

Governor of Alabama



Bob Riley

Major General Abner C. Blalock



**Adjutant General
Alabama National Guard**



Contents

Introduction—	3
Mission, Vision, Purpose and Values—	4
The Dual Role of the National Guard—	4
Overview of the Alabama National Guard—	4
Organization—	5
Our People—	5
Our Facilities—	6
Our Economic Impact—	8
Major Command Updates—	9
Army—	9
167th Theater Sustainment Command – Fort McClellan—	9
31st Chemical Brigade - Northport—	11
62nd Troop Command - Montgomery—	12
20th Special Forces Group (Airborne) - Birmingham—	13
200th Leadership Regiment - Fort McClellan—	14
Fort McClellan Army National Guard Training Center—	15
226th Combat Communications Group—	15
Air Force—	15
232th Combat Communications Squadron—	16
280th Combat Communications Squadron—	16
187th Fighter Wing—	16
117th Air Refueling Wing—	18
Staff and Functional Area Updates—	19
Deputy Chief of Staff for Operations – (DCSOPS)—	19
Deputy Chief of Staff for Logistics (DCSLOG)—	24
United States Property and Fiscal Office (USP&FO)—	25
Construction and Facilities Management Office (CFMO)—	28
State Property and Disbursing Office—	29
Deputy Chief Of Staff, Personnel (DCSPER)—	31
Human Resources Office (HRO)—	34
Deputy Chief of Staff for Information Management (DCSIM)—	35
Deputy Chief of Staff for Strategic Planning—	36
Inspector General (IG)—	37



The Adjutant General Introduction



I am proud to present to you the Alabama National Guard's Annual Report for Fiscal Year 2010. In compliance with the provision of the Code of Alabama 1975, Section 31-2-67, I am submitting this report for the period October 1, 2009 to September 30, 2010. This report highlights the great accomplishments of the Alabama National Guard and outlines our future path.

We continued this year to follow our strategic plan, sustaining our momentum of making us a premier organization of Citizen Soldiers and Airmen who are ready, in war and peace, to support our communities, state, and nation in time of need.

During Fiscal Year 2010, the Alabama National Guard continued to send service members to Iraq, Afghanistan and other locations throughout the world in support of overseas contingency operations. We also answered Alabama's call of need, responding to one of the worst man-made disasters in history - the Deepwater Horizon oil disaster. Through it all, Alabama Soldiers and Airmen continued to show why Alabama consistently ranks among the top National Guards in the country in many categories.

During these challenging financial times even the most worthwhile organizations, such as the National Guard, are encountering serious budget cuts. We continue to learn to do more with less, proving again that the National Guard is a good deal for the American people, providing about 50 percent of the Army combat forces and about one third of the Air Force at much less cost than the active duty.

We will continue to be asked to do more with fewer resources. We must be involved in developing innovative ways to improve our efficiency and effectiveness. We must continue to train and prepare units for mobilization, deployment and success in combat overseas and domestic missions in the homeland. We must also take care of our Soldiers, Airmen and their families for they are the foundation of our organization and the enablers of success.

The Alabama Guard is made up of the finest Citizen-Soldiers and Airman in the world. I am proud to have served as Adjutant General during this report period and proud to present the accomplishments of the Alabama National Guard to you.

Mission, Vision, Purpose and Values

Mission - The Alabama National Guard produces units ready to conduct full spectrum operations to support and defend our fellow citizens and the Constitutions of the United States and the State of Alabama whenever and wherever the threat arises or the need exists.

Vision - A premier organization of Citizen Soldiers-Airmen who are ready, in war and peace, to support our communities, state and nation in time of need.

Purpose - Provide trained, ready forces to respond to any State or Federal mission.

Values - We incorporate the Army and the Air Force values in the values and expectations of Alabama National Guardsmen. Our core values are; Loyalty, Duty, Respect, Honor, Integrity, Accountability, Personal Courage, Selfless Service, Emphasis on Community and the pursuit of Excellence in All We Do.

The Dual Role of the National Guard

The National Guard is the only organization in the U.S. military charged with both a federal and a state mission. This unique dual-mission makes the National Guard distinctly different from the Active Component Army, the U.S. Army Reserve and all other services which have strictly federal missions.

The federal mission of the National Guard is “to provide properly trained and equipped units for prompt mobilization for war or national emergency.” (Title 10, United States Code). The National Guard’s state mission is “to provide trained and disciplined forces for natural disasters, domestic emergencies, or as otherwise prescribed by law.” (Code of Alabama § 31-2-52)



As Commander-In-Chief of all American armed forces, the President can call the National Guard into federal service based on the needs of the nation in support of overseas contingency operations, homeland defense or other federal missions. The request for forces comes through the Secretary of Defense, the Departments of the Army and Air Force and the National Guard Bureau to the State Adjutant General.

The Governor of Alabama serves as Commander-In-Chief of the National Guard in the state. The Governor, through the Adjutant General, calls individuals, elements or entire units to state active duty based on the needs of the state. The National Guard can provide emergency relief, rescue and recovery support after disasters such as floods, hurricanes, tornadoes, forest fires and snow or ice storms. The Guard can also provide maintenance of public services such as power generation, water purification, security and traffic control. This support is provided at the request of the Alabama Emergency Management Agency with the approval of the Governor.

In order to fulfill this unique dual mission, the Alabama National Guard relies on resources provided by the U.S. Congress, the Department of Defense, the National Guard Bureau, the Governor of Alabama and the Alabama Legislature.

Overview of the Alabama National Guard

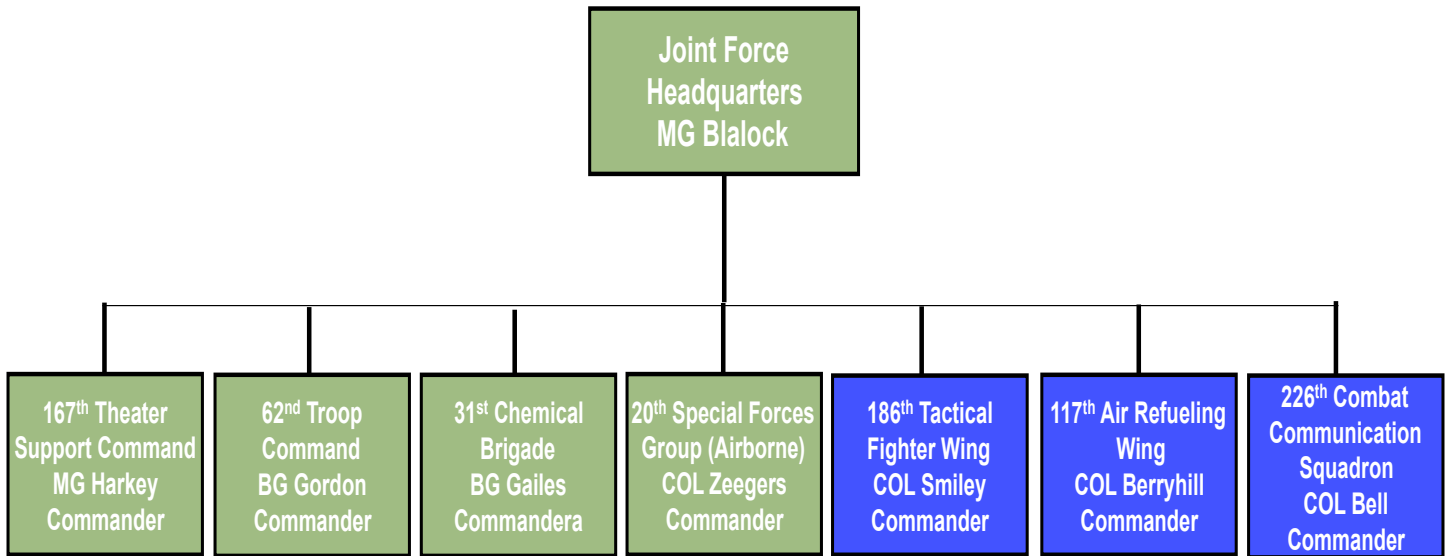
The Alabama National Guard has many partners that work to assist in successful mission accomplishment; these partners include neighboring states, Alabama Emergency Management Agency, County Emergency Management Agencies and local communities.

Organization

The Alabama National Guard (ALNG) encompasses both the Army National Guard and Air National Guard. The Joint Force Headquarters provides command and control for both the Army and Air Guard.

The Alabama Army National Guard is organized into four major commands; the 167th Theater Sustainment Command, the 62nd Troop Command, the 31st Chemical Brigade and the 20th Special Forces group.

The Alabama Air National Guard also has four subordinate commands; the 187th Fighter Wing, the 117th Air Refueling Wing, the 226th Combat Communications Group and the 117th Intelligence Squadron.



Our People

The core of any organization is its people. The Soldiers and Airmen of the Alabama National Guard come from the finest people in the world, the citizens of Alabama. They range from 17 to 60 years old; they come from all walks of life and from every corner of our great state. The majority of recruits report patriotism and a desire to serve the Nation and the State of Alabama as their primary reason for joining the Alabama National Guard. Often family tradition, a desire to be part of something greater and the call of adventure play a role. Finally, the benefits for a part-time job are unparalleled – retirement, training, income, awards, reduced cost health care, education benefits and the pride of being a part of the United States Military.

The Alabama National Guard is sixth in size (strength) of the 54 states and territories. However, we are No. 1 in strength per capita, a testament to the patriotism of Alabamians.

Alabama National Guard demographics mirror the diversity of our state. Diversity is part of what makes the Guard strong. We take people from all across the



state and turn them into a force with a common focus, the defense of our fellow citizens and our way of life. We understand well that success has nothing to do with one's race or gender. The National Guard is an environment where every member is valued and challenged to achieve their potential while executing their duties and the Guard's mission. Below is the traditional Guard and full time Guard workforce profile.

National Guard Strength

Duty Status	Army	Air
Traditional/Part-time	9,426	1,601
Active Guard/Reserve	971	188
Military Technician	775	467
Total Soldiers & Airmen*	11,251	2,256

*This represents 1,825 full time and 9,426 part time federally funded jobs in Alabama.

National Guard Workforce/ Traditional and Full Time

Duty Status	Army	Air
Traditional	84%	71%
Active Guard/Reserve (AGR)	8%	25%
Military Technicians	7%	21%

National Guard State Employees

Status	Army	Air
State Employees/Full Time	126	88
State Employees/Part Time	16	0
Total Workforce*	142	88

* 87.7% of these State jobs are 100% federally reimbursed.

Contract Employees

Status	Army	Air
Employees	125	1

Education

<i><u>ARMY</u>: Highest Level Acheived</i>	<i><u>AIR</u>: Highest Level Achieved</i>
66% High School Only	20.7% High School Only
15% Some College	48.3% Some College
12.4 % Four Year Degree	25% Four Year Degree
2 % Masters Degree	4% Masters Degree
0.7 % Professional Degree	2% Professional Degree

Demographics

Gender Ratio	Army	Air
% Male/Female	85/15	81/19

Ethnicity/Race	Army	Air
White	72%	72%
Black	27%	25%
Hispanic	<1%	<1%
Other	<1%	<3%

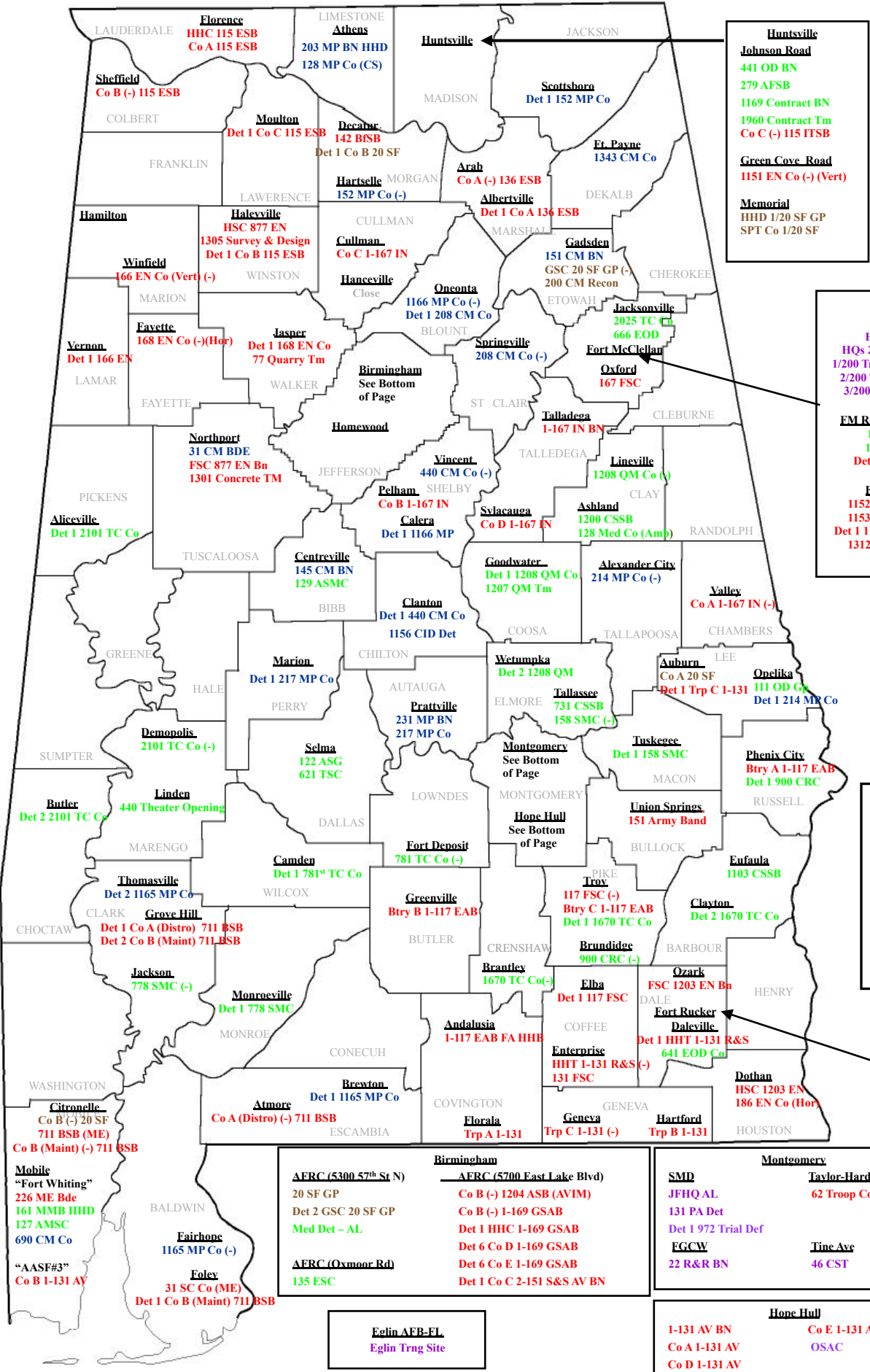
Family members and loved ones welcoming home an Alabama Guard unit.



Our Facilities

The Alabama National Guard operates and maintains 1,071 facilities in 116 communities across the state. Major facilities include 83 Armories, 16 ground maintenance facilities (FMS), 3 Unit Training and Equipment Sites (UTES), 2 Combined Support Maintenance Facilities (CSMS) and 3 air maintenance facilities.

The Alabama National Guard also operates two major training areas, the Fort McClellan National Guard Training Site in Anniston and the Alabama National Guard Training Site on Eglin Air Force Base in the Florida panhandle. The map (next page) shows the location of the facilities and the units they house in the state.



Huntsville
 Johnson Road
 441 OD BN
 279 AFSB
 1169 Contract BN
 1960 Contract Tm
 Co C (-) 115 ITSB
Green Cove Road
 1151 EN Co (-) (Vert)
Memorial
 HHD 1/20 SF GP
 SPT Co 1/20 SF

FMTC
 HQs FMTC
 HQs 200th Trng. Rgt
 1/200 Trng. BN (MP/EN)
 2/200 Trng. BN (OCS)
 3/200 Trng. BN (GS)
EM Readiness Center
 167th TSC
 1307 EHCC
 Det 1 Co A 1-167
Fire Station
 1152 En Tm FFTG
 1153 En Tm FFTG
 Det 1 1151 EN Co (Vert)
 1312 Concrete Tm

Legend
 JFHQ
 167 TSC
 31 CM Bde
 62 Trp Cmd
 20 SF Gp

Fort Rucker
 Multi-Media Det

Birmingham
 AERC (5300 57th St N)
 20 SF GP
 Det 2 GSC 20 SF GP
 Med Det -AL
 AERC (Oxmoor Rd)
 135 ESC

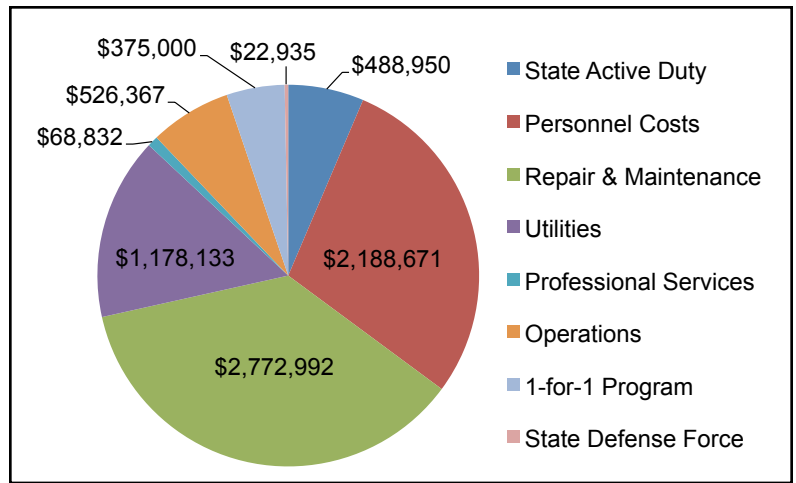
Montgomery
 Taylor-Hardin
 62 Troop Command
 Tine Ave
 46 CST

Hope Hull
 1-131 AV BN
 Co A 1-131 AV
 Co D 1-131 AV
 Co E 1-131 AV
 OSAC

Eglin AFB-FL
 Eglin Trng Site

Our Economic Impact

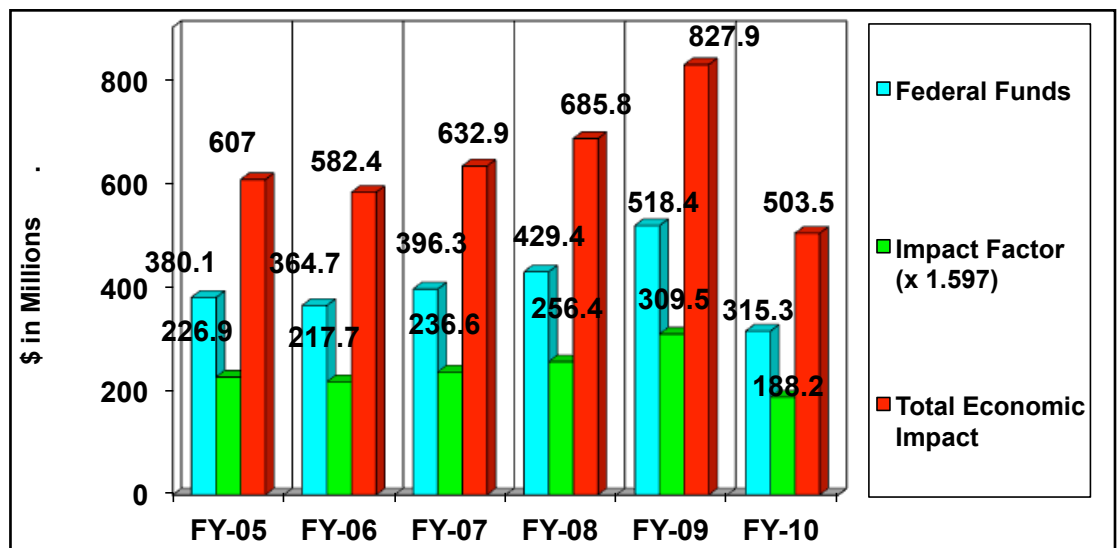
The Alabama National Guard is big business. The Military Department works with the Legislative Fiscal Office in the formulation of the State Legislature's budget for the Military Department and Armory Commission. In FY 10, \$7.6 million was appropriated for the Alabama National Guard, including nearly \$500,000 in "fenced" State Active Duty funds. Through a cooperative agreement between the National Guard Bureau and the State of Alabama, more than 88% of state employees working for the State Military Department are partially or fully federally reimbursed to the state. The Military Department General Fund budget was reduced by about \$1 million during FY 10, due to proration. This reduction offset the increases from the re-appropriated funds from the previous year. Major Categories of the Alabama National Guard state budget are shown in the chart to the right.



The vast majority of the funds supporting the Alabama National Guard come from the federal government, over \$461,400,000. The division of the Alabama Army and Air National Guard federal budget is shown in the charts below:



The economic impact the Alabama National Guard provides to the state is impressive. Not only do we provide ready and responsive forces, but just as importantly we provide a dramatic impact in excess of \$800 million in economic stimulus. This positive economic impact strengthens the State's economy and proves the Alabama National Guard is not just big business but is a good investment that makes good business sense.



Major Command Updates

Army



167th Theater Sustainment Command – Fort McClellan



Mission

The 167th Theater Sustainment Command (TSC) provides command and control of theater sustainment forces supporting multiple Joint Task Forces (JTFs) operating in multiple, non-contiguous joint operating areas in response to an event of national significance; on order, provides command and control across the United States Northern Command (NORTHCOM) area of responsibility for follow-on incidents; establishes and operates a theater distribution system; exercises direct command and control of operational and tactical sustainment operations as needed in support of Department of Defense forces conducting Defense Support to Civil Authorities.

The unit has an operational mission with NORTHCOM and U.S. Army North. The 167th TSC has formed an early entry command post team to deploy as needed in civil support and homeland defense missions. This team provides on-site logistical support in special events, transnational threats, disaster relief, civil disturbances and in chemical, biological, radiological, nuclear and high yield explosive incidents. The TSC executes its mission through the use of modular forces, to include Expeditionary Sustainment Commands (ESC), Sustainment Brigades (SB), Combat Sustainment Support Battalions (CSSB) and other modular sustainment formations. These formations serve as the building blocks of the force structure designed to execute TSC missions.

Force Structure

The 167th TSC is commanded by Maj. Gen. Joe L. Harkey with Brig. Gen. Allen Harrell serving as deputy commander. Because of the unique mission of the 167th – supporting the active duty military – the unit has a valuable resource in that 56 Regular Army (RA) personnel are assigned with the 50 full-time Active Guard and Reserve (AGR) personnel in the unit. During 2010, the 167th TSC had five subordinate units deploy for service in Iraq and Afghanistan; the 135th Expeditionary Sustainment Command (ESC), the 111th Explosive Ordnance Disposal (EOD) Group, the 441st Explosive Ordnance Disposal (EOD) Battalion, the 900th Maintenance Company and the 2101st Transportation Company.

Currently located at Fort McClellan, Ala., the 167th TSC is working in phase one of its current facility. After the entire campus is completed, the new facility will have 96,195 square feet, including 32,000 square feet of adminis-

trative space, a 7,500 square foot assembly hall, 3,040 square feet of library/classroom space and 4,400 square feet of unit storage space. More than 23,000 square yards of parking space will also be available at the site. Four Alabama Army Guard units will be housed in the readiness center – the 167th TSC, 666th Ordnance



This Armed Forces Readiness Center at Fort McClellan is home to the 167th TSC

Company, Company A 167th Infantry and the 1307th Explosive Hazards Coordination Cell.

The 167th TSC has more than 2,800 Soldiers assigned in subordinate units that include eight battalions commanded by lieutenant colonels. There are two groups, one medical detachment and one brigade that are commanded by colonels and an Expeditionary Sustainment Command that is commanded by a brigadier general.

Training and Operations

The 167th TSC actively pursues training events that prepares the unit to perform its assigned mission. Theater level training missions are critical for the 167th TSC to effectively plan, prepare and execute logistical operations within the assigned area of operations. The training provided by NORTHCOM and United States Transportation Command (TRANSCOM) exercises allows the 167th TSC to provide command and control for the full spectrum of logistics in support of a joint task force or Joint Land Forces Component Commander. During FY 10, the 167th TSC participated in six major exercises and provided operational support for four contingency support operations missions.

Vibrant Response is a series of exercises that allows the 167th TSC to rehearse its ability to provide logistical support to a Joint Task Force during a simulated man-made or natural disaster. Vibrant Response consists of a command post exercise conducted at Fort Leavenworth, Kan., followed by a field training exercise conducted at Camp Atterbury, Ind. This year, the TSC also participated in Turbo Transition, an exercise conducted at Fort Dix, N.J., by TRANSCOM. This exercise allowed the 167th TSC to rehearse the way it would open a theater of operation for mission support. During the fiscal year, the TSC also participated in two smaller scale exercises.

In addition to exercise, the 167th TSC also provided logistical support for military forces during the 2010 Olympic Games (staged at Fort Lewis, Wash.), the 2010 National Scout Jamboree (Fort A.P. Hill, Va.) and the U.S. Army Ten Miler event (Washington, D.C.). During these operational support missions, the 167th TSC provided day to day logistical support, as well as serving as a pre-positioned consequence management team in the event of a disaster. The 167th TSC responded to the 2010 Deepwa-

ter Horizon disaster, providing 25 Claims Assistance Teams (150 Soldiers) to help citizens recover from the economic devastation in the Alabama Gulf region that followed the oil leak.

Resources

Any military unit's success is directly related to having the right resources available in sufficient quantities to meet mission. Resources can come in several forms, funds, supplies, equipment and many other items. The 167th TSC has performs several actions and conducts various programs to enhance effective and efficient use of all resources available.

167th TSC personnel conduct periodic Command Supply Discipline Program inspections to check supply procedures. Command Maintenance Evaluation Teams (COMET) inspect and evaluate subordinate teams to ensure compliance with current surface maintenance policies and regulations. Physical security inspections ensure equipment storage areas are secure. Command Readiness Inspections are scheduled as necessary and encompass most operational areas in the unit.

During FY10, the 167th TSC began an extensive 15-month New Equipment Training (NET) program for the latest Army Battle Command Systems (ABCS) fielding. This equipment will give the 167th TSC capability to track operations in single or multiple joint operations areas in real time. This equipment also provides a collaborative capability to better communicate with other supported units in the operating area.



An Alabama National Guard Soldier prepares to fire an M2 .50 caliber machine gun.

31st Chemical Brigade - Northport



Mission

The 31st Chemical Brigade commands, controls, and supervises units prepared for mobilization for missions inside or outside the United States of America when directed by the Governor of Alabama.

To assist in fulfilling the brigade's mission, one of the 31st's subordinate battalions, the 145th Chemical Battalion, has been tasked to transform into a newly designed Chemical, Biological, Radiological Nuclear, high-yield Explosive (CBRNE) Enhanced Response Force Package (CERFP). The unit is due to validate as a fully-ready CERFP in 2011. As part of this mission, the 145th will respond to civil emergencies and provide capabilities including medical, search and extraction and decontamination support.

In addition, the 31st serves as Joint Task Force Alabama for Defense Support to Civil Authorities (DSCA) missions such as hurricane response, providing command and control to approximately 1300 Soldiers focused on relief efforts following disasters inside or outside the state of Alabama.

Force Structure

Brig. Gen. Charles Gailles is the commanding general of the brigade. Col. David Brown is the deputy commander, and Command Sgt. Maj. Hank McKinley is the brigade command sergeant major.

Currently located in Northport, the brigade will move into a new Army Reserve Readiness Center in Tuscaloosa in May 2011.

The 31st Chemical Brigade has more than 2,000 soldiers assigned in four battalions with units throughout the state: the 231st Military Police Battalion, the 203rd Military Police Battalion, the 145th Chemical Battalion and the 152nd Chemical Battalion.

Training and Operations

As one of only three chemical brigades in the Army force structure, the 31st Chemical Brigade headquarters prepares to respond to CBRNE incidents worldwide, but focuses on response within the United States. In addition to the CERFP mission, the brigade has been preparing to conduct homeland

response force operations, supervising up to 3,500 soldiers. In order to prepare for this mission, the brigade conducted a week-long command post exercise in June 2010 that focused on responding to a severe hurricane into Mobile Bay. Military Police units within the brigade pursue a robust training plan that prepares our soldiers to deploy or to provide support to civilian authorities during emergencies.

During the last year, several units within the brigade returned from deployments in Iraq - the 203rd Military Police Battalion headquarters, the 151st Chemical Battalion, the 217th Military Police Company, and the 1343rd Chemical Company. The brigade currently has two units deployed - the 214th Military Police Company and the 1156th Military Police Detachment (Criminal Investigations Division). The brigade will deploy one company to Afghanistan in 2011.

In addition to the overseas missions, brigade units provided support during the 2010 National Scout Jamboree (Fort A.P. Hill, Va.) and the Deepwater Horizon disaster.



A military police Soldier with the 31st Chemical Brigade trains Iraqi Police during an Operation Iraqi Freedom deployment.

Resources

The brigade's logistics program has been a large factor in the overall success of the unit. During FY 10, the brigade consistently led the state with the lowest percentage of excess equipment and continued to improve across the spectrum to provide the best support to our CBRNE and military police Soldiers.

During FY 10, the brigade's Soldiers have conducted new equipment training on the Raven unmanned aircraft system and will continue to conduct training on the new equipment in relation to the new CERFP.

62nd Troop Command - Montgomery



Mission

The 62nd Troop Command commands, controls and supervises attached Army National Guard units to provide trained and equipped units capable of immediate expansion to wartime strength and available for

service for combat operations, national emergency support, or as Defense Support to Civil Authorities.

Force Structure: The 62nd Troop Command is commanded by Brig. Gen. Sheryl E. Gordon and is headquartered in Montgomery. The 62nd Troop Command has a presence in 44 armories throughout the state that comprises a force of more than 4,803 Soldiers. The 62nd Troop Command's subordinate commands are the 226th Maneuver Enhancement Brigade, the 142nd Battlefield Surveillance Brigade, 1st Battalion 167th Infantry, 1st Squadron 131st Cavalry, 1st Battalion 117th Field Artillery, 1st Battalion 131st Aviation, the 877th Engineer Battalion, the 1203rd Engineer Battalion, the 711th Brigade Support Battalion, the 115th Expeditionary Signal Battalion, the 31st Network Support Company and the 151st Army Band.

Training and Operations

During FY 10, the 877th Engineer Battalion and B Company 1-169 Aviation returned from deployment. Troop Command provided 439 Soldiers to support Deepwater Horizon from May to September 2010.

The 115th Signal Battalion was tasked with a Chemical, Biological, Radiological, Nuclear and high yield Explosive (CBRNE) Consequence Management Response Force (CCMRF) mission. The mission of CCMRF is to provide rapid response capability to assist local, state and federal authorities following a catastrophic event.

During the Deepwater Horizon incident response, 62nd Troop Command Soldiers erected more than five miles of HESCO barriers on Dauphin Island, as well as another seven miles of barriers in other coastal areas. The barriers, typically used for flood control or military defense, were filled with sand and a chemical additive to stop the oil before it made landfall, protecting beaches, grasslands and animals. Cleanup crews then removed the trapped oil from the barriers. Soldiers improvised

as they built the barriers, reinforcing them and adapting the barriers to withstand tidal action. The 1-131st Aviation Regiment flew missions in support of Deepwater Horizon response, monitoring barrier boom and transporting oil observers.

During the year, numerous training events and new equipment training were conducted to increase combat effectiveness and the ability to respond to state call to duty. Soldiers trained on systems such as Army Battle Command Systems (ABCS), Family of Military Tactical Vehicles (FMTVs), Driver's Vision Enhancer, backhoe loaders, and M777A2 howitzers. As a result of this training, Alabama Guard Soldiers have acquired new skill sets equivalent to their active component counterparts.



Soldiers from the 62nd Troop Command erect HESCO barriers on Dauphin Island during the Deepwater Horizon disaster response.

Resources

The 62nd Troop Command received several types of new equipment during FY 10. The 1-117th Field Artillery gained the M777 155 mm howitzer. This is a towed artillery piece that is smaller and 42 percent lighter than the weapon it replaced. Most of the weight reduction is due to the use of titanium. The lighter weight allows the M777 to be transported with ease, so that it can be moved in and out of the battlefield quickly.

The 115th Expeditionary Signal Battalion received the War-fighter Information Network-Tactical (WIN-T), which provides the communications net-

work and services to allow the warriors to send and receive information in order to execute the mission. Detachment 1, Company C, 2-151 Aviation received the new Lakota Light Utility Helicopter (LUH-72). The LUH-72 is designed to take on a range of missions from general support and medical evacuations to personnel recovery and counter-narcotics operations. Various new trucks and engineer equipment was also added to the command.



The 151st Army Band marches during the first annual City of Montgomery Veteran's Day Parade.



20th Special Forces Group (Airborne) - Birmingham



Mission

Federal Mission: 20th Special Forces Group (Airborne) organizes, equips, trains, validates and deploys forces to conduct special operations, across the spectrum of conflict, in support of United States Special Operations Command (SOCOM), geographical combatant commanders, American ambassadors and other governmental agencies as directed

State Mission: Conduct military operations in support of state and local authorities in the areas of natural disaster, civil disturbance and drug enforcement activities as directed.

Force Structure

The 20th Special Forces Group, headquartered in Birmingham, also has one battalion stationed in Alabama. The 20th also has command and control over two additional battalions and various support units in four other states.

Training and Operations

As one of only two special forces groups in the National Guard force structure, the 20th maintains a high degree of training readiness. Deployments in support of overseas contingency operations are frequent. The 20th regularly supports U.S. Special Forces Command, U.S. Central Command and others with operations in Southwest Asia, Africa and Central America.

Resources

During the year, the 20th Special Forces Group con-

ducted numerous troop training and new equipment training events to increase combat effectiveness and the ability to respond to state call to duty. Soldiers were trained on systems such as the Mine Resistant Ambush Protected (MRAP) family of combat vehicles and the Shadow unmanned aerial vehicle.

The 20th Special Forces Group conducts training at a variety of locations including Fort McClellan Army National Guard Training Center, Ala., Hurlburt Field, Fla., Camp Shelby, Miss., Fort Irwin, Calif., Camp Blanding, Fla., and Camp McCain, Miss.



200th Leadership Regiment - Fort McClellan

As part of the Total Army School System, the 200th Leadership Regiment conducts Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), Military Occupational Skill Qualification courses, and other schools and courses as directed by the Adjutant General and National Guard Bureau. The Regiment also serves as the National Guard Bureau subject matter expert cell for OCS and WOCS.

The 200th Leadership Regiment traces its history to the Alabama Military Academy, established in 1957 by Col. Alton A. Barnes to train Alabama Army National Guard leaders. The 200th continues this tradition of excellence with one battalion (2nd OCS) and two subordinate companies awarded the prestigious title “Institute of Excellence,” during formal accreditation by the U.S. Army.

The 200th Leadership Regiment has three battalions, 1st Battalion (Military Police), 2nd Battalion (OCS and WOCS) and 3rd Battalion (General Studies). During 2010 more than 2,070 Soldiers from across the nation completed courses at the 200th Leadership Regiment.



Fort McClellan Army National Guard Training Center

The Fort McClellan Army National Guard Training Center provides year-round training facilities, ranges and maneuver areas for the National Guard, Reserves, active component, federal and state agencies to support the Integrated Training Strategy (ITS) including support of ongoing and proposed missions for units and activities; academic facilities for regional schools and supporting activities; facilities that support simulation systems and other specialized training; administrative, logistical, and operational support as required by units and activities; mobilization planning and support; and command and control of Eglin Training Site and Redstone Training Site.

The Fort McClellan Army National Guard Training Center is located in Anniston, Ala., and includes the Fort McClellan Garrison and the Pelham Range training area.

The Fort McClellan Garrison includes 355 acres, 165 facilities including administrative & logistical facilities, barracks, classroom & educational facilities, totaling 846,011 square feet.

The Fort McClellan Pelham Range training area includes 22,245 acres and 151 facilities that total 156,198 square feet. The Pelham Range training area also in-

cludes small arms ranges, artillery & mortar firing points, maneuver training areas and support facilities.



In 2010, the Fort McClellan Army National Guard Training Center coordinated the planning, resourcing and execution of more than 265,000 man-days (man-day = 1 service member working one day; example: 12 service members working 10 days is 120 man-days) of annual training, pre-mobilization training, and schools; supported 362 training days, the live fire of more than 3.5 million rounds of ammunition; and oversaw the completion of over \$7.8 million in projects

Air Force



The Alabama Air National Guard is comprised of the Joint Force Headquarters – Air Division in Montgomery, the 117th Air Refueling Wing in Birmingham, the 117th Intelligence Squadron in Birmingham, the 187th Fighter Wing in Montgomery, the 226th Combat Communications Group and 232nd Combat Communications Squadron in Montgomery, and the 280th Combat Communications Squadron in Dothan. The Alabama Air Guard finished FY 10 with approximately 2280 personnel and is commanded by Maj. Gen. Paul D. Brown Jr.

Through these diverse units, the Air Guard supported real world and training missions at home station, at various deployed locations within the United States and several overseas locations.



226th Combat Communications Group

The 226th is in the process of being upgraded from a group to a wing, which will make it the only Air National Guard Combat Com-

munications Wing. The 226th provided subject matter expertise with staff assistance visits to other units as well as giving counsel to Air Force Space Command, the new Air Force major command for all combat communica-

tors. Additionally, the unit continued to grow the Eagle Vision mission in Huntsville, a satellite imagery capability that has included support to such recent disasters such as the Haiti earthquake and the Deepwater Horizon oil disaster, as well as downloads imagery on a continuous basis to improve the national database archive. The unit continues to work closely with the Space and Missile Defense Command on Redstone Arsenal and

has recently gained a new mission as the U.S. Geological Survey's backup server site for Geospatial Information Interoperability Exploitation – Portable (GIIEP) satellite imagery. The unit also serves as the alternate Network Operations Security Center for the Air Forces Central Command (AFCENT) area of responsibility, and will take over all network operations for AFCENT in the event the primary site goes off line

232th Combat Communications Squadron



During FY 10, the 232nd hosted the second annual Air Force Ground Multi-Band Terminal Conference, giving worldwide users of the system the opportunity to discuss the use and future of the system. Several members of the squadron deployed into the U.S.

Central Command area of responsibility, serving in the

ongoing war. The 232nd was involved with the Joint Force Headquarters hurricane exercise in 2010, providing a backup communications capability with a satellite communications package. The unit deployed the Joint Incident Site Communication Capability Package as the primary communications to the Alabama Emergency Management Agency. The 232nd also hosted several joint Army and Air Force conferences at its facility in Montgomery.

280th Combat Communications Squadron



In 2010, the 280th deployed 96 personnel in support of numerous missions and exercises in the United States and abroad for Operations Iraqi Freedom and Enduring Freedom at the request of Air Force Special

Operations Command (AFSOC) and Air Expeditionary Forces. The squadron has also heavily supported the continued stand-up and sustained operations of Special Operations Command Africa. During the last year, the 280th has become AFSOC's lead Initial Communications Element Version 3 (ICEv3) training and

implementation unit. As such, the 280th has deployed personnel to AFSOC's Joint Lightning and Special Operations Command Pacific's Ellipse Charlie exercises specifically to train Special Operations Communicators on this latest tactical communications system. Members of the 280th also participated in community programs and projects such as the Wiregrass Honor Flight, the Washington, D.C. tour for local area World War II veterans; and Stand-Down Dothan which is the Disabled American Veterans Charter's charity event for local area homeless and out of work veterans.

187th Fighter Wing



The 187th Fighter Wing's mission is to provide the Governor of Alabama, National Command Authority, and Combatant Commanders with a superbly organized, trained and equipped, general purpose F-16C+ aviation package, RC-26 counterdrug package and

associated expeditionary combat support functions for worldwide combat and peacetime/humanitarian tasking in support of our community, state and national interests.

This past fiscal year has been one of remarkable performance and accomplishment. The year began with the return of 217 Airmen from an extended, 70-plus day Air Expeditionary Force combat deployment to Iraq.

Near the end of that deployment, the 187th was asked extend its tour to fill in for another Air National Guard unit that did not deploy as planned. The Airmen of the 187th Fighter Wing volunteered and filled the additional tasking. The deployment was a great success; the unit flew every assigned Air Tasking Order (570 sorties), totaling 2,309 combat hours. Additionally, throughout the year, 78 additional Airmen volunteered for individual combat deployments overseas in support of Operations Iraqi Freedom and Enduring Freedom.

Throughout the year, the RC-26 counterdrug program continued to support stateside counterdrug operations and train RC-26 combat crews for deployment in support of Operation Iraqi Freedom. The team themselves also deployed overseas during this time. While supporting all these operations, Alabama Air National Guard crew members provided squadron commanders and operations officers to Hurlburt Field, Fla., and overseas; developed RC-26 special mission tactics, techniques and procedures with Joint Special Operations Forces; flight tested SOCOM modified aircraft; and trained 40 combat ready aircrew personnel. Overall, the highly successful Alabama led program flew more than 10,000 combat hours and assisted in killing or capturing a significant number of high value targets.

In the aftermath of the Deepwater Horizon disaster, Alabama Air National Guardsmen from the 187th Fighter Wing deployed to the Alabama coast line. The Guardsmen were made up Airmen from the RC-26 counterdrug program and two headquarters chaplains. During the Deepwater Horizon response, U.S. Coast Guard Rear Adm. Paul F. Zukunft said “the RC-26 is worth its weight in gold,” in reference to the work the crews were doing spotting oil for skimmers. He called the effort a game changer.

In August of 2010, the Alabama National Guard was tasked to build a Chemical, Biological, Radiological,

Nuclear, high yield Explosive (CBRNE) Enhanced Response Force Package (CERFP). The package gained 45 traditional Guardsmen positions in the Alabama Air National Guard. The 187th Fighter Wing Medical Group will fill roughly half these positions, the remainder of which will be filled by the 117th Air Refueling Wing. The program will be up and running and validated in September 2011.

During FY 10, the 187th prepared for an Air Combat Command Inspector General Phase I Operational Readiness Inspection, during which time the wing completed variety of evaluations, inspections and exercises and audits designed to ensure the 187th is performing at its efficient, peak capability



During the year, there were several other noteworthy 187th milestones. The wing flew 3,215 accident free flight hours, gained three more F-16s (for a total of 23), and recruited 127 new unit members (net gain of 32 Airmen after retirements and other losses) and made

several major aircraft modifications including software, radio and avionics upgrades. These are tremendous accomplishments. What makes this even more impressive is doing it within the Air National Guard construct. All of this was performed with less than 400 full-time members and a little more than 600 drill status Guardsman. These drill status Guardsman drilled just three days a month on average.

It was also a very active and successful year for facilities. During the year, the wing began the process for a new Base Master Installation Plan. Progress was made on a number of projects in 2010. The \$6.3 million maintenance hangar renovation is 96 percent complete. The new base water distribution system, a \$1 million project, is 22 percent complete. The fuel cell facility is 95 percent designed and will be a \$7.4 million project. Both the squadron operations facility (\$7.5 million) and the wing headquarters upgrades (\$1.7 million) are on track for their projected completions.

117th Air Refueling Wing



During FY 10, the 117th flew 768 local and deployed sorties, amassing more than 2,358 flying hours in its assigned KC-135R aircraft. The 117th maintains a 24/7 alert mission from Birmingham as a continuing part of Operation Noble Eagle. This has

been an ongoing mission since 2001.

The 117th is currently preparing for the Unit Compliance Inspection, Logistics Compliance Inspection, Health Services Inspection, and an Aircrew Standardization and Evaluation Visit – all scheduled in the upcoming months.

Additionally, the 117th conducted and/or participated in more than 75 exercises, deployments and temporary duty assignments all over the world during FY 10 in support of Operation Iraqi Freedom, Operation Enduring Freedom, NATO, U.S. Southern Command, Pacific Tanker Task Force, Homeland Defense and Deepwater Horizon response.

In October, the 99th Air Refueling Squadron officially re-activated at the 117th Air Refueling Wing as an Active Associate unit, bringing 126 full time active duty Air Force positions to the base. They are integrated at the squadron level and accompany their host wing to fly and maintain the 117th's fleet of KC-135R tankers in accomplishing airlift and air refueling missions.

During FY 10, 117th Intelligence Squadron had 80 unit members on voluntary military orders working combat missions supporting ground troops in Iraq and Afghanistan, as well as four unit members on voluntary military orders supporting National Geospatial-Intelligence Agency (NGA) and its Horn of Africa mission, all from the 117th's Birmingham home station. Additionally, during FY 10 the 117th Intelligence Squadron trained approximately 30 active duty personnel on how to successfully process, exploit, and disseminate a Special Operations Forces oriented mission and provided imagery analyst task certification training to nine Airmen.

During the year, the 117th Air Refueling Wing continued construction for two military construction projects – the mobility processing facility (\$1.9 million) and the alert crew quarters (\$1.25 million). Four sustainment restoration and maintenance projects were completed in FY 10 – repair of a squadron operations building (\$1.8 million), a maintenance hanger (\$1.32 million), aircraft shops building (\$238,298), and upgrade of the underground electrical distribution (\$516,500).

Four sustainment restoration and maintenance projects were awarded but not completed in FY 10 – repair of the jet engine shop (\$725,524), two fall restraint system hangars (\$71,220); implementation of energy conservation measures (\$1,049,360); and installation of aircraft apron lighting and exterior lighting (\$153,999).



Staff and Functional Area Updates

Deputy Chief of Staff for Operations – (DCSOPS)

The DCSOPS mission is to provide operations and training guidance, resourcing, direction and priorities to units and soldiers of the Alabama National Guard. DCSOPS responsibilities include the development and publication of plans, coordination of state and federal missions, training oversight of units, mobilizing units for federal missions, activating units for state missions and coordination to maximize our force structure to meet the federal and state requirements. The DCSOPS meets these responsibilities through multiple assets including the five sections/branches described below. The five areas under DCSOPS are Army Readiness Training (ART) branch, Directorate of Military Support (DOMS), Mobilization Readiness Branch (MRB), Civil Support Team (CST) and Counterdrug (CD) program.

Army Readiness Training Branch

The Army Readiness Training (ART) Branch of DCSOPS supports the training and readiness of Alabama Army National Guard units by providing clear, accurate and doctrinally correct training guidance, orders and policies, and through superior resource management resulting in the fair, timely and effective allocation of resources across the subordinate major commands.

During training year 2010, ART successfully managed and executed federal funding to include, \$34,076,000 in Individual Training dollars, \$14,753,000 in Annual Training dollars, \$15,389,000 in military school dollars and \$15,497,000 in other training dollars. Additionally, ART executed \$13,782,000 in training dollars dedicated to training related to deployment in support of overseas contingency operations.

Working with ART is Task Force Viking, the federally funded Alabama Pre-Mobilization Training Assistance Element (PTAE), which provides deploying National Guard Soldiers realistic, theater-specific training. This training is conducted utilizing lane based scenarios to validate Soldiers' knowledge of Army warrior tasks and battle drills, prior to deploying to Iraq or Afghanistan. Task Force Viking is a nationally recognized leader in pre-mobilization training, providing training that includes state-of-the-art training aids and the latest tactics, techniques and procedures from the combat theaters. Soldiers are immersed in a training environment that provides similar terrain, buildings, villages, language, smells and personnel indigenous to the correlating theater of deployment. The training of each deploying Soldier is carefully tracked, documented and validated by the PTAE staff and certified by the Adjutant General. In training year 2010, Task Force Viking trained and validated 845 Alabama Army National

Guard Soldiers for deployment in support of overseas contingency operations. Task Force Viking provides an impartial evaluation of Soldier and equipment readiness and ensures Alabama units are logistically prepared, well trained and prepared for deployment.



ART oversees the Evaluation Readiness Branch (ERB) which manages simulations training for the Alabama National Guard. ERB's capabilities include small arms and crew-served weapons simulators. ERB runs the state-of-the-art Virtual Convoy Trainer, which allows crews to practice convoy operations in a simulated environment. During training year 2010, Alabama received three Humvee Roll-Over Egress Trainers to train Soldiers to safely exit an over-turned vehicle. Effective use of simulation training allows for exceptional and cost effective training.

ART also manages the Army's Range and Training Land Program (RTLTP) for the Alabama Army Guard at Fort McClellan. The RTLTP provides for the central management, programming, and policy for modernization of the Army's ranges and their day-to-day operations. RTLTP and other range projects located at Fort McClellan for training year 2010 included the Multi-

Purpose Machine Gun Range, improvements to the Tactical Training Base and Small Arms Qualification Range 57.

ART managed a \$93 million budget in with an execution rate of 99%, firing 2,921,546 rounds of training ammunition, deploying 2,937 Soldiers to school and providing valuable training for all of the Soldiers in the Alabama Army National Guard.

Mobilization Readiness Branch (MRB)

The Mobilization Readiness Branch is responsible for mobilizations, force structure, force readiness (new and displaced equipment training), honors and lineages and secure readiness reporting on all units of the Alabama Army National Guard.

Mobilization – The Alabama Army Guard was busy in FY 10 preparing units and Soldiers for mobilization. The Alabama Army Guard mobilized 938 Soldiers from 15 units or elements with 498 supporting Operation Iraqi Freedom (Iraq) and 440 supporting Operation Enduring Freedom (Afghanistan). To prepare these Soldiers, MRB conducted 12 Soldier Readiness Process (SRP) events and reviewed the financial, personnel and medical records on the Soldiers. A budget of more than \$730,000 was expended in the execution of this vital SRP mission. At the end of this report period, we have mobilized 13,299 Army Guard soldiers in support of Operation Iraqi Freedom, Operation Enduring Freedom, and Operation Noble Eagle. We have consistently ranked as one of the top 10 states providing soldiers. At the end of this report period, MRB was preparing more than 2,600 soldiers for deployment in FY 11 and FY 12.

Force Structure – The Mobilization Readiness Branch took actions during FY 10 to ensure compliance with the Adjutant General’s strategic plan. MRB worked with National Guard Bureau to acquire new structure, divest of older troop structure, and maintain relevant units in our force allocation. The Alabama Army Guard experienced ten unit inactivations, ten unit activations, and five unit conversions.

Force Readiness – In FY 10, the Alabama Army

Guard received a historic amount of new equipment as part of a congressionally mandated acquisition program. MRB received over 7,616 items of equipment with a value of more than \$253 million. In conjunction with the receipt of this equipment, we conducted 47 New Equipment Training (NET) events and spent more than \$2,150,000 for soldier training. The receipt of this equipment greatly enhanced our ability to conduct overseas contingency operations and to support the state in times of need.

Lineage and Honors – MRB continued to capture campaign participation credit for Alabama units that have deployed or returned from deployment. This information is then put into the unit’s official military records for historical purposes. During this fiscal year, the Alabama Army National Guard received a record number of battle streamers for unit colors (flags) with associated campaign participation credit.



46th Civil Support Team

The 46th CST is a 22 person unit of full-time Army and Air National Guard personnel. The team has seven officers and fifteen enlisted personnel, commanded by a lieutenant colonel. The mission of the CST is to support civil authorities at a domestic chemical, biological, radiological or nuclear (CBRN) incident site by identifying CBRN agents/substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional state support. In addition, the CST conducts multiple exercises annually with federal, state and local first responders throughout Alabama.

The CST had another successful year in FY 10. The CST conducted four stand-by missions: the Senior Bowl and Mardi Gras parades in Mobile and two Talladega NASCAR races (April & October). They also responded and provided analysis for the FBI and local law enforcement agencies in processing 14 white powder letters mailed throughout the state. The analysis conducted by the CST was instrumental in providing evidence in order to convict at least one of the individuals involved with the mailings. The CST also continued to set the standard for the CST community by receiving high marks and praise by their evaluators during the external evaluation conducted by U.S. Army North (ARNORTH) in May. The CST also continues to support various communities throughout the state by participating in Disaster Preparedness Month (September) in various counties as well as other events such as the Explosive Ordnance Disposal Wounded Warrior Competition.

The 46th also continues to establish working relationships with first responders by planning and conducting a multi-agency operation in Huntsville and Memphis, Tenn. This exercise familiarized local first responders with the CST and the capabilities they have access to when encountering a suspected weapon-of-mass-destruction event in their city. The CST has also played a large role this year as a mentor team during the establishment and training of the 48th CST, a new team that will be certified in Florida during next year. The 46th was also selected by National Guard Bureau as one of the first teams to be audited by the Army Auditing Agency during their audit of the entire CST program. The Auditing Agency report is incomplete, but they have decided to reduce the number of teams audited due to the success they have seen in the program thus far.

The CST Analytical Lab Suite has also recently received accreditation from the American Association of Laboratory Accreditation, which puts the mobile lab in the same category as the state health lab by using the same, standard techniques and procedures. The 46th is one of the first five to receive this accreditation in the country. The certification reflects the skill and proficiency of the 46th's analytical team members. The team has also received a major communications and equipment upgrade that will allow the CST to provide greater support and assets to the first responder community in the years to come.

Alabama National Guard Counterdrug Program

Mission - Provide military support to federal, state, and local law enforcement agencies and to community based organizations that request assistance with drug demand reduction, while providing substance abuse testing, prevention, treatment and outreach for the service members to improve the overall fitness and effectiveness of the Alabama National Guard.

The Alabama Counterdrug (CD) Program is a vital member of a coalition of National Guard members, law enforcement agencies (LEAs), and local communities which are involved in a multi-front battle against drugs and drug-related violence. The program provides high-quality military personnel and equipment to support federal, state and local LEAs as well as community based organizations that work to reduce the supply and demand for drugs. The office has 23 Army Guard and 16 Air Guard personnel on orders to conduct all operations.

Criminal Analyst - Ten Alabama National Guard CD personnel were assigned as Criminal Analysts in FY 10 with the following law enforcement agencies: Drug Enforcement Agency in Montgomery and Birmingham, U.S. Marshals office in Birmingham, Alabama Bureau of Investigation in Montgomery, Bureau of Immigration and Customs Enforcement in Birmingham and Mobile, and drug task forces in Tuscaloosa, Shelby, Etowah and Randolph Counties. The servicemembers provide analytical and operational case support, technical support, and marijuana eradication support.

Drug Demand Reduction (DDR) - The DDR mission is to organize Alabama National Guard resources and members in support of drug demand reduction programs for youth with emphasis on students, families and communities. In FY 10, DDR personnel supported Community Anti-Drug Coalitions of America (CADCA), Peers are Staying Straight (PASS) in Autauga County, and the statewide Red Ribbon campaign, while also working extensively on projects with the Council on Substance Abuse in Montgomery. DDR personnel have utilized the evidence-based Stay on Track curriculum in Alabama middle schools, and the High School Drug Awareness & Prevention (HIDAP) program with older students. DDR personnel worked in more than 30 schools throughout the state and provided nearly 800,000 red ribbons to public school students. DDR personnel delivered Drug Prevention/Education ser-

vices to an estimated 6,000 students.

Joint Substance Abuse Program (JSAP) - The JSAP mission is to strengthen the overall fitness and effectiveness of the National Guard's total work force and to enhance the combat readiness of its servicemembers by deterring illegal and illicit drug use by its members. The program provides preventive training, outreach to military families and treatment sources to military members in order to increase military discipline, individual performance and combat readiness. To this end, unannounced urinalysis testing is done in Army and Air Guard units throughout the year. In FY 10, the Army Guard testing requirement was 25 percent of assigned end strength per quarter. The Alabama Army Guard tested 13,447 personnel, or 174 percent of assigned end strength with a total of 230 positives or 2.5 percent of assigned end strength. The Air Guard had a testing requirement of 25 percent of assigned end strength per quarter. The Alabama Air Guard tested 2,071 personnel, or 124 percent of its assigned strength. There were only 20 positives or 1.3 percent from all Air Guard personnel tested.

Security and Support (S&S) Detachment - The Security and Support Detachment's counterdrug mission is to provide local, state and federal law enforcement agencies with an aviation capability to meet the growing demand for aviation counterdrug operations. The main S & S Detachment mission is to conduct and sustain aviation operations, focusing on exploiting unique helicopter equipment and capabilities in order to support Homeland Defense/Homeland Security operations in both CONUS and OCONUS status.

The majority of the support is conducted for the Alabama Bureau of Investigation in support of the Governor's State Eradication Plan. Using mainly aerial

surveillance, 25,172 plants with a value of \$51 million were found and destroyed and 87 arrests made during this report period. The S&S Detachment supported 18 law enforcement agencies in aerial surveillance, photo reconnaissance, search warrant security, demand reduction, marijuana eradication, vehicle tracking, aerial interdiction support, and training of other law enforcement agencies.

RC-26 Aviation - The Alabama Air Guard has an RC-26 aircraft assigned to counterdrug missions. It provides support to federal, state and local law enforcement agencies in breaking foreign and domestic drug sources of supply. The aircraft is on a scheduled rotation between eleven states. Alabama had the aircraft for 6 months through FY 10. During this time, RC-26 Aviation supported 20 law enforcement agencies throughout the Southeast and other eastern regions of the country. During the six months that the aircraft was gone, the crew made active duty deployments to Hurlburt Field, Fla., and Meridian, Miss., in support of Operation Iraqi Freedom; Gulfport, Miss., in support of Operation Deepwater Horizon; and other overseas operations.

Awards / Special Recognition - In October 2009, the ALNG Counterdrug Program received the 19th Annual Secretary of Defense Community Awareness Award during a ceremony at the Pentagon. This is the second consecutive year this award was presented to the Alabama Drug Demand Reduction Program. In May 2010, Gov. Riley presented the ALNG Counterdrug Program with a Commendation Certificate for outstanding work in Drug Demand Reduction efforts in a ceremony at the Capitol.

The Alabama National Guard Counterdrug Program's Joint Substance Abuse Program was recognized as having the best Substance Abuse Program for a large state, in FY 09 by National Guard Bureau. In August 2010, The Joint Substance Abuse Program was also awarded a Commendation by the Governor of Alabama.

In FY 10, the ALNG Counterdrug Program assisted federal, state and local law enforcement agencies in seizing more than 703 pounds of cocaine, 26,000 marijuana plants, 9,000 pounds of processed marijuana, a50 pounds of methamphetamine, 3,000 illegal pills, 125 weapons, 40 vehicles and \$2 million.



UH-72 Lakota Light Utility Helicopter

Director of Military Support (DOMS)

The DOMS mission is to coordinate and provide requested support from the Alabama Guard to the civilian sector when directed by the Governor or his designated representative for civil-military operations. This support can be for disasters and other civil-military missions in Alabama and at other locations when required.

Domestic Support Missions: During this report period, Alabama Army and Air Guard members supported 16 civil-military missions. Missions included supporting the Alabama Emergency Management Agency in responses ranging from white powder incidents, water shortage in West Alabama and the Deep-water Horizon response.

State Partnership Program: Alabama and Romania entered into a partnership in 1994 as part of the National Guard's State Partnership Program, a program that pairs developing allies' militaries with a state National Guard for mentoring and training. For the past sixteen years, the Alabama National Guard has fostered a solid relationship in a continuing effort to build the partnership with Romania.

In April 2010, Alabama Emergency Management experts, along with military counterparts traveled to the city of Sibiu, Romania to share techniques, tactics and procedures for city emergency managers in the areas of chemical, biological, radiological, nuclear and explosive response, search and rescue operations utilizing K-9 resources, and firefighting and fire investigation.

In May 2010, officials from the Romanian General Inspectorate for Emergency Situation (GIES) visited Alabama to observe and interact with their Alabama counterparts during a statewide hurricane response exercise, which gave them valuable insight into combined operations (Military/Civilian) from the tactical to strategic level.

A delegation of military medical and incident stress experts from Alabama engaged the Romanian Ministry of Defense Medical Directorate Staff in June 2010, to provide familiarization with the U.S. military health care system, combat stress control and suicide prevention. The event culminated with a National Guard Terrorism and Disaster Response certification course that focused on critical incident stress management during combat and emergency response operations.



Also during FY 10, members of Alabama's 111th Explosive Ordnance Disposal Group were trained to provide mentorship in meeting emerging Romanian challenges relating to building demining capacity, mine risk education, unexploded ordnance and stockpile/abandoned munitions disposal.

Civic Action Projects: During this report period, the Alabama National Guard conducted or assisted with 132 civic action projects. The projects addressed a wide variety of missions that included support to various other state agencies, equipment static displays, parade participation, recruiting initiatives and other special events.

Exercises: Throughout each year, the Alabama National Guard conducts various large-scale exercises to ensure preparedness for different responses.

The Roaring Winds exercise tests the ALNG's support to the citizens of Alabama in the area of hurricane response actions. This is conducted annually just before the start of hurricane season to test plans, communication, response capabilities, force availability and other aspects of hurricane response preparation.

The Dragon Slayer exercise is conducted in coordination with state Homeland Security Office, during which the 46th Civil Support Team responds to a Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) event within the state of Alabama. The 2010 Dragon Slayer event was conducted at the cruise line terminal at the Port of Mobile and was a multi-agency response exercise.

An antiterrorism exercise was also conducted at the State Military Department headquarters. This exercise tested personnel response to emergency situations at the State Military Department Complex.

Deputy Chief of Staff for Logistics (DCSLOG)

The DCSLOG's mission is to provide logistics operations to the Alabama Army National Guard conducting Homeland Defense (HLD) missions, Defense Support of Civil Authorities (DCSA), and training to support assigned missions. DCSLOG staff focuses on training support, equipment readiness, facilities, automation systems and personnel management to ensure units are relevant and readily available.

In FY 10, more than 3,900 pieces of new equipment were issued to units in the state, for a total value exceeding \$96.8 million. This amount includes more than \$16 million in dual-use equipment, which is equipment available to be employed for both federal and domestic missions. This dual use equipment has been critical to the Guard's ability to successfully respond to a range of events within our state, and will continue to directly benefit the state of Alabama during future natural disasters or civil disturbances which require a National Guard presence. Additionally, several items fielded to our units represent the latest developments in military technology. From the Shadow Tactical Unmanned Aerial Vehicle system, to the M777A2 Lightweight 155mm Towed Howitzer, to a host of up-armored HMMWV's (Humvees), the fielding of this state-of-the-art equipment ensures that the ALNG remains relevant and ready.

The Surface Maintenance Management (SMM) branch of DCSLOG has responsibility and oversight of all surface maintenance activities for Alabama Army National Guard equipment. This support is accomplished at maintenance facilities across the state, including 16 Field Maintenance Shops (FMS), three Unit Training Equipment Sites (UTES), and two Combined Support

Maintenance Shops (CSMS). In support of the ongoing deployment and redeployment of Army Guard units to points around the world, some 8,934 work orders were completed on equipment from 18 different units that returned from overseas deployments during FY 10.

The annual federal funding program for DCSLOG is \$28 million dollars. The majority of this funding is issued through our Command Operating Budgets which support a wide variety of supplies and services that are utilized by units around the state. Also included in this funding are supplies and services used in preparing our units for mobilization as well as resupplying units after deployment. This funding also includes equipment maintenance costs and responses for Defense Support of Civilian Authorities, such as the Deepwater Horizon incident in the Gulf of Mexico.

During FY10, great improvements were made in reducing the amount of excess property on-hand across the state. At the beginning of the fiscal year, the dollar value of the excess property was approximately \$52 million. Through continuous focus and attention, this amount was reduced to a low of \$20 million, a reduction of almost 62%. This equipment was returned to the national level and is available for re-issue to other Army units.

DCSLOG participated in a number of pilot programs in 2010, including serving as a pilot state for the State Assessment of New Equipment Readiness as directed by the National Guard Bureau.

To improve logistic operations at the unit level, the Supply & Services Branch has begun conducting week-long workshops that are specifically geared toward supply personnel at the company and battalion level with focus input from the unit supply personnel. These small-group workshops take a "back to basics" approach, focusing on the day-to-day, step-by-step tasks and processes that determine the overall logistical success of a unit. In addition, DCSLOG continues to conduct the quarterly G-4 summits. These summit meetings are focused at the major command level. During these summits, the staff provides updates and policy guidance, and discusses issues concerning the logistical support of units.



Mobilizing Soldiers are regularly issued a substantial amount of new clothing and equipment in the months and weeks leading up to their deployment. Often Soldiers will receive multiple issues of the same items, forcing individuals to accept responsibility for equipment they may never use. In an effort to reduce the amount of equipment for which a returning soldier is expected to be responsible, and therefore reduce his/her financial liability, the DCSLOG has instituted a new program in which excess clothing and individual equipment is

turned in by Soldiers very shortly after their return from overseas. Prior to implementation of this new program, Soldiers returning from deployment were expected to maintain and securely store between \$5,000 - \$8,000 worth of individual clothing and equipment. After turning in excess items, this amount was reduced to an average between \$2200 - \$2800, a substantial reduction. Excess equipment that is turned in is then returned to the supply system, thus saving money.

United States Property and Fiscal Office (USP&FO)

The mission of the USP&FO is to receive and account for all funds and property of the United States government in the possession of the National Guard of the specified state or territory and ensure federal funds are obligated and expended in conformance with applicable statutes and regulations. To facilitate this, the USP&FO has five divisions; Purchasing and Contracting Division, Resource Management Division, Supply and Services Division, the Internal Review Division and the Data Processing Installation.

Purchasing and Contracting Division

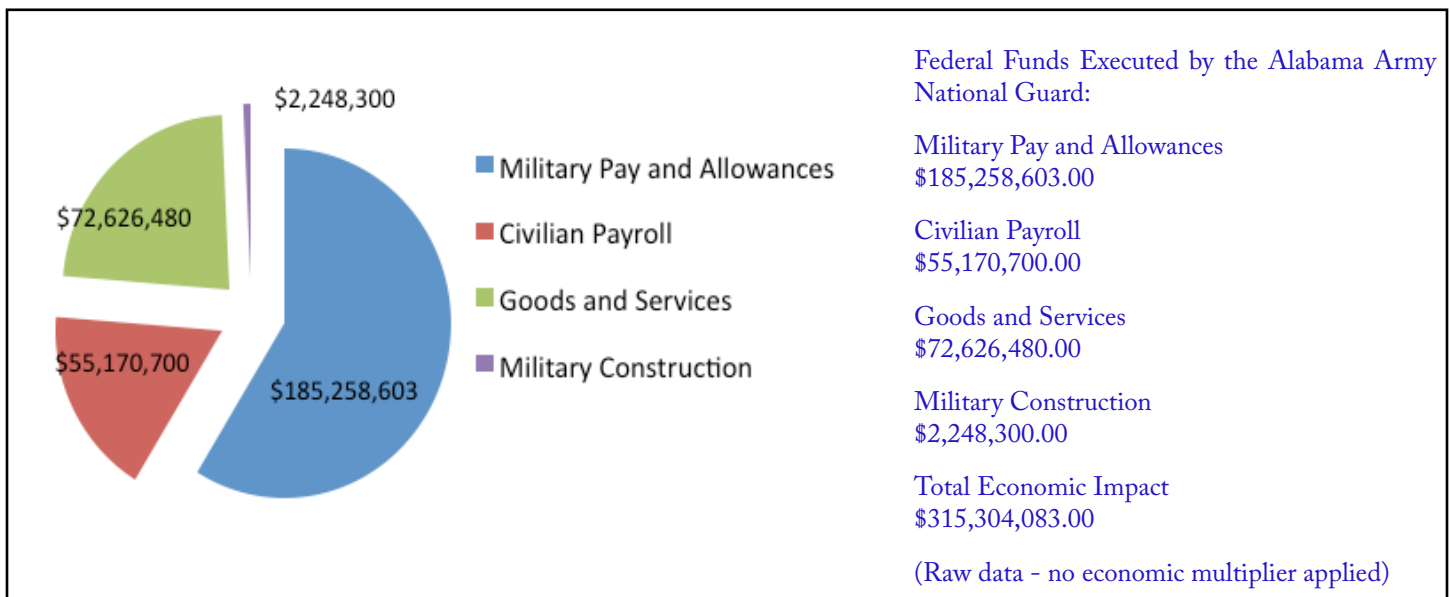
Fiscal year 2010 was a successful year for the USP&FO Purchasing and Contracting Division. Along with the contracting offices at the 117th Air Refueling Wing in Birmingham, and the 187th Fighter Wing in Montgomery, a total of \$27,657,942 was spent over 1071 actions. There were no Military Construction (MILCON) projects but there were 11 Sustainment, Restoration and Modernization (SRM) projects. All Socio-Economic goals established by National Guard Bureau were exceeded.

Resource Management Division

The Resource Management Division receives and

accounts for all federal funds issued to the Alabama Army National Guard. The Resource Management Division, headed by the Financial Manager (Comptroller) directs and coordinates budget management, finance and accounting services, and military and civilian payroll processing. They provide staff coordination, administration and technical advice for activities relating to financial management; maintain accountability; and report on federal funds as directed by the Chief, National Guard Bureau.

The Resource Management Division supported units during FY 10 by managing military and civilian pay functions, to include more than 1,160 Soldiers deployed for the war efforts in Iraq and Afghanistan; 11,000-plus



traditional soldiers serving in the Alabama Army National Guard; and more than 800 full-time employees. The staff also managed funding execution amounting to \$315,304,083.

Supply and Services Division

The Supply and Services Division is the largest and most diverse division within the USP&FO, it is responsible for supplying and equipping Alabama Army National Guard Soldiers and units with individual clothing and equipment and organizational equipment (trucks, weapons, generators, etc) to accomplish a diverse mission. The division is divided into five major areas: Property Management Branch (PMB), Material Management Branch (MMB), Installation Transportation Branch, Storage and Distribution Branch (Warehouse) and Central Issue Facility (CIF), which includes Ammunition Supply Point Operations.

Throughout FY 10, the Supply and Services Division provided exceptional service and support to deploying Soldiers and units in support of the war, while simultaneously sustaining the training efforts of non-deploying units in the state.

The Property Management Branch (PMB)

The Property Management Branch is responsible for managing, accounting and tracking all federal equipment in the Alabama Army National Guard. PMB personnel ensure regulatory requirements are met for accounting and reporting equipment status. They coordinate with logisticians at all levels to track equipment identified to be turned in or laterally transferred in and out of the state. PMB performs annual property book reconciliation and change of command property book reconciliation to reconcile each property account in accordance with regulatory requirements. The total number of property accounts is 160 units. Total asset accountability is \$1.1 billion in federal property and the total number of items on hand is 198,675.

PMB personnel assist in the fielding of new equipment for all assigned units in the state. In FY 10, the PMB facilitated the fielding and distribution of more than 1,955 new equipment items to units with a value of \$96.8 million dollars.

PMB is also responsible for the oversight and accounting of historical property controlled by the Center for Military History (CMH). PMB ensures that artifacts (tanks, artillery pieces, etc.) used at state armories and

installations throughout the state are catalogued and maintained to the standard provided by the CMH.

The Material Management Branch (MMB)

The Material Management Branch checks all Military Standard Requisitioning and Issue Procedure (MIL-STRIP) orders received from the Alabama Army National Guard. MMB uses the Standard Army Retail Supply System (SARSS2A/C) to verify the accuracy, authorization, and projected delivery date of equipment and supplies. The MMB team coordinates with managers at the Defense Logistics Agency (DLA), General Services Administration (GSA), Tank Automotive Command (TACOM), and other wholesale activities to ensure our Soldiers get what they need when they need it. Total equipment orders placed and filled through SARSS2A/C were more than \$11.7 million dollars for FY10.

The MMB directly manages each Soldier's personal and special clothing needs to ensure requirements are filled. MMB is responsible for procuring more than \$1 million in personal clothing to include special clothing (i.e., general officer items and special sized items).

Installation Transportation Branch (ITB)

The Installation Transportation Branch arranges for the commercial movement of Alabama Army National Guard personnel, material and supplies into, through and out of the state of Alabama. These highly skilled and technically proficient personnel ensure regulatory requirements are met for shipping hazardous materials, sensitive items and overweight and oversized equipment. The ITB works with leaders at all command levels to prepare excess and deploying unit equipment for shipment; and with installations to urgently ship equipment when needed. In FY 10, ITB personnel arranged commercial flights for nearly 1,200 Soldiers as well as three air charters for 850 Soldiers.

The ITB moved more than 5,942 passengers by commercial bus. ITB personnel also set up new accounts for FedEx and UPS, and managed each of these accounts totaling more than \$99,700 for this fiscal year. ITB personnel are responsible for certifying for payment in excess of \$724,390 in shipping cost, \$193,710 for commercial buses, \$2,458,240 in commercial airline expenses, and \$874,000 for charter air movements. Also, ITB is responsible for conducting an annual inventory of the

217 Army Owned Containers located throughout the State and recording the results in the Army Container Asset Management System.

The Storage and Distribution Branch (Warehouse)

The Storage and Distribution Branch (Warehouse) is the operational center of logistics for the Alabama Army National Guard. This facility is the only warehouse tasked for receipt of federally funded property. For this reason, a full range of warehousing activities are performed on a daily basis to include receiving, storing, issuing, inventory, maintaining production reports, and coordinating intra- and inter-state shipping requirements with Installation Transportation Branch. Warehouse personnel ensure the safe receipt, storage and movement of hazardous materials/waste is in accordance with federal and state regulatory requirements.

The branch also provides internal and external freight transportation support for the Alabama Army National Guard. Over the past year the warehouse has processed more than 59,000 requisitions for equipment/supplies, receipted over 81,000 pieces of excess/unserviceable equipment equaling \$121.2 million, and distributed over 42,000 pieces of serviceable equipment/supplies equaling \$8.7 million.

of leadership. The nine individuals assigned to this area demonstrated exceptional teamwork organizing CIF operations, maintaining inventory requirements and addressing the individual equipment requirements that prepare each Soldier for deployment. The CIF underwent its first operating system conversion since its inception eight years ago, conforming to an Army wide system.

Over the past year, Alabama CIF personnel processed more than 6,652 requests for new equipment valued at \$3,047,542. CIF also processed more than 3,079 requests to turn in worn or outdated equipment with an approximate value of \$2,104,703.

The Ammunition Supply Point (ASP)

The Ammunition Supply Point is located on Pelham Range in Anniston, Alabama. The mission of the ASP is to provide munitions support to units training on or around the Fort McClellan Army National Guard Training Center, provide storage of security and contingency ammunition for the Alabama Army National Guard, and provide ammunition in support of Homeland Security operations. The ASP serves 110 units from National Guard units all across Alabama, Tennessee and Georgia as well as various Army and Marine Reserve units. The ASP is responsible for receiving, storing, shipping, issuing, and maintaining accountability of more than 175 different types of ammunition and explosives.

Internal Review Division (IR)

The Internal Review Division completed 29 audit engagements in FY 10. During that period, IR auditors identified more than \$8,256,200 in potential monetary benefits and cost savings. Auditors also identified 20 recommendations for management to take corrective action on in the areas law or regulation violation avoidance, best business practices, and improved controls and readiness.

During FY 10, the Internal Review Office implemented a paperless audit process to improve audit operations. The paperless audit process takes advantage of current information technology and incorporates electronic files, digital signatures, hyperlinked data, and automated data analysis tools.



Alabama National Guard Engineer Soldiers building a bridge in Afghanistan

The Central Issue Facility (CIF)

The Central Issue Facility was tasked to meet the high demand quick turn-around requirements of deploying Soldiers at a level of intensity highly visible at all levels

Data Processing Installation (DPI)

The Data Processing Installation is responsible for supporting all automation and data communications within the USP&FO. The DPI maintains and supports the software that comprises the operating environment of the Local Area Network, the Standard Army Management Systems, as well as all local application software. The DPI is the repository for the data used by the Alabama Army National Guard command to manage the organization and to report to National Guard Bureau and other agencies.

The DPI staff routinely handles more than a thousand

customer service requests a year. DPI supports and maintains 33 servers, 166 workstations, 50 notebooks computers and various communication routers, switches and peripheral devices.

The remodeling of a building at Fort McClellan National Guard Training Site is near completion. This will be our Continuity of Operation (COOP) site. This site will mirror, as much as possible, the servers in the DPI Computer Room and will be in a “warm” mode at all times. This site can be operational within twenty-four hours of any incident that shuts down the USP&FO data center or our Local Area Network.

Construction and Facilities Management Office (CFMO)

The mission of the Construction and Facilities Management Office is to create, sustain, and operate Alabama Army National Guard facilities and infrastructure that enable the conduct of full spectrum operations to support and defend our fellow citizens, state and the Constitution of the United States of America wherever the threat arises or the need exists. The CFMO operates and maintains 1,071 facilities in 116 communities across the state; facilities which serve operations, maintenance and logistics functions.

CFMO acquired and executed \$203.2 million in federal-share military construction funds in the last seven years. CFMO also acquired an additional \$22.1 million in federal-share funds by 2013.

CFMO acquires and manages approximately \$17 million in federal-share operations and maintenance funds annually. CFMO also executed approximately \$6 million in federal-share funds in special programs, to include \$7.12 million in American Recovery and Reinvestment Act (ARRA) stimulus funds in FY 10.



New armory under construction in Birmingham

Alabama National Guard facilities provide the communities a place to conduct civic and recreational activities such as voting, sporting events, community events, commodities distribution centers and storm shelters. These locations include 83 armories across the state, the State Military Department Complex, the Fort McClellan Army National Guard Training Center, two Combined Surface Maintenance Shops, 16 Field Maintenance Shops, three Unit Training Equipment Storage sites, three Army Aviation Support Facilities, and enclaves at Fort Rucker, Redstone Arsenal, and Eglin Air Force Base, Fla. In the past few years, there have been several new facilities constructed. There are still numerous facilities that are outdated and no longer meet life, health, and safety codes and will need to be upgraded or replaced.

State Property and Disbursing Office

This division is under the direction of the State Property & Disbursing Officer (SPDO). This division has three subordinate branches --- Facilities Maintenance Branch (SPDOM); Budget, Fiscal, and Property Branch (SPDOF); and State Employee Personnel Branch (SPDOP). This division is charged with the responsibility of the day-to-day state activities and operations of the Military Department. It also has responsibility for design, maintenance and operation of all Alabama Army National Guard facilities. The division prepares and manages the Military Department state budget and oversees procurement, state personnel and management of real and personal property. This division also is responsible for administering the Master Cooperative Agreement (MCA). The MCA is a contract between National Guard Bureau (NGB) and the state of Alabama to provide the required and necessary services and activities in support of the Alabama National Guard. The SPDO is the state Contracting Officer for the Military Department and the secretary of The Armory Commission of Alabama.

State Facilities Maintenance Branch (SPDOM)

SPDOM is under the direction of the Facility Maintenance Supervisor. SPDOM is responsible for maintenance of all the state's Army National Guard facilities. These facilities include armories, logistical facilities, training sites, and other non-armory type facilities. The National Guard armory facilities are maintained primarily by maintenance crews composed of state employees.

Although 32 personnel (4 crews of 8 personnel each) are authorized for state maintenance crews, budget restrictions have forced this branch to downsize to a total of only 14 personnel who are assigned between 2 crews. These crews maintain all armories statewide, all non-armory Alabama Army National Guard sites, as well as the buildings at the State Military Department complex in Montgomery.

Many of the armories in the state are becoming very aged and therefore require more maintenance. Sixty-two percent of the armories currently in use are older than 25 years and 31 percent of the armories are older than 40 years. Most of these older armories require extensive work to upgrade electrical and plumbing systems. A majority of these armories need new roofs and heating and cooling systems. Several renovation projects have been undertaken over the last few years to improve the conditions and functionality at these facilities.

The state crews completed 125 work orders and SPDOM executed other purchase orders and requisitions for repairs and maintenance in FY 10 in the following major maintenance activities: roofing, HVAC, plumbing, electrical, doors/locks, window/glass, ceilings, flooring and fencing.



Gov. Riley presents an Oustanding Service Member certificate to Master Sgt. Lisa B. McDay of the 187th Fighter Wing

The total expenditure for maintenance and repair projects in FY 10 was \$1,505,068. Lack of state funding has continued to cause an increasing backlog of maintenance needs at the armories. Current figures indicate that the state portion of the National Guard Armories backlog maintenance is \$28,959,400. Each year of declining budgets increases the backlog.

State Budget, Fiscal and Property Branch (SPDOF)

SPDOF is under the direction of the Budget and Fiscal Officer. The SPDOF is responsible for providing financial services in budgeting, accounting, resource management, personnel, procurement, and management analysis of state and federal funds received by the Military Department. The Military Department

maintains the bonding protection required by the Code of Alabama. The Department's state employee workforce is covered under the state of Alabama fidelity and liability bonds

Fire and extended insurance coverage on all departmental facilities, except those where the federal government will absorb all the replacement costs, is maintained through the Division of Risk Management. A perpetual inventory is also maintained for all supplies, materials, equipment, and real and personnel property.

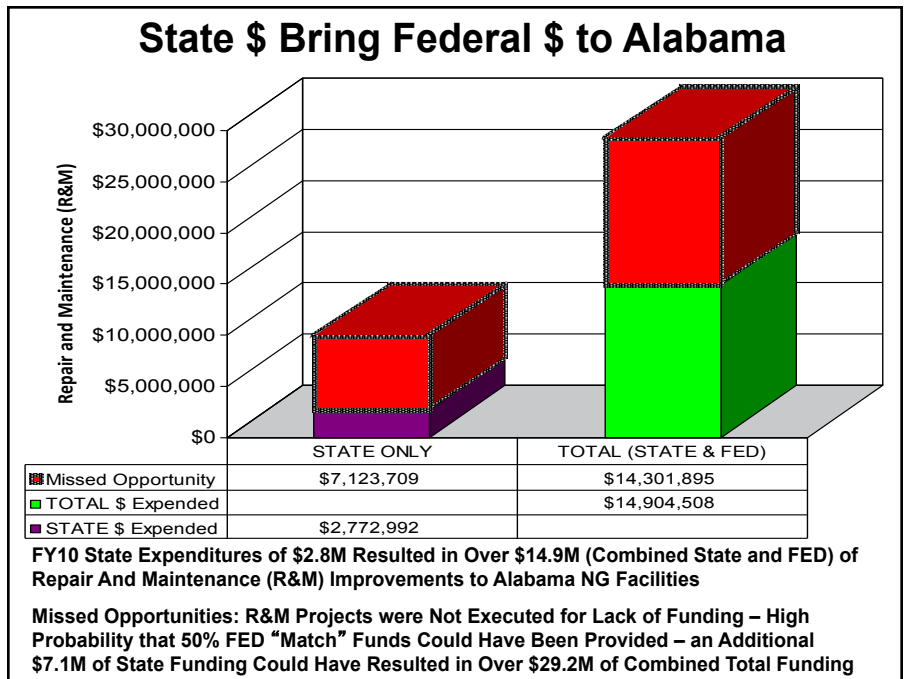
During this report period, SPDOF accounted not only for revenue and expenditures from the 2010 State General Fund but also from the FY 10 Master Cooperative Agreement (MCA). The FY 10 MCA provided federal funding for both Army and Air National Guard operations and maintenance. The MCA funds can only be received and expended with appropriate state funds match in accordance with the MCA guidelines. Lower state funds result in lower MCA federal funds.

State Employee Personnel Branch (SPDOP)

SPDOP is a two-personnel branch responsible for all the various state employee personnel, payroll, and travel voucher issues relating to the Military Department's state employee workforce. When National Guard Soldiers and Airmen are called to State Active Duty, they must be loaded in as state employees for pay/allowances and travel. SPDOP also is responsible



Rendering of the new Joint Force Headquarters Armed Forces Readiness Center in Montgomery



for loading this huge influx of state employees during these periods of State Active Duty and for ensuring payment of all pay/allowances and travel to these individuals. This branch also provides recommendations and advice to administrators, supervisors and employees. SPDOP is responsible for recruitment, selection, placement, position classification, processing of all personnel transactions, training and employee relations. SPDOP also develops and implements personnel procedures, interprets department and Merit System personnel policies for state employees, and ensures compliance with appropriate policies, laws, rules and regulations.

The Armory Commission of Alabama

The Armory Commission was established in 1935 and is the corporate body that holds title to all lands and facilities of the Alabama National Guard. It is charged by the Code of Alabama (§§ 31-4-1 through 31-4-19) with acquiring and maintaining the necessary real estate, buildings and training sites in which to house and train the Alabama National Guard. The Armory Commission receives funds appropriated from the State General Fund

and from contract service reimbursements with the federal government as well as from the proceeds of facility rentals and sales. The Armory Commission follows the state contracting procedures for all state contracts and is audited by the State of Alabama Examiners for Public Accounts.

The Armory Commission is composed of nine active members and three ex officio members: the Governor, Chairman; Adjutant General, Vice-Chairman; and the Attorney General. The additional members are the two highest ranking Army National Guard officers and the highest ranking Air National Guard officer, together with three duly qualified electors of Alabama, to be appointed by the Governor, and to serve for a term of six

years. Members of the Armory Commission receive no compensation other than expenses as provided by law. The State Property & Disbursing Officer (SPDO) is the non-voting Secretary, charged with the responsibility of the day-to-day operation of the body.

There are currently 83 National Guard armories located throughout the state. Due to changes in force structure armories may become vacant and/or be closed. All of the closed/vacated armories are worked by the Armory Commission for final disposition. The Armory Commission decides whether to sell, lease, or keep National Guard Armories that are vacated and determined to be excess or outdated facilities.

Deputy Chief Of Staff, Personnel (DCSPER)

Personnel support is critical to the success of any military operation and therefore cannot be relegated to a minor role. DCSPERS plans and executes activities to ensure quality personnel support through direct interaction with Soldiers and their families. Multiple subordinate divisions accomplish the personnel mission.

Personnel Management Office

The Personnel Management Office oversees Enlisted Promotions, Officer and Enlisted Management, Security Clearances and Retired Activities sections that provide an array of services to the Alabama National Guard.

The Enlisted Promotion System mission is to implement and execute the Army's enlisted promotion programs as required by appropriate laws, regulations and policies. The section also maintains the sanctity of the promotion selection process by performing functions that include processing for boards, promotion list management and orders preparation and publica-

tion (Sergeant to Sergeant Major). During this report period, EPS processed 7,413 promotion packets.

The Officer Personnel Management Branch maintains all officer and warrant officer files and conducts all officer and warrant officer promotion, retention and federal recognition boards. During FY 10, three state promotion boards, one retention board, 13 federal recognition boards, one Senior Service board and one Douglas MacArthur Leadership board were conducted. All boards were successfully conducted within a \$20,000 budget.

The Enlisted Personnel Management (EPM) processes various personnel waivers, Command Sergeant Major boards as well as publishing Command Sergeant's Major announcements. EPM is responsible for the Enlisted Qualitative Retention Board, the Joint Substance Abuse Packets, congressional inquiries and the Army Board for Correction of Military Records.

EPM personnel conducted one Qualitative Retention Board and two Command Sergeant Major boards each year. EPM personnel supported eight Soldier Readiness Processing (SRP) events across the state for deploying units.

The Security Clearance Section assisted with several Soldier Readiness Processing events to verify and update mobilizing Soldiers' security clearance status,



Alabama National Guard Soldier from the 131 Cavalry reenlists mid-air just before a training jump.

reviewing security questionnaires and applications, and updating security clearance status in the personnel data system. The section also verifies security clearance status and levels needed for promotions and certain military jobs. Branch personnel work with the major command (MACOM) security managers to insure all required security clearances are requested and awarded. During FY10, the section accomplished the following - Military: 440 clearances granted and 280 interim clearances granted, 230 clearance requests were initiated and 88 clearances were denied, suspended or revoked; Civilian: 1 clearance granted, 15 clearances initiated; Contractor: 10 clearances initiated.

Retired Activities personnel assisted retired and discharged Soldiers with retirement applications to be sent to the national Military Personnel Center in St. Louis. They also assist with other retirement issues and ensure retired military pay is started in a timely manner. The Retired Activities branch prepares, scans and stores medical and dental records of Soldiers who are separated or discharged from the Alabama Army National Guard. In the near future, the Medical Detachment in Birmingham will receive these records for storage. Retired Activities assists the Department of Veterans Affairs (VA), Social Security Administration (SSA) and U.S. Army Reserve with issues they may have concerning Soldiers in or formerly in the Alabama Army National Guard.

In FY 10, Retired Activities processed the following documents: 700 Veterans Administration requests for medical, dental and/or personnel records; 72 Social Security Administration request for service records; and 1,350 requests from former Soldiers and retirees. Also during the year, the branch scanned 1200 NGB Form 22 (retirement points), 701 DD 214 (active duty discharge), 1,275 awards and permanent orders; and 345 medical and dental records for permanent, electronic storage.

Soldier & Family Support Services (SFSS)

The Joint Force Headquarters Soldier & Family Support Office consists of a Joint Force element in Montgomery, a satellite SFSS office in Birmingham and Wing Family Program Coordinators at the Air Guard's 187th Fighter Wing (Montgomery) and 117th Air Refueling Wing (Birmingham).

During FY 10, the Soldier and Family Support Of-



Several Soldiers, all Auburn University alumni, from the 135th ESC are honored for their service during a recent deployment at an Auburn home football game.

fice supported Soldier Readiness Processing events for more than 4,000 Soldiers preparing for deployment in support of Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom (Iraq-Kuwait).

The Soldier & Family Support office hosts five events for Soldiers and families from every deploying unit before, during and after the deployment prepare the Soldier and Family members to cope with the deployment, then to focus on issues that commonly surface during the time Soldiers are away from home and help the family prepare for the homecoming and reunion with their Soldier.

In FY 10, more than 9,300 Soldiers and adult family members and more than 1,100 children and youth attended these events. During FY 10, the Yellow Ribbon Reintegration Program conducted events during 28 of the 52 weekends in 2010. During 2010 SFSS also conducted Marriage Enrichment Seminars for more than 175 Soldiers and their Spouses. These events are offered in an effort to increase resilience of Guard members' families.

The SFSS office has a staff of 32 professionals dedicated to the well-being of Soldiers and their families. Family Assistance Centers are located in Montgomery, Tallahassee, Athens, Anniston, Linden, Birmingham and Ozark. These centers are staffed by contractors who are available to assist all service members and their families regardless of their military component.

Survivor Outreach Services (SOS) – SOS is for survivors of military members. SOS has contacted more than 250 survivors around Alabama and conducted grief support meetings in several locations. Our two SOS support specialists continue to reach out to survivors to offer services and continued care for as long as the survivor requests such assistance.

Military Funeral Honors - During FY 10, the Alabama National Guard Military Funeral Honors program conducted and supported more than 1,400 funerals for all branches of the military. These services were performed statewide using a total of 22 full-time Soldiers on active duty, one civilian contractor, one military technician and more than 150 part-time Alabama Army National Guard Soldiers. There are three full-time Soldiers who are dedicated to the new Alabama National Cemetery in Montevallo. The Soldiers not only perform funerals for Army veterans and retirees, but also conduct or assist with services for those from other branches of service. Along with the team in Montevallo, there are teams in Arab, Montgomery, Birmingham and Mobile. These teams do an outstanding job performing military honors at funerals in every county in Alabama and have performed as many as 22 military funeral honors in a single day.



Employer Support Guard & Reserve (ESGR) - The Alabama ESGR's main focus is promoting better understanding and working relationships between Alabama National Guardsmen and their employers by educating Guardsmen and employers of their rights and benefits.

During this report period, the ESGR referred 32 employment conflicts to volunteer Ombudsman in the state for action; out of which 94 percent were resolved. The Alabama ESGR office presented more than 300 My Boss is a Patriot awards to employers in Alabama and more than 1,500 Statements of Support to employers of our Guard and Reserve members in Alabama, recognized and presented 38 employers with Above & Beyond awards or a higher award.

The Alabama ESGR section also provided support to Guard and Reserve Component Personnel at all Soldier Readiness Processing Events, Yellow Ribbon events and

other mobilization/demobilization events as requested. These events involved ESGR briefings/support to more than 9,000 Guard and Reserve members who live in Alabama and serve in the National Guard, Army Reserve, Marine Corps Reserve, Navy Reserve, Air Force Reserve, and Coast Guard Reserve, all residents of the state of Alabama.



During this period, 77 Alabama ESGR committee members voluntarily served on the committee and provided more than over 7,500 volunteer hours to the program. This service equated to a savings of over \$240,000.

State Sexual Assault Response/Prevention Coordinator (SARC) – SARC's mission is to manage and implement the Sexual Assault Prevention and Response (SAPR) Program and Domestic Abuse/Violence Program. The coordinator provides guidance and advice to the Adjutant General, senior commanders and managers regarding statutory requirements. The coordinator has advisory responsibility regarding sexual assault and domestic abuse/violence incidents and collaborates with various state and national government agencies for outreach, policy, training, support and research for the program and victims. Preventive and education programs are being continually implemented and reviewed to provide the most recent statistics and preventive measures for all Soldiers.

Education Service Office (ESO)

The Education Service Office functions and assists in the arena of Federal Tuition Assistance, Civilian Education Updates, Montgomery GI Bill, Montgomery GI Bill Kickers, Armed Forces Classification Testing, and as a liaison for a host of other federally funded programs.

Federal Tuition Assistance: The Education Office during fiscal year 2010, spent \$5,079,223 for tuition assistance. This amount processed 3,799 of Alabama Army National Guard Soldiers requests.

Armed Forces Classification Test: The AFCT is available to current National Guard Soldiers each month. During FY 10, the ESO administered testing to 97 Soldiers.

Montgomery GI Bill: The Montgomery GI Bill consists of several different chapters designed with different benefits to different eligible categories of servicemembers. During FY 10, the ESO assisted in processing hundreds of thousands of dollars in education assistance to hundreds of Alabama National Guardsmen through the GI Bill.

ANGEAP: Alabama National Guard Education Assistance Program is one of the state's largest funding assistance programs. This program is design to provide relief of books and miscellaneous fees rendered by educational institutions. The ANGEAP benefited 592 Alabama Army National Guard Soldiers awarding \$349,194 in FY10.

Bonuses: The Incentive Office for fiscal year 2010 issued 265 enlistment, reenlistment and officer contracts totaling more than \$2.4 million.

Loan Repayment Programs: The loan repayment programs include the Student Loan Repayment, the Health Professional Loan Repayment, and the Chaplain Loan Repayment. The Incentive Manager approved 107 contracts, totaling \$5,290,000.

Health Service Office (HSO)

HSO is responsible for managing Line of Duty (LOD) injury investigations, reviewing and processing both duty related and non-duty related board actions

with Redstone Arsenal, Fort Benning, Fort Gordon, Fort Rucker and Fort Sam Houston; conducting Military Occupational Skill Medical Retention Boards as needed. HSO is ultimately responsible for tracking and overseeing all ALNG wounded and injured Soldiers' cases. HSO also provides management ALNG Suicide Prevention Program.

During FY 10, HSO processed 59 duty related board actions, conducted 13 medical retention boards, reviewed 111 non-duty related cases, screened 884 Soldiers in the Post Deployment Health Re-Assessment program, processed 1101 medical claims, processed more than 450 LOD investigations, processed more than 175 for incapacitation pay, tracked 146 medical hold Soldiers at 15 Warrior Transition Units and referred or assisted veterans more than 10,000 times via phone, e-mail and walk-in service.

The Suicide Prevention Program sent two Soldiers to the Master Resilience Training course at Fort Jackson, S.C., one Soldier to the Kansas National Guard Flash Forward and Life Ties Resiliency programs; conducted suicide prevention and resilience training at 5 Yellow Ribbon events; created a video featuring the Adjutant General promoting suicide prevention and resilience for Suicide Prevention Stand-Down month in September 2010; and developed a Suicide Prevention Task Force.

Human Resources Office (HRO)

The mission of the Human Resources Office is to perform administrative management of the full-time work force of the ALNG. HRO supports the Military Technician (MilTech) and Active Guard Reserve (AGR) workforce in accordance with National Guard Bureau, Office of Personnel Management, and Departments of the Army and Air Force policies.

HRO is responsible for staffing, recruiting and placement compensation, employee benefits, employee relations, classification, employee development, position management, military compatibility, manning authorizations, adverse actions, operating budget requirements, labor relations and information systems management.

During FY 10, the ALNG HRO was at the leading edge of implementation of the National Guard Bureau directed Performance Appraisal Application (PAA) for full-time technicians. The HRO section undertook an aggressive training and education program to ensure timely deployment of this new program. The execution of the PAA will enhance the personnel administration of full-time employees and improve productivity in the workplace. Alabama ranked in the top five of the 54 states and territories in the deployment and implementation of the Performance Appraisal Application.

HRO provided targeted education and training to the full-time employees of the ALNG throughout FY 10. Each course (Basic Supervisor's Course, Mid-Career Financial Planning Course, and Pre-Retirement Planning Course) received overwhelming positive feedback from end-of-course critiques.

Deputy Chief of Staff for Information Management (DCSIM)

The DCSIM's mission is to provide the Adjutant General and Soldiers of the Alabama Army National Guard with a telecommunications system and an information technology network to adequately support the mission of the Alabama Army National Guard, the state of Alabama, and the federal government.

The DCSIM serves as the senior information technology manager for the Alabama Army Guard and manages, directs and controls the security manager and three other branches. He serves as program manager for a \$6 million budget and 40 full-time personnel.

The DCSIM's vision is to organize a section capable of supporting the Soldiers and Airmen of the ALNG with telecommunications, information technology (IT), and tactical and non-tactical communications in support of federal and state missions.

During this report period, DCSIM provided personnel and equipment in the support of hurricane and ice storm exercises. Significant upgrades were made on data, voice, video, computer, and audio equipment at the Joint Force Headquarters (JFHQ), Theater Support Command Readiness Center, Fort McClellan Training Site, JFHQ's Joint Operations Center and at several of the task forces and armories within the state. The DCSIM uses several branches to fulfill its mission.

Information Systems Support Branch (ISSB)

This branch's helpdesk resolved more than 30,000 requests for customer support. The helpdesk averaged 80 calls and tickets per day and maintained a 95 percent closure rate of these requests. ISSB personnel replaced 200 plus computers due to life cycle policies and issued 850 new computers to new users. The ISSB has supported and maintained 295 kiosks terminals in 89 locations across the state to provide traditional drilling Soldiers with required Internet access. ISSB has provided training courses in Microsoft and other applications for all users and redesigned the user qualification website to track user training. ISSB has and will continue to support and provide for enlisted and officer promotion boards, enlisted retention boards and soldier readiness processing. The ISSB supports all Soldier Readiness Processes and Reverse Soldier Readiness Processes with helpdesk support.

Information Management Branch (IMB)

During this report period, the Network Operations Center completed two circuit upgrades that provided greater bandwidth capacity to support our larger facilities and units, as well as administered and maintained five Secret Internet Protocol Router (SIPR) tunneling locations while planning for 24 additional sites. The IMB installed an operations circuit installation at Fort McClellan which provides a continuity of information technology connectivity for command operations at an alternate location. The branch also upgraded the data



switch infrastructure at all ALNG armories to meet new Internet protocol standards.

The IMB branch provided connectivity and installed network and Voice over Internet Protocol (VoIP) phone systems in the newly constructed facilities at Fort McClellan, Haleyville, Mobile and Birmingham. The branch developed information technology communications requirements and cost documentation for the new State Military Department building.

The audio visual office, part of the IMB, completed 418 service member Department of the Army photos, 95 Command photos and supported 36 video teleconference centers throughout the state to meet the requirement of all commands.

Administrative Services Section

The mail room processed an average of 260 pieces of mail per day for a total of 62,319 pieces this year. The publications section filled some 500 requests from units for blank forms and publications. The section also managed the publication accounts for Alabama Army National Guard organizations and units during the fiscal year. The State Military Department Reproduction Section ran 3 million copies this fiscal year at a cost to the federal government of \$200,000, which

is approximately \$100,000 less than the same printing would have been if contracted on the local economy.

The DCSIM also manages tactical communication requirements, frequency allocation and Communication Security (COMSEC) material for units, as well as develops/manages contingency communications for Defense Support to Civilian Activities (DSCA) operations as required by the Adjutant General.

Deputy Chief of Staff for Strategic Planning

Planning for the future is critical for any successful organization. Deliberate strategic planning sets the stage for future success. The ALNG conducts its strategic planning following its strategic planning model and strategic management system. This process utilizes the latest business transformation tactics, techniques and procedures in demonstrating performance improvement or sustainment of excellence over the long term.

In this era of tightening resources, the ALNG strives to be as efficient as possible to maximize capabilities; the ALNG does this by planning for the long term, linking our plans to resources, and making decisions based on an analysis of facts.

The ALNG is leaning forward in strategic planning. We are implementing programs to transform and improve the way the Guard operates. Through strategic planning, quality improvement, and formal assessment, our strategic management program postures the Guard for success in the future.



Alabama National Guard Strategy Map

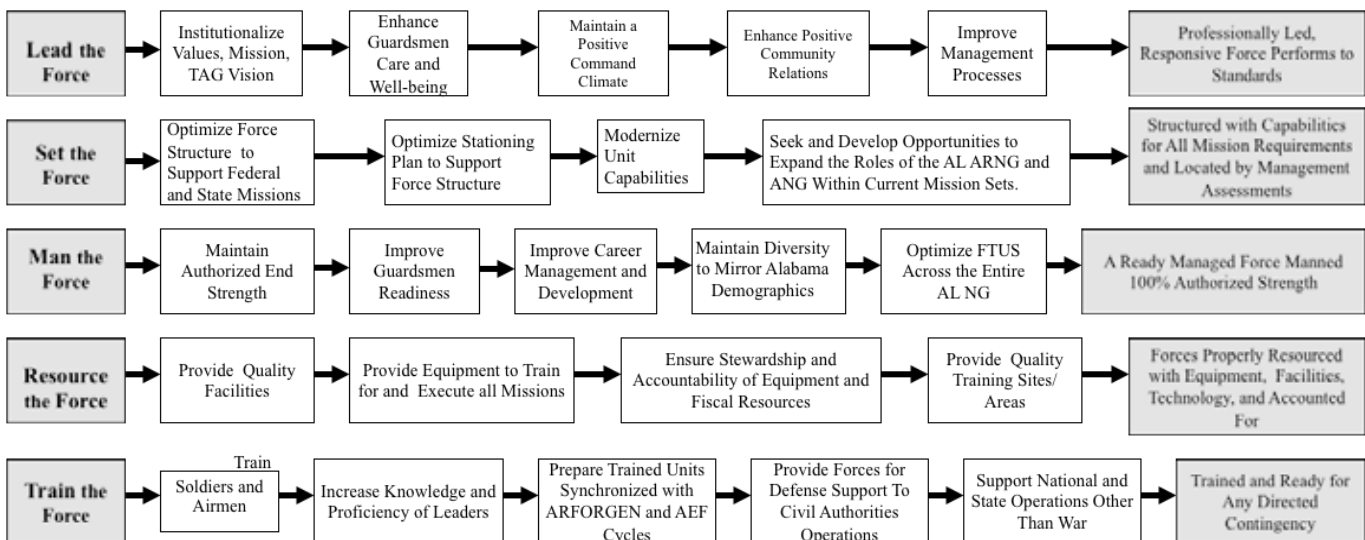


MISSION: When called, the Alabama National Guard produces ready units to conduct full spectrum operations to support and defend our fellow citizens and the Constitutions of the United States of America and Alabama wherever the threat arises or the need exists.

CORE COMPETENCIES → Provide Ready Forces → Support Civil Authorities → Add Value to Leadership

LINES OF OPERATION →

PRIORITY ISSUES → **GOALS** → **END STATE**



Inspector General (IG)

The IG is a personal staff officer and a confidential advisor to the Adjutant General. IGs are honest brokers and an impartial fact finder on matters relating to morale, readiness, conduct and esprit de corps in the Army and Air National Guard. Their primary tools include training, inspecting, assisting and investigating. The IG office assists members of the Alabama Guard by conducting inquiries as needed.

The Alabama Guard IG is a joint division divided into two sections, Assistance and Investigation Branch and Inspections Branch.

Assistance and Investigation Branch

The Assistance and Investigation Branch conducts, oversees, or assigns the responsibility for investigations and inquiries into misconduct of non-senior Army and Air officials (personnel with the rank of colonel and below). Investigations are generally in response to allegations of impropriety, issues of systems deficiency, complaints, grievances and matters of concern received from or presented by Soldiers, Airmen, family members, retirees, former Soldiers and Airmen, Department of the Army civilian employees or other individuals concerned with the activities of the Army.

Inspections Branch

The Inspections Branch inspects, teaches, assesses, reports and follows up on matters affecting mission performance and the discipline, efficiency, economy, morale, training and readiness of Army forces.



(Left) Four F-16 fighter jets from the Alabama National Guard's 187th Fighter Wing fly in formation.

(Right) An Alabama National Guard cavalry Soldier is welcomed home after a deployment by his two young daughters.

