

## 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 has experienced cuts in federal funding and a reduction in overseas missions. Regardless of these challenges, the Alabama National Guard has continued to accomplish its mission. 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, 2012 through September 30, 2013. This report will familiarize you with the challenges and accomplishments of the Soldiers and Airmen of the Alabama National Guard in fiscal year 2013, as well as some plans for the future.

Fiscal 2013 was yet another year without a major natural disaster within Alabama. However, the Alabama National Guard continued to be alert and planned, trained and exercised in order to remain prepared to respond to any defense support of civil authorities (DSCA) missions. It is my goal that we remain the premier response force to aid our communities when disasters strike.

The Alabama Guard has also shifted its role in the National Guard's first Command and Control Chemical, Biological, Radiological, Nuclear (CBRN) Response Element (C2CRE). The Alabama Guard now fulfills the role of Task Force Ops, under the headquarters of a unit from the Michigan National Guard. 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.

While we have continued deployments overseas in support of the current war, the numbers of troops requested by the Department of Defense has diminished. Since 9/11, the Alabama Guard has averaged around 1,500 deployed troops. However, at the close of this fiscal year we had fewer than 900 troops deployed. Our numbers are projected to be considerably lower than that in 2014. We were happy to be able to welcome home several units this year after very successful deployments to Kuwait, Afghanistan and Guantanamo Bay, all with no combat losses.

Other noteworthy events in fiscal 2013 include the retirement of the first female major general in our ranks; the formal opening of the only Leadership in Energy and Environmental Design Platinum certified commercial building in Alabama; and the continuation of our partnership with Romania with several exchanges between Alabama Guardsmen and Romanian troops.

The personnel of our organization continue to be the key to our success. Our Soldiers and Airmen continue to pursue excellence and to lead and train with integrity and professionalism. Because of this we are able to continually stand ready to assist our state and nation. We continue to be the best National Guard in the nation due to the qualities of our diverse workforce. As the adjutant general, I am proud to respectfully present the following accomplishments of the Alabama National Guard to you.

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

PERRY G. SMITH  
The Adjutant General



# Mission, Vision, Purpose and Values

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

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

**Purpose** - Provide trained, ready forces to respond to any state or federal mission.

**Values** - We incorporate the Army and the Air Force values in the performance of Alabama National Guardsmen. Our core values are: Loyalty, Duty, Respect, Honor, Integrity, Accountability, Personal courage, Selfless service, Emphasis on community and the pursuit of excellence in all we do.

## The Dual Role of the National Guard

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

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

As commander-in-chief of all American armed forces, the president can call the National Guard into federal service based on the needs of the nation in support of overseas contingency operations, homeland defense or other federal missions. The request for forces comes through the secretary of defense, the Departments of the Army and Air Force and the National Guard Bureau to the state adjutant general.

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

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



Spc. Craig Davis, of the 1305th Survey and Design Unit, drives a stake into the ground to mark the boundary of the road widening along Range Road 219 July 22 at Eglin Air Force Base, Fla. (Photo by Samuel King, 919th Special Operations Wing, Air Force)

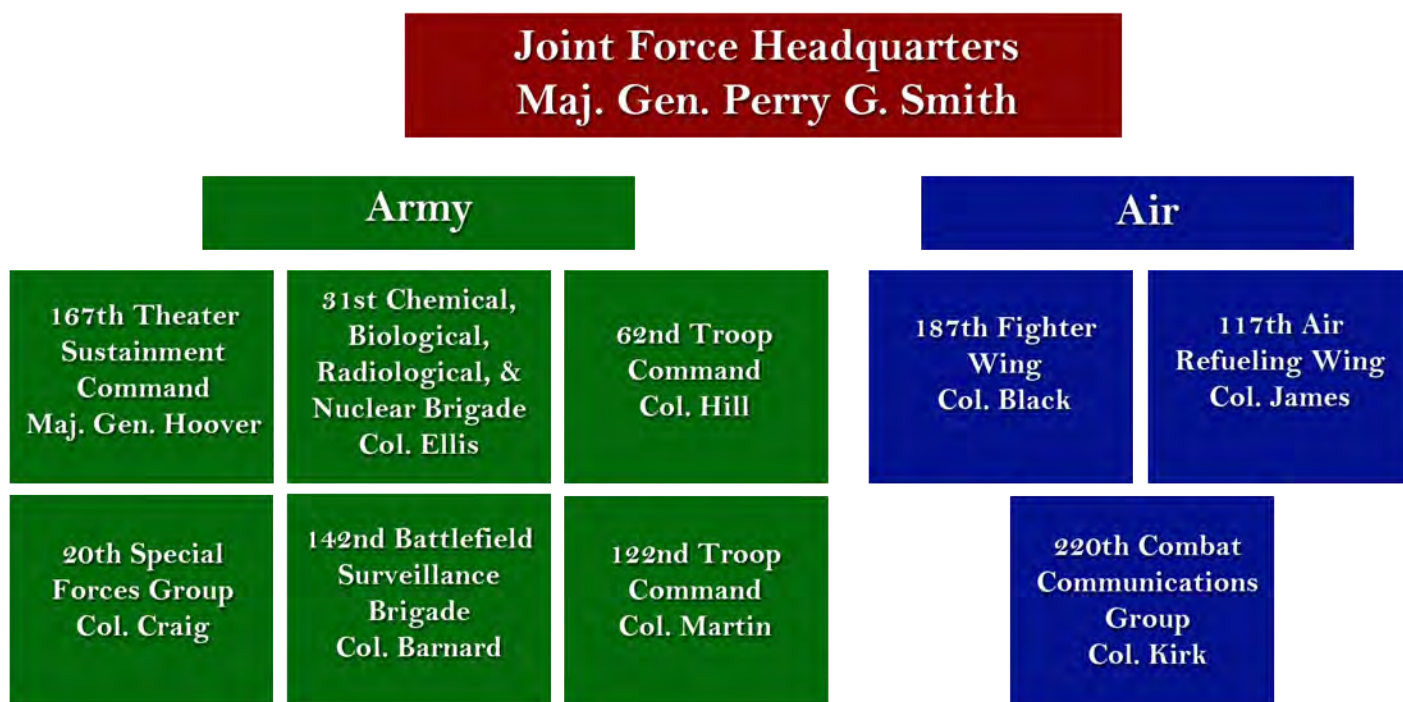
# Overview of the Alabama National Guard

## 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 Army National Guard in fiscal year 2013 was organized into six major commands; the Joint Forces Headquarters, the 167th Theater Sustainment Command, the 62nd Troop Command, the 31st Chemical Brigade, the 142nd Battlefield Surveillance Brigade and the 20th Special Forces Group. In October of 2013, fiscal year 2014 an additional major command was added, the 122nd Troop Command.

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 teenagers to those past middle age; 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 eighth in size (strength) of the 54 states and territories. However, among those top eight states, the Alabama National Guard is 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. Think back and remember the times that the Alabama National Guard helped the citizens through a state disaster. “Your Guard was there when....” We understand well that success has nothing to do with one’s race or gender. The National Guard is an environment where all members are valued and challenged to achieve their potential while executing their duties and the Guard’s mission. Below is the traditional Guard and full time Guard workforce profile.

## National Guard Strength

<b>Workforce</b>		
Duty Status - Federal	Army	Air
Traditional/Part Time	9,426	1,601
Active Guard	958	196
Military Technician	758	470
Total Soldiers and Airmen*	11,159	2,297
<b>*This represents 2,429 full time and 11,027 part time, federally funded jobs in Alabama</b>		
Duty Status - State	Army	Air
State Employees - Full Time	147	91
State Employees - Part Time	50	0
Total Workforce*	197	91
<b>*85.3% of these state jobs are 100% federally reimbursed</b>		

## Ethnicity/Race

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

## Gender Ratio

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

## 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%

## Contract Employees

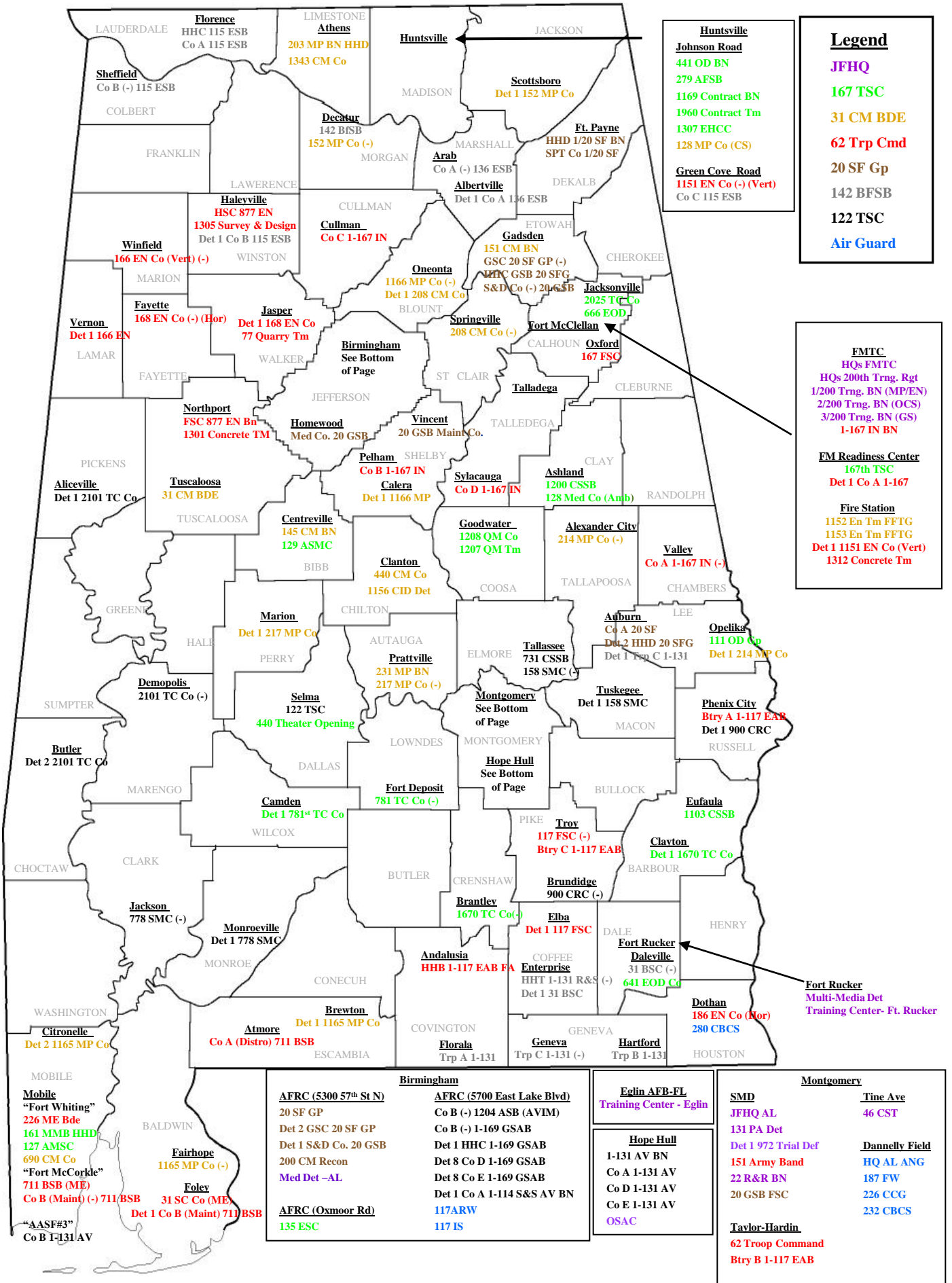
Service	Employees
Army	65
Air	7

## Our Facilities

The Alabama National Guard operates and maintains 1,122 buildings and structures (541 buildings and 581 structures) in 74 communities across the state. Major facilities include 85 armories, 15 field maintenance shop (FMS), three unit training and equipment sites (UTES), two combined support maintenance shop (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.

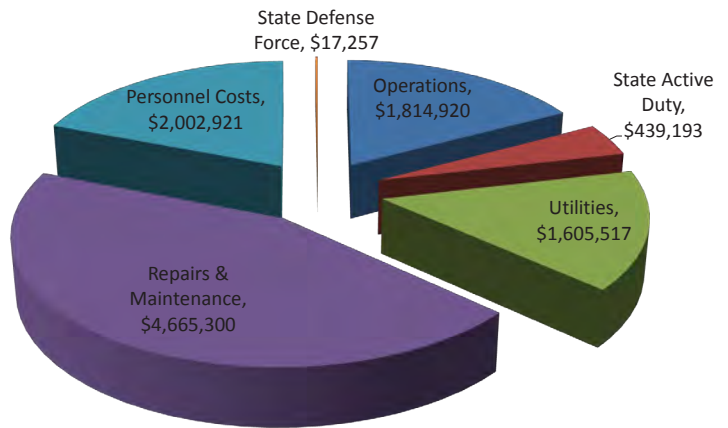




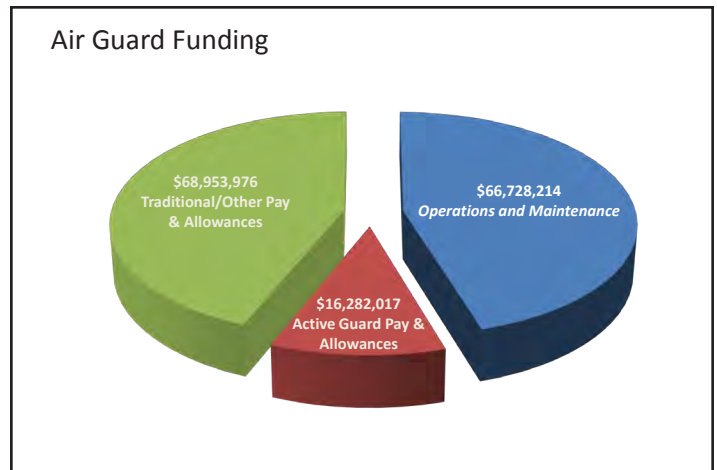
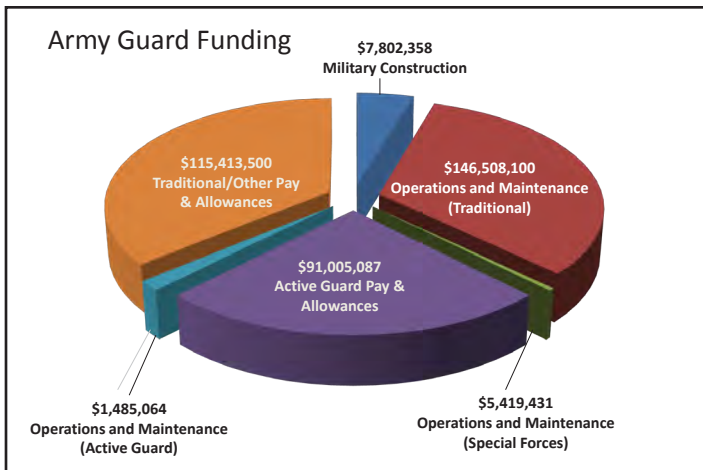
NOT TO SCALE

# 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 2013, \$10.5 million was appropriated for the Alabama National Guard, including more than \$439,000 specifically for 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.

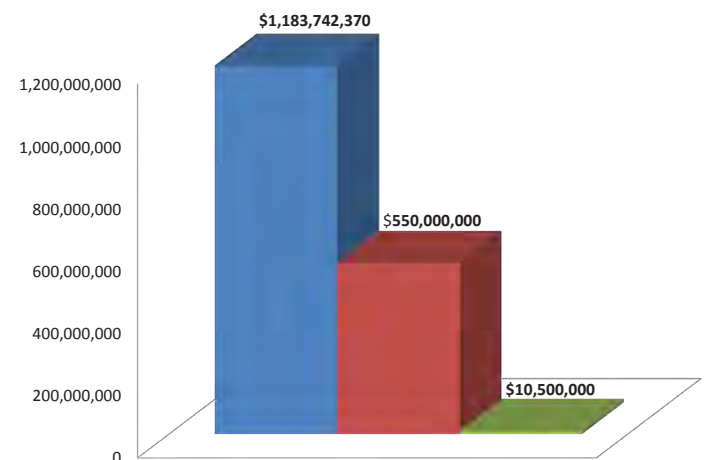


The vast majority of the funds supporting the Alabama National Guard come from the federal government, more than \$550 million. The division of the Alabama Army and Air National Guard federal budget is shown in the charts below: The economic impact the Alabama National Guard provides to the state is impressive. Not only do we provide ready and responsive forces, but, just as importantly, we provide a dramatic impact in excess of \$1 billion 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.



Members of the 135th Expeditionary Sustainment Command fold the flag during their deployment to Kuwait. (Contributed photo)

## Economic Impact



\* Economic Impact Factor (2.11194) provided by Mr. Ahmed Ijaz from the Center for Business and Economic Research at the University of Alabama.



# Major Command Updates

## Army



### 167th Theater Sustainment Command – Fort McClellan



#### Mission

The 167th Theater Sustainment Command provides command and control of theater sustainment forces supporting multiple joint task forces operating in multiple, non-contiguous joint operating areas in response to an event of national significance; on order, provides command and control across the U.S. Northern Command area of responsibility for follow-on incidents; establishes and operates a theater distribution system; exercises direct command and control of operational and tactical sustainment operations as needed in support of Department of Defense forces conducting defense support to civil authorities.

The unit has an operational mission with U.S. Army North and NORTHCOM. The 167th TSC uses an early entry command post team to deploy when 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 167th TSC executes its mission through the use of modular forces, which include theater opening elements, expeditionary sustainment commands, sustainment brigades, combat sustainment support battalions, and other needed modular sustainment formations. These formations are the building blocks of the force structure designed to execute and accomplish TSC missions.

The 167th TSC is commanded by Maj. Gen. Reynold Hoover. Brig. Gen. Brian Harris serves as deputy commander. The 167th TSC's unique mission requires it to have 48 Regular Army personnel assigned along with the 37 full-time Active Guard and Reserve Army National Guard personnel supporting the unit. During fiscal 2013, the 167th TSC had two subordinate units deploy for active service in Afghanistan and Kuwait – the 1960th Contingency Contracting Team and the 135th Expeditionary Sustainment Command respectively. The 1103rd Combat Sustainment Support Battalion completed training at their mobilization station – Fort Hood, Texas – in preparation for its October 2013 deployment to Afghanistan.

Located at Fort McClellan, Ala., the 167th TSC continues to work in phase one of its facility. Construction for phase two of the facility is underway and is expected to be completed during the spring of 2014. Once completed, the entire campus 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



Approximately 240 Soldiers of the 135th Expeditionary Sustainment Command returned home from deployment to Kuwait as part of Operation Enduring Freedom. (Photo by Ken Johnson)

storage space. More than 23,000 square yards of parking space will also be available at the gated installation. Two Alabama Army Guard units are housed in the readiness center – the 167th TSC, and Detachment 1, Company A, 167th Infantry.

The 167th TSC has more than 2,500 Soldiers assigned in subordinate units which 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.

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 U.S. Army North 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 2013, the 167th TSC participated in four major exercises and provided operational support for nine contingency support operations missions.

Vibrant Response is a joint task force exercise that allows the 167th TSC to rehearse its ability to provide logistical support to federal/local emergency management agencies and civilian first responders during simulated man-made or natural disasters. Vibrant Response consists of a month-long command post exercise conducted at Camp Atterbury, Ind., followed by a field training exercises and scenarios conducted throughout southern Indiana. At Warfighter Exercise 2013 at Fort Leavenworth, Kan., the 167th TSC exercised a logistical replication of an expeditionary sustainment command. The 167th TSC's role was as the higher command of three sustainment brigades as they logistically supported the 42nd Infantry Division (New York National Guard) during a deployment.

The 167th TSC participated in Ardent Sentry in May 2013. Ardent Sentry is a command post exercise at Colorado Springs, Colo., which stresses the TSC's ability to provide logistical support in a contingency-type environment. The 167th TSC participated from Fort McClellan, using video teleconferencing and other electronic communication methods during this training exercise. Vigilant Shield is a logistical sustainment response to support homeland defense with various sce-

narios. The 167th TSC participated from Fort McClellan and Fort Sam Houston with United States Army North. Soldiers from the 161st Medical Battalion participated in a medical exercise providing subject matter expertise in Romania during 2013.

The 167th TSC, through its ARNORTH affiliation, provided subject matter experts to advise on logistical consequence management for Hurricane Sandy, Super Bowl XLVII, the Presidential Inauguration, State of the Union address, Midwest flooding, Oklahoma tornadoes, Boy Scout Jamboree, Colorado flooding and the United Nations General Assembly. In addition, nineteen Explosive Ordnance Disposal (EOD) Soldiers from the 111th EOD were sent to support the presidential inauguration.

The 167th TSC continually plans, prepares and trains to provide military assistance to state, county, and/or municipal agencies to help alleviate any effects of all contingencies that could possibly affect the residents of Alabama.

## Resources

Soldiers with the right resources available in sufficient quantities to meet mission requirements are directly related to any military unit's success. These resources come in several forms: funds, supplies, equipment and many other items.

Personnel of the 167th TSC first and foremost will continue to support the ongoing war effort by providing support of all subordinate units that are redeploying from overseas or that are preparing to deploy in support of ongoing operations. The 167th TSC also conducts annual Command Supply Discipline Program inspections to ensure supply discipline. Physical security inspections are incorporated to ensure equipment storage areas are secure. Command Readiness Inspections are scheduled as necessary and encompass most operational areas in the unit.

During fiscal year 2014, the 167th TSC will conduct staff inspections at all direct reporting units. These staff inspections will enhance the 167th supply and maintenance readiness posture. All inspections this year will focus on reducing excess property and support maintaining property accountability within all units subordinate to this command. Secondly, the unit will focus on surface maintenance as a step "back to the basics" in an effort to enhance our equipment readiness.



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



## Mission

The 31st Chemical, Biological, Radiological and Nuclear 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 2013 was the transition from the Command and Control Headquarters to the Operations Headquarters for the CBRN Response Element (C2CRE). During this process, the brigade headquarters worked with the 46th Military Police Command from Michigan to ensure that they were prepared and successful during their validation. This relationship will continue to provide national response capabilities across the country for the next two years. The units conducted rehearsals and command post ex-

ercises to prepare to deploy to Camp Atterbury, Ind., for Vibrant Response 13.2, 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 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 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

The 31st commander is Brig. Gen. David R. Brown with Col. Lee Ellis selected to take command in November 2013. The deputy commander is Col. Scott Cotney with Lt. Col. Brian Naugher selected to replace him. Command Sgt. Maj. Mitchell Cooper is the brigade command sergeant major and will remain after the change of command.

The brigade headquarters is located in Tuscaloosa. Its major subordinate units are located in Centreville (145th CBRN Battalion), 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.

## Training and Operations

As one of only three chemical brigades in the Army force structure and the only such brigade in the National Guard, the



Smoke fills the air after the 1343rd CBRN CO (Mech Smoke) one of only two Smoke Companies left in the United States Army arsenal conducted its first obscuration (smoke) operation since fielding the system in late 2012. (Contributed photo.)





Spc. Chantelle Colbert (right) and Spc. Sophia Starks (left) observe a naval vessel in the distance off the coast of Guantanamo Bay. Colbert and Starks are part of the external security force of the 128th Military Police Company. (Photo by Spc. Chalon Hutson, US Army Reserve Command)

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. Since 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 within 96 hours. Concurrently, our Military Police units within the brigade pursue a robust training plan that prepares our Soldiers to deploy worldwide or to provide support to civilian authorities anywhere in the U.S. 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 152nd Military Police Company, from Decatur and Scottsboro, returned

from a successful deployment to Qatar in support of Operation Enduring Freedom. Additionally, the 128th Military Police Company, from Huntsville, deployed to Guantanamo, Cuba, where its Soldiers provided security forces support to units based there.

The brigade has maintained its support to the Alabama Emergency Management Agency by mobilizing support personnel during Tropical Storm Karen and performing mission analysis planning for possible deployment to other states in roles of defense support of civil authorities.

### Resources

The brigade's logistics program has been a large factor in the overall success of the unit. During fiscal year 2013, 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.

The Brigade is receiving the newest equipment for command post operations and will begin fielding the Stryker Nuclear, Biological, Chemical Reconnaissance Vehicle in 2014.



The 231st Military Police Battalion began receiving new M-1117 "Guardian" Armored Security Vehicles in 2012. They conducted training on the new vehicles on Pelham Range November 16, 2013. (Photo by Staff Sgt. Christopher Davis, Public Affairs Office)



# 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 27 armories throughout the state that comprises a force of more than 3,455 Soldiers. The 62nd Troop Command's subordinate commands include the 226th Maneuver Enhancement Brigade; 1st Battalion, 167th Infantry; 1st Battalion, 117th Field Artillery; 1st Battalion, 131st Aviation; 877th Engineer Battalion; 711th Brigade Support Battalion; 31st Network Support Company and the 151st Army Band.

## Training and Operations

During fiscal year 2013, the 62nd Troop Command mobilized the 226th Maneuver Enhancement Brigade, and the 1151th Engineer Company to Afghanistan, re-deployed the 1-167th Infantry Battalion, and continues deployment operations for the 877th Engineer Battalion, and 1305th Survey & Design Team.

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 addition to traditional force provider emergency response preparations, Headquarters, 62nd Troop Command assumed command of Joint Task Force Tarpon from 226th Maneuver Enhancement Brigade; due to the 226th's deployment. As Joint Task Force Tarpon, Headquarters, 62nd Troop Command is the primary response force and headquarters for Mobile and Baldwin Counties, and surrounding immediate municipalities, from July 2013 through September 2014.



Members of the 151st Army Band perform at ceremonies all across the southeast United States. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

Soldiers of the 62nd Troop Command participated in the Vibrant Response exercise located at Camp Atterbury, Ind., in the summer of 2013. 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 incident.

During the year, the 62nd Troop Command conducted numerous training events and new equipment training that increased combat effectiveness and the ability to respond to state active duty missions.

Soldiers continued training on systems such as the Family of Military Tactical Vehicles (FMTVs), weapons engagement systems, aircraft and aviation system upgrades, and heavy equipment. 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 \$34 million of equipment during fiscal 2013. Various equipment received include: High Capacity/Line of Sight (HCLOS) radio, Long Range Acquisition System (LRAS3), Forward Observer System (FOS), Lightweight Laser Designator Rangefinder (LLDR), Medical Communications for Combat Casualty Care (MC4), 924H Light Loader, Joint Capabilities Release Logistics System (JCR/LOG/FBCB2), Digital Topographic Support System – Light (DTSS-L), Aviation Mission Planning System (AMPS) upgrade, M1200 Armored Knight, Hydraulic Electric Pneumatic Petroleum Operated Equipment (HEPPOE), backhoe loader, non-lethal weapons fielding, FMTV 10-ton dump truck, 5-ton wrecker truck, M1075A Palletized Load System (PLS), Battlefield Anti-Intrusion System (BAIS), and Battle Command Sustainment Support System (BCS3). Many of the 62nd Troop Command units are fielding equipment across all functional areas.

The 62nd Troop command also worked on mobilizing units' (226th Maneuver Enhancement Brigade, 1151th Engineer Company) force-modernization assets which were primarily focused on enhancing Soldiers' combat effectiveness and activities in theater. The High Capacity/Line of Sight (HCLOS) radio, Joint Capabilities Release Logistics System (JCR/LOG/FBCB2) and Digital Topographic Support System – Light (DTSS-L) assisted with communications, logistics coordination, and tracking capabilities through joint interactive data-base systems, thereby assisting the command with a clear common operating picture, timely resource requesting, and tracking troop movements. The non-lethal weapons fielding expanded the number of options available to commanders confronting situations



Members of the 1-131st Aviation Battalion, in Hope Hull, Ala., stay prepared to fly aircraft in rain or shine. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

in which the use of deadly force is not the preferred response by allowing forces to apply measured force with reduced risk of serious non-combatant casualties in a manner that provides force protection and effects compliance, thus ensuring the success of the military mission. The Medical Communications for Combat Casualty Care (MC4) facilitated real-time Soldier/patient information sharing which greatly enhances the medical personnel's ability to triage and provide medical care for affected troops.

Combat arms units' (1-167th Infantry Battalion, 1-117th Field Artillery Battalion, 877th Engineer Battalion) fielding focused on enhancing the specificities within their tactical mission to engage the enemy in direct and indirect contact. The Long Range Acquisition System (LRAS3) providing the real-time ability to detect, recognize, identify and geo-locate distant targets. The Forward Observer System (FOS) enables Soldiers to plan, control and execute fire support operations at the maneuver platoon, company, battalion and brigade levels. The Lightweight Laser Designator Rangefinder (LLDR) gives Soldiers the ability to recognize targets in day/night/obscurant conditions, range to the target at an eye safe wavelength, and calculate grid coordinates with its own GPS/elevation/azimuth capability. The system then provides this information to other members of the digital battlefield. Also included is a NATO coded laser designator for use with semi-active laser guided missiles and laser spot trackers. All systems



greatly enhance the combat Soldier's primary mission and readiness. Engineer companies fielded a various array of equipment from the aforementioned to 924H Light Loader, backhoe, wrecker trucks, and Palletized Load Systems. All of which greatly enhance the combat, and combat support mission the Engineer organizations support.

Combat support and combat service support units (711th Brigade Support Battalion, and portions of 877th Engineer Battalion), in addition to above, also fielded the Hydraulic Electric Pneumatic Petroleum Operated Equipment (HEPPOE) supports missions that require the clearing of port openings and collapsed bridging, building repair and construction, and any other area that requires operations in an urban arena. A few of the capabilities would include wood, metal and concrete cutting, sawing, drilling, pipeline repair and scaffolding. The Battle Command Sustainment Support System (BCS3) supports sustainment operations by providing a common operation picture with map-centric functionalities that enable end users to access, scale, and tailor critical sustainment information in near-real time.

Special operations and aviation units (1-131 Aviation

Battalion, B/1-169 General Support Aviation Battalion and, D/1-114 Security and Support) underwent force modernization fielding specific to aviation operations. The Aviation Mission Planning System/Maneuver Control System (AMPS/MCS) upgrade streamlines the flow of data from the ground commander to the aviation assets tasked with the support. During the mission, MCS receives enemy locations, friendly locations, preplanned artillery locations, and weather forecasts and transfers data to AMPS. AMPS applies the technical characteristics of the aircraft (speed, range, and payload) to give the commander mission alternatives.

The 62nd Troop Command has focused substantial resources to assist the 877th Engineer Battalion and the 1305th Survey and Design Team as they prepare for mobilization in support of Operation Enduring Freedom in Afghanistan. These Soldiers are receiving leadership, training, equipment and family preparations as their scheduled mobilization date draws near. Additionally, the command continues to focus resources on the 226th Maneuver Enhancement Brigade and the 1151st Engineer Company as they prepare for redeployment during fiscal year 2014.



Over Kabul province, Afghanistan, Capt. Joe Farley, Garrison Access Control OIC, administered the reenlistment oath for Spc. Justin Mizell, Spc. Stephanie Buitron, Sgt. 1st Class Heath Harrison, Spc. William Bernos, and Sgt. John Travis. All are Alabama National Guardsmen, with the 226th Maneuver Enhancement Brigade, Mobile, Ala. (Photo by Staff Sgt. Sandra Lucas, 226th Maneuver Enhancement Brigade)

# 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.

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 Overseas Contingency Operations. In fiscal year 2013, the 20th SFG(A) deployed more than 120 Soldiers overseas on nine separate mobilizations. Additionally the group deployed 10 Special Forces teams on overseas training events in support of U.S Southern Command, U.S. European Command, and U.S. Central Command. The group's training tempo is significant; more than 500 20th SFG(A) personnel trained in Special Forces Advanced Urban Combat, intelligence collection, physical and technical surveillance, advanced driving, sniper, military free fall, maritime operations, mountaineering, and foreign language proficiency.

**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 SFG (A) is headquartered in Birmingham, with two subordinate battalion headquarters in the state of Alabama. The Group Support Battalion 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 eight states.

## Training and Operations

The 20th SFG(A) regularly supports U.S. Special Forces Command, U.S. Central and Southern Commands and other geographic combatant commands with

## 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, Camp McCain, Miss., Fort Polk, La., and Fort William Harrison, Mont.

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## 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 a tradition of excellence with two battalions along with the regimental headquarters receiving the prestigious title "Institute of Excellence," during formal accreditation by the proponent schools and U.S. Army Training and Doctrine Command. Soldiers from across all the states and territories attend training at the 200th Regiment.

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 2013, more than 1,300 Soldiers from across the nation attended courses at the 200th Leadership Regiment.

During fiscal 2013, the Military Police battalion trained National Guard Soldiers from Alabama, Florida, Georgia, Tennessee, Utah, Texas, Mississippi

and the Virgin Islands. The OCS/WOCS battalion trained 354 Phase I officer candidates, 225 Phase II candidates and 512 Phase III candidates. They also conducted the Platoon Trainer Qualification Course, the Tactical Certification Course and the Warrant Officer Candidate Course Phases II and III. In addition, during fiscal 2013, 3rd Battalion conducted the Army Horizontal Construction Engineer Course, the Army Basic Instructor Course, and the Company Commander / First Sergeant 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.

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.



U.S. Army Capt. Jody Fuller, 1st Lt. J.J. Pennington, Staff Sgt. Caleb Hampton, and Sgt. Stephen Wyatt, negotiate an obstacle at the Pelham Range in Fort McClellan, Ala. The Soldiers are assigned to the Headquarters and Headquarters Company, 111th Ordnance Group (Explosive Ordnance Disposal). (U.S. Army photo by Sgt. 1st Class Eric Pahon)



# 142nd Battlefield Surveillance Brigade



## Mission

142nd Battlefield Surveillance Brigade provides command and control of reconnaissance, surveillance, and intelligence operations in support of a division, corps, or joint task force. The headquarters provides command and control and supervision of the tactical operations of the brigade and attached units. The headquarters company provides unit administration and logistical support for the brigade staff sections. The headquarters company maintains the responsibility and capability of augmenting any subordinate elements within the brigade to meet mission requirements.

## Force Structure

The 142nd is commanded by Col. Joe G. Barnard Jr. and is headquartered in Decatur. The 142nd has a presence in 13 armories throughout the state that comprises a force of more than 1,100 Soldiers. The brigade's subordinate commands include 1st Squadron, 131st Cavalry; 115th Expeditionary Signal Battalion; 31st Brigade Support Company; and Company A, 136th Expeditionary Signal Battalion. Additionally, the 142nd's unified land operations force structure includes the 321st Military Intelligence Battalion (U.S. Army Reserve) out of Austin, Texas, and the 67th Network Signal Company (Army National Guard) out of Billings, Mont.

## Training and Operations

During fiscal year 2013, the 142nd prepared for and maintained readiness to conduct its assigned Command and Control, Chemical, Biological, Radiological and Nuclear Response Element (C2CRE) mission. This mission directed the brigade to be prepared to act as Task Force Operations in the event of a federal disaster under the National Response Framework and U.S. Army North's contingency plans.

The 142nd conducts missions in response to tasking from the Alabama Emergency Management Agency through the Joint Force Headquarters. The brigade also conducted hurricane response rehearsals and exercises this year in order to prepare for Alabama's weather threats. This is our state mission and our Soldiers are trained, well equipped and ready to respond to assist our fellow citizens in time of need.

Early in fiscal year 2013, the 142nd welcomed the return of 115th Expeditionary Signal Battalion from its rotation in Afghanistan. During the nine month rota-

tion, the 115th ESB provided much-needed signal and information technology support across several regions within the country and successfully fulfilled its mission requirement to be a theater-level asset to maneuver units.

The 142nd prepared Company A, 136th Expeditionary Signal Battalion for its potential deployment to Afghanistan originally scheduled for December 2013. The brigade successfully increased unit strength and readiness levels to meet mission ramp strength. While Company A, 136th ESB was ready for their mission, it was eventually cancelled and the unit returned to normal duty status and continued to train for its wartime mission requirements.

During the year, 142nd conducted numerous training events and equipment training that increased combat effectiveness and the ability to respond to state active duty missions. Soldiers of the 142nd trained on systems such as Army Mission Command Systems, Distributed Common Ground Station – Army, Long-Range Advance Scout Surveillance System, Battle Command Service Support System, Command Post Network, and Joint Network Node.

## Resources

The modernization of Army forces presents an excellent opportunity for Soldiers of the Alabama Army National Guard to receive much-needed training on the most current and up-to-date military hardware and systems. The continual and repetitive training on these systems better prepares the Soldiers of 142nd to handle the future conflicts of the nation and the imminent threats nature may inflict upon the state.

Three armories within the brigade's command influence received more than \$7 million worth of upgrades and facilities improvements. The Enterprise armory was renovated and modernized; the Daleville armory received a new storage building, increased motor pool space, new fence perimeter, and external landscaping improvements which improved physical security measures surrounding the facility; the Decatur armory received several phases of renovation and modernization, the installation of a secure storage facility, two new storage buildings, and room improvements. The Decatur armory has several renovations currently in process; the results of the renovations in all armories improve both aesthetics and operational capabilities.

# 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 2013 with more than 2,400 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. In addition, throughout fiscal 2013, the Air National Guard has become actively involved in domestic operations through an increased presence in the Joint Force Headquarters Operations Center, as well as participation in task force hurricane exercises.

## 226th Combat Communications Group



The 226th stepped into a new role during 2013 as the lead combat communications group for all combat communications squadrons in the eastern U.S. with the deactivation of a like unit in Rhode Island. This new role means the 226th will provide functional advocacy for 11 different organizations in a multitude of states and keep the group in a leadership role on the national stage for many years to come. Our Eagle Vision detachment in Huntsville 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 Com-

mand on Redstone Arsenal in the fielding of new applications which give emergency personnel timely access to near real-time satellite imagery for disaster response. The unit provided advocacy for the Eagle Vision mission which resulted in numerous system upgrades in four different states and one location outside the continental United States to include a significant leap in satellite imagery capabilities in our own system. The 226th continues to serve as the alternate Network Operations Security Center for the Air Forces Central Command area of responsibility, providing trained personnel to stand up the facility in a limited capacity in the event the primary site goes offline. The 226th will also continue to explore other opportunities in the cyber realm for future mission sets.

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## 232nd Combat Communications Squadron



During fiscal year 2013, the 232nd provided six communications personnel supporting the Alabama National Guard's Chemical, Biological, Radiological, Nuclear and Explosives Enhanced Response Force Package during their exercise evaluation at Fort McClellan, Ala. The 232nd was also able to make further use of their capabilities to provide video teleconferencing support for senior Air Force and Department of Defense leaders into the Montgomery

Information Technology Summit at the Renaissance Conference Center in Montgomery. The squadron had several members deployed to Afghanistan, one to Al Dhafra Air Base in the United Arab Emirates, and one to Guantanamo Bay, Cuba, in the United States Central Command and United States Southern Command area of responsibilities in support of Operation Enduring Freedom. The 232nd conducted three operational readiness exercises and two mobility exercises in preparation for their upcoming 2014 Air Force Space Command Unit Effectiveness Inspection.

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## 280th Combat Communications Squadron



In fiscal year 2013, the 280th deployed 16 personnel abroad at the request of Air Force Special Operations Command or Air Expeditionary Forces. This included nine personnel sent to support Special Operations Command Africa, three personnel to Special Operations Command Southern, and four personnel to support Operation Enduring Freedom deployments. The 280th also had two personnel activated to provide backfill at Hurlburt Field, Fla., at the 745th Special Operations Squadron. The 280th supported National Guard Bureau's Innovative Readiness Training TropiCare 2013 by tasking 42 personnel to provide communications for 550 Guard and Reserve medical personnel deployed to the islands of Lanai, Maui, and Hawaii. These medical personnel performed 10,292 medical, dental and optometry procedures for more than 5,000 U.S. citizens with an estimated value of more than \$300,000. The 280th also provided communications support for 135 medical troops in Innovative Readiness Training Hope of Martin by deploying 15 personnel to Martin, Tenn. Innovative Readiness Training Hope of Martin serviced more than 1,600 patients with more than 1,400 procedures with an estimated worth of \$268,000. The 280th provided 12 personnel and communications equipment for three different

sites in support of the annual Alabama National Guard hurricane response exercise. As part of its community outreach efforts, members of the 280th conducted the Minuteman 5k Charity Run which raised \$4,000 for the Macy Easom Cancer Research Foundation.



U.S. Air Force Airman 1st Class Coleton Barberree (left) and Master Sgt. Chad W. White, Radio Frequency Transmission specialists, 280th Combat Communications Squadron, Alabama Air National Guard, adjust a GATR (Ground Antenna Transmit and Receive) during the Hope of Martin Innovative Readiness Training (IRT) at Martin Middle School in Martin, Tenn., July 15. Barberree and White, along with more than 130 other Air National Guard, Air Force, Navy Reserve and active duty Navy are participating in the Hope of Martin community outreach project. (U.S. Air National Guard photo by Master Sgt. Carlos J. Claudio)

## 187th Fighter Wing



### Mission

To provide the state and nation with a superior F-16C+ Aviation Package, RC-26B intelligence, surveillance, and reconnaissance platform, and expeditionary combat support functions organized, trained, and equipped for rapid world-wide combat deployment, domestic relief, and law enforcement operations.

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 2013, beginning in Oc-

tober with a Green Flag Exercise, taking eight aircraft and 119 personnel to Nellis Air Force Base, Nev., where the wing concluded the two-week training stint with a 99 percent hit rate. In November, the unit completed the Combat Shield Assessment, earning an "In Compliance" rating, and later held its annual family day event in December. Later, in February 2013, the unit successfully supported Combat Hammer, the first United States Air Force Maritime Weapon System Evaluation Program, and received an "Outstanding" rating during a communications security inspection. Shortly thereafter, the 187th Fighter Wing fulfilled a short-notice tasking for Emerald Warrior 2013 in April, as well as provided both air to air support and close air support to sister Air National Guard units from Louisiana and Mississippi, respectively. In August, Air Combat Command inspector general conducted the Positioning the Force Combined Readiness Inspection (CRI) at Dan-

nelly Field. In conjunction with the CRI, the unit deployed eight aircraft and 135 personnel to Eielson Air Force Base, Alaska, for a Red Flag exercise. This particular exercise included a multinational, total-force presence, including participation from South Korean and Japanese forces.

The wing conducted and/or participated in additional exercises and deployments during the remainder of fiscal 2013 to include three Phase I Combined Readiness Exercises between March and June, a 28-member civil engineering squadron 6-month deployment, where they completed 1,612 work orders during the rotation, maintained 330 facilities, and supervised \$14.7 million in design and construction projects. The civil engineering squadron also recovered base infrastructure after two hurricanes.

The Alabama National Guard Chemical, Biological, Radiological, Nuclear, high yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) completed two collective exercises and participated in the Colorado Vigilant Guard 2013 exercise in July. The unit also deployed 16 personnel to Tripler Army Hospital, Hawaii, for an overseas annual tour during January and February, where providers, pharmacists, nurses and medics received readiness skills training and the CERFP medical planning officer and logisticians were integrated with the Hawaiian CERFP during their collective exercise for cross-training and information exchange. Additionally, the CERFP unit successfully received validation certification at an external evaluation in June, being the first of the 17 new CERFP units to receive validation certification with zero training waivers.

Throughout the year, the RC-26 counterdrug program continued to support multiple stateside law enforcement agency operations with 235 flying hours, approximately 120 border operations flying hours in May, and train RC-26 combat crews for deployment in support of Operation Enduring Freedom. The team also deployed overseas to Afghanistan from November through February, flying approximately 275 combat hours. While supporting all these operations, one Alabama Air National Guard crew served as director of operations for the 45th Special Operation Squadron at Hurlburt Field, Fla. One notable temporary duty assignment took place in September when the Alabama RC-26 crew supported Puerto Rican law enforcement in cooperation with Joint Interagency Task Force – South.

During fiscal 2013, the 187th met several other noteworthy milestones. The wing flew 3,000 flight hours with 23 F-16 aircraft, and recruited 184 new unit members. Also, numerous Dannelly Field facility projects made progress. Several projects were also completed including base gym upgrades, the second phase of the maintenance hangar renovation, a command post, emergency operations center, and the wing auditorium. Construction is nearing completion for the unit's new \$7.1 million fuel cell / corrosion facility and the \$990,000 renovation of the communication flight building. Additionally, the squadron operations facility (\$7.1 million) is at 100 percent design.



At Dannelly Field, members of the 187th Alabama Air National Guard conduct training missions to ensure the pilots' proficiency. (Photo by Tech. Sgt Matthew Garrett)

Contracts were awarded at the end of fiscal 2013 for several notable projects: a base-wide surveillance system, a commander's closed-circuit television channel, renovations of the fire station and base supply buildings, and demolition of two buildings.

The 187th Fighter Wing is currently preparing for the fiscal year 2014 Air Combat Command Combined Phase I and II Operational Readiness Inspection, as well as a Green Flag - East exercise, an Environmental Safety and Occupational Health Assessment, a Health Services Inspection, and the unit's Air Expeditionary Force deployment cycle. Also, CERFP is preparing for two collective exercises and a Vigilant Response national level exercise in August 2014.



## 117th Air Refueling Wing



During fiscal year 2013, the 117th Air Refueling Wing flew 1,059 local and deployed sorties, amassing 4,780 flying hours in its assigned KC-135R aircraft, resulting in approximately 3.5 million gallons of fuel offloaded with a value of \$13,286,487. High operational tempo necessitated borrowing four additional aircraft in the past year to meet mission demands, including borrowing one aircraft from the active duty Air Force. Despite the increase in operations, the 117th still maintains a higher than 90 percent mission completion rate worldwide while operating a weapons system that is more than 50 years old. The unit deployed 30 crews to U.S. Central Command in support of Operation Enduring Freedom in addition to sending 107 personnel from the wing to U.S. Pacific Command in support of the Pacific Tanker Task Force. 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. The Small Air Terminal processed a total of 1,855 passengers and 443 short tons of cargo through its facility in fiscal 2013. Approximately 40 percent of the total cargo weight was in support of U.S. Army deployments.

During fiscal year 2013, the 117th Intelligence Squadron/Distributed Ground Station - Alabama (DGS-AL) continued to directly support Operation Enduring Freedom. Eighty-eight intelligence analysts and systems personnel performed voluntary active duty service throughout the fiscal year providing United States Central Command with full motion video intelligence, surveillance and reconnaissance processing, exploiting and dissemination in direct combat support of warfighter operations in Afghanistan and the Arabian Gulf. Distributed Ground Station - Alabama remains the only distributed ground station outside normal Air Force Special Operations Command channels authorized by AFSOC to provide training and certification in their specialized processing, exploitation and dissemination tactics, techniques, and procedures to both active duty and Air National Guard conventional distributed ground station sites. Additionally, the 117th



A Florida Air National Guard F-15C "Eagle" takes on fuel from an Alabama Air National Guard KC-135R "Stratotanker" off Florida on an aerial refueling flight Thursday, Jan. 10, 2013. (Photo by Mark Almond, AL.com)

Intelligence Squadron provided analytical products and reports to the National Geospatial-Intelligence Agency for U.S.s Africa Command area-wide search missions and to Army Materiel Command for their support missions around the world.

During the year, the 117th Air Refueling Wing completed the military construction project for the Alert Crew Quarters (\$1.25 million). This is a fully functioning facility that primarily supports the homeland defense mission. The facility provides the ability to billet the Operation Noble Eagle alert crew and six additional crews, for a total of 30 aircrew members. Two sustainment restoration and modernization projects were awarded and completed in fiscal year 2013 for the renovation of a jet engine shop (\$920,000). An energy conservation project to replace lighting and heating systems (\$810,000) is underway. Two military construction projects continued design in fiscal 2013: a security and services training facility (\$6,400,000) and an addition and alteration to the distributed ground station intelligence facility (\$8,500,000). Several sustainment, restoration, and modernization projects are currently being designed; these include a repair to base pavements (\$691,000), reinforcing the boundary fence (\$600,000), roof repairs to a building (\$540,000) and the boom operator simulator facility (\$45,000). Other projects in the conceptual stage include a KC-135 flight simulator facility and an expansion to the Birmingham Army/Air Guard Apron.

# Staff and Functional Area Updates

## Deputy Chief of Staff, Operations – (DCSOPS)

The Deputy Chief of Staff for Operations' (DCSOPS) mission is to provide plans, direction, guidance, policy, and budgeting to support training, operations, and military support to civilian authorities to accomplish the Army National Guard's federal and state missions. Focusing on operations, training, mobilization, readiness, force management, Regional Training Institutes, strategic planning, military support to civil authorities, and other programs to include the Counterdrug and the State Partnership programs that ensure trained and ready forces are fully prepared to execute the National Guard Mission. 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), the 46th Civil Support Team 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 2013, ART successfully managed and executed federal funding to include: \$37,740,000 in individual training dollars; \$18,031,000 in annual training dollars; \$13,545,000 in military school dollars; and \$16,350,000 in other training dollars. Additionally, ART executed \$6,819,000 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 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 2013, Task Force Viking trained and validated seven units with a total of 862 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.



U.S. Army Spc. Carson Shelton, 129th Area Support Medical Company, Alabama Army National Guard, demonstrates his skills in obstacle navigation, strength and endurance while completing the Fit to Win obstacle course on Fort Jackson during the Region 3 Best Warrior Competition at the McCrady Training Center, Eastover, S.C., April 30, 2013. (Photo by Staff Sgt. Tracci Dorgan, South Carolina ARNG)

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 with stationery



and mobile capabilities. ERB runs the state-of-the-art Virtual Convoy Trainer, which allows crews to practice mounted convoy operations, individual gunnery tables and unstabilized gunnery tables in a simulated environment. In 2013, simulations also began using the new Virtual Battle Space Trainer which allows mounted and dismounted convoy operations in a simulated environment. Simulations use High Mobility Multipurpose Wheeled Vehicle (HMMWV) Egress Assistance Trainer (HEAT) to help reduce injuries in the event of a HMMWV rollover. During fiscal 2013, Alabama conducted 171 exercises training nearly 6,000 Soldiers. Effective use of simulation training allows for exceptional and cost effective training.

ART oversees the distance learning program to assist in online training requirements for Soldiers. During fiscal year 2013, 10,146 Soldiers utilized our distance learning classrooms utilizing 5,724 hours of classroom operations totaling 282,904 man hours of usage.

In fiscal 2013, ART managed a \$94 million budget with an execution rate of 99.8 percent, forecasted and managed 3,955,101 rounds of training ammunition, sent more than 2,000 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 through 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 2013 preparing units and Soldiers for mobilization. The Alabama Army Guard mobilized 1,750 Soldiers from 12 units or elements with 1,746 supporting Operation Enduring Freedom and four supporting missions in Peru and Dubai. Alabama also mobilized Soldiers to support in the relief efforts of Hurricane Sandy. 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 \$922,395 budget in the execution of this vital SRP mission. Additionally,

MRB used \$149,862 in support of mobilization planning and direct unit support at the mobilization stations. To date, the Alabama Army National Guard has mobilized 17,541 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 to fill federal missions. At the end of this report period, MRB was preparing 622 Soldiers for deployment in fiscal years 2014 and 2015.

**Force Structure** – The Mobilization Readiness Branch took actions during fiscal year 2013 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 one unit consolidation, two re-stationings, and one unit gaining federal recognition.

**Force Readiness** – In fiscal 2013, the Alabama Army Guard continued to receive new equipment as part of a congressionally mandated acquisition program. MRB received 1,149 items of equipment with a value of more than \$79 million. In conjunction with the receipt of this equipment, we conducted 53 new equipment training events and spent more than \$750,000 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.



Soldiers are assigned to the Headquarters and Headquarters Company, 111th Ordnance Group (Explosive Ordnance Disposal), conduct training on Pelham Range. (Contributed photo)

**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 has submitted four requests for participation credit and received one battle streamer for unit colors (flags) with associated campaign participation credit.

### **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 authorized to be 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 2013. The CST conducted seven stand-by missions: the Senior Bowl, Bayfest and Mardi Gras parades (all in Mobile), two Talladega NASCAR races, VIP security detail (Vice President Biden) at the Selma Bridge Crossing Jubilee, 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 participated in Ardent Sentry, a national level exercise conducted at the Savannah River Site, South Carolina, which consisted of (4) regional CSTs and other state agencies training together in response to simulated large-scale catastrophic events.

The CST continues to support various communities throughout the state by participating in Disaster Preparedness Month (September) by taking part in 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 jurisdiction. The CST trained and performed missions with the Alabama Department of Public Safety's Critical Response Team and the Alabama Department of Public Health.

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 service members 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.

**Criminal Analyst** - Ten Alabama National Guard Counterdrug personnel were assigned as criminal analysts in fiscal 2013 with the following law enforcement agencies: Drug Enforcement Administration High Intensity Drug Trafficking Area, Drug Enforcement Agency in Montgomery and Birmingham, U.S. Immigration and Customs Enforcement in Birmingham and Mobile, and drug task



Members of the 46th CST outside their facility in Montgomery, Ala. (Photo by Sgt. Brenda Thomas, Public Affairs Office)



forces in Cherokee, Etowah, and Elmore Counties. The service members provide analytical and operational case support, technical support and marijuana eradication support.

**Civil Operations** - The fiscal 2013 mission of the Civil Operations section was to use the unique military skills and expertise of its three Alabama National Guard members in support of community anti-drug coalitions. The State Prevention Advisory Board (SPAB) is a gathering of coalitions operating out of the Alabama Department of Mental Health; it meets 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. The military leadership program was completed at two schools with more than 400 students receiving seven lessons. Civil Operations also supported three Drug Enforcement Agency prescription drug takeback events collecting nearly 900 pounds of unused, unwanted, and expired prescription drugs in the River Region.

The team participated in MUPS events where 1,200 community members were given a substance abuse prevention message in different forums, and Civil Operations members attended monthly strategy sessions. Civil Operations members also worked with the Coalition for Tobacco Free Montgomery reaching 1,500 community members. Civil Operations team members supported the PASS coalition for monthly planning meetings, drug testing 1,100 students at seven Autauga County schools, and spoke to 150 teens at PASS youth camp.

Red Ribbon related events for the ARRC allowed the Civil Operations team to influence 3,600 students with a drug-free message at 12 events throughout the Montgomery community. With coalition partners, the Civil Operations team served 300 students in Gadsden at an anti-texting and driving event coordinated by Students Against Destructive Decisions.

The Civil Operations team supported hundreds of military families at the Maxwell Air Force Base Elementary School, and National Guard Child and Youth Pro-

grams, 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 500,000 Red Ribbon stickers to Alabama students to maintain awareness of the benefits of making healthy, drug-free choices. Civil Operations members attended conferences, training events and civil operations job-specific schools as funding and schedule allowed.

**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 2013, the Army Guard testing requirement was 25 percent of assigned end strength per quarter. The Alabama Army Guard tested 11,165 personnel, or 130 percent of assigned end strength with a total of 423 positives. The total number of illicit positives for fiscal 2013 totaled 157, which is 1.4 percent of the Alabama Army National Guard end strength. The remaining 266 positives were for legitimate medicines and were cleared by the medical review officer. The Air Guard had a testing requirement of 13 percent of assigned end strength per quarter. The Alabama Air Guard tested 1,018 personnel, or 55 percent of its assigned strength. There were 27 positives, or 1.17 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 2013, the PTO program was notified that National Guard Bureau will no longer provide states with funding for a PTO program. The prevention coordinator was advised of this around April 2013. Alabama's prevention coordinator continued to track more than 35 positive referrals and five self referrals; participated in multiple events (Yellow Ribbons, Prevention Month, and unit events) to increase the awareness of the PTO program and the need for commanders to keep up with

units' prevention efforts. 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 worked closely with the Resilience Risk Reduction and Suicide Prevention Campaign to complete the state's first 100 percent Unit Risk Inventory (URI) Survey. This data was sent to the Army Center for Substance Abuse (ACSAP) to be analyzed to give a report on the state's high risk areas and prevention needs. The PTO program continued to implement the substance abuse awareness program for newly enlisted Army Guard Soldiers to receive before being released to their unit. The prevention coordinator worked closely with the Joint Substance Abuse Program coordinator on ways to continue the work the Alabama's PTO program has done to help assist the prevention efforts of the Alabama National Guard. Alabama's prevention coordinator was transferred to the position of Counterdrug budget noncommissioned officer and continues to help in reducing the state's substance abuse issues and increase prevention efforts.

**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, 5,041 plants with a value of \$10 million were found and destroyed and 15 arrests were made during this report period. The S&S Detachment supported 28 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. RC-26 Aviation flew approximately 235 hours and supported 25 law enforcement agencies throughout the Southeast and other eastern regions of the country. The RC-26 Aviation personnel performed

temporary duty in Puerto Rico in cooperation with Joint Interagency Task Force - South supporting the Puerto Rico Police Department in eradicating the large drug-trafficking shipments in the Caribbean. The RC-26 also deployed to Afghanistan, flying approximately 275 combat hours by Alabama aircrew. One Alabama aircrew also served as director of operations for the 45th Special Operation Squadron, deployed with four assigned RC-26 aircraft. The RC-26 also deployed to the Southwest Border for a month and flew approximately 120 hours in support of U.S./Mexico border operations.

**Total** - In fiscal 2013, Counterdrug Program Soldiers and Airmen assisted federal, state and local law enforcement agencies in seizing more than 85 pounds of cocaine, 5,041 marijuana plants, 848 pounds of processed marijuana, 20 pounds of methamphetamine, 5,604 illegal pills, 109 weapons, 37 vehicles and \$750,998 in currency.



National Guard pilots from four states are now training on the UH-72A Lakota Security & Support variant at the Madison County Executive Airport in Alabama. The aircraft provides long-range electro-optical sensors and the ability to record and downlink data. (Courtesy photo)



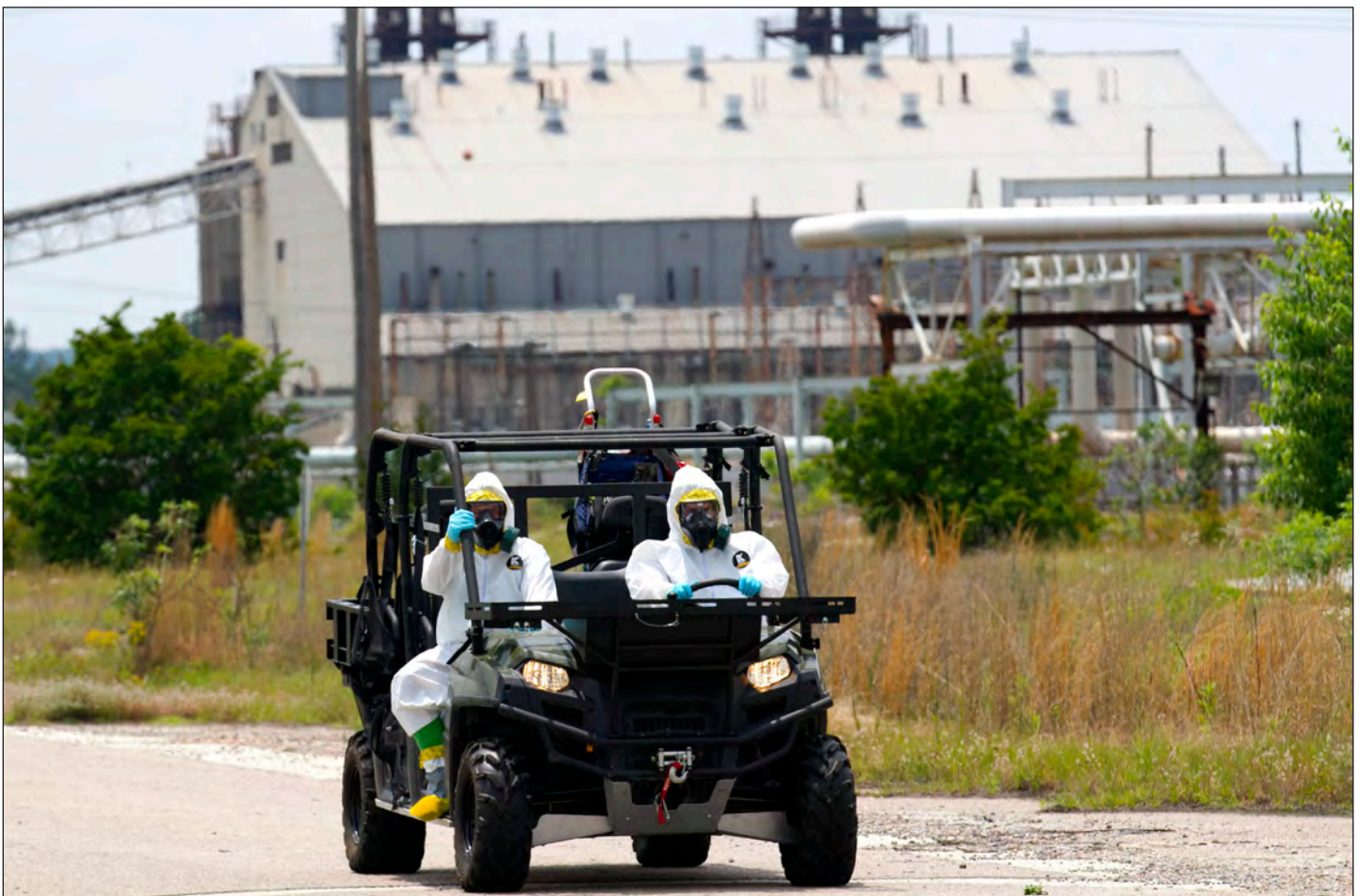
## **CBRN Response Element - B (C2CRE-B)**

The Command and Control Chemical, Biological, Radiological, Nuclear Response Element – Bravo (C2CRE-B) Task Force is the National Guard Bureau's piece of U.S. Army North's CBRN (chemical, biological, radiological, nuclear) incident response enterprise. During fiscal 2013 the Alabama National Guard successfully served as the lead element and ensured that the C2CRE-B task force was capable of deploying and effectively conducting their assigned mission anywhere in the continental United States within 96 hours. Alabama National Guard units in C2CRE-B remain prepared to conduct their assigned mission in support of U.S. Army North.

Throughout the course of fiscal 2013, Alabama's C2CRE-B program led and facilitated the manning, equipping and training of its more than 2,000 officers, noncommissioned officers and enlisted Soldiers. Task Force C2CRE-B is a federally funded enterprise with

more than 100 full-time Alabama National Guard personnel and a nearly \$10 million budget. These federal dollars were utilized in split of 80 percent in pay and allowances and 20 percent in equipping.

Task Force C2CRE-B conducted numerous mission-specific training events and exercises throughout the course of fiscal 2013. The vast majority of training focused on life-saving and property damage mitigation, incorporating the many skill-sets that comprise the task force. These include but are not limited to fire fighters, medics, engineers, CBRN responders, logisticians, transporters, maintainers and communicators. Training was conducted either at the unit's home-station, Fort McClellan, or an external facility such as the Honda Plant, in Lincoln, Ala., or the Alabama Fire College in Tuscaloosa. Further, the task force received high marks during U.S. Army North's fiscal 2013 capstone event, Vibrant Response, at Camp Atterbury Joint Maneuver Training Center in Indiana.



U.S. Soldiers with the 42nd Civil Support Team, North Carolina Army National Guard and the 46th Civil Support Team, Alabama National Guard, return after conducting a live radiation sampling of an exposed vehicle during a radiological training exercise at Savannah River Site, in support of Ardent Sentry May 20, 2013, near Allen, S.C. Ardent Sentry is a North American Aerospace Defense Command and U.S. Northern Command (USNORTHCOM)-directed exercise focusing on defense support of civil authorities in response to simulated weather, security and disaster contingencies. While Ardent Sentry is primarily a command post exercise, several field training events were conducted at various locations within the USNORTHCOM area of responsibility. (Photo by Sgt. Erica Knight, 108th Public Affairs Detachment, South Carolina National Guard)

## Director of Military Support (DOMS)

The Directorate of Military Support coordinates defense support to civil authorities (DSCA), provides oversight for domestic operations and provides prepared units to save lives, prevent human suffering and mitigate great property damage resulting from natural or man-made disasters in Alabama or in the United States at the direction of appropriate civil authorities. The Alabama DOMS is a nationally recognized leader in domestic operations, providing fully coordinated DSCA support for every mission, every time, maximizing responsiveness with available resources in support of our fellow citizens.

**Domestic Support Missions:** While Alabama was spared any major disasters in 2013, the Alabama National Guard was ready to respond in support of civil authorities if required. More than 100 Alabama National Guard members were called to state active duty in support of the state's Tropical Storm Karen response.

**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 or 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 61 civic action projects. The projects addressed a wide variety of missions that included support to various other state agencies, static equipment displays, parade participation, recruiting initiatives, supporting college ROTC departments, 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 2013, the Alabama National Guard conducted a joint hurricane response exercise with the Alabama Emergency Management Agency. This week-long exercise tests the Alabama National Guard's preparedness to support the citizens of Alabama during a hurricane response. In November 2013, the Alabama National Guard conducted its third annual winter weather response exercise in preparation for supporting the state during a severe winter weather event.

**State Partnership Program:** In 2013, Alabama and Romania entered their 21st year of partnership in the National Guard's State Partnership Program (SPP), 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.



By declaring a State of Emergency during Tropical Storm Karen, Governor Bentley directed the activation of the Alabama Emergency Operations Plan. Governor Bentley is also directing the appropriate state agencies to exercise their statutory authority to assist the communities and entities affected by the storm. (Contributed photo)

Fiscal 2013 was a successful and busy year with 12 events conducted throughout the year. In December 2012, three personnel from the Alabama National Guard's Information Management section traveled to Romania to conduct a cyber defense/information assurance exchange. They spent the week meeting with their Romanian counterparts to look over the Romanian military's capabilities and areas that they would like to en-



hance. Cyber security is a high priority for both Maj. Gen. Perry Smith and U.S. European Command to assist our allies with enhancing their cyber security programs and interoperability.

In March 2013, two Romanian officers traveled to Alabama to explore starting their own Family/Soldier Support Group program. This initiative came about after the Romanian Chief of Defense, Lt. Gen. Stefan Danila, visited the Alabama National Guard in September 2012, and viewed how effective a Family Support Group program is in supporting a Soldier and his or her family during deployments. He returned to Romania and created a Quality of Life Directorate under his command and laid the ground work for their family and Soldier support program. Danila's creation of a new directorate is a powerful testament to the value of the State Partnership Program and the exchanging of ideas and information and the effect it can have. Also in March, we had three Alabama National Guard officers and Alabama Emergency Management Agency's executive officer, Jeff Byard, travel to Romania as a part of the disaster response capability analysis event. They worked with four Romanian ministries (Transportation, Defense, Interior, and Health) on a collaborative collection of interagency response information for Romania's disaster response plan.

In April 2013, the adjutant general, Maj. Gen. Perry Smith, and a delegation traveled to Romania to conduct a senior leader visit and met with U.S. Embassy staff and the Romanian Chief of Defense, and had the opportunity to visit specific Romanian units with which the Alabama National Guard has scheduled exchanges with. As a part of this trip, Maj. Gen. Smith also visited U.S. European Command to meet with key staff and discuss the plan for next year's SPP events and objectives.

In June 2013, five officers from the Romanian Military Police Command traveled from Romania to conduct a Criminal Investigation Division (CID) event with the Alabama National Guard's 1156th Military Police Detachment (CID). The Romanian officers came to gather information on starting their own CID detachment within their military Police structure. Another



Members of the Criminal Investigation Division (CID) showed members of the Romanian Military Police Command the procedures for dusting for fingerprints at a crime scene. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

successful exchange took place in June between five officers and noncommissioned officers of the Alabama National Guard's 131st Cavalry Squadron and the Romanian 528th Reconnaissance Battalion. This was an initial exchange between the units to let each learn the other's capabilities in the area of reconnaissance and surveillance, but future exchanges are being planned, making this an enduring partnership.

In September 2013, we had a very busy month with three SPP events. The first was a culmination exercise between seven officers and noncommissioned officers from the Alabama National Guard's 161st Multifunctional Medical Battalion and the Romanian Medical Directorate. These two groups have been working together for the past three years to build the Romania Medical Directorate into a tactical, interoperable role I and II field hospital. All the hard work of the last three years was displayed in the exercise. The second event in September was between two personnel from the Alabama Army National Guard Aviation and the Romanian Special Operations Forces Aviation assets of the 630th Special Operations Forces. The third event was conducted between the Alabama National Guard's 20th Special Forces Group and the also the 630th Special Operations Forces from Romania during the same week as the aviation event. Three officers from the 20th Special Forces Group traveled to provide assistance as the Romanians stood up their third Special Forces battalion in the area of recruiting, training and retaining quality personnel.

## 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 2013, more than 1,149 pieces of new equipment were issued to units in the state, for a total value exceeding \$79 million. This amount includes 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 disaster. Additionally, several items fielded to our units represent the latest developments in military technology, such as the Launched Electrode Stun Device (LESD) – Taser; the Forward Repair System (FRS), which is a modified, transport-

able maintenance shop capable of completing almost any field maintenance task; and the Load Handling System (LHS), which is a 2,000 gallon compatible water system know as the HIPPO, capable of transporting, storing, and distributing potable water. This equipment will help ensure 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 6,649 work orders were completed on equipment from 14 different units that returned from overseas deployments during fiscal 2013.

The annual federal funding program for DCSLOG is \$32 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.



Soldiers demonstrate the set up of the M7 Forward Repair System. The FRS is a maintenance shop on wheels that features an on-board crane, air compressor, 30 kilowatt tactical quiet generator, welder, and full compliment of diagnostic and hand tools. It is built on a flatrack and carried by a Palletized Load System and is designed to push maintenance capability further forward on the battlefield. During the demonstration, the crew was able to set up the system and make it fully operational in just over six minutes. (Photo by Cotton Puryear, Virginia Guard Public Affairs)

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 2013, this funding was used to deploy Alabama Soldiers to Camp Atterbury, Ind., to participate in a C2CRE exercise in preparation for response to a major catastrophic chemical, biological, radiological or nuclear disaster as well as support pre-mobilization validation training at Fort McClellan, Ala., for Soldiers and units preparing for overseas deployments.

The DCSLOG, in coordination with National Guard Bureau, is



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. During fiscal 2013, 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 \$19 million. Through continuous focus and attention, this amount was reduced to a low of \$8 million, a 42 percent reduction by the fourth quarter.

To improve logistics operations at the unit level, the Supply & Services Branch continued to conduct week-long workshops specifically geared toward training 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.

DCSLOG provides support to major commands during their reverse Soldier readiness processing events. These events are critical to the reintegration of Soldiers and units following mobilizations to enhance readiness in preparation for follow on missions. During these events, all Rapid Fielding Initiative (RFI) deployable equipment is removed from each Soldier's Organizational Clothing and Individual Equipment (OCIE) record and recouped back to the state. This equipment is classified serviceable or unserviceable and returned to the Kentucky Central Clothing Distribution Facility (CCDF) to be stocked for issue to units on future deployments. During fiscal 2013, the total dollar amount of recoverable equipment recouped for the state of Alabama was \$843,766.

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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 2013, 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 \$24 million while completing more than 1,325 contracting actions that encompassed more than 5,500 contract line items. These contracts included one large military construction project and 15 sustainment, restoration and modernization projects. The Alabama National Guard spent more than \$6 million in small purchases through the Government Purchase Card Program. The Purchasing and Contracting Division awarded 11 support contracts that total 17 contractor support personnel augmenting the Alabama National Guard while also spending more than \$1.7 million to feed soldiers through the dining facility at Fort McClellan.

### **Resource Management Division**

The Resource Management Division receives and accounts for all federal funds issued to the Alabama Army National Guard. The division directs and coordinates budget management, finance and accounting services, as well as military and civilian payroll processing.

The Resource Management Division supported the Alabama Army National Guard units during fiscal 2013 by managing military and civilian pay functions, to include more than 890 Soldiers deployed overseas, more

than 10,200 traditional Soldiers, and more than 800 full-time employees. The staff also managed funding execution in the amount of \$367,633,540 for the fiscal year.

### **Supply and Services Division**

Throughout fiscal 2013, 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 165 unit property accounts, with a total asset accountability of \$1.58 billion in federal property and 157,055 total number of items on hand. PMB personnel assist in the fielding of new equipment for all assigned units in the state. In fiscal 2013, the PMB facilitated the fielding and distribution of more than 1,149 new equipment items to units with a value of \$79 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.

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### **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 transporta-

tion personnel ensure regulatory requirements are met for shipping hazardous materials, sensitive items and overweight and oversized equipment. In fiscal 2013, ITB personnel arranged commercial flights for more than 707 Soldiers. The ITB moved more than 3,400 passengers by commercial bus. In fiscal 2013, ITB personnel certified payments of nearly \$2.8 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 2013, the warehouse processed more than 50,000 requisitions for equipment/supplies, receipted more than 46,000 receipts of excess/unserviceable equipment worth \$66 million, and distributed more than 7,000 customer issues of serviceable equipment/supplies worth \$29 million.

### **The Central Issue Facility**

The Central Issue Facility (CIF) provides organizational clothing and individual equipment to all Alabama Guard Soldiers. In fiscal 2013, the CIF processed 4,907 request transactions for new equipment valued at more than \$3.4 million and issued Rapid Fielding Initiative (RFI) equipment for deploying personnel totaling \$166,936.45. CIF also processed 4,335 requests for turn-in of worn and outdated equipment with an approximate value of \$3.5 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, Ala., 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 Reserve units.

The ammunition and explosive handlers working at the ASP are responsible for receiving, storing, shipping, is-



suing and maintaining accountability of more than 175 different types of ammunition and explosives. In fiscal 2013, the ASP issued more than 205 short tons of ammunition and explosives for training totaling more than \$5 million.

critical to the Department of Defense and Department of the Army's mission accomplishment and meeting the mandates of Congress and the Secretary of Defense's mandate to assert auditability of Department of Defense Statement of Budgetary Resources (SBR) by the end of fiscal year 2014. The Chief Financial Officers Act of 1990, along with subsequent legislation, requires federal agencies, including the Department of Defense (National Defense Authorization Act 2012), produce auditable financial statements.



U.S. Army Pfc. Jameson Ward with the Alabama National Guard disassembles a MK19-3 40mm grenade machine gun while competing in the inaugural Gainey Cup at Fort Benning, Ga., March 4, 2013. (U.S. Army photo by Sgt. 1st Class Raymond Piper)

## Internal Review Division

The Internal Review Division completed 72 audit engagements during fiscal 2013. These audits included 22 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 \$1.5 million in potential monetary benefits and cost savings.

During fiscal 2013, Internal Review auditors became actively engaged in the Army Financial Improvement Plan (FIP) and the Department of Defense's Financial Improvement and Audit Readiness (FIAR) testing of business processes, including the associated internal controls and the overall audit readiness of the organization. In October 2012, internal review auditors began conducting monthly testing of random samples generated by the applicable audit readiness teams in two broad categories: General Fund Statement of Budgetary Resources (SBR), which are the financial transactions and supporting documentation, and Existence and Completeness (E&C), which includes military and general equipment, real property, and operating materials and supplies. Internal review auditors spent more than 30 percent of their fiscal 2013 direct time on these external liaison audit readiness engagements. Internal review will continue to play a vital role in assisting management with accountability and oversight, which are

## 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 (STAMIS-G), 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 2013, the federal government will reimburse the state of Alabama more than \$58 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 1,122 structures in 74 communities across the state; facilities which serve operations, maintenance and logistics functions.

CFMO acquired and executed \$223.2 million in federal-share military construction funds in the last eight years.

CFMO acquires and manages approximately \$26 million in federal-share operations and maintenance funds annually.

CFMO acquired and executed \$10 million in minor construction in the last two years.

Alabama National Guard facilities provide communities a place to conduct civic and recreational activities



A soldier, from the 877th Engineering Battalion from Alabama National Guard, uses a bulldozer to clear away debris to widen Range Road 219 July 22 at Eglin Air Force Base, Fla. The work saved Eglin approximately \$176,000. (Photo by Samuel King, 919th Special Operations Wing, Air Force)

such as voting, sporting events, community events, commodities distribution centers and storm shelters. These locations include 85 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, including the Armed Forces Reserve Center – Pelham Range located on Pelham Range in Alexandria. The Armed Forces Reserve Center is the first Leadership in Energy and Environmental Design – Certified Platinum building in the state as issued by the Green Building Council. It demonstrates Alabama's commitment to good stewardship of military construction resources and a monumental commitment to promoting reduced life-time operating costs and impact to the environment. 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.



To minimize our impact on the environment, as well as save taxpayers' money, the Alabama Guard is proud to open the first LEED Platinum certified commercial building in the state of Alabama. The new Armed Forces Reserve Center is located on Pelham Range in Alexandria, Ala. (Photo by Dean Sharp, JMR Architecture, PC)



## 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 two subordinate branches: 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 contracting and procuring services for the maintenance and operation of all Alabama 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.

### State Budget, Fiscal and Property Branch (SPDOF)

SPDOF is under the direction of the Budget and Fiscal Officer (Deputy SPDO). 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 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 State Property & Disbursing Officer (SPDO) is the non-voting secretary, charged with the responsibility of the day-to-day operation of the body.

Due to changes in force structure, National Guard 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.



Gov. Robert Bentley addresses the attendees of the transfer of ownership ceremony of the Lurleen B. Wallace Development Center in Decatur Aug. 8, 2013 between the Alabama Department of Mental Health and the Alabama National Guard. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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## 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 2013, one colonel was selected for promotion to brigadier general. Seven packets were prepared and submitted for the 2013 General Officer Federal Recognition Board and 44 packets were submitted for various duty positions and training opportunities.

**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 2013, OPM conducted 12 federal recognition boards, 11 Department of the Army boards, one senior service board, one state promotion board, and the first functional category board. OPM processed 183 federal recognition board packets, 169 Department of the Army packets, 48 senior service packets, 193 state promotion packets, and 85 functional category packets. The branch also reviewed 48 packets submitted for Department of the Army promotions. There were a total of 378 packets for accessions, interstate transfers, and prior service. Commissioned officer vacancies shrank from 18.2 percent to 16.9 percent (224 to 211 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 Section's (EPS) mission is to provide the Army with a system of Soldier advancement ensuring the continuous fill of valid vacancies at the next higher grade. It ensures a fair and equitable system centered on a consistent merit-based program, allowing those with the most potential for increased responsibility to advance. The promotions branch is also responsible for policy implementation and operational management of the enlisted promotions system. During fiscal 2013, EPS boarded 2,328 Soldiers and promoted 999 Noncommissioned officers..



Regina Duckett is pinned the Alabama National Guard Military Police's first female first sergeant by her father, retired Marine Corps Sergeant Major Billy Duckett. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

**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 2013, the ESO continued to assist Soldiers in the federal tuition assistance process. Currently, Soldiers utilize GoArmyEd to request federal tuition assistance. GoArmyEd data indicates 1,263 Soldiers utilized tuition assistance. The total amount of federal tuition assistance expended for fiscal 2013 for the state of Alabama was more than \$4.15 million.

**Armed Forces Classification Test (AFCT):** The AFCT is available to current National Guard Soldiers each month. During fiscal 2013, the ESO administered testing for 46 Soldiers.

**Montgomery GI Bill:** The Montgomery GI Bill consists of several different chapters designed with different benefits for different eligible categories of service members. During fiscal 2013, 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 831 Soldiers at \$362 a month, the Reserve Education Assistance Program benefited more than 6,583 Soldiers at \$988.80 a month and the Basic Kicker Incentive (\$200.00 a month) and College First/Simultaneous Membership Program (\$350.00 a month) Kicker benefited more than 560 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 1,968 Alabama National Guard Soldiers and more than 8,907 eligible dependents.

**Alabama National Guard Education Assistance Program (ANGEAP):** ANGEAP is one of the state’s largest funding assistance programs. This program is design to provide relief for book costs and miscellaneous fees rendered by educational institutions. The ANGEAP benefited 803 Alabama Army National Guard Soldiers, with a total award of more than \$238,435.53 in fiscal 2013.

**Bonuses:** During fiscal 2013, the Incentive Office issued 366 enlistment, reenlistment and officer contracts bonuses totaling more than \$3.5 million.

**Loan Repayment Programs:** The loan repayment programs include student loan repayment, health professional loan repayment, and chaplain loan repayment. The incentive manager approved 112 contracts, totaling more than \$5.5 million.

**Retired Activities** - Retired Activities personnel assist retired and discharged Soldiers with retirement applications being sent to the U.S. Army Human Resources Command in Fort Knox, Ky. The section ensures retiree survivor benefit packets are completed and submitted 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



Maj. Gen. Sheryl Gordon, Alabama’s first female general officer, retired this year after more than 32 years of service. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

from the Alabama Army National Guard.

In fiscal 2013, Retired Activities processed the following documents: 699 Veterans Administration requests for medical, dental and/or personnel records; 589 Family Support request for retirement information; 46 Social Security and other requests for service records; 125 Human Resources Command and national cemetery requests; 39 Recruiting and Retention requests and 1,132 requests from former Soldiers and retirees. Retired Activities has conducted 12 retirement seminars around the state supporting 110 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 fiscal 2013, PAB input 70,935 transactions into the personnel reporting database, resolved 484 help desk tickets, processed 19,531 iPERMS batches containing 129,448 documents and uploaded 214,357 pages into Soldier records.

### **Soldier & Family Support Division (SFSD)**

The Soldier and Family Support Division (SFSD) consist of a staff of 70 professionals dedicated to the well-being of Soldiers and their families. Family Assistance Centers are located in Montgomery, Tallassee, Anniston, Goodwater, Huntsville, Selma, Mobile, Birmingham and Dothan. These centers are staffed by contractors who are available to assist all service members and their families regardless of their military component.

**Survivor Outreach Services** – Survivor Outreach Services (SOS) is for survivors of military members. In fiscal 2013, SOS worked with more than 2,997 survivor requests 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 113 surviving families for various benefits (113 fiscal 2013 deaths). 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.

**Military Funeral Honors** - During fiscal 2013, the Alabama National Guard Military Funeral Honors program conducted and supported 1,782 funerals making it the most services conducted in a single year for the program. These services were performed statewide using an average of 17 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 2013, 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 are teams in Arab, Montgomery, Birmingham and Mobile

ranging from 1 to 6 full-time Soldiers per team at any given time. These teams have done an outstanding job performing military honors at funerals in every county in Alabama. During fiscal 2013, Alabama National Guard honor guards performed as many as 14 military funeral honors in a single day, averaged 10 funerals per day for several weeks, and conducted 171 in a single month.



Members of the Alabama North Central Funeral Honors team practice regularly to ensure they are prepared to perform services for veterans and retired service members. (Image by Sgt. Brenda Thomas, Public Affairs Office)

**Employer Support of the Guard & Reserve** - The Alabama Employer Support of the Guard & Reserve (ESGR) facilitates and promotes a cooperative culture of employer support for National Guard and Reserve service by developing and advocating mutually beneficial initiatives; recognizing outstanding employer support; increasing awareness of applicable laws and policies; resolving potential conflicts between employers and their service members; and acting as the employers' principal advocate within the Department of Defense.

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 42 formal employment conflicts that were mediated by our volunteer ESGR ombudsmen in the state and all cases were mediated in an average of less than 7 days. The Alabama ESGR office presented more than 120 Patriotic Employer awards to supportive employers in Alabama and more than 1,650 statements of support to employers of Guard and Reserve service members. ESGR also recognized and presented 30 employers with other higher awards such as the Above and Beyond Award,

Seven Seals award, and 3 Pro Patria awards which is the highest awards the state can present.

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 .



Jim Heslop, director of human resources at BBVA Compass (right) and Bill Kringel, Alabama state chairman of ESGR celebrate Compass signing the ESGR statement of support on April 2, 2013. (Contributed photo)

Hero2Hired is a comprehensive employment program put into place by the Secretary of Defense specifically to assist service members and their families and equip them with the tools needed to obtain employment. Hero2Hired commonly referred to as H2H.jobs has successfully incorporated everything needed including job listings, career exploration tools, education and training resources, virtual career fairs, mobile apps for Android, Apple and Windows smart phones as well as innovative social media exposure through Facebook and Twitter. During this reporting period, the H2H program along with the Alabama ESGR Committee sponsored, assisted, coordinated and/or conducted five major job fairs in Mobile, Montgomery, Huntsville, Birmingham and Fort Rucker, which were attended by more than 400 employers interested in hiring Guardsmen, reservists or veterans and more than 2,000 Guardsmen, reservists or veterans seeking employment or new employment opportunities. Along with the formal job fairs, Hero2Hired participated in more than 50 hiring events and reported nearly 600 direct hires and 6,000 indirect hires, ranking Alabama 3rd in the nation.

ESGR also planned, coordinated and conducted one employer Boss Lift to Fort McClellan, Ala., for approximately 20 employers. The Boss Lifts are designed to expose employers around the state to the type and quality of training their military employees receive by taking the employers to various military installations to witness training in progress. This provides an employer, a keen insight to the capabilities, dedication and quality of employees he or she has in Guardsmen or reservist, especially when the employer has no prior military experience. This exposure to training further enhances employers' support of their employees in uniform and encourages them to hire more members of the Guard and Reserve.

All of the support described above was provided by 77 volunteers of the Alabama ESGR committee which provided more than 7,000 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 2013 continued reserve component implementation of the Sexual Harassment and Assault Response Program (SHARP). The Alabama Army National Guard met the expanded requirement to assign and train two SHARP representatives/unit victim advocates at every battalion and above command. These Soldiers were called upon to answer reports of sexual assaults on multiple occasions and streamlined the response process. Additionally, Alabama satisfactorily met all statutory requirements of the Secretary of Defense's SHARP stand down.



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 2013.

### **Resilience, Risk Reduction & Suicide Prevention -**

In 2013, the Resilience, Risk Reduction and Suicide Prevention (R3SP) program maintained a full-time Suicide Prevention Program Manager (SPPM) as well as a program quota source manager. The lines of effort in the 2011 Resilience Campaign Plan signed by the adjutant general were revised 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 2013 was dedicated to an increased focus on education regarding suicide for all Soldiers and full-time staff of the Alabama Army National Guard.

The Alabama National Guard currently has 56 Soldiers who have completed the Master Resilience Training course, 135 individuals who are Resilience Training Assistants and 10 ASIST (Applied Suicide intervention Skills Training) Living Works Trainers. This provided the Alabama Army National Guard with facilitators to teach six two-day ASIST classes throughout fiscal 2013. During fiscal 2013, these instructors brought the total number of Soldiers who are ASIST trained to 225. These trained individuals are prepared to provide resilience and suicide prevention training at the unit level. The R3SP team also conducted suicide prevention and resilience training for Soldiers and family members at Yellow Ribbon events.

The resilience team participated in the National Substance Abuse & Mental Health Services Administration Service Members, Veterans, and their Families Policy Academy that was held in Bethesda, Md. In May 2013, the first Alabama National Guard Joining Community Forces meeting was held at the Family Guidance Center in Montgomery. Collaboration as a result of this meeting included a meeting with the school board that would help track and provide support services for children of deployed parents, workshops for counselors and civilians who will be working with military clients, and the beginning of a statewide network of professional individuals, agencies, universities and

nonprofit organizations who will help meet a variety of reintegration needs for those who have been deployed.

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), and electronically through the Electronic Medical Management Processing System (eMMPS).

### **Health Services Division (HSD)**

HSD is ultimately responsible for tracking and overseeing all Alabama National Guard wounded and injured Soldiers for administrative health care actions. HSD provides support to demobilizing units and Soldiers throughout the medical process at the demobilization site, and also 90 days after demobilization during the Reverse Soldier Readiness Processing (RSRP).

During fiscal 2013, HSD reviewed and processed 110 duty-related board actions, 48 MAR2 actions, 42 non-duty related cases, more than 400 medical claims for payment, 132 Tricare pre-authorizations for health care, 1,000 LOD investigations, and 45 cases for incapacitation pay. The Post Deployment Health Re-Assessment (PDHRA) team screened 1,130 redeployed Soldiers, resulting in 380 referrals for health care.



Members of the 226th Maneuver Enhancement Brigade, receive an anthrax vaccination from Staff Sgt. Kevin Bishop, also from the 226th MEB Mobile, Ala. Sept. 5, 2013. Bishop, who is from Atmore, Ala. is assigned to the brigade surgeon's cell. (Photo by Staff Sgt. Sandra Lucas)



Members of the 127th Area Support Medical Company participated in a field training exercise during annual training earlier this year. The 127th battalion aid station treated a mix of simulated and live patients in a deployed, forward operating base environment. (Photo by Sgt. Daniel Crocetti, 127th ASMC)

HSD has also conducted two training workshops and three investigating officer classes to facilitate the completion of LODs for Alabama National Guard Soldiers.

### **Personnel Readiness Division**

The Personnel Readiness Division (PRD) 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 2013, PRD coordinated more than 1,000 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 2013 resulting in processing more than 1,485 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 2013, the PRD inspected 19 units. The PRD is responsible for the processing of orders for mobilizing soldiers and assistance with the mobilization and demobilization process. In fiscal 2013, PRD processed mobilization orders for 1,485 Soldiers, to include amendments and revocations. PRD supported 3 demobilizations, serving more than 850 Soldiers.

Discharges are also encompassed in PRD. For fiscal 2013, 603 National Guard reports of separations / records of service, 111 Department of Defense certificates or amendments to certificates of release or discharge from active duty, and 1,619 discharge orders were completed for Soldiers leaving military service.

**Security Clearance** - The security clearance section within PRD assisted with several Soldier Readiness Processing events to verify and update mobilizing Soldiers' security clearance status, review security questionnaires and applications, and update security clearance status in the personnel data system. The section also verifies security clearance status and levels needed for promotions and certain military jobs. Security branch personnel work with the Alabama National Guard subordinate units' security managers to ensure all required security clearances are requested and awarded. During fiscal 2013, more than 596 security clearances were granted, as well as six interim Secret clearances and six interim Top Secret clearances. The section adjudicated 17 clearances that were either denied, suspended or revoked.

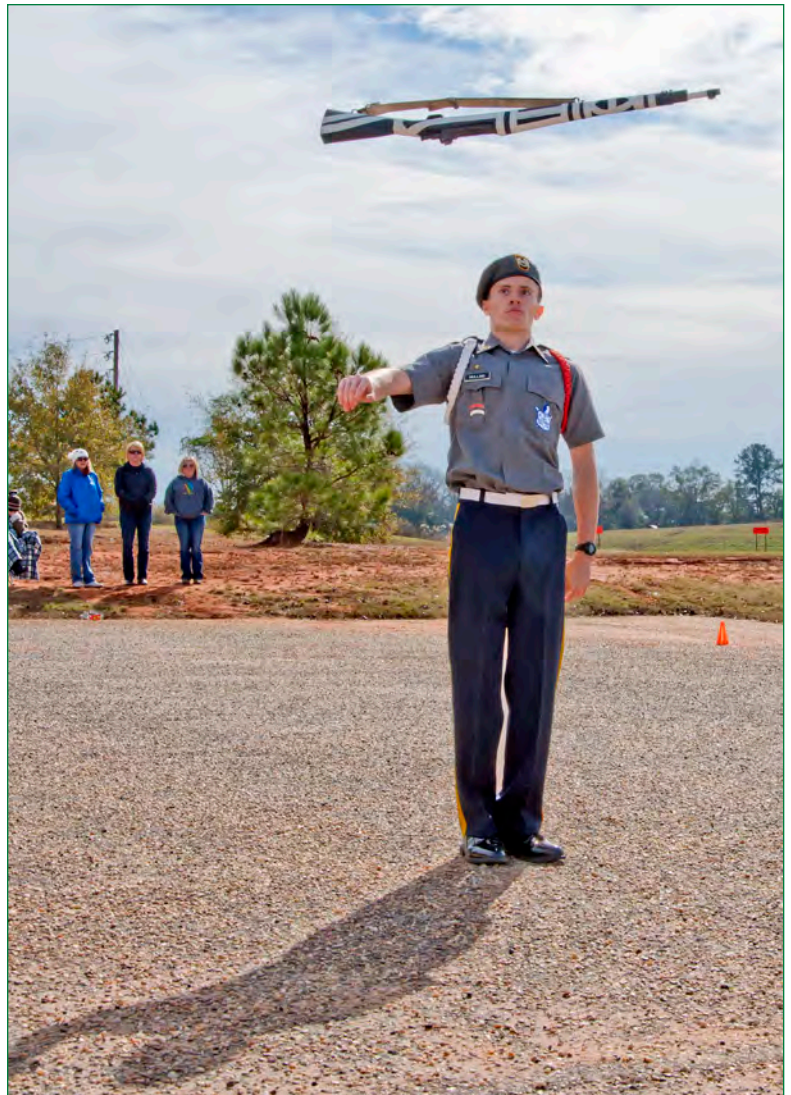


## 22nd Recruiting and Retention Battalion

The 22nd Recruiting and Retention Battalion increases unit readiness by aggressively recruiting the best qualified applicants, training and shipping prepared Soldiers, 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 2013, we exceeded our target end strength ceiling of 11,000 Soldiers to close out the fiscal year at 11,077. Within the fiscal year 2013 recruiting period, the 22nd RRB accessed 121 commissioned officers and 26 warrant officers and enlisted 1,412 service members. The 22nd RRB worked with unit members and their assigned units to retain 1,760 Soldiers, attaining 93.1 percent of the National Guard Bureau retention goal for Alabama.

The Recruit Sustainment Program was used to manage attrition among newly accessed service members prior to them shipping to basic training and to reduce training pipeline losses during Initial Entry Training. 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 2013, the average total training pipeline size was more than 1,200 members and the average RSP size consisted of approximately 600 drilling members of the Alabama Army National Guard.



The 22nd Recruiting and Retention Battalion organized a Junior Reserve Officer Training Corps drill competition in Daleville, Ala. Cody Mullins, a senior at Enterprise High School, was one of the many competitors from six participating schools that took the drill pad during the competition. (Photo by Sgt. Brenda Thomas, Public Affairs Office)

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## 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 2013, federal budget shortfalls due to sequestration created huge challenges for the HRO. The goal for the HRO was to maintain the maximum level of mission accomplishment while providing maximum flexibility for employees and supervisors in the execu-

tion of the mandated furlough of the Military Technician force. After sifting through the ambiguous and sometimes contradictory guidance provided by National Guard Bureau and the Office of Personnel Management, the HRO developed and provided the adjutant general with a course of action to minimize the adverse affects of the furlough to the organization and to its employees. Mission success while mitigating the adverse effects on our human capital during this period was remarkable.

The HRO provided targeted education and training to the full-time employees throughout fiscal 2013. This targeted and specific training includes the Basic Supervisor's Course, Mid-Career Financial Planning Course, Pre-Retirement Planning Course, New Employees Orientation and Career Management courses. HRO continues to upgrade and enhance these courses each year, thus providing employees with the most updated and accurate information regarding career choices and opportunities for all employees.

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## **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. The DCSIM serves as program manager for a \$6 million budget and 36 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, 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, Theater Support Command Readiness Center, Fort McClellan Training Site, Joint Force Headquarters Joint Operations Center and at several of the task forces and armories within the state.

### **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 kiosks terminals in 85 locations across the state to provide traditional drilling Soldiers with required Internet access. ISSB has provided training courses in Microsoft and other applications for all users and redesigned the user qualification website to track user training. ISSB has and will continue to support and provide for enlisted and officer promotion boards, enlisted retention boards and Soldier readiness processing. The ISSB supports all Soldier readiness processes and reverse Soldier readiness processes with helpdesk support.

### **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 Communication 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 installation at Fort McClellan which provides a continuity of information technology connectivity for command operations at an alternate location. The branch also upgraded the data switch infrastructure at all Alabama Army National Guard armories to meet new Internet protocol standards.

The CSB planned, engineered and began implementation of Session Initiation Protocol (SIP) to provide voice services across the state. Once completed, this endeavor will provide costs savings of approximately \$500,000 per year.



## Administrative Services Section

The mail room processed an average of 374 pieces of mail per day for a total of 77,839 pieces this year. The publications section filled some 1,600 requests from units for blank forms, print jobs and publications. The section also managed the publication accounts for Alabama Army National Guard organizations and units

during the fiscal year.

The DCSIM also manages tactical communication requirements, frequency allocation and communication security material for units, as well as develops/manages contingency communications for defense support to civil authorities operations as required by the adjutant general.

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## Inspector General (IG)

The 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. This is done 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 2013, the branch addressed 234 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 2013, 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 four staff inspections.



Alabama Air National Guard aircraft await their next mission at Dannelly Field. (Image by Tech. Sgt Matthew Garrett)

## Deputy Chief of Staff, Strategic Planning

The Alabama National Guard Deputy Chief of Staff for Strategic Plans develops, promulgates, coordinates, and institutionalizes the Alabama National Guard integrated 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 adjutant general's vision for the Alabama National Guard is to be the premier, top-5, organization [National Guard state] of unit-based Citizen-Soldiers and Airmen, who are ready in war and peace to support our communities, state, and the nation in time of need.

Deliberate strategic planning sets the stage for future success of any organization. The Alabama National Guard conducts its strategic planning following the Integrated Management System model and the Strategic Management System Strategy of Work. These processes utilize the latest business transformation techniques and procedures in executing strategic planning, performance improvement/sustainment, performance management, and assessment to assist the organization in achieving the adjutant general's vision of a top-5 performing state.

In this era of constrained resources, the Alabama National Guard strives to be as efficient as possible, yet continue to maximize capabilities. Planning for the long term, linking our plans to resources, and making decisions on an analysis of facts 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.



Members of the 128th Ground Ambulance Company (Ashland, Ala.) compete in an inner company Litter Obstacle Course competition at Fort Gordon, Ga. The competition broke the company into multiple four-man teams who ran the obstacle course while being graded for time and standard of care. (Photo by Sgt. Daniel Crocetti, 127th ASMC)