

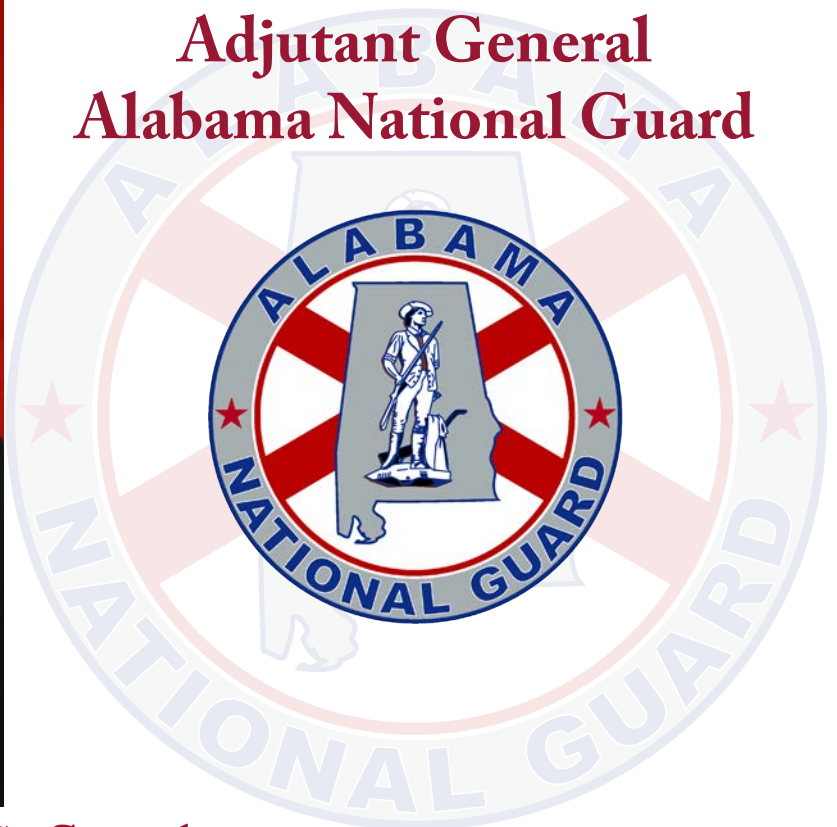
Governor of Alabama



Robert Bentley



Adjutant General Alabama National Guard



Major General Perry G. Smith

Contents

Introduction— 3

Mission, Vision, Purpose and Values— 4

The Dual Role of the National Guard— 4

Overview of the Alabama National Guard— 5

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, Biological, Radiological, Nuclear Brigade - Tuscaloosa -11

62nd Troop Command - Montgomery— 13

20th Special Forces Group (Airborne) - Birmingham— 14

200th Leadership Regiment - Fort McClellan—15

Fort McClellan Army National Guard Training Center— 16

Air Force— 17

226th Combat Communications Group— 17

187th Fighter Wing— 18

117th Air Refueling Wing— 20

Staff and Functional Area Updates— 21

Deputy Chief of Staff, Operations (DCSOPS)—21

Directorate of Military Support (DOMS)— 25

Deputy Chief of Staff, Logistics (DCSLOG)— 27

United States Property and Fiscal Office (USP&FO)— 28

Construction and Facilities Management Office (CFMO)— 32

State Property and Disbursing Office— 33

Deputy Chief Of Staff, Personnel (DCSPER)—35

Human Resources Office (HRO)— 40

Deputy Chief of Staff, Information Management (DCSIM)— 41

Inspector General (IG)— 42

Deputy Chief of Staff, Strategic Planning— 43



The Adjutant General of Alabama



After a year filled with difficulties, strategic shifts and fiscal uncertainty, I am still excited and proud to outline for you the accomplishments of the Alabama National Guard. In compliance with the provision of the Code of Alabama 1975, Section 31-2-67, I am submitting this annual report for the period October 1, 2010 through September 30, 2011. This report will familiarize you with the challenges and accomplishments of the Soldiers and Airmen of the Alabama National Guard in Fiscal Year 2011.

We continued this year to stand prepared and ready to execute overseas contingency operations, as well as to provide a quick and reliable force for defense support of civil authorities (DSCA) missions in time of disaster.

As President Obama recently mentioned in his layout of priorities for defense, we must reshape our Armed Forces and ensure the “military is agile, flexible and ready for a full range of contingencies.” We know this may mean smaller budgets across the Department of Defense; however, we are confident in the value of the National Guard to the taxpayer, both on a federal and state level. National Guard Soldiers and Airmen do the same job as active duty units, providing about 50 percent of Army combat forces and about one third of the Air Force at only a fraction of the cost. We are also a part of the community and the premier force to respond in those communities when disasters strike, such as ice storms, tornadoes, wildfires and hurricanes.

During Fiscal Year 2011, the Alabama National Guard continued to send servicemembers to Iraq, Afghanistan and other locations throughout the world in support of overseas contingency operations. We had Soldiers in Iraq until days before the final close of that war and were thrilled to be able to get most of our troops who were deployed there back home in time to spend the holidays with their families.

We also continued to answer the urgent call at home, the call to aid Alabamians in need. The Alabama National Guard responded with the largest domestic operation in our history, activating more than 2,900 Soldiers and Airmen in the wake of the multiple tornadoes that ripped across our state April 27th. The quick and thorough response to that widespread disaster showed once again that the Alabama National Guard is a standard for National Guard organizations across the nation. The efforts in the days following April 27 were nothing short of extraordinary and became the model for several other states who dealt with tornadoes and floods in the following weeks.

I know that we will continue to be tasked to do more with less. I have already instructed every Alabama National Guard unit that my priorities are to conduct realistic, full spectrum operations training to ensure that our Soldiers and Airmen are prepared to respond quickly and competently when called to serve, at home or overseas; and to be prepared to be innovative in the ways in which we do this in a time of fiscal constraint. We know that no matter the situation, we must be prepared to respond and not let down our state and nation when called upon to serve.

The Alabama Guard is made up of the finest Citizen-Soldiers and Airmen in the world. I could not be more proud to be a part of an organization than I am to be a part of the Alabama National Guard. As the adjutant general, I respectfully present the following accomplishments of the Alabama National Guard to you.

A handwritten signature in black ink, appearing to read "Perry G. Smith".

PERRY G. SMITH
The Adjutant General

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 and 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 performance 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 Congress, the Department of Defense, the National Guard Bureau, the governor of Alabama and the Alabama Legislature.

Overview of the Alabama National Guard

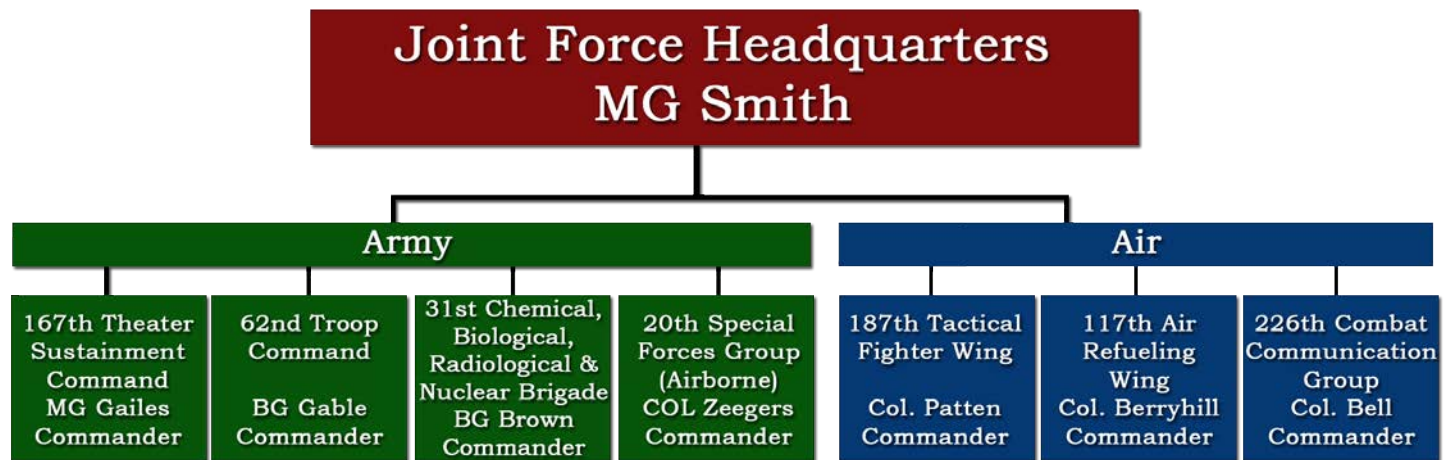
The Alabama National Guard has many partners that work to assist in successful mission accomplishment; these partners include neighboring states, Alabama Emergency Management Agency, County Emergency Management Agencies and local communities.

Organization

The Alabama National Guard 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 three subordinate commands; the 187th Fighter Wing, the 117th Air Refueling Wing, and the 226th Combat Communications Group.



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



Alabama Air Guardsmen. (Photo by Spc. Kyle Looney, 131st MPAD)

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 all members are 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

Workforce		
Duty Status - Federal	Army	Air
Traditional/Part-Time	9,426	1,601
Active Guard	961	195
Military Technician	775	491
Total Soldiers & Airmen*	11,251	2,256
*This represents 2,422 full-time and 11,027 part-time, federally funded jobs in Alabama.		
Duty Status - State	Army	Air
State Employees/Full-Time	140	81
State Employees/Part-Time	15	0
Total Workforce*	155	81
*87.7% of these state jobs are 100% federally reimbursed.		

Gender Ratio

Service	Male	Female
Army	85%	15%
Air	81%	19%

Contract Employees

Service	Employees
Army	65
Air	7

Ethnicity/Race

Service	White	Black	Hispanic	Other
Army	72%	27%	<1%	<1%
Air	71%	26%	<1%	<3%

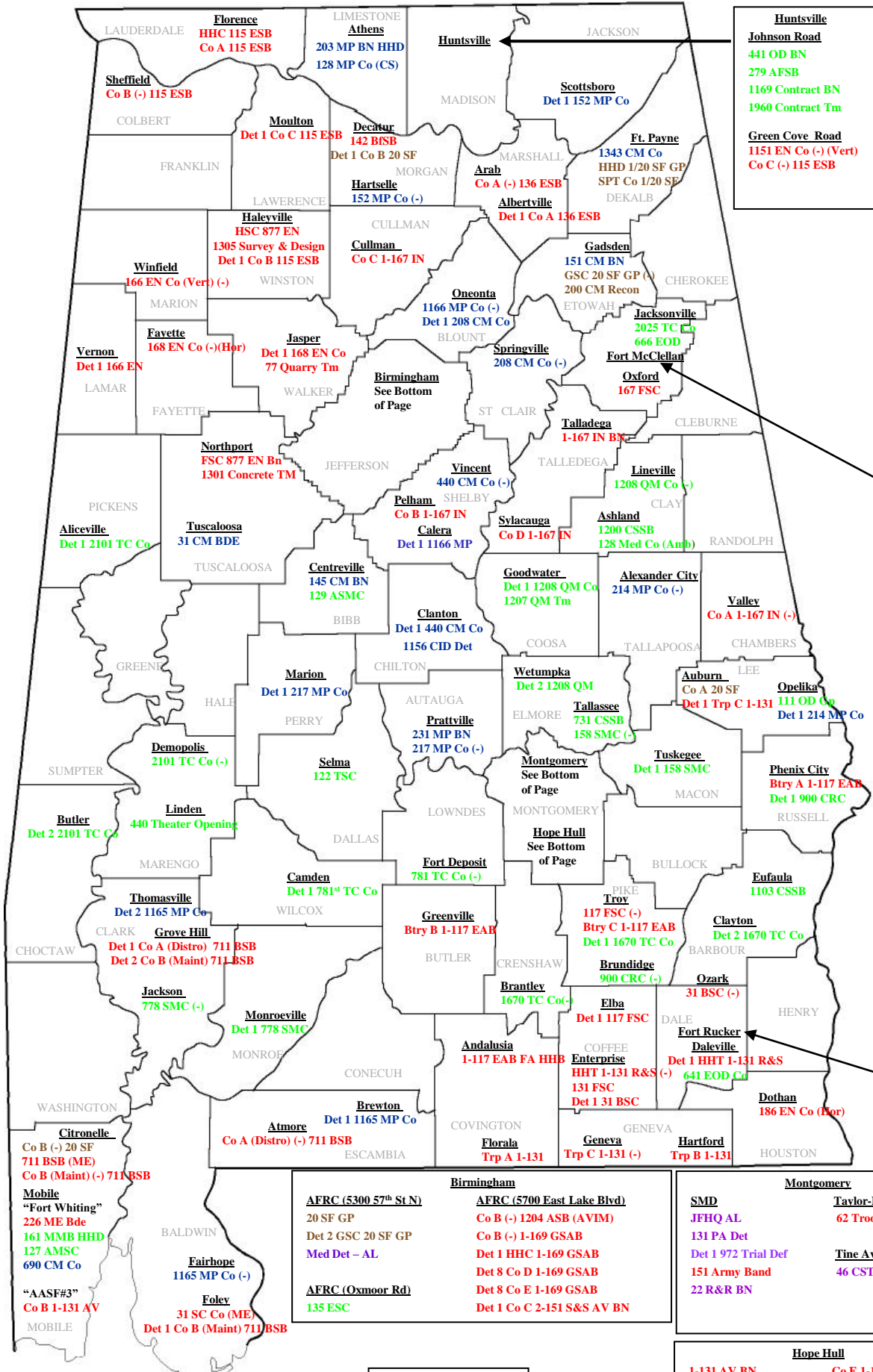
Education

Service	High School Only	Some College	Four Year Degree	Masters Degree	Professional Degree
Army	66%	15%	12%	2%	0.7%
Air	20.7%	48.3%	25%	4%	2%

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), three unit training and equipment sites (UTES), two combined support maintenance facilities (CSMS) and three 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.



Current Structure
As of: 1 Sept 11

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

FMTC
 HQs FMTC
 HQs 200th Trng. Rgt
 1/200 Trng. BN (MP/EN)
 2/200 Trng. BN (OCS)
 3/200 Trng. BN (GS)
FM 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

Fort Rucker
 Multi-Media Det
 Training Center- Ft. Rucker

Montgomery
SMD
 JFHQ AL
 131 PA Det
 Det 1 972 Trial Def
 151 Army Band
 22 R&R BN
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

Birmingham
AFRC (5300 57th St N)
 20 SF GP
 Det 2 GSC 20 SF GP
 Med Det - AL
AFRC (Oxmoor Rd)
 135 ESC
AFRC (5700 East Lake Blvd)
 Co B (-) 1204 ASB (AVIM)
 Co B (-) 1-169 GSAB
 Det 1 HHC 1-169 GSAB
 Det 8 Co D 1-169 GSAB
 Det 8 Co E 1-169 GSAB
 Det 1 Co C 2-151 S&S AV BN

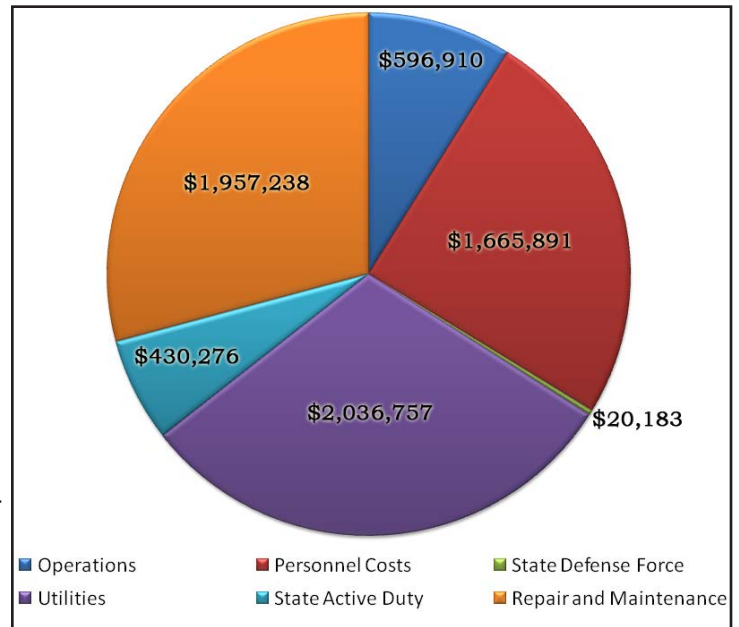
Citronelle
 Co B (-) 20 SF
 711 BSB (ME)
 Co B (Maint) (-) 711 BSB
Mobile
 "Fort Whiting"
 226 ME Bde
 161 MMB HHD
 127 AMSC
 690 CM Co
 "AASF#3"
 Co B 1-131 AV
Fairhope
 1165 MP Co (-)
Foley
 31 SC Co (ME)
 Det 1 Co B (Maint) 711 BSB

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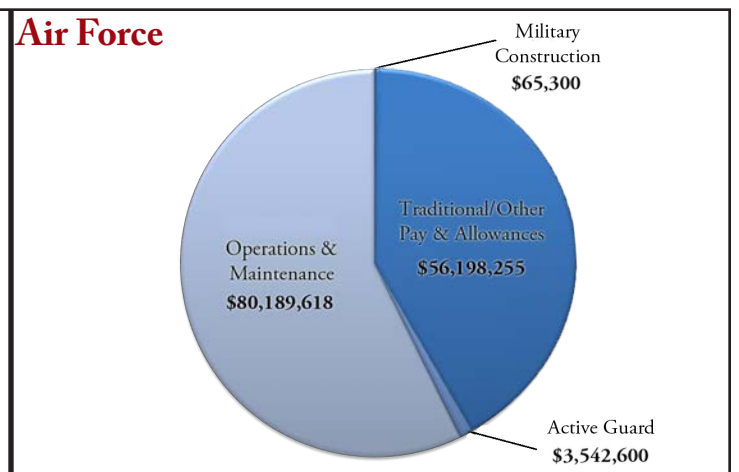
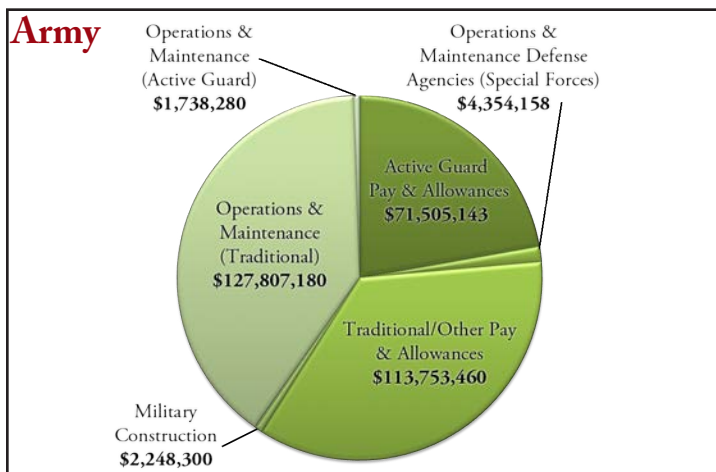
Eglin AFB-FL
 Training Center - Eglin

Our Economic Impact

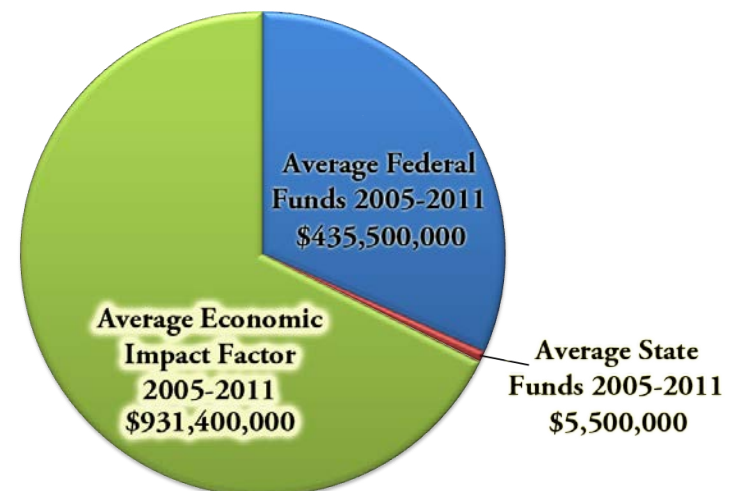
The Alabama National Guard is big business. The Military Department works with the Legislative Fiscal Office in the formulation of the State Legislature’s budget for the Military Department and Armory Commission. In FY 11, \$6.7 million was appropriated for the Alabama National Guard, including more than \$430,000 in “fenced” state active duty funds. Through a cooperative agreement between the National Guard Bureau and the state of Alabama, more than 97 percent of state employees working for the State Military Department are partially or fully federally reimbursed to the state. 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, more than \$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 (DSCA).

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. Charles H. Gales 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 2011, the 167th TSC had four subordinate units deploy for service in Iraq and Afghanistan; the 1960th Combat Contracting Team, the 641st Explosive Ordnance Disposal (EOD) Company, the 2025th Transportation Company and the 1307th Explosive Hazards Coordination Cell.

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 administrative 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, the 666th Ordnance 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, two groups and one brigade commanded by colonels and an Expeditionary



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

Sustainment Command that is commanded by a brigadier general.

Training and Operations

The 167th TSC actively pursues training events that prepare 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 operations in support of a Joint Task Force or Joint Land Forces Component Commander. During FY 11, 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 Camp Atterbury, Ind., 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 Eustis, Va., by TRANSCOM. This exercise allowed the 167th TSC to rehearse the way it would open a theater of operation for mission support. The 167th TSC participated in Ardent Sentry in May. Ardent Sentry was a command post exercise conducted at Colorado Springs, Colo., that stressed the TSC's ability to provide logistical support in a contingency environment. The TSC participated from Fort McClellan via video teleconference and other electronic communication methods.

In addition to these exercises, the 167th TSC also provided logistical support for military forces during Operation Pacific Passage in March and Hurricane Irene in August. During these operational support missions, the 167th provided day to day logistical support, as well as serving as a pre-positioned consequence management team in the event of a disaster. During Operation Pacific Passage, the 167th sent Joint Reception, Staging, Onward movement, and Integration (JRSOI) teams to Seattle, Wash., San Francisco, Calif., and Denver, Colo., to receive American citizens that were living in Japan during the Tsunami that occurred on the Japanese coast in March.

The 167th TSC sent an Early Entry Command Post

of 22 personnel, two JRSOI teams of 15 personnel each and multiple liaison officer do to several Defense Coordinating Officer regions affected by Hurricane Irene. The 167th TSC also provided subject matter experts to advise on logistical consequence management for the State of the Union address, the 2011 Super Bowl, and the United Nations General Assembly.

The 167th TSC provided military assistance to state, county, and/or municipal agencies to alleviate the effects of the winter storm that occurred during January 2011. The 167th TSC completed seven missions, utilizing 124 soldiers over the six-day response period. In April 2011, the 167th TSC supported County Emergency Management Agencies with emergency response to mitigate severe effects after the devastating tornado outbreak of April 27. The 167th completed 24 missions utilizing 885 soldiers over the 16-day response period.



A Soldier stands guard while observing tornado cleanup. (Photo by Spc. Eric Roberts, 131st MPAD)

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.

167th TSC personnel conduct periodic Command Supply Discipline Program inspections to check supply procedures. Command Maintenance Evaluation Teams inspect and evaluate subordinate units 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 FY 12, the 167th TSC will conduct staff inspections at all direct reporting units (DRU). These

staff inspections will prepare the 167th for the upcoming Command Logistics Review Team inspection. All inspections this year will focus on reducing the number of original clothing and individual equipment losses and financial liability investigations of property loss in support of maintaining property accountability within all of our units. A second area we will focus on is the support of all subordinate units that are redeploying from overseas or that are preparing to deploy in support of ongoing operations.

31st Chemical, Biological, Radiological, and Nuclear Brigade - Tuscaloosa



Mission

The 31st Chemical, Biological, Radiological, and Nuclear (CBRN) Brigade commands, controls and supervises units that are trained and prepared for mobilization missions at home when directed by the governor or abroad when directed by the president.

To assist in fulfilling the brigade's mission, one of the 31st's subordinate battalions, the 145th CBRN Battalion, spent fiscal FY 11 in the validation process to be a newly designed Chemical, Biological, Radiological Nuclear, high-yield Explosive (CBRNE) Enhanced Response Force Package (CERFP). The unit successfully validated in September 2011. As part of this mission, the 145th will respond to civil emergencies within FEMA Region IV and provide capabilities including medical, search and extraction, and decontamination support.

In addition, the 31st Brigade serves as Joint Task Force Alabama for defense support to civil authorities missions such as hurricane response, providing command and control to approximately 1,300 Soldiers focused on relief efforts following disasters inside or outside the state of Alabama.

Force Structure

Brig. Gen. David R. Brown is the commanding general of the brigade, Col. Scott Cotney is the deputy commander, and Command Sgt. Maj. Mitchell Cooper is the brigade command sergeant major.

In July 2011, the brigade headquarters moved from its longtime location in Northport into the newly constructed Armed Forces Readiness Center in Tuscaloosa. This facility provides state-of-the-art video teleconferencing communications and storage of equipment and military vehicles.



Two Soldiers aid an "injured" role player during a chemical exercise. (Photo by Spc. Brenda Thomas, Public Affairs Office)

The 31st CBRN Brigade has more than 2,000 soldiers assigned in four battalions with units geographically dispersed throughout the state: the 231st Military Police Battalion, the 203rd Military Police Battalion, the 145th CBRN Battalion and the 151st CBRN Battalion.

Training and Operations

As one of only three chemical brigades in the Army force structure, the 31st Brigade headquarters prepares to respond to CBRNE incidents worldwide, but primarily 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 as many as 3,500 soldiers. In order to prepare for this mission, the brigade conducted a week-long command post exercise during its annual training period in conjunction with the Alabama National Guard Joint Force Headquarters that focused on responding to an earthquake along the New Madrid Fault.



Two soldiers perform a task for an urban rescue training mission. (Photo by Spc. Brian Canady, 31st CBRN Brigade)

Additionally, the brigade staff conducted a separate command post exercise that focused on response to a simulated radiological incident in Birmingham. Concurrently, the Military Police units within the brigade pursued a robust training plan that prepares Soldiers to deploy or to provide support to civil authorities during emergencies. The brigade continues to refine contingency plans to respond to emergencies within the state, including hurricanes, tornadoes and winter storms.

Brigade CBRN units participated in Autumn Hammer, the 3rd Infantry Division's maneuver exercise at Fort Benning, Ga. The 1343rd CBRN Company conducted smoke operations in support of the 3rd Infantry Division's 3rd Brigade. This training was valuable to our unit and also to the 3rd Infantry Division. The 1343rd demonstrated their technical and tactical proficiency to our active duty counterparts prompting the 3rd Infantry Division to request additional opportunities to work with our Soldiers.

During the last year, two units within the brigade returned from deployments in Iraq: the 214th Military Police Company and the 1156th Military Police Detachment (Criminal Investigations Division). The 1165th Military Police Company returned in December from a mission in Afghanistan. The brigade will deploy

one more Military Police company in FY 12 and one in FY 13.

The brigade's largest event during the year was the response to the devastating tornadoes of April 27, 2011. At the height of the deployment, the brigade was transformed into a Joint Task Force consisting of 1,392 Soldiers conducting relief missions in six Alabama counties. Joint Task Force Tuscaloosa conducted security missions, points of distribution, and search and rescue/search and recovery operations. The brigade headquarters responded to the Tuscaloosa tornado within 35 minutes to support local authorities and relieve the suffering of their fellow citizens.

Resources

The brigade's logistics program has been a large factor in the overall success of the unit. During FY 11, 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 CBRN and Military Police Soldiers.

During FY 11, the brigade's CBRN Soldiers have conducted new equipment training for equipment related to the CERFP mission.

During FY 12, the brigade will field the Army's Stryker armored vehicles equipped with chemical sensors, the Armored Security Vehicle to conduct force protection missions, and the M113A3-mounted smoke generators to provide obscuration on the battlefield.

During FY 11, the brigade moved units from Thomasville to Citronelle and Hartselle to Decatur to take advantage of more advantageous community recruiting bases and better facilities. In addition, the brigade will move the 1343rd CBRN Company from Fort Payne to the Huntsville area during FY 12 to improve readiness.



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 in time of war, national emergency support, or when directed by the Alabama National Guard Joint Force Headquarters to serve as force provider for defense support to civil authorities.

Training and Operations

During FY 11, 62nd Troop Command mobilized the 1-131st Aviation Battalion and Company B 1204th Aviation Support Battalion for wartime service in Iraq.

The 151st U.S. Army Band had the honor to play the national anthem and the state song at the 2011 inauguration of Governor Robert Bentley at the Alabama Capitol.

In response to the winter storm that blanketed most of northwest Alabama in January 2011, 62nd Troop Command activated 154 Soldiers who provided support to roughly 20 various missions throughout the state. Guardsmen provided vehicle support with Humvees, engineering support in the form of road graders, and liaison officers for several county Emergency Operations Centers.

April 27, 2011, will be remembered as a dark day in the history of Alabama. It was the day that tornadoes swept through the state, leaving a trail of death and destruction. The record storms were followed by a rapid response, as the Soldiers of 62nd Troop Command immediately joined in response efforts. 62nd Troop Command called 1,400 Soldiers to state active duty. The Guardsmen helped in the disaster recovery in Tuscaloosa, Phil Campbell, Cullman, Guntersville, Birmingham and Hackleburg. Our Guardsmen's response included a wide mission set including search and rescue, emergency route clearance, evacuation assistance, traffic control, security and distribution of water and food.

62nd Troop Command conducts these missions in

response to taskings from the Alabama Emergency Management Agency. This is the Guard's state mission and our Guardsmen are proudly supporting their fellow citizens. 62nd Troop Command Guardsmen across the state stand ready, as always, to fulfill our state mission of providing assistance in time of need.

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



Soldier surveys the Gulf State Park wildfire from the ramp of a CH-47 Chinook helicopter in Gulf Shores, Ala., June 29, 2011. (Photo by Spc. Eric Roberts, 131st MPAD)

Resources

Today, the National Guard is undergoing an exciting and dynamic transformation. While this transformation is driving the National Guard's evolution into an expeditionary force that is agile, versatile and capable of meeting the challenges of our nation's defense, a similar revolution is occurring in the systems and processes that support and supply the Soldiers of 62nd Troop Command.

62nd Troop Command fielded \$33 million dollars worth of equipment during FY 11. Five units within

62nd Troop Command received the new Containerized Kitchen (CK); the CK is a self-contained system for food preparation, cooking and warming that consists of a combination of military kitchen equipment. This provides Soldiers with high quality, fresh meals in a controlled environment. The CK is capable of supporting 800 Soldiers with three hot, cook-prepared or heat-and-serve rations per day. The CK is mounted on a tactical trailer and towed by the latest FMTV five-ton truck.

The 1151st Engineer Company received six High Mobility Engineer Excavator Type I (HMEE-I) loaders. The HMEE-I is a backhoe loader that can carry a two-man crew and was specifically developed for the military to replace its small emplacement excavator. The HMEE-I can be used to clear roads, emplace power

lines and create obstacles to hinder enemy forces. It has a lifespan of 25 years.

62nd Troop Command has focused substantial resources in assisting the 1st Battalion 167th Infantry, 1st Battalion 117th Field Artillery and the 1312th Engineer Detachment (Concrete Team) as these units prepare for future mobilizations in support of overseas contingency operations. The Soldiers assigned to these units are receiving the very best in leadership, training, equipment and family preparations as their scheduled mobilization dates draw near. Additionally, the command will focus resources on the units such as 1st Battalion 131st Aviation, Company B 1204th Aviation Support Battalion and the 115th Expeditionary Signal Battalion that have returned or will return from service in Iraq and Afghanistan during FY 12.

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 is headquartered in Birmingham and has one subordinate battalion stationed in Alabama. The 20th also has command and control over two additional battalions, one in Mississippi and the other in Florida. In total, the 20th commands and controls Special Forces units in nine 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 other geographic combatant commands with operations in Southwest Asia, Africa and Central America.

Resources

During the year, the 20th Special Forces Group conducted numerous troop training and new equipment training events to increase combat effectiveness and the ability to respond and provide military support to civil authorities as required.

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.



Special Forces Soldiers board a CH-47 Chinook helicopter during a training exercise. (Photo by Spc. Brenda Thomas, Public Affairs Office)

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 two battalions receiving the prestigious title “Institute of Excellence,” during formal accreditation by the proponent schools and U.S. Army Training and Doctrine Command.

The 200th Leadership Regiment has three battalions, 1st Battalion (Military Police), 2nd Battalion (OCS and WOCS) and 3rd Battalion (General Studies). During 2011, more than 1,790 Soldiers from across the nation attended courses at the 200th Leadership Regiment.

During FY 11, the Military Police battalion trained National Guard Soldiers from North Carolina, Florida, Georgia, Tennessee, Rhode Island and Alabama. The OCS/WOCS battalion trained 460

Phase I officer candidates, 331 Phase II candidates and 580 Phase III candidates. They also ran a Platoon Trainer Qualification Course, Tactical Certification Course and Warrant Officer Candidate Course Phase III. Also, during FY 11, 3rd Battalion conducted the Army Basic Instructor Course, Small Group Instructor Course, Combat Lifesaver Course and the Company Level Pre-Command Course.



A Soldier enrolled in the Officer Candidate School at the Alabama Military Academy, participates in physical training. (Photo by Spc. Jennifer Montagna, 131st MPAD)



Soldiers role play in the annual Veteran's Day parade as soldiers from the past, Birmingham Ala. (Photos by Spc. Kyle Looney, 131st MPAD)

Fort McClellan Army National Guard Training Center

The Fort McClellan Army National Guard Training Center, Eglin Training Site and the Redstone Training Site provide year-round training facilities, ranges and maneuver areas for the National Guard, Reserves, active component, federal and state agencies to support the Army Force Generation Training Strategy 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; and mobilization planning and support.

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 and logistical facilities, barracks, classroom and educational facilities totaling 847,227 square feet.

The Fort McClellan Pelham Range training area includes 22,245 acres and 152 facilities that total 173,213 square feet. The Pelham Range training area



Two infantrymen of the Alabama National Guard's 1st Battalion, 167th Infantry duck for cover after a simulated improvised explosives attack during the mass casualty training lane at the National Training Center. (Photo by Spc. Prentis Grayson, 39th Infantry Brigade Combat Team public affairs)

also includes small arms ranges, artillery and mortar firing points, maneuver training areas and support facilities.

In 2011, the Fort McClellan Army National Guard Training Center coordinated the planning, resourcing and execution of more than 301,000 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 and the live fire of more than 2.8 million rounds of ammunition. We also completed \$5.5 million in projects to include new construction, renovations and energy conservation during 2011.

The Eglin Training Site includes 47 acres of exclusive use and joint licensed use of 5,000 acres. The Eglin Training Site provides units with light and heavy maneuver training areas and simulations training.

In 2011, Eglin Training Site coordinated the planning, resourcing and execution of more than 31,000 man-days of annual training and inactive duty training.



A two man team from the Alabama National Guard's 1st Battalion, 167th Infantry conducts a simulated casualty rescue mission during mass casualty training at the National Training Center. (Photo by Spc. Prentis Grayson, 39th Infantry Brigade Combat Team public affairs)

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 11 with more than 2200 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 has an organizational change request underway to change from a group to a wing, which, if successful, will make it the only Air National Guard Combat Communications Wing. This change would give the 226th functional advocacy

for all Air National Guard combat communications groups and squadrons nationwide. The unit underwent a Compliance Inspection from the Air Force Space Command Inspector General in February 2011 and received an "In Compliance" rating, the best seen to date at the time for any comparable organization within the major command. Additionally, the unit continued to

grow the Eagle Vision mission in Huntsville, a satellite imagery capability that has included national support to such disasters as the Alabama and Missouri tornadoes, the Mississippi River floods, wildfires in several states, Hurricane Irene, as well as other events around the world. The unit continues to work closely with the Space and Missile Defense Command on Redstone Arsenal and has developed new applications of satellite imagery that will give emergency responders rapid access to critical information much faster than in the past. The unit also continues to serve as the alternate Network Operations Security Center for the Air Force Central Command (AFCENT) area of responsibility, and will take over all network operations for AFBENT in the event the primary site goes off line.

232nd Combat Communications Squadron



During FY 11, the 232nd supported Global Thunder 11, a classified exercise with the Air Force Space Command (AFSPC) and the 527th Space Aggressor Squadron. Two squadron personnel deployed to U.S. Central Command (CENTCOM) in

support of the Eagle Vision Program Management Office, providing radio frequency transmission and power production support. The unit was recognized as the "Best Seen to Date" by the Inspector General (IG) during the squadron's first AFSPC Compliance

Inspection. 232nd Airmen served as augmentees to the AFSPC/IG team during inspections with the 5th Combat Communications Group, the 201st Combat Communications Group, and the 283rd Combat Communications Squadron. The squadron deployed 13 Airmen supporting U.S. Southern Command's Trade Winds 2011, providing primary communications to the U.S. Coast Guard and U.S. Marine Corps. The squadron deployed 24 Airmen on Air and Space Expeditionary Force taskings to four separate geographic locations throughout the CENTCOM area of responsibility. The majority of these Airmen deployed to Joint Base Balad, Iraq, where they were instrumental in base reduction

and shut down operations. The squadron heavily participated in the Alabama National Guard's defense support to civil authorities response to the tornadoes of April 27, 2011. The unit deployed Airmen to provide security, power production, and communications support to various task force commanders in Tuscaloosa, Jefferson, DeKalb, and Marion Counties. The Joint Incident Site Communication Capability (JISCC) served as a primary command and control communication package for the Alabama Department of Homeland Security and the Alabama Emergency Management Agency during the annual Scarlet Ice exercise in Eufaula. The JISCC package also supported the Alabama Chemical, Biological, Radiological, Nuclear and high yield Explosive (CBRNE) Enhanced Response Force Package during its inaugural external evaluation, providing voice and wireless data services. Five squadron subject matter experts participated in the Joint User Interoperability Communications exercise with the Electronics Systems Center and the 117th Air Control Squadron at Hunter Army Air Field,

Ga., testing radio, radar, and other data over internet protocol networks. A Radio Frequency Transmission Airman deployed with the 187th Fighter Wing providing the primary communications support for Safe Skies 2011, a State Partnership for Peace initiative with Ukraine. The squadron supported the National Guard Bureau's Innovative Readiness Training Town of Hayneville 2011 project providing beddown assets and forklift operations. This joint training event provided medical services for more than 3,000 local, underserved residents. Squadron Airmen served as judges during a local Junior Reserve Officer Training Corps' drill competition at Stanhope Elmore High School and aided the Central Alabama Veteran's Health Care System during their Stand Down 2011 with tent set-up and tear-down assistance. This event provided medical services for more than 200 local homeless veterans. The squadron also conducted a home-station Operational Readiness Exercise, testing the wartime readiness and capability of the unit.

280th Combat Communications Squadron



In FY 11, the 280th deployed 59 personnel for a total of 9962 man-days in support of numerous missions and exercises in the United States and abroad for Operations Iraqi Freedom, New Dawn and Enduring Freedom at the request of Air

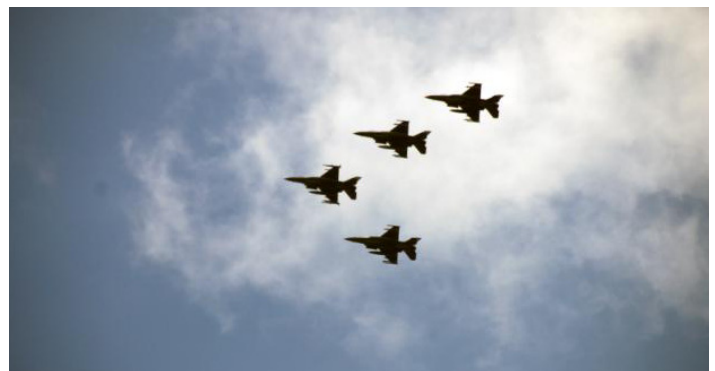
Force Special Operations Command (AFSOC) and Air Expeditionary Forces. Additionally, 133 personnel participated in numerous AFSOC exercises spread across the United States. Also, the 280th passed a

Unit Compliance Inspection with a "Complies with Comments" rating. Locally, personnel and equipment deployed for state duty in support of the April tornado response. Members of the 280th also participated in community programs and projects including the Wiregrass Honor Flight, the 2nd Annual Minuteman 5K, a fundraiser for the Wiregrass Children's Home, and sent personnel to support a Skills USA event in Birmingham. Lastly, multiple 280th members were actively involved with three local Cub Scout packs, one Boy Scout troop and Camp Alaflor, the local Boy Scout camp.

187th Fighter Wing



The 187th Fighter Wing 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



The 187th Fighter Wing conducts a flyover for Governor Robert Bentley's inauguration, Jan. 17, 2011. (Photo by Spc. Brenda Thomas. Public Affairs Office)

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

This past fiscal year was full of tremendous accomplishments as the Airmen of the 187th Fighter Wing successfully demonstrated the unit's efficient combat readiness capability. The 187th began FY 11 by completing the Air Combat Command Inspector General Phase I Operational Readiness Inspection during. The 187th was tasked to simulate the deployment of 330 personnel, 12 F-16 aircraft and more than 123 short tons of equipment to deployed locations. Following a variety of evaluations, inspections and exercises observed by 50 inspectors, the unit earned an overall rating of "Outstanding".

In the aftermath of the April tornadoes, 99 Airmen from the 187th deployed on state active duty to Tuscaloosa. The Airmen were from various unit sections including the Security Forces Squadron, Civil Engineer Squadron, Chaplain Office, Communications Flight and Maintenance Group.

The wing conducted and/or participated in multiple exercises, deployments and temporary duty assignments during FY 11 to include: Theater Support Package at Kunsan Air Base, South Korea; Weapons Instructor Course support at Nellis Air Force Base, Nev.; and the Safe Skies exercise at Mirgorod, Ukraine. The Safe Skies Exercise was tasked and executed with less than 60 days to prepare. Additionally, throughout the year, 54 Airmen volunteered for individual combat deployments overseas in support of Operations Iraqi Freedom and Enduring Freedom.

The recently created Alabama National Guard Chemical, Biological, Radiological, Nuclear, high yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) gained 45 traditional Guardsmen positions in the Alabama Air National Guard, roughly half of which were filled by members of the 187th. The CERFP earned its validation in September 2011.

Throughout the year, the RC-26 counterdrug program continued to support stateside counterdrug operations with 324 flying hours and border operations. The program also trained RC-26 combat crews for deployment in support of Operation Iraqi Freedom. The team itself 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; and trained combat ready aircrew personnel. Overall, the highly successful Alabama-led program assisted in killing or capturing a significant number of high value targets.

During FY 11, there were several other noteworthy 187th milestones. The wing flew 3,626 flight hours with 24 F-16 aircraft, and recruited 125 new unit members and made several major aircraft modifications including software, radio and avionics upgrades.

During the year, the wing completed the process for a new installation development master plan. Progress was made on a number of projects in 2011. The Phase I, \$6.3 million maintenance hangar renovation was completed, providing a modern High Expansion Foam (HEF) fire suppression system. Phase II was also started which will modernize office space, classrooms and shops, as well as provide energy efficient heating and cooling systems. The new base water distribution system, a \$1 million project, was completed, and ground has been broken on the new \$7.4 million fuel cell facility. Upgrades to the perimeter fence/vehicle cable barrier and an addition to the base gym were started. Upgrades to the Wing Headquarters are currently under construction to provide an Emergency Operations Center (EOC), command post and auditorium.

The 187th is currently preparing for the Vulnerability Assessment, Unit Compliance Inspection (UCI), Logistics Compliance Assessment Program (LCAP) Inspection, and Romania State Partnership Program visit – all scheduled in upcoming months.



A pilot observes the Alabama terrain during a routine mission. (Photo by Spc. Brenda Thomas, Public Affairs Office)

117th Air Refueling Wing



During FY 11, the 117th Air Refueling Wing flew 1,126 local and deployed sorties, amassing more than 5,233 flying hours in its assigned KC-135R aircraft, resulting in \$29,340,755 in fuel dollars. These numbers represent an increase of 120 percent in

flying since the wing's active duty integration in October 2009. 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.

Additionally, the 117th deployed a total of 443 personnel overseas in FY 11 on various missions around the world. This included conducting and/or participating in more than 100 exercises, deployments and temporary duty assignments in support of Operation New Dawn, Operation Enduring Freedom, Unified Protector, NATO, U.S. Southern Command, Pacific Tanker Task Force, and Homeland Defense.

On April 27, the 117th was tasked by the governor to deploy a 75 person team to Pratt City in support of the tornado response after the outbreak of tornadoes across the state that day. The 117th provided 12 days of critical law enforcement support to local authorities including the Birmingham Police Department, Birmingham Fire and Rescue, and the Alabama Department of Public Safety during the recovery and reconstitution phase of the disaster relief mission.

During FY 11, 117th Intelligence Squadron/ Distributed Ground Station – Alabama (DGS-AL) directly participated in Operations New Dawn, Enduring Freedom and Unified Protector. Eighty-one squadron intelligence analysts performed voluntary man-days throughout the year providing U.S. Central Command (CENTCOM) with full motion video intelligence, surveillance and reconnaissance processing, exploiting and dissemination in direct combat support of warfighter operations in Iraq and Afghanistan. The latter half of the FY was dedicated

to providing direct support to Tier 1 Special Operations Forces (SOF) in multiple theaters, and training and certifying Active Duty and National Guard DGS mission partners. The 117th is the only DGS authorized by Air Force Special Operations Command (AFSOC) to provide such training and certification outside normal Air Force Special Operations Command channels. This squadron also provided analytical products and reports to National Geospatial Agency (NGA) for U.S. Africa Command area wide search missions.

During the year, the 117th Air Refueling Wing completed the military construction project for the mobility processing facility (\$1.9 million). Construction continued on the alert crew quarters (\$1.25 million) and is scheduled to be complete in FY 12. One sustainment restoration and modernization project was awarded in FY 11 for an energy conservation project to replace air conditioners on buildings (\$484,000) and is also scheduled to be completed in FY 12. Two sustainment restoration and maintenance projects were in progress in FY 11 - repair of the jet engine shop (\$581,372) and the jet back flow repair (\$19,642).

Currently near completion, the 117th Air Refueling Wing's installation development plan develops projects for short, medium, and long range plans. The economic impact of this plan totals \$42.9 million in future construction and renovation.



Staff and Functional Area Updates

Deputy Chief of Staff, 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 four sections described below. The four areas under DCSOPS are Army Readiness Training (ART) Branch, Mobilization Readiness Branch (MRB), Civil Support Team (CST) and Counterdrug (CD) Program.

Army Readiness Training Branch

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

During FY 11, ART successfully managed and executed federal funding to include: \$37,452,000 in individual training dollars; \$16,842,000 in annual training dollars; \$18,933,000 in military school dollars; and \$7,351,000 in other training dollars. Additionally, ART executed \$14,961,000 in training dollars dedicated to the training of units and Soldiers for overseas contingency operations.

Task Force Viking is a federally funded Alabama Pre-Mobilization Training Assistance Element (PTAE) which works with ART and 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 overseas. 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 FY 11, Task Force Viking trained and validated 1073 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 FY 11, Alabama conducted 93 exercises training more than 11,000 Soldiers. 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 National Guard at Fort McClellan. The RTLTP provides for centralized 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 during FY 11 included the Counter Improvised Explosive Device Lane and Urban Assault Course.



New Soldiers are taught military customs even before they leave for basic training. (Photo by Spc. Kyle Looney, 131st MPAD)

In FY 11, ART managed a \$95 million budget with an execution rate of 99.6 percent, forecasted and managed 3,422,000 rounds of training ammunition, sent 3,378 Soldiers to military schools and provided valuable training for all of the Soldiers in the Alabama Army National Guard.

Mobilization Readiness Branch

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

Mobilizations – The Alabama Army Guard was active in FY 11 preparing units and Soldiers for mobilization. The Alabama Army Guard mobilized 1,306 Soldiers from 17 units or elements with 987 supporting Operations Iraqi Freedom and New Dawn, 308 supporting Operation Enduring Freedom and 11 supporting the NATO Kosovo Force. To prepare these Soldiers, MRB conducted 12 Soldier Readiness Process (SRP) events and reviewed the financial, personnel and medical records of the Soldiers. MRB used a \$725,237 budget in the execution of this vital SRP mission. At the end of this report period, we have mobilized 15,095 Army Guard Soldiers in support of Operations Iraqi Freedom, New Dawn, Enduring Freedom and 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 1,788 Soldiers for deployment in FY 12 and FY 13.

Force Structure – The Mobilization Readiness Branch took actions during FY 11 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 five unit inactivations, eleven unit activations and five unit conversions.

Force Readiness – In FY 11, the Alabama Army Guard continued to receive a historic amount of new equipment as part of a congressionally mandated acquisition program. MRB received 5,595 items of equipment with a value of more than \$113 million. In conjunction with the receipt of this equipment, we conducted 40 New Equipment Training (NET) events

and spent more than \$1.3 million for Soldier training. The receipt of this equipment greatly enhanced our ability to conduct overseas contingency operations as well as local defense support to civil authorities missions.

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 and lineage and honors certificate for historical purposes. During this fiscal year, the Alabama Army National Guard received numerous battle streamers for unit colors (flags) with associated campaign participation credit.



The 1312th Engineer Detachment held their deployment ceremony Dec. 19, 2011. (Photo by Spc. Brenda Thomas, Public Affairs Office)

46th Civil Support Team

The 46th Civil Support Team (CST) is a 22 person unit of full-time Army and Air National Guard personnel. The team has seven officers, 15 enlisted personnel and is 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 11. The CST conducted four stand-by missions: the Senior Bowl and Mardi Gras parades in Mobile, and two Talladega NASCAR races. They also responded and provided analysis for the FBI and local law enforcement agencies in processing numerous packages/letters mailed

throughout the state. The analysis conducted by the CST was instrumental in providing information that was critical to the well-being of the citizens of Alabama. In addition, the CST was mobilized to support the reestablishment of the Tuscaloosa County Emergency Management Agency's Emergency Operations Center (EOC) after it was destroyed by the tornadoes of April 27. Personnel from the CST worked in conjunction with state and county EMA officials to stand up the EOC at the Alabama Fire College. During this standup, CST personnel played an important role in coordination of logistical and operational needs of the county during the early critical hours of the response.

The 46th also continued to set the standard for the CST community by receiving high marks on the National Guard Bureau's Standardization, Evaluation, and Assistance Team (SEAT) inspection conducted in August. The team scored in the 98th percentile among teams nationwide ranking them in the top five civil support teams in the country. The team also received high praise by their evaluators for their performance during their external evaluation conducted by U.S. Army North.

The CST continues to support various communities throughout the state by participating in Disaster Preparedness Month (September) in various ways. The 46th also continued to establish working relationships with first responders by planning and conducting multi-agency operations. These exercises familiarized local first responders with the CST and the capabilities

available when encountering a suspected weapon of mass destruction event within their city. The CST also conducted training with the Alabama Department of Public Safety's Critical Response Team with support and training from the Department of Energy's Radiological Assessment Team. The purpose of this event was to provide in-depth training to both agencies in the event of a catastrophic radiological release within the city of Montgomery.

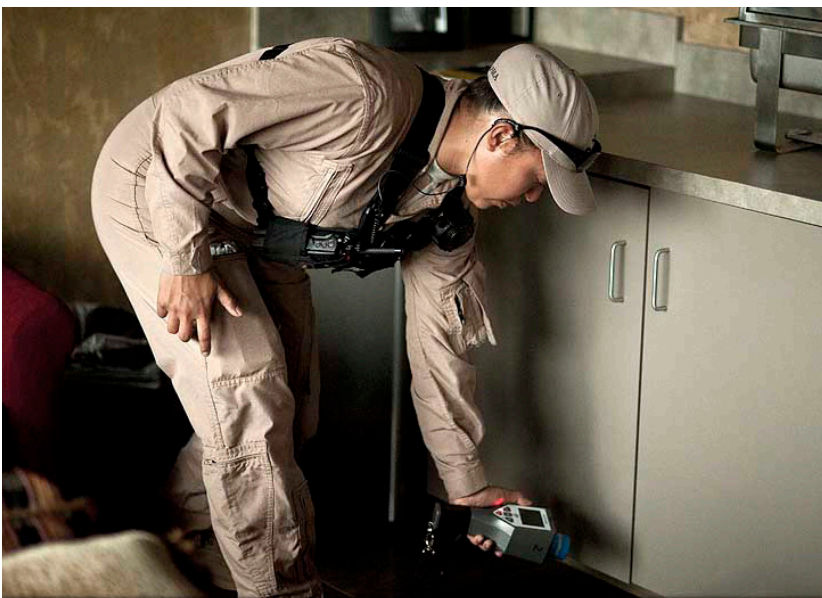
The 46th CST continues to be a relevant and vital partner with other state agencies in the event of a weapon of mass destruction incident within the state of Alabama.

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 to Alabama National Guard servicemembers to improve the overall fitness and effectiveness of the Alabama National Guard. The Alabama Counterdrug Program is a vital member of a coalition of National Guard members, law enforcement agencies, 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 law enforcement as well as community based organizations that work to reduce the supply and demand for drugs.

Criminal Analyst - Nine Alabama National Guard Counterdrug personnel were assigned as criminal analysts in FY 11 with the following law enforcement agencies: Drug Enforcement Agency in Montgomery and Birmingham, Bureau of Immigrations and Customs Enforcement in Birmingham and Mobile, and drug task forces in Tuscaloosa, Shelby, Etowah, Elmore and Randolph Counties. The service members provide analytical and operational case support, technical support and marijuana eradication support.

Drug Demand Reduction - The Drug Demand Reduction (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



A member of the 46th CST conducts a scan with a Gamma Spectrometer. (Photo by Spc. Kyle Looney, 131st MPAD)



“Reddy” performs a pull-up with help from a Soldier at a Counterdrug event. (Photo by Staff Sgt. Sandra Lucas, 131st MPAD)

11, DDR personnel supported Community Anti-Drug Coalitions of America (CADCA), Council on Substance Abuse (COSA) in the River Region, State Prevention Advisory Board (SPAB), Peers are Staying Straight (PASS) in Autauga County, and the statewide Alabama Red Ribbon Coalition (AARC). DDR personnel have utilized the evidence-based Stay on Track curriculum in Alabama middle schools, and the High School Drug Awareness and 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 services to an estimated 5,000 students.

Joint Substance Abuse Program - The Joint Substance Abuse Program (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 service members 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 11, the Army Guard testing requirement was 25 percent of assigned end strength per quarter. The Alabama Army Guard tested 12,841 personnel, or 150 percent of assigned end strength with a total of

197 positives or 2.71 percent of assigned end strength. The Air Guard had a testing requirement of 13 percent of assigned end strength per quarter. The Alabama Air Guard tested 1,533 personnel, or 76 percent of its assigned strength. There were only 21 positives or 1.85 percent from all Air Guard personnel tested.

Prevention, Treatment, and Outreach - The Mission of Prevention, Treatment, and Outreach (PTO) is to provide prevention training, treatment referrals, and outreach to military families in order to positively impact retention efforts and enhance combat readiness. In FY11, the Alabama PTO coordinated and tracked more than 30 positive referrals; participated in multiple events (Yellow Ribbons and unit events) to increase the awareness of the PTO program. The prevention coordinator is a member of the State Prevention Advisory Board and the Alcohol and Drug Interdiction Council. The prevention coordinator has briefed more than 332 service members and trained Unit Prevention Specialists in each Alabama Army National Guard major command to give the drug education material to their subordinate units. The PTO program is currently in the process of providing each armory with a brochure rack containing substance abuse, sexual assault, anger management and various other education material.

Security and Support Detachment - The Security and Support (S&S) 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. 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, 16,690 plants with a value of \$34 million were found and destroyed and 51 arrests made during this report period. The S&S Detachment supported 20 law enforcement agencies in aerial surveillance, photo reconnaissance, search warrant security, demand reduction, marijuana eradication, vehicle tracking, aerial interdiction support and training of law enforcement agencies.

RC-26 Aviation - The Alabama Air National 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 11 states. Alabama had the aircraft for six months through FY 11. During this time, RC-26 Aviation supported 18 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 and other overseas operations.

Total: In FY 11, the Counterdrug Program assisted federal, state and local law enforcement agencies in seizing more than 77 pounds of cocaine, 16,794 marijuana plants, 715 pounds of processed marijuana, 156 pounds of methamphetamine, 387 illegal pills, 53 weapons, 21 vehicles and \$2.3 million.

Director of Military Support (DOMS)

The mission of the Directorate of Military Support is to coordinate defense support to civil authorities (DSCA), provide oversight for domestic operations and provide prepared units to mitigate incident impacts in Alabama or in the United States at the direction of appropriate civil authorities. It is the vision of DOMS to be the nationally recognized leader in domestic operations, providing fully coordinated DSCA support for every mission, every time, maximizing responsiveness with available resources in support of our fellow citizens.

Domestic Support Missions: 2011 was a busy year for DOMS and the Alabama National Guard in domestic operations, beginning with a winter storm response in January. DOMS oversaw the largest domestic response in Alabama in the history of the Alabama National Guard in response to the April 2011 storms. The Guard response totaled over 31,200 man-days. At the peak of the response on May 5th, nearly 3,000 Soldiers and Airmen were working in 19 different counties across the state. The Alabama National Guard responded to more than 100 separate requests for assistance from the Alabama Emergency Management Agency (AEMA). The Guard conducted a variety of missions including search and recovery, traffic control, security patrols, power generation, transportation, aviation support and food and water distribution. These missions were conducted all across the state from Tuscaloosa to Guntersville and from Hackleburg to Birmingham. During 2011, Alabama Army and Air Guard members supported a number of other smaller civil-military missions, including supporting the Alabama Emergency Management Agency in responses ranging from white powder incidents to water outages in Talladega.

Domestic Operations Group: In 2011, DOMS created the Domestic Operations Group. This is a dedicated domestic response staff tasked with managing large-scale defense support to civil authorities operations in

Alabama. The staff is a mix of full-time National Guard personnel and traditional National Guard personnel covering all critical staff functions from operations to personnel and logistics. The Domestic Operations Group works with DOMS on large domestic operations in support of the Alabama Emergency Management Agency. Their inaugural mission was working the highly successful response to the April 2011 tornadoes.

All Hazards Plan: To ensure the Alabama National Guard is ready to support the state in any emergency, DOMS published the Alabama National Guard All Hazards Plan, a detailed contingency plan that outlines how the Alabama National Guard will support the Alabama Emergency Management Agency or other civil authorities in any emergency situation. The plan includes detailed annexes for all fifteen national planning scenarios including hurricanes, earthquakes, pandemic influenza and terror attacks. Having detailed plans in advance will help ensure the Guard is ready when and where needed to support the state.

Civic Action Projects: During this report period, the Alabama National Guard conducted or assisted with 119 civic action projects. The projects addressed a wide variety of missions that included support



Day and night, Soldiers worked in the aftermath of the April 27 tornadoes. (Photo by Spc. Brenda Thomas, Public Affairs Office)

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.

In May 2011, the Alabama National Guard participated in the National Level Exercise 2011(NLE-11). NLE-11 was a White House directed, Congressionally mandated exercise that included the participation of all appropriate federal department and agency senior officials, their deputies and staff, as well as key operational elements. NLE-11 focused on regional catastrophic response and recovery activities between federal, regional, state, tribal, local and private sector participants. NLE-11 simulated the catastrophic nature of a major earthquake in the central United States region of the New Madrid Seismic Zone (NMSZ). Participation in national level exercises ensures that Alabama is ready to cooperate with disaster response partners at all levels.

The annual Roaring Winds exercise tests the Alabama National Guard'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 CERFP (Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Enhanced Response Force Package) conducted its external evaluation in September on Pelham Range. This external evaluation exercise validated the Alabama CERFP which added mass casualty decontamination, search and extraction and medical triage capabilities to Alabama and FEMA Region IV DSCA response capabilities.

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

State Partnership Program: In 2011, Alabama and Romania entered their 18th year of partnership in the National Guard's State Partnership Program, a program that pairs developing allied armed forces with a state National Guard for mentoring and training. This

federally funded program allows Alabama National Guard personnel to train with their Romanian counterparts at no cost to the state.



Members of the Romanian Air Force look over an Alabama F-16. (Photo by Spc. Brenda Thomas, Public Affairs Office)

In February of 2011, members of the Romanian Air Force traveled to Montgomery to visit the Alabama National Guard's 187th Fighter Wing to discuss F-16 maintenance and related topics. The Romanian Air Force is in the process of selecting a new multi-role fighter jet and wanted to explore U.S. steady state operations at an F-16 unit in relation to maintenance operations. This familiarization event helped the Romanian Air Force participants explore and increase their knowledge of F-16 maintenance, regulations, technical equipment and stocking procedures, and airfield infrastructure.

In April, a delegation of Romanian Land Forces soldiers traveled to Fort McClellan to view water purification and storage operations with the 1200th Combat Sustainment Support Battalion (CSSB). They achieved a working knowledge of all phases of the water purification, storage and distribution process. A delegation from the 1200th CSSB continued the topic of water purification and distribution by returning a visit to Romania in the summer. The soldiers from the 1200th CSSB had a chance to observe first hand, the equipment that is currently being used by the Romanian Land Forces and offer further assistance on operating in a joint environment.

In July of 2011, the adjutant general, Maj. Gen. Perry G. Smith, conducted a senior leader visit to the U.S. European Command in Germany and a country visit to Romania. While in Romania, he met with the U.S. Embassy Country Team to include Ambassador

Gitenstein; the Chief of National Defense, Maj. Gen. Danila; Chief of Land Forces; Chief of Air Force; Chief of Navy; and General Inspectorate of Emergency Situations. During this visit they discussed the future goals, objectives and events for the State Partnership Program. Maj. Gen. Smith culminated the trip with a visit to the Cristian Center Orphanage in Tulcea, Romania, that was adopted by the Alabama National Guard in 2008.

In late summer, members of the 161st Multi-functional Medical Battalion traveled to Romania to work

alongside the Romanian Military Medical Directorate personnel to conduct a battalion level field training exercise focused on a mass casualty terrorist event scenario. This event gave both Romanian and Alabama National Guard Soldiers valuable insight in operating in a joint environment.

The Alabama National Guard has submitted a request to form a new partnership with The Republic of Colombia. The announcement for the award of this partnership will come be made in FY 12.

Deputy Chief of Staff, Logistics (DCSLOG)

The DCSLOG's mission is to provide logistics operations to the Alabama Army National Guard conducting homeland defense missions, defense support of civil authorities, 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 11, more than 5,400 pieces of new equipment were issued to units in the state, for a total value exceeding \$111 million. This amount includes more than \$52 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 M1117 Armored Security Vehicle (ASV), to the M1084 five-ton cargo truck, the fielding of this state-of-the-art equipment ensures that the Alabama National Guard 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 redeployments of Army Guard units to multiple locations around the world, some 9,447 work orders were completed on equipment from 14 different units that returned from overseas deployments during FY 11.



Humvees are a primary mode of transportation for activated Alabama Guardsmen. (Photo by Spc. Prentis Grayson, 39th Infantry Brigade Combat Team public affairs)

The annual federal funding program for DCSLOG is \$30 million. 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 civil authorities, such as the severe weather response for the devastating tornadoes that hit our state in April.

During FY 11, DCSLOG continued to make improvements 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 \$20 million. Through continuous focus and attention, this amount was reduced to a low of \$17 million, a 15% reduction. This equipment was returned to the national level and is available for re-issue to other Army units.

To improve logistic operations at the unit level, the Supply and Services Branch continued to conduct week-long workshops that are specifically geared toward supply personnel at the company and battalion level, with focused 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 quarterly video teleconferences. These teleconferences are focused at the major command level, and provide a cost effective way to engage in real-time discussions on the logistical posture of our state. During these meetings, the staff provides updates and policy guidance, and discusses issues concerning the logistical support of units.

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United States Property and Fiscal Office (USP&FO)

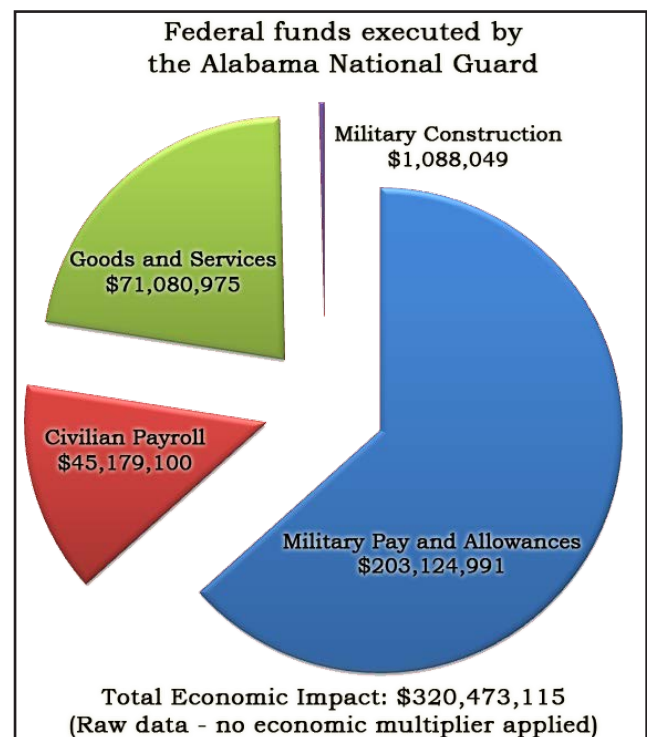
The mission of the USP&FO is to receive and account for all funds and property of the United States government in the possession of the Alabama National Guard and ensure federal funds are obligated and expended in conformance with applicable statutes and regulations. To facilitate this, the USP&FO has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

Purchasing and Contracting Division

During FY 11, the USP&FO Purchasing and Contracting Division, in coordination with the contracting offices at the 117th Air Refueling Wing in Birmingham, and the 187th Fighter Wing in Montgomery, spent a total of \$33,754,402 over 1,179 actions. A multiple award task order contract (MATOC) was put in place with 14 awards. One large military construction (MILCON) project was awarded and one sustainment, restoration and modernization (SRM) project was awarded with the MATOC. Alabama also has a very active government purchase card program – in FY 11, 190 cardholders spent \$11,380,665.

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, and maintain accountability and reports on federal funds as directed by the Chief,



National Guard Bureau.

The Resource Management Division supported the Alabama Army National Guard units during FY 11 by managing military and civilian pay functions, to include more than 1,160 Soldiers deployed overseas, more than

10,000 traditional Soldiers, and more than 800 full-time employees. The staff also managed funding execution in the amount of \$320,473,115.



A Humvee from the 231st Military Police Battalion, Prattville, patrols a tornado devastated area in Tuscaloosa. (Photo by Spc. Eric Roberts, 131st MPAD)

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 diverse missions. The division is divided into six major areas: Property Management Branch (PMB), Material Management Branch (MMB), Installation Transportation Branch, Storage and Distribution Branch (Warehouse), Central Issue Facility (CIF), and Ammunition Supply Point (ASP) Operations.

Throughout FY 11, 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

The Property Management Branch (PMB) 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 within and outside 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 PMB manages a total of 187 unit property accounts, with a total asset accountability of \$1.3 billion in federal property and 163,532 total number of items on hand.

PMB personnel assist in the fielding of new equipment for all assigned units in the state. In FY 11, the PMB facilitated the fielding and distribution of more than 5,429 new equipment items to units with a value of \$111 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.) displayed at state armories and installations throughout the state are catalogued and maintained to the standard

provided by the CMH.

The Material Management Branch

The Material Management Branch (MMB) reviews all Military Standard Requisitioning and Issue Procedure (MILSTRIP) orders received from Alabama Army National Guard units. MMB uses the Standard Army Retail Supply System 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 receive the necessary items requested in a timely manner. The MMB placed and filled a total of \$13.9 million of equipment orders through the supply system in FY 11.

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

The Installation Transportation Branch (ITB) arranges for the commercial movement of Alabama Army

National Guard personnel, material and supplies. These highly skilled and technically proficient transportation personnel ensure regulatory requirements are met for shipping hazardous materials, sensitive items and overweight and oversized equipment. The ITB works with leaders at all levels to prepare excess and deploying unit equipment for shipment and they coordinate with installations to urgently ship equipment when needed. In FY 11, ITB personnel arranged commercial flights for nearly 2,300 Soldiers as well as nine air charters for more than 2,500 Soldiers.

The ITB moved more than 6,800 passengers by commercial bus. ITB personnel also set up new accounts for FedEx and UPS, and managed each of these accounts totaling more than \$127,930 for this fiscal year. ITB personnel are responsible for certifying payments for shipping, commercial buses, commercial airline, and charter air movements. In FY 11 these payments exceeded \$4.1 million. Also, ITB is responsible for conducting an annual inventory of the 278 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 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 safe receipt, storage and movement of any 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. During FY 11, the warehouse processed more than 58,000 requisitions for equipment/supplies, receipted over 115,000 pieces of excess/unserviceable equipment worth \$111.7 million, and distributed more than 17,000 pieces of serviceable equipment/supplies worth \$77.3 million.

The Central Issue Facility

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

In FY 11, CIF processed 7,507 request transactions for new equipment valued at \$2,817,833. CIF also processed 5,187 requests for turn-in of worn and outdated equipment with an approximate value of \$4,661,027.



The Central Ammunition Supply Point

The Central Ammunition Supply Point (ASP) is located on Pelham Range in Alexandria. The mission of the ASP is to provide munitions support to units training on or around Fort McClellan, provide storage of security and contingency ammunition for the Alabama National Guard, and provide ammunition in support of Homeland Security operations. The ASP has a customer base

consisting of 110 units from the National Guard all across Alabama, Tennessee and Georgia as well as various Army and Marine Reserve units.

The ASP sits on approximately 10 acres and has 10 facilities totaling in excess of 15,000 square feet. It has approximately 10,000 square feet of ammunition and explosives storage. The ammunition and explosive handlers working at the ASP are responsible for receiving, storing, shipping, issuing and maintaining accountability of more than 175 different types of ammunition and explosives. In order to monitor all transactions, ASP personnel use automated programs such as the Standard Army Ammunition System-Modified (SAAS-MOD) and Training Ammunition Management Information System-Redesigned (TAMIS-R). These programs greatly enhance the ASP's ability to support their customers.

Internal Review Division

The Internal Review (IR) Division completed 29 audit engagements in FY 11. During that period, IR auditors identified more than \$8.25 million in potential monetary benefits and cost savings. Auditors also identified 20 recommendations for management corrective action in the areas of law or regulation violation avoidance, best business practices, and improved controls and readiness.

During FY 11, 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.

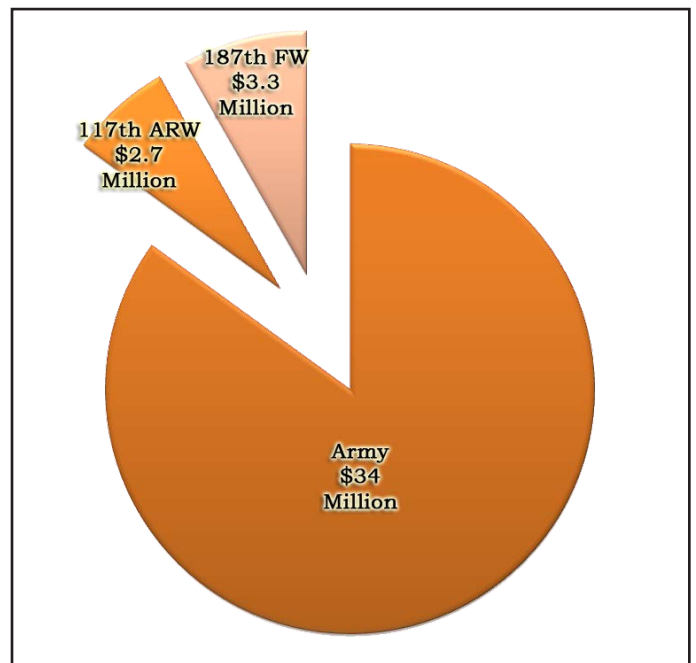
Data Management Systems Integration Division

The Data Management Systems Integration Division (DMSID) is responsible for supporting all automation and data communications within the USP&FO. The DMSID 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 DMSID 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 DMSID staff routinely handles more than a

thousand customer service requests a year. DMSID supports and maintains 16 physical servers and 10 virtual servers, 123 workstations, 79 notebooks computers and various communication routers, switches and peripheral devices.

The remodeling of a building at Fort McClellan is near completion. This will be our primary continuity of operation (COOP) site. This site will mirror, as much as possible, the servers in the DMSID computer room and will be in a "warm" mode at all times. This site can be operational within 24 hours of any incident that shuts down the USP&FO data center or our local area network.



Operations and Maintenance Master Cooperative Agreement Dollars

Grants and Cooperative Agreements

The Grants and Cooperative Agreements Section coordinates all cooperative agreement matters acting as the USP&FO liaison internally and externally. This section performs administrative management duties required to support cooperative agreements. A cooperative agreement is a form of federal domestic assistance and is the legal mechanism for providing federal funds to the state in support of the National Guard. Cooperative agreements by definition require substantial involvement of the federal government. In FY 11, the federal government obligated \$40 million for execution through the Operations and Maintenance Master Cooperative Agreement.

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 enables 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 \$11.5 million in federal-share funds in special programs, to include \$1.5 million in American Recovery and Reinvestment Act (ARRA) stimulus funds in FY 11.

Alabama National Guard facilities provide 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.



Demolition of the old headquarters buildings, Montgomery, Ala. (Photo by Spc. Brenda Thomas, Public Affairs Office)



The new Joint Force Headquarters Armed Forces Readiness Center, Montgomery, Ala., was officially opened December 7, 2011, though some Alabama Guardsmen began working in the building in late 2010. (Image by Spc. Brenda Thomas, Public Affairs Office)

State Property and Disbursing Office

The State Property and Disbursing Office is under the direction of the State Property and 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 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 16 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. More than 42 percent of the armories currently in use are older than 25 years and more than 73 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 320 work orders, purchase orders and requisitions for repairs and maintenance in FY 11 in the following major maintenance activities: roofing, heating and cooling systems, plumbing, electrical, doors/locks, window/glass, ceilings, flooring

and fencing.

Lack of state funding has continued to cause an increasing backlog of maintenance needs at the armories. Each year of declining budgets increases the backlog.



Inside the Joint Force Headquarters Armed Forces Readiness Center (Photo by Spc. Brenda Thomas, Public Affairs Office)

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 personal property.

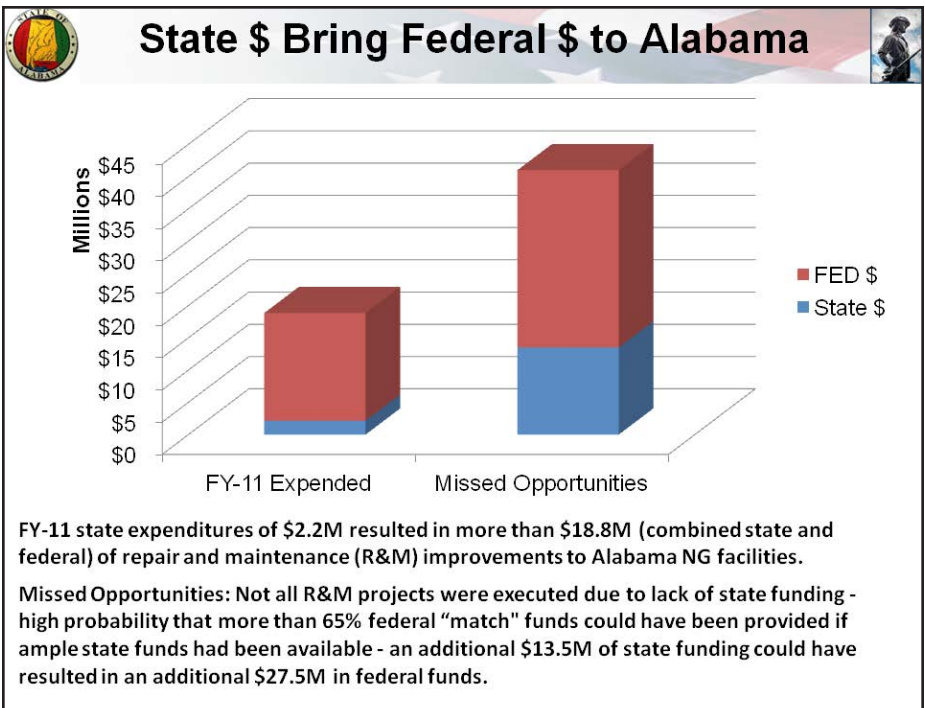
During this report period, SPDOF accounted not only for revenue and expenditures from the 2011 State General Fund but also from the FY 11 Master Cooperative Agreement (MCA). The FY 11 MCA provided federal funding for both Army and Air National Guard operations and maintenance. The MCA funds can only 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 for loading this huge influx of state employees during 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



The armory in Heflin, Ala., is one of thirteen armories in Alabama scheduled to be closed by the end of fiscal year 2012. (Photo from *The Anniston Star*, used with permission)



is responsible for recruitment, personnel selection and 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 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 organization and therefore cannot be relegated to a minor role. The DCSPER plans, coordinates and executes personnel support activities to assist in developing a quality force by attaining end strength (total number of active members) goals, improving duty military occupational skill qualifications (DMOSQ) and medical readiness goals, while simultaneously providing comprehensive personnel services through direct interaction with Soldiers, families and retirees.

The DCSPER directly impacts the adjutant general's mission in support of all state and federal missions.

The adjutant general has stated his intent to continue to develop a quality force. Building a quality force means achieving end strength, improving DMOSQ levels, and reaching medical readiness goals. Specifically, the adjutant general mandates that the Alabama National Guard maintain 100 percent strength; that 100 percent of personnel receive an annual physical health assessment, that 95 percent be qualified (by attending appropriate military schools) in the military occupational speciality to which they are assigned, and that 85 percent be fully medically ready in FY 11 and 90 percent in FY 12.

The DCSPER accomplishes the above goals through the management of four direct reporting divisions and two supporting divisions. The direct reporting divisions include: Personnel Management Division (PMD), Soldier and Family Support Division (SFSD), Health Services Division (HSD), and Personnel Readiness Division (PRD). The two supporting divisions are the Alabama National Guard's State Surgeon's Office and the 22nd Recruiting and Retention Battalion.

Personnel Management Division (PMD)

The Personnel Management Division oversees officer and enlisted personnel management, personnel automation systems, retired activities and the education services and incentives for members of the Alabama National Guard.

General Officer Management - The PMD assists in managing general officer personnel files and also assists in preparing application packets and packets for boards. FY 11 has been a very busy year for general officer management. Two generals retired this year, two general officers returned from retirement, two general officers were promoted and two colonels were selected for promotion to brigadier general. Seven packets were prepared and submitted for the 2011 General Officer Federal Recognition Board and 41 packets were submitted for various duty positions and training opportunities.

Officer Personnel Management (OPM) - Officer Personnel Management Branch maintains all officer and



Chief Warrant Officer 5 Max Dean, Alabama National Guard Command Chief Warrant Officer, has new rank placed on his shoulders by his wife and the adjutant general in a promotion ceremony at Joint Force Headquarters, Montgomery, Ala.

(Photo by Staff Sgt. Sandra Lucas, 131st MPAD)

warrant officer files and conducts all officer and warrant officer promotion, retention and federal recognition boards. During FY 11, four state promotion boards,

one retention board, 13 federal recognition boards, one senior service board and one Douglas MacArthur Leadership board were conducted. There were 316 officers promoted or appointed this year. Commissioned officer vacancies were reduced from 26.8 percent to 16.9 percent (335 to 207 total commissioned officer vacancies).

Enlisted Personnel Management (EPM) – The Enlisted Personnel Management branch normally prepares for and conducts two command sergeant major boards each year as well as processing the command sergeant major announcements. EPM is responsible for the qualitative retention board which is held annually. EPM also processes various types of waivers for enlisted personnel. The branch processes the joint substance abuse packets, congressional inquiries and any Army Board for Correction of Military Records requests. The EPM also conducts research for retirees inquiring about their retirement documents and benefits.

Enlisted Promotion System (EPS) - The Enlisted Promotion System branch mission is to implement and execute the Army's enlisted promotion program as required by appropriate laws, regulations and policies. Therefore, it provides guidance to ensure the best qualified Soldiers are promoted. The branch also maintains the sanctity of the promotion selection process by performing functions that include processing for boards, promotion list management and orders preparation and publication (for sergeant to sergeant major). During this report period, EPS processed 7,466 promotion packets and processed promotions for 916 noncommissioned officers. Noncommissioned officer vacancies were also reduced from 19.8 percent (930) to 16.5 percent (778).

Education and Incentive Services - The Education Service Office (ESO) assists Guardsmen with educational benefits including Federal Tuition Assistance, civilian education updates, Montgomery GI Bill, Montgomery GI Bill kickers and Armed Forces Classification Testing. They also act as a liaison for a host of other federally funded programs.

Federal Tuition Assistance: During FY 11, the Education Office spent \$4.7 million for tuition assistance. This amount processed 3,450 Alabama Army National Guard Soldier requests.

Armed Forces Classification Test (AFCT): The AFCT is available to current National Guard Soldiers each month. During FY 11, the ESO administered testing

to 70 Soldiers.

Montgomery GI Bill: The Montgomery GI Bill consists of several different chapters designed with different benefits for different eligible categories of service members. During FY 11, the ESO assisted in processing hundreds of thousands of dollars in education assistance to hundreds of Alabama National Guardsmen through the GI Bill. The Montgomery GI Bill – Selected Reserve benefited 2,395 Soldiers at \$345.00 a month, the Reserve Education Assistance Program benefited more than 5,300 Soldiers at \$883.80 a month and the Basic Kicker Incentive (\$200.00 a month) and College First/Simultaneous Membership Program (\$350.00 a month) Kicker benefited more than 420 Soldiers. The new GI Bill benefit, generally known as the Post 9/11 GI Bill, provides eligible veterans with tuition payments, housing allowance and a book stipend to assist in earning a college degree. It also allows members of the armed forces to transfer these benefits to eligible dependents. The Post 9/11 GI Bill has benefited 356 Alabama National Guard Soldiers and their eligible dependents.

Alabama National Guard Education Assistance Program (ANGEAP): ANGEAP is one of the state's largest funding assistance programs. This program is design to provide relief for book costs and miscellaneous fees rendered by educational institutions. The ANGEAP benefited 787 Alabama Army National Guard Soldiers, with a total award of more than \$303,000 in FY 11.

Bonuses: The Incentive Office for fiscal year 2011 issued 319 enlistment, reenlistment and officer contracts bonuses totaling more than \$1.5 million.

Loan Repayment Programs: The loan repayment programs include student loan repayment, health professional loan repayment, and chaplain loan repayment. The incentive manager approved 142 contracts, totaling more than \$7 million.

Retired Activities - Retired Activities personnel assisted retired and discharged Soldiers with retirement applications to be sent to the national Military Personnel Center in Fort Knox, Ky. They also assist with other retirement issues and ensure that 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. Retired Activities assists the Department of Veterans Affairs, the Social Security Administration, and the U.S. Army

Reserve with issues they may have concerning Soldiers in or formerly in the Alabama Army National Guard.

In FY 11, Retired Activities processed the following documents: 944 Veterans Administration requests for medical, dental and/or personnel records; 36 Social Security Administration requests for service records; 23 Recruiting and Retention requests and 740 requests from former Soldiers and retirees. Also during the year, the branch scanned and digitally stored 8,396 NGB Form 22's (National Guard Separation).

Personnel Automation Branch (PAB) – The mission of the Personnel Automation Branch is to provide the necessary technical and functional expertise to end users of the various Personnel Applications for which the DCSPER is responsible for maintainance within the state of Alabama. It is also the responsibility of the automation section to inform the DCSPER of the capabilities, shortfalls and functional requirements of these applications by maintaining communication between the state of Alabama, National Guard Bureau, contractors, and other state's automation sections within the National Guard. Additionally, the PAB is responsible for managing permissions to those systems, training end users on personnel systems, processing all electronic transactions into the personnel reporting database, maintaining quality control of data for the personnel reporting database, managing automated board applications, and managing the Interactive Permanent Electronic Records Management System (iPERMS) for all Soldiers in the Alabama National Guard.

In 2011, PAB input 90,203 transactions into the personnel reporting database; resolved 526 Help Desk tickets; processed 24,458 iPERMS batches containing 110,671 documents; and uploaded 183,784 pages into Soldier records.

Soldier & Family Support Division (SFSD)

The Joint Force Headquarters Soldier & Family Support Division consists of a Joint Force element in Montgomery, a satellite SFSD 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 11, the SFSD supported Soldier Readiness Processing events for more than 1,300 Soldiers preparing for deployment in support of Operations

Enduring Freedom, Iraqi Freedom and New Dawn.

The SFSD hosts five events for Soldiers and families from every deploying unit before, during and after the deployment to assist the Soldier and family members to be resilient and to teach them how to cope with the deployment. We then 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 11, more than 6,800 Soldiers and adult family members and more than 1,300 children and youth attended these events. During FY 11, the Yellow Ribbon Reintegration Program conducted events on 17 weekends. During this year, the SFSD also conducted marriage enrichment seminars for more than 150 Soldiers and their spouses. These events are offered in an effort to increase resilience of Soldiers and their spouses before, during and after deployment.

The SFSD has a staff of 70 professionals dedicated to the well-being of Soldiers and their families. Family Assistance Centers are located in Montgomery, Tallassee, Athens, Anniston, Linden, Birmingham and Dothan. These centers are staffed by contractors who are available to assist all servicemembers and their families regardless of their military component.

Survivor Outreach Services (SOS) – SOS is for survivors of military members. In FY 11, SOS worked with more than 350 survivors around Alabama and continued to provide outreach services to the survivors of retired and active National Guard, Army Reserve and Regular Army deaths. Our two SOS support specialists are part of the Army's four-person SOS team and continually reach out to survivors to offer services and continued care for as long as the survivor requests



A Soldier is reunited with his spouse after a long deployment. (Image by Spc. Brenda Thomas, Public Affairs Office)

such assistance.

Military Funeral Honors - During FY 11, the Alabama National Guard Military Funeral Honors program conducted and supported 1,576 funerals for all branches of the military. These services were performed statewide using a total of 18 full-time Soldiers on active duty, one civilian contractor, one military technician and more than 150 part-time Alabama Army National Guard Soldiers and retirees. There are three full-time Soldiers who are dedicated to the 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 to include honorable transfers. Along with the team in Montevallo, there are teams in Arab, Montgomery, Birmingham and Foley with three full-time Soldiers at each location. These teams do an outstanding job performing military honors at funerals in every county in Alabama. During FY 11, our honor guards have performed as many as 18 military funeral honors in a single day and 168 in a single month.



Employer Support of 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 46 employment conflicts to volunteer ombudsmen in the state for action, out of which 90 percent were resolved. The Alabama ESGR office presented more than 350 "My Boss is a Patriot" awards to employers in Alabama and more than 1,600 statements of support to employers of our Guard and Reserve members in Alabama. ESGR also recognized and presented 41 employers with other recognition awards.

The Alabama ESGR section also provided support to Guard and Reserve personnel at all Soldier Readiness Processing Events, Yellow Ribbon events and other mobilization/de-mobilization 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 8,000 volunteer hours to the program. This service equated to a savings of more than \$250,000.

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.

Resilience, Risk Reduction & Suicide Prevention (R3SP) - During 2011 a full-time Resilience, Risk Reduction and Suicide Prevention program manager was hired and a Resilience Campaign Plan was developed and signed by the adjutant general which identified specific goals and objectives for suicide reduction in the Alabama National Guard. The Resilience Council held quarterly meetings to address the progress being made towards the campaign plan goals. The Suicide Prevention Program sent seven Soldiers to the Master Resilience Training course, two individuals to the Kansas National Guard Flash Forward and Life Ties Resiliency program and five individuals to the Applied Suicide Intervention Skills Trainers (ASIST) T4T Living Works program. Suicide prevention and resilience training briefings were conducted at all Yellow Ribbon events for family members as well as Soldiers. September was Suicide Awareness month and several briefings were held to increase awareness and provide Ask, Care & Escort (ACE) intervention

cards to all units. An ASIST Workshop was held that provided suicide intervention skills training to 24 first line leaders of the 62nd Troop Command.

Health Service Division (HSD)

HSD is responsible for managing line of duty (LOD) injury investigations; reviewing and processing non-duty related board actions and military occupational speciality medical retention board actions; and reviewing and processing duty-related board actions through the Reserve Component Soldier Medical Support Center (RC-SMSC).

HSD is ultimately responsible for tracking and overseeing all Alabama National Guard wounded and injured Soldiers. HSD provides support to demobilizing units and Soldiers throughout the medical process at the demobilization site.

During FY 11, HSD processed 149 duty related board actions and 77 military occupational specialty medical retention board actions, reviewed 70 non-duty related cases, screened 890 Soldiers in the Post Deployment Health Re-Assessment program, processed over 1,000 medical claims, processed 455 LOD investigations, processed 56 cases for incapacitation pay, tracked 266 medical hold Soldiers at 19 Warrior Transition Units and referred or assisted veterans more than 8,000 times via phone, e-mail and walk-in service.

HSD has trained two personnel as ASIST. These personnel have conducted one class already with several more scheduled for the upcoming fiscal year.



Soldiers receive annual vaccinations to ensure mission readiness. (Photo by Spc. Tiffany Harkins, 131st MPAD)

Personnel Readiness Division

Personnel Readiness Division (PRD) is charged with maintaining oversight of Soldier availability as it relates to unit readiness. PRD further develops, manages, and executes personnel readiness procedures in compliance with guidance provided by the adjutant general as well as Army personnel policy guidance, and other applicable personnel readiness policies and regulations.

PRD conducts personnel readiness analysis and assistance to units as they progress through the Army's Force Generation (ARFORGEN) model. ARFORGEN is the Army's current process for successful unit mobilization and deployment paths. Placing the right Soldiers in the appropriate slots is one of the key components of personnel readiness to ensure commanders are adequately manned and ready to support their state and federal missions. In FY11, PRD coordinated more than 200 state-level or above personnel cross-levelings to increase unit readiness.

PRD spearheads the Soldier Readiness Processing (SRP) events for the Alabama National Guard. PRD supported 25 SRP phase I or II events for multiple units in FY 11 with more than 4,500 personnel processed for deployment or redeployment.

PRD is the responsible division for DCSPER's portion of the Joint Forces Headquarters Staff Inspection (JSI) program. PRD coordinates personnel readiness teams to conduct staff inspections of selected units within the Alabama National Guard. In FY 11, the PRD inspected 24 units with more than 600 individual corrections, updates and/or improvements made in unit personnel readiness.

Security Clearance Section – The Security Clearance Section within PRD assisted with several Soldier Readiness Processing events to verify and update mobilizing Soldiers' security clearance status, review security questionnaires and applications, and update security clearance status in the personnel data system. The section also verifies security clearance status and levels needed for promotions and certain military jobs. Security branch personnel work with the Alabama National Guard subordinate units' security managers to insure all required security clearances are requested and awarded. During FY 11, more than 400 security clearances and 300 interim clearances were granted. The security branch adjudicated 74 clearances that were either denied, suspended or revoked.

22nd Recruiting and Retention Battalion

The 22nd Recruiting and Retention Battalion (RRB) recruits tomorrow's leaders today through innovative, professional, and ethical leadership and provides a high-quality, diverse force ready to conduct full spectrum state and federal missions for the Alabama Army National Guard. This mission is accomplished using the following three tenets: recruiting, retention and attrition management.

During FY 11, the 22nd RRB exceeded the initial state end strength ceiling (ESC) of 11,145 Soldiers and met the adjusted state ESC of 11,245 to close out the fiscal year. Within the FY 11 recruiting period, the 22nd RRB accessed 140 commissioned officers, 24 warrant officers and enlisted 1,566 servicemembers. The 22nd RRB worked with unit members and their assigned units to retain 1,442 Soldiers, attaining 100 percent of the National Guard Bureau retention goal for Alabama.

The Recruit Sustainment Program (RSP) was used to manage attrition among newly accessed servicemembers prior to them shipping to basic training and to reduce training pipeline losses during Initial Entry Training (IET). RSP serves as an orientation for new members and prepares them mentally, physically, and administratively for IET. During FY 11, the average total training pipeline size was approximately 1,007



A new Soldier takes the oath of enlistment, marking his official entry into the Alabama National Guard.

(Image by Spc. Brenda Thomas, Public Affairs Office)

members and the average RSP size consisted of approximately 513 drilling members of the Alabama Army National Guard.

Human Resources Office (HRO)

The mission of the Human Resources Office is to perform administrative management of the full-time work force of the Alabama National Guard. HRO

supports the Military Technician and Active Guard Reserve workforce in accordance with National Guard Bureau, Office of Personnel Management, and Departments of the Army and Air Force policies.



HRO assists personnel with many aspects of maintaining their careers. (Photo by Spc. Eric Roberts, 131st MPAD)

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 11, the Alabama National Guard HRO was at the leading edge of implementation of the National Guard Bureau directed conversion to fully automated job advertisement and application procedures (USA Staffing) for full-time technicians. The initiatives are a direct result of President Obama's executive order to

streamline and simplify the hiring process for federal employees. The HRO section undertook an aggressive training and education program to ensure timely deployment of this new program. The deployment of USA Staffing will simplify and enhance the Alabama National Guard's ability to recruit and hire the highest quality of employee and maintain the highest level of authorized full-time personnel strength.

Federal government budget issues brought many challenges to the HRO in FY 11. Looming potential government shutdowns, potential furloughs, and real reductions in full-time manning resulting from rebalancing full-time end strength were managed

without a single forced layoff or reduction in force. HRO was instrumental in coordinating with the National Guard Bureau to enable voluntary early retirements and separations for those qualified, and thus eliminated any forced separations.

HRO provided targeted education and training to the full-time employees of the Alabama National Guard throughout FY 11. In addition to the Basic Supervisor's Course, Mid-Career Financial Planning Course, and Pre-Retirement Planning Course, HRO developed and launched the New Employees Orientation course. Each received overwhelming positive feedback from end-of-course critiques.

Deputy Chief of Staff, 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.

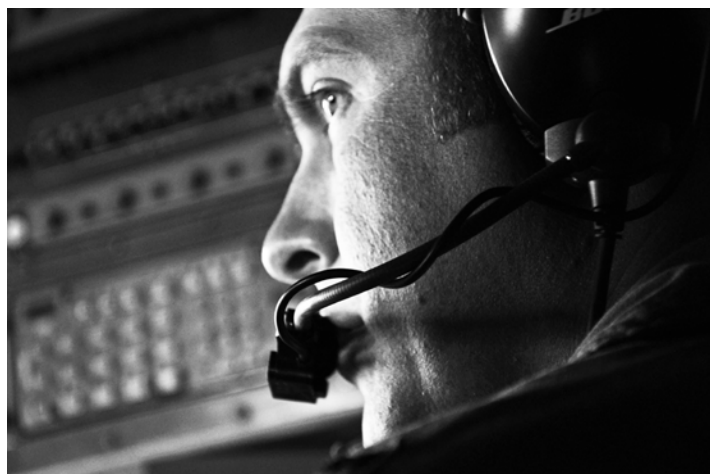
The DCSIM's vision is to organize a section capable of supporting the Soldiers and Airmen of the Alabama National Guard with telecommunications, information technology (IT), and tactical and non-tactical communications in support of federal and state missions.

During this report period, DCSIM provided personnel and equipment in 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.

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.



(Photo by Spc. Brenda Thomas, Public Affairs Office)

Communication Services Branch (CSB)

During this report period, the Network Operations Center completed 95 circuit migrations and seven

circuit upgrades that provided greater bandwidth capacity to support our larger facilities and alternate site. The CSB also administered and maintained 15 Secret Internet Protocol Router (SIPR) tunneling locations while planning for 9 additional sites. The CSB 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 Alabama Army National Guard armories to meet new Internet protocol standards.

The CSB provided connectivity and installed network and Voice over Internet Protocol (VoIP) phone systems in the newly constructed facilities at Tuscaloosa, Mobile and Birmingham. The branch developed information technology communications requirements and cost

documentation for the two new armory buildings.

Administrative Services Section

The mail room processed an average of 265 pieces of mail per day for a total of 63,517 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 DCSIM also manages tactical communication requirements, frequency allocation and communication security material for units, as well as develops/manages contingency communications for defense support to civil authorities operations as required by the adjutant general.

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Inspector General (IG)

The IG is a special staff officer and a confidential advisor to the adjutant general. The IG serves as an extension of the eyes, ears, voice and conscience of the adjutant general, to determine, for the adjutant general, the state of economy, efficiency, discipline, morale, esprit de corps, and readiness throughout the Alabama National Guard in accordance with Army Regulation 20-1 and Air Force Instruction 90-301. IGs are honest brokers and impartial fact finders. Their primary tools include training, inspecting, assisting and investigating. The Alabama National Guard IG is a joint division organized in two branches; Assistance and Investigations Branch and Inspections Branch.

Assistance and Investigation Branch

The Assistance and Investigation Branch assists the adjutant general in correcting real or perceived injustices when the chain of command is unable to solve a servicemember's problem. This allows Soldiers and Airmen to maintain their morale and focus, thus enhancing combat readiness and war-fighting capability.

The A&I Branch also conducts and oversees investigations and inquiries into misconduct of non-senior Army and Air Force officials (personnel in the rank of colonel and below). The IG generally conducts investigations and investigative inquiries in response to allegations of impropriety, issues of systems deficiency, complaints, grievances and matters of concern received from 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 and Air National Guard.

During FY 11, the A&I Branch addressed 281 issues and complaints via inquiries and investigations.

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 Alabama National Guard forces. The Inspections Branch also provides oversight of the state's Intelligence Oversight Program in accordance with applicable federal laws, Executive Order 12333, United States Intelligence Activities, Army Regulation 381-10 and Air Force Instruction 14-104.

During FY 11, the Inspections Branch assisted in implementation of the state's new inspection policy, State Military Department Regulation 1-201, oversaw the Intelligence Oversight inspections conducted by the Director of Military Support and planned six systemic inspections for FY 12.

Deputy Chief of Staff, Strategic Planning

The Alabama National Guard Strategic Plans and Policy Section is charged with the mission to develop, promulgate, coordinate and institutionalize the Alabama National Guard strategic management system, including strategic policy, plans, initiatives and concepts. The strategic planning program includes strategic plans, performance management, continuous process improvement and formal internal assessment.

The Deputy Chief of Staff, Strategic Planning's vision is to have the premier strategic management system in the National Guard of the United States, fully institutionalized, fully functional, and holistic across the entire spectrum of the strategic management system; and to achieve national recognition and influence on the process and be considered as subject matter experts for best practices.

Planning for the future is critical for any successful organization. Deliberate strategic planning sets the stage for future success. The Alabama National Guard conducts its strategic planning following the Strategic Planning Model and the Strategic Management System (SMS) Strategy of Work. This process utilizes the latest business transformation tactics, techniques and procedures in executing strategic planning, performance improvement / sustainment, performance management, and assessment to assist the organization in achieving excellence over the long term.

In this era of tightening resources, the Alabama National Guard strives to be as efficient as possible to maximize capabilities. Planning for the long term, linking our plans to resources, and making decisions on an analysis of facts with the benefit of all required information facilitates this process.

The Alabama National Guard 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 Alabama National Guard for success in the future.

