financial-Report.aspx>







ALABAMA

TAG: MG Perry G. Smith
ARNG CoS: COL James E. Porter Jr.
USPFO: COL Darrell L. Butters




End Strength: 10,890
Full-Time Support: 1,733

State Partnership:
 Romania

Major Commands:

-  Joint Force Headquarters
-  167th Theater Sustainment Command
-  142nd Battlefield Surveillance Brigade
-  122nd Troop Command

-  62nd Troop Command
-  31st Chemical Brigade
-  20th Special Forces Group
-  135th ESC*

-  226th MEB**
-  200th Leader Regiment
-  Fort McClellan Training Site

Federal Missions:

- Deployed 1,139 Soldiers to Afghanistan, Kosovo, Uganda, Bahrain, and Kuwait in support of OEF, Horn of Africa, and KFOR.
- 226th Maneuver Enhancement Brigade and 135th Expeditionary Sustainment Command both returned from successful deployments to Afghanistan and Kuwait.

* Expeditionary Sustainment Command
** Maneuver Enhancement Brigade

Defense Support of Civil Authorities:

- Supported 3 state-declared emergencies, including tornadoes and winter storms, executing over 2,300 man-days in support of civil authorities.
- Conducted 98 civic action projects, including static equipment displays, parades, recruitment, and ROTC support.
- 46th Civil Support Team conducted 13 exercises and 4 standby missions.

Key Efforts and Impacts:

- Awarded 98 sustainment, restoration, and modernization projects at various facilities for \$26.6M (federal \$25.3M and state \$1.3M).
- \$4M was awarded for an addition/alteration project for the Decatur ARNG Readiness Center.
- Alabama Code of Military Justice was fully implemented in Alabama and all service members trained.
- Celebrated the 22nd anniversary of the State Partnership Program with Romania and executed 12 training events.


FY14 Funding: \$349,409,744



ALASKA


Acting TAG: BG Leon M. (Mike) Bridges
ARNG CoS: COL John Woyte
USPFO: Col Michael J. Williams

End Strength: 1,906
Full-Time Support: 683

State Partnership:
 Mongolia

Major Commands:

 Joint Force Headquarters

 297th Battlefield Surveillance Brigade

 38th Troop Command

Federal Missions:

- 83 Soldiers from 761st Military Police Battalion and 297th Military Police Company conducted security operations at Guantanamo Bay, Cuba.
- 60 Soldiers from 1-207th Aviation Battalion re-deployed from a yearlong deployment to Camp Buehring, Kuwait.
- 4 Soldiers deployed to OEF where they served as security advisors to the Mongolian Expeditionary Task Force providing airfield security at Shindand Air Base, Afghanistan.

Defense Support of Civil Authorities:

- UH-60 Blackhawk helicopters conducted 334 bucket drops, carrying 210,420 gallons of water in 3 days to help fight the massive Funny River fire.
- Participated in the annual Vigilant Guard exercise incorporating local-, state-, and national-level organizations into a response to a major disaster, like the 1964 Alaska earthquake.
- 1-207th Aviation Battalion's UH-60s crews from Kodiak transported 20,410 lbs. of cargo and 238 personnel, who provided health care and supplies to nearby villages during Arctic Care 2014.

Key Efforts and Impacts:

- Following Governor Parnell's release of the Office of Complex Investigations' report, Alaska National Guard is implementing the report's recommendations.
- Continued to strengthen its relationship with Mongolia by serving as the exercise director for Khaan Quest 2014, which consisted of peace-keeping operations, a field training exercise, a UN command post exercise, a cooperative health engagement, and an engineer civic action project.
- SFC Smith deployed to Afghanistan in support of the Mongolian Task Forces. Upon return, he attended Officer Candidate School and was recently commissioned as an Army officer.


FY14 Funding: \$122,189,801

ARIZONA








TAG: Maj Gen Michael T. McGuire
ARNG LCC*: BG William A. Hall
ARNG CoS: COL Leonard H. Dyer
USPFO: COL Oscar Alejandro



End Strength: 5,095
Full-Time Support: 1,238

State Partnership:
 Kazakhstan

Major Commands:

-  Joint Forces Headquarters
-  158th Maneuver Enhancement Brigade
-  98th Troop Command

-  198th Regional Support Group
-  98th Aviation Troop Command/
Western ARNG Aviation Training Site

-  215th Regional Training Institute
-  Arizona Training Centers

Federal Missions:

- Deployed 15 Soldiers from 153rd Brigade Support Battalion to Afghanistan in support of Special Operations Command.
- Deployed 20 Soldiers from 123rd Mobile Public Affairs Detachment to Guantanamo Naval Base.
- 37 Soldiers returned from support of combat operations in Afghanistan in support of the 29th IBCT from Hawaii as part of 1-158th Infantry.

Defense Support of Civil Authorities:

- 2220th Transportation Company worked with U.S. Customs and Border Protection to move 193 tons of concrete barriers from El Centro, California, to Naco, Arizona.
- Provided UH-60 aviation support for 2 fires in California and Arizona.
- Fielded over \$122M of equipment from the Department of the Army with direct support capability to local-, state-, and federal-level agencies.
- Operation Phalanx supported law enforcement seizure of 176,404 lbs. of marijuana and apprehension of 17,677 undocumented aliens since March 12, 2012.

Key Efforts and Impacts:

- Conducted 15 exchanges with Kazakhstan, focused on training, logistics, and human resources functions and independent peace-keeping operations for an exercise in Germany.
- Continued support to Singapore's Air Force through the Peace Vanguard Apache Helicopter program at Silverbell Army Heliport.
- 1-285th Attack Reconnaissance BN conducted flight operations with 66th Weapons Squadron at Nellis AFB during Close Air Support training.
- 158th MEB conducted a successful War Fighter exercise with 82nd Airborne in Fort Bragg.
- 2-285th Assault Helicopter BN participated in Operation Angel Thunder, the largest personnel recovery exercise in the U.S.

*Land Component Commander

FY14 Funding: \$206,408,737

ARKANSAS









TAG: MG William D. Wofford
ARNG CoS: COL Cary A. Shillcutt
USPFO: COL Bradley J. Cox




End Strength: 7,508
Full-Time Support: 1,240

State Partnership:
 Guatemala

Major Commands:

-  Joint Force Headquarters
-  39th Infantry Brigade Combat Team
-  77th Theater Aviation Brigade

-  87th Troop Command
-  142nd Field Artillery Brigade
-  233rd Regional Training Institute

-  National Guard Marksmanship Training Center
-  Robinson Joint Maneuver Training Center
-  Fort Chaffee Joint Maneuver Training Center

Federal Missions:

- Deployed 112 Soldiers from the 216th Military Police Company to provide security and training in Parwan, Afghanistan for OEF.
- Deployed 159 Soldiers from the 1038 Engineer Company to provide horizontal engineering in Kuwait.
- The 77th Theater Aviation Brigade mobilized elements of the 1-114th Security and Support Battalion in support of the U.S. Customs and Border Protection along the Southwest border at Harlingen and Laredo, Texas assisting with more than 20,000 apprehensions or deterrence of undocumented aliens.

Defense Support of Civil Authorities:

- Participated in regional emergency response exercises involving 8 states of the Central United States Earthquake Consortium designed to improve preparation for earthquakes.
- Provided logistical planning and support for the state's 5th Prescription Drug Takeback.
- Coordinated and provided mission command for 116 State Active Duty missions in support of civil authorities, including 4 winter storms, the Vilonia and Mayflower EF4 tornado recovery, and search and rescue missions.

Key Efforts and Impacts:

- SGT Ryan Montgomery, Company D, 2nd Battalion, 153rd Infantry Regiment, 39th Infantry BCT, was named the ARNG Soldier of the Year and was first runner-up for Army-wide Soldier of the Year competition.
- Received 1st place gold and 2nd place overall in the Department of the Army Communities of Excellence program for the ARNG.
- CPT Rex Thomen received the Theodore Roosevelt Leadership Award for Company Grade Officers at the National Guard Association of the United States convention.

FY14 Funding: \$274,930,894



CALIFORNIA REPUBLIC

CALIFORNIA

TAG: MG David S. Baldwin
ARNG CoS: COL Grace E. Edinboro
USPFO: COL Terence P. Sullivan

End Strength: 15,652
Full-Time Support: 2,355

State Partnership:



Joint Force Headquarters



40th Infantry Division



40th Combat Aviation Brigade



49th Military Police Brigade



79th Infantry Brigade Combat Team



100th Troop Command



115th Regional Support Group

Major Commands:



223rd Regional Training Institute



224th Sustainment Brigade



1106th Theater Aviation Sustainment Maintenance Group

Federal Missions:

- Deployed 283 Soldiers in support of operations in Afghanistan, Guantanamo Bay, Kuwait, Kosovo, and Africa.
- Redeployed 746 Soldiers from 13 different commands who supported transportation, security, aviation, intelligence, advisory, reconstruction, and Special Forces missions overseas.
- Deployed more than 600 Soldiers in support of international training missions—Yudh Abhyas, Rapid Trident, Foal Eagle, Cobra Gold, Yama Sakura, and others.

Defense Support of Civil Authorities:

- Activated 19 helicopters and crews to fight wildfires across Northern California to serve in firefighting, MEDEVAC, and observation platform roles. These crews dropped more than 1 million gallons of water and provided real-time footage/thermal imagery for commanders on the ground.
- Activated, trained, and deployed more than 300 Soldiers to serve as firefighting hand crews on the ground during the 2014 Northern California wildfires.
- Supported more than 150 civic and community events with static displays, color guards, guest speakers, and other unique interactions.

Key Efforts and Impacts:

- Conducted the largest state-combined AT period in over a decade; more than 4,500 troops and 1,000 vehicles converged on Camp Roberts to participate in emergency response exercise.
- Completed construction on an \$11M state-of-the-art urban combat training facility on Camp Roberts.
- Completed the resurfacing of a 90-acre heliport/parade field on Camp Roberts with an eco-friendly compound at less than one tenth of the initial \$19M estimate.

FY14 Funding: \$642,998,321



COLORADO

TAG: Maj Gen H. Michael Edwards
ARNG CoS: COL Angela Stowell
USPFO: COL Leon L. Harrell III

End Strength: 3,986
Full-Time Support: 845

State Partnership:



Joint Force Headquarters



89th Troop Command



100th Ground Missile Defense Brigade



168th Regional Training Institute



169th Field Artillery Brigade

Major Commands:

Federal Missions:

- Deployed more than 275 Soldiers to 8 countries across 5 Theater Commands.
- Deployed 37 Theater Special Operations Detachment Soldiers to OEF-Afghanistan.
- Deployed and/or redeployed 4 Army Space Support Teams in support of theater-level commands as part of OEF.
- Redeployed 142 Aviation and 95 Special Forces Soldiers from support of OEF in Afghanistan and Kuwait.

Defense Support of Civil Authorities:

- 947th ENG Company completed large-scale repair operations on Highway 36 from Lyons to Estes Park, which had been cut off and severely damaged by flood waters.
- Aviation assets flew more than 119 hours in support of search and rescue, fires, and floods.
- High Altitude ARNG Aviation Training Site conducted 20 search and rescue missions in the Colorado mountains, saving 13 lives including 11 high-risk live hoist operations, and 11 casualties evacuated to local hospitals and higher levels of medical care.

Key Efforts and Impacts:

- Celebrated the 21st anniversary of the State Partnership Program with Slovenia, 10th anniversary with Jordan, and executed 39 training events with these partner-nations.
- 168th RTI Multi-Component Warrior Leader Course was the first to implement TRADOC's 22-day Program of Instruction.
- Colorado ARNG conducted ribbon cutting ceremonies for 2 new Readiness Centers resulting from \$32.8M in military construction funds to the state. One center in Alamosa is home to D/1-157th INF and the other in North Colorado Springs is home to Headquarters Company and A/1-157th INF.

FY14 Funding: \$164,014,194

CONNECTICUT

TAG: Maj Gen Thaddeus J. Martin

ARNG CoS: COL Michael E. Wiczorek

USPFO: COL Michael J. Tuohy

End Strength: 3,625

Full-Time Support: 769

State Partnership:



Uruguay



Joint Force Headquarters



85th Troop Command

Major Commands:



143rd Regional Support Group



1109th Theater Aviation Sustainment Maintenance Group



169th Regional Training Institute

Federal Missions:

- 66 Soldiers from 143rd Combat Sustainment Support Battalion returned from Kuwait in support of OEF.
- Mobilized and deployed two 9-Soldier specialty detachments to provide base construction management and fixed-wing aircraft support for OEF.
- Prepared to deploy 92 Soldiers of 1st Battalion, 169 Aviation Regiment to support the Kosovo Force peace-keeping mission in FY15.
- Prepared to deploy 55 Soldiers of 192nd Military Police Battalion to provide command support to the Guantanamo Bay Detention Facility in FY15.

Defense Support of Civil Authorities:

- Deployed 14th CST and the 928th Military Police Detachment to 40 in-state missions in support of the Department of Homeland Security and assisted with security operations at the Super Bowl, Boston Marathon, and City of Boston July 4th events.
- Provided rotary-wing aviation support to the Coast Guard to locate a submerged propane tank.
- Transported construction materials to Great Gull Island for the U.S. Fish and Wildlife Service to rebuild endangered species habitats damaged by Super Storm Sandy.
- Supported more than 300 community events and programs conducted throughout the state's 169 municipalities.

Key Efforts and Impacts:

- The U.S. Army Training and Doctrine Command accredited the 169th Regional Training Institute as an Institute of Excellence.
- Conducted multiple partnership training exchanges with Uruguay in defense support to civil authorities, aviation maintenance, radar operations, and military working dogs to assist with their peacekeeping roles in Haiti and the Democratic Republic of Congo.
- Broke ground on a new \$29M central Combined Support Maintenance Shop and relocated 2 units to the new \$34M Danbury Armed Forces Reserve Center.

FY14 Funding: \$246,833,226

DELAWARE

TAG: MG Francis D. Vavala

ARNG CoS: COL Albert Citro

USPFO: COL Joseph Bartel

End Strength: 1,608

Full-Time Support: 384

State Partnership:



Trinidad and Tobago



DECEMBER 7, 1787



Joint Force Headquarters



261st Signal Brigade



72nd Troop Command

Major Commands:



193rd Regional Training Institute

Federal Missions:

- Deployed 70 Soldiers from the 3/238th General Support AVN Battalion to Kuwait. The unit provided air movement operations to include transport of troops, supplies, and command and control assets.
- Deployed 20 Soldiers from 1/126th AVN DET to Southwest Asia. The detachment is an aeromedical evacuation unit, capable of evacuating troops from the battlefield, stabilizing them while on board, and transporting to higher levels of medical attention.
- 300 Soldiers from the 198th Expeditionary Signal Battalion and 45 Soldiers from the 150th Engineer DET returned home from Afghanistan. The 198th provided communications support, while the 150th helped deconstruct combat outposts and forward operating bases scheduled for closure or transfer.

Defense Support of Civil Authorities:

- Activated 200 Soldiers and equipment to support the state during Winter Storm Pax. Missions included transport of patients to dialysis treatments, hospital workers to start work shifts, and first responders to emergency operations centers.
- Activated 150 Soldiers to support the state during Winter Storm Janus. Operations included the prepositioning of vehicles, operators, and mechanics and providing liaisons in each of Delaware's county emergency operation centers.
- The DEARNG Counterdrug Task Force supported efforts that resulted in seizure of more than \$1.5M of property, goods, and equipment associated with illegal narcotics.

Key Efforts and Impacts:

- Moved JFHQs into a new, \$48M, Armed Forces Reserve Center. It is a joint facility and houses the Delaware Guard and Navy Operational Support Center, New Castle.
- Collected approximately 15,000 lbs. of food items as part of "War on Hunger," an on-going partnership with the Food Bank of Delaware to assist Delaware citizens in need.
- Placed 3rd Gold in the ARNG community in the FY14 Army Communities of Excellence competition.
- Conducted 12 State Partnership exchanges with the Republic of Trinidad and Tobago. Exchanges included cyber security, emergency management, and communications.

FY14 Funding: \$67,738,593

DISTRICT OF COLUMBIA



CG*: MG Errol R. Schwartz
ARNG CoS: COL Carlton L. Day
USPFO: COL Helen E. Rogers

End Strength: 1,449
Full-Time Support: 310

State Partnership:
 Jamaica

Joint Forces Headquarters
 74th Troop Command

Major Commands:
 260th Regional Training Institute

Mobilization Augmentation Command

Federal Missions:

- Deployed 35 Soldiers from 276th Military Police Co. to support OEF at Camp Arifjan, Kuwait.
- Deployed 4 Soldiers from the 1946th Contingency Contracting Team to Afghanistan and Qatar in support of OEF.
- Welcomed the 372d Military Police Battalion (70 Soldiers) home after a 9-month deployment to Guantanamo Bay, Cuba.

Defense Support of Civil Authorities:

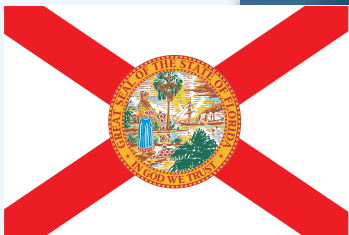
- Provided 150 Soldiers and 33 vehicles to support city police and fire during snowstorms.
- Provided 128 Soldiers in support of Fourth of July ceremonies on the National Mall.
- Supported local and federal security agencies during the U.S. Africa Leaders' Summit

Key Efforts and Impacts:

- Fielded more than \$8M Modified Table of Organization & Equipment.
- Graduated 50 cadets from the Capital Guardian Youth ChalleNGe Academy during the new facility's inaugural year at Oak Hill, Maryland.
- Conducted multiple partnership events with Jamaica, including subject matter expert exchanges for medical support, vehicle maintenance, and military police.
- Conducted multiple exercises with District emergency response and interagency partners.

**The District of Columbia National Guard is a federal militia, with a Commanding General appointed by the President who serves the same function as the TAGs in the states and territories.*

FY14 Funding: \$69,927,777



TAG: Maj Gen Emmett R. Titshaw Jr.
ARNG CoS: COL Mike Canzoneri
USPFO: COL Gregory Cardenas

End Strength: 9,900
Full-Time Support: 1,521

State Partnership:
 Guyana
 Venezuela
 RSS*

Joint Force Headquarters
 Camp Blanding Joint Training Center
 50th Regional Support Group

Major Commands:
 53rd Infantry Brigade Combat Team
 83rd Troop Command

164th Air Defense Artillery Brigade
 211th Regional Training Institute

Federal Missions:

- Mobilized 37 Soldiers in support of operations in Central and South America 3/20th Special Forces and Guantanamo Bay 107th Mobile Public Affairs Detachment.
- 53rd IBCT conducted XCTC involving 2,400 Florida Soldiers and a Division Warfighter.
- Completed construction of the Convoy Live-Fire Range at Camp Blanding Joint Training Center.
- 164th ADA completed support of National Capital Region in support of Operation Noble Eagle.
- Conducted Mobile Training Team Pathfinder Course in cooperation with the Warrior Training Center.

Defense Support of Civil Authorities:

- Elements of the C2CRE-B participated in Vibrant Response 2014 at Camp Atterbury, Indiana. The annual exercise was the culminating exercise for the entire CBRN Enterprise.
- The Counter Drug team assisted in the arrest of 624 suspected criminals, seizures totaling over 68,000 lbs of illegal drugs, valued at approximately \$1.88B. Additional seizures included currency, property, weapons and vehicles valued at approximately \$7.75M.

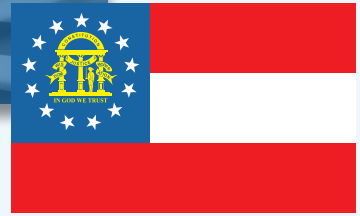
Key Efforts and Impacts:

- Florida Governor Rick Scott declared a state of emergency and activated more than 100 National Guard in support of April floods with 20 inches of rain in 24 hours.
- Placed first in the Blog category in NGB's Media Contest.
- For the third year in a row, Florida Construction Facilities Management Office received the Fred Aron Award for Excellence in facilities programs for Region III.

**Regional Security System is an international agreement that consists of the eastern Caribbean nations of Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines.*

FY14 Funding: \$311,021,137

GEORGIA



TAG: Maj Gen Jim Butterworth
ARNG CoS: COL Thomas Carden, Jr.
USPFO: COL Thomas Blackstock

End Strength: 11,105
Full-Time Support: 1,497

State Partnership:
 Georgia

Major Commands:



Joint Force Headquarters



48th Infantry Brigade Combat Team



78th Troop Command



78th Aviation Troop Command



122nd Regional Training Institute



560th Battlefield Surveillance Brigade



648th Maneuver Enhancement Brigade



201st Regional Support Group



265th Regional Support Group

Federal Missions:

- Deployed and redeployed 1,190 Soldiers to Afghanistan, representing all major subordinate commands.
- First state to conduct mission under the DoD's Regionally Aligned Forces initiative. Supported U.S. Southern Command in Guatemala, Honduras, and El Salvador.
- Mobilized 878 Soldiers for Overseas Deployment Training missions to Barbados, Cameroon, Canada, Dominican Rep, Germany, South Korea, Romania, and Italy to promote partnership between the U.S. and the host country.
- Partnered with the Country of Georgia 11 times, contributing to their ability to support ongoing operations in Afghanistan.

Defense Support of Civil Authorities:

- Assisted in over \$345M in drug-related seizures and 1,651 drug-related apprehensions.
- Georgia's 4th Weapons of Mass Destruction CST conducted 30 standby missions and 22 assist-training missions to the state and nation, mitigating potential hazards and securing the safety of citizens.
- Activated 740 Soldiers and 200 vehicles in response to two separate snow storms in late January and early February assisting more than 5,000 stranded motorists, recovered 280 stranded vehicles, and cleared more than 550 debris piles that were blocking roadways.

Key Efforts and Impacts:

- Finished as the #1 large National Guard state for enlisted accessions and training pipeline success—one of the nation's best in recruiting, enlisting 1,757 quality Soldiers, achieving 114% of assigned missions.
- Conducted the only physical readiness annual training program, an innovative way to keep the force ready to achieve their next level of professional military education. The PRAT accomplishes this through extensive physical fitness training, as well as conducting combat life saver certification and leadership development training.

FY14 Funding: \$337,985,237

GUAM



TAG: MG Benny M. Paulino
ARNG CoS: COL Roderick R. Leon Guerrero
USPFO: COL Norman P. Limtiaco

End Strength: 1,182
Full-Time Support: 253

State Partnership:
 Philippines

Major Commands:



Joint Force Headquarters



105th Troop Command

Federal Missions:

- Approximately 600 Soldiers from the 1/294th Infantry Regiment and the 1990th Contingency Contracting Team returned from deployments to Afghanistan.
- The 1990th Contingency Contracting Team deployed to Afghanistan from August 2013 through April 2014. The team facilitated approximately \$12B worth of contracts ranging from life support, general services, construction, and security contracts. The team also supported the closure of 16 forward operating bases.

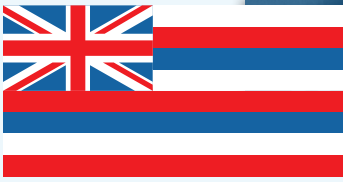
Defense Support of Civil Authorities:

- 94th CST-Weapons of Mass Destruction (CST-WMD) responded to one report of a suspicious package found at the Office of the Governor of Guam. Intelligence was provided that other U.S. Governors and officials received similar packages. CST personnel were alerted and responded with 13 personnel and 5 vehicles and were on standby to assist with field screening, sample collection, and shipment.
- The 94th CST-WMD responded to a request for local security at a special event for Guam's annual Liberation Day Parade; prepared to detect, deter, and rapidly respond to CBRNE/WMD terrorist event to ensure the safety of participants and spectators.

Key Efforts and Impacts:

- Completed 14 events as part of the state partnership with the Armed Forces of the Philippines, including medical, dental, engineer, and humanitarian assistance and disaster response readiness training exercises.
- Donated more than 50 desktop computers to a high school in the southern part of the island under the Computers for Learning Program.
- Held a ribbon cutting ceremony for the \$19M Consolidated Surface Maintenance Shop for the GUARNG.
- Broke ground for the \$7.35M Assembly Hall to provide a venue for assembly of a large number of Soldiers and family members for deployment processing, training, briefings, and ceremonies.

FY14 Funding: \$52,038,442



HAWAII

TAG: Maj Gen Darryll D.M. Wong
ARNG CoS: COL William R. Spray
USPFO: COL Edward K. Chun-Fat, Jr.

End Strength: 3,086
Full-Time Support: 590

State Partnership:
 Indonesia
 Philippines



Joint Force Headquarters



29th Infantry Brigade Combat Team



103rd Troop Command



298th Regional Training Institute

Major Commands:

Federal Missions:

- Strengthened partnership program with Indonesia through Exercise Gema Bahkti/Garuda Shield and Global Peace Operations Initiative.
- 128 Soldiers from 1-171 Aviation BN and 55 Soldiers from 1950th Contracting Detachment deployed in support of OEF.
- Conducted Tiger Balm in Hawaii with Singapore forces and Key Resolve (Korea).

Defense Support of Civil Authorities:

- Responded to Hurricanes Iselle and Ana, and Puna Lava flow in June.
- A/3-140th Lakota Helicopter Det supported Southwest Border mission.
- Supported security missions in support of: POTUS visit to Hawaii, Kona Ironman, Honolulu Marathon, ProBowl, Boston Marathon (CST), and Blue Angels.

Key Efforts and Impacts:

- Rated Top 2 in nation for Trained Strength Percent.
- Rated Top 8 in nation for Medically Ready (MRC 1+2) Trained Strength Percentage.
- Rated Top 7 in nation for Total Reenlistment Mission Percent.
- Completed MCNG projects for Combined Support Maintenance Shop 1 and 29 IBCT Readiness Center MCNG project for AASF Kalaeloa awarded.
- Reconstructed 3 school buildings in Marasbaras, resulting in 6 functional classrooms.

FY14 Funding: \$143,296,480



IDAHO

TAG: Maj Gen Gary L. Saylor
ARNG CoS: COL Michael J. Garshak
USPFO: COL David M. Dahle

End Strength: 3,149
Full-Time Support: 872

State Partnership:
 Cambodia



Joint Force Headquarters



116th Cavalry Brigade Combat Team



204th Regional Training Institute



Orchard Combat Training Center

Major Commands:

Federal Missions:

- Deployed 11 Soldiers to Afghanistan for OEF/18 Soldiers on T10 rotations supporting Active Duty missions and NGB.
- 1-183rd completed its transition to the AH-64D.
- 11 Soldiers deployed to Cambodia, conducting courses in maintenance, logistics, generator repair, CBRN, and medical first responder.
- Deployed 1 Bilateral Affairs Officer to Cambodia in support of the State Partnership Program.

Defense Support of Civil Authorities:

- 101st CST trained with local first responders and various federal agencies and conducted Joint Hazard Assessment missions when requested.
- IDARNG Aviation Group completed 14 search and rescue missions and 4 civil support events with local and federal agencies.
- Conducted 193 community relation events.

Key Efforts and Impacts:


- 116th CBCT conducted an XCTC in the Orchard Combat Training Center with 3,524 Soldiers participating, 1,493 IDARNG, 530 ORARNG, and 541 MTARNG, 220 O/Cs from the 191st IN BDE, 540 AC Stryker BN from JBLM and 200 Contractor support.
- 116th CBCT also conducted a Brigade-level Warfighter with 157 Soldiers participating.
- 78 Soldiers of 116th CBCT participated in Angkor Sentinel 2014, an annual bilateral military exercise hosted by the Royal Cambodian Army and sponsored by U.S. Army Pacific.

FY14 Funding: \$167,380,451

ILLINOIS



TAG: MG Daniel Krumrei
ARNG CoS: COL Joseph J. Schweickert
USPFO: COL Eric K. Little



End Strength: 10,047
Full-Time Support: 1,395



State Partnership:
 Poland



Major Commands:

-  Joint Force Headquarters
-  33rd Infantry Brigade Combat Team

-  65th Troop Command
-  108th Sustainment Brigade

-  129th Regional Training Institute
-  404th Maneuver Enhancement Brigade

Federal Missions:

- 307 ILARNG Soldiers deployed in support of OEF to Afghanistan and Kuwait.
- Continued co-deployments to Afghanistan with Polish land forces, supporting 2 Bilateral Embedded Staff Teams in support of the International Security Assistance Force. FY14 marked the 14th co-deployment with Poland.

Defense Support of Civil Authorities:

- 5th CST supported 5 special security events, including the Chicago Marathon and the Chicago Air and Water Show.
- Provided equipment maintenance and recovery support to the state of Illinois in response to Winter Storm Ion.
- In August, more than 50 Soldiers participated in a National Special Security Event supporting the NGAUS for its annual meeting in Chicago.
- Counter-Drug Operations supported 1,145 narcotics arrests and \$3M in non-drug seizures.

Key Efforts and Impacts:

- Completed the \$18M Normal Readiness Center, which is a partnership project with Heartland Community College and includes 18,000 sq. ft. of shared space.
- Began construction on the \$53M Army Aviation Support Facility, and a new Readiness Center in Kankakee. The new AASF will replace the 1950s era facility currently at Midway Airport in Chicago.
- Sustained an 85% pass rate for Existence and Compliance and SBR testing. This passing rate is among the highest across the National Guard.

FY14 Funding: \$314,857,751

INDIANA




TAG: MG R. Martin Umbarger
ARNG CoJS: BG Brian Copes
USPFO: COL Paul Wolfley




End Strength: 12,148
Full-Time Support: 1,602




State Partnership:
 Slovakia



Major Commands:

-  Joint Force Headquarters
-  38th Infantry Division
-  38th Combat Aviation Brigade

-  81st Troop Command
-  76th Infantry Brigade Combat Team
-  219th Battlefield Surveillance Brigade

-  Atterbury-Muscatatuck
-  138th Regional Training Institute
-  38th Sustainment Brigade

Federal Missions:

- Mobilized 2 units and demobilized 8 units, totaling 622 Soldiers, in support of missions to Afghanistan, Kuwait, Kosovo, and Guantanamo Bay.
- Achieved 92% in medical readiness through Lean Six Sigma process implementation; ranked nationally in top 3 when previously in last place.
- Completed Camp Atterbury North Barracks Complex and expanded Railhead and Deployment Facility MILCON project capable of processing and loading an IBCT in 72 hours.

Defense Support of Civil Authorities:

- 19th CERFP participated in the Israel-Indiana National Guard United Front III Exercise alongside other national and international partners; 53rd CST conducted 1 response and 64 standby missions in support of the FBI.
- Supported the seizure of 9,662 lbs. of drugs totaling \$3.1M, non-drug assets totaling \$6.2M, and 195 weapons with 510 arrests in support of local, state, and federal law enforcement agencies.
- Executed Operation Arctic Tempest in January in support of IDHS, deploying over 280 Soldiers and Airmen statewide, conducting over 140 missions.

Key Efforts and Impacts:

- Hosted 6th USNORTHCOM Vibrant Response and first inclusion of a dual-status commander scenario combined with NGB, INNG, and IDHS participants.
- Atterbury-Muscatatuck participated in Bold Quest 14.2, a multinational capability demonstration and assessment event involving over 700 military and civilian personnel from the U.S. and 12 partner nations.
- Conducted 18 training exchanges (Slovakia-9, Germany-2, United Kingdom-2, Denmark-2, Kenya-2, and Israel-1).

FY14 Funding: \$339,895,389



IOWA

TAG: MG Timothy E. Orr

ARNG CoS: COL Michael G. Amundson

USPFO: COL Allen L. Meyer

End Strength: 7,038

Full-Time Support: 1,173

State Partnership:



Republic of Kosovo

IOWA

Major Commands:



Joint Force Headquarters



67th Troop Command



734th Regional Support Group



2/34th Infantry Brigade Combat Team



671st Troop Command



185th Regional Training Institute

Federal Missions:

- Deployed 40 Soldiers from Company B 248th AVN Support Battalion to Kosovo, executing aviation maintenance operations for all rotary-wing aircraft used in support of NATO Kosovo Force operations.
- Deployed 60 Soldiers from Company C 2nd Battalion 147th AVN under the 34th Combat Aviation Brigade to conduct aviation assault missions in support OEF-Kuwait.
- Deployed 10 Soldiers from Detachment 34 Operational Support Airlift Command to Afghanistan to conduct electronic warfare operations in support of OEF.

Defense Support of Civil Authorities:

- Provided 1 UH-60 Medical Evacuation crew and ground support to Colorado in support of post flood operations utilizing the Emergency Management Assistance Compact (EMAC) process.
- Provided Highway Assistance Team support during a severe winter storm; approximately 50 soldiers executed 2 missions rescuing 6 people, including 1 infant.
- Maintained 1 battalion (1st Battalion 168th Infantry) as Iowa's National Guard Reaction Force (NGRF), which is trained and ready to deploy 50 Soldiers within 8 hours and an additional 100 within 24 hours in support of state emergency operations.

Key Efforts and Impacts:

- Completed \$5.4M in renovation and construction projects at the Mason City and Sioux City Readiness Centers; and the new Camp Dodge Urban Assault Course.
- Placed 540 IAARNG military personnel and dependents into full-time employment positions through the Job Connection Education Program. This equates to over 23 job placements monthly into positions in the private and public sectors averaging \$41,000 in pay annually.
- Conducted 20 state partnership military exchanges and security assistance activities with the Kosovo Security Force, making it one of the most active state partnerships in the ARNG.

FY14 Funding: \$225,565,787



KANSAS

TAG: Maj Gen Lee E. Tafanelli

ARNG CoS: COL Roger D. Murdock

USPFO: COL Alan K. Soldan

End Strength: 5,142

Full-Time Support: 941

State Partnership:



Armenia

KANSAS

Major Commands:



Joint Force Headquarters



69th Troop Command



235th Regional Training Institute



35th Infantry Division



287th Sustainment Brigade



635th Regional Support Group

Federal Missions:

- Soldiers of Company G, 2nd Battalion, 135th Aviation Regiment returned from deployment to Afghanistan, where they provided aeromedical evacuation support.
- Soldiers from the 35th Division deployed to Kosovo in support of a NATO mission, where they filled key positions in the headquarters for Multi-National Battle Group-East.
- 287th Sustainment Brigade trained Armenians in operations and logistics to assist with certification to meet NATO standards and participate in peace-keeping operations around the world. Training included mobile medical capability, humanitarian demining, noncommissioned officer development, and Civil Military Emergency Planning.

Defense Support of Civil Authorities:

- Hosted Vigilant Guard 2014, a multi-state emergency response exercise, involving more than 2,000 local, state, and federal personnel responding to multiple simultaneous disasters across Kansas. It tested the National Guard's emergency response coordination efforts and utilization of a dual-status commander to lead National Guard and active duty forces.
- Soldiers with 1st Battalion, 108th Aviation Regiment teamed up with approximately 36 officers of the Ellsworth Correctional Facility for a prison riot suppression exercise. 108th used 2 UH-60 Black Hawk helicopters to practice tactical insertion of the specialized teams inside the facility grounds during a simulated rioting situation.

Key Efforts and Impacts:

- Activated 130th Field Artillery Brigade on October 19, which provides command and control to subordinate field artillery units in the Kansas National Guard. These include 1st Battalion, 161st Field Artillery and 2nd Battalion, 130th Field Artillery.
- 2nd Battalion, 137th Infantry Regiment is one of the few National Guard units to receive 29 new M1A2SEPv2s Abrams tanks.
- The Kansas National Dependent Support Team/Family Programs achieved accreditation on February 28. Kansas was the first state in the National Guard to accomplish accreditation at a national level with international standards.
- 235th Regional Training Regiment earned the TRADOC "Learning Institution of Excellence" and an unprecedented 100% accreditation.

FY14 Funding: \$193,713,037

KENTUCKY



TAG: Maj Gen Edward W. Tonini

ARNG CoS: BG Benjamin F. Adams III

USPFO: COL Brian Wertzler

End Strength: 7,298

Full-Time Support: 1,117

State Partnership:



Ecuador

Major Commands:



Joint Force Headquarters



149th Maneuver Enhancement Brigade



63rd Theater Aviation Brigade Command



75th Troop Command



138th Field Artillery Brigade



238th Regional Training Institute

Federal Missions:

- Deployed Company B 2-147th Aviation and Detachment 1, Company D 2-147th Aviation and to Kuwait in support of OEF.
- Deployed 1988th Contingency Contracting Team to Afghanistan in support of OEF.
- Deployed Detachment 1, 1/20th SFG to USSOUTHCOM AOR.
- 192 Soldiers of the 1/623rd Field Artillery Battalion returned from a successful deployment in Jordan in support of OEF.
- Deployed more than 15,000 Soldiers worldwide since 9/11.

Defense Support of Civil Authorities:

- Provided support to civilian agencies during the Kentucky Derby as well as numerous festivals, parades, and other planned events.
- Conducted a major exercise for response to a New Madrid Earthquake with the Kentucky Division of Emergency Management, the Central United States Earthquake Consortium, NGB, USNORTHCOM, and a host of other local, state, and federal agencies.
- Conducted 479 military funerals honors throughout the Commonwealth at a cost of \$282,000.
- Supported law enforcement agencies in the eradication of 487,000 marijuana plants with an estimated street value of \$1.2B.

Key Efforts and Impacts:

- Achieved 100% of assigned recruiting and retention for 11th consecutive year.
- New Army Aviation Support Facility valued at \$24.9M in Frankfort.
- Received 408 pieces of new equipment valued at \$40.9M.
- 1/149th Infantry Battalion awarded Kerwin-Reckord Award and Eisenhower Trophy.
- 307th Component Repair Company received the Army Award for Maintenance Excellence.
- KYARNG unit readiness composite rated #1 among 54 states and territories.

FY14 Funding: \$211,580,041

LOUISIANA



TAG: MG Glenn H. Curtis

ARNG CoS: BG Barry D. Keeling

USPFO: COL Paul Arbour

End Strength: 9,554

Full-Time Support: 1,502

State Partnership:



Belize



Haiti

Major Commands:



Joint Force Headquarters



61st Troop Command



State Aviation Command



139th Regional Support Group



225th Engineer Brigade



256th Infantry Brigade Combat Team



199th Regional Training Institute

Federal Missions:

- 1,250 Soldiers from engineer, transportation, military police, and aviation units supported deployments to Afghanistan, Guantanamo Bay, Kosovo, and Kuwait.
- Elements of 204th Theater Airfield Operations Group, 1 of only 2 in the Army inventory, deployed to Kuwait for their 6th overseas deployment.
- 199th Leadership Regiment trained 3,000 Soldiers from over 27 states in Army-standard courses for professional development, occupational specialty qualification, and additional skills.

Defense Support of Civil Authorities:

- Activated 950 Soldiers in support of state emergencies to provide commodity distribution, water support and testing, debris removal, road clearing operations, transportation support, and logistics support during boil advisory, tropical storm, and winter ice storm responses.
- Assisted in the seizure of \$5.7M in property, \$75M of illegal drugs, and 600 weapons, eradicating 566 marijuana plants and assisting in the apprehension of over 5,450 suspects.
- Provided support in New Orleans for Jazz Fest, the NBA All Star Game, Mardi Gras, BCS Sugar Bowl, and WWE WrestleMania.

Key Efforts and Impacts:

- Completed one MILCON project, the Jackson Barracks Billeting Restoration, and broke ground on another MILCON project, the Franklinton Readiness Center.
- Conducted 20 events with Belize and 18 events with Haiti, focusing on disaster response, leadership development, border security, and medical response.
- 921st Engineer Company awarded the Pershing Trophy presented for unit excellence in individual weapons qualifications.
- Combined Support Maintenance Shop earned 1st place in TDA category and FSC, 527th earned 3rd place in small MOTE category for the NGB FY14 Army Award for Maintenance Excellence.

FY14 Funding: \$290,174,885



MAINE

TAG: BG James D. Campbell
ARNG CoS: COL Michael R. McLaughlin
USPFO: COL Donald O. Lagace, Jr.

End Strength: 2,126
Full-Time Support: 484

State Partnership:
 Montenegro

Major Commands:



Joint Force Headquarters



52nd Troop Command



120th Regional Support Group

Federal Missions:

- 186 Soldiers from 133 EN BN, and 8 Soldiers from the fixed-wing aviation detachment returned from OEF-Afghanistan.
- 157 Soldiers from 262 EN off-ramped from mobilization to deploy to Afghanistan.
- Regionally aligned forces with U.S. Pacific Command for the first time, which included B/3-172 IN; 286 CSSB with EUCOM; and 251 EN CO with USCENTCOM as contingency forces.

Defense Support of Civil Authorities:

- Conducted the Vigilant Guard Exercise with DoD, International multi-echelon Joint Military Forces and state, regional, and FEMA emergency response agencies.
- Provided military police and CBRNE support to Massachusetts for the Boston Marathon.
- The new CYBER Response team assisted the State Emergency Management Agencies develop a Maine CYBER defense plan as a first time coordination effort.

Key Efforts and Impacts:

- Exceeded end-strength goal; top 10% nationally in retention and MOS qualification.
- 65,000 sq. ft. Armed Forces Reserve Center (\$22.3M project) will be ready for occupancy in February 2015; 52,000 sq. ft. Aviation Readiness Center (\$15.8M project) will be ready for occupancy in March 2015. Resourced \$32M for 107,000 sq. ft. Joint Force Headquarters.
- \$1.2M from 5-yr \$14M Maine funded bond executed on state-owned readiness center repairs.
- Received National Awards for Installation Management and Environmental stewardship.
- Maine Honor Guard conducted 1,188 burial ceremonies in FY14; 10,964 since inception.



FY14 Funding: \$96,703,409



MARYLAND

TAG: MG James A. Adkins
ARNG CoS: COL Adam R. Flasch
USPFO: COL Mark A. Tracy

End Strength: 4,781
Full-Time Support: 829

State Partnership:
 Estonia
 Bosnia and Herzegovina

Major Commands:



Joint Force Headquarters



29th Infantry Division (-)



29th Combat Aviation Brigade



58th Battlefield Surveillance Brigade



58th Troop Command



70th Regional Training Institute

Federal Missions:

- Deployed more than 500 Soldiers worldwide from various units from Aviation, Medical, Special Operations, Transportation, Military Police, and a Digital Liaison Detachment in support of Combatant Commanders and OEF.
- Supported Task Force Razorback as a part of the Southwest border mission by assisting the Border Patrol in providing air-centric operations as an augmentation to the Border Patrol, increasing capability with personnel and technology with one LUH-72 Lakota helicopter and personnel.

Defense Support of Civil Authorities:

- Provided more than 500 personnel and 150 pieces of equipment throughout the state in preparation and response to the February 12 snowstorm to support local first responders.
- 32nd CST deployed in more than 20 stand-by missions to support civil authorities with counter-WMD expertise and wide area CBRN detection for National Special Security Events and other high-profile events within Maryland.

Key Efforts and Impacts:

- More than 400 Soldiers from the historic 1st Battalion, 175th Infantry Regiment, participated in the March of the Defenders from Patterson Park in Baltimore to Battle Acre near North Point. The march was part of the Star Spangled Spectacular and commemorated the Battle of Baltimore, whose victory resulted in the penning of a poem, which became the lyrics for our National Anthem.
- Continued the construction of 3 major Readiness Center projects; these projects, when completed, will provide more than 127,800 sq. ft. of new and renovated space to support the units stationed in these locations.
- Held a wreath-laying ceremony at Fallen Warrior Memorial in honor of MDARNG Service members who paid the ultimate sacrifice defending freedom since 9/11.

FY14 Funding: \$162,273,919

MASSACHUSETTS



TAG: Maj Gen L. Scott Rice
ARNG CoS: COL Charles G. Cody
USPFO: COL Thomas A. Devine

End Strength: 6,257
Full-Time Support: 960

State Partnership:
 Paraguay

Major Commands:

 Joint Force Headquarters

 26th Maneuver Enhancement Brigade

 51st Troop Command

 79th Troop Command

 101st Regional Training Institute

 151st Regional Support Group

Federal Missions:

- Deployed 270 Soldiers to Afghanistan from F Company and Detachment 12 (Operational Airlift Support) of 126th Aviation Battalion, 379th Engineer Company, and 182nd Medical Company.
- Deployed 130 Soldiers to Guantanamo Bay, Cuba from 747th Military Police Company and 211th Military Police Battalion Headquarters.
- Deployed more than 12,500 Soldiers worldwide since 9/11.

Defense Support of Civil Authorities:

- Provided unprecedented civil support with over 800 National Guard Soldiers and Airmen from Massachusetts, Rhode Island, and Maine (including CSTs from 20 states) to local, state, and federal agencies during the Boston Marathon.
- Completed over 30 CST missions across the commonwealth, consisting of assist, exercise, response, standby, and training.
- Activated 2,000 Soldiers supporting over 50 missions including 5 major annual events including the Boston Marathon, July 4th "Esplanade" celebration, New Year's Day winter snowstorm; missions included security, explosive ordnance detection, logistics, engineering, aviation, and transportation.

Key Efforts and Impacts:

- MAARNG's Police Mission Partnership Initiative celebrated a historic milestone with the nation's first military police academy credentialing 47 Soldiers and Airmen as certified Massachusetts Police Officers in August.
- MA USPFO continued to effectively implement repeatable and sustainable procedures to satisfy Financial Improvement Audit Readiness sample requirements.
- Completed a state-of-the-art \$13M Natick Army National Guard Readiness Center; awarded \$20M for the Unit Training and Equipment Site; awarded \$20M for the Regional Training Institute; and awarded \$12M in additional facility upgrades.

FY14 Funding: \$230,279,717

MICHIGAN




TAG: MG Gregory J. Vadnais
ARNG CoS: COL Gregory A. Durkac
USPFO: COL James E. Stokes


End Strength: 7,987
Full-Time Support: 1,301

State Partnership:
 Latvia
 Liberia


Major Commands:

 Joint Force Headquarters

 46th Military Police Command

 63rd Troop Command

 177th Military Police Brigade

 177th Regional Training Institute

 272nd Regional Support Group

Federal Missions:

- Deployed 87 Soldiers to Kuwait from 3rd BN 238th AVN REGT (3/238th) and deployed 154 Soldiers to Afghanistan from 1460th Transportation Company, both in support of OEF.
- 59 Soldiers from 177th Military Police Brigade returned from a successful deployment to Guantanamo Bay, Cuba.
- Hosted an eXportable Combat Training Capability rotation for a Fires Brigade at Camp Grayling, the first time an entire fires brigade completed an XCTC and the first time active duty units were evaluated alongside National Guard.

Defense Support of Civil Authorities:

- Successful validation of 13 units mission support for Command and Control of the Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) enterprise.
- Provided 200 Soldiers from 63rd Troop Command in support of the Labor Day Bridge Walk providing security, traffic control, and ensuring safety for participants during the annual event.
- 1437th Engineer Company partnered with state and local agencies to provide the ability to cross Portage Lake to provide emergency response to the communities of the Keweenaw Peninsula in the event the existing bridge may become unserviceable.

Key Efforts and Impacts:

- Renovated and refurbished 18 readiness centers expending \$10.5M. These projects increased the MIARNG armory metric over 5 points and were in conjunction with the Armory Transformation Study done by NGB and contract support.
- Supported USEUCOM execution of Operation Saber Strike, mobilizing and deploying a UAS platoon to Latvia with 30 days between notice and boots-on-ground.
- Executed almost 50 engagements between Liberia and Latvia to increase military operability between our nations.

FY14 Funding: \$296,529,303










MINNESOTA

TAG: MG Richard C. Nash
ARNG CoS: COL Jon Jensen
USPFO: COL Wayne Hayes

End Strength: 11,033
Full-Time Support: 1,434

State Partnership:
 Croatia

Major Commands:

-  Joint Force Headquarters
-  84th Troop Command
-  347th Regional Support Group
-  34th Infantry Division
-  34th Combat Aviation Brigade
-  175th Regional Training Institute
-  1/34th Armored Brigade Combat Team

Federal Missions:

- Deployed 220 Soldiers from 34th Combat Aviation Battalion to conduct aviation operations and security cooperation in support of OEF.
- Deployed 40 Soldiers from 204th Area Support Medical Company to Sinai Peninsula, Egypt to enforce the 1979 peace treaty between Egypt and Israel.
- Welcomed home 255 Soldiers from 850th Horizontal Engineer Company and 849th Mobility Augmentation Company from Afghanistan.

Defense Support of Civil Authorities:

- Activated 100 Soldiers from the C Troop, 1st Squadron, 94th Cavalry to International Falls and 20 Soldiers from Headquarters Company, 2nd Battalion, 135th Infantry to Henderson to support flood response activities.
- The MNARNG Chief Information Officer advised on security governance for multiple state communication response task forces, including presenting at Infragard's General Assembly meeting with over 150 attendees on emergency communications and exercises.
- Conducted a successful state multi-agency exercise at Camp Ripley in preparation for Vigilant Guard 2015.

Key Efforts and Impacts:

- Conducted a Joint Cyber Training event with Croatian Armed Forces in Zagreb, Croatia.
- Participated in the first summer Norwegian Reciprocal Troop Exchange in 41 years of this Service member exchange.
- Received top rating for readiness by the Unit Status Report for ARNG Division Headquarters in the largest Warfighter exercise in June at Mission Command Training Complex, Fort Leavenworth, Kansas.

FY14 Funding: \$321,531,938












MISSISSIPPI

TAG: MG Augustus L. Collins
ARNG CoS: BG Allen E. Brewer
USPFO: COL Bradley S. MacNealy

End Strength: 9,921
Full-Time Support: 1,926

State Partnership:
 Bolivia
 Uzbekistan

Major Commands:

-  Joint Force Headquarters
-  184th Expeditionary Sustainment Command
-  154th Regional Training Institute
-  66th Troop Command
-  168th Engineer Brigade
-  1108th Theater Aviation Sustainment Maintenance Group
-  155th Armored Brigade Combat Team
-  185th Theater Aviation Brigade
-  2-20th Special Forces Group

Federal Missions:

- The Camp Shelby Joint Forces Training Center concluded overseas mobilization operations on March 31. More than 200,000 Service members from the Army, Navy, Marines, and Air Force received mobilization training at the post since 2004.
- Approximately 875 MSARNG Soldiers deployed overseas and supported domestic operations for homeland defense.

Defense Support of Civil Authorities:

- Approximately 100 Soldiers deployed to Tupelo and Louisville following powerful tornadoes on April 28.
- 47th CST completed approximately 20 missions ranging from chemical spills to suspicious packages.

Key Efforts and Impacts:

- 155th Armored BCT executed a successful Combined Arms Live-Fire Exercise at Camp Shelby on July 23.
- 2nd Battalion, 20th Special Forces Group and 185th Theater Aviation Brigade Soldiers supported the multi-state Emerald Warrior Special Forces training exercise from April 25 to May 9 in Gulfport.

FY14 Funding: \$467,069,395




MISSOURI



TAG: MG Stephen L. Danner
ARNG CoS: COL David Boyle
USPFO: COL James Jones



End Strength: 9,437
Full-Time Support: 1,560

State Partnership:
 Panama



-  Joint Force Headquarters
-  35th Combat Aviation Brigade
-  35th Engineer Brigade

- Major Commands:**
-  70th Troop Command
 -  110th Maneuver Enhancement Brigade

-  140th Regional Training Institute
-  1107th Aviation Group

Federal Missions:

- Deployed 489 Soldiers from aviation, engineer, infantry, medical, and maintenance units to support overseas contingency operations, Combatant Commander security cooperation and engagement, and border security along the U.S. Southwest Border.
- Since September 11, 2001, MOARNG has supported approximately 18,000 individual deployments.
- Conducted 13 subject matter expert exchanges with Panamanian officials both in Panama and Missouri, covering events such as: emergency response early warning systems, aircraft disaster site management, water purification, confined space rescue, hazardous material response, improvised explosive device detection, and ground operations leadership planning.

Defense Support of Civil Authorities:

- Activated approximately 350 Soldiers to support state emergency missions including Operation Show-Me-Protection in Ferguson.
- Participated in Central United States Earthquake Consortium interagency exercise in preparation for New Madrid seismic zone catastrophic earthquake.
- Provided FEMA Region VII Homeland Response Force to Kansas Vigilant Guard exercise in preparation for major Chemical, Biological, Radiological, Nuclear event.
- Participated in Cyber Shield 2014, a national exercise training states to respond to significant cyber incidents..

Key Efforts and Impacts:

- Achieved historic preparedness levels for 2nd year in a row, with an overall ranking of 2nd in the nation. External inspectors espouse Missouri as a national logistics management leader.
- Established new suicide and sexual assault prevention programs. For suicide prevention, focusing resiliency efforts on demographically at-risk Soldiers. To eliminate sexual assaults, empowering women, ensuring every victim is cared for and each assault investigated, and deliberately attacking sexual harassment to cut off the continuum of harm.
- Missouri's Theater Aviation Sustainment Maintenance Group provided \$55M cost avoidance savings in maintaining ARNG aircraft for 14 states and Army aircraft across the nation.

FY14 Funding: \$360,392,297



MONTANA

TAG: MG Matthew T. Quinn
ARNG CoS: COL Jeffrey E. Ireland
USPFO: COL Bob Sparing


End Strength: 2,690
Full-Time Support: 575

State Partnership:
 Kyrgyz Republic



-  Joint Force Headquarters
-  Training Center Headquarters

- Major Commands:**
-  95th Troop Command

-  1189th Regional Support Group

Federal Missions:

- Deployed 150 Soldiers from 1-189th Ground Support Aviation Battalion to Kuwait in support of OEF.
- Deployed 32 Soldiers from the 143rd MP Co to Afghanistan in support of OEF.
- Deployed 95 Soldiers from 260th EN Co to Afghanistan in support of OEF.
- Deployed 150 Soldiers from 484th MP Co to Afghanistan in support of OEF.
- Deployed 23 Individual Augmentees to Afghanistan and Kuwait in support of OEF.

Defense Support of Civil Authorities:

- Responded to the avalanche near Mount Jumbo in Missoula, burying 4 locals and creating a gas leak. Provided 10 Soldiers and 5 light sets under Immediate Response Authority.
- Supported Washington state with 30 personnel and 2 Chinook helicopters providing 62 flight hours and 17,577 gallons of fuel and dropping 534,000 gallons of water.
- 83rd CST provided 6 personnel and equipment in support of MAARNG, FBI, EOD, Massachusetts State Police, and Boston Police Department for the Boston Marathon.

Key Efforts and Impacts:

- Completed 14 exchanges with Kyrgyzstan through the State Partnership Program.
- Successfully completed the federal land withdrawal process necessary to secure the long-term use of the Limestone Hills military training area, making accessible more than 18,000 acres of training ranges for all service components.
- 260th ESC, in an annual training joint effort with the 219th REDHORSE Squadron, used their training as heavy equipment operators at Makoshika State Park to repair an impassable road in the park.

FY14 Funding: \$119,393,078



NEBRASKA

TAG: Maj Gen Daryl L. Bohac

End Strength: 3,520

State Partnership:


ARNG CoS: COL Brett W. Andersen


Full-Time Support: 765


 Czech Republic

USPFO: Col David D. Zwart

Major Commands:

 Joint Force Headquarters

 67th Battlefield Surveillance Brigade

 209th Regional Training Institute

 92nd Troop Command

Federal Missions:

- Mobilized and deployed 17 Soldiers to Afghanistan, United Arab Emirates, Jordan, Kuwait, and Germany in support of OEF and U.S. Africa Command.
- 1075 Transportation Company and 1195 Transportation Company provided rotational support to the National Training Center and 313 Medical Company (Ground Ambulance) provided rotational support to the Joint Readiness Training Center.
- 267 Ordnance Company conducted external evaluations at the National Maintenance Training Center.

Defense Support of Civil Authorities:

- Mobilized 159 personnel, including 3 aircraft and crews and 2 ground force packages, to conduct continuous operations for 20 days in response to 3 separate Nebraska Emergency Management requests.
- On June 30, 1-376 Aviation Battalion assumed the mission to support Southwest Border providing 14 personnel and 1 aircraft to perform aerial detection and monitoring operations in support of the DHS and the U.S. Customs and Border Patrol.
- Participated in FEMA Region VII's 1st ever consolidated Vigilant Guard exercise along with CERFP, with units from 1-376 Aviation and JFHQ.

Key Efforts and Impacts:

- Continued to respond to the Army's Audit Readiness efforts related to the management of real property, general equipment, operating materials, and supplies.
- Executed \$26M in funds to open 2 new Readiness Centers totaling more than 130,000 sq. ft.; maximized sustainment, restoration, and modernization activities resulting in 57 projects valued at over \$9M.
- Received multiple state, regional, and national-level logistics awards, including 3 national-level Supply Excellence Awards and one runner-up award for maintenance.

FY14 Funding: \$139,898,632



NEVADA

TAG: Brig Gen William R. Burks

End Strength: 3,115

State Partnership:


ARNG CoS: COL Zachary F. Doser

Full-Time Support: 572

 Tonga

USPFO: COL Felix T. Castagnola III

Major Commands:

 Joint Force Headquarters

 17th Sustainment Brigade

 991st Troop Command

Federal Missions:

- Mobilized 50 personnel from 757th Combat Sustainment Support Battalion for a year-long deployment to support the Multinational Force and Observers mission in Sinai, Egypt.
- Mobilized 29 Soldiers from 72nd Military Police Company to provide transportation and security support for International Security Assistance Force and NATO leaders in Afghanistan.
- Mobilized 12 Soldiers from 45th Detachment, Operational Support Airlift, to provide reconnaissance and surveillance support for Task Force ODIN (Observe, Detect, Identify, and Neutralize) in Afghanistan.
- 1/168th Air Ambulance Company redeployed 39 Soldiers to complete its 5th OCONUS and 3rd OEF tour.

Defense Support of Civil Authorities:

- 92nd CST worked closely with the Las Vegas Metro All Hazards Regional Multi-Agency Operations Response Team, to support NASCAR, Professional Bull Riders Championships, National Finals Rodeo, Electric Daisy Carnival, and the Las Vegas Marathon.
- 277th Engineer Haul Platoon responded to flooding that damaged an earthen dam and levee at the Moapa Band of Paiutes reservation.
- Nearly 200 Soldiers deployed throughout Las Vegas to support local civil authorities during the annual New Year's Eve security mission in southern Nevada.
- Soldiers supported the 3-day Operation Vigilant Sentinel from 485th Military Police Company, 140th Aviation Detachment, and 17th Sustainment Brigade.

Key Efforts and Impacts:

- Formally established state partnership with the Kingdom of Tonga. Tonga and Nevada Guard officials subsequently traveled together to attend the annual NGAUS conference in Chicago.
- Nevada's CERFP team participated in the nation's first fully-integrated chemical, biological, radiological, nuclear, explosive evaluation with a CST.
- 1-221st ARS completed 2 NTC rotations at Fort Irwin, California. The unit conducted full-spectrum operations in a decisive action training environment, supporting the 11th Armored Cavalry Regiment's OPFOR mission.
- 609th ENG completed a JRTC rotation at Fort Polk, Louisiana. The unit operated as an engineer element company for mobility/counter-mobility operations in support of the BLUEFOR.

FY14 Funding: \$111,164,797

NEW HAMPSHIRE






TAG: Maj Gen William N. Reddel III
Army CoS: (Acting) LTC Andrew C. Anderson
USPFO: COL Luis N. Maldonado


End Strength: 1,728
Full-Time Support: 392

State Partnership:
 El Salvador

Major Commands:

-  Joint Force Headquarters
-  54th Troop Command

 197th Field Artillery Brigade

 195th Regional Training Institute

Federal Missions:

- 238th MEDEVAC Company completed Afghanistan deployment in support of OEF. Awarded Meritorious Unit Award.
- Brig Gen Peter Corey deployed to Liberia as deputy commander, U.S. Army-Africa, in support of Operation United Assistance.
- Planning Assistance Team deployed to El Salvador in support of U.S. Army South counter transnational organized crime mission.
- 3 Soldiers completed Afghanistan deployment as part of Salvadoran Police Advisory Team.

Defense Support of Civil Authorities:

- 12th CST supported 40 state and regional missions, making it the 5th most active among all CSTs nationwide.
- Responded to 5 state Fish & Game search-and-rescue missions.
- Hosted 2-day, hands-on military orientation training for more than 40 civilian medical providers.
- Hosted Vietnam and Korean War Veteran welcome home ceremonies.

Key Efforts and Impacts:

- 2LT Shannon Snively became first female artillery officer in state.
- Conducted 16 SPP exchanges with El Salvador to include network security, medical triage, hazardous spill response, mortuary affairs, and rapid water rescue.
- C Company, 3/172nd Mountain Infantry Company completed JRTC rotation and 197th FA BDE completed XCTC rotation.
- Army Aviation Support Facility rededicated in honor of SPC. 6 Frederick Bartlett.
- 169th MEDEVAC Company receives Red Cross Hero award for Afghanistan duty.

FY14 Funding: \$76,119,852

NEW JERSEY





TAG: Brig Gen Michael Cunniff
Army CoS: COL Walter Alvarado
USPFO: COL Angelo Capolupo

End Strength: 6,099
Full-Time Support: 974


State Partnership:
 Albania


Major Commands:

-  Joint Force Headquarters
-  50th Infantry Brigade Combat Team

 57th Troop Command

 42nd Regional Support Group

 254th Regional Training Institute

 Joint Training and Training Development Center

Federal Missions:

- Nearly 1,000 Soldiers deployed in support of OEF from 150th Engineer Company, Military Advisor Team 5, 50th IBCT MET, 150th Aviation, 113th Infantry, and 114th Infantry.
- 21st CST provided support to the General Assembly of the United Nations.
- 50th IBCT developed, executed, and graduated the state's first Unmanned Air Raven Operator Course.

Defense Support of Civil Authorities:

- Provided logistical support to the National Special Olympics held in Princeton.
- Supported nearly 300 domestic action requests.
- Provided critical mission support to interagency partners during Super Bowl XLVIII.
- Provided logistical support to Boy Scout Camporee 2014.

Key Efforts and Impacts:

- 254th Regiment graduated Albanian OCS Class as the first-ever foreign officer candidates trained on American soil by the National Guard.
- 150th AV received and fielded 4 OH-72 Lakota helicopters.
- 254th Regiment broke ground on new Regional Training Institute.
- Broke ground on \$53M Army Aviation Support Facility (AASF).

FY14 Funding: \$200,542,539



NEW MEXICO

TAG: Brig Gen Andrew E. Salas

End Strength: 2,780

State Partnership:

ARNG CoS: COL Donnie J. Quintana

Full-Time Support: 599

Costa Rica

USPFO: COL Jose R. Rael



Joint Force Headquarters



111th Maneuver Enhancement Brigade



93rd Troop Command



515th Regional Training Institute

Major Commands:

Federal Missions:

- 515th Combat Service Support BN and 720th Transportation Company are designated as enablers for the Army Contingency Force through calendar year 2015.
- 38 Soldiers from C/1-171 MEDEVAC are projected to deploy to Kuwait for continuous support to OEF.
- 124 Soldiers from 126th MP Company are preparing for deployment to Kuwait in FY16.

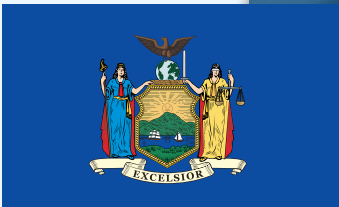
Defense Support of Civil Authorities:

- NMNG was responsible for 109 saves involving ground, air, and foot patrols throughout the state.
- Conducted 39 emergency response missions for SAR in support of fires and floods.
- 720th Transportation Company delivered a tanker with 5,000 gallons of potable water to the residents of Chacon and additional supplies and fresh water to several cities such Youngsville, Vanderwagen, Navajo, and Mora.
- Conducted 24 aviation missions involving 9 SAR, 8 airlift, 4 VIP airlift, 1 recovery, 2 MEDEVAC missions, and 2 ground SAR.

Key Efforts and Impacts:

- Hosted 4 pilots from Costa Rica as part of the State Partnership Program for an inflight orientation flight operations, mission briefs on SAR, fire support and MEDEVAC, and a tour of the Army Aviation facility. Brig Gen Salas and key staff conducted a senior leader visit to Costa Rica to validate goals and objectives of the program with current leadership.
- Held the 6th Annual Military Honors Burial Conference co-hosted by the New Mexico Department of Veterans' Services and the National Guard. This provided instruction on conducting military funeral honors followed by competitions between buglers.
- Teamed with Public Education Department to give out more than 1,920 backpacks, books, and school supplies to homeless children in need at the Wyoming Readiness Center in Albuquerque.

FY14 Funding: \$105,725,319



NEW YORK

TAG: MG Patrick Murphy

End Strength: 10,524

State Partnership:

Army CoS: COL Patrick Center

Full-Time Support: 1,498

Republic of South Africa

USPFO: COL Lawrence Ashley



Joint Force Headquarters



42nd Infantry Division



42nd Combat Aviation Brigade



153rd Troop Command



53rd Troop Command



27th Infantry Brigade Combat Team

Major Commands:

Federal Missions:

- Deployed more than 800 Soldiers to Afghanistan, Qatar, Guantanamo Bay, and Kuwait in support of OEF, including 42nd Combat Aviation Brigade Headquarters' successful return from a 9-month deployment to Kuwait.
- 7,200 Guardsmen conducted a full AT of individual and collective training for combat, combat support, and combat service support Citizen Soldiers.
- Members of Harlem-based 369th Sustainment Brigade supported USAFRICOM Exercise Central Accord 14 in Douala, Cameroon with joint reception, staging, onward movement, and integration support.

Defense Support of Civil Authorities:

- Mobilized over 300 Soldiers to surge Homeland Security Force presence in New York City.
- Validated and certified the capabilities of the FEMA Region II Homeland Response Force, training more than 600 personnel from 3 states at the New York State Preparedness Training Center.
- Implemented a joint military task force to form the instructors and administrators of the New York State Citizen Preparedness Corps, giving instruction to more than 22,000 New Yorkers in disaster preparedness in more than 155 venues.
- 24th CST conducted 2 response missions for civil authorities, 57 assists, 79 standby missions, and 22 training events. The most notable included support to Super Bowl XLVIII and UN support.

Key Efforts and Impacts:

- Celebrated the 10-year anniversary of state partnership with South Africa hosting the South African Senior Defense Attaché.
- Awarded a facilities contract worth \$43.1M and moved elements out of the Harlem Armory (built in 1922) for extensive renovations.
- Conducted new aircrew qualification training and fielded 5 CH-47F Chinook aircraft.

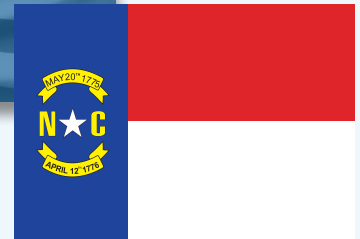
FY14 Funding: \$337,430,662

NORTH CAROLINA


TAG: MG Gregory A. Lusk
CoJS: COL Clifford W. Wilkins
USPFO: COL Peter Versfeld


End Strength: 10,196
Full-Time Support: 1,653

State Partnership:
 Botswana
 Moldova





Major Commands:


 Joint Force Headquarters

 30th Armored Brigade Combat Team

 60th Troop Command

 139th Regional Training Institute

 113th Sustainment Brigade

 449th Theater Aviation Brigade

 130th Maneuver Enhancement Brigade

Federal Missions:

- 214 Soldiers from 621st Engineers, 20 Special Forces, and 1/120 CAB deployed in support of OEF.
- Since 9/11, deployed 15,605 Soldiers and 187 Units.
- 449 Soldiers from 630th Combat Sustainment Support Battalion, 210th and 211th Military Police, 621st Engineers, 20 Special Forces, and 1/120 Infantry Regiment were deployed in support of OEF and MFO-Sinai.
- 430th Explosive Ordnance Disposal (EOD) Company Humanitarian Mine Action engagement with Moldovan Army (EUCOM funded).
- Since 9/11, deployed 15,605 Soldiers and 187 Units.

Defense Support of Civil Authorities:

- 42nd CST conducted 1 response, 6 standby, and 7 assist missions with support ranging from the U.S. Africa Leader's Summit to water sampling in support of Charlotte Mecklenburg Utilities Laboratory during waste water polychlorinated biphenyl response.
- Completed 10 SAD missions with 422 service members in support of winter storms and Tropical Storm/Hurricane Arthur, and other missions including Helo-Aquatic Rescue Team missions (1 in Tennessee), reducing impact of injuries for 5 personnel. Flew more than 100 hours in support of HART training with partners in NCEM.

Key Efforts and Impacts:

- The Integrated Behavioral Health System fielded 870 calls, resulting in 299 clinical assessments, 1,227 resource referrals, and 571 consultations. 56 cases required immediate clinical intervention due to suicidal, homicidal, or psychotic threat.
- Completed 25 construction designs and contracted construction projects for armories, totaling more than \$9.7M in SRM construction.
- Increased state partnerships from 40 to 64 engagements. Focus areas included Humanitarian Mine Action, African Military Education Program, SF, and peace keeping operations with Moldova, and intelligence and logistics with Botswana.
- Education & Employment Center had 1,123 new clients and 74 employers with 727 hires.

FY14 Funding: \$299,114,465

NORTH DAKOTA

TAG: MG David Sprynczynatyk
Army CoS: COL Giselle Wilz
USPFO: COL James Hrdlicka

End Strength: 3,193
Full-Time Support: 744


State Partnership:
 Ghana
 Benin
 Togo




Major Commands:

 Joint Force Headquarters

 68th Troop Command

 141st Maneuver Enhancement Brigade

 164th Regional Training Institute

Federal Missions:

- 1-188th ADA Battalion provided ground-based air defense for the National Capital Region.
- 2/285th AVN Battalion provided rotary-wing support in Kosovo as part of KFOR 18 Aviation Task Force.
- 814th MED Company provided area medical support while deployed in support of OEF-Afghanistan
- 231st Brigade Support Battalion Logistics Support Element conducted logistical operations while deployed in support of OEF-Afghanistan.
- 116th Public Affairs Detachment supported Exercise Saber Strike (Lithuania, Latvia, and Estonia).

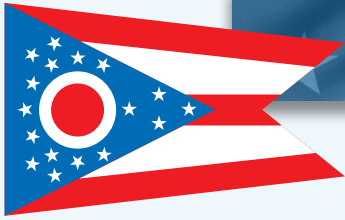
Defense Support of Civil Authorities:

- 81st CST operated jointly with 3 other CST units, participating in a weeklong, multi-state training event in Washington and Oregon that featured 4 separate exercises.
- 81st CST participated in a simulated full-spectrum mission during a Training Proficiency Evaluation administered by USARNORTH's CST Activity.
- 81st CST provided air quality monitoring and soil and water sampling and testing during a warehouse fire in Williston and responded to a radiation alarm at the courthouse in Minot.

Key Efforts and Impacts:

- Celebrated 10 years of state partnership with Ghana, participating in 19 events (17 in Ghana, 1 in North Dakota, and 1 in Italy), including 5 disaster preparedness events.
- Added Togo and Benin to the State Partnership Program and conducted 2 events each in Togo and Benin and 1 in Senegal.
- 141st MEB, 1-112th AVN BN, and 231st SPT BN served as Regionally Aligned Forces to AFRICOM.
- 141st MEB participated in Central Accord 14 in Cameroon.
- 141st MEB successfully supported largest ever 34th ID Warfighter Exercise (Fort Leavenworth).

FY14 Funding: \$123,333,633








OHIO

TAG: MG Deborah A. Ashenhurst
ARNG CoS: COL Chip Tansill
USPFO: COL John Dernberger



End Strength: 11,306
Full-Time Support: 1,515

State Partnership:
 Serbia
 Hungary

-  Joint Force Headquarters
-  73rd Troop Command
-  37th Infantry Brigade Combat Team

-  16th Engineer Brigade
-  371st Sustainment Brigade

Major Commands:

-  174th Air Defense Artillery Brigade
-  147th Regional Training Institute

Federal Missions:

- Deployed 160 Soldiers from 1191st Engineer Company in support of OEF.
- Deployed 6 Soldiers to Denmark for overseas deployment training.
- Deployed 17 Soldiers from 5694th EN Det, 295th EN Det, and 296th EN Det to Bulgaria, and 80 Soldiers from B/2-19th SF GP to South Korea for Training.
- 5 units returned from successful deployments: Military Assistance Team, 837th Engineers, 838th Military Police, 437th Military Police Company, and 371st Sustainment Brigade.

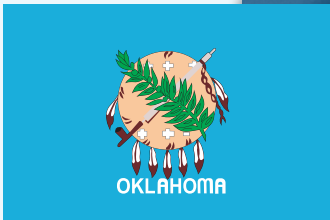
Defense Support of Civil Authorities:

- Provided 332 personnel with distribution, transportation, and reverse osmosis capabilities in response to a water shortage crisis in Toledo.
- Provided 8 personnel to conduct penetration testing of a state partner's network infrastructure.
- 52nd CST provided 7 personnel to assist in response to a chemical spill in local water sources.
- Joint Task Force 16, Homeland Response Force, and Joint Force Headquarters participated in interagency exercises with the Ohio Emergency Management Agency, including a nuclear power plant response exercise.

Key Efforts and Impacts:

- More than 5,351 Military Funeral Honors were performed and 9 Honorable Transfers conducted.
- Chosen as 1 of 4 states to compete for the Army Communities of Excellence award.
- Implemented an Internal Review steering committee to provide direction, assistance, and resourcing necessary for the Internal Review Division to meet the needs of TAG and the USPFO.
- Completed 118 sustainment, restoration, and modernization projects in 30 different locations, totaling over \$9.6M in federal and \$2.2M in state investment.
- Accomplished 7 "end of year" projects and 866 routine, recurring, and unscheduled maintenance projects/services, totaling more than \$1.25M.

FY14 Funding: \$305,719,833







OKLAHOMA

TAG: MG Myles L. Deering
ARNG DoJS*: BG Robbie L. Asher
USPFO: COL Charles R. Seitz


End Strength: 6,780
Full-Time Support: 1,078

State Partnership:
 Azerbaijan

-  Joint Force Headquarters
-  45th Infantry Brigade Combat Team

-  45th Field Artillery Brigade
-  90th Troop Command

Major Commands:

-  189th Regional Training Institute

Federal Missions:

- Deployed 74 Soldiers to Afghanistan from Battery B, 1st Battalion, 158th Field Artillery and Battery B, 171st Field Artillery, Target Acquisition Battery.
- 160 Soldiers from 1220th Engineer Company returned from Afghanistan after keeping roads open in Regional Command South.
- 2nd Battalion, 249th Aviation Battalion (UH60), and Battery A, 1st Battalion, 158th Field Artillery (HIMARS) returned from successful 9-month deployments to OEF-Afghanistan.

Defense Support of Civil Authorities:

- 260 Soldiers responded to severe winter storms, forming 20 stranded-motorist recovery teams that helped protect life and property.
- Aviation units flew 17 missions and dropped in excess of 220,000 gallons of water during Oklahoma wildfires.
- 63rd CST supported the Oklahoma City Police Department and local FBI agents during multiple WMD-Bio incidents, providing entry, sampling, analysis, and presumptive identification of white powder substances.

Key Efforts and Impacts:

- The Employment Coordination Program hosted or participated in 8 job fairs and helped find jobs for more than 180 Soldiers.
- Completed 95% of the \$3.1M revitalization of the Army Aviation Support Facility #1 Readiness Center at Lexington.
- Began construction of the \$4.9M Army Aviation Support Facility #2 Readiness Center at Tulsa and the \$25.1M Operational Training Center at Camp Gruber.

FY14 Funding: \$198,935,283

**Director of Joint Staff*

OREGON

STATE OF OREGON




TAG: MG Daniel R. Hokanson
ARNG CoS: COL Christian Rees
USPFO: COL William Schutz

End Strength: 6,141
Full-Time Support: 971

State Partnership:
 Bangladesh
 Vietnam

Major Commands:

 Joint Force Headquarters

 41st Infantry Brigade Combat Team

 82nd Troop Command

Federal Missions:

- 20 Soldiers with C/7-158 Aviation returned from Kosovo and 5 Soldiers with DET 47, 2-641 Aviation returned from OEF-Afghanistan.
- 41st Infantry BCT deployed approximately 900 Soldiers to OEF-Afghanistan.
- 234th Engineer Company deployed approximately 180 Soldiers to Kuwait.

Defense Support of Civil Authorities:

- Helicopters dropped more than 802,000 gallons of water to suppress more than 45,000 acres destroyed by wildfires in Jefferson and Jackson counties.
- Helicopters flew more than 30 search and rescue missions to assist civil authorities with locating and rescuing lost citizens.
- 102nd CST responded to requests for assistance from civil authorities in several counties and conducted joint training exercises with emergency response agencies throughout the state, including the U.S. Coast Guard.

Key Efforts and Impacts:

- Continued collaboration with U.S. Pacific Command through state partnerships with Bangladesh and Vietnam, including 8 separate humanitarian assistance and disaster response engagements with each partner country.
- CBRNE Enhanced Response Force Package participated in regional, multi-state Vigilant Guard Alaska emergency response exercise and completed a biennial national validation exercise.
- Opened a new 62,000-sq. ft. readiness center in The Dalles in partnership with Columbia Gorge Community College, and remodeled the readiness center in Milton-Freewater.

FY14 Funding: \$222,181,715

PENNSYLVANIA


TAG: MG Wesley E. Craig
ARNG CoS: COL Mark Schindler
USPFO: COL James Cassarella


End Strength: 15,700
Full-Time Support: 2,445

State Partnership:
 Lithuania




Major Commands:


 Joint Force Headquarters

 28th Combat Aviation Brigade


 213th Area Support Group

 2/28th Infantry Division

 55/28th Armored Brigade Combat Team

 166th Regional Training Institute

 2/28th Infantry Brigade Combat Team

 56/28th Stryker Brigade Combat Team

 Eastern Army Aviation Training Site

Federal Missions:

- Deployed 2 company-sized units and 1 detachment in support of OEF and 252nd Engineer Company comprised of 157 Soldiers in support of theater base closure in OEF-Afghanistan.
- Deployed 21 Soldiers from 213th HRC to provide continued base operating support at M-K Air Base Romania in coordination with USECOM and USTRANSCOM until completion of operations in Afghanistan.
- 28th Infantry Division sent more than 200 Soldiers to Operation Rochambeau, a combined warfighter exercise in France with NATO allied partners.

Defense Support of Civil Authorities:

- Responded to Winter Storm Nika with more than 750 Soldiers and Airmen completing 16 missions and Winter Storm Pax with more than 800 Soldiers and Airmen conducting over 40 missions.
- Hosted Vigilant Guard 14-3. 1,700 Soldiers and Airmen from Pennsylvania and 7 other states and civilians from 23 state agencies and 5 federal agencies participated in order to assess and improve the Pennsylvania National Guard response to multiple no-notice domestic emergencies.

Key Efforts and Impacts:

- Completed 27 exchanges and exercises with Lithuania involving 327 Soldiers, including the transport of 2 Stryker Platoons to the Baltics and 1 Lithuanian platoon to Pennsylvania to conduct collective training.
- Completed more than \$17M of new facility upgrades to readiness centers and other facilities at Fort Indiantown Gap.



FY14 Funding: \$526,745,094





PUERTO RICO



TAG: COL Marta Carcana
Army CoS: Col Ruben Fernandez
USPFO: COL Suzanne Valentin


End Strength: 7,019
Full-Time Support: 1,020

State Partnership:
 Honduras
 Dominican Republic

Major Commands:

 Joint Force Headquarters
 101st Troop Command

 92nd Maneuver Enhanced Brigade
 191st Regional Support Group

 201st Regional Training Institute

Federal Missions:

- Deployed 49 personnel of 480th MP Company to Soto Cano Air Base, Honduras.
- Conducted Innovative Readiness Training Engineer project in support of the municipality of Coamo to prevent flooding and protect critical infrastructure.
- Provided engineer support to the countries of Guatemala and Honduras through the Overseas Deployment Training program.
- Army Aviators provided aviation and logistics support to "Beyond the Horizon" exercise. The exercise was for the Dominican Republic CERFP annual validation.

Defense Support of Civil Authorities:

- Activated Soldiers to support Operation Secure Front to suppress the smuggling of illegal drugs and weapons, which involved all state and federal security agencies.
- Participated in "Bringing Health to our People," a medical exercise designed to provide medical support to the population of the 78 municipalities on the island.
- Teamed up with the Department of Natural Resources to restore a natural reserve on Mosquito Bay, Vieques.
- Supported Puerto Rico Fire Department and Department of Natural Resources to mitigate forest fires in the municipality of Peñuelas.

Key Efforts and Impacts:

- Continued facilities construction on 5 main buildings, encompassing 155,000 sq. ft. at a cost of more than \$40.5M, which will house 8 units of approximately 1,100 Citizen-Soldiers, as part of the PRARNG infrastructure improvement plan.
- Won the 2nd Gold at the Army Communities of Excellence 2013 competition.
- PR Youth ChalleNGe Academy is the first program in the nation to achieve a Green Rating (95%+) in operations performance.

FY14 Funding: \$206,853,988



RHODE ISLAND


TAG: MG Kevin R. McBride
ARNG CoS: COL Martin A. Lafferty
USPFO: COL Paul R. Leveillee


End Strength: 2,162
Full-Time Support: 466

State Partnership:
 Bahamas

Major Commands:

 Joint Force Headquarters

 56th Troop Command

 43rd Military Police Brigade

Federal Missions:

- Mobilized and deployed 30 Soldiers from F Company 1/126th AVN BN to Kuwait; and 37 Soldiers from Special Operations Detachment-Global continued their tour in Afghanistan.
- Mobilized and deployed 36 individual augmentees worldwide in support of various Combatant Commanders, including support to OEF.
- Mobilized 9 Soldiers as U.S.-based augmentees in support of various military operations, including positions at the Pentagon and positions within multiple Warrior Transition Units and U.S.-based Training Centers.

Defense Support of Civil Authorities:

- Coordinated and executed defense support to more than 150 events conducted throughout the state including: Color Guards, Army Band, static displays of military equipment, parades, speakers, and other civic engagements.
- Activated more than 140 Guardsmen in response to a Massachusetts International Emergency Management Assistance Compact request for security support to the Boston Marathon.
- Conducted training in both live and virtual environments to maintain a high level of readiness when responding to a request for assistance from civil authorities for domestic emergencies.

Key Efforts and Impacts:

- Received new fieldings of various military equipment, to include vehicles, weapon systems, communications systems, and battlefield tracking systems in excess of \$12.5M.
- Working with the state's Emergency Management Agency, completed a \$1.3M addition onto the state's Joint Force Headquarters that created a state of the art Emergency Operations Center for the EMA while simultaneously upgrading the state's Joint Operations Center.
- The 31st annual parachute competition known internationally as "Leapfest" returned to Rhode Island after a cancellation the previous year due to sequestration. The event featured approximately 50 U.S. and international parachute teams, using the new MC-6 parachute.

FY14 Funding: \$85,899,384

SOUTH CAROLINA




TAG: MG Robert E. Livingston, Jr.
ARNG CoS: COL James R. Finley
USPFO: COL Christopher Eaker




End Strength: 9,363
Full-Time Support: 1,546




State Partnership:
 Colombia



Major Commands:

-  Joint Force Headquarters
-  59th Troop Command
-  59th Aviation Troop Command

-  218th Maneuver Enhancement Brigade
-  228th Signal Brigade
-  263rd Army Air and Missile Defense Command

-  Medical Command
-  Regimental Leadership Command
-  218th Regional Training Institute

Federal Missions:

- Welcomed home more than 900 Soldiers from deployments to Afghanistan from various units to include B-198th Signal Battalion, 122nd Engineer Battalion, 124th Engineer Battalion, and 132nd Military Police Company.
- Welcomed home Soldiers from 751st Support Battalion after a year-long deployment to Kuwait.
- Deployed more than 200 Soldiers from the 263rd Army Air Missile Defense Command for a year to protect the National Capital Region.

Defense Support of Civil Authorities:

- Mobilized 48 Soldiers to support Winter Storm Leon with 4 wrecker teams to assist the Department of Public Safety.
- Mobilized more than 300 Soldiers in support of Winter Storm Pax. Response efforts included debris clearing of 38.4 sq. miles, 113 wrecker assists, 72 passenger transports, aerial reconnaissance of energy infrastructure, and movement of 1,450 tons of road salt.
- 43rd CST supported 6 real-world responses and 22 stand-by missions and received the highest rating possible during their evaluations of 762 tasks, recognized by ARNORTH.

Key Efforts and Impacts:

- Dedicated the South Carolina Army Aviation Support Facility at Donaldson Field as part of partnership with Greenville Technical College and the South Carolina Technology & Aviation Center.
- Conducted multiple engagements with state partner Colombia, to include a month-long exchange with Soldiers from 742nd Maintenance Company to assist the Colombian military in expanding maintenance programs.
- Launched Operation Palmetto Employment, a statewide employment initiative with SCNG and South Carolina Department of Employment and Workforce, aimed at reducing unemployment for the military community in South Carolina.

FY14 Funding: \$310,727,932

SOUTH DAKOTA



TAG: MG Tim Reisch
ARNG CoJS: COL Bill J. Freidel
USPFO: COL Ronald Czmowski

End Strength: 3,232
Full-Time Support: 614


State Partnership:
 Suriname



Major Commands:

-  Joint Force Headquarters
-  196th Maneuver Enhancement Brigade

-  109th Regional Support Group

-  196th Regional Training Institute

Federal Missions:

- 162 Soldiers deployed to Afghanistan from the 1742nd Transportation Company to provide transportation, logistics, and base retrograde support.
- 202 Soldiers returned from a successful deployment to Afghanistan from 235th Military Police Company, 129th Mobile Public Affairs Detachment, and 152nd Combat Sustainment Support Battalion.
- Strengthened state partnership with Suriname with 23 personnel participating in 7 events and exchanges.

Defense Support of Civil Authorities:

- Activated 133 Soldiers with equipment to provide snow removal and electrical power restoration support during Winter Storm Atlas.
- Activated 114 Soldiers with equipment to conduct flood response operations with sandbagging and levee construction support along the Big Sioux River in Union County.
- Activated 268 Soldiers with equipment to support tornado recovery operations providing security and debris removal in Wessington Springs.
- Supported state civil authorities with 27 mission assignments with 526 personnel for a total of 2,108 man-days.

Key Efforts and Impacts:

- Hosted the 30th annual Golden Coyote training exercise and provided 4,400 Service members—from 45 units representing 15 states and 4 allied nations—with relevant training opportunities in support of overseas contingency operations and homeland defense missions.
- 12 units received the Superior Unit Award for outstanding achievement in the areas of personnel, training, and readiness.
- 153rd Engineer Battalion received the MG Milton A. Reckord Trophy as the most outstanding ARNG battalion achieving the highest standards for training and readiness.
- Forward Support Company, 153rd Engineering Battalion won the Army Award for Maintenance Excellence for distinction in maintenance operations in the small maintenance category.

FY14 Funding: \$113,852,646





TENNESSEE



TAG: MG Terry "Max" Haston
ARNG CoS: COL William E. Wynns Jr.
USPFO: COL Patricia M. Jones



End Strength: 10,266
Full-Time Support: 1,627

State Partnership:
 Bulgaria

Major Commands:

-  Joint Force Headquarters
-  278th Armored Cavalry Regiment

-  30th Troop Command
-  117th Regional Training Institute

-  194th Engineer Brigade
-  230th Sustainment Brigade

Federal Missions:

- Deployed 851 Soldiers to Afghanistan and Kuwait in support of OEF.
- Deployed 45th CST to West Virginia to assist in water treatment emergency.
- Continued efforts to find employment for, or better Soldier and Airmen's employment situation, through the Job Connection Education Program and Tennessee's Paychecks for Patriots incentive. These efforts have improved the employment status for more than 3,000 Guard members and Veterans.

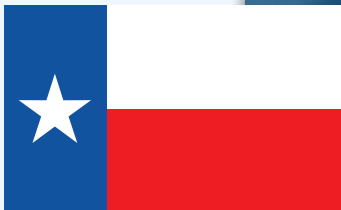
Defense Support of Civil Authorities:

- Deployed more than 100 Soldiers from 252nd Military Police Company and 194th Engineer Brigade to assist in recovery operations following tornadoes in southern Tennessee.
- Deployed 33 Soldiers from 190th Mobility Augmentation Company, 212th Engineer Company, and 913th Engineer Company to assist in recovery operations following tornadoes in Campbell and Claiborne Counties in East Tennessee.
- Conducted 64 civic action projects, including color guards, static equipment displays, parades, recruitment, and ROTC support.
- 45th CST conducted 8 response missions and 10 standby missions.

Key Efforts and Impacts:

- Awarded Soldier's Medal to 4 TNARNG Soldiers for their efforts in controlling an Active Shooter situation that left 3 Soldiers wounded.
- Debuted the Combined Arms Virtual Training concept, coordinating virtual-meets-live-fire training exercise for 278th ACR. The concept expands the 10 sq. km. Catoosa training area to more than 3,000 sq. virtual kilometers.
- Through the State Partnership Program, partnered with the Bulgarian Armed Forces Information Directorate in an effort to strengthen their cyber defense program.

FY14 Funding: \$310,246,267







TEXAS





TAG: Maj Gen John Nichols
ARNG CoS: COL Benjamin Johnson
USPFO: COL Elizabeth H. Hines





End Strength: 19,114
Full-Time Support: 2,563

State Partnership:
 Chile
 Czech Republic

Major Commands:

-  Joint Force Headquarters
-  71st Troop Command
-  36th Infantry Division
-  36th Combat Aviation Brigade

-  56/36th Infantry Brigade Combat Team
-  72/36th Infantry Brigade Combat Team
-  36th Sustainment Brigade
-  136th Maneuver Enhancement Brigade

-  176th Engineer Brigade
-  71st Battlefield Surveillance Brigade
-  136th Regional Training Institute
-  71st Information Operations Group

Federal Missions:

- Deployed approximately 800 Soldiers to Afghanistan and Kuwait in support of OEF.
- 36th Aviation Brigade HQs returned from a successful 10-month deployment in support of OEF to Kuwait.
- 1/112 CAV (approximately 400 Soldiers) selected for Multinational Force of Observers deployment to the Sinai Peninsula in support of Egyptian-Israeli Treaty of Peace.

Defense Support of Civil Authorities:

- Mobilized more than 80 personnel conducting health and welfare checks during severe winter weather in Dallas-Fort Worth.
- 6th CST responded to 31 assistance missions requested by the state.
- Joint Staff assembled the component staffs and the Adaptive Battle Staff to conduct mission analysis to deploy 1,000 Service members to support border operations.

Key Efforts and Impacts:

- Executed more than \$10.6M of SRM funds for projects related to existing facilities.
- Completed design for the Fort Worth Armed Forces Reserve Center MILCON project and will begin construction of the \$10M state-of-the-art Armed Forces Reserve Center during FY15.
- Conducted an Open House of Texas Military Forces attended by more than 30,000 Texas residents.

FY14 Funding: \$572,978,999




UTAH

TAG: MG Jefferson S. Burton
ARNG CoS: COL Richard G. Miller
USPFO: COL Lawrence A. Schmidt




End Strength: 5,589
Full-Time Support: 1,144



State Partnership:
 Morocco



-  Joint Force Headquarters
-  97th Troop Command
-  65th Field Artillery Brigade

Major Commands:

-  19th Special Forces Group
-  97th Aviation Troop Command
-  204th Maneuver Enhancement Brigade

-  300th Military Intelligence Brigade
-  640th Regional Training Institute

Federal Missions:

- 204th Maneuver Enhancement Brigade returned from successful deployments to Afghanistan and Kosovo where they conducted basing operations in the north and assisted North Atlantic Treaty Organization forces in a security mission.
- 65th Field Artillery Brigade returned from Afghanistan in May from their Security Forces Advise and Assist Team mission to Afghan National Army forces.
- 1-171 Aviation returned September from its deployment to Afghanistan where the unit provided aerial medical evacuation support.
- Deployed 2-211th Aviation to Kosovo in January and celebrated its return in October where the unit provided airlift capabilities and medical evacuation support.

Defense Support of Civil Authorities:

- Dropped more than 105,000 gallons of water on several Northern Utah fires in support of civil authorities' efforts to quell the Tunnel, Rough Haul, and Levan fires.
- Responded to a number of hazardous materials incidents throughout the state, assisting state and local agencies with substance identification, mitigation, and response.
- 1,700 Guardsmen supported coordination with more than 1,000 various state agency first responders for Vigilant Guard 2014 exercise in support of the Utah Division of Emergency Management to enhance readiness for earthquake event.

Key Efforts and Impacts:

- SSG Devin Jameson, 640th Regional Training Institute, advanced to All-Army Best Warrior Competition and represented the National Guard with honor.
- Construction continued on a new worship center and a Soldier housing, classroom, and dining complex at Camp Williams.
- Camp Williams celebrated its centennial celebration and open house event May 17.
- Implemented \$6.5M in federal energy conservation funding for 10 solar panel projects at sites throughout the state projected to save \$10M in utility cost over the next 20 years.

FY14 Funding: \$253,147,384



VERMONT

TAG: Maj Gen Steven A. Cray
ARNG CoS: BG Mark S. Lovejoy
USPFO: COL James G. O'Neil


End Strength: 2,874
Full-Time Support: 565

State Partnership:
 Macedonia
 Senegal



-  Joint Force Headquarters
-  124th Regional Training Institute

Major Commands:

-  Garrison Support Command

-  86th Infantry Brigade Combat Team (MTN)

Federal Missions:

- 86th IBCT (Mountain) conducted a Joint Readiness Training Center rotation at Fort Polk, Louisiana, involving 5,600 ARNG, USAR, and AC personnel from 21 states. This rotation marked a critical Aim Point to ensure units were prepared for operational deployment.
- VTARNG Soldiers and Airmen participated in Vigilant Guard 14 (Maine) as foundation training and experience for Vigilant Guard 16 in Vermont.
- Spearheaded state partnerships with Macedonia and Senegal with 120 personnel participating in 46 events and exercises.
- 124th RTI maintained its 100% TRADOC accreditation rating and successfully developed and implemented the Tactical Information Operations Planners Course.

Defense Support of Civil Authorities:

- Conducted 10 aviation search and rescue support missions for the Vermont State Police involving lost hikers, skiers, and elderly persons. Conducted 4 explosive ordnance disposal missions. 15th CST assisted the Vermont State Police with analysis on entry into 8 clandestine drug labs.
- Participated in the Catastrophic Exercise II with the Division of Emergency Management and Homeland Security in order to improve VTARNG resource request procedures.
- Participated in the Senegalese National Pandemic exercise and exchanged best practices in Macedonia among VTARNG, VT DEMHS, and Macedonian defense officials.

Key Efforts and Impacts:

- 86th IBCT (Mountain) successfully completed JRTC Rotation 14-08 at Fort Polk within the Decisive Action Training Environment. The 86th was the only ARNG IBCT to execute a CTC rotation in Training Year 2014.
- Continued to build upon a strong support for Macedonia and Senegal and develop the trilateral agreement.
- The Army Mountain Warfare School continued to partner with the Asymmetrical Warfare Group outside the continental U.S. and serve as Executive Agent for Military Mountaineering within the Army.

FY14 Funding: \$125,335,450




VIRGIN ISLANDS

TAG: MG Renaldo Rivera
ARNG CoS: COL Linda Cills
USPFO: COL Michael McDonald

End Strength: 797
Full-Time Support: 258

State Partnership:
 RSS*

Major Commands:

 Joint Force Headquarters

 VIARNG Medical Command

Federal Missions:

- Deployed 661st MP Company to Afghanistan for Law & Order mission in support of the Geographic Combatant Commander.
- 1947th Contingency Contracting Team returned from Afghanistan in June after a 12-month tour providing acquisition support.

**Regional Security System is an international agreement that consists of the eastern Caribbean nations of Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines. This state partnership is in conjunction with the Florida National Guard.*

Defense Support of Civil Authorities:

- Hosted a collaborative workshop with several local government agencies, private organizations, EMAC states, and federal partners to include, NORTHCOM, Atlantic Forces North, TRANSCOM, and FEMA to review emergency support to the territory as well as to synchronize local and national response plans.
- Participated in the largest all-hazards maritime-centric exercise in the territory and on the east coast of the United States in Operation Tide Breaker, a FEMA HSEEP exercise.
- Conducted Operation Forward Guardian II, annual All Hazard exercise designed to test DSCA support to the local government following an earthquake and tsunami. Mobilized more than 500 troops to provide security, transportation, aviation medical support, and water purification.

Key Efforts and Impacts:

- Dedicated new \$25M state-of-the-art JFHQ building named in honor of our first Adjutant General, BG (VI) Gerard Luz James.
- Hosted the Caribbean Disaster Emergency Management Agency, Caribbean Community Disaster Response Unit for 8 days of intense disaster management and deployment drills at 210th RTI. Selected by USSOUTHCOM to conduct this training event for participants from 18 island nations and countries.
- 23rd CST-WMD supported the Virgin Islands government and the Environmental Protection Agency for a 10-day period during Operation Breathe Easy II. They provided technical advisement and technical support in response to a presumptive hydrogen sulfuric acid release at the St. Croix Central High School.

FY14 Funding: \$46,807,703






VIRGINIA



TAG: BG Timothy P. Williams
ARNG CoS: COL Jeffrey N. Hice
USPFO: COL Marie M. Mahoney



End Strength: 7,435
Full-Time Support: 1,170

State Partnership:
 Tajikistan

Major Commands:

-  Joint Force Headquarters
-  29th Infantry Division
-  91st Troop Command

-  329th Regional Support Group
-  116th Infantry Brigade Combat Team

-  183rd Regional Training Institute
-  Fort Pickett Maneuver Training Center

Federal Missions:

- Deployed 38 Soldiers stateside for CONUS support to CYBERCOM missions and 170 Soldiers to OEF Afghanistan from 1710th Transportation Company and 26 OSACOM.
- Deployed 73 Soldiers to Kuwait from 529th CSSB, 1945th Contracting Team, and 134th Chaplain Support Team.
- Deployed 15 individual Soldiers to Afghanistan, Kuwait, Djibouti, Philippines, and Kosovo in support of various specialized mission requirements.

Defense Support of Civil Authorities:

- Activated more than 320 personnel to respond to Winter Storm Pax in February.
- Activated more than 101 personnel to respond to Winter Storm Titan in March.
- Activated more than 50 personnel to respond to an F-15 crash in Augusta County in August.
- CSTs supported 2 response missions, 15 assistance missions, 7 standby missions, 7 training events, and 15 exercises and responded with more than 17 personnel to assist West Virginia with a hazardous chemical spill in January.

Key Efforts and Impacts:

- Participated in 8 missions with 35 Soldiers with Tajikistan through the SPP for training on leadership, peace-keeping operations, and information security.
- Funded \$10.2M in Sustainment, Restoration, and Modernization, supporting 36 projects with a budget execution rate of 99%.
- Funded \$3.8M in environmental programs supporting 66 projects with a budget execution rate of 99.6%.
- Funded \$5.5M in energy upgrades, supporting 46 sites with a budget execution rate of 100%.
- Increased shelf-ready designs to 102 projects with \$40M construction value.

FY14 Funding: \$253,148,858

WASHINGTON

TAG: MG Bret Daugherty
ARNG CoS: COL Gregory Allen
USPFO: COL Alan Dorow


End Strength: 6,139
Full-Time Support: 1,035

State Partnership:
 Thailand



Major Commands:


 Joint Force Headquarters

 56th Information Operations Group

 96th Troop Command

 66th Theater Aviation Command

 81st Armor Brigade Combat Team

 205th Regional Training Institute

Federal Missions:

- 96th Military Assistance Team returned from a successful deployment to Kuwait and Jordan where they conducted security assistance training in United Arab Emirates, Bahrain, Lebanon, and Central Asia.
- 81st Base Defense Operation Center redeployed from deployment to Camp Arifjan, Kuwait. The unit was part of the ARCENT command team and responsible for base operations.
- C. Co 1-168th GSAB (MEDEVAC) redeployed from a year-long deployment to Afghanistan after providing aerial medical evacuation support to all of Regional Command West and Southwest.
- Soldiers from the 176th Engineer Company completed a school in the Sukothai province, Kingdom of Thailand. The project was part of multiple Cobra Gold Exercises.

Defense Support of Civil Authorities:

- Activated more than 750 Soldiers to support local first responders after the devastating State Route 530 landslide in Snohomish County. Provided fatality search and recovery, decontamination assets, transportation crews, and engineering support from March 25 to April 22.
- Activated more than 800 Soldiers to provide aviation and ground support to the Department of Natural Resources during one of the worst wildfire seasons in state history. More than 2.5 million gallons of water were dropped by helicopter crews from July 17 to September 14.
- 10th CST provided support to the Seattle Police Department during the Seattle Seahawks Super Bowl victory parade. The CST also provided air monitoring to the team during every home game during the season.

Key Efforts and Impacts:

- Broke ground on the new Information Operations Readiness Center, which is projected to be completed by January 2016.
- President Barack Obama and Governor Jay Inslee recognized the efforts of the WAARNG during the State Route 530 landslide in April.
- Conducted more than 175 community outreach events in communities across the state, including participation in the first Seattle Super Bowl victory parade, attended by nearly 1 million Washingtonians.

FY14 Funding: \$200,235,290

WEST VIRGINIA

TAG: MG James A. Hoyer
ARNG CoS: COL William E. Crane
USPFO: COL Edward A. Muth

End Strength: 4,117
Full-Time Support: 795


State Partnership:
 Peru





Major Commands:

 Joint Force Headquarters

 111th Engineer Brigade

 Joint Interagency Training Education Center

 77th Brigade Troop Command

 197th Regional Training Institute

Federal Missions:

- 1092nd Engineer Battalion supported the SOCAFRICA FLINTLOCK Exercise for 60 days to construct base camp facilities and support operational requirements in the Niamey, Agadez, Diffa, and Tahoua areas of Niger.
- 111th EN BDE supported the SOUTHCOM exercise, Operation Beyond the Horizons in Guatemala with 2 Survey and Design teams and 75 vertical construction Soldiers. They completed initial site surveys and groundwork for the construction of 4 Humanitarian Projects (schools and clinics) in Guatemala City.
- The Special Operations Detachment-Europe worked with Hungarian Special Forces and helped them develop C2 capabilities and enhance their overall incident management.

Defense Support of Civil Authorities:

- Provided a modular CERFP and CST support package consisting of command and control, search and extraction, decontamination and medical support to the Presidential State of the Union Address.
- JITEC Critical Infrastructure Protection Battalion conducted 341 infrastructure assessments and 210 courses, training 6,187 personnel from various local, state, and federal agencies.
- JITEC provided critical infrastructure protection, disaster response exercises, and decontamination training to the countries of Jordan, Kyrgyzstan, El Salvador, and Israel.

Key Efforts and Impacts:

- Opened 3 new Reserve Centers in Morgantown, Fairmont, and Moorefield and broke ground on the Logan Reserve Center.
- Provided support for many community activities such as Bridge Day, The Greenbrier Classic PGA Tournament, Special Olympics Summer Games, and West Virginia University home football games.
- In July, 1092nd EN BN conducted a 30-day exercise with the Peruvian Engineers in Peru, where horizontal engineer Soldiers, mechanics, translators, and logistical support personnel worked side by side with Peruvian Army Engineers to help rebuild urban areas previously destroyed by earthquakes.
- Conducted joint operations in the Virgin Islands to increase the medical readiness of the Virgin Islands. Performed 622 PHAs and dental exams. Conducted hospital site surveys on St. Thomas and St. Croix in preparation for possible disaster relief efforts.

FY14 Funding: \$167,180,760

WISCONSIN



1848

TAG: Maj Gen Donald P. Dunbar
ARNG CoS: COL Joane K. Mathews
USPFO: COL John Van De Loop

End Strength: 7,555
Full-Time Support: 1,131

State Partnership:
 Nicaragua

WISCONSIN



Joint Force Headquarters



32nd Infantry Brigade Combat Team



64th Troop Command



157th Maneuver Enhancement Brigade



426th Regional Training Institute

Major Commands:

Federal Missions:

- Deployed 924th Engineer Facilities Detachment to Romania to assist in construction of a new passenger transit station at Forward Operating Station Mikhail Kogalniceanu.
- Deployed 65 Soldiers as part of Military Engagement Team and Base Defense Operations Center to Kuwait, engaging regional military leaders and helping ramp up support for expanded military operations in CENTCOM.
- Deployed 160-member 829th Engineer Company to tear down military bases and reclaim materials in Afghanistan as part of the troop drawdown.
- A/1-121 Field Artillery deployed in support of ongoing operations in Afghanistan in a live-fire-support role to Special Operations Forces fighting in eastern Afghanistan.

Defense Support of Civil Authorities:

- Augmented local authorities with 10 winter force packages, totaling around 140 Guard members, by rendering aid to stranded motorists and performing welfare checks in affected winter storm areas in February.
- WIARNG CBRN Response Enterprise continued to strengthen interagency partnerships by participating in a large-scale disaster exercise.
- 54th CST conducted an aggressive outreach program that included assisting civilian HAZMAT teams throughout the state to increase their response capability. The team also performed 23 standby and 5 response missions.

Key Efforts and Impacts:

- Wisconsin Employment Resource Connection, a WIARNG initiative, placed its 500th hire in March.
- WIARNG's HHC, 257th BSB was named ARNG best food service section in the DA Phillip A. Connelly Awards Program.
- Hosted second annual Wisconsin Cyber Safety Summit for Government, Education, and Industry leaders to emphasize best practices in safeguarding data networks.

FY14 Funding: \$217,937,501



TAG: MG Luke Reiner
ARNG CoS: COL Tammy Maas
USPFO: COL Timothy L. Sheppard

End Strength: 1,653
Full-Time Support: 426

State Partnership:
 Tunisia

WYOMING



Joint Force Headquarters



94th Troop Command



115th Field Artillery Brigade



213th Regional Training Institute

Major Commands:

Federal Missions:

- Welcomed home more than 160 soldiers from 133rd Engineer Company from a 9-month mission to Bahrain in support of OEF.
- Welcomed home members of Detachment 53, Operational Support Airlift Command, from a mission to Kuwait.
- WYARNG lost a great Soldier, CWO 3 Andrew McAdams, in an aircraft accident during deployment.

Defense Support of Civil Authorities:

- Responded to 2 separate flood events in the state: 1 in March with more than 70 Soldiers and 1 in June with more than 170 Soldiers.
- Deployed one UH-60 Black Hawk and crew to Washington to support wildfire missions.
- 84th CST responded to more missions in FY14 than in previous years and supported more CST responses than any other state.

Key Efforts and Impacts:

- Camp Guernsey Joint Training Center was named the 2014 Army Communities of Excellence 2nd place winner in the ARNG special category.
- Camp Guernsey had more than 40,000 man-days of training in June.
- Wyoming's Soldier of the Year honors went to SPC Clive Rieke, 1041st Multi-roll Bridge Company.
- Members of 2-300th Field Artillery swept the other categories: NCO of the Year honors went to SSG David Roberts; Warrant Officer of the Year honors went to CWO2 Brandon Adsit; and Company Grade Officer of the Year award went to CPT Robert Lejeune.

FY14 Funding: \$96,687,375



Financial Statements

Limitations

The financial statements have been prepared to report the financial position and result of operations for the ARNG entity, pursuant to the requirements of Title 31, USC, Section 351(d).

The statements have been prepared from the official accounting records of the entity—maintained in GFEBS and STANFINS, in accordance with the formats prescribed by the OMB; the statements are in addition to the other financial reports used to monitor and control budgetary resources which are prepared from the same books and records. The statements should be read with the realization that they are for a component of the US Government, a sovereign entity.

1. Consolidated Balance Sheet—this report presents, as of a specific time, amounts of future economic benefits owned or managed by the reporting entity (assets), amounts owed by the entity (liabilities), and amounts which comprises the difference (net Position).
2. Statement of Net Cost—This report is designed to show the components of the net cost of the reporting entity's operations for the period. The net cost of operations is the gross cost incurred by the reporting entity less any exchange revenue earned from it activities.
3. Statement of Changes in Net Position—This report shows the changes in net position during the reporting period.
4. Statement of Budgetary Resources—This report provide information about how budgetary resources were made available as well as their status at the end of the period.

Consolidated Balance Sheet

Army General Fund - Army National Guard

As of September 30

2014

1. ASSETS (Note 2)

A. Intragovernmental:	
1. Fund Balance with Treasury (Note 3)	\$ 6,450,235,545
2. Investments (Note 4)	0
3. Accounts Receivable (Note 5)	35,932,486
4. Other Assets (Note 6)	18,063,966
5. Total Intragovernmental Assets	<u>\$ 6,504,231,998</u>
B. Cash and Other Monetary Assets (Note 7)	
C. Accounts Receivable, Net (Note 5)	55,507,104
D. Loans Receivable (Note 8)	0
E. Inventory and Related Property, Net (Note 9)	0
F. General Property, Plant and Equipment, Net (Note 10)	3,155,292,633
G. Investments (Note 4)	0
H. Other Assets (Note 6)	331,059,620
2. TOTAL ASSETS	<u><u>\$ 10,046,091,357</u></u>

3. STEWARDSHIP PROPERTY, PLANT & EQUIPMENT (Note 10)

4. LIABILITIES (Note 11)

A. Intragovernmental:	
1. Accounts Payable (Note 12)	\$ (51,156,021)
2. Debt (Note 13)	0
3. Other Liabilities (Notes 15 & 16)	68,980,212
4. Total Intragovernmental Liabilities	<u>\$ 17,824,190</u>
B. Accounts Payable (Note 12)	\$ 295,065,707
C. Military Retirement and Other Federal Employment Benefits (Note 17)	230,042,604
D. Environmental and Disposal Liabilities (Note 14)	0
E. Loan Guarantee Liability (Note 8)	0
F. Other Liabilities (Notes 15 & 16)	723,527,007
5. TOTAL LIABILITIES	<u><u>\$ 1,266,459,510</u></u>

6. COMMITMENTS AND CONTINGENCIES (NOTE 16)

7. NET POSITION

A. Unexpended Appropriations - Earmarked Funds (Note 23)	\$ 0
B. Unexpended Appropriations - Other Funds	6,190,659,185
C. Cumulative Results of Operations - Earmarked Funds	0
D. Cumulative Results of Operations - Other Funds	2,588,972,661
8. TOTAL NET POSITION	<u>8,779,631,846</u>
9. TOTAL LIABILITIES AND NET POSITION	<u><u>\$ 10,046,091,357</u></u>

Note: Financial statements may not sum due to rounding.

Consolidated Statement of Net Cost

Army General Fund - Army National Guard

As of September 30

2014

1. Program Costs

A. Gross Costs	\$	18,636,008,740
Military Personnel		9,117,460,354
Operations, Readiness & Support		8,894,952,493
Family Housing & Military Construction		623,595,892
B. (Less: Earned Revenue)		<u>(137,727,734)</u>
C. Net Cost before Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	18,498,281,006
D. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....		0
E. Net Program Costs Including Assumption Changes	\$	18,498,281,006
F. Costs Not Assigned to Programs		0
G. (Less: Earned Revenues) Not Attributed to Programs		0
2. Net Cost of Operations	\$	<u>18,498,281,006</u>



Consolidated Statement of Changes in Net Position

Army General Fund - Army National Guard

As of September 30

2014

CUMULATIVE RESULTS OF OPERATIONS

1. Beginning Balances	\$	695,589,288
2. Prior Period Adjustments		
Changes in accounting principles (+/-)		0
Corrections of errors (+/-)		0
3. Beginning Balances, as adjusted (Includes Funds from Dedicated Collections - See Note 23) ...	\$	695,589,288
4. Budgetary Financing Sources:		
A. Other adjustments (recessions, etc.)		0
B. Appropriations used	\$	16,604,685,869
C. Nonexchange revenue		0
D. Donations and forfeitures of cash and cash equivalents		0
E. Transfers-in/out without reimbursement		0
F. Other budgetary financing sources		0
5. Other Financing Sources:		
A. Donations and forfeitures of property		0
B. Transfers-in/out without reimbursement (+/-)		0
C. Imputed financing from costs absorbed by others		902,674
D. Other (+/-)		3,786,075,835
6. Total Financing Sources (Includes Funds from Dedicated Collections - See Note 23)	\$	20,391,664,378
7. Net Cost of Operations (+/-) (Includes Funds from Dedicated Collections - See Note 23)	\$	18,498,281,006
8. NET Change		1,893,383,372
9. Cumulative Results of Operations (Includes Funds from Dedicated Collections - See Note 23) ...	\$	2,588,972,661
UNEXPENDED APPROPRIATIONS		
10. Beginning Balances (Includes Funds from Dedicated Collections - See Note 23)	\$	6,580,011,395
11. Prior Period Adjustments:		
Changes in accounting principles (+/-)	\$	0
Corrections of errors (+/-)		0
12. Beginning Balances, as adjusted	\$	6,580,011,395
13. Budgetary Financing Sources:		
A. Appropriations received	\$	16,154,878,000
B. Appropriations transfers-in/out		214,160,000
C. Other adjustments (recessions, etc.)		(153,704,340)
D. Appropriations used		(16,604,685,869)
14. Total Budgetary Financing Sources (Includes Funds from Dedicated Collections - See Note 23) ...	\$	(389,352,209.90)
15. Unexpended Appropriations (Includes Funds from Dedicated Collections - See Note 23) ...		6,190,659,185
16. Net Position	\$	8,779,631,846

Note: Financial statements may not sum due to rounding.

Combined Statement of Budgetary Resources

Army General Fund - Army National Guard

As of September 30

2014

BUDGETARY FINANCING ACCOUNTS

BUDGETARY RESOURCES:

Unobligated balance, brought forward, October 1	\$	1,675,008,860
Unobligated balance, brought forward, October 1, as adjusted		1,675,008,860
Recoveries of prior year unpaid obligations		1,320,108,775
Other changes in unobligated balance (+/-)		(152,792,340)
Unobligated balance from prior year budget authority, net		2,842,325,295
Appropriations (discretionary and mandatory)		16,368,126,000
Spending Authority from offsetting collections		131,027,369
Total Budgetary Resources	\$	19,341,478,664

Status of Budgetary Resources:

Obligations incurred	\$	17,726,610,101
Unobligated balance, end of year		
Apportioned		543,453,436
Unapportioned		1,071,415,126
Total unobligated balance, end of year		1,614,868,563
Total Budgetary Resources	\$	19,341,478,664

Change in Obligated Balance:

Unpaid obligations:

Unpaid obligations, brought forward, October 1	\$	5,074,041,030
Obligations incurred		17,726,610,101
Outlays (gross) (-)		(16,581,112,142)
Recoveries of prior year unpaid obligations (-)		(1,320,108,775)
Unpaid obligations, end of year		4,899,430,215

Uncollected payments:

Uncollected customer payments from federal sources, brought forward, October 1		(117,824,328)
Change in uncollected customer payments from Federal sources (+/-)		53,761,094
Uncollected customer payments from federal sources, end of year (-)		(64,063,233)
Obligated balance, start of year, (+/-)		4,956,216,702
Obligated balance, end of year (+/-)	\$	4,835,366,981

Budget Authorities and Outlays, Net:

Budget authority, gross (discretionary and mandatory)	\$	16,499,153,369
Actual offsetting collections (discretionary and mandatory) (-)		(184,788,464)
Change in uncollected customer payments from federal Sources (discretionary and mandatory) (+/-)		53,761,094
Budget authority, net (discretionary and mandatory)	\$	16,368,126,000
Outlays, gross (discretionary and mandatory)		16,581,112,142
Actual offsetting collections (discretionary and mandatory) (-)		(184,788,464)
Outlays, net (discretionary and mandatory)		16,396,323,677
Agency Outlays, net (discretionary and mandatory)	\$	16,396,323,677

Note: Budget authority adjustments may not reconcile based on unobligated balances.

Notes to the Financial Statements

Note 1. Significant Accounting Policies

1. A. Basis of Presentation

These financial statements have been prepared to report the financial position and results of operations of the ARNG to include the 50 states and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands, and the District of Columbia, as required by the Chief Financial Officers Act of 1990, expanded by the Government Management Reform Act of 1994, and other appropriate legislation. The financial statements have been prepared from the books and records of the ARNG in accordance with the DoD, Financial Management Regulation, the OMB Circular A-136, Financial Reporting Requirements, and to the extent possible Generally Accepted Accounting Principles (GAAP). The accompanying financial Statements account for all resources for which the ARNG General Fund is responsible, unless otherwise noted.

Information relative to classified assets, programs and operations is excluded from the statements or otherwise aggregated and reported in such a manner that it is not discernible.

The ARNG is unable to fully implement all elements of GAAP and the OMB Circular A-136, due to limitations of its financial and nonfinancial management processes and systems that feed into the financial statements. The ARNG derives its reported values and information for major asset and liability categories largely from nonfinancial systems, such as inventory systems and logistic systems. These systems were designed to support reporting requirements for maintaining accountability over assets and reporting the status of federal appropriations rather than preparing financial statements in accordance with GAAP. The ARNG continues to implement process and system improvements addressing these limitations.

According to the Department of Army, there are currently 14 auditor-identified financial statement material weaknesses: (1) Financial Management Systems (2) Accounting Adjustments, (3) Intra-governmental Eliminations, (4) Abnormal Account Balances, (5) Accounts Receivable, (6) Inventory and Related Property, (7) Property, Plant, and Equipment, (8) Accounts Payable, (9) Environmental Liabilities, (10) Statement of Net Cost, (11) SBR, (12) Reconciliation of Net Cost of Operations to Budget, (13) Fund Balance with Treasury (FBWT) and (14) Contingency payment audit trails. Known and unknown material weakness impacts the ARNG to have report accurate financial information.

Fiscal year (FY) 2014 represents the 17th year that the ARNG has prepared and published its annual financial statements.

The accounts used to prepare the statements are classified as either entity or non-entity. Entity accounts consist of resources that the ARNG has the authority to use, or where management is legally obligated to use funds to meet entity obligations. Non-entity accounts are assets held by the ARNG but not available for use in its operations.

The non-entity accounts are special fund accounts for receipts of the government that are earmarked for a specific purpose. The ARNG also receives indirect benefits from other Defense appropriations to collect and deposit funds to Treasury Accounts. The accompanying unaudited Financial Statements account for all resources for which the agency is responsible. The financial statements are presented on a modified accrual basis of accounting. Under this theory, expense is recorded when goods or services are received.

For FY14, the ARNG financial accounting systems are unable to meet all the requirements for full-accrual accounting. Efforts are underway to bring the ARNG system into compliance with the Financial Improvement and Audit Readiness Plan.

Entity Accounts Title

21 * 1006 Medicare Eligible Retiree Health Fund Contributions, National Guard Personnel, Army
 21 * 2020 Operation and Maintenance, Army
 21 * 2035 Other Procurement, Army
 21 * 2040 Research Development Test & Evaluation Army
 21 * 2060 National Guard Personnel, Army
 21 * 2065 Operation and Maintenance, Army National Guard
 21 * 2066 Operation and Maintenance, Army National Guard Recovery Act
 21 * 2085 Military Construction, Army National Guard
 21 * 2094 Military Construction, Army National Guard Recovery Act
 97 * 0100 Operation and Maintenance, Defense National Guard
 97 * 0350 National Guard and Reserve Equipment (limit 1801)
 97R5189 Lease of DoD Assets

Non-Entity Accounts Title

21F3875 Budget Clearing Suspense Account
 21R5095 Sale of Hunting and Fishing Permits, Military Reservations
 21X5095 Wildlife Conservation, etc., Military Reservations
 97X5188 Disposal of Real Property
 21X6112 Withheld Employee Contributions, State or Territorial Disability Benefits
 21X6113 Withheld Employee Contributions, State or Territorial Death Benefits
 21X6208 Amounts Withheld for Group Life Insurance, National Guard Members

1. B. Mission of the Reporting Entity

Through the National Defense Act of 1933, the ARNG was created as a new component to the United States Army. The ARNG's primary federal mission is to maintain properly trained and equipped units available or mobilization for national, state, or local emergencies as well as to provide help to the states for disaster relief and public peacekeeping.

The National Guard's roots date to 1636, when colonial militias—made up of ordinary citizens—would put down their plows and pick up their weapons to protect families and towns from hostile attacks. Today, Citizen-Soldiers hold civilian jobs or attend college while training part time, staying ready to defend America in the event of an emergency. This mission encompasses the intent of Congress, to preserve the peace and security and provide for the defense of the United States, its territories, commonwealths, and possessions, and any areas occupied by the United States; support national policies; implement national objectives; and overcome any nations responsible for aggressive acts that interfere with the peace and security of the United States.

The fundamental mission has not changed throughout the 378-year history of the ARNG, but the environment and nature of conflict have undergone many changes over that same time, especially with the OCO. These contingency operations have required that the ARNG simultaneously transform the way that it fights, trains, and equips its soldiers. This transformation is progressing rapidly, but it must be taken to its full conclusion if the ARNG is to continue to meet the nation's domestic and international security obligation today and into the future.

1. C. Appropriations and Funds

The Army General Fund receives its appropriations and funds as general, trust, special, and deposit funds. The Army General Fund uses appropriations and funds to execute its missions and subsequently report on resource usage. General funds are used for financial transactions funded by congressional appropriations, including personnel, operation and maintenance, research and development, procurement, and military construction accounts.

Trust funds contain receipts and expenditures of funds held in trust by the government for use in carrying out specific purposes or programs in accordance with the terms of the donor, trust agreement, or statute. Certain trust and special funds may be designated as earmarked funds. Earmarked funds are financed by specifically identified revenues, required by statute to be used for designated activities, benefits, or purposes, and remain available over time. Earmarked funds also have a requirement to account for and report on the receipt, use, and retention of revenues and other financing sources that distinguish them from general revenues.

Special fund accounts are used to record government receipts reserved for a specific purpose.

Deposit funds are used to record amounts held temporarily until paid to the appropriate government or public entity. The Army General Fund is acting as an agent or a custodian for funds awaiting distribution.

1. D. Basis of Accounting

The ARNG financial management systems are unable to meet all of the requirements for full accrual accounting. Many of the ARNG financial and nonfinancial feeder systems and processes were designed and implemented prior to the issuance of GAAP for federal agencies. These systems were not designed to collect and record financial information on the full accrual accounting basis as required by GAAP. Most of the ARNG financial and nonfinancial legacy systems were designed to record information on a budgetary basis.

The ARNG's financial statements and supporting trial balances are compiled from the underlying data and trial balances of the Army General Fund sub-entities. The underlying data is largely derived from budgetary transactions (obligations, disbursements, and collections), from nonfinancial feeder systems, and accruals made for major items such as payroll expenses, accounts payable, and environmental liabilities. Some of the sub-entity level trial balances may reflect known abnormal balances resulting largely from business and system processes. At the consolidated ARNG level, these abnormal balances may not be evident.

Disclosures of abnormal balances are made in the applicable footnotes, but only to the extent that the abnormal balances are evident at the consolidated level.

The DoD is determining the actions required to bring its financial and nonfinancial feeder systems and processes into compliance with GAAP. One such action is the current revision of its accounting systems to record transactions based on the United States Standard General Ledger. Until all of the Army General Fund's financial and nonfinancial feeder systems and processes are updated to collect and report financial information as required by GAAP, the ARNG's financial data will be derived from budgetary transactions (obligations, disbursements and collections), transactions from nonfinancial feeder systems, and accruals made of major items such as payroll expenses, accounts payable, and environmental liabilities.

1. E. Revenues and Other Financing Sources

The ARNG receives congressional appropriations as financing sources for general funds on either an annual or multi-year basis. When authorized by legislation, these appropriations are supplemented by revenues generated by sales of goods or services. The ARNG recognizes revenue as a result of costs incurred for goods or services provided to other federal agencies and the public. Full cost pricing is the ARNG standard policy for services provided as required by OMB Circular A-25, User Charges. The ARNG recognizes revenue when earned within the constraints of its current system capabilities. In some instances, revenue is recognized when bills are issued.

1. F. Recognition of Expenses

For financial reporting purposes, the DoD policy requires the recognition of operating expenses in the period incurred. Current ARNG financial and nonfinancial feeder systems were not designed to collect and record financial information on the full accrual accounting basis. Estimates are made for major items such as payroll expenses, accounts payable, environmental liabilities, and unbilled revenue. In the case of Operating Materiel and Supplies (OM&S), operating expenses are generally recognized when the items are purchased. Efforts are underway to transition to the consumption method for recognizing OM&S expense. Under the consumption method, OM&S would be expensed when consumed. Due to system limitations, in some instances expenditures for capital and other long-term assets may be recognized as operating expenses. The ARNG continues to implement process and system improvements to address these limitations.

1. G. Accounting for Intragovernmental Activities

Accounting standards require an entity to eliminate intra-entity activity and balances from consolidated financial statements in order to prevent an overstatement for business with itself. However, the ARNG cannot accurately identify intragovernmental transactions by customer because the ARNG's systems do not track buyer and seller data at the transaction level. Generally, seller entities within the DoD provide summary seller-side balances for revenue, accounts receivable, and unearned revenue to the buyer-side internal DoD accounting offices. In most cases, the buyer-side records are adjusted to agree with DoD seller-side balances and are then eliminated. The DoD is implementing replacement systems and a standard financial information structure that will incorporate the necessary elements that will enable DoD to correctly report, reconcile, and eliminate intragovernmental balances.

The Department of the Treasury's Federal Intragovernmental Transactions Accounting Policy Guide and Treasury Financial Manual, Part 2 – Chapter 4700, Agency Reporting Requirements for the Financial Report of the United States Government, provide guidance for reporting and reconciling intragovernmental balances. While the ARNG is unable to fully reconcile intragovernmental transactions with all federal agencies, the ARNG is able to reconcile balances pertaining to investments in federal securities, Federal Employees' Compensation Act transactions with the Department of Labor, and benefit program transactions with the Office of Personnel Management (OPM). The DoD's proportionate share of public debt and related expenses of the federal government is not included. The Federal Government does not apportion debt and its related costs to federal agencies. The DoD's financial statements do not report any public debt, interest or source of public financing, whether from issuance of debt or tax revenues.

Generally, financing for the construction of DoD facilities is obtained through appropriations. To the extent this financing ultimately may have been obtained through the issuance of public debt, interest costs have not been capitalized since the Department of the Treasury does not allocate such costs to DoD.

1. H. Transactions with Foreign Governments and International Organizations

The ARNG does not have transactions with foreign governments or international organizations.

1. I. Funds with the U.S. Treasury

The ARNG's monetary resources are maintained in U.S. Treasury accounts. Collections, disbursements, and adjustments are processed worldwide at the DFAS. The disbursing station prepares monthly reports, which provide information to the Department of the Treasury on check issues, interagency transfers, and deposits. In addition, the DFAS centers submit reports to Treasury, by appropriation, on collections received and disbursements issued. The Department of the Treasury then records this information to the appropriation FBWT account maintained in the Treasury's system. The ARNG's recorded balance in the FBWT accounts and U.S. Treasury's FBWT accounts must reconcile monthly.

1. J. Cash and Foreign Currency

The ARNG does not have any foreign currency transactions.

1. K. Accounts Receivable

Accounts receivables from other federal entities or the public include accounts receivable, claims receivable, and refunds receivable. Generally, allowance for uncollectible accounts due from the public are based upon analysis of collection experience by age category. The DoD does not recognize an allowance for estimated uncollectible amounts from other federal agencies. Claims against other deferral agencies are to be resolved between the agencies in accordance with dispute resolution procedures defined in the Intragovernmental Business Rules published in the Treasury Financial Manual at <http://www.fms.treas.gov/factsi/manuals/tfm-bulletin-2011-04pdf>.

1. L. Direct Loans and Loan Guarantees

The ARNG does not have any direct Loans and Loans Guarantees.

1. M. Inventories and Related Property

The ARNG manages only military or government specific materiel under normal conditions. Materiel is a unique term that relates to military force management, and includes all items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Items commonly used in and available from the commercial sector are not managed in the ARNG Fund materiel management activities. Operational cycles are irregular and the military risks associated with stock-out positions have no commercial parallel. The ARNG holds materiel based on military need and support for contingencies. The DoD does not attempt to account separately for “inventory held for sale” and “inventory held in reserve for future sale” based on SFFAS No. 3 definitions, unless otherwise noted.

Related property includes OM&S. The OM&S, including munitions not held for sale, are valued at standard purchase price. ARNG uses both the consumption method and the purchase method of accounting for OM&S. Items that are centrally managed and stored, such as ammunition and engines, are generally recorded using the consumption method and are reported on the Balance Sheet as OM&S. When current systems cannot fully support the consumption method, the Army General Fund uses the purchase method. Under this method, materials and supplies are expensed when purchased. During FY14, ARNG expensed significant amounts using the purchase method because the systems could not support the consumption method or management deemed that the item was in the hands of the End User. This is a material weakness for the DoD and long-term system corrections are in process. Once the proper systems are in place, these items will be accounted for under the consumption method of accounting.

The ARNG determined that the recurring high-dollar value of OM&S in need of repair is material to the financial statements and requires a separate reporting category. Many high-dollar items, such as aircraft engines, are categorized as OM&S rather than military equipment. The ARNG recognizes condemned materiel as “Excess, Obsolete, and Unserviceable.” The cost of disposal is greater than the potential scrap value; therefore, the net value of condemned materiel is zero. Potentially redistributed materiel, presented in previous years as “Excess, Obsolete, and Unserviceable,” is included in the “Held for Use” or “Held for Repair” categories according to its condition.

1. N. Investments in U.S. Treasury Securities

The ARNG does not have investments in U.S. Treasury securities.

1. O. General Property, Plant, and Equipment

The ARNG uses the estimated historical cost for valuing military equipment. The DoD identified the universe of military equipment by accumulating information relating to program funding and associated military equipment, equipment useful life, program acquisitions, and disposals to establish a baseline. The military equipment baseline is updated using expenditure, acquisition, and disposals information.

The DoD’s General Property, Plant, and Equipment (PP&E) capitalization threshold is \$100,000 except for real property which is \$20,000. The ARNG has implemented the threshold for real property and is fully compliant. General PP&E assets are capitalized at historical acquisition cost when an asset has a useful life of two or more years, and when the acquisition cost equals or exceeds the DoD capitalization threshold. The DoD also requires the capitalization of improvements to existing General PP&E assets if the improvements equal or exceed DoD capitalization threshold and extend the useful life or increase the size, efficiency, or capacity of the asset. The DoD depreciates all General PP&E, other than land, on a straight-line basis.

1. P. Advances and Prepayments

When advances are permitted by law, legislative action, or presidential authorization, the DoD is to record advances and prepayments in accordance with GAAP. As such, payments made in advance of the receipt of goods and services should be reported as an asset on the Balance Sheet. The DoD's policy is to expense and/or properly classify assets when the related goods and services are received. The ARNG has not implemented this policy primarily due to system limitations.

1. Q. Leases

Lease payments for the rental of operating facilities are classified as either capital or operating leases. When a lease is essentially equivalent to an installment purchase of property (a capital lease), and the value equals or exceeds the current capitalization threshold, the ARNG records the applicable asset as though purchased, with an offsetting liability, and depreciates it. The ARNG records the asset and the liability at the lesser of the present value of the rental and other lease payments during the lease term (excluding portions representing executory costs paid to the lessor) or the asset's fair market value. The discount rate for the present value calculation is either the lessor's implicit interest rate or the government's incremental borrowing rate at the inception of the lease. The ARNG, as the lessee, receives the use and possession of leased property (e.g., real estate or equipment) from a lessor in exchange for a payment of funds. An operating lease does not substantially transfer all the benefits and risk of ownership. Payments for operating leases are charged to expense over the lease term as it becomes payable.

Office space and leases entered into by ARNG in support of contingency operations are the largest component of operating leases. These costs were gathered from existing leases, General Services Administration bills, and Interservice Support Agreements. Future year projections use the Consumer Price Index.

1. R. Other Assets

Other assets include those assets, such as military and civil service employee pay advances, travel advances, and certain contract financing payments that are not reported elsewhere on the ARNG's Balance Sheet. The ARNG conducts business with commercial contractors under two primary types of contracts: fixed price and cost reimbursable. To alleviate the potential financial burden on the contractor that long-term contracts can cause, the ARNG may provide financing payments.

Contract financing payments are defined in the Federal Acquisition Regulations, Part 32, as authorized disbursements of monies to a contractor prior to acceptance of supplies or services by the federal government. Contract financing payments clauses are incorporated in the contract terms and conditions and may include advance payments, performance-based payments, commercial advance and interim payments, progress payments based on cost, and interim payments under certain cost reimbursement contracts. It is DoD policy to record certain contract financing payments as Other Assets.

Contract financing payments do not include invoice payments, payments for partial deliveries, lease and rental payments, or progress payments based on a percentage or stage of completion. The Defense Federal Acquisition Regulation Supplement authorizes progress payments based on a percentage or stage of completion only for construction of real property, shipbuilding, and ship conversion, alteration or repair. Progress payments based on percentage or stages of completion are reported as Construction in Progress.

1. S. Contingencies and Other Liabilities

The SFFAS No. 5, "Accounting for Liabilities of the Federal Government," as amended by SFFAS No. 12, "Recognition of Contingent Liabilities Arising from Litigation," defines a contingency as an existing condition, situation, or set of circumstances that involves an uncertainty as to possible gain or loss. The uncertainty will be resolved when one or more future events occur or fail to occur. The Army General Fund recognizes contingent liabilities when past events or exchange transactions occur, a future loss is probable, and the loss amount can be reasonably estimated.

Financial statement reporting is limited to disclosure when conditions for liability recognition do not exist but there is at least a reasonable possibility of incurring a loss or additional losses. Examples of loss contingencies include the collectibility of receivables, pending, or threatened litigation, and possible claims and assessments. The Army General Fund's risk of loss and resultant contingent liabilities arise from pending or threatened litigation or claims and assessments due to events such as aircraft, ship, and vehicle accidents; medical malpractice; property or environmental damages; and contract disputes.

Other liabilities arise as a result of anticipated disposal costs for Army General Fund's assets. This type of liability has two components: nonenvironmental and environmental. Consistent with SFFAS No. 6, "Accounting for Property, Plant, and Equipment," recognition of an anticipated environmental disposal liability begins when the asset is placed into service. Nonenvironmental disposal liabilities are recognized for assets when management decides to dispose of an asset based upon DoD's policy, which is consistent with SFFAS No. 5 "Accounting for Liabilities of Federal Government." The DoD recognizes nonenvironmental disposal liabilities for military equipment nuclear-powered assets when placed into service. Such amounts are developed in conjunction with, and not easily identifiable from, environmental disposal costs.

1. T. Accrued Leave

The ARNG reports as liabilities military leave and civilian earned leave, except sick leave, that has been accrued and not used as of the Balance Sheet date. Sick leave for civilians is expensed as taken. The liabilities reported at the end of the accounting period reflect the current pay rates.

1. U. Net Position

Net Position consists of unexpended appropriations and cumulative results of operations.

Unexpended Appropriations represent the amounts of authority that are unobligated and have not been rescinded or withdrawn. Unexpended appropriations also represent amounts obligated for which legal liabilities for payments have not been incurred.

Cumulative Results of Operations represent the net difference, since inception of an activity, between expenses and losses and financing sources (including appropriations, revenue, and gains). The cumulative results also include donations and transfers in and out of assets that were not reimbursed.

1. V. Treaties for Use of Foreign Bases

The ARNG is not part of any treaties for the use of foreign bases.

1. W. Undistributed Disbursements and Collections

Undistributed disbursements and collections represent the difference between disbursements and collections matched at the transaction level to specific obligation, payables, or receivables in the source systems and those reported by the Department of the Treasury.

Supported disbursements and collections are evidenced by collaborating documentation. Unsupported disbursements and collections do not have supporting documentation for the transaction and most likely would not meet audit scrutiny.

The DoD policy is to allocate supported undistributed disbursements and collections between federal and nonfederal categories based on the percentage of distributed federal and nonfederal accounts payable and accounts receivables. Supported undistributed disbursements and collections are then applied to reduce accounts payables and receivables accordingly. Unsupported undistributed are recorded as disbursements in transit and reduce nonfederal accounts payable. Unsupported undistributed collections are recorded in nonfederal other liabilities.

Note 2. Nonentity Assets

As of September 30

2014

1. Intragovernmental Assets

A. Fund Balance with Treasury	\$	0
B. Accounts Receivable		0
C. Other Assets		0
D. Total Intragovernmental Assets	\$	0

2. Nonfederal Assets

A. Cash and Other Monetary Assets	\$	0
B. Accounts Receivable		981,348
C. Other Assets		0
D. Total Nonfederal Assets	\$	981,348

3. Total Nonentity Assets \$ 981,348

4. Total Entity Assets \$ 10,045,110,008

5. Total Assets \$ 10,046,091,357

Note 3. Fund Balance With Treasury

As of September 30

2014

1. Fund Balances

A. Appropriated Funds	\$	6,450,235,545
B. Revolving Funds		0
C. Trust Funds		0
D. Special Funds		0
E. Other Fund Types		0
F. Total Fund Balances	\$	6,450,235,545

2. Fund Balances Per Treasury Versus Agency

A. Fund Balance per Treasury	\$	0
B. Fund Balance per Agency		6,450,235,545

3. Reconciling Amount \$ (6,450,235,545)

Status of Fund Balance with Treasury

1. Unobligated Balance

A. Available	\$	543,453,436
B. Unavailable		1,071,415,126

2. Obligated Balance not yet Disbursed \$ 4,899,430,215

3. Non-budgetary FBWT \$

4. Non-FBWT Budgetary Accounts 0

5. Total \$ (64,063,233)

\$ 6,450,235,545

Note: Financial statements may not sum due to rounding.

Note 4. Investments

The Army National Guard does not engage in any type of investment activity.

Note 5. Accounts Receivable

As of September 30

2014

	Gross Amount Due	Allowance For Estimated Uncollectibles	Accounts Receivable, Net
1. Intragovernmental Receivables	\$ 35,932,486	N/A	\$ 35,932,486
2. Nonfederal Receivables (From the Public)	\$ 67,245,899	\$ (11,738,794)	\$ 55,507,104
3. Total Accounts Receivable	\$ 103,178,386	\$ (11,738,794)	\$ 91,439,591

Note 6. Other Assets

As of September 30

2014

1. Intragovernmental Other Assets		
A. Advances and Prepayments	\$	18,063,966
B. Other Assets		0
C. Total Intragovernmental Other Assets	\$	18,063,966
2. Nonfederal Other Assets		
A. Outstanding Contract Financing Payments	\$	50,392
B. Advances and Prepayments		331,009,228
C. Other Assets (With the Public)		0
D. Total Nonfederal Other Assets	\$	331,059,620
3. Total Other Assets	\$	349,123,587

Note 7. Cash and Other Monetary Assets

The Army National Guard has no cash or other monetary assets on hand.

Note 8. Direct Loans and/or Loan Guarantees

The Army National Guard does not engage in any type of lending fund activities.

Note 9. Inventory and Related Property

The Army National Guard does not engage in retail or resale of merchandise nor hold items in reserve for future sales.

Note 10. General PP&E, Net

As of September 30

2014

	Depreciation/ Amortization Method	Service Life	Acquisition Value	(Accumulated Depreciation/ Amortization)	Net Book Value
1. Major Asset Classes					
A. Land	N/A	N/A	\$ 60,971,023	N/A	\$ 60,971,023
B. Buildings, Structures, and Facilities	S/L	20 or 40	4,880,863,574	\$ (2,025,061,803)	2,855,801,770
C. Leasehold Improvements	S/L	Lease Term	2,852,181	(848,488)	2,003,693
D. Software	S/L	2-5 or 10	0	0	0
E. General Equipment	S/L	Various	72,964,453	47,692,614	120,657,068
F. Assets Under Capital Lease	S/L	Lease Term	0	0	0
G. Construction-in-Progress	N/A	N/A	115,859,077	N/A	115,859,077
H. Other.....			0	0	0
I. Total General PP&E.....			\$ 5,133,510,309	\$ (1,978,217,676)	\$ 3,155,292,633

See Note 15 for additional information on Capital Leases

Legend for Valuation Methods: S/L = Straight Line N/A = Not Applicable

Note 11. Liabilities Not Covered by Budgetary Resources

As of September 30

2014

1. Intragovernmental Liabilities

A. Accounts Payable	\$	0
B. Debt		0
C. Other		41,857,029
D. Total Intragovernmental Liabilities	\$	41,857,029

2. Nonfederal Liabilities

A. Accounts Payable	\$	2,576,622
B. Military Retirement and Other Federal Employment Benefits		230,042,604
C. Environmental and Disposal Liabilities		0
D. Other Liabilities		239,518,392
E. Total Nonfederal Liabilities	\$	472,137,619

3. Total Liabilities Not Covered by Budgetary Resources	\$	513,994,648
4. Total Liabilities Covered by Budgetary Resources	\$	752,464,861
5. Total Liabilities	\$	1,266,459,510

Note 12. Accounts Payable

As of September 30

2014

	Accounts Payable	Interest, Penalties, and Administrative Fees	Total
1. Intragovernmental Payables	\$ (51,156,021)	\$ N/A	\$ (51,156,021)
2. Nonfederal Payables (to the Public)	295,015,680	50,027	295,065,707
3. Total	\$ 243,859,658	\$ 50,027	\$ 243,909,686

Note: Financial statements may not sum due to rounding.

Note 13. Debt

The Army National Guard has no reported debt in 2014.

Note 14. Environmental and Disposal Liabilities

The value of environmental liabilities incurred by the final disposition of property, structures, weapons, munitions, and equipment cannot be determined at this time.

Note 15. Other Liabilities

As of September 30

	2014		
	Current Liability	Noncurrent Liability	Total
1. Intragovernmental			
A. Advances from Others	\$ 1,719,702	\$ 0	\$ 1,719,702
B. Deposit Funds and Suspense Account Liabilities	0	0	0
C. Disbursing Officer Cash	0	0	0
D. Judgment Fund Liabilities	0	0	0
E. FECA Reimbursement to the Department of Labor	18,777,336	23,079,693	41,857,029
F. Custodial Liabilities	0	981,348	981,348
G. Employer Contribution and Payroll Taxes Payable	24,422,132	0	24,422,132
H. Other Liabilities	0	0	0
I. Total Intragovernmental Other Liabilities	\$ 44,919,171	\$ 24,061,041	\$ 68,980,212
2. Nonfederal			
A. Accrued Funded Payroll and Benefits	\$ 338,398,849	\$ 0	\$ 338,398,849
B. Advances from Others	6,126,822	0	6,126,822
C. Deferred Credits	0	0	0
D. Deposit Funds and Suspense Accounts	(603,258)	0	(603,258)
E. Temporary Early Retirement Authority	0	0	0
F. Nonenvironmental Disposal Liabilities			
1. Military Equipment (Nonnuclear)	0	0	0
2. Excess/Obsolete Structures	0	0	0
3. Conventional Munitions Disposal	0	0	0
G. Accrued Unfunded Annual Leave	333,028,434	0	333,028,434
H. Capital Lease Liability	0	0	0
I. Contract Holdbacks	331,873	0	331,873
J. Employer Contribution and Payroll Taxes Payable	46,193,893	0	46,193,893
K. Contingent Liabilities	0	50,392	50,392
L. Other Liabilities	0	0	0
M. Total Nonfederal Other Liabilities	\$ 723,476,614	\$ 50,392	723,527,007
3. Total Other Liabilities	\$ 768,395,785	\$ 24,111,433	\$ 792,507,219

Capital Lease Liabilities

The Army National Guard has no Capital Lease Liabilities.

Note 16. Commitments and Contingencies

The Army National Guard has no commitments and contingencies.

Note 17. Military Retirement and Other Federal Employee Benefits

As of September 30

2014

	Liabilities	(Less: Assets Available to Pay Benefits)	Unfunded Liabilities
1. Pension and Health Benefits			
A. Military Retirement Pensions	\$ 0	\$ 0	\$ 0
B. Military Pre Medicare-Eligible Retiree Health Benefits ..	0	0	0
C. Military Medicare-Eligible Retiree Health Benefits	0	0	0
D. Total Pension and Health Benefits	\$ 0	\$ 0	\$ 0
2. Other Benefits			
A. FECA	\$ 230,042,604	\$ 0	\$ 230,042,604
B. Voluntary Separation Incentive Programs	0	0	0
C. DoD Education Benefits Fund	0	0	0
D. Other	0	0	0
E. Total Other Benefits	\$ 230,042,604	\$ 0	\$ 230,042,604
3. Total Military Retirement and Other Federal Employment Benefits	\$ 230,042,604	\$ 0	\$ 230,042,604

Note 18. General Disclosures Related to the Statement of Net Cost

As of September 30

2014

Military Retirement Benefits

1. Gross Cost

A. Intragovernmental Cost	\$ 0
B. Nonfederal Cost	0
C. Total Cost	<u>\$ 0</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue	<u>\$ 0</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

Total Net Cost	<u><u>\$ 0</u></u>
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Civil Works

1. Gross Cost

A. Intragovernmental Cost	\$ 0
B. Nonfederal Cost	0
C. Total Cost	<u>\$ 0</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue	<u>\$ 0</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

Total Net Cost	<u><u>\$ 0</u></u>
-----------------------------	--------------------

Note: Financial statements may not sum due to rounding.

Note 18. General Disclosures Related to the Statement of Net Cost, Cont.

As of September 30

2014

Military Personnel

1. Gross Cost

A. Intragovernmental Cost	\$	2,401,747,515
B. Nonfederal Cost		6,715,712,839
C. Total Cost	\$	<u>9,117,460,354</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$	(26,811,066)
B. Nonfederal Revenue		500
C. Total Revenue	\$	<u>(26,810,566)</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

\$ 0

Total Net Cost

\$ 9,090,649,787

Operations, Readiness & Support

1. Gross Cost

A. Intragovernmental Cost	\$	938,243,396
B. Nonfederal Cost		7,956,709,096
C. Total Cost	\$	<u>8,894,952,493</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$	(77,468,839)
B. Nonfederal Revenue		(32,649,313)
C. Total Revenue	\$	<u>(110,118,153)</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

\$ 0

Total Net Cost

\$ 8,784,834,339

Procurement

1. Gross Cost

A. Intragovernmental Cost	\$	0
B. Nonfederal Cost		0
C. Total Cost	\$	<u>0</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$	0
B. Nonfederal Revenue		0
C. Total Revenue	\$	<u>0</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

\$ 0

Total Net Cost

\$ 0

Research, Development, Test & Evaluation

1. Gross Cost

A. Intragovernmental Cost	\$	0
B. Nonfederal Cost		0
C. Total Cost	\$	<u>0</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$	0
B. Nonfederal Revenue		0
C. Total Revenue	\$	<u>0</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

\$ 0

Total Net Cost

\$ 0

Note 18. General Disclosures Related to the Statement of Net Cost, Cont.

As of September 30

2014

Family Housing & Military Construction

1. Gross Cost

A. Intragovernmental Cost	\$	12,586,674
B. Nonfederal Cost		611,009,218
C. Total Cost	\$	<u>623,595,892</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$	(799,014)
B. Nonfederal Revenue		0
C. Total Revenue	\$	<u>(799,014)</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

\$	0
----	---

Total Net Cost

\$	<u>622,796,878</u>
----	--------------------

Consolidated

1. Gross Cost

A. Intragovernmental Cost	\$	3,352,577,586
B. Nonfederal Cost		15,283,431,154
C. Total Cost	\$	<u>18,636,008,740</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$	(105,078,920)
B. Nonfederal Revenue		(32,648,813)
C. Total Revenue	\$	<u>(137,727,734)</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

0

4. Costs Not Assigned to Programs

\$	0
----	---

5. (Less: Earned Revenues) Not Attributed to Programs

\$	0
----	---

Total Net Cost

\$	<u>18,498,281,006</u>
----	-----------------------

Note 19. Disclosures Related to the Statement of Changes in Net Position

There are no disclosures related to the Statement of Changes in Net Positions.

Note 20. Disclosures Related to the Statement of Budgetary Resources

As of September 30

2014

1. Net Amount of Budgetary Resources Obligated for Undelivered Orders at the End of the Period	\$	4,597,823,597
2. Available Borrowing and Contract Authority at the End of the Period		<u>0</u>

Note: Financial statements may not sum due to rounding.

Note 21. Reconciliation of Net Cost of Operations to Budget

As of September 30

2014

Resources Used to Finance Activities:

Budgetary Resources Obligated:

1. Obligations incurred	\$	17,726,610,101
2. Less: Spending authority from offsetting collections and recoveries (-)		(1,451,136,144)
3. Obligations net of offsetting collections and recoveries	\$	16,275,473,956
4. Less: Offsetting receipts (-)		<u>0</u>
5. Net obligations	\$	16,275,473,956

Other Resources:

6. Donations and forfeitures of property	\$	0
7. Transfers in/out without reimbursement (+/-)		0
8. Imputed financing from costs absorbed by others		902,674
9. Other (+/-)		<u>3,786,075,835</u>
10. Net other resources used to finance activities	\$	3,786,978,509
11. Total resources used to finance activities	\$	20,062,452,466

Resources Used to Finance Items not Part of the Net Cost of Operations:

12. Change in budgetary resources obligated for goods, services and benefits ordered but not yet provided:		
A. Undelivered Orders (-)	\$	326,922,286
B. Unfilled Customer Orders		(29,646,341)
13. Resources that fund expenses recognized in prior Periods (-)		(20,299,921)
14. Budgetary offsetting collections and receipts that do not affect Net Cost of Operations ...		0
15. Resources that finance the acquisition of assets (-)		(92,958,732)
16. Other resources or adjustments to net obligated resources that do not affect Net Cost of Operations:		
A. Less: Trust or Special Fund Receipts Related to exchange in the Entity's Budget (-)		0
B. Other (+/-)		<u>(3,786,075,835)</u>
17. Total resources used to finance items not part of the Net Cost of Operations	\$	(3,602,058,543)
18. Total resources used to finance the Net Cost of Operations	\$	16,460,393,922

Components of the Net Cost of Operations that will not Require or Generate Resources in the Current Period:

Components Requiring or Generating Resources in Future Period:

19. Increase in annual leave liability		0
20. Increase in environmental and disposal liability		0
21. Upward/Downward reestimates of credit subsidy expense (+/-)		0
22. Increase in exchange revenue receivable from the public (-)		5,724,391
23. Other (+/-)		<u>220,617</u>
24. Total components of Net Cost of Operations that will Require or Generate Resources in future Periods	\$	<u>5,945,008</u>

Note 21. Reconciliation of Net Cost of Operations to Budget, Cont.

As of September 30	2014
Components not Requiring or Generating Resources:	
25. Depreciation and amortization	\$ 2,025,029,177
26. Revaluation of assets or liabilities (+/-).....	0
27. Other (+/-)	
A. Trust Fund Exchange Revenue	0
B. Cost of Goods Sold	0
C. Operating Material and Supplies Used	0
D. Other	6,912,898
28. Total Components of Net Cost of Operations that will not Require or Generate Resources...	<u>\$ 2,031,942,075</u>
29. Total components of Net Cost of Operations that will not Require or Generate Resources in the current period	<u>\$ 2,037,887,083</u>
30. Net Cost of Operations	<u><u>\$ 18,498,281,006</u></u>

Note 22. Disclosures Related to Incidental Custodial Collections

The Army National Guard has no disclosures related to incidental custodial collections.

Note 23. Funds From Dedicated Collections

The Army National Guard has no funds from dedicated collections in FY14.

Note 24. Fiduciary Activities

The Army National Guard has no disclosures related to fiduciary activities.

Note 25. Other Disclosures

The Army National Guard has no other disclosures.

Note 26. Restatements

The Army National Guard has no restatements.

Note: Financial statements may not sum due to rounding.

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C. Acronyms

AaaDS	Armory as a Docking Station	ARNG-TRI	Army National Guard Individual Training Branch
AASF	Army Aviation Support Facility	ARPRINT	Army Program for Individual Training
AATS	Army National Guard Aviation Training Site	ASA(FM&C)	Assistant Secretary of the Army (Financial Management and Comptroller)
ABCA	American, British, Canadian, Australian and New Zealand Armies	ASCC	Army Service Component Command
AC	Active Component	ASIST	Applied Suicide Intervention Skills Training
ACE-SI	Ask, Care, Escort-Suicide Intervention	ASO	Aerial Sensor Operator
ACS	Air Cavalry Squadron	AT	Annual Training
ACUB	Army Compatible Use Buffer	ATAC	Abrams Training Assessment Course
ADCCP	Army Data Center Consolidation Plan	ATRRS	Army Training Requirements and Resources System
ADCO	Alcohol and Drug Control Officer	ATSSC	Annual Training in Support of Theater Security Cooperation
AEFRP	Army Emergency First Responder Program	AVLB	Armored Vehicle Launch Bridge
AFR	Annual Financial Report	AVN	Aviation
AGR	Active Guard and Reserve	BAH	Basic Allowance for Housing
AIT	Advanced Individual Training	BCT	Brigade Combat Team
AMD	Air and Missile Defense	BG	Brigadier General
ANG	Air National Guard	BI	Business Intelligence
AON	Act of Nature	BOLC	Basic Officer Leader Course
AR	Audit Readiness	C2	Command and Control
ARFORGEN	Army Force Generation	C2CRE-B	Command and Control CBRN Response Enterprise-Bravo
ARNG	Army National Guard		
ARNG-EAF	Army National Guard Enterprise Architecture Framework		

CAB	Combat Aviation Brigade	HQ	Headquarters
CBPS	Chemical Biological Protective Shelter	HQDA	Headquarters, Department of the Army
CBRN	Chemical, Biological, Radiological, and Nuclear	IAVA	Information Assurance Vulnerability Alert
CCDR	Combatant Commander	IBCT	Infantry Brigade Combat Team
CDP	Counterdrug Program	ICA	Internal Control Administrator
CDU	Critical Dual Use	IDT	Inactive Duty Training
CEASAR	Communications Electronic Attack Surveillance and Reconnaissance	IET	Initial Entry Training
CFMO	Construction and Facilities Management Officer	IH	Industrial Hygienist
CIO	Chief Information Officer	INCAP	Incapacitation
CIP-MAA	Critical Infrastructure Protection-Mission Assurance Assessment	INF	Infantry
CIRM	Critical Infrastructure Risk Management	IPA	Independent Public Accountant
CNGB	Chief, National Guard Bureau	IPPS-A	Integrated Personnel and Pay System-Army
COFT	Conduct of Fire Trainers	IRT	Innovative Readiness Training
COL	Colonel	IT	Information Technology
CONUS	Continental United States	ITAM	Integrated Training Area Management
CoS	Chief of Staff	IUID	Item Unique Identification
CRE	CBRN Response Enterprise	JCS	Joint Chiefs of Staff
CSM	Command Sergeant Major	JELA	Joint Enterprise License Agreement
CST	Civil Support Team	JEP	Joint Exercise Program
CTC	Combat Training Center	JFHQ	Joint Force Headquarters
CWO	Chief Warrant Officer	JMRC	Joint Multinational Readiness Center
DA	Department of the Army	JOSAC	Joint Operational Support Airlift Center
DET	Displaced Equipment Training	KA300	King Air 300
DL	Distributed Learning	KFOR	Kosovo Forces
DMOSQ	Duty Military Occupational Specialty Qualification	LHS	Life, Health, and Safety
DoD	Department of Defense	LIN	Line Item Number
DoDAF	Department of Defense Architecture Framework	LOD	Line of Duty
DoJS	Director of the Joint Staff	LTC	Lieutenant Colonel
DSCA	Defense Support of Civil Authorities	LTG	Lieutenant General
E&C	Existence and Completeness	MAJ	Major
EDW	Enterprise Data Warehouse	MATS	Medical Applications Tracking System
ELA	Enterprise License Agreement	MC	Mission Command
EOD	Explosive Ordnance Disposal	MCNG	Military Construction, Army National Guard
EOH	Equipment On Hand	MCTSP	Mission Command Training Support Program
ESPC	Energy Savings Performance Contract	MEB	Maneuver Enhancement Brigade
FAC	Family Assistance Center	MEDCHART	Medical Electronic Data Care History and Readiness Tracking
FBWT	Fund Balance with Treasury	MEDEVAC	Medical Evacuation
FEMA	Federal Emergency Management Agency	MEP	Mission Equipment Package
FIAR	Financial Improvement and Audit Readiness	MERHC	Medicare-Eligible Retiree Health Care
FIP	Financial Improvement Plan	METL	Mission Essential Task List
FISMA	Federal Information Security Management Act	MFH	Military Funeral Honors
FM	Financial Management	MG	Major General
FWAATS	Fixed-Wing Army National Guard Aviation Training Site	MGIB-AD	Montgomery GI Bill-Active Duty
FY	Fiscal Year	MGIB-SR	Montgomery GI Bill-Select Reserve
GAAP	Generally Accepted Accounting Principles	MI	Military Intelligence
GCC	Geographical Combatant Command	MICP	Management Internal Control Program
GCSS-A	Global Combat Support System-Army	MOS	Military Occupational Specialty
GFEBs	General Fund Enterprise Business System	MRC	Medical Readiness Category
GMD	Ground-based Midcourse Defense	MRR	Medical Readiness Reporting
GPS	Goals, Plans, Success	MRT	Master Resilience Trainer
GS	General Schedule	MS	Mission Support
HBCT	Heavy Brigade Combat Team	MSG	Master Sergeant
HD	Homeland Defense	MTC	Mission Training Complex
HMMWV	High Mobility Multipurpose Wheeled Vehicle	MTN	Mountain
		MTOE	Modified Table of Organization and Equipment
		MTRCS	Multi-Temperature Refrigerated Container System
		MWD	Military Working Dog

NCO	Non-Commissioned Officer	RTAC	Ranger Training Assessment Course
NDAA	National Defense Authorization Act	RTLPL	Range and Training Land Program
NET	New Equipment Training	S&S	Security and Support
NGB	National Guard Bureau	SA	Situational Awareness
NGPA	National Guard Personnel, Army	SAD	State Active Duty
NGREA	National Guard and Reserve Equipment Account	SAR	Search and Rescue
NREMT	National Registry for Emergency Medical Technicians	SARC	Sexual Assault Response Coordinator
NRP	National Registry Paramedic	SASI	Substance Abuse Service Initiatives
O&M	Operation and Maintenance	SBR	Statement of Budgetary Resources
OASA(FM&C)	Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	SC	Security Cooperation
OccHealth	Occupational Health	SCA	Security Cooperation Activity
OCIE	Organizational Clothing and Individual Equipment	SFC	Sergeant First Class
OCO	Overseas Contingency Operations	SFD	State Flight Detachment
OCONUS	Outside the Continental United States	SFG	Special Forces Group
OCS	Officer Candidate School	SGM	Sergeant Major
OCTC	Orchard Combat Training Center	SGT	Sergeant
ODIN	Observe, Detect, Identify, and Neutralize	SHARP	Sexual Harassment/Assault Response and Prevention
ODT	Overseas Deployment Training	SIPRnet	Secret Internet Protocol Router Network
OEF	Operation Enduring Freedom	SKL	Simple Key Loader
OH	Occupational Health	SOF	Special Operations Forces
OIF	Operation Iraqi Freedom	SOS	Survivor Outreach Service
OMA	Operation and Maintenance, Army	SPP	State Partnership Program
OMB	Office of Management and Budget	SPPM	Suicide Prevention Program Manager
OMNG	Operation and Maintenance, Army National Guard	SRM	Sustainment, Restoration, and Modernization
OPA	Other Procurement, Army	SRU	Separate Reporting Unit
OPTEMPO	Operating Tempo	STANFINS	Standard Finance System
OSAA	Operational Support Airlift Agency	STSP	Soldier Training Support Program
OSACOM	Operational Support Airlift Command	SUAS	Small Unmanned Aircraft System
OSD	Office of the Secretary of Defense	TAB	Theater Aviation Brigade
OSHA	Occupational Safety and Health Administration	TAG	The Adjutant General
OSRVT	One Station Remote Video Terminal	TALP	The Army Language Program
OSUT	One Stop Unit Training	TASMG	Theater Aviation Sustainment Maintenance Group
OUSD(C)	Office of the Under Secretary of Defense (Comptroller)	TDA	Table of Distribution and Allowance
PC	Prevention Coordinator	TEB	Transfer of Education Benefits
PEC	Professional Education Center	TF	Task Force
PLS	Palletized Loading System	TRADOC	Training and Doctrine Command
PME	Professional Military Education	TUAS	Tactical Unmanned Aircraft System
PP&E	Property, Plant, and Equipment	TWV	Tactical Wheeled Vehicle
PRIDE	Planning Resource for Infrastructure Development and Evaluation	UAS	Unmanned Aircraft System
PS	Physical Security	UMC	Unmatched Contributions
PSEB	Prior Service Enlistment Bonus	UMD	Unmatched Disbursements
PVT	Private	U.S.	United States
QRP	Qualified Recycling Program	USAR	United States Army Reserve
R&M	Restoration and Modernization	USASOC	United States Army Special Operations Command
RAF	Regionally Aligned Forces	USC	United States Code
RC	Reserve Component	USCBP	United States Customs and Border Protection
RCAS	Reserve Component Automation System	USNORTHCOM	United States Northern Command
RCST	Reserve Component Sustainment Training	USPFO	United States Property and Fiscal Officer
REAP	Reserve Educational Assistance Program	USSOCOM	United States Special Operations Command
RFC	Regional Flight Center	UTA	Unit Training Assembly
RMTC	Resource Management Training Center	VSO	Veteran Service Organization
ROTC	Reserve Officer Training Corps	WFX	Warfighter Exercise
RSP	Recruit Sustainment Program	WMD-CST	Weapons of Mass-Destruction-CST
		WTC	Warrior Training Center
		XCTC	eXportable Combat Training Capability
		YRRP	Yellow Ribbon Reintegration Program



FY14/15 ARNG AFR Updated Leadership

as of 31 March, 2015

STATE	TAG	CoS	USPFO
ALABAMA	MG Perry G. Smith	COL James E. Porter, Jr.	COL Darrell L. Butters
ALASKA	BG Laurie Hummel	COL John Woyte	Col Michael J. Williams
ARIZONA	MG Michael T. McGuire	COL Leonard H. Dyer	COL Amy F. Cook
ARKANSAS	*Maj Gen Mark H. Berry	*COL Gregrey C. Bacon	COL Bradley J. Cox
CALIFORNIA	Maj Gen David S. Baldwin	*COL Jeffrey D. Smiley	COL Terrance P. Sullivan
COLORADO	Maj Gen H. Michael Edwards	COL Angela Stowell	COL Leon H. Harrell III
CONNECTICUT	Maj Gen Thaddeus J. Martin	COL Michael E. Wieczorek	COL Michael J. Tuohy
DELAWARE	MG Francis D. Vavala	COL Albert Citro	COL Joseph M. Bartel
DIST of COLUMBIA	MG Errol R. Schwartz	COL Carlton L. Day	COL Helen E. Rogers
FLORIDA	*BG Michael Calhoun	COL Mike Canzoneri	COL Gregory R. Cardenas
GEORGIA	*BG Joe Jarrard	*COL Randall Simmons	COL Thomas H. Blackstock
GUAM	*BG Roderick R. Leon-Guerrero	*COL Robert Crisostomo	COL Norman P. Limtiaco
HAWAII	*BG Arthur "Joe" Logan	COL Rusty Spray	COL Edward K. Chun-Fat, Jr.
IDAHO	Maj Gen Gary L. Sayler	COL Michael J. Garshak	COL David M. Dahle
ILLINOIS	MG Daniel Krumrei	COL Joseph J. Schweickert	COL Eric K. Little
INDIANA	MG R. Martin Umbarger	BG Brian R. Copes	COL Paul A. Wolfey
IOWA	MG Timothy E. Orr	COL Michael G. Amundson	COL Allen L. Meyer
KANSAS	*MG Lee E. Tafanelli	COL Roger D Murdock	COL Alan K. Soldan
KENTUCKY	Maj Gen Edward W. Tonini	BG Benjamin F. Adams III	COL Brian F. Wertzler
LOUISIANA	MG Glenn H. Curtis	BG Barry D. Keeling	COL Paul G. Arbour
MAINE	*Brig Gen Gerard F. Bolduc (<i>Acting</i>)	*COL Michael McLaughlin	COL Donald O. Lagace, Jr.
MARYLAND	*MG Linda L. Singh	COL Adam R. Flasch	COL Mark A. Tracy
MASSACHUSETTS	Maj Gen L. Scott Rice	COL Charles G. Cody	COL Thomas A. Devine
MICHIGAN	MG Gregory J. Vadnais	COL Gregory A. Durkac	COL James E. Stokes
MINNESOTA	MG Richard C. Nash	*BG Jon A. Jensen	*Col Mark A. Schutta
MISSISSIPPI	MG Augustus L. Collins	BG Allen E. Brewer	COL Bradley S. MacNealy
MISSOURI	MG Stephen L. Danner	COL David Boyle	COL James G. Jones
MONTANA	MG Matthew T. Quinn	COL Jeffrey E. Ireland	COL Robert A. Sparing
NEBRASKA	Maj Gen Daryl L. Bohac	COL Brett W. Andersen	Col David D. Zwart
NEVADA	MG William R. Burks	COL Zachary F. Doser	COL Felix T. Castagnola III
NEW HAMPSHIRE	Maj Gen William N. Reddel III	*COL William Conway	COL Luis N. Maldonado
NEW JERSEY	Brig Gen Michael Cunniff	*COL Christopher L. Perron	COL Angelo M. Capolupo
NEW MEXICO	Brig Gen Andrew E. Salas	*COL Kenneth A. Nava	COL Jose R. Rael
NEW YORK	MG Patrick A. Murphy	COL Patrick Center	COL Lawrence J. Ashley
NORTH CAROLINA	MG Gregory A. Lusk	COL Clifford W. Wilkins	COL Peter F. Versfeld
NORTH DAKOTA	MG David Sprynczynatyk	COL Giselle M. Wilz	*COL David L. Thiele
OHIO	*Maj Gen Mark E. Bartman	*COL Mark J. Cappone	COL John P. Dernberger



FY14/15 ARNG AFR Updated Leadership			
			<i>as of 31 March, 2015</i>
STATE	TAG	CoS	USPFO
OKLAHOMA	*BG Robbie L. Asher	*COL Jon M. Harrison	*COL Curtis D. Arnold
OREGON	MG Daniel R. Hokanson	COL Christian Rees	COL William J. Schutz
PENNSYLVANIA	*MG James R. Joseph (<i>Acting</i>)	COL Mark J. Schindler (<i>Acting</i>)	COL James L. Cassarella
PUERTO RICO	COL Marta Carcana (<i>Acting</i>)	*Col Ruben Fernandez-Vera	COL Suzanne Valentin
RHODE ISLAND	MG Kevin R. McBride	COL Martin A. Lafferty	COL Paul R. Leveillee
SOUTH CAROLINA	MG Robert E. Livingston	COL James R. Finley	COL Christopher T. Eaker
SOUTH DAKOTA	MG Timothy A. Reisch	COL William J. Freidel	COL Ronald J. Czmowski
TENNESSEE	MG Terry "Max" Haston	COL William E. Wynns, Jr.	COL Patricia M. Jones
TEXAS	Maj Gen John F. Nichols	*COL Darrell W. Dement	COL Elizabeth H. Hines
UTAH	MG Jefferson S. Burton	*COL Milada Copeland	COL Lawrence A. Schmidt
VERMONT	Maj Gen Steven A. Cray	BG Mark S. Lovejoy	COL James G. O'Neil
VIRGIN ISLANDS	MG Renaldo Rivera	COL Linda Cills	COL Michael McDonald
VIRGINIA	BG Timothy P. Williams	COL Jeffrey N. Hice	COL Marie M. Mahoney
WASHINGTON	MG Bret D. Daugherty	*COL Jeffrey Sabatine	COL Alan K. Dorow
WEST VIRGINIA	MG James A. Hoyer	COL William E. Crane	COL Edward A. Muth
WISCONSIN	Maj Gen Donald P. Dunbar	COL Joane K. Mathews	COL John W. Van De Loop
WYOMING	MG Luke Reiner	COL Tammy Maas	COL Timothy L. Sheppard
NOTES: Acronyms, Abbreviations and (*) Updates			
1. TAG = The Adjutant General			
2. CoS = Chief of Staff			
3. USPFO = United States Property Fiscal Officer			
4. Brigadier General Army National Guard = BG, Air National Guard Abbreviation = Brig Gen			
5. Major General Army National Guard = MG, Air National Guard Abbreviation = Maj Gen			



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We are interested in your feedback regarding the content of this report.
Please feel free to write to:

Army National Guard
Arlington Hall Station
Office of the Comptroller
Attention: ARNG-RMC-M
111 South George Mason Drive
Arlington, VA 22204

You may also view this document at: <http://www.arng.army.mil/News/publications/Pages/FinancialReport.aspx>
Point of Contact: CPT Timothy Brannon: timothy.l.brannon4.mil@mail.mil

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Alabama Army National Guard, MAJ Wayne Norman, Officer in Charge, 226th Maneuver Enhancement Brigade, giving a thumbs up with Afghanistan locals in Kabul Province, Afghanistan December 2013. *(Photo courtesy of SSG Sandra D Lucas, 131st Mobile Public Affairs Detachment)*



Initially, 46 members of the Arkansas National Guard were called to state active duty to assist local authorities in the hard hit communities to respond to the aftermath of a deadly tornado that ravaged Viola and Mayflower, Arkansas. Arkansas Army National Guard, SSG Skipper J. Smith of the 39th Infantry Brigade's Benton based E Company, 1-153rd Infantry Regiment took a leave of absence from work to assist his fellow Guardsman whose homes were destroyed. *(Photo courtesy of Arkansas National Guard, April 30, 2014)*



SGT Rodney Stewart, District of Columbia Army National Guard, 104th Maintenance Company squad leader instructs 1st LT Lisa Andersen, 104th Commander, on properly shooting a M249 machine gun, May 4, 2014. Soldiers from the 104th Maintenance fired crew-serve weapons to familiarize themselves. *(Photo courtesy of SPC Tyrone Williams, 75th Public Affairs Detachment)*



Wisconsin Army National Guard's first all-female Black Hawk MEDEVAC crew took flight at the Army Aviation Support Facility in West Bend, Wisconsin. CPT Luella Dooley-Menet, second from left, and Chief Warrant Officer 2 Rachel Simeth, second from right, piloted the standard training flight, and SGT Cassandra Weiss, far left, served as the crew chief. SPC Veil Ramona of the Army Reserve's 410th Medical Logistics Group, far right, was a passenger on the flight. *(Photo courtesy of Vaughn R. Larson)*



Note: Photo illustrations adjusted for sizing and appearance.



Citizen-Soldiers



378 Years of Service to Our Nation

