

Governor of Alabama

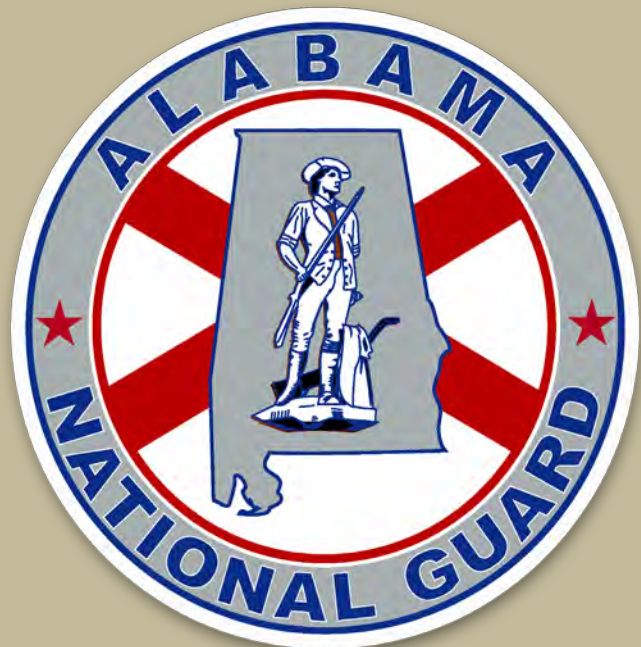


Dr. Robert Bentley

Adjutant General Alabama National Guard



Major General Perry G. Smith



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The Adjutant General of Alabama



During the past year, the Alabama National Guard has reduced its overseas deployments and seen reduced federal funding. 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, 2013 through September 30, 2014. This report will familiarize you with the challenges and accomplishments of the Soldiers and Airmen of the Alabama National Guard in fiscal year 2014, as well as some plans for the future.

Fiscal 2014 was fairly calm in relation to natural disasters, but we did respond to three state-declared emergencies in January and February for winter storms and a tornado response in April. The Alabama National Guard also planned, trained and exercised hurricane response plans in order to remain prepared for what is historically Alabama's most common disaster, as well as any defense support of civil authorities (DSCA) missions. We have set the example for disaster response that other states are now following and taking the time to visit the Alabama National Guard to gain knowledge from our past experiences.

Overseas deployments are down to small numbers with fewer than 75 Alabama National Guard Soldiers and Airmen currently deployed. The Alabama Guard has averaged around 1,500 deployed troops each year over the past 12 years. Our numbers for 2015 are projected to be approximately 400. We were proud to welcome home several units this year after very successful deployments to Kuwait, Afghanistan, Kosovo, Uganda and Bahrain.

Other noteworthy events in fiscal 2014 include being awarded 98 sustainment, restoration and modernization projects at various National Guard facilities across the state that total \$26.6 million (federal \$25.3 million and state \$1.3 million), entered the 22nd year of our partnership with Romania and the State Partnership Program and we conducted 98 civic action projects to include static equipment displays, parades, recruitment and ROTC support. We also supported more than 40 speaking engagements to increase our overall support to the communities that we live and work in.

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.

Intent Alabama achieves and maintains “Top 5” status in all performance metrics across the two services; Army Guard retains “Large State” status and Air Guard retains all current force structure.



20th Special Forces Headquarters Soldiers along with paratroopers from various countries load onto a Royal Jordanian Air Force C-130 Hercules in preparation for a friendship jump June 2, 2014, during Exercise Eager Lion at an air base in Jordan. (Photo by Staff Sgt).

The Dual Role of the National Guard

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

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

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

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

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

Overview of the Alabama National Guard

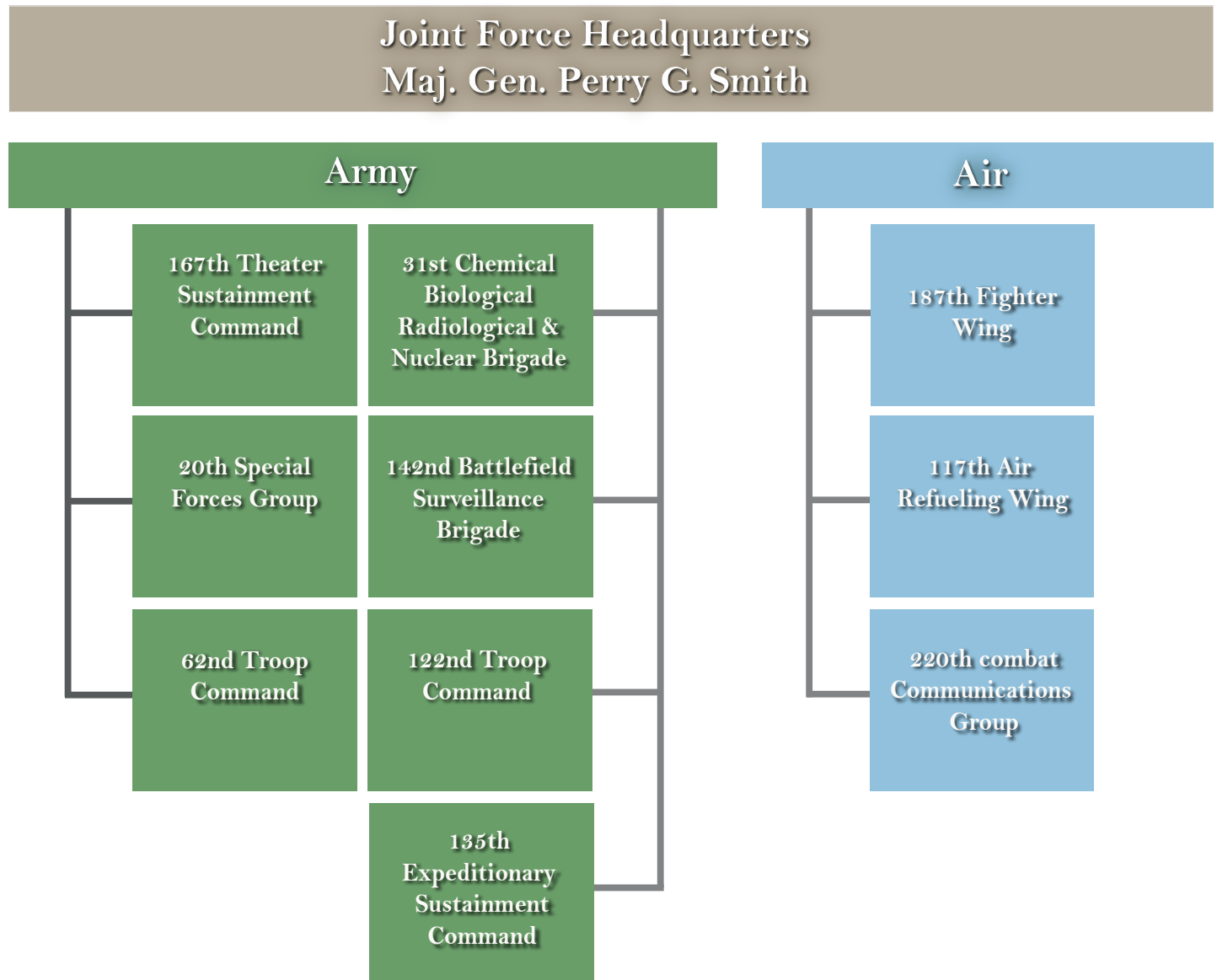
Organization

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

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

The Alabama Army National Guard is organized into eight major commands; Joint Force Headquarters, the 167th Theater Sustainment Command, the 62nd Troop Command, the 31st Chemical Brigade the 20th Special Forces Group, the 142nd Battlefield Surveillance Brigade, the 135th Sustainment Command (Expeditionary), and the 122nd Troop Support 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 17 to 60 years old; they come from all walks of life and from every corner of our great state. The majority of recruits report patriotism and a desire to serve the nation and the state of Alabama as their primary reason for joining the Alabama National Guard. Often family tradition, a desire to be part of something greater and the call of adventure play a role. Finally, the benefits for a part-time job are unparalleled – retirement, training, income, awards, reduced cost health care, education benefits and the pride of being a part of the United States Military.

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

Alabama National Guard demographics mirror the diversity of our state. Diversity is part of what makes the Guard strong. We take people from all across the state and turn them into a force with a common focus, the defense of our fellow citizens and our way of life. We understand well that success has nothing to do with one’s race or gender. The National Guard is an environment where all members are valued and challenged to achieve their potential while executing their duties and the Guard’s mission. The following is the traditional Guard and full time Guard workforce profile.

National Guard Strength

Workforce		
Duty status - Federal	Army	Air
Traditional/Part Time	8,905	1,752
Active Guard	971	191
Military Technician	676	482
Total Soldiers and Airmen*	10,552	2,425
Duty status - State		
Duty status - State	Army	Air
State Employees - Full Time	172	75
State Employees - Part Time	66	0
Total Workforce*	238	75
86.7% of these state jobs are federally reimbursed		

Education

Service	High School Only	Some College	Four Year Degree	Masters Degree	Professional Degree
Army	69%	12.2%	14.7%	3.3%	.9%
Air	9%	72%	14%	4%	2%

Ethnicity/Race

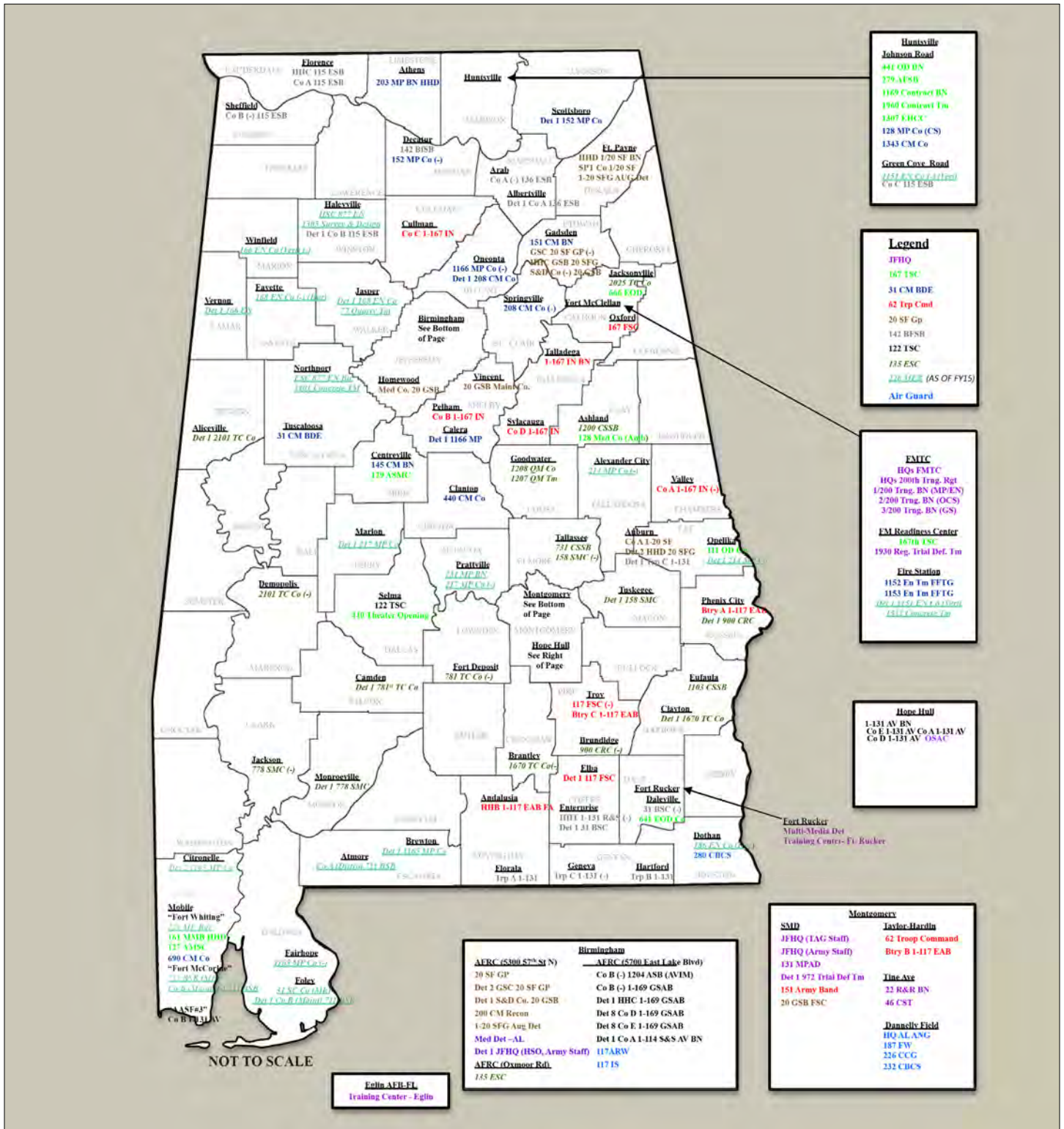
Service	White	Black	Hispanic	Other
Army	78.2%	15.3%	9.5%	2.2%
Air	72%	25%	1.5%	3%

Gender Ratio

Service	Male	Female
Army	82.3%	17.7%
Air	81%	19%

Our Facilities

The Alabama National Guard currently operates and maintains 3,659 structures and 790 buildings which support 165 primary facilities in 90 communities across the state, which serve operations, maintenance and logistics functions. These locations include 83 armories across the state, the State Military Department Headquarters 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, Florida.

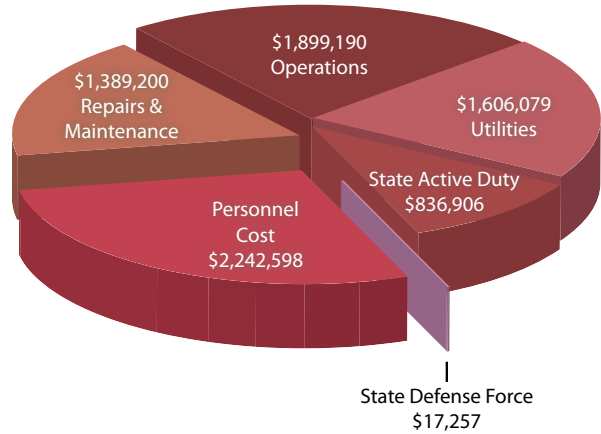


Our Economic Impact

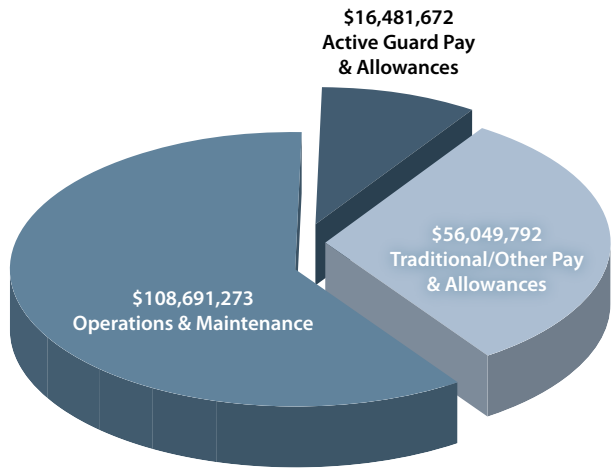
The Military Department works with the Legislative Fiscal Office in the formulation of the State Legislature’s budget for the Military Department and Armory Commission. In fiscal year 2014, \$7.99 million was appropriated for the Alabama National Guard, including almost \$837,000 state active duty funds. Through a cooperative agreement between the National Guard Bureau and the state of Alabama, nearly 87percent of state employees salaries at the State Military Department are federally reimbursed to the state. Major categories of the Alabama National Guard state budget are shown in the red pie chart to the right. The vast majority of the funds supporting the Alabama National Guard come from the federal government, more than \$450 million. The division of the Alabama Army and Air National Guard federal budget is shown in the blue and green pie charts to the right.

The economic impact that 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.

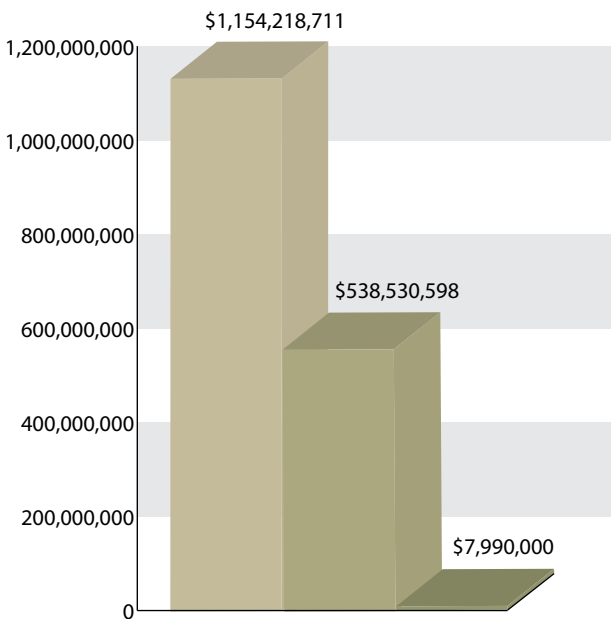
State Funding



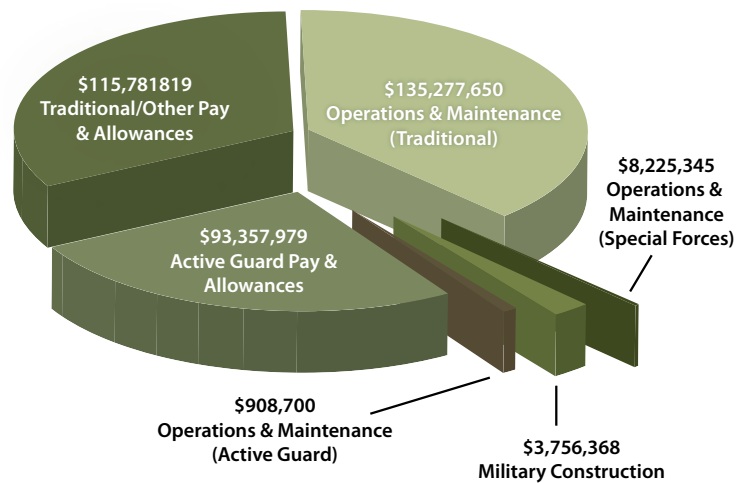
Air National Guard



Economic Impact



Army National Guard



Major Command Updates

Army National Guard



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 United States 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 Northern Command. 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 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's unique mission of directly supporting the active duty military requires it to have 48 Regular Army personnel assigned along with the 44 full-time Active Guard and Reserve Army National Guard personnel supporting the unit. During fiscal 2014, the Alabama National Guard reorganized its major commands, which involved reorganized one of the 167th's subordinate commands, the 135th Sustainment Command (Expeditionary), along with three combat service support battalions into a separate major command.

Located at Fort McClellan, Alabama, the 167th TSC continues to work in phase one of its facility. The construction for phase two of the facility is almost complete with the final requirements



Spc. Christopher Graves, 111th Ordnance Group, wears a bomb or blast suit of armor at Buckmasters Expo recruiting booth in Montgomery, Alabama on Aug. 15, 2014. (photo by Lt. Col. Shannon Hancock)

currently being inspected. When it is 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 storage space. More than 23,000 square yards of parking space will also be available at the gated installation.

The 167th TSC has 1,000 Soldiers assigned in subordinate units which include five battalions commanded by lieutenant colonels, as well as one group and one brigade commanded by colonels.

The 167th TSC actively pursues training events that prepare the unit to perform its assigned mission. Theater-level training missions are critical for the command to effectively plan, prepare and execute logistical operations within the assigned area of operations. The training provided by Northern Command and Army North exercises allows the 167th TSC to perform mission command for unified land operations of sustainment in support of a joint task force or joint land forces component commander. During fiscal year 2014, the 167th TSC participated in four major exercises and provided operational planning for several major contingency support operations missions.

Vibrant Response is a joint task force exercise that allows the 167th to rehearse its ability to provide logistical support to federal and/or 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, Indiana, followed by field training exercises and scenarios conducted throughout southern Indiana. At Warfighter Exercise 2014 at Fort Stewart, Georgia, the 167th TSC exercised the replication of an expeditionary sustainment command. The 167th's role was as the higher command of two sustainment brigades as they logistically supported the 42nd Infantry Division during the command post exercise scenario. The 167th TSC participated in Ardent Sentry in 2014 with Soldiers traveling to Alaska and Colorado for the exercise.

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 proper training venues.

Personnel of the 167th TSC 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 also conducts annual Command Supply Discipline Program inspections to ensure supply discipline; incorporates physical security inspections to ensure equipment storage areas are secure; and schedule Command Readiness Inspections as necessary which encompass most operational areas in the unit.

During fiscal year 2015, the 167th TSC will conduct staff inspections for 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 will 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

Mission

The 31st Chemical, Biological, Radiological and Nuclear (CBRN) Brigade commands, controls and supervises units prepared for mobilization to conduct missions at home when directed by the governor or abroad when directed by the president. The headquarters itself is on call to respond within 96 hours to support the nation in the event of a CBRN event.

The brigade's focus during fiscal year 2014 was training as the Command and Control Headquarters of Task Force Operations for CBRN Response Element (C2CRE). During this process, the brigade headquarters worked under the 46th Military Police Command from the Michigan National Guard to ensure that they were prepared and successful during their validation. This includes multiple rehearsals and command post exercises to prepare to deploy to Camp Atterbury, Indiana, for Vibrant Response 14, a joint and multi-agency exercise designed to test response for a CBRN emergency in the continental United States.

In addition to its C2CRE role, the brigade continued to supervise the 145th CBRN Battalion in their Chemical, Biological, Radiological Nuclear, high-yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) mission. As part of this mission, the 145th stands prepared to respond within 6 hours to civil emergencies within Federal Emergency Management Agency Region IV and provide capabilities including medical, search and extraction, and decontamination support.



Alabama's CBRNE soldiers conducted training June 22-25, 2014, which included mass casualty evacuation and recovery, decontamination, and medical triage and treatment at the Combined Arms Combat Training Facility, Camp Shelby, Mississippi. (Photo by Sgt. Brenda Thomas)

Force Structure

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. Due to its critical federal mission, the brigade also has a battalion from the Michigan National Guard assigned to it – the 107th Engineer Battalion.

Training and Operations

The brigade headquarters continued its C2CRE focus this year with participation at Vibrant Response 14 in Jennings County, Indiana. During this exercise, operating as Task Force Ops the headquarters provided command and control for the 107th Engineer Battalion from Michigan as well as the technical forces from both Michigan and Alabama. Additionally, the brigade has supported mass casualty decontamination experiments in conjunction with the joint program directors for chemical and biological defense to test interoperability between civilian and military equipment. This testing will set the future force packages used in all types of CBRN response.

The 145th CBRN Battalion has worked with joint agencies during CERFP events this year including a large scale exercise aboard the USS Alabama. During this event the 145th worked with the Ohio CERFP and several other federal agencies on confined space search and rescue, medical triage, breaching, and patient decontamination.

The 151st CBRN Battalion had similar focused events; however, these were in support of the federal C2CRE program. The 151st headquarters was tasked to provide CBRN experts to the headquarters of the 46th Military Police Command while the 208th CBRN Company was providing the same type of mass casualty decontamination and search and extraction functions under the Title 10 response. Additionally, the 1343rd CBRN Company, one of the remaining two mechanized smoke companies in the Army, was able to train on large-scale obscuration operations in preparation for upcoming rotations at a National Training Center in fiscal year 2015. Finally, members of the 1152nd and 1153rd Firefighting Teams were able to assist with support to controlled burn operations and provide personnel to assist with the opening of a new fire station in Romania.

The 203rd and 231st Military Police Battalions focused on the training of their assigned military tasks this year by challenging their units in multiple scenarios and environments. These Soldiers' assisted with Eglin Air Force Base Security Force operations during their annual training periods while concurrently working on tactics with the armored security vehicles that were recently fielded to their units. Both Military Police battalions had units called to assist in real world operations during the February winter storms providing assistance to local law enforcement and the Alabama Department of Transportation from Montgomery to Huntsville. Additionally, the 203rd Military Police Battalion provided response to the April 28th tornado in Limestone County.

Resources

The brigade's logistics program has been a large factor in the overall success of the unit. During fiscal year 2014, 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 has received the newest equipment for command post operations and fielded the Stryker Nuclear Biological Chemical Reconnaissance Vehicles in 2014. Currently the 440th and 690th CBRN Companies have completed their fielding and the 208th CBRN Company will be fielded in 2015.



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 a force provider for defense support to civil authorities.

Force Structure

The 62nd Troop Command has a presence in 23 armories throughout the state that comprises a force of more than 2,700 Soldiers. The 62nd Troop Command's subordinate commands include the 226th Maneuver Enhancement Brigade; 1st Battalion, 167th Infantry; 1st Battalion, 117th Field Artillery; 877th Engineer Battalion; 711th Brigade Support Battalion; 31st Network Support Company, and the 151st Army Band.

Training and Operations

During fiscal year 2014, the 62nd Troop Command mobilized the 877th Engineer Battalion, and the 1305th Survey and Design Team to Afghanistan, redeployed the 226th Maneuver Enhancement Brigade and the 1151st Engineer Company from Afghanistan.

Also during fiscal year 2014, 62nd Troop Command mobilized units of the the 1st Battalion, 167th Infantry; 711th Brigade Support Battalion; and the 877th Engineer Battalion in support of the 2014 Winter Storm Leon (January). During the 2014 Winter Storm Leon response, units conducted DSCA operations in support of Alabama Emergency Management Agency with three task forces. All missions were to provide transportation to stranded motorists and to support Alabama State Troopers.



A CH-47 Chinook from the Mississippi National Guard flies on final approach to conduct a sling load operation with Section 2, A Battery, gun crew of the Alabama Army National Guard 1-117th Field Artillery. The members of Section 2 are responsible to connect two ropes, connecting four points, to the CH-47. (Photo by Staff Sgt. Christopher Davis)



The 151st Army Band Jazz Ensemble, under the direction of 1st Sgt. Roy G Pope, performed at the annual Blue Star Salute, at Battleship Park, Mobile, Alabama, May 17, 2014. (Photo by Staff Sgt. John Cotton)

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 Division A which consists of Mobile, Baldwin, Escambia, Conecuh, Monroe, Washington, Clarke, and Choctaw Counties, and surrounding immediate municipalities during hurricane season.

Soldiers of the 62nd Troop Command participated in the Vibrant Response exercise located at Fort McClellan, Alabama in the summer of 2014. 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 Vehicles (FMTVs), weapons engagement systems, 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 \$5 million of equipment during fiscal year 2014. Various equipment received included: hydraulic test sets, T-9 D7R dozers, M984A4 Heavy Expanded Mobility Tactical Truck (HEMTT), and the M2010 Sniper Rifle Systems.

The hydraulic test set is a modernized, industrial quality hydraulic test set transportable in a highly mobile trailer whose capabilities include: crimp style and field attachable hydraulic hose assembly fabrication, metal tube flaring and fabrication, metal tube bending, pneumatic brake line fabrication, on-system hydraulic test circuit, and parts cleaning.

The T-9 D7R Bulldozer is a highly productive machine equipped with a hydraulic winch. The D7R bulldozer provides unsurpassed operational readiness for the construction of airfields, roads, landing zones, defensive berms, anti-tank ditches, and other key military construction missions.

The M984A4 HEMTT offers heavy-duty power and extreme performance for the most difficult recovery missions. It has the maneuverability to traverse any type of terrain and the power to recover vehicles weighing in excess of ten tons (9,072 kg), even those mired in mud, sand, water or snow. Manufactured with rugged, durable components, including a heavy-duty crane and winch retrieval system, the HEMTT A4 recovery truck is built for high-performance, long-lasting duty. The HEMTT A4 recovery truck is versatile, durable and reliable, offering the extreme performance to assure continual recovery mission success.

The M2010 Sniper Rifle was designed and developed specifically for the sustained harsh environment of the modern battlefield using state-of-the-art technology, manufacturing processes, and corrosion resistant materials. All of these equipment fieldings greatly enhances the combat, and combat support missions within the 62nd's infantry and engineer organizations.

The 62nd Troop Command focused resources to assist the 877th Engineer Battalion and the 1305th Survey and Design Team as they prepared for mobilization in support of Operation Enduring Freedom in Afghanistan. These Soldiers received leadership training, equipment and family preparations as their scheduled mobilization date occurred.



122nd Troop Support Command

Federal: The 122nd Troop Support Command provides mission command of subordinate units in order to provide trained and equipped units capable of immediate expansion to war strength and available for service in time of war or national emergency as directed by the adjutant general, the governor of Alabama, or national command authority.

State: The 122nd Troop Support Command provides mission command of subordinate units in order to provide support to civil authorities in the protection of life and property and the preservation of peace, order, and public safety as directed by the adjutant general, or the governor of Alabama.

Force Structure

The command headquarters is located in Selma, and subordinate units are located in Hope Hull, Mobile, and Birmingham. Subordinate units consist of the 1st Battalion, 131st Aviation Regiment (Hope Hull and Mobile); Bravo Company, 1204th Aviation Support Battalion (Birmingham); B Company, 1-169th General Support Aviation Battalion (Birmingham), and Detachment 1, A Company, 1-114th Aviation Security and Support Battalion (Birmingham). The overall authorized strength for the command and subordinate units is 612 Soldiers.

Training and Operations

During fiscal year 2014, the 122nd deployed approximately 65 personnel of B Company, 1-169th GSAB to Afghanistan in support of Operation Enduring Freedom. Using their CH-47 Chinook helicopters, the unit has performed 833 combat missions while supporting both the 82nd and 101st Airborne Divisions as well as special operations and coalition forces. With just six aircraft, B Company flew more than 2,200 combat hours and moved 11,500 passengers and 3 million pounds of cargo performing supply and direct assault missions. B Company is expected to return to Alabama in December 2014.

1st Battalion, 131st Aviation Regiment flew approximately 2,743 flight hours while conducting both training and operational missions in support of the 6th Ranger Training Battalion, 1-131st Cavalry Squadron, and the 20th Special Forces Group (Airborne). Training and operational missions included insertion and extraction of ground forces; static line and military free fall airborne operations; and training in bambi bucket fire fighting operations, external load operations and hoist operations. During fiscal year 2014, the battalion assisted the Fort McClellan Army National Guard Training Center Range Control Team in establishing an aerial gunnery range at Pelham Range.

Detachment 1, A Company, 1-114th Aviation Battalion (Security and Support) flew 605 hours in support of their military and defense support to civil authorities (DSCA) missions. These missions included command and control, communication flights, limited air movement and aerial reconnaissance in order to support homeland security and defense requirements. Additionally, the unit supported the Alabama National Guard Counter Drug program by flying 102 hours in direct support of local, state, and federal law enforcement agencies. The unit also completed rescue hoist validation training to greatly enhance its ability to respond to state support missions. This unit's UH-72A Lakota helicopter is equipped with an infrared and day video camera, downlink system, search light, rescue hoist, and advanced communications systems.

B Company, 1204th ASB logged more than 2,300 maintenance hours in the areas of avionics, sheet metal, electronics, hydraulics, and powertrain. Fiscal year 2014 was an excellent training year with quality individual military occupational specialty training culminating at the 1108th Theater Aviation Support Maintenance Group during annual training. Training was spread over multiple operating locations simulating real operations for the ASB. The majority of the unit's time was spent repairing aircraft and aircraft components that support aviation operations throughout the state.

Resources:

The predominant assets of the 122nd TSC are our helicopters and aviation support equipment. The command operates 18 UH-60 Blackhawk helicopters that are stationed in Hope Hull and Mobile, and six CH-47 Chinook helicopters and 4 UH-72 Lakota helicopters in Birmingham. Primary capabilities of our organization include passenger and cargo air movement, reconnaissance, search and rescue, and rescue hoist operations. Major ground support equipment consists of wreckers, fueling apparatus, aviation ground power units, generators, cranes, forward repair systems, standard automotive tool sets, portable aircraft maintenance shelters, and various other trucks and trailers.



20th Special Forces Group (Airborne)

Mission

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

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

Force Structure

The 20th 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) 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. The 20th SFG(A) regularly supports U.S. Special Forces Command, U.S. Central and Southern Commands and other geographic combatant commands with operations in Southwest Asia, the Middle East, Africa and Central and South America. The Green Berets of the 20th SFG(A) have been an integral part of the Overseas Contingency Operations. In fiscal year 2014, the 20th SFG(A) deployed 56 Soldiers overseas on four separate mobilizations. Additionally the group deployed 13 Special Forces teams on overseas training events in support of U.S. Southern Command, U.S. European Command, and U.S. Central Command and 16 deployments under the state partnership program. The group headquarters conducted exercise



Paratroopers from various countries participate in a friendship jump over Jordan during Exercise Eager Lion June 2, 2014. (photo by Staff Sgt. Brigitte N. Brantley)

Eager Lion 14, bringing 128 personnel to Jordan to run a combined joint special operations task force. 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.

Resources

During the year, the 20th SFG(A) conducted 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, Alabama; Hurlburt Field, Florida; Camp Shelby, Mississippi; Camp Blanding Training Center, Florida; Camp McCain, Mississippi; and Fort Polk, Louisiana.

200th Leadership Regiment - Fort McClellan

Mission

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 2014, more than 900 Soldiers from across the nation attended courses at the 200th Leadership Regiment.

During fiscal 2014, the Military Police battalion trained National Guard Soldiers from Alabama, Alaska, District of Columbia, Florida, Georgia, Indiana, Mississippi, Nebraska and Texas. The OCS/WOCS battalion trained 247 Phase I officer candidates, 131 Phase II candidates and 298 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 2014, 3rd Battalion conducted the Army Horizontal Construction Engineer Course, the Army Basic Instructor Course, and the Company Commander / First Sergeant Pre-Command Course.



The National Guard depends on strong leaders: its commissioned officers. Rising through the ranks, officers guide Soldiers through critical missions by the thousands. And they're made at Officer Candidate School. (photo by GX Magazine's Robert Benson.)

Fort McClellan Army National Guard Training Center

The Fort McClellan Army National Guard Training Center, Decatur Regional Training Site, Redstone Training Site, and the Cobb Training Site located at Eglin Air Force Base 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. This includes 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, Alabama and includes the Fort McClellan garrison and the Pelham Range training area.

The Fort McClellan garrison includes 355 acres, 160 facilities including administrative and logistical facilities, barracks, classroom and educational facilities totaling 872,073 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 2014, the Fort McClellan Army National Guard Training Center coordinated the planning, resourcing and execution of more than 383,600 man-days (man-day = 1 service member working one day; example: 12 service members working 10 days is 120 man-days) of annual training, pre-mobilization training, and schools; supported 345 training days and the live fire of more than 2.6 million rounds of ammunition. We also executed in excess of \$21 million in projects to include new construction, renovations and energy conservation during 2014, and have projected at least \$3 million for 2015.

The Cobb Training Site at Eglin includes 47 acres of exclusive use land and joint licensed use of 5,000 acres. The Cobb Training Site provides units with light and heavy maneuver training areas and simulations training. In 2014, The Cobb Training Site coordinated the planning, resourcing and execution of more than 45,400 man-days of annual training and inactive duty training. Additionally, the training site benefitted from almost \$250,000 in projects, range and equipment upgrades and building restorations.

In 2014, a perimeter fence project was completed at the Decatur Regional Training Site. Additionally, we have partnered with the Department of Public Safety and executed a contract for a renovation to the administrative building and site and parking improvements totaling just under \$3 million.



Sgt. Jackie Parker descends down the repel tower as part of the mystery event on the last day of the Best Warrior Competition at Pelham Range, on March 26, 2014. (Photo by Staff Sgt. Christopher Davis)



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 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, Montana.

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 rotation, 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.



135th Sustainment Command (Expeditionary)

Mission:

The 135th Sustainment Command (Expeditionary) provides mission command to assigned units and synchronizes current and future sustainment operations for a corps or joint task force headquarters in an area of operations or joint area of operations, and conducts defense support to civil authorities when tasked by the governor of Alabama.

The command's focus during fiscal year 2014 was returning from deployment to Kuwait and beginning reset functions. The command also established itself as a major command and built a mission command relationship with new subordinate units.

The command serves as Joint Task Force Vulcan for defense support to civil authorities missions, providing command and control to Soldiers and Airmen focused on relief efforts following disasters inside or outside the state of Alabama. During fiscal year 2014, the command headquarters was established as the base of operations for Jefferson County operations following the winter storm in February.

Force Structure:

The command headquarters is located in Birmingham. Its major subordinate units are located in Tallassee (731st Combat Sustainment Support Battalion), Eufaula (1103rd Combat Sustainment Support Battalion), and Ashland (1200th Combat Sustainment Support Battalion). The command has more than 1,750 Soldiers assigned in three battalions commanded by lieutenant colonels with units geographically dispersed from Jacksonville in the northeast to Citronelle in the southwest and seventeen municipalities in between.

Training and Operations:

As one of only two ESCs in the National Guard, the 135th ESC headquarters maintains a high operational tempo. The 135th ESC has deployed to Afghanistan in 2009-2010 and to Kuwait in 2013. One of our subordinate battalions (1103rd



Soldiers with the 4th Infantry Division Alabama National Guard onboard the Army logistics support vessel Major General Charles P. Gross, offload Bradley Fighting Vehicles during an exercise with the 135th Expeditionary Sustainment Command, the Kuwaiti Armed Forces, and the 4th Infantry Division on March 13, 2014 at Kuwaiti Naval Base, Kuwait. (photo by Staff Sgt. James Burroughs)

returned from Afghanistan in fiscal year 2014 and another battalion (1200th) is scheduled to deploy to Sinai in fiscal year 2015. The 135th continues to refine contingency plans to respond to emergencies within the state, including hurricanes, tornadoes and winter storms.

Resources:

Soldiers with the right resources available in sufficient quantities to meet mission requirements are directly related to any military unit's success.

The 135th 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 2015, the 135th will conduct staff inspections at all direct reporting units. These staff inspections will enhance the command's supply and maintenance readiness posture. All inspections this year will focus on reducing excess property and support maintaining property accountability within all subordinate units.

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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 2014, we achieved our target end strength ceiling of 10,890 Soldiers. Within the fiscal year 2014 recruiting period, the 22nd RRB accessed 98 commissioned officers and 29 warrant officers and enlisted 1,439 service members. The 22nd RRB worked with unit members and their assigned units to retain 1,297 Soldiers, attaining 100.4 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 2014, 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.



Recruits participate in a two-mile run during the Recruit Sustainment Program (RSP) District 7 competition held at Lanark Alabama Wildlife Federation in Millbrook, Alabama, March 22, 2014. (photo by Lt. Col. Shannon Hancock)

Air National Guard



Air National Guard Overview

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 Special Operations Communications Squadron in Dothan. The Alabama Air Guard finished fiscal year 2014 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 deployments and training missions at home station, at various deployed locations within the United States, and several overseas locations. In addition, throughout fiscal 2014, 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 Command 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.



232nd Combat Communications Squadron

During fiscal year 2014, the 232nd provided personnel for the Joint Incident Site Communications Capability (JISCC) system to support the Alabama National Guard's Chemical, Biological, Radiological, Nuclear (CBRN) and Explosives Enhanced Response Force Package (CERFP) medical element and 145th CBRN Battalion during two CERFP collective exercises. The 232nd was also able to make further use of the JISCC capabilities when requested by the Virgin Islands National Guard to be the lead JISCC team during Operaton Tide Breaker III. As the National

Guard Bureau's JISCC pilot unit, the 232nd was able to meet all requirements to move the JISCC Block 3 system from a notional system to a fully mission capable one, along with fulfilling all the necessary logistics requirements. The 232nd was the first combat communications squadron and Air National Guard unit to undergo the new Air Force Space Command Inspector General Unit Effectiveness Inspection. The unit garnered a highly effective rating under the Managing Resources, Stewardship, and Executing the Mission areas.



280th Combat Communications Squadron

In fiscal year 2014, the 280th Special Operation Communications Squadron supported ongoing operations at Special Operations Command Africa, Operation Enduring Freedom and ongoing operations at the Joint Special Operations Air Component, and Special Operations Command Central. The 280th also supported the Air Force Special Operations Air Warfare Center at Hurlburt Field, Florida, with a total of 758 man-days. The 280th SOCS provided 20 personnel to provide communications support of the United States Special Operations Command directed exercise Emerald Warrior in 2014 and deployed 72 personnel to annual training exercise Vigilant Thunder in Tampa, Florida. The 280th SOCS supported the National Guard Bureau's Innovative Readiness Training Cajun Care 2014 by providing services at two communication nodes for 110 joint service medical



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 187th Fighter Wing was hand-picked by the director, Air National Guard as the first ever Air National Guard fighter wing to deploy in support of Operation Enduring Freedom for six continuous months. Additionally, the 187th Fighter Wing significantly enhanced the Air National Guard and United States Air Force peacetime and wartime missions by participating in several Air Force expeditionary contingency deployments, as well as domestic operations in direct support of Southwest border operations and Air Force Special Operations Command.

The wing conducted and participated in multiple exercises, deployments, and temporary duty assignments during



The 187th Fighter Wing members stand in formation during a deployment ceremony at Dannelly Field Air National Guard Base, Ala. on April 5, 2014. The ceremony was dedicated to the Airmen tasked to deploy this Spring in support of Operation Enduring Freedom. (Photo by Tech. Sgt. Christopher Baldwin)

fiscal year 2014 to include Joint Terminal Attack Controller Qualification Course Close Air Support school support at Tyndall Air Force Base, Florida in September 2013; January 2014 – a Green Flag East exercise at Barksdale Air Force Base, Louisiana with 144 personnel and eight F-16 aircraft in January 2014; deploying a civil engineering squadron for training to Joint Base Pearl Harbor, Hawaii with 63 personnel in September 2014; and an Air Expeditionary Force deployment in support of Operation Enduring Freedom to Bagram Air Base, Afghanistan with 329 personnel and 12 aircraft from April to November 2014. This deployment tasking was received and fully executed with fewer than 180 days to prepare. Additionally, during the year, 15 Airmen from the 187th Security Forces Squadron deployed in support of Operation Enduring Freedom to provide a high-visibility, international delegation security detail.

This AEF deployment aviation package was comprised of men and women from the operations and maintenance groups, as well as the logistics readiness squadron. This group of Alabama Air National Guardsmen were pivotal to the 187th's accomplishments during the preparation and six-month deployment. The wing logged more than 8,595 combat hours and flew 1,972 combat sorties, and dropped 224 munitions while providing overwatch and close air support to ground forces. During this mobilization, the aircraft's maintainers met five of eight Air Combat Command maintenance metrics throughout the entire deployment, and exceeded all eight groups for one month. The 187th Medical Group provided key services by preparing 316 medical records, providing 69,000 medications, and administering 841 lab tests and 752 hearing/gas mask/physical examinations – all in a 30 day timeframe.

Throughout the year, the RC-26 counterdrug program continued to support stateside counterdrug operations with 229 flying hours, border operations, and the training of RC-26 combat crews for deployment. The team themselves also deployed overseas during this time. While supporting these operations, Alabama Air National Guard crew members provided squadron commanders and operations officers to Hurlburt Field, Florida. The Alabama RC-26 counterdrug program was also selected as the lead unit to fill an emerging mission in support of a U.S. Special Operations Command /U. S. Special Operations Command South low-footprint mission, while leading the development of tactics, techniques, and procedures with Joint Special Operations Forces, and training combat-ready aircrew personnel for a new area of responsibility. In addition, an Alabama RC-26 Airman was selected as commander for the 45th Expeditionary Special Operations Squadron, where he transformed and led the squadron from "concept to combat" within a five month timeframe.

The Alabama National Guard Chemical, Biological, Radiological, Nuclear, high yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) completed a demanding, two-day evaluation that gauges the unit's response readiness on which the group received a 95 percent score and validated their local and national-level response capability. This was the second validation certification awarded to the CERFP unit.

During fiscal year 2014, there were several other noteworthy 187th milestones. The wing flew 2,944 flight hours with 23 F-16 aircraft. Also, the aircraft received several major aircraft modifications including software, radio and avionics upgrades. The most key system upgrade was new equipment in the aircraft cockpit that includes a high-resolution display and a helmet-mounted targeting sight which will allow pilots to deliver weapons in minimum time with unequaled accuracy. In August 2014, the Environmental, Safety and Occupational Health Compliance Assessment and Management Program received top ratings for Environmental Management System, Environmental Program Health and Other Environmental Issues.

Wing facility projects progressed in 2014. The new \$7.4 million fuel cell facility was completed, as well as the \$1.3 million communications building renovation which modernized the network communication center and installed energy efficient services. An upgrade to the wing headquarters auditorium audiovisual system is currently being sought to provide a means of mass training to unit members. The squadron operations facility (\$7.5 million) is at 95 percent design and ready for funding priority to stay on track, along with several other approved plans such as a new entry control point design that are awaiting programming.

The 187th is currently preparing for a vulnerability assessment, unit effectiveness inspection, and possible Sentry Aloha and Romania State Partnership Program deployments in the next fiscal year.



117th Air Refueling Wing

During fiscal year 2014, the 117th Air Refueling Wing flew 1,025 local and deployed sorties, amassing more than 4,565 flying hours in its assigned KC-135R aircraft, resulting in approximately 3.9 million gallons of fuel offloaded with a value more than \$14 million. High operational tempo necessitated borrowing three 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 440 personnel to U.S. Central Command in support of Operation Enduring Freedom in addition to sending 97 personnel from the wing to U.S. Pacific Command in support of the Pacific Tanker Task Force and one Airman to Antarctica for Operation Deep Freeze, while still supporting a 63-personnel emergent deployment to Southwest Asia. 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 and launched four times during this fiscal year to provide fuel to fighters ensuring skies over the continental United States remain secure. The Small Air Terminal processed a total of 889 passengers and 257 short tons of cargo through its facility in fiscal year 2014. Approximately 60 percent of the total cargo weight was in support of U.S. Army deployments.

During fiscal year 2014, the 117th Intelligence Squadron/Distributed Ground Station - Alabama (DGS-AL) continued to directly support Operation Enduring Freedom and other war efforts throughout the world. Eighty-seven 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. DGS-AL remains the only DGS outside normal Air Force Special Operations Command channels authorized by AFSOC to provide training and certification in their specialized processing, exploiting and dissemination tactics, techniques, and procedures (TTPs) to both Active Duty and Air National Guard conventional DGS sites. Additionally, the 117th Intelligence Squadron provided analytical products and reports to National Geospatial-Intelligence Agency for United States 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 designed and awarded an \$8.5 million construction contract to add to and alter an existing intelligence facility providing real time warfighter support and intra-service capability. Another contract designed and awarded \$600,000 for an Energy Star cool roof roofing project that will provide a leak-free and energy conserving cover over a 70,000 square foot 1938 historical facility. Renovation of the wing's Crisis Action Team (CAT) room was completed and a fully functioning emergency operations center was constructed. This will greatly improve the wing's capabilities to respond to both military and civilian disaster/incidents. Several energy saving upgrades were completed throughout the wing that will result in cost saving for fiscal year 2015 and beyond. Design and reconstruction of an already existing building was completed and is currently housing a Boom Operator Simulation System (BOSS). This project was completed utilizing military members which resulted in a significant savings for the government as well as provided crucial training for several new civil engineers. Additionally, the wing partnered with civilian government organizations and businesses to broker an agreement to construct a KC-135R simulator facility valued at up to \$5.6 million. If Birmingham is chosen as a KC-135R simulator facility site, the 117th Air Refueling Wing will be the premiere site for pilots and boom operators to receive critical training resulting in a positive economic impact for the state. Construction of a regulation-size running track and green zone physical fitness area has begun. This project is a "self help" project and will result in a joint use facility while providing valuable training for heavy equipment operators. Expansion to the Birmingham Army/Air Guard Apron is still in the conceptual stage.

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 three areas under DCSOPS are Army Readiness Training (ART) Branch, Mobilization Readiness Branch (MRB), 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 2014, ART successfully managed and executed federal funding to include: \$40,249,000 in individual training dollars; \$18,483,000 in annual training dollars; \$13,568,000 in military school dollars; and \$19,909,000 in other training dollars. Additionally, ART executed \$3,850,000 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 2014, 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.

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 2014, Simulations also began using the new Virtual Battle Space Trainer which allows mounted and dismounted convoy operations in a simulated environment. Simulations uses High Mobility Multipurpose Wheeled Vehicle (HMMWV) Egress Assistance Trainer (HEAT) to help reduce injuries in the event of a HMMWV rollover. During fiscal 2014, 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 2014 10,146 Soldier's utilized our distance learning classrooms utilizing 5,724 hours of classroom operations totaling 282,904 man hours of usage.

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 2014 preparing units and Soldiers for mobilization. The Alabama Army Guard mobilized 1,139 Soldiers from 10 units or elements with 1,125 supporting Operation Enduring Freedom and other supporting missions in Kosovo and Africa. Alabama also mobilized Soldiers to support in the relief efforts of hurricane Sandy. To prepare these Soldiers, MRB conducted 20 Soldier Readiness Process (SRP) events and reviewed the financial, personnel and medical records of the Soldiers. To date, the Alabama Army National Guard has mobilized 18,091 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 576 Soldiers for deployment in fiscal years 2015 and 2016.

Readiness Reporting – Every month, the Mobilizations Readiness Branch processed 75 parent unit and seven major unit Commander Status Reports. MRB reviewed the reports for content and accuracy and ensured that the reports were forwarded to the National Guard Bureau. During fiscal 2014, Alabama maintained a 100 percent on time reporting record.

Force Structure – The Mobilization Readiness Branch took actions during fiscal year 2014 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. MRB worked extensively with National Guard Bureau regarding Total Army Analysis 2017-2021, which is part of the Department of the Army's divestiture plan of force structure in order to meet Department of Defense mandated reductions. Over the past year, MRB worked with the major commands and other staff directorates to restructure the Alabama Army National Guard's major command alignment and task organization. This four phased operation was completed at the end of the fiscal year. The Alabama Army National Guard experienced two unit consolidations, one unit divestiture, one restationing, one unit activation, and one unit gaining federal recognition.



Romanian MP soldiers practice detainee apprehension and detention methods in a simulated combat environment during a familiarization / mentoring initiative between members of the 231st MP Battalion, ALNG and the 265th MP Battalion Romanian Land Forces on Aug. 11, 2014

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 two requests for campaign participation credit.

Force Readiness – In Fiscal Year 2014, the Alabama Army National Guard continued to receive new equipment as part of a congressionally mandated acquisition program. MRB received 1,050 items of equipment with a value exceeding \$100 million dollars. In conjunction with the receipt of this equipment, we conducted 37 new equipment training events with a cost of more the \$574, 300 related to Soldier training. The receipt and training associated with this new equipment greatly enhances our ability to conduct overseas contingency operations as well as local defense support to civil authorities missions.

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. The program provides high-quality military personnel and equipment to support federal, state and local law enforcement as well as community based organizations that work to reduce the supply and demand for drugs.



Spc. Nicholas Tosti and Spc. Josiah Toro, both from the 1166th Military Police Company, run a stress fire course at the Alabama Army National Guard training grounds on Eglin Air Force Base, Florida. (Photo by Sgt. Christopher Davis)

Criminal Analyst - Eleven Alabama National Guard Counterdrug personnel were assigned as criminal analysts in fiscal year 2014 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 (HSI) in Birmingham and Mobile, and drug task forces in Cherokee, Etowah, and Elmore Counties. The service members provide analytical and operational case support, technical support. Also, seven Alabama National Guard Counterdrug personnel were assigned to the Department of Public Safety for marijuana eradication support.

Civil Operations - The fiscal year 2014 mission of the Civil Operations section was to use the unique military skills and expertise of its Alabama National Guard members in support of community anti-drug coalitions. Missions in coalition development, coaching, and support were the primary focus and strategic planning framework to help coalitions reach communities better. 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 team supports the Montgomery Unified Prevention System (MUPS), Peers Are Staying Straight (PASS) in Autauga County, Alabama Red Ribbon Coalition (ARRC), Underage Drinking Prevention Coalition in Perry County and other coalitions. Missions include training and developing new and established coalitions; and supporting efforts to reduce access and availability of substances abused, increase community protective factors and reduce risk factors. Alabama collected 7,531 pounds of unused, unwanted, and expired prescription drugs at 100 different sites. Civil Operations supported one Drug Enforcement

Agency at Alabama University of Montgomery during this event in the River Region.

The team participated in MUPS events where 1,000 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 1,300 community members. Civil Operations also supported the PASS coalition for monthly planning meetings, drug testing 883 students at seven Autauga County schools.

Red Ribbon related events for the ARRC allowed the Civil Operations team to influence over 3,000 students with a drug free kickoff in Montgomery, Alabama. The Civil Operations team supported hundreds of military families at the Maxwell Air Force Base Elementary School, and National Guard Child and Youth Programs, and Operation Military Kids events.

Civil Operations program manager and team members also provided support to National Guard Bureau and the Alabama School of Alcohol and other Drug Studies. 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 year 2014, the Army Guard testing requirement was 25 percent of assigned end strength per quarter. The Alabama Army Guard tested 10,726 personnel, or 99 percent of assigned end strength with a total of 486 positives. The total number of illicit positives for fiscal year 2014 totaled 168 which is 1.8 percent of the Alabama Army National Guard end strength. The remaining 318 positives were for legitimate medical use and were cleared by the medical review officer. The Air Guard had a testing requirement of 27 percent of assigned end strength per quarter. The Alabama Air Guard tested 753 personnel, or 36 percent of its assigned strength. There were 29 positives or 3.6 percent from all Air Guard personnel tested.

Fiscal year 2014 will be the last year Counterdrug will fund JSAP as the program will revert to each service respectively.

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, 3,585 plants with a value of \$9 million were found and destroyed and more than 30 arrests were made during this report period. The S&S Detachment supported 14 different law enforcement agencies for more than 40 missions in support of 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 195 hours and supported nine law enforcement agencies throughout the country. The RC-26 also deployed to South America, flying 96.5 combat hours by Alabama aircrew. One Alabama Guardsman served as squadron commander for the 45th Special Operation Squadron deployed with 2 assigned RC-26 aircraft. An additional 62.6 hours were flown for South America tactics, techniques, and procedures.

Total - In fiscal year 2014, Counterdrug Program Soldiers and Airmen assisted federal, state and local law enforcement agencies in seizing more than 162 pounds of cocaine, 3,585 marijuana plants, 140 pounds of processed marijuana, 152 pounds of methamphetamine, 6,359 illegal pills, 162 weapons, 46 vehicles and more than \$2.22 million in currency.

CBRN Response Element - B (C2CRE-B)

In fiscal year 2014, the Alabama National Guard remained heavily engaged in U.S. Army North's Chemical, Biological, Radiological, Nuclear (CBRN) Response Element for the second full year. The Command and Control CBRN Response Element – Bravo (C2CRE-B) Task Force is the National Guard Bureau's piece of that domestic response force. During fiscal 2014, the Alabama National Guard remained heavily engaged in this effort and successfully served as the leads for both the operations (31st CBRN Brigade) and medical (161st Multifunctional Medical Battalion) task forces within the C2CRE-B construct. Further, there were a total of 15 other Alabama National Guard units involved in this response element. These Alabama Guard units were vital in the task forces' ability to deploy and effectively conduct their assigned mission anywhere in the continental United States within 96 hours. These Alabama National Guard units ensured that they remained prepared to conduct their doctrinal, wartime mission(s) as well.

The Alabama National Guard manned, equipped and trained more than 1,200 of Alabama's officers, noncommissioned officers and enlisted Soldiers during fiscal year 2014 directly in support of this initiative. This directly prepared these men and women to respond to the full spectrum of potential incidents within the continental United States. Task Force C2CRE-B is a federally funded enterprise that is lead by U.S. Army North. The Alabama National Guard utilized more than 75 full-time Guardsmen and nearly 10 million federal dollars to resource this program. Forty-five percent of the funding was utilized for pay and allowances while the remaining 55 percent was utilized for training and equipping the force.



CBRNE elements conducted training June 22-25, 2014, which included mass casualty evacuation and recovery, decontamination, and medical triage at the Combined Arms Combat Training Facility, Camp Shelby, Mississippi. (Photo by Sgt. Brenda Thomas)

Alabama National Guard Soldiers in this task force conducted numerous mission-specific training events and exercises throughout the course of fiscal 2014. 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 Fort McClellan – or an external facility such as the Honda Plant, in Lincoln, Alabama, or the Alabama Fire College in Tuscaloosa. Further, Task Force Operations and Task Force Medical attended the highly regarded national level exercise at Camp Atterbury, Indiana. Both task forces received high marks during the year's largest incident response exercise and will continue as a part of the C2CRE-B joint task force in fiscal year 2015.

Director of Military Support (DOMS)

The Directorate of Military Support (DOMS) 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: The Alabama National Guard supported three state declared emergencies in 2014. The first emergency was declared January 27, 2014, for severe winter weather that blanketed the state. Response was conducted under the Alabama Emergency Management Agency's newly created division concept. The Alabama Guard supported Divisions A, B, D, and G with liaison officers (LNO), four multifunctional task forces assisting the Department of Transportation (DOT) and the Alabama Law Enforcement Agency (ALEA) with stranded motorists, presence patrols and four wheeled drive vehicle support. The Alabama National Guard also assisted in clearing major highway and interstate traffic lanes with military wreckers. The Guard supported 18 missions with 1,434 man-days (man-day = 1 servicemember working one day; example: 12 servicemembers working 10 days is 120 man-days) and 92 military vehicles. Alabama National Guard wreckers cleared 95 vehicles on 191 miles of roadway.

The second emergency was declared February 11, 2014, for severe winter weather. The Alabama National Guard supported Divisions C, E, F, and G with LNO's, and personnel to assist with stranded motorist, presence patrols, wreckers, and ambulance and four wheeled drive vehicle support. The Guard supported four missions with 218 man-days and 29 vehicles.

The state declared its third emergency on April 28, 2014, in response to tornadoes touching down in the state. The Alabama Guard supported two missions with 845 man-days and 12 vehicles supporting AEMA Divisions E, F, C, and G with LNOs, security personnel and high water evacuation teams.



Spc. Shane Bower of the 152nd Military Police Company detours unauthorized personnel from entering the disaster area and provides direction for authorized citizens. (Photo by Robert Kendall)

Interagency Relationship: DOMS maintains a close relationship with our state interagency partners. The bond between DOMS and AEMA continued to strengthen this year through active participation in AEMA sponsored conferences, training and during state emergencies. The trust and confidence built over the many years working with AEMA has propelled DOMS and the Alabama National Guard into a premiere “go to” capability for the governor of Alabama in support of Alabama citizens during emergency situations.

All Hazards Plan: To ensure the Alabama National Guard is ready to support the state in any emergency, DOMS maintains the Alabama National Guard all hazards plan, a detailed contingency plan that outlines how the Alabama National Guard will support the AEMA or other civil authorities in any emergency situation. This year, DOMS initiated efforts to update the all hazards plan utilizing the joint operational planning process to mature the plan to support a catastrophic complex disaster scenario. The all hazards plan was adapted to support and align with AEMA’s new division concept. Having detailed plans in advance will help ensure the Guard is ready when and where needed to support the state.

Exercises: Every year, the Alabama National Guard conducts challenging, realistic domestic response exercises and participates in AEMA sponsored exercises to ensure readiness for potential state emergency responses.

In preparation for the annual hurricane exercise, DOMS conducted a rehearsal of concept (ROC) drill in March 2014 to synchronize response capabilities and force availability between the headquarters and major Army and Air commands. All National Guard commands participated as well as representatives from U.S. Army North, U.S. Northern Command, FEMA Region IV defense coordinating officer, emergency preparedness liaison officers and AEMA.

The Alabama National Guard conducted a joint hurricane response exercise in May 2014 with AEMA and other stakeholders. The week-long exercise provided the Alabama National Guard the opportunity to conduct mission command, execute coordination with and support to civilian authorities, practice the new AEMA division response concept, coordinate with the National Guard Bureau, and experience challenges associated with preparing the Alabama Guard to respond to numerous types of mission assignments which may be expected in response to a regional hurricane event. In concert with the hurricane exercise, DOMS participated in the planning and exercise of the state contra-flow plan with AEMA, ALEA and DOT to synchronize support plans if a decision is made to conduct reverse traffic flow on Interstate 65.

In October 2014, the Alabama National Guard conducted its fourth annual winter weather response exercise in preparation for supporting the state during a severe winter weather event. The exercise provided the platform to test the new Alabama Guard’s winter plan in support of AEMA’s division concept.

DOMS participated in the annual Farley Nuclear Power Plant (NPP) hostile based exercise in April 2014 and the Browns Ferry NPP exercise in July 2014. These exercises provided a venue to refine National Guard response plans in support of AEMA operational priorities.

Civic Action Projects: During this report period, the Alabama National Guard conducted or assisted with 98 civic action projects. This is an increase of 37 requests from the previous year. 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.

Geographic Information System (GIS): This year, DOMS initiated efforts to utilize the GIS and associated applications to integrate, store, edit, analyze, share, and display geographic information into daily and response operations. The GIS is used to brief senior leaders and subordinates on potential weather events, weather effects on military operations, incident tracking, and roadway traffic ability. Emerging capabilities include incident and mission reporting and tracking to enhance the common operating picture of the Alabama National Guard.



State Partnership Program: In 2014, Alabama and Romania entered their 22nd 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.

The Alabama National Guard has conducted more than 140 engagements since the partnership began in 1993. Engagements have focused on NATO interoperability, promoting political stability, assisting in the development

of democratic institutions and open market economies, demonstrating military subordination and support to civil authorities, projecting U.S. humanitarian values and providing support to deploying troops in support of the current war fight.



The Alabama National Guard's Assistant Adjutant General, Maj. Gen. Charles L. Gable discusses important topics with Romanian Army, Major General Nicolae Ciuca during a visit to the 117th Air Refueling Wing in Birmingham Alabama, on Nov 9, 2014. (Photo by Spc William Frye)

In 2014, Alabama Guardsmen participated in 12 engagements across a wide spectrum of activities including in the fields of Special Forces, medical, cyber defense, reconnaissance, explosive ordnance disposal and family readiness. Each of these events supports the theater security cooperation plan and engages Alabama National Guard members with their Romanian counterparts to increase interoperability between the two for future deployment.

46th Civil Support Team (CST)

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.

This year, the CST performed 4 stand-by support missions for the Talladega races, Mardi gras celebration and Senior Bowl in Mobile. The 46th CST conducts multiple training and readiness exercises each year to maintain proficiency and response levels. This year, the CST participated in 19 training events spanning from Hazardous Materials training, Joint interagency exercises, communication exercises and air load planning exercises. 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 CST's realistic training program and exceptional leadership enable the unit to exceed standards during the very challenging National Guard Bureau (NGB) Standardization Evaluation and Assistance Team (SEAT) Inspection conducted in July, 2014.

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.

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 2014, more than 1,050 pieces of new equipment were issued to units in the state, for a total value exceeding \$100 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. In addition, the DCSLOG staff redistributed more than 17,000 pieces of equipment valued at \$248.8 million between Alabama Army National Guard units to enhance readiness.

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 14 Field Maintenance Shops (FMS), three Unit Training Equipment Sites (UTES), and two Combined Support Maintenance Shops (CSMS). In support of the ongoing deployment and redeployment of Army Guard units to multiple locations around the world, some 7,229 work orders were completed on equipment from 16 different units that returned from overseas deployments during fiscal year 2014.

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The DCSLOG staff managed the annual federal funding program of \$30 million and ensured funds were programmed, distributed, and executed at a 99.9 percent execution rate. The majority of this funding is issued through our command operating budgets, which support a wide variety of supplies and services that are utilized by units around the state. Included in this funding are supplies and services used in preparing our units for mobilization as well as resupplying units after deployment. This funding also supports equipment maintenance costs and responses for defense support of civilian authorities, such as natural disaster response.

DCSLOG entered and shipped 93 obsolete M1165 High Mobility Multipurpose Wheeled Vehicles (HMWWV) as candidates into the Department of the Army HMWWV recapitalization program for upgrades in 2014. To

date, the Alabama National Guard has received 70 of the recapitalized HMWWVs and anticipates receiving the remaining 23 vehicles by the end of calendar year 2014.

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 year 2014, DCSLOG continued to make improvement in reducing the amount of excess equipment on-hand across the state. National Guard Bureau's goal is set at 0.5 percent of total equipment excess by dollar value; during the last semi-annual excess report submitted to the bureau, Alabama submitted its report at 0.31 percent, far exceeding the goal. At the beginning of the fiscal year, the dollar value of the excess federal property was approximately \$8 million. Through continuous focus and attention, this amount was reduced to a low of \$5 million, a 38 percent reduction by the end of the fiscal year.

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 record and recouped back to the state. This equipment is classified serviceable or unserviceable and returned to the Kentucky Central Clothing Distribution Facility to be stocked for issue to units on future deployments.

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.

The 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, provides acquisition support and business advice that fully sustains the Alabama National Guard's strategic mission. Providing federal contracting service and support aids in satisfaction of the operational requirements to accomplish Alabama National Guard missions. The Purchasing and Contracting Division judiciously procures and acquires a full range of sustaining supplies and services allowing service members to perform and complete contingency and day-to-day operations.

During Fiscal Year 2014, Purchasing and Contracting Division personnel obligated more than \$28 million in federal funds in support of the Alabama National Guard with issuance of 1,135 federal contract awards. These contracts included contractor support, facility design, construction and information technology services and equipment. Contracted items were used in the sustainment, restoration and modernization of the Alabama National Guard's capability and equipment.

Through the use of the Government Purchase Card Program, local units throughout the state spent more than \$3.5 million in small, local purchases to support unit needs. The Alabama National Guard utilized \$1.3 million to feed Soldiers through the Alabama Rehabilitative Services Program, designated vendor, in operation of the dining facility at Ft McClellan. Additionally, more than \$13 million of contract awards were issued to Alabama hotel, food and fuel vendors.

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

The Resource Management Division supported Alabama Army National Guard units during fiscal year 2014 by managing military and civilian pay functions, to include 294 Soldiers deployed overseas, 10,890 traditional Soldiers, and more than 800 full-time employees. The staff also managed funding execution in the amount of \$357,307,861 for the fiscal year.

The Supply and Services Division throughout fiscal year 2014 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 six supply activities: Property Management Branch, Material Management Branch, Installation Transportation Branch, Storage and Distribution Branch, Central Issue Facility Branch, and the Ammunition Supply Point.

The Property Management Branch (PMB) is responsible for managing, accounting and tracking all federal equipment in the Alabama Army National Guard. PMB manages a total of 168 unit property accounts, with a total asset accountability of \$1.66 billion in federal property and 158,225 items on hand. PMB personnel assist in the fielding of new equipment for all assigned units in the state. In fiscal year 2014, the PMB facilitated the fielding and distribution of more than 1,050 new equipment items to units with a value of \$100 million.

The Material Management Branch (MMB) reviews all military standard requisitioning and issue procedure orders received from Alabama Army Guard units. MMB uses the Global Combat Support System-Army (GCSS-A) 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 units receive the necessary items requested in a timely manner.

The Installation Transportation Branch (ITB) arranges for the commercial movement of Alabama Army National Guard personnel, material and supplies. These highly skilled and technically proficient transportation personnel ensure regulatory requirements are met for shipping hazardous materials, sensitive items and overweight and oversized equipment. In fiscal year 2014, ITB personnel arranged commercial flights for nearly 1,300 Soldiers in the Alabama Army National Guard. The ITB moved more than 6,495 passengers by commercial buses. In fiscal year 2014, ITB personnel certified payments of nearly \$1.8 million for commercial buses, commercial airline, chartered air movements, and other shipping expenses.

The Storage and Distribution Branch is the operational center of logistics for the Alabama Army National Guard. This activity is the only warehouse tasked for receipt of federally funded property for the Alabama Army National Guard. During fiscal year 2014, the warehouse processed more than 50,000 requisitions for equipment/supplies,



A vehicle from the 226th Maneuver Enhancement Brigade (MEB) Rear Det A moves on an icy patch of I-65 during patrols on January 29, 2014 in Mobile, Alabama.

received more than 47,000 receipts of excess/unserviceable equipment worth \$49 million, and distributed more than \$8 million of serviceable equipment/supplies to Alabama Army National Guard units.

The Central Issue Facility (CIF) provides organizational clothing and individual equipment to all Alabama Guard Soldiers. In fiscal year 2014, the CIF processed 4,350 request transactions for new equipment valued at more than \$3.3 million and issued Rapid Fielding Initiative (RFI) equipment for deploying personnel totaling \$337,646.51. CIF also processed 4,536 requests for turn-in of worn and outdated equipment valued at more than \$4.4 million.

The Ammunition Supply Point (ASP) is located on Pelham Range in Alexandria, Alabama. The mission of the ASP is to provide munitions support to units training on or around Fort McClellan, Alabama, 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 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, issuing and maintaining accountability of more than 175 different types of ammunition and explosives. In fiscal year 2014, the ASP issued more than 261 short tons of ammunition and explosives for training worth more than \$6.4 million. Throughout fiscal year 2014, 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 Internal Review Division: the Internal Review Division completed 56 audit engagements during fiscal year 2014. Fifteen of the audit reports included 183 recommendations for management corrective action in the areas of law or regulation violation avoidance, best business practices, and improved controls and readiness. As of the end of fiscal 2014, 112 of these recommendations had been implemented. Internal Review auditors also identified potential monetary benefits and cost savings.

Audit Readiness: Internal Review auditors continued to conduct monthly Army National Guard audit readiness testing as part of the Department of Defense's Financial Improvement and Audit Readiness (FIAR) testing of business processes, including associated internal controls and the overall audit readiness of the organization. Random monthly sampling is performed Army-wide in two broad categories: General Fund Statement of Budgetary Resources (SBR) and the department's mission critical Existence and Completeness (E&C) assets. SBR is the budgetary information to improve the visibility of budgetary transactions resulting in more effective use of resources and improved stewardship and includes military pay. E&C assets include military equipment (e.g., aircraft, combat vehicles) and general equipment (e.g., material handling equipment, training equipment and special testing equipment), real property, and operating materials and supplies (e.g., ammunition, munitions). The Alabama Army National Guard improved its tests results during fiscal year 2014 in all of these areas except one over those found in fiscal year 2013. Internal review will continue to play a vital role in assisting management with accountability and oversight, which are critical to meeting Congress' fiscal year 2017 audit readiness mandate.

The Data Processing Center (DPC) is responsible for supporting all automation and data communications within the USP&FO. The DPC 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 DPC 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 DPC staff members routinely handle more than 1,000 customer service requests per year. DPC supports and maintains 10 physical servers, 18 virtual servers, 119 workstations, 83 laptop computers and various communication routers, switches and peripheral devices at two separate sites – one site in Montgomery and an alternate site at Fort McClellan.

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.

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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. The CFMO currently operates and maintains 3,659 structures and 790 buildings which support 165 primary facilities in 90 communities across the state and which serve operations, maintenance and logistics functions.

Alabama National Guard facilities provide communities a place to conduct civic and recreational activities such as voting, sporting events, community events, commodities distribution centers and storm shelters. These locations include 83 armories across the state, the State Military Department Headquarters 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, Florida. Currently, 52 percent of these facilities are currently in poor or failing condition thus in need of being upgraded or replaced.

Facility Management

The CFMO project management staff is composed of real property specialists, master planners, engineers, architects, and construction managers to carry out the daily facility management mission. This staff executed 98 facility projects valued at \$26.6 million (\$25.3 million in federal funds and \$1.3 million in state funds) in the sustainment, restoration and modernization (SRM) program for fiscal year 2014. These projects include maintenance and repair, minor construction, energy efficiency upgrades, and antiterrorism/force protection improvements. The CFMO further executed \$4 million in federal-share military construction funds in fiscal year 2014 for the Decatur Readiness Center. This project which is an addition /alteration which will ensure a functionally obsolete facility is revitalized for an additional 35 years of usable life.

Environmental Management

The Environmental Branch operates under the auspices of the CFMO. Within the Environmental Branch are functions for conservation, compliance, and planning and programs, which review all proposed CFMO projects for environmental consideration. The Alabama National Guard is committed to excellence in all operations, including environmental stewardship. To support the Guard's mission, the Environmental Branch maintains a staff of highly trained environmental professionals with expertise in a range of areas from compliance with multiple federal, state, and local environmental regulations to the management of cultural and natural resources which includes threatened and endangered species, and environmental data and Geographic Information Systems. The Environmental Branch helps fulfill the Alabama National Guard's goal of serving the citizens of Alabama as environmental stewards, preserving and protecting the beautiful, abundant natural and cultural environment that is uniquely Alabama.

Qualified Recycling Program

The Qualified Recycling Program continues to grow, becoming more effective in diverting potential waste into our recycling program where it provides added value to our Soldiers while reducing or eliminating potential waste streams and associated costs.

Sustainable Design Initiative

The Alabama Army National Guard is dedicated to the sustainable design practices associated with Leadership in Energy and Environmental Design (LEED). Incorporating these design principles into our program demonstrates Alabama's commitment to good stewardship of military construction resources and as well as compliance with the governor's executive order. This program further demonstrates a monumental commitment to promoting reduced lifetime operating costs and impact to the environment.

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The Alabama National Guard opened a new Armed Forces Readiness Center on December 18, 2013 at the Alabama National Guard base in Birmingham, Ala. The new AFRC has been awarded the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold certification

Partnerships Initiative

The Alabama National Guard believes that the future lies in facility partnerships between federal, state, and local agencies. The CFMO continues to meet with many of these groups to encourage partnerships to help ensure that limited resources are utilized in creative ways to get the best value for the state of Alabama. In fiscal year 2014, the Alabama National Guard began exploring a partnership program with the Alabama Law Enforcement Agency at the Decatur Training Site and Troy Armory. CFMO personnel have also worked diligently with the Alabama Community College System to create nine potential partnerships around the state to share existing and future facilities. The CFMO is actively seeking to incorporate a partnership with the ACCS, ALEA, and local government into a fiscal year 2019 planned readiness center in Foley. By partnering together in these projects, we can further leverage constrained resources to reach more sustainable solutions for the state of Alabama.

Energy Performance Improvement

The Alabama National Guard actively pursues the application of new technology and innovative methods for saving energy at our large network of facilities. The CFMO acquired \$6.67 million from the federal government for energy efficiency upgrades for our facilities in fiscal year 2014. These efficiency projects consisted of lighting enhancements, mechanical equipment upgrades, computerized energy management controls, and building shell insulation enhancements. By continuing this emphasis, the Alabama National Guard continues to reduce overall operating costs and thus support our strategic goal of energy independence for our state and nation.

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State Property and Disbursing Office (SPDO)

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)

The SPDOF branch 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 2014 State General Fund but also from the fiscal years 2012-2014 Master Cooperative Agreement. The fiscal 2012-2014 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 is also responsible for loading this large 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 members 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.

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 90 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 in preparing application packets and packets for boards. During fiscal year 2014, two colonels were selected for promotion to brigadier general and two brigadier generals were selected for major general. Seven packets were prepared and submitted for the 2014 general officer federal recognition board and 34 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 year 2014, 13 federal recognition boards, 11 Department of the Army boards, two command selection boards, one state career management board, and one functional category board. OPM processed 205 federal recognition board packets, 193 Department of the Army board packets, 215 state career management board packets, 85 functional category board packets, and 60 command selection board packets. The branch also reviewed 68 packets submitted for Department of the Army promotions. There were a total of 190 packets for accessions, interstate transfers, and prior service. Commissioned officer vacancies shrank from 16.9 percent to 16 percent (211 to 195 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 processes the command sergeant major and first sergeant announcements. EPM is also responsible for the qualitative retention board. EPM also processes

various types of waivers for enlisted personnel. The branch processes the Joint Substance Abuse Program packets, congressional inquiries, and Army Board for Correction of Military Records requests. EPM also processes orders runs twice per day.

Enlisted Promotions Section – The Enlisted Promotion Section’s (EPS) mission is to provide the Army with a system of Soldier advancement ensuring the continuous fill of valid noncommissioned officer 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 2014, EPS boarded 2,002 Soldiers and promoted more than 1,000 Soldiers.

Education and Incentive Services - The Education Services Office (ESO) assists Guardsmen with educational benefits including Federal Tuition Assistance, Montgomery GI Bill, and the Alabama National Guard Education Assistance Program. The Incentives Branch processes bonuses, Montgomery GI Bill kickers, and student loan repayments. ESO also administers the Armed Forces Classification Testing and validates civilian education transcripts.

Federal Tuition Assistance: During fiscal 2014, the ESO continued to assist Soldiers to utilize GoArmyEd to request federal tuition assistance. GoArmyEd data indicates 918 Soldiers utilized tuition assistance during the fiscal year. The total amount of federal tuition assistance expended for fiscal 2014 for the state of Alabama was more than \$2.5 million.

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 2014, 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 benefited 1,316 Guardsmen, and 1,169 Guardsmen received GI Bill kickers. The newest 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. This benefit is also transferable 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 designed to cover education costs not covered by other education benefits. ANGEAP benefited 504 Army Guardsmen with a total award of more than \$280,455 in fiscal 2014.

Bonuses: During fiscal 2014, the Incentive Office issued 3,424 enlistment, reenlistment and officer contracts bonuses totaling more than \$5.8 million.

Loan Repayment Programs: The loan repayment programs include student loan repayment, health professional loan repayment, and chaplain loan repayment. In fiscal 2014, 134 contracts were approved, totaling more than \$7.9 million.

Armed Forces Classification Test (AFCT): The AFCT is available to current National Guard Soldiers each month. During fiscal 2014, the ESO administered testing for 40 Soldiers.

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, Kentucky. 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 from the Alabama Army National Guard.

In fiscal 2014, Retired Activities processed the following documents: 515 Veterans Administration requests for medical, dental and/or personnel records; 83 family support requests for retirement information; 87 Social Security and other requests for service records; 80 Human Resources Command and national cemetery requests; 45 recruiting and retention requests and 1,253 requests from former Soldiers and retirees. Retired Activities has conducted 11 retirement seminars around the state supporting 315 Soldiers and retirees.



SGT Anthony Painter, aircraft jumpmaster, looks out from the side door of the UH-60 Blackhawk during the night jump for the timing points on the drop zone. (Photo by Staff Sgt. Christopher Davis)

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 that the DCSPER is responsible for maintaining within the state of Alabama. It is also the responsibility of the PAB 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 2014, PAB input 58,454 transactions into the personnel reporting database, resolved 484 help desk tickets, processed 16,299 iPERMS problem cases, worked within 68,159 iPERMS batches containing 109,110 documents and uploaded 176,285 pages into Soldier records.

Substance Abuse Program – The mission of the Substance Abuse Program (SAP) is to strengthen the overall fitness and effectiveness of Guardsmen, conserve manpower, and enhance the combat readiness

of Guardsmen through comprehensive alcohol and drug abuse prevention and education. The Army National Guard SAP provides a continuum of substance abuse services to include drug testing, prevention, assessment, and brief intervention, counseling, and support services to Guardsmen.

In fiscal year 2014, SAP inspected and forwarded 11,474 samples, with a lab rejection rate of 0.76 percent (138 samples), an average shipping time of 8.87 days, and a positive test rate of 3.61 percent. All numbers include Alabama Air and Army National Guard.

Soldier & Family Support Division (SFSD)

The Soldier and Family Support Division (SFSD) consists of a staff of 50 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 (SOS) - is for survivors of military members. In fiscal 2014, 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 107 surviving families for various benefits (107 deaths in fiscal 2014). 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 year 2014, the Alabama National Guard Military Funeral Honors program conducted and supported 1,671 funerals. These services were performed statewide using an average of 13 full-time Soldiers on active duty, one civilian contractor, one military technician, and more than 150 part-time Alabama Army National Guard Soldiers. These Soldiers not only performed funerals for Army veterans and retirees, but also conducted or assisted with services for those from other branches of service to include honorable transfers. There were teams in Arab, Montgomery, Birmingham and Mobile ranging from one to six 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 year 2014, Alabama National Guard Military Funeral Honors program performed as many as 18 military funeral honors in a single day, averaged 10 funerals per day for several weeks, and conducted 158 in a single month.



Christmas wreaths are laid at headstones at Fort McClellan Military Cemetery during a Wreaths Across America on Dec 13, 2014. (Photo by Spc. William Frye)

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 64 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 125 Patriotic Employer awards to supportive employers in Alabama and more than 1,800 statements of support to employers of Guard and Reserve service members. ESGR also recognized and presented more than 100 employers with other higher awards such as Freedom Award certificates, Above and Beyond awards, Seven Seals awards, and three 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/demobilization events as scheduled or requested by units. These events involved ESGR briefings/support to more than 10,000 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 .

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 has recently been transitioned over to eBenefits.va.gov/jobs. eBenefits is in the process of updating 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, with each being 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. In addition to these H2H/ESGR hosted job fairs, Hero2Hired participated in more than 50 hiring events and reported nearly 1,100 direct hires and 37,000 indirect hires, ranking Alabama 2nd in

Employer Support of the Guard & Reserve - 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. The SAPR is continually implementing and reviewing preventive and educational programs to provide the most recent statistics and preventive measures for all Soldiers.

Fiscal year 2014 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 2014.

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Resilience, Risk Reduction & Suicide Prevention - In 2014, 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 reviewed at resilience council meetings with a focus on continued efforts 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 2014 was dedicated to an increased focus on education regarding suicide for all Soldiers and full-time staff of the Alabama Army National Guard. During that time 6,585 Soldiers completed suicide awareness training.

The Alabama National Guard currently has 104 Soldiers who have completed the master resilience training course, 195 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 five two-day ASIST classes throughout fiscal 2014. During fiscal year 2014, these instructors brought the total number of Soldiers who are ASIST trained to 301. 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.

Dr. Rebecca Jacobson, R3SP program manager, and Donna Marsh, the coordinator of psychological health, continue to serve as co-chairs of the behavioral health committee for Alabama Executive Veterans Network. Both individuals have participated in the VA mental health summits across the state and provided 10 continuing education for civilian behavioral health providers workshops on working with the military. The Alabama Joining Community Forces meetings continue to grow and quarterly meetings were held in Montgomery, Birmingham, Huntsville and Mobile with plans to begin JCF meetings in Dothan and Tuscaloosa. Community support and

Health Service Division (HSD)

The Health Services Division 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 electronically through the electronic medical management processing system (eMMPS).

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.

During fiscal 2014, HSD reviewed and initiated 57 duty-related board actions, 20 MAR2 actions, 47 non-duty related cases, more than 350 medical claims for payment, 106 Tricare pre-authorizations for health care, 750 LOD investigations, and 42 cases for incapacitation pay. The post deployment health reassessment (PDHRA) team screened 937 redeployed Soldiers, resulting in 337 referrals for health care.

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



Incoming commander, Colonel Lee M. Ellis addresses the soldiers of the 31st Chemical Biological Radiological Nuclear Brigade at a change of command ceremony at Fort McClellan November 2, 2013 (Photo by Spc. William Frye)

Personnel Readiness Division (PRD)

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 2014, PRD coordinated more than 115 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 2014 resulting in processing more than 3,642 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 2014, 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 2014, PRD processed mobilization orders for 304 Soldiers, to include amendments and revocations. PRD supported three demobilizations, serving more than 882 Soldiers.

Security Clearance - The security clearance section within PRD assisted with every Soldier readiness processing event 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 2014, more than 690 security clearances were granted – 424 Secret clearances, 84 Top Secret clearances, as well as 117 interim Secret clearances and 65 interim Top Secret clearances. The section adjudicated 71 clearances that were either denied, suspended or revoked. The security section ensures that good communication with the National Guard Bureau and Department of Defense Consolidated Adjudication Facility are informed of any and all issues on hand.

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

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, equal employment opportunity management, labor relations, and information systems management.

During fiscal year 2014, tightening fiscal constraints, significant manpower changes and emerging guidance created challenges for the HRO. The HRO's goal was to continue the high level of support for employees while implementing emerging policies and guidance from the National Guard Bureau and the Office of Personnel Management. In October 2013, the HRO navigated the challenges of the federal government shutdown while endeavoring to maintain the maximum level of mission accomplishment and provide maximum flexibility for employees and supervisors. HRO personnel researched and interpreted guidance to develop and provide the adjutant general with sound courses of action to minimize the adverse affects of the shutdown to the organization and its employees. The section significantly contributed to mission success while mitigating the adverse affects on Alabama National Guard full-time employees during this period.

The HRO provided targeted education and training to the full-time employees throughout fiscal year 2014. 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 all employees with the most updated and accurate information regarding career choices and opportunities.

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 National Guard with a telecommunications system and an information technology network that supports the mission of the Alabama National Guard, the state of Alabama, and the federal government.

The DCSIM serves as the senior information technology manager for the Alabama Army National Guard and manages, directs and controls the security manager and three other branches. The DCSIM serves as program manager for a \$4 million budget and 38 full-time personnel.

The DCSIM's vision is a reliable and trusted network that is 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 which continues to strengthen our team in support of civil authorities. Significant upgrades were made on data, voice, video, computer, and audio equipment throughout the state. The most significant upgrade was installing a total of 800 kiosk terminals throughout the state in each armory for Soldiers to have the capability to complete mandatory online training.

Information Systems Support Branch (ISSB)

The Information Systems Support Branch's (ISSB) helpdesk resolved 5,000 requests for customer support. The helpdesk averaged 120 calls per day and maintained a 90 percent closure rate of these requests. ISSB personnel replaced or issued 200 new computers. The ISSB has supported and maintained 800 kiosk terminals in 83 locations across the state to provide traditional drilling Soldiers with required Internet access. ISSB has supported 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 Communication Services Branch (CSB) maintained 83 data circuits that support the Army Guard facilities and personnel across the state. The CSB also administered and maintained 22 Secret Internet Protocol Router (SIPR) tunneling locations while planning for two additional sites. The CSB conducted a phase one and phase two testing of the alternate connectivity location at Fort McClellan with successful results in phase one and partially successful results in phase two. CSB personnel continue to work the issues from phase two testing that will ensure successful operations from an alternate location if needed. The CSB completed the Session Initiation Protocol (SIP) which provides voice services across the state. This endeavor will provide costs savings of approximately \$500,000 per year. The CSB also completed the deployment of voice over internet protocol (VOIP) to all facilities in the state which reduces the overall operational cost of voice communications.

Information Management Branch

The mail room processed an average of 429 pieces of mail per day for a total of 111,613 pieces this year. The publications section filled 108 requests from units for blank forms and print jobs. The section also managed the publication accounts for Alabama Army National Guard 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.



Sgt. Markus Saunders and Pvt. 1st Class. Seth Bayer, both from the 152nd MP Co, set up an Antenna Group OE- 254/GRC system to help run a communications relay for MP teams throughout the Alabama Army National Guard training grounds on Eglin Air Force Base, Florida. (Photo by Staff Sgt. Christopher Davis)

Information Assurance

During this report period, the Information Assurance Branch provided cyber security awareness training to 3,200 users due to cyber threats relative to national security and the economy. The Information Assurance branch identified and mitigated 75 high risk vulnerabilities and 77 medium vulnerabilities on the Alabama Army National Guard Network. The Computer Network Defense team has participated in two cyber security exercises that are by invitation only; Cyber Shield 2014 at the Professional Education Center located at Camp Robinson, North Little Rock, Arkansas, and Cyber Guard 2014 at the FBI Academy located at Quantico, Virginia. The Computer Network Defense team has conducted a site assistance visit with the state partnered country of Romania discussing cyber security initiatives. These milestones accomplished by the Information Assurance Branch and the Computer Network Defense team validate the requirement to secure critical infrastructure and resources via cyber security.

Inspector General (IG)

The Inspector General (IG) is a special staff officer and 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 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 on their mission, 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 2014, the branch addressed 288 issues and complaints via inquiries and investigations.



Staff Sgt. Martin Dyson of the Alabama National Guard's 131st Mobile Public Affairs Detachment provides public affairs support to the secretary of the Army's visit to Combined Resolve II in Hohenfels, Germany on May 17, 2014. (Photo by Sgt. Eric Roberts)

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 2014, the Inspections Branch was a key contributor to the improvement and establishment of the Alabama National Guard's updated Enhanced National Guard Inspection System, in support of State Military Department Regulation 1-201, which the branch is currently revising. The IG also oversaw the intelligence oversight inspections conducted by the director of military support and completed eight staff inspections.

Deputy Chief of Staff, Strategic Plans

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.