

Governor of Alabama

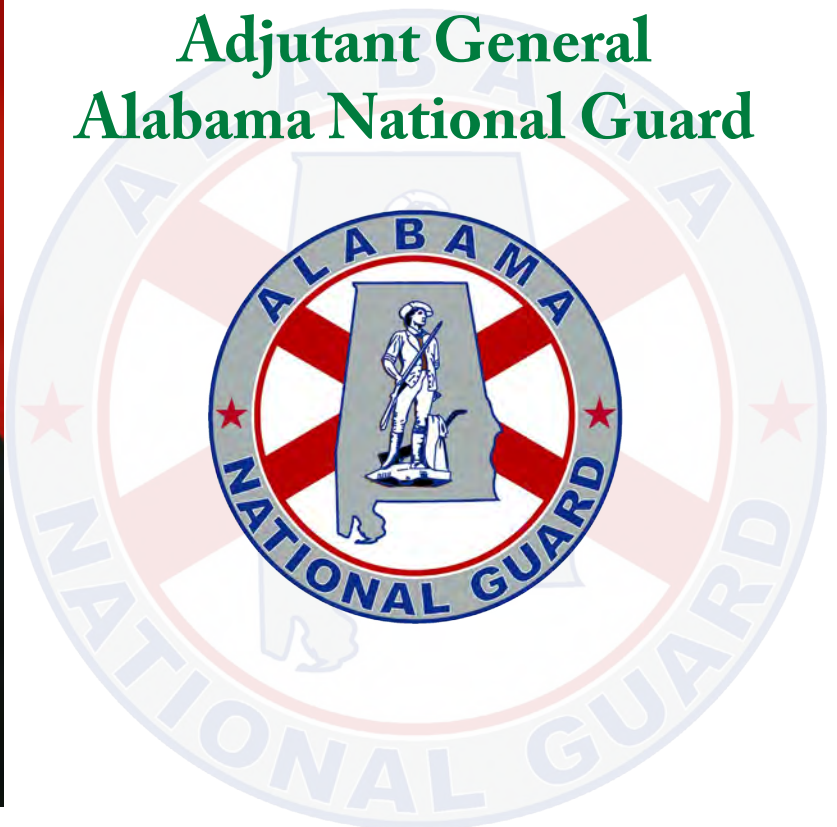


Dr. Robert Bentley



Major General Perry G. Smith

Adjutant General Alabama National Guard



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The Adjutant General of Alabama



During the past year, the Alabama National Guard continued to contend with fiscal constraints and a high operational tempo. Though there have been difficulties, I am still proud of the dedicated accomplishments of the Alabama National Guard in the past year. 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, 2011 through September 30, 2012. This report will familiarize you with the challenges and accomplishments of the Soldiers and Airmen of the Alabama National Guard in Fiscal Year 2012.

I am thankful that this year we did not have to respond to any major disasters such as we did last year. However, we were still vigilant and still planned and trained extensively to respond to any defense support of civil authorities (DSCA) missions that could arise in time of disaster.

We continued to refine our plans and rehearse for some of our most common and likely disasters with our winter weather exercise and multiple hurricane response exercises. It is my goal that we remain the premier force to respond in our communities when disasters strike.

The Alabama Guard has also taken on a new role as the National Guard's first Command and Control Chemical Biological Radiological Nuclear (CBRN) Response Element (C2CRE) for a two-year mission, taking on a role that has up to now only been filled by the active duty military. The C2CRE is a key part of the Department of Defense's transformation of the nation's tiered CBRN response enterprise. The C2CRE, along with other units are CBRN response forces designed to provide search and rescue, decontamination, medical, aviation, communications and logistical support. In August, about 1,500 Alabama Guardsmen conducted the largest domestic convoy in Alabama National Guard history with approximately 500 vehicles traveling through Alabama, Tennessee, Kentucky and Indiana on its way to Camp Atterbury, Ind., for their final exercise before assuming their mission, (the mission will run from October 2012 through September 2014).

While training to aid citizens at home, we have also continued our deployments overseas in support of the current war. This year, we deployed two entire battalions (more than 500 Soldiers each) and several other units to Afghanistan and prepared to deploy a logistics command, which will mark only the second time the Alabama National Guard will deploy a unit commanded by a general officer in the current war. I am so thankful to be able to report that we were also fortunate to welcome home several units this year and suffered no combat losses.

Other noteworthy events for the Alabama National Guard in fiscal year 2012 include promotion of the first female major general in our ranks; the formal opening of a new headquarters building, which is home to National Guard and Army Reserve units as well as being the largest solar project in the state; partnering with government and civilian personnel to assess and fight Post Traumatic Stress Disorder; and vacating 13 armories to secure more than \$7 million in savings and to ensure that we gave our Soldiers the best facilities and placed them in the right locations to provide the citizens of Alabama the best support in time of disaster.

We continue to stand ready to assist our state and nation as we uphold the motto of the National Guard – Always Ready, Always There. We continue to plan and train for full spectrum operations to ensure we remain prepared to respond quickly and competently when needed at home or abroad. We are able to do this because of the high caliber of personnel we continue to recruit from communities across our state. I cannot commend enough the Soldiers, Airmen, and civilians who continue to make our organization one of the best National Guards in the nation. 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



Soldiers attach a Howitzer long-gun to a Chinook helicopter for transportation. (Contributed photo.)



A Soldier helps clean up debris left after a storm. (Photo by Spc. Jonathan Wood, 131st MPAD)

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

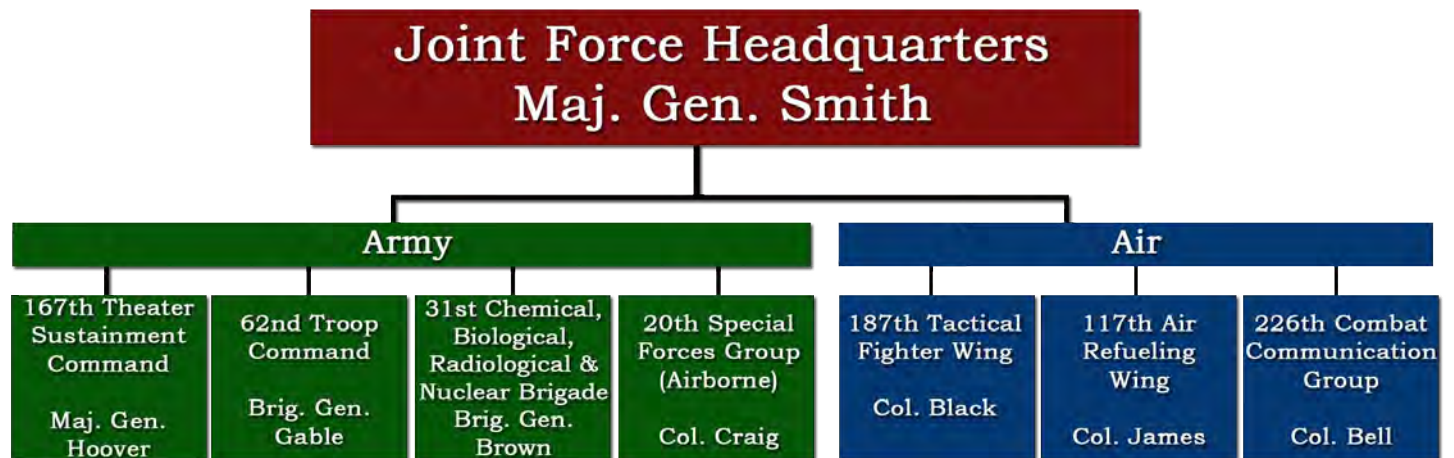
Organization

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 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.

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 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. The following is the traditional Guard and full time Guard workforce profile.



Both Alabama Air and Army Guardsmen receive a briefing during a joint force exercise. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

National Guard Strength

Workforce		
Duty Status - Federal	Army	Air
Traditional/Part-Time	9,426	1,601
Active Guard	963	199
Military Technician	770	497
Total Soldiers & Airmen*	11,159	2,297
*This represents 2,429 full time and 11,027 part-time, federally funded jobs in Alabama		
Duty Status - State	Army	Air
State Employees/Full-Time	156	85
State Employees/Part-Time	50	0
Total Workforce*	206	85
*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 structures in 116 communities across the state. Major facilities include 84 armories, 15 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.

Army Guard Current Structure

As of: 1 Oct 12

Legend

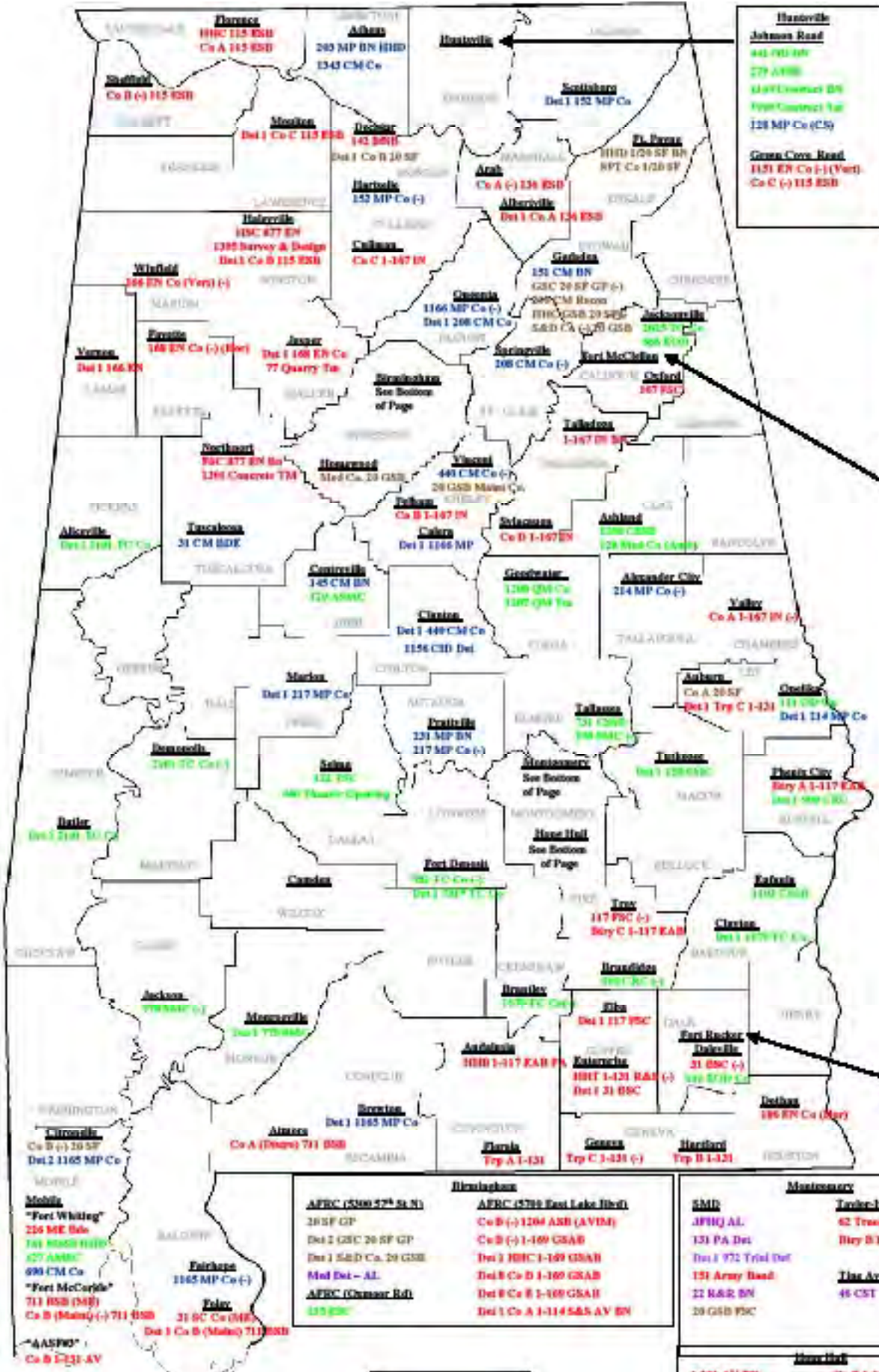
- JFHQ
- 167 TSC
- 31 CM BDE
- 62 Trp Cmd
- 20 SF Gp

- FMTC**
18Q FMTC
1000 Trng BN (MPVN)
2000 Trng BN (OCS)
3000 Trng BN (GS)

- FM Readiness Center**
147A Trg
1507 BATT
Det 1 Co A 1-167

- Fire Station**
1152 Ex Trg PFTG
1153 Ex Trg PFTG
Det 1 1151 BN Co (Vert)
1312 Concrete Trg

- Fort Rucker**
State-Media Det
Training Center- Ft. Rucker



NOT TO SCALE

Fort AFB-FL
Training Center - Ftg

Montgomery
SMP
JFHQ AL
131 PA Det
Det 1 972 Trng Det
151 Army Band
22 R&R BN
20 GSB PSC

Truist-Headq
62 Troop Command
Bty 81-117 EAB

Truist-Avg
46 CST

Montgomery
1-131 AV BN
Co-A 1-131 AV
Co-B 1-131 AV

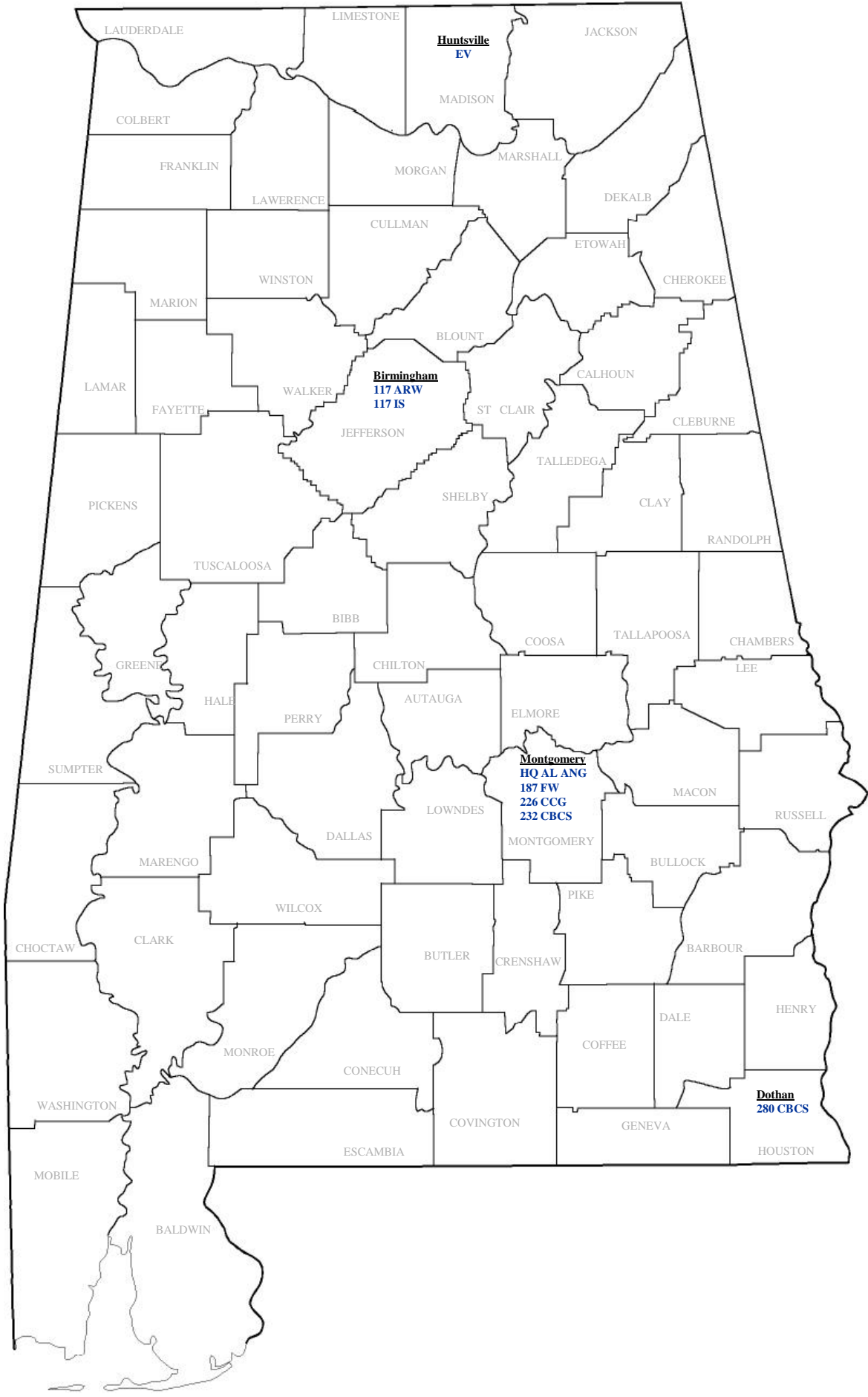
Montgomery
Co-E 1-131 AV
OSAC

Birmingham
AFRC (500 57th St N)
28 SF GP
Det 2 GSC 20 SF GP
Det 1 5&D Co. 20 GSB
Med Det - AL
AFRC (Cannon Rd)
115 BSC

Birmingham
AFRC (5700 East Lake Blvd)
Co B (-) 1-169 AV (AVIM)
Co B (-) 1-169 GSAB
Det 1 101C 1-169 GSAB
Det 8 Co B 1-169 GSAB
Det 9 Co B 1-169 GSAB
Det 1 Co A 1-114 5&S AV BN

**Air
Guard
Current
Structure**

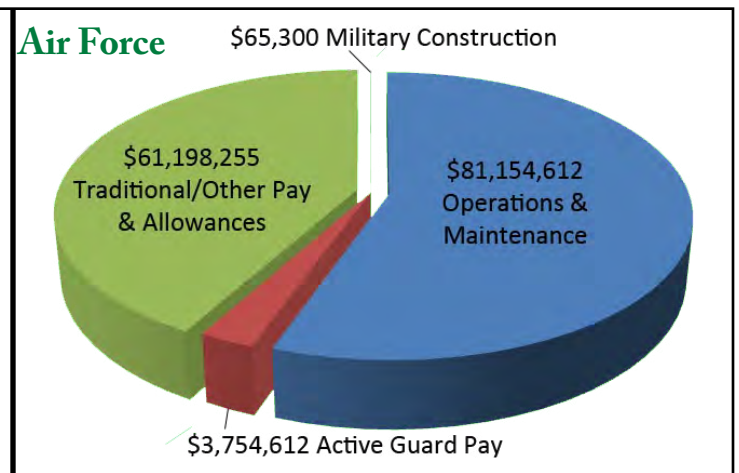
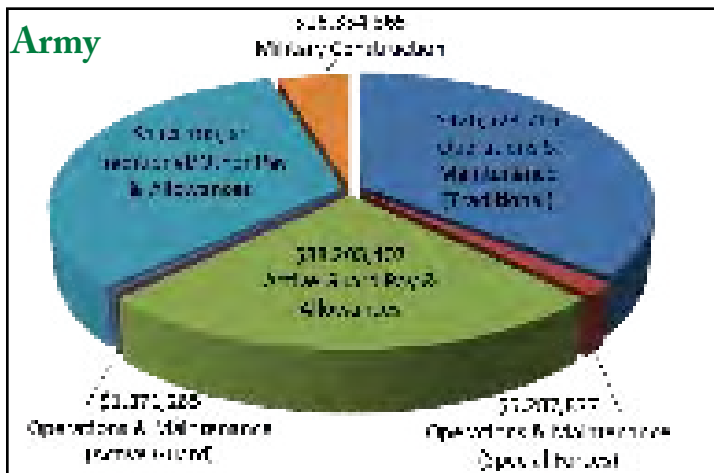
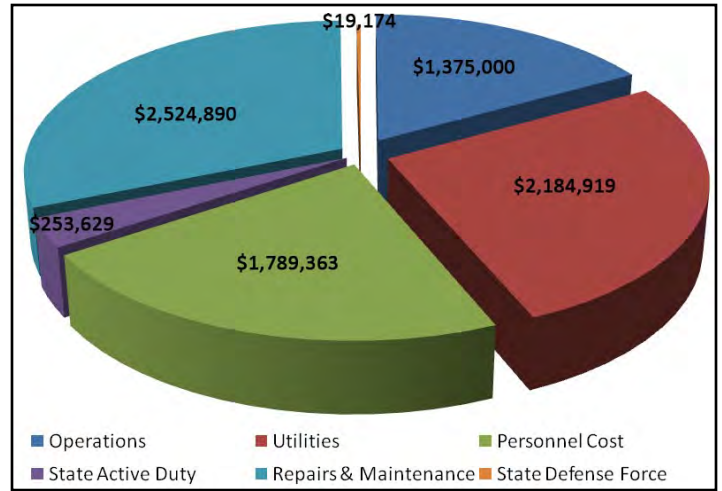
As of: 1 Oct 12



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Our Economic Impact

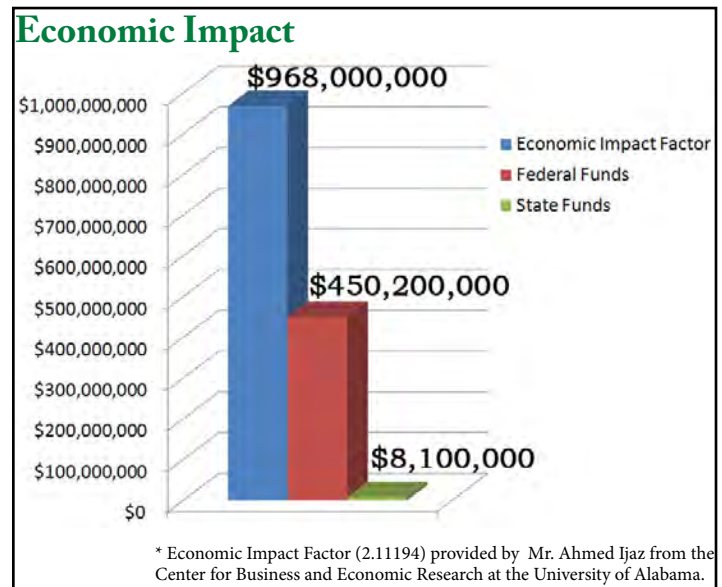
The Alabama National Guard is big business. The Military Department works with the Legislative Fiscal Office in the formulation of the State Legislature's budget for the Military Department and Armory Commission. In fiscal year 2012, \$8.1 million was appropriated for the Alabama National Guard, including more than \$250,000 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 \$450 million. 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 \$950 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.



Soldiers from the 129th Medical Company administer medical care to simulated victims that have been pulled from a smoke-filled building. (Photo by Sgt. Bethany McMeans, 131st MPAD)



Major Command Updates

Army



167th Theater Sustainment Command – Fort McClellan



Resources

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. Reynold Hoover 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 56 Regular Army (RA) personnel assigned with the 50 full-time Active Guard and Reserve (AGR) personnel in the unit. During 2012, the 167th TSC had three subordinate units deploy for service in Iraq and Afghanistan; the 1169th Combat Contracting Team, the 641st Explosive Ordnance Disposal (EOD) Company, and the 781st Transportation Company.

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



Soldiers transport a convoy of humvees into a training area to conduct a rescue mission exercise. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

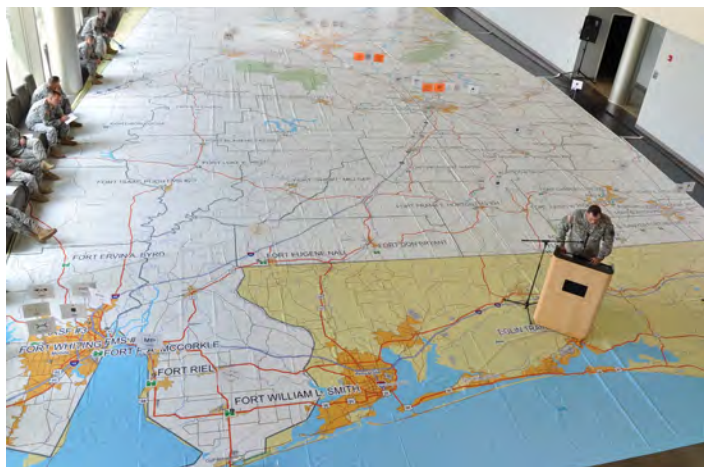
parking space will also be available at the site. Three Alabama Army Guard units will be housed in the readiness center – the 167th TSC, the 666th Ordnance Company, and Company A, 167th Infantry.

The 167th TSC has more than 2,800 Soldiers assigned in subordinate units that include eight battalions commanded by lieutenant colonels, one group and two brigades commanded by colonels and an expeditionary sustainment command that is commanded by a brigadier general.

Training and Operations

The 167th TSC actively pursues training events that 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 fiscal year 2012, 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



Rehearsal of Concept (ROC) drills are conducted annually across the state to ensure units are prepared for natural disasters. (Photo by Capt. Andrew Richardson, Public Affairs Office)

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.

The 167th TSC also provided subject matter experts to advise on logistical consequence management for the State of the Union address, the 2012 Super Bowl, the Republican National Convention, the Democratic National Convention and the United Nations General Assembly. The 167th TSC also has six subject matter experts that are supporting the National Capital Region for the upcoming presidential inauguration.

The 167th TSC planned and prepared to provide military assistance to state, county, and/or municipal agencies to alleviate the effects of any contingency that could have affected the residents of Alabama.

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.

Personnel of the 167th TSC 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 fiscal year 2013, the 167th TSC will conduct staff inspections at all direct reporting units. 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 prepared for mobilization to conduct missions at home when directed by the governor or abroad when directed by the president.

The brigade's focus during fiscal year 2012 was the validation process for the Command and Control of CBRN Response Element (C2CRE). During this process, the brigade headquarters and two subordinate battalions conducted rehearsals and command post exercises to prepare to deploy to Camp Atterbury, Ind., for Vibrant Response 13, a joint and multi-agency exercise designed to test response times for a CBRN emergency in the continental United States.

In addition to C2CRE, the brigade continued to supervise the 145th CBRN Battalion in their Chemical, Biological, Radiological Nuclear, high-yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) mission. As part of this mission, the 145th stands prepared to respond to civil emergencies within FEMA Region IV and provide capabilities including medical, search and extraction, and decontamination support.

Additionally, the 31st Brigade serves as Joint Task Force Alabama for Defense Support to Civil Authorities (DSCA) 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.

The Brigade headquarters is located in Tuscaloosa. Its major subordinate units are located in Centreville (145th CBRN Bn), Prattville (231st Military Police Battalion), Gadsden (151st CBRN Battalion), and

Athens (203rd Military Police Battalion). The brigade has more than 2,000 Soldiers assigned in four battalions with units geographically dispersed from Scottsboro in the north to Fairhope in the south and 24 municipalities in between.



Soldiers check chemical masks for correct operation during a training exercise. (Photo by Sgt. Bethany McMeans, 131st MPAD)

Training and Operations

As one of only three chemical brigades in the Army force structure, the 31st CBRN Brigade headquarters prepares to respond to CBRN 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 up to 3,500 soldiers. Following validation as a C2CRE, the brigade is poised to execute the mission as a responder in the event of a CBRN emergency or natural disaster. Concurrently, our Military Police units within the brigade pursue a robust training plan that prepares our Soldiers to deploy or to provide support to civilian authorities during emergencies. The brigade continues to refine contingency plans to respond to emergencies within the state, including hurricanes, tornadoes and winter storms.

During the last year, the 1165th Military Police Company, from Fairhope, returned from a very successful deployment to Afghanistan in support of Operation Enduring Freedom. The brigade has one company deployed to Qatar and is preparing to deploy



Soldiers evacuate role players during a chemical attack exercise. There can be several hundred “casualties” during these exercises to simulate real situations. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

preparation to respond to Hurricane Isaac in August.

Resources

The brigade’s logistics program has been a large factor in the overall success of the unit. During fiscal year 2012, 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 fiscal year 2012, the brigade’s Soldiers conducted new equipment training for equipment related to the CERFP and C2CRE missions.

one additional Military Police company next year.

The brigade also played an integral role in the state’s

The Brigade also fielded the Army’s Armored Security Vehicle to conduct force protection missions, and the M113A3-mounted smoke generators to provide obscurity on the battlefield.

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.

Force Structure

The 62nd Troop Command is commanded by Brig. Gen. Charles L. Gable and is headquartered in Montgomery. The 62nd Troop Command has a presence in 38 armories throughout the state that comprises a force of more than 4,600 Soldiers. The 62nd Troop Command’s subordinate commands include the 226th Maneuver

Enhancement Brigade; 142nd Battlefield Surveillance Brigade; 1st Battalion, 167th Infantry; 1st Squadron, 131st Cavalry; 1st Battalion, 117th Field Artillery; 1st Battalion, 131st Aviation; 877th Engineer Battalion; 711th Brigade Support Battalion; 115th Expeditionary Signal Battalion; 151st Army Band; 31st Network Support Company and the 31st Brigade Support Company.

Training and Operations

During fiscal year 2012, the 62nd mobilized the 115th Expeditionary Signal Battalion and 1st Battalion, 167th Infantry Battalion for wartime service in Afghanistan.

The 62nd Troop Command conducts missions in response to tasking from the Alabama Emergency Management Agency through the Joint Force Headquarters. The 62nd also conducted hurricane response rehearsals and exercises this year in order to prepare for Alabama’s number one weather threat. This is the Guard’s state mission and our Soldiers are highly trained, well equipped and ready to respond to assist

our fellow citizens in time of need.

In August 2012, the 62nd Troop Command activated its Emergency Operations Center in response to the governor's declaration of a state emergency in the preparation for the effects of Tropical Storm Isaac. Guardsmen were on alert and ready to respond if needed.

Soldiers of the 62nd Troop Command participated in Exercise Vibrant Response located at Camp Atterbury, Ind. This exercise helped confirm the ability of military task forces to organize and employ life saving and life-sustaining capabilities following a catastrophic chemical, biological-radiological, or nuclear (CBRN) incident.

During the year, the 62nd conducted numerous training events and new equipment training that increased combat effectiveness and the ability to respond to state active duty missions. Soldiers trained on systems such as the Family of Military Tactical Vehicles (FMTVs), Driver's Vision Enhancer, and backhoe loaders. Because of this training, Alabama Guard Soldiers have acquired new skill sets equivalent to their active component counterparts.

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 the current global climate, a similar revolution is occurring in the systems and processes that support and supply the Soldiers of 62nd Troop Command.

The 62nd Troop Command received \$49 million of equipment during fiscal year 2012. Various equipment received include: The Long -Range Advance Scout Surveillance System (LRAS3), a long-range, multisensory system for the U.S. Army Scout, providing real-time ability to detect, recognize, identify and geo-locate distant targets; and the M1083-FMTV, a medium tactical vehicle which is the standard five ton cargo truck in the Family of Medium Tactical Vehicles (FMTV) and provides tactical unit mobility and logistics for the U.S. Army and other military services.

The 31st Signal Company received the AN//

TSC-156 terminal, also known as the Phoenix, a transportable, multi-channel, tactical satellite communications terminal operating in the super-high frequency band. Its mission is to provide flexible, mobile communications connectivity using military and commercial satellite space segments. The Phoenix may interface with other strategic networks via standardized tactical entry points or strategic assets.

Five units within the 62nd Troop Command received the Movement Tracking System (MTS), a satellite based tracking and text messaging system designed to provide command and control over distribution assets supporting theater logistical operations. The system is fast and secure, ideal for identifying current and accurate vehicle locations and sending text messages to and from MTS-equipped vehicles.

With MTS, Army logisticians can now communicate with a vehicle driver and redirect a shipment to locations that have a higher priority, based on the flow of the operation or the conduct of the battle. The commander has true in-transit visibility (ITV) of the directed movement and the truck has a higher level of force protection due to the enhanced situational awareness provided by the mapping display.

The 62nd Troop Command has focused substantial resources to assist the 226th Maneuver Enhancement Brigade as they prepare for mobilization in support of Operation Enduring Freedom in Afghanistan. The Soldiers assigned to this brigade are receiving leadership, training, equipment and family preparations as their scheduled mobilization date draws near. Additionally, the command focused resources on the 115th Expeditionary Signal Battalion; 1st Battalion, 131st Aviation; and Company B, 1204th Aviation Support Battalion that have or will return in the near future from overseas service.



Soldiers with Task Force Centurion Prime's Headhunter (HHC) and Chaos (Charlie Co.) pray together before heading out on a mission in Jalalabad, Afghanistan. (Photo by Maj. Mike Tomberlin, 1-167th Infantry Battalion)

20th Special Forces Group (Airborne) - Birmingham



Mission

Federal Mission: 20th Special Forces Group (Airborne) (20th SFG(A)) 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 (Airborne) is headquartered in Birmingham, with two subordinate battalion headquarters in the state of Alabama. The Group Support Battalion (activated in October 2012) resides in Gadsden and the 1st Battalion is headquartered in Fort Payne. Subordinate companies to the battalions are located in Gadsden, Fort Payne, Birmingham, Vincent, Homewood, Montgomery, and Auburn. Additional subordinate battalions are headquartered in Florida and Mississippi. In total, 20th SFG(A) commands and controls Special Forces units in nine states.



20th SFG(A) Soldiers jump from a Chinook helicopter in Gadsden to complete their annual proficiency jump. (Photo by Sgt. Brenda Thomas, Public Affairs Office)



Advanced 20th SFG(A) Soldiers get to complete a High-Altitude Low-Opening (HALO) jump from a higher altitude than regular jumps. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

Training and Operations

As one of only two Special Forces Groups in the reserve component, 20th SFG(A) conducts frequent deployments and maintains a high degree of training readiness. Over the past three years, the entire group has deployed in support of overseas contingency operations. 20th SFG(A) regularly supports U.S. Special Forces Command, U.S. Central and Southern Commands and other geographic combatant commands with operations in Southwest Asia, the Middle East, Africa and Central and South America. The Green Berets of the 20th SFG(A) have been an integral part of the U.S. efforts in Operations Enduring Freedom, Iraqi Freedom and New Dawn.

Resources

During the year, 20th SFG(A) conducts numerous individual, collective, and new equipment training events to increase combat effectiveness and the ability to rapidly respond to civil authorities as required. With expertise in all core special operations missions, the 20th SFG(A) provides Alabama with unique capabilities in C4ISR (Command, Control, Communications,

Computers, Intelligence, Surveillance, and Reconnaissance), search and rescue, mission planning and preparation, and rapid response to any emergency situation.

Training events are conducted at a variety of locations including Fort McClellan Army National Guard Training Center, Ala., Hurlburt Field, Fla., Camp Shelby, Miss., Camp Blanding Training Center, Fla., Fort Irwin, Calif., Fort Bliss, Texas, and Camp McCain, Miss.



Members of the 20th SFG(A) completed their annual proficiency jumps over Gadsden. These Airborne Soldiers leapt from a Chinook helicopter at approximately 1,200 ft. and navigated their parachutes safely to the drop zone below. (Photo by Sgt. 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 school), 2nd Battalion (OCS and WOCS) and 3rd

Battalion (horizontal construction engineer and noncommissioned officer education system instructor schools). During 2012, more than 1,790 Soldiers from across the nation attended courses at the 200th Leadership Regiment.

During fiscal year 2012, the Military Police battalion trained National Guard Soldiers from North Carolina, Florida, Georgia, Tennessee, Rhode Island and Alabama. The OCS/WOCS battalion trained 521 Phase I officer candidates, 379 Phase II candidates and 594 Phase III candidates. They also conducted the Platoon Trainer Qualification Course, the Tactical Certification Course and the Warrant Officer Candidate Course Phase III. In addition, during fiscal year 2012, 3rd Battalion conducted the Army Horizontal Construction Engineer Course, the Basic Instructor Course, the Small Group Instructor Course, and the Company Level Pre-Command Course.

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.



Soldiers take cover while using an explosive device to breach a doorway. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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, 156 facilities including administrative and logistical facilities, barracks, classroom and educational facilities totaling 852,073 square feet.

The Fort McClellan Pelham Range training area includes 22,245 acres and 130 facilities that total 191,433 square feet. The Pelham Range training area also includes small arms ranges, artillery and mortar

firing points, maneuver training areas and support facilities.

In 2012, the Fort McClellan Army National Guard Training Center coordinated the planning, resourcing and execution of more than 260,700 man-days (man-day = 1 servicemember working one day; example: 12 servicemembers working 10 days is 120 man-days) of annual training, pre-mobilization training, and schools; supported 322 training days and the live fire of more than 2.5 million rounds of ammunition. We also completed

\$6.5 million in projects to include new construction, renovations and energy conservation during 2012, and have projected at least \$6.6 million during 2013.

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 2012, Eglin Training Site coordinated the planning, resourcing and execution of more than 36,800 man-days of annual training and inactive duty training.



A team from the Alabama National Guard's 1st Battalion, 167th Infantry conducts a simulated rescue during pre-deployment training at the National Guard Training Center in Fort McClellan, Ala. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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 fiscal year 2012 with more than 2200 personnel and is commanded by Brig. Gen. Steven J. Berryhill.

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 continued to provide functional advocacy for all Air National Guard combat communications groups and squadrons nationwide. The unit provided subject matter experts, who served on the Expeditionary Communications Concept of

Operations and Program Action Directive writing teams. Additionally, the unit provided advocacy for the Eagle Vision mission nationwide which resulted in procurement of funding for significant capability upgrades. The 226th provided satellite imagery support on the national level for such disasters as floods,

wildfires, tornadoes and hurricanes in several states and other events worldwide. The unit continued to work closely with the Space and Missile Defense Command on Redstone Arsenal in the fielding of new applications, which gave emergency personnel timely access to near real-time satellite imagery for disaster response. The unit also continues to serve as the alternate Network Operations Security Center (NOSC) for the Air Forces Central Command (AFCENT) area of responsibility, providing trained personnel to stand-up the facility in a limited capacity in the event the primary site goes off line and continue crew support upon arrival of AFCENT NOSC duty crews.

232nd Combat Communications Squadron



During fiscal year 2012, the 232nd had two members selected and recognized as National Guard Bureau communications award winners. One member was the recipient of the prestigious Alabama Governor's Award and another received the

Governor's Outstanding Service Members Award as the only Air National Guard member recognized in the state of Alabama. The squadron conducted live equipment training with Air Force Engineering and Technical Services (AFETS) personnel from Warner-Robbins Air Force Base, Ga., and deployed to Fort Hunter-Liggett, near King City, Calif., with the U.S.

Army Reserve's 335th Signal Command (Theater) to participate in exercise Grecian Firebolt, specifically supporting the 2nd Medical Brigade under the sub-exercise Global Medic. Unit members supported the National Guard Bureau's Innovative Readiness Training (IRT) event, Alabama Care 2012. During this event, the 232nd provided crucial forklift, power generation, heating, ventilation, and air conditioning beddown, and auto mechanic support to the deployed military elements assigned to Hayneville and Selma, Ala. The 232nd also deployed 35 members to various locations in the United States Central Command (USCENTCOM) and United States Africa Command (AFRICOM) areas of responsibility.

280th Combat Communications Squadron



In 2012, the 280th deployed 91 personnel in support of missions and exercises in the United States and abroad for Operation Enduring Freedom at the request of Air Force Special Operations Command (AFSOC) as well as Air Expeditionary Forces (AEF). This included 13 personnel sent to Special Operations Command Central Command, two personnel sent to Special Operations Command Africa, one sent to Special Operations Command Southern Command, and one sent to support an AEF deployment. Five personnel

were activated to provide backfill at Hurlburt Field, Fla., at the 745th Special Operations Squadron. The 280th further supported Special Operations Command Europe by sending 70 personnel to Royal Air Field Station Mildenhall to participate in exercise Summer Knight. The 280th is currently AFSOC's lead Initial Communications Element Version 3 training and implementation unit. As such, the 280th deployed personnel and equipment to provide the communications for AFSOC's premier exercise, Emerald Warrior. The 280th also sponsored the annual Minuteman 5-kilometer charity run and participated in several community service programs and projects such as food drives for the Wiregrass Children's Home.

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 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 wing conducted and/or participated in multiple exercises, deployments, and temporary duty assignments during fiscal year 2012, beginning in October with a F-22 support deployment to Tyndall Air Force Base, Fla., where we provided civil support by means of instructor pilot proficiency training and program syllabus support.

In December, the unit hosted a Hometown Heroes Salute ceremony. Shortly thereafter, the unit successfully completed the Air Combat Command Inspector General Compliance Inspection as well as the Logistics Compliance Assessment Program (LCAP) in February. Later in February, the Active Associate Site Action Task Force visited the 187th and deemed that there

was no reason to halt the continuation of plans for the unit to obtain approximately 44 active duty personnel in the upcoming months. Following a variety of evaluations, inspections and exercises observed by more than 50 inspectors, the unit earned an overall rating of "Excellent" for the LCAP and "In Compliance" for the Unit Compliance Inspection.

The wing conducted and/or participated in additional exercises and deployments during the remainder of fiscal year 2012, including: Silver Flag Exercise (April 2012) in Germany by the civil engineering squadron; Operation Southern Point (March 2012), F-22 Raptor support at Tyndall Air Force Base, Fla.; Dacian Viper 2012 Exercise as part of Alabama's State Partnership Program with Romania (151 personnel and 8 F-16 aircraft). Additionally, the unit conducted the wing dining out in June with retired Col. Leo Thorsness (Vietnam POW and Medal of Honor recipient) as the guest speaker.

The Alabama National Guard Chemical, Biological, Radiological, Nuclear, high yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) participated in the Vigilant Guard 2012 exercise in August, where the medical element went through realistic, demanding training in an inhospitable environment likely similar to the real-world circumstances of an actual emergency call-up.

Throughout the year, the RC-26 counterdrug program continued to support stateside counterdrug operations

with 274 flying hours, border operations, and training of RC-26 combat crews for deployment in support of Operation Enduring Freedom. The team themselves also deployed overseas during this time. While supporting all these operations, Alabama Air National Guard crew members provided squadron commanders and operations officers to Hurlburt Field, Fla., and overseas; developed RC-26 special mission tactics, techniques and procedures with joint special operations forces and trained combat ready aircrew personnel.

During fiscal year 2012, there were several other noteworthy milestones. The wing flew 3,100 flight hours with 23 F-16 aircraft, and recruited 146 new unit members. Also, progress was made on numerous Dannelly Field facility projects. Several other projects were completed, to include a perimeter fence/vehicle cable barrier upgrade, base gym addition, upgrade of the wing headquarters to provide an emergency operations center (EOC), command post and auditorium. Additionally, the second phase of the maintenance hangar renovation reached 95 percent completion. Construction is ongoing at 45 percent for the unit's new \$7.4 million fuel cell/corrosion facility with an expected completion date of May 2013, and the squadron operations facility (\$7.5 million) is at 35 percent design with 65 percent design due December 2012.

The 187th Fighter Wing is currently preparing for several operational readiness exercises and a Red Flag exercise deployment to Alaska during fiscal year 2013 – all in buildup and preparation for the fiscal year 2014 Air Combat Command Combined Phase I and II Operational Readiness Inspection.



A crew of Airmen prepare an F-16 fighter jet for a mission by loading and checking all rockets and weapons at the 187th Fighter Wing in Montgomery, Ala. Each step of the process is critically assessed by a senior-ranking Airmen to ensure the safety of the pilot and aircraft. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

117th Air Refueling Wing



During fiscal year 2012, the 117th Air Refueling Wing flew 1,274 local and deployed sorties, amassing 5,600 flying hours in its assigned KC-135R aircraft resulting in more than nine million gallons of fuel offloaded with a value of \$31,186,803.

These numbers represent an increase of 133 percent in flying hours and 136 percent increase in offloaded fuel since the wing's active component integration in October 2009. The 117th Air Refueling Wing 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 192 personnel and 77,250 pounds of cargo overseas in fiscal year 2012 on various missions around the world. The Small Air Terminal within the wing's newly completed \$2 million Mobility Processing Center saw a 190 percent increase in passenger movement and 200 percent increase in cargo movement from fiscal year 2011 as it became a major hub of military movement for all branches of service.

During fiscal year 2012, the 117th Intelligence Squadron/Distributed Ground Station - Alabama (DGS-AL) directly participated in Operations New Dawn, Enduring Freedom, Unified Protector, and Juniper Shield. Eighty-one squadron intelligence

analysts performed voluntary active duty service throughout the fiscal year providing United States Central Command with full motion video (FMV); intelligence, surveillance and reconnaissance (ISR); and processing, exploiting and dissemination (PED) in direct combat support of warfighter operations in Afghanistan, the Horn of Africa (HOA), and North Africa. The 117th's DGS continued to train and certify active duty and Air National Guard DGS mission partners in special operations forces PED tactics, techniques and procedures; and is still the only DGS authorized by Air Force Special Operations Command (AFSOC) to provide such training and certification outside normal AFSOC channels.

Additionally, DGS-AL was hand selected by United States Special Operations Command to represent them in an evaluation of the level of FMV analysis being provided by several active duty DGS sites in-theater working Project Liberty missions supporting National Mission Forces to identify their individual strengths and weaknesses. The squadron also provided analytical products and reports to National Geospatial Agency (NGA) for United States Africa Command area-wide search mission.

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 early fiscal year



F-15 Eagles and an F-22 Raptor from the 325th Fighter Wing at Tyndall Air Force Base, Fla., participate in an aerial refueling mission with a KC-135 Stratotanker from the 117th Air Refueling Wing at Birmingham, Ala. (U.S. Air Force photo/Master Sgt. Scott Reed)

2013. One sustainment restoration and modernization project was awarded and completed in fiscal year 2012 for an aircraft apron repair (\$810,000) and another was started in fiscal year 2012 for the renovation of a vehicle maintenance facility (\$1,100,000). Renovation of a jet engine shop (\$920,000) is still underway.

Several projects on the horizon began design in fiscal year 2012: two military construction projects including a security and services training facility (\$6,400,000) and an addition and alteration to the DGS intelligence facility (\$8,500,000). One energy conservation project to replace lighting and heating systems (\$810,000) is also underway.

Staff and Functional Area Updates

Deputy Chief of Staff, Operations – (DCSOPS)

The Deputy Chief of Staff for Operations' (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 fiscal year 2012, ART successfully managed and executed federal funding to include: \$38,943,000 in individual training dollars; \$15,334,000 in annual training dollars; \$13,954,000 in military school dollars; and \$16,260,000 in other training dollars. Additionally, ART executed \$9,966,000 in training dollars dedicated to the training of units and Soldiers for overseas contingency operations.

Task Force Viking is a federally funded 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 fiscal year 2012, Task Force Viking trained and validated 869 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,



A member of Alabama's Firefighting Team Detachment demonstrates his ability to tie knots, fashion safety harnesses, ascend and descend ropes. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

which allows crews to practice convoy operations in a simulated environment. During fiscal year 2012, Alabama conducted 67 exercises training nearly 6,000 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 fiscal year 2012 included the Counter Improvised Explosive Device Lane and Urban Assault Course.

In fiscal year 2012, ART managed a \$100 million budget with an execution rate of 99.6 percent, forecasted and managed 3,422,000 rounds of training ammunition, sent more than 3,500 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 fiscal year 2012 preparing units and Soldiers for mobilization. The Alabama Army Guard mobilized 1,368 Soldiers from 17 units or elements with 1,365 supporting Operation Enduring Freedom and three supporting missions from Jordan and Saudi Arabia. To prepare these Soldiers, MRB conducted 19 Soldier Readiness Process (SRP) events and reviewed the financial, personnel and medical records of the Soldiers. MRB used a \$399,673 budget in the execution of this vital SRP mission. Additionally, MRB used \$133,945 in support of mobilization planning and direct unit support at the mobilization stations. At the end of this report period, we have mobilized 16,992 Army Guard Soldiers in support of Operations Iraqi Freedom, New Dawn, Enduring Freedom, Noble Eagle, and NATO Kosovo. We have consistently ranked as one of the top 10 states providing Soldiers. At the end of this report period,

MRB was preparing 1,836 Soldiers for deployment in fiscal years 2013 and 2014.

Force Structure – The Mobilization Readiness Branch took actions during fiscal year 2012 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 National Guard experienced five unit consolidations, four re-stationings, and one unit conversion.

Force Readiness – In fiscal year 2012, the Alabama Army Guard continued to receive new equipment as part of a congressionally mandated acquisition program. MRB received 3,023 items of equipment with a value of more than \$158 million. In conjunction with the receipt of this equipment, we conducted 58 New Equipment Training (NET) events and spent more than \$1.37 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 12 battle streamers for unit colors (flags) with associated campaign participation credit.



The 1-167th Infantry Battalion shows respect to the colors during their deployment ceremony in Talladega on 21 June 2012. (Photo by Sgt. 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 fiscal year 2012. The CST conducted seven stand-by missions: the Senior Bowl and Mardi Gras parades in Mobile, two Talladega NASCAR races, two VIP security details (Rick Santorum), as well as the Gulf Shores Music Festival in Gulf Shores. They also responded and provided analysis for the FBI as well as local law enforcement and fire agencies in processing numerous suspicious substances 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. The CST also participated in Vigilant Guard, a national level exercise conducted in North Carolina, which helped prepare state and federal authorities to host the Democratic National Convention. CST personnel continued to hone their skills by participating in cutting edge training regarding chemical, biological and radiological threats at Dugway Proving Grounds, Dugway, Utah, and the Nevada Test Site.

The CST continues to support various communities throughout the state by participating in Disaster Preparedness Month (September) by taking part in both county and state Be Ready Day events. 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 continued to train with the Alabama Department of Public Safety's Critical Response Team and the Alabama Department of Public Health.



A member of the 46th CST explains the uses and importance of some of their equipment to Maj. Gen. Perry G. Smith, Alabama's Adjutant General. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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 fiscal year 2012 with the following law enforcement agencies: Alabama Bureau of Investigation High Intensity Drug Trafficking Area, 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, and Elmore Counties. The servicemembers provide analytical and operational case

support, technical support, and marijuana eradication support.

Civil Operations - The fiscal year 2012 mission of Civil Operations section was to use the unique military skills and expertise of its four Alabama National Guard members in support of community anti-drug coalitions. Missions in educational and adventure-experiential based programs continued through fiscal year 2012 while Civil Operations transitioned to be coalition support driven. The State Prevention Advisory Board (SPAB) is a gathering of coalitions operating out of the Alabama Department of Mental Health; they meet quarterly for training, leadership development, and information exchange. The Civil Operations program manager has served as chairperson of the SPAB since December 2009. The Civil Operations team supports the Montgomery Unified Prevention System (MUPS), Peers Are Staying Straight (PASS) in Autauga County, Alabama Red Ribbon Coalition (ARRC), and other coalitions. Missions include supporting efforts to reduce access and availability of substances abused, increase community protective factors and reduce risk factors. Educational missions were completed at two schools with 339 students receiving 12 lessons. Civil Operations also supported three Drug Enforcement Agency prescription drug takeback events collecting nearly 700 pounds of unused, unwanted, and expired prescription drugs in the River Region.

The team participated in MUPS events where 1,162 community members were given a substance abuse prevention message in different forums, and Civil Operations members attended monthly strategy sessions. Civil Operations also supported the PASS coalition for monthly planning meetings, drug testing 1,023 students at seven Autauga County schools, and for involving 350 students in the “Reality House” experience.

Red Ribbon related events for the ARRC allowed the Civil Operations team to influence 3,542 students with a drug free message at ten events throughout the Montgomery community. With coalition partners, the Civil Operations team served 468 students in three counties at their regional Students Against Destructive Decisions conference events.

The Civil Operations team supported hundreds of military families at the Fort McClellan Armed Forces Day event, Maxwell Air Force Base Elementary School, and National Guard Child and Youth Programs, and

Operation Military Kids events.

Civil Operations program manager and team members also provided support to National Guard Bureau and the Alabama School of Alcohol and other Drug Studies and supplied more than 700,000 Red Ribbon stickers to Alabama students to maintain awareness of the benefits of making healthy, drug free choices. Civil Operations members also attended conferences and training events as funding and schedule allowed.



Soldiers are drug tested regularly to deter illegal and illicit drug use. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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 fiscal year 2012, the Army Guard testing

requirement was 25 percent of assigned end strength per quarter. The Alabama Army Guard tested 12,548 personnel, or 166 percent of assigned end strength with a total of 247 positives or 2.95 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 1,202 personnel, or 76 percent of its assigned strength. There were 28 positives or 1.35 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 fiscal year 2012, the Alabama PTO office coordinated and tracked more than 40 positive referrals and 12 self referrals; participated in multiple events (Yellow Ribbons, Prevention Month, and unit events) to increase the awareness of the PTO program. The prevention coordinator is a member of the State Prevention Advisory Board, the Resilience Risk Reduction and Suicide Prevention Campaign and the Alcohol and Drug Interdiction Council. The prevention coordinator has briefed more than 2,070 servicemembers and trained 14 Unit Prevention Specialists in each Alabama Army National Guard major command to give the Team Readiness Mini-Modules and drug education material to their subordinate units. The PTO program created and implemented a substance abuse awareness packet for each newly enlisted Army Guard Soldier to receive before being released to their unit. The PTO program has received more than 3,000 completed Unit Risk Inventory surveys and has another 6,000 at the units to be given. The Alabama PTO coordinator was awarded the fiscal year 2012 Prevention Coordinator of The Year award at the Joint Substance Abuse Program annual multi-functional workshop. The PTO coordinator was selected as the Southeast regional coordinator, responsible for assisting the states in our region that do not have a prevention coordinator and mentoring the other coordinators.

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, 5,372 plants with a value of \$10.7 million were found and destroyed and 15 arrests were made during this report period. The S&S Detachment supported 35 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 five months through fiscal year 2012. During this time, RC-26 Aviation supported 16 law enforcement agencies throughout the Southeast and other eastern regions of the country. During the seven months that the aircraft was gone, the crew made active duty deployments to Hurlburt Field, Fla., in support of Operation Enduring Freedom and other overseas operations, as well as to McAllen, Texas, for Southwest border operations.

Total - In fiscal year 2012, the Counterdrug Program assisted federal, state and local law enforcement agencies in seizing more than 124 pounds of cocaine, 5,372 marijuana plants, 108 pounds of processed marijuana, 20 pounds of methamphetamine, 3,249 illegal pills, 55 weapons, 25 vehicles and \$575,439 in currency.



Special Agent Ross Martin with 1156 MP Det (CID) transports a simulated high profile suspect during a training exercise while deployed. (Contributed photo.)

Director of Military Support (DOMS)

The mission of the Directorate of Military Support (DOMS) 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. DOMS is fulfilling this vision. The highly successful response to the April 27, 2011, tornadoes has generated considerable interest across the country. DOMS responded to numerous requests this year to share the lessons learned and best practices from this response with other states and agencies.

Domestic Support Missions - In 2012, the Alabama National Guard again proved it is ready to respond when called by the governor in support of the citizens of Alabama. The Alabama National Guard responded during Hurricane Isaac, conducting support operations along the Gulf Coast. Within the Alabama National Guard, the Domestic Operations Group, a dedicated domestic response staff tasked with managing large-scale defense support to civil authorities operations in Alabama, oversaw the Isaac response. The Domestic Operations Group works with DOMS on large domestic operations in support of the Alabama Emergency Management Agency.



A Soldier pauses a moment before removing his protective breathing apparatus. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

All Hazards Plan - To ensure the Alabama National Guard is ready to support the state in any emergency, DOMS updated 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 121 civic action projects. The projects addressed a wide variety of missions that included support to various other state agencies and college ROTC programs, equipment static displays, parade participation, recruiting initiatives and other special events.

Exercises - Throughout each year, the Alabama National Guard conducts challenging, realistic domestic response exercises to ensure preparedness for different responses. In May 2012, the Alabama National Guard conducted our annual hurricane response exercise. This week long 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.

State Partnership Program - In 2012, Alabama and Romania entered their 20th 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.

In March 2012, the adjutant general, Maj. Gen. Perry G. Smith, conducted a Senior Leader Visit to the United States 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 Mark Gitenstein (an Alabama native); the Chief of



The Romanian Chief of Defense, alongside Adjutant General Maj. Gen. Smith, visits Governor Bentley in his office in Montgomery, Ala. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

National Defense, Lt. Gen. Stefan Danila; the Chief of Land Forces; and the Chief of the Air Force. Maj. Gen. Smith also spent time visiting individual special forces, explosive ordnance disposal, and Air Force units across Romania. During this visit, the future goals, objectives and events for the State Partnership Program were discussed. Also during the month of March, three Romanian officers visited Fort McClellan Training Range for a range control operations event to help them understand how they could further develop their own Cincu Training Range and become a regional training site for other nations.

In June, a delegation of Alabama National Guard officers and enlisted Soldiers from Fort McClellan Training Site, traveled to Cincu, Romania, to conduct a Range Facilities Development event. This event continued the agenda from the March event to mentor the Romanians in master planning and range development in order to improve their facilities and ranges over time.

In July and August, five of our Army National Guard pilots traveled to Bacua, Romania, to conduct a Rotary Wing Interoperability Operations event with the Romanian Special Operations Force pilots. This event focused on gunnery operations, safety, mission planning and current best practices.

In August, Maj. Gen. Smith visited Campia Turzii, Romania, for the Distinguished Visitor day of the Dacian Viper 2012 exercise. Members of the Alabama

National Guard's 187th Fighter Wing, along with eight F-16s participated with the Romanian 71st Air Flotilla and their MiG-21s. This exercise was designed to enhance tactical skills and perform common flight and maintenance activities. They also exchanged experience on tactics and techniques.

In September 2012, three personnel from the Domestic Operations Group traveled to Braila, Romania, to observe the Blonde Avalanche exercise. This was a flood themed exercise during which Alabama National Guard personnel helped by providing suggestions and improvements to the Romanian military's response capabilities during a disaster response. The month of September culminated with a visit to Alabama by the Romanian Chief of Defense (CHOD), Lt. Gen. Stefan Danila. This was

the first time in many years that a CHOD had visited Alabama. Lt. Gen. Danila was able to visit Alabama National Guard facilities such as the Joint Force Headquarters, the 187th Fighter Wing, the 117th Air Refueling Wing, Fort McClellan Training Site and the 20th Special Forces Group (Airborne). This visit provided valuable, personal knowledge to the CHOD about our National Guard capabilities, facilities and the possibility in the future of starting their own National Guard or reserve force as a cost saving measure to Romania. Lt. Gen. Danila made an office call to Gov. Robert Bentley where discussions revolved around the governor possibly making a visit to Romania and working toward commerce and business development to take the partnership to the civilian level and develop trade practices between Alabama and Romania.



Lt. Gen. Stefan Danila, Romanian Chief of Defense, visits the 187th Fighter Wing. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

Deputy Chief of Staff, Logistics (DCSLOG)

The Deputy Chief of Staff for Logistics' (DCSLOG) 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 fiscal year 2012, more than 3,000 pieces of new equipment were issued to units in the state, for a total value exceeding \$158 million. This amount includes more than \$99 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. The equipment will continue to directly benefit the state of Alabama during future natural disasters or civil disturbances which require a National Guard presence as well as Command and Control Chemical, Biological, Radiological, Nuclear Response Element (C2CRE) missions in response to a chemical, biological, radiological, nuclear (CBRN) disaster. Additionally, several items fielded to our units represent the latest developments in military technology. The fielding of the Mine Resistant Ambush Protective Vehicles (M-ATV-MRAPs), the Long Range Advanced Scout Surveillance Systems (LRAS3) with advanced thermal sights, as well as Lightweight Water Purifiers (LWPs), which is an advanced water purification system, ensures that the Alabama National Guard remains relevant and ready with state-of-the-art equipment.

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 15 Field Maintenance Shops (FMS), three Unit Training Equipment Sites (UTES), and two Combined Support Maintenance Shops (CSMS). In support of the ongoing deployment and redeployment of Army Guard units to multiple locations around the world, some 7,929 work orders were completed on equipment from 9 different units that returned from overseas deployments during fiscal year 2012.

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. 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 supports equipment maintenance costs and responses for defense support of civilian authorities, such as natural disaster response. During fiscal year 2012, this funding was also used to deploy 1,785 Alabama Soldiers to Camp Atterbury, Ind., to participate in a Joint C2CRE exercise with extensive training in preparation for response to a major catastrophic CBRN disaster.

During fiscal year 2012, DCSLOG continued to make improvement 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 federal property was approximately \$29 million. Through continuous focus and attention, this amount was reduced to a low of \$7.6 million, a 47.5 percent reduction by the fourth quarter. A recent statewide equipment modernization of Light Medium Tactical Vehicles (LMTVs) valued at \$26.2 million will displace \$18 million of obsolete and excess equipment as we move forward into 2013.

The DCSLOG, in coordination with National Guard Bureau, is



A member of the aircraft crew stands by awaiting instructions from the pilots before takeoff. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

heavily engaged with the Alabama National Guard major commands and their subordinate units in a campaign to improve property accountability by identifying equipment that is excess or not on record, and reintegrating that equipment into the Army supply system at the national level for disposition and redistribution.

To improve logistics operations at the unit level, the Supply & Services Branch continued to conduct week-long workshops specifically geared toward supply personnel at the company and battalion levels, 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 teleconferences, 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 United States Property and Fiscal Office (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 FISCAL YEAR 2012, 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 more than \$41 million while completing more than 1,200 contracting actions. These contracts included one large military construction project and 15 sustainment, restoration and modernization projects. The Alabama National Guard spent nearly \$6 million in small purchases through the Government Purchase Card Program.

Resource Management Division

The Resource Management Division receives and accounts for all federal funds issued to the Alabama Army National Guard. They direct and coordinate budget management, finance and accounting services and military and civilian payroll processing.

The Resource Management Division supported the Alabama Army National Guard units during fiscal year 2012 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 \$347,938,527 for the fiscal year.

Supply and Services Division

Throughout fiscal year 2012, 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 Supply and

Services Division consists of a Property Management Branch, Materiel Management Branch, Storage and Distribution Branch, Installation Transportation Branch, Central Issue Facility, and Ammunition Supply Point.

Property Management Branch

The Property Management Branch (PMB) is responsible for managing, accounting and tracking all federal equipment in the Alabama Army National Guard. The PMB manages a total of 176 unit property accounts, with a total asset accountability of \$1.49 billion in federal property and 152,869 total number of items on hand. PMB personnel assist in the fielding of new equipment for all assigned units in the state. In fiscal year 2012, the PMB facilitated the fielding and distribution of more than 3,023 new equipment items to units with a value of \$158 million.

The Material Management Branch

The Material Management Branch (MMB) reviews all

Military Standard Requisitioning and Issue Procedure orders received from Alabama Army 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, General Services Administration, Tank Automotive Command, and other wholesale activities to ensure our Soldiers receive the necessary items requested in a timely manner.

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. In fiscal year 2012, ITB personnel arranged commercial flights for more than 1,320 Soldiers. The ITB moved more than 4,900 passengers by commercial bus. In fiscal year 2012, ITB personnel certified payments of nearly \$4 million for commercial buses, commercial airline, chartered air movements, and other shipping expenses.

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 the Alabama Army National Guard. During fiscal year 2012, the warehouse processed more than 59,000 requisitions for equipment/supplies, receipted over 36,000 pieces of excess/unserviceable equipment worth \$134 million, and distributed more than 21,000 pieces of serviceable equipment/supplies worth \$64.5 million.

The Central Issue Facility

The Central Issue Facility (CIF) provides individual equipment to all Alabama Guard Soldiers. In fiscal year 2012, the CIF processed 5,760 request transactions for new equipment valued at more than \$2.9 million. CIF also processed 5,131 requests for turn-in of worn and outdated equipment with an approximate value of \$5 million.

The Ammunition Supply Point (ASP)

The Ammunition Supply Point (ASP) is located on Pelham Range in Alexandria, Ala. 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 across Alabama, Tennessee, and Georgia as well as various Army and Marine Corps Reserve units.

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 fiscal year 2012, the ASP issued more than 202 short tons of ammunition and explosives for training totaling over \$8.2 million.



Members of the 117th Field Artillery fire rounds from their Howitzer as part of their training. (Contributed photo.)

Internal Review Division

The Internal Review Division completed 35 of 58 in-progress audit engagements during fiscal year 2012. These audits included more than 90 recommendations for management corrective action in the areas of law or regulation violation avoidance, best business practices, and improved controls and readiness. Internal Review auditors also identified more than \$2.6 million in potential monetary benefits and cost savings.

During fiscal year 2012, Internal Review auditors became actively engaged in the Department of Defense's Financial Improvement and Audit Readiness (FIAR) preparations for and testing of business processes, including the associated internal controls and the overall audit readiness of the organizations. Accountability and oversight are critical to DoD's mission accomplishment and meeting the mandates of Congress and the Secretary of Defense's mandate to assert auditability of DoD Statement of Budgetary Resources (SBR) by the end of fiscal year 2014 and the existence and completeness of assets by December 31, 2012. Beginning October 1, 2012 Internal Review auditors will conduct monthly testing of SBR, and Existence and Completeness random samples generated by the applicable audit readiness teams. The Chief Financial Officers Act of 1990, along with subsequent legislation, require that federal agencies, including the DoD (National Defense Authorization Act 2012), produce auditable financial statements. The first step in this process requires improving financial information to make it more useful and reliable for managers. Unqualified audit opinions are one result of this effort and serve useful purposes. They verify improvements in information and processes and provide independent reassurance to the public that DoD is a good steward of their tax dollars.

DoD Components will focus first on improving information and processes supporting auditable statements for the financial information that is most often used to manage the Department. Because budgetary information is used widely and regularly for management, DoD will place the highest priority on improving its budgetary information and processes. That will eventually lead to unqualified opinions on the SBR. A secondary goal will be to verify the existence and completeness of mission critical assets (that is, verifying that records accurately capture the number of each type of weapon system, real property, inventory, and operating materials and supplies).

Data Management Systems Integration Division

The Data Management Services 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 Information Systems – Guard, 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 members routinely handle more than a thousand customer service requests a year. DMSID supports and maintains 14 physical servers and 18 virtual servers, 119 workstations, 83 laptop computers and various communication routers, switches and peripheral devices.

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. The cooperative agreement is a form of federal domestic assistance and is the legal mechanism for providing federal funds to the state of Alabama in support of the National Guard. For fiscal year 2012, the federal government will reimburse the state of Alabama more than \$40 million in funds spent to support the Alabama National Guard.

Construction and Facilities Management Office (CFMO)

The mission of the Construction and Facilities Management Office (CFMO) is to build, 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 structures in 116 communities across the state; facilities which serve operations, maintenance and logistics functions.

CFMO acquired and executed \$219.2 million in federal-share military construction funds in the last eight years.

CFMO acquires and manages approximately \$22 million in federal-share operations and maintenance funds annually.

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 84 armories across the state, the State Military Department Complex, the Fort McClellan Army National Guard Training Center, two Combined Surface Maintenance Shops, 15 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 functionally obsolete and no longer meet life, health, and safety codes and will need to be upgraded or replaced.



A member of the 1151st Engineer Co. cuts wood to help construct a soffett as part of his annual training exercise. (Photo by Sgt. 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 the agreement 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.



The Joint Force Headquarters Armed Forces Readiness Center in Montgomery currently has the largest solar project in the state. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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 (four crews of eight 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 59 percent of the armories currently in use are older than 25 years and more than 30 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 many work orders, purchase

orders and requisitions for repairs and maintenance in fiscal year 2012 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.

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 2012 State General Fund but also from the fiscal year 2012 MCA. The fiscal year 2012 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 the 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 processes the paperwork 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.

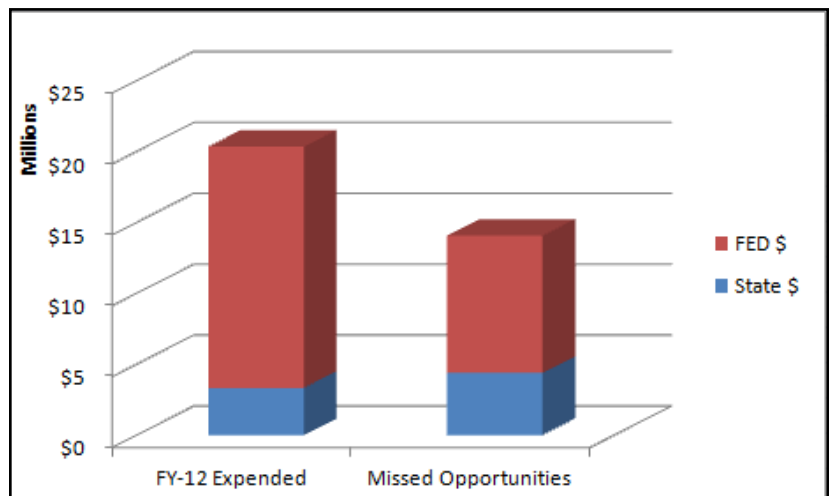
The Armory Commission of Alabama

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. Three are 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 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.



FY-12 State Expenditures of \$3.3M Resulted in Over \$20.3M (Combined State and Federal) of Repair and Maintenance (R&M) Improvements to Alabama NG Facilities. Missed Opportunities: Not all R&M Projects were Executed due to Lack of State Funding - High Probability that Over 68% Federal "Match" Funds Could Have Been Provided if Ample State Funds Had Been Available - an Additional \$4.4M of State Funding Could Have Resulted in an Additional \$9.7M Federal Funds

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 Deputy Chief of Staff for Personnel (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 specialty to which they are assigned, and that 87 percent be fully medically ready.

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 organizations 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 records and also assists in preparing application packets and packets for boards. During fiscal year 2012, one general officer was promoted and one colonel was selected for promotion to brigadier general. Seven packets were prepared and submitted for the 2012 General Officer Federal Recognition Board and 42 packets were submitted for various duty positions and training opportunities.



Capt. Ternisha Miles is promoted in a ceremony by Col. William Travis. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

Officer Personnel Management - Officer Personnel Management Branch (OPM) maintains all officer and warrant officer records and conducts all officer and warrant officer promotion, retention and federal recognition boards. During fiscal year 2012, four state

promotion boards, 13 federal recognition boards, one senior service board and one Douglas MacArthur Leadership board were conducted. Packets were reviewed and submitted for 120 officers going before eight different Department of the Army Mandatory Selection Boards. There were 290 officers promoted or appointed this year. Commissioned officer vacancies were reduced from 19.3 percent to 18.2 percent (236 to 224 total commissioned officer vacancies).

Enlisted Personnel Management - The Enlisted Personnel Management (EPM) 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 - The Enlisted Promotion System (EPS) 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 fiscal year 2012, the Education Office continued to assist Soldiers in the federal tuition assistance process, but no longer manages funds since GoArmyEd took over the process.

Armed Forces Classification Test (AFCT): The AFCT

is available to current National Guard Soldiers each month. During fiscal year 2012, the ESO administered testing to 42 Soldiers.

Montgomery GI Bill: The Montgomery GI Bill consists of several different chapters designed with different benefits for different eligible categories of servicemembers. During fiscal year 2012, 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 2,445 Soldiers at \$356 a month, the Reserve Education Assistance Program benefited more than 5,300 Soldiers at \$983.40 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 543 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 543 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 designed to provide relief for book costs and miscellaneous fees rendered by educational institutions. The ANGEAP benefited 803 Alabama Army National Guard Soldiers, with a total award of more than \$344,245 in fiscal year 2012.

Bonuses: The Incentive Office for fiscal year 2012 issued 398 enlistment, reenlistment and officer contracts bonuses totaling more than \$2.6 million.

Loan Repayment Programs: The loan repayment programs include student loan repayment, health professional loan repayment, and chaplain loan repayment. The incentive manager approved 48 contracts, totaling more than \$2.75 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. The section also assists with other retirement issues and ensures 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 or former Soldiers in the Alabama Army National Guard.

In fiscal year 2012, Retired Activities processed the following documents: 660 Veterans Administration requests for medical, dental and/or personnel records; 16 Social Security Administration requests for service records; nine Recruiting and Retention requests and 865 requests from former Soldiers and retirees. Retired Activities also initiated a new program this year – the branch conducted four retirement seminars around the state supporting 83 Soldiers and retirees.

Personnel Automation Branch – The mission of the Personnel Automation Branch (PAB) is to provide the necessary technical and functional expertise to end users of the various personnel applications for which the DCSPER is responsible for maintenance 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 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 2012, PAB input 116,098 transactions into the personnel reporting database, resolved 451 Help Desk tickets, processed 27,512 iPERMS batches containing 163,461 documents and uploaded 325,022 pages into Soldier records.

Soldier & Family Support Division (SFSD)

The Soldier and Family Support Division (SFSD) has a staff of 70 professionals dedicated to the well-being of Soldiers and their families. Family Assistance Centers are located in Montgomery, Tallahassee, Athens, Anniston, Lineville, Selma, Mobile, 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 – Survivor Outreach Services (SOS) is for survivors of military members. In fiscal year 2012, SOS worked with more than 1,100 survivors around Alabama to include outreach services to the survivors of retired and active National Guard, Army Reserve and Regular Army deaths. We have worked with more than 98 surviving families for various benefits. Our two SOS support coordinators are part of the Army’s five-person SOS team and continually reach out to survivors to offer services and continued care for as long as the survivor requests such assistance. In addition, the Alabama National Guard SOS is continually involved in community outreach with various organizations such as the Blue Star Salute Foundation, the Department of Veterans Affairs, Alabama National Cemetery, Gold Star Wives, Gold Star Families, Veterans of Foreign Wars, American Legion, and Alabama Vet Center.



The 151st Army Band plays in ceremonies in several states across the region. (Image by Sgt. Brenda Thomas, Public Affairs Office)

Military Funeral Honors -

During fiscal year 2012, the Alabama National Guard Military Funeral Honors program conducted and supported 1,757 funerals. These services were performed statewide using an average of 22 full-time Soldiers on active duty, one civilian contractor, one military technician and more than 150 part-time Alabama Army National Guard Soldiers and retirees. During fiscal year 2012, there were two full-time Soldiers who were 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 were teams in Arab, Montgomery,

Birmingham and Foley and averaged four full-time Soldiers at each location. These teams have done an outstanding job performing military honors at funerals in every county in Alabama. During fiscal year 2012, our honor guards have performed as many as 14 military funeral honors in a single day, averaged 10 funerals per day for several weeks, and conducted 177 in a single month.

Employer Support of the Guard & Reserve -

The Employer Support of the Guard and Reserve (ESGR) section focuses on developing and promoting employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws and resolving conflict between employers and service members.

Paramount to ESGR’s mission is encouraging employment of Guardsmen and Reservists who bring integrity, global perspective and proven leadership to the civilian workforce.

During this report period, the ESGR received only 43 formal employment conflicts that were mediated by our volunteer ESGR ombudsmen in the state and all cases were mediated in an average of only 7.53 days. The Alabama ESGR office presented more than 150 “My Boss is a Patriot” awards to supportive employers in Alabama and more than 1,959 statements of support to employers of Guard and Reserve servicemembers. ESGR also recognized and presented 41 employers with other awards.

The Alabama ESGR section also provided support to Guard and Reserve personnel at all Yellow Ribbon events and other mobilization/de-mobilization events as scheduled or requested by units. 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 .

During this reporting period, the Alabama ESGR Committee assisted/coordinated and conducted four major job fairs in Mobile, Montgomery, Huntsville and Birmingham, which were attended by more than 245 employers interested in hiring Guardsmen, Reservists or veterans and more than 1,100 Guardsmen, Reservists or veterans seeking employment or new employment

opportunities. Along with the formal job fairs, ESGR is providing job opportunity information from the Hero 2 Hired (H2H) initiatives and programs – including specific job openings by specific employers in various locations – to members of the Guard and Reserve on a weekly basis.

ESGR also planned, coordinated and conducted two employer Boss Lifts to Fort Benning, Ga., and to Camp Atterbury, Ind., for approximately 55 employers. The Boss Lifts are designed to expose employers around the state to the type and quality of training their military employees receive by flying the employers to various military installations to witness training in progress. This provides an employer, especially when the employer has no prior military experience, a keen insight to the capabilities, dedication and quality of employees he or she has in Guardsmen or Reservists. This exposure to training further enhances employers' support of their employees in the uniform and encourages them to hire more members of the Guard and Reserve.

All of the support described above was provided by 76 volunteers of the Alabama ESGR committee which provided more than 6,000 volunteer hours to the program. This voluntary service to the members of the Guard and Reserve, as well as employers in Alabama, provides an invaluable service to employers and Guard and Reserve members with no state funding required.

Sexual Assault Response/Prevention Coordinator –

The Sexual Assault Response/Prevention Coordinator's (SARC) mission is to manage and implement the Sexual Assault Prevention and Response Program (SAPR) and the 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 educational programs are being continually implemented and reviewed to provide the most recent statistics and preventive measures for all Soldiers.

Fiscal year 2012 began reserve component implementation of the Sexual Harassment and Assault Response Program (SHARP), which will eventually phase out SAPR. The Alabama Army National Guard

met the initial requirement to assign and train one SHARP representative/unit victim advocate at every battalion. These Soldiers were called upon to answer reports of sexual assaults on multiple occasions and streamlined the response process.

Air Guard SARCs were also successful reaching their program goals. One hundred percent of available Alabama Air Guard Airmen completed Bystander Intervention Training (BIT), which empowers bystanders with the intervention tools necessary to recognize and mediate a sexual assault before it happens. The Alabama Air National Guard received no report of sexual assault in fiscal year 2012.



A Soldier is reunited with her child after a long deployment. (Image by Sgt. Brenda Thomas, Public Affairs Office)

Resilience, Risk Reduction & Suicide Prevention

In 2012, the Resilience, Risk Reduction and Suicide Prevention (R2SP) program hired a full-time Suicide Prevention Program Manager (SPPM) as well as a program quota source manager. The 2011 Resilience Campaign Plan signed by the adjutant general continued to be a focal point in fiscal year 2012 with improved efforts and benchmarks to better serve the Soldiers and families of the Alabama National Guard. A National Guard Bureau emphasis on suicide prevention and awareness during the final quarter of 2012 was dedicated to a mandatory educational suicide stand-down for all Soldiers and full-time staff of the Alabama Army National Guard.

The Resilience Council held quarterly meetings to address the progress made towards the campaign plan goals. The suicide stand-down included an eight-hour block of instruction lead by unit commanders with material including the principles of Ask, Care, Escort; Applied Suicide Intervention Skills Training (ASIST) and resilience produced by the R3SP program director,

Dr. Rebecca Jacobson. Thirty-five Soldiers attended the Master Resilience Training course and four individuals attended the ASIST Living Works program. This provided the Alabama Army National Guard with a total of 12 ASIST facilitators to teach two-day classes throughout fiscal year 2013. During fiscal year 2012, 125 Soldiers were trained in ASIST two-day workshop and 93 Soldiers completed the four-day Resilience Training Assistance training facilitated by Alabama Guard instructors. The R3SP team also conducted suicide prevention and resilience training for Soldiers and family members at Yellow Ribbon events, training more than 4,404 Soldiers and 5,972 family members in fiscal year 2012.

Health Service Division (HSD)

The Health Services Division (HSD) is responsible for managing line of duty (LOD) injury investigations; reviewing and processing non-duty related board actions and Military Occupational Specialty Retention Review (MAR2) 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 fiscal year 2012, HSD processed 112 duty related board actions and 33 MAR2 actions, reviewed 51 non-duty related cases, screened 812 Soldiers in the Post Deployment Health Re-Assessment program, processed more than 800 medical claims, processed 774 LOD investigations, processed 43 cases for incapacitation pay, tracked 173 medical hold Soldiers at 15 Warrior Transition Units and referred or assisted veterans more than 6,800 times via phone, e-mail and walk-in service.

HSD has two personnel trained as Applied Suicide Intervention Skill (ASIST) instructors. These personnel have conducted three classes with several more scheduled for the upcoming fiscal year. HSD has also conducted three training workshops and numerous LOD workshops to facilitate the completion of LODs for Alabama National Guard Soldiers.

Personnel Readiness Division

This section conducts personnel readiness analysis and assistance to units as they progress through the Army 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 fiscal year 2012, PRD coordinated more than 170 state-level or above instances of personnel cross-leveling to increase unit readiness.

PRD spearheads the Soldier Readiness Processing (SRP) events for the Alabama National Guard. PRD supported 20 SRP events for multiple units in fiscal year 2012 resulting in processing more than 1,395 personnel for deployment or redeployment.

PRD is the responsible division for DCSPER's portion of the Joint Force Headquarters' Staff Inspection program. PRD coordinates personnel readiness teams to conduct staff inspections of selected units within the Alabama National Guard. In fiscal year 2012, the PRD inspected 19 units with more than 450 individual corrections, updates and/or improvements made in unit personnel readiness.

Security Clearance - This 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 fiscal year 2012, more than 2,201 security clearances were granted, as well as 48 interim Secret clearances and 75 interim Top Secret clearances. The section adjudicated 67 clearances that were either denied, suspended or revoked.

22nd Recruiting and Retention Battalion

The 22nd Recruiting and Retention Battalion (RRB) increases unit readiness by aggressively recruiting the best qualified applicants, training and shipping prepared warriors, and assisting in retaining the future leaders of the Alabama Army National Guard. We recruit tomorrow's leaders today through innovative, ethical, and professional methods to provide a high quality, diverse force ready to conduct full spectrum state and federal missions. Our mission is accomplished using the following three tenets: recruiting, retention and attrition management.

During fiscal year 2012, the 22nd RRB exceeded the initial state end strength ceiling (ESC) of 11,025 Soldiers to close out the fiscal year at 11,029. Within the fiscal year 2012 recruiting period, the 22nd RRB accessed 171 commissioned officers, 31 warrant officers and enlisted 1,405 service members. The 22nd RRB worked with unit members and their assigned units to retain 1,490 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 service members prior to them shipping to basic training and



Joe, Frank, and Tim Bellush are three of a set of quadruplets who enlisted into the Alabama Guard together one week after their 17th birthday. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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 and successful membership in the armed forces. During fiscal year 2012, our average total training pipeline size was over 1,000 members and the average RSP size consisted of approximately 550 drilling members of the Alabama Army National Guard.

Human Resources Office (HRO)

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

The 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 fiscal year 2012, force structure changes in the Alabama Army National Guard created the need to further restructure and reduce the overall numbers of military technicians. Through an aggressive, forward looking approach, the HRO was able to adjust the end strength military technician population to match National Guard Bureau authorizations without reverting to furlough or reductions in force (RIF).

The HRO was instrumental in coordinating with the National Guard Bureau to enable voluntary early retirements and separations for those qualified, and thus eliminating any forced separations.

Also during fiscal year 2012, the HRO made a successful and seamless conversion to the General Fund Enterprise Business System which is a web-based enterprise resource planning solution built to enable the United States Army and National Guard to streamline all financial transactions. The HRO manages a payroll budget of more than \$57 million for the Alabama Army National Guard, and was identified as a model agency within the National Guard.

The HRO provided targeted education and training to the full-time employees throughout fiscal year 2012. In addition to the Basic Supervisor's Course, Mid-Career Financial Planning Course, and Pre-Retirement Planning Course, the HRO developed and launched the New Employees Orientation and Career Management courses. Each received overwhelming positive feedback from end-of-course critiques.

Deputy Chief of Staff, Information Management (DCSIM)

The Deputy Chief of Staff for Information Management's (DCSIM) 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 39 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.



A member of DCSIM repairs a computer. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

Information Systems Support Branch (ISSB)

The Information Systems Support Branch's (ISSB) helpdesk resolved more than 15,000 requests for customer support. The helpdesk averaged 60 calls and tickets per day and maintained a 94 percent closure rate of these requests. ISSB personnel replaced more than 275 computers due to life cycle policies and issued 200 new computers to new users. The ISSB has supported and maintained 295 kiosk terminals in 85 locations across the state to provide traditional drilling Soldiers with required Internet access. ISSB has and will continue to support 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.

Communication Services Branch (CSB)

During this report period, the Network Operations Center maintained 85 data circuits that support the Army Guard facilities and personnel across the

state. The Communications Services Branch (CSB) also administered and maintained 22 Secret Internet Protocol Router (SIPR) tunneling locations while planning for two additional sites. The CSB installed an operations circuit 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 planned, engineered and began implementation of Session Initiation Protocol (SIP) to provide voice services across the state. Once completed, this endeavor will provide a savings of approximately \$500,000 per year.

Administrative Services Section

The mail room processed an average of 235 pieces of mail per day for a total of 58,750 pieces this year. The

publications section filled 600 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.

Inspector General (IG)

The Inspector General (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 service member's problem. This allows Soldiers and Airmen to maintain their morale and focus, thus enhancing combat readiness and war-fighting capability.

The Assistance and Investigations 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 fiscal year 2012, the branch addressed 174 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 fiscal year 2012, the Inspections Branch assisted with the improvement and training on the state's Enhanced National Guard Inspection System, in support of State Military Department Regulation 1-201, oversaw the Intelligence Oversight inspections conducted by the Director of Military Support and completed three systemic inspections for fiscal year 2012.



Members of the 117th Field Artillery send rounds down range as part of the pre-deployment training. (Photo by Kyle Looney)

Deputy Chief of Staff, Strategic Planning

The Alabama National Guard Deputy Chief of Staff for Strategic Plans 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 for Strategic Plans' 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 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 facilitate 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, process improvement and formal assessment, our strategic management program postures the Alabama National Guard for success in the future.

