The background of the page features a large, light-colored watermark of the Army National Guard seal. The seal is circular and contains a central figure of a soldier standing on a pedestal, holding a rifle. The words "ARMY NATIONAL GUARD" are written around the perimeter of the seal. There are also three stars at the bottom of the seal.

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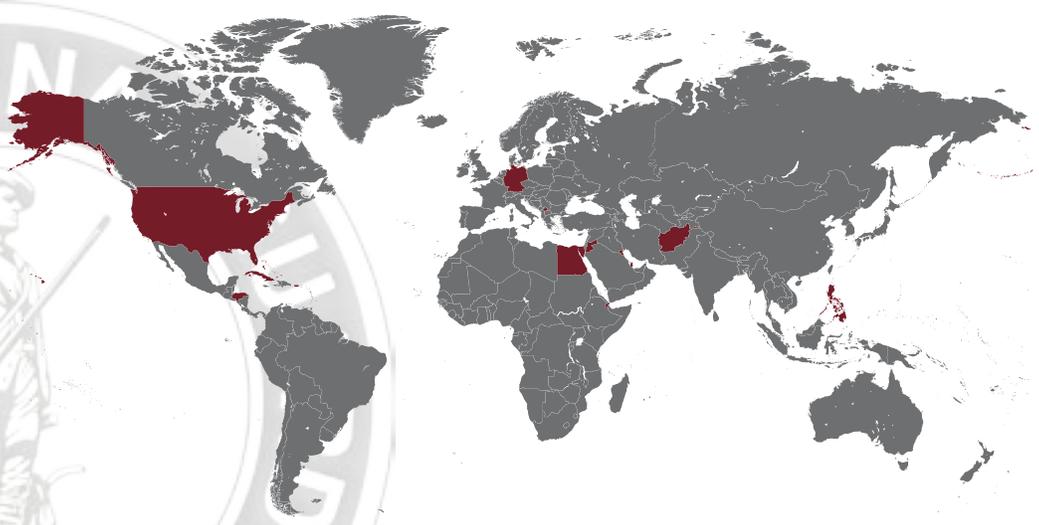
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Figure 1
ARNG FY13 Highlights

FY13 Mobilizations

**ARNG
FY13
Highlights**



10,294 Afghanistan	1 Germany	62 Philippines
171 Bahrain	99 Honduras	514 Qatar
520 Cuba	1 Jordan	313 United States
33 Djibouti	243 Kosovo	17,318 Total
547 Egypt	4,520 Kuwait	As of September 30, 2013

65 State Partnership Programs

2,602
Army National Guard communities which includes 2,511 Readiness/Reserve Center buildings.

523,958
Individual mobilizations since September 11, 2001

14 Command & Control Headquarters
8 Division, 2 Expeditionary Sustainment, 1 Army Air & Missile Defense, 1 Military Police, 1 Theater Aviation, 1 Theater Sustainment

2 Special Forces Groups

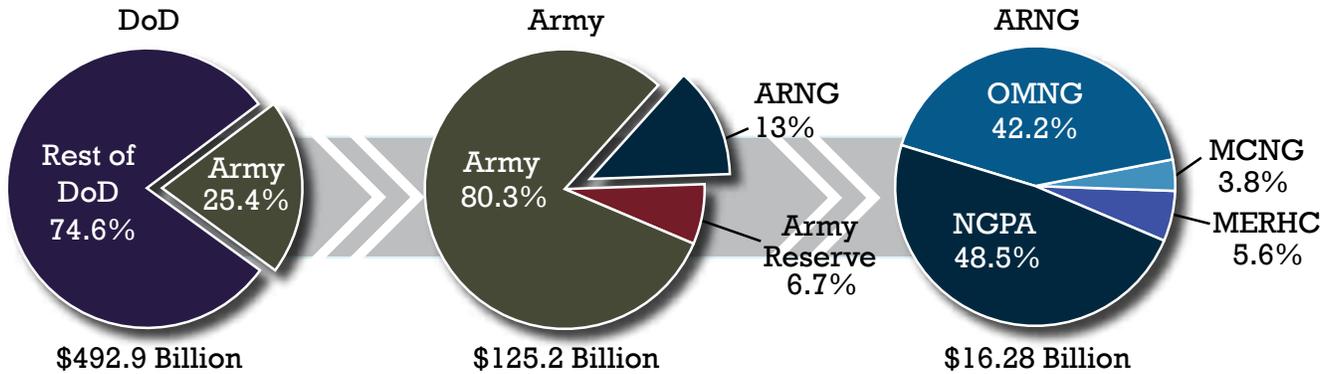
28 Brigade Combat Teams
20 Infantry, 7 Armor, 1 Stryker

48 Multifunctional Support Brigades
16 Maneuver Enhancement, 10 Sustainment, 8 Combat Aviation, 7 Fires, 7 Battlefield Surveillance

48 Functional Support Brigades & Groups
7 Engineer Brigades, 4 Theater Aviation Brigades, 3 Military Police Brigades, 2 Air Defense Brigades, 1 Army Field Support Brigade, 1 Chemical Brigade, 1 Missile Defense Brigade, 19 Regional Support Groups, 4 Theater Aviation Sustainment Maintenance Groups, 2 Theater Info Ops Groups, 1 Explosive Ordnance Disposal Group, 1 Theater Airfield Ops Group

503 Modified Table of Organization & Equipment Battalions

39%
of the Army Operational Force



Base Budget with Enacted Sequester reductions. Overseas Contingency Operations not included.

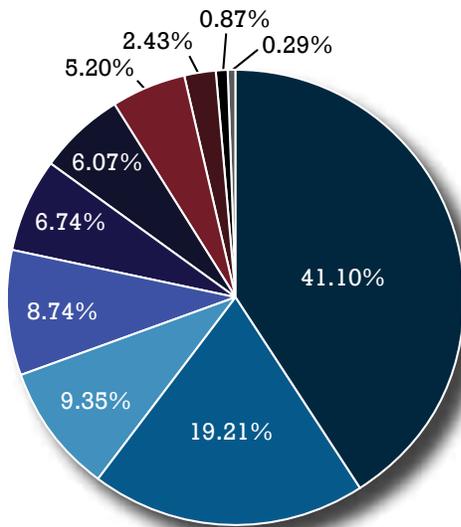
- Notes:
1. Mobilizations data source Mobilization and Deployment Information System (MDIS).
 2. Communities and Facilities data source is Planning Resource for Infrastructure Development and Evaluation (PRIDE).
 3. MTOE is an authorization document that prescribes the modification of a basic table of equipment. It prescribes wartime mission, capabilities, organizational structure, and mission essential personnel and equipment requirements.
 4. DoD, Army, ARNG, Reserve data from FY14 President's Budget Highlights.
 5. All Financial data is FY13 Base Budget with Enacted Sequester reductions/no OCO. Reserves is base budget funding only.

Figure 2
ARNG Appropriations

Army National Guard Appropriations (\$M)

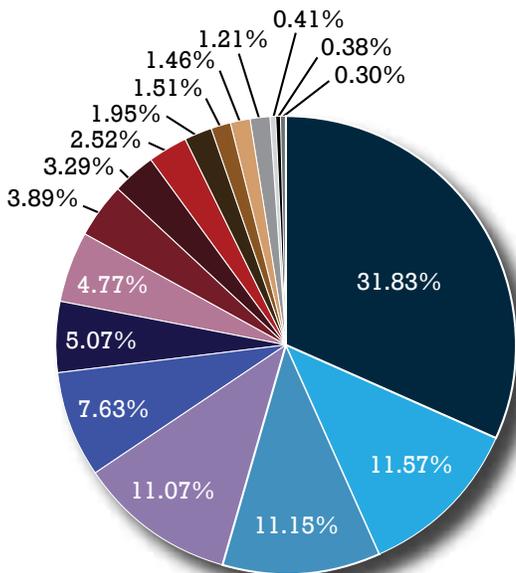
	FY12	FY13	FY14 Request
National Guard Personnel, Army (NGPA)	\$8,280.5	\$8,327.7	\$8,041.3
Operation and Maintenance, Army National Guard (OMNG)	\$7,228.0	\$7,045.2	\$7,054.2
Military Construction, Army National Guard (MCNG)	\$773.6	\$617.2	\$321.0
Medicare Eligible Retiree Health Fund Contribution (MERHC)	\$1,234.2	\$909.5	\$742.0
Total (ARNG OCO included in NGPA, OMNG FY12-14)	\$17,516.3	\$16,899.6	\$16,158.5

National Guard Personnel, Army



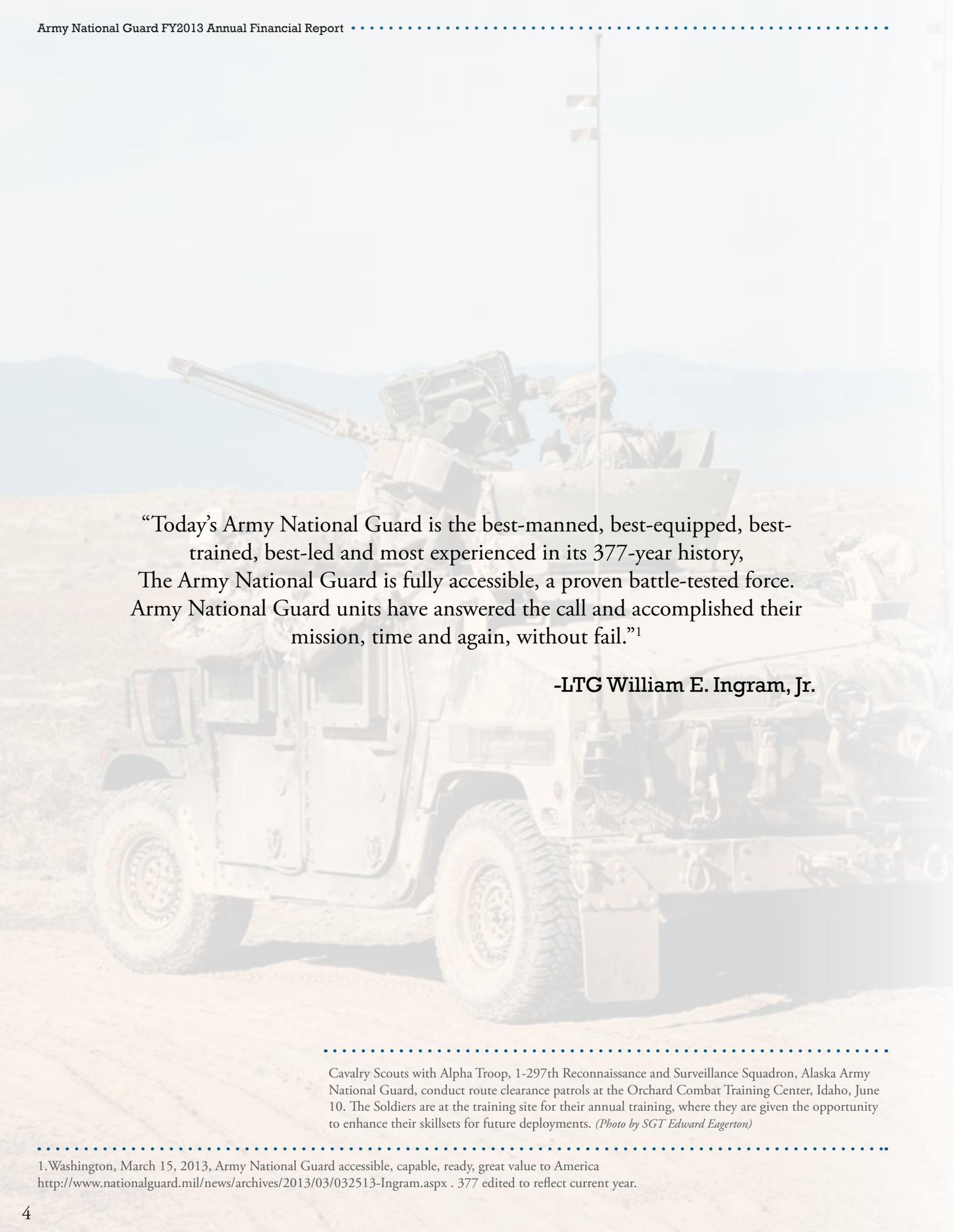
Program	Total (\$M)	Percent
Active Guard Reserve, Pay	\$3,422.4	41.10%
Inactive Duty Training	\$1,599.8	19.21%
Special Training	\$778.8	9.35%
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Total	\$8,327.7	100%

Operation and Maintenance, Army National Guard



Program	Total (\$M)	Percent
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Automation and Info Systems	\$28.7	0.41%
Counterdrug	\$26.7	0.38%
Mission Support/Training	\$21.2	0.30%
Total	\$7,045.2	100%

Notes:
 1. Appropriation Status by FY Program and Subaccounts – Accounting Report Monthly 1002, September 30, 2013.
 2. FY14 Budget estimates Volume 1 April 2013 for NGPA OMNG.
 3. MCNG data sources are Presidents Budget 13 Lock for non-Hurricane Sandy program and Public Law 113-02 (Disaster Relief Appropriations Act, 2013).
 4. Numbers in Annual Financial Report may not sum due to rounding.



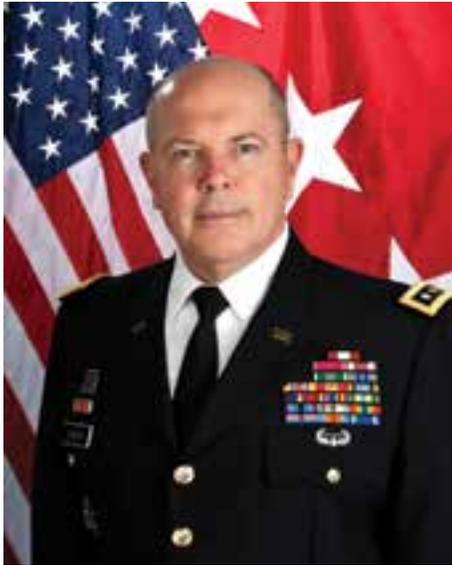
“Today’s Army National Guard is the best-manned, best-equipped, best-trained, best-led and most experienced in its 377-year history, The Army National Guard is fully accessible, a proven battle-tested force. Army National Guard units have answered the call and accomplished their mission, time and again, without fail.”¹

-LTG William E. Ingram, Jr.

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Cavalry Scouts with Alpha Troop, 1-297th Reconnaissance and Surveillance Squadron, Alaska Army National Guard, conduct route clearance patrols at the Orchard Combat Training Center, Idaho, June 10. The Soldiers are at the training site for their annual training, where they are given the opportunity to enhance their skillsets for future deployments. *(Photo by SGT Edward Eagerton)*

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¹. Washington, March 15, 2013, Army National Guard accessible, capable, ready, great value to America <http://www.nationalguard.mil/news/archives/2013/03/032513-Ingram.aspx> . 377 edited to reflect current year.

Message from the Director



The Army National Guard continued its proud tradition of service—both overseas and here at home—in fiscal year 2013, just as it has for more than 377 years. From combat operations in Afghanistan to complex disaster responses nationwide, Guard Soldiers have truly embodied their motto, “Always Ready, Always There.”

As combat operations in Afghanistan draw to a close and our Soldiers return home, the Army National Guard is looking beyond the horizon, both as a member of the Army Total Force and as a part of the Department of Defense. Budgets are clearly getting tighter and resources are becoming scarce. The global strategic landscape is changing in ways that were not conceived a decade ago.

As we envision the next strategic challenges to our nation, we are reminded—as former Secretary of Defense Robert Gates has said many times—that we have a history of always guessing wrong. Because the future is so uncertain, the Army Guard is committed to maintaining the force built over the last decade-plus of combat. Global and domestic operations have transformed the Army National Guard into an operational force serving side by side with all Service Components and our Allies. Equipment is more modern and capable than it has been in decades. Soldiers are better trained, better led, and more experienced than at any time in the organization’s history. Smart, targeted, and continued investment in the Army Guard will ensure that the skills and experience gained, at great sacrifice over the past 12 years, will continue to be preserved in the decades to come.

With these investments comes great responsibility. The National Guard must continuously earn the nation’s trust when it comes to stewardship of precious national resources. This is why the Army National Guard is moving along with the Army toward achieving audit readiness for the Statement of Budgetary Resources by the end of fiscal year 2014 and auditable financial statements by 2017 as required by law. These actions will ensure that every dollar of taxpayer money is properly tracked and accounted for. In addition, we are utilizing advanced technology to provide leaders with real-time, detailed oversight of funds and other resources under their purview. Finally, we are strengthening internal controls to prevent any instances of fraud, waste, or abuse.

As fiscal and strategic uncertainty becomes a norm, the Army National Guard is postured to adapt in order to meet the security needs of the nation. We know for certain that there will be challenges to maintaining the readiness the nation needs as resources and force structure are reduced and possible training opportunities diminish. But just as it has throughout its history, the Guard will remain an indispensable component of our national defense, both at home and abroad.

William E. Ingram, Jr.
Lieutenant General, U.S. Army
Director, Army National Guard



Executive Overview: The Army National Guard

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This is the 16th year the Army National Guard (ARNG) has published its Annual Financial Report. This document includes an extensive financial and budgetary summary of ARNG operations and programs, highlighting critical readiness initiatives as well as state-specific achievements.

Throughout fiscal year 2013 (FY13), the ARNG has demonstrated the diverse capabilities it provides to the nation. Support to civil authorities here at home has included routine events such as the Boy Scout Jamboree this past summer in West Virginia and complex and dynamic natural disasters such as Superstorm Sandy, floods in Colorado, and wildfires in California as well as immediate support to first responders in the face of incidents such as the Boston Marathon bombings. The American people recognize their National Guard as the nation's primary military responder when disasters and emergencies overwhelm first responders at the local, state, or territory level.

While concurrently responding to domestic crises, the ARNG has continued to serve in combat operations in Afghanistan and in support of other missions around the globe. Army National Guard Soldiers have mobilized over 520,000 times for overseas missions (including combat operations in Iraq and Afghanistan) from September 11, 2001 through September 2013. This is in keeping with ARNG's long history; since colonial times, the Guard has defended the nation in every major conflict.

Continued investment in the ARNG ensures that Citizen-Soldiers remain ready to serve in whatever capacity is required in this uncertain world. The ARNG is a cost-effective option for national defense, rapidly providing trained Soldiers ready to augment the Army when called, but at a third of the cost of their full-time counterparts.

In addition, an investment in the ARNG is an investment in local communities across the nation. The ARNG calls over 2,600 communities "home." It is a force with dual missions—supporting the states and under the command of their governors when not mobilized for federal active duty. This gives governors broad authority to use their ARNG assets, from protecting lives and property during natural disasters to maintaining peace during civil emergencies.

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SGT Zach Smola, rear door gunner on a CH-47, keeps watch on the mountains in Uruzgan province, Afghanistan, May 12. The Chinooks, operated by members of Bravo Company, 2nd Battalion, 104th Aviation Regiment from the Connecticut and Pennsylvania Army National Guard, have played a vital part in the mission in Afghanistan since their arrival in December 2012 by performing resupply, retrograde, and planned missions. *(Photo by SGT Jessi Ann McCormick)*

With 358,200 Soldiers and an array of equipment from trucks and helicopters to radios and medical tents, the ARNG has resources ready not only for war but for missions at home. No other force in the nation is able to offer such capabilities immediately in times of disaster or emergency. The vast majority of ARNG equipment is available and at the disposal of state governors for use in saving lives and property, and governors do not have to ask for federal permission before employing their National Guard in support of civil authorities in their state.

Beyond the state mission, the ARNG remains committed to Secretary of the Army John McHugh's Total Force concept. To this end, the Army Guard contributes 39 percent of the Army's operating forces for 13 percent of the Army's budget. Army National Guard Soldiers also bring to bear their unique civilian skills and experiences, skills that are especially valuable in the many peacekeeping and partnership-building missions that the Army continues to engage in, thereby enhancing the value of the Total Force.

Financial Stewardship and Audit Readiness

Congress appropriated \$16.9B in FY13 to fund ARNG Soldier pay, operation and maintenance, equipment procurement, military construction, and retiree health care contributions. Included in these appropriations was \$611.2M for Overseas Contingency Operations (OCO), primarily supporting combat operations in Afghanistan. Entrusted with such significant resources from American taxpayers, the ARNG strengthened its financial accounting and accountability standards and practices to provide visibility and accountability of every appropriated dollar.

The ARNG is working diligently to achieve compliance with federal financial and performance statutes, Office of Management and Budget (OMB) guidance, and Department of Defense (DoD) Financial Management Regulation requirements, especially those regarding internal control and financial Audit Readiness. The ARNG

must continue to be wise stewards of resources in order to stretch every defense dollar to meet mission requirements.

The ARNG is committed to instilling a culture of accountability and efficiency. The ARNG has established an internal Audit Readiness Task Force and is moving closer to becoming compliant with the Federal Financial Management Improvement Act and related requirements and objectives. The DoD Financial Improvement and Audit Readiness (FIAR) Plan and Army's Financial Improvement Plan (FIP) outline the strategy, priorities, and methodology for achieving audit readiness objectives. Using a comprehensive framework, audit readiness teams are conducting discovery and gap analysis, testing, corrective actions, and sustainment efforts. The ARNG Comptroller's office manages various stakeholder relationships for the audit readiness effort, including robust communications and training efforts. The ARNG is aggressively working both internally and externally to ensure that the ARNG's Statement of Budgetary Resources is audit ready by the end of FY14.

In addition to achieving audit readiness, the ARNG has ensured that all financial transactions are visible to leaders through the Army's General Fund Enterprise Business System (GFEBS). GFEBS, a web-based Enterprise Resource Planning tool, enables the Army, ARNG, and U.S. Army Reserve (USAR) to compile and share accurate, up-to-date, real-time (or live) resource management data, as well as implement automated processes and controls over transactions with financial implications.

The ARNG has made significant progress in enhancing fiscal stewardship over the past year, due primarily to the unwavering, collaborative efforts of many individuals and organizations across the force. The ARNG has applied significant resources both to achieve DoD and Congressional intent that all ARNG financial statements are auditable by FY17 and demonstrated its ability to use accurate financial information to inform sound decision making.

MISSION

The ARNG, a community-based operational force that serves as a primary combat reserve of the Army, provides ready units to support global and domestic requirements.

VISION

A premier, unit-based force comprised of resilient, adaptable, relevant, and ready Citizen-Soldiers accessible for war and domestic crises.

KEY FACTS

- The ARNG is both a state and federal force, serving under control of governors unless mobilized to federal service by the President.
- The ARNG fought in every American conflict, from colonial times to the present conflict in Afghanistan.
- The ARNG is the oldest component of the U.S. military, with regiments dating back to 1636 and companies that are even older.
- Eighteen ARNG combat divisions served in the American Expeditionary Forces in World War I and 19 infantry divisions served in either the European or Asiatic-Pacific Theaters in World War II.
- The Army Guard deployed 53 brigades—including 22 Brigade Combat Teams—and 3 division headquarters to Iraq, its largest combat deployment since World War II.
- The ARNG conducted more than 523,958 individual Soldier mobilizations in support of federal missions (including combat operations in Iraq and Afghanistan) since September 11, 2001.

The Army National Guard: A State and Federal Force

The National Guard Bureau (NGB) is defined as a joint activity of the DoD. The NGB is the channel of communications on all matters pertaining to the ARNG between the Department of the Army (DA) and the individual states, administering policies and overseeing federal funding for the National Guards of the states, territories, and the District of Columbia.

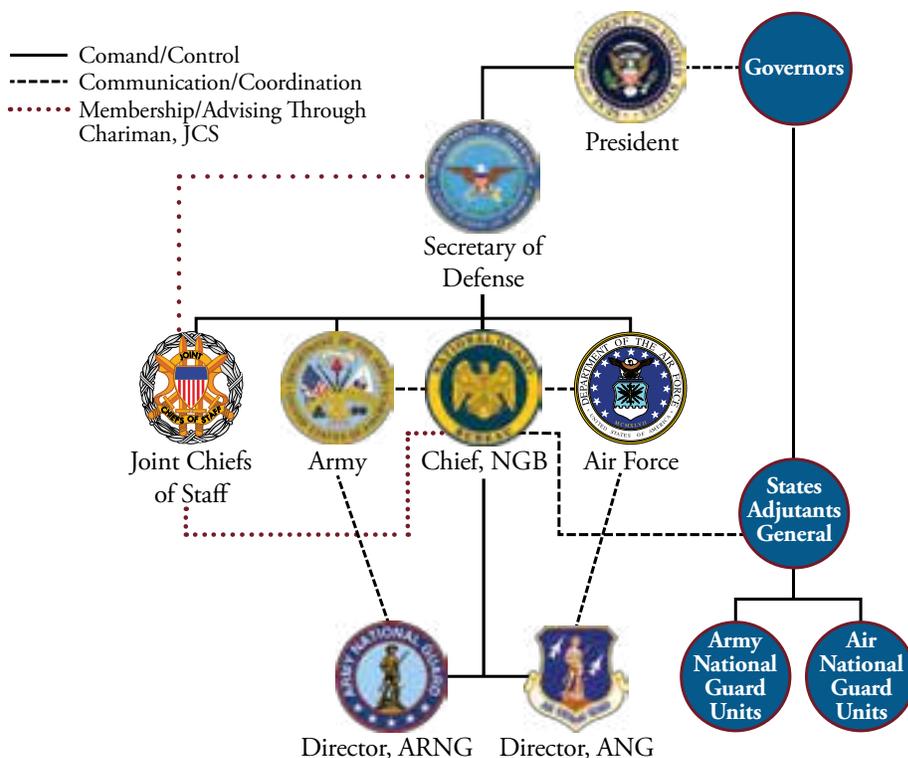
The NGB is led by General Frank J. Grass, Chief, NGB (CNGB). The Director, ARNG and Director, Air National Guard (ANG) assist the CNGB in his duties and communicate directly with the Adjutants General (TAGs) of the states on behalf of CNGB. The National Defense Authorization Act (NDAA) of 2012 also elevated the CNGB to a full voting member of the Joint Chiefs of Staff (JCS). The CNGB may communicate his advice directly to the Secretary of Defense (SECDEF)—though these communications are channeled through the Chairman of the Joint Chiefs of Staff (CJCS).

The ARNG is a Reserve Component (RC) of the Army, as well as the militia of the states, territories, and District of Columbia when not in federal service. The governor of each state serves as the commander in chief of that state’s ARNG and ANG when those components are not in federal service. Each state or territory also has an Adjutant General, typically a two-star general who in most cases is appointed by the governor and is responsible for the training and readiness of Soldiers and Airmen within their respective state or territory. The District of Columbia National Guard is a federal militia, with a Commanding General appointed by the President who serves the same function as TAGs in the states and territories. The President serves as Commander in Chief of ARNG units activated for federal service, as well as the District of Columbia National Guard.

The term “activated” simply means that a unit or individual of the RC has been placed on orders to serve in an active status. The purpose and authority for that activation will determine the limitations and duration of the activation. The ARNG may be activated in a number of ways as prescribed by law. There are two titles in the U.S. Code (USC) under which ARNG units and troops may be activated: Title 32 (under the command of governors) and Title 10 (under the command of the President).

National Guard Leadership

Figure 3
National Guard Leadership

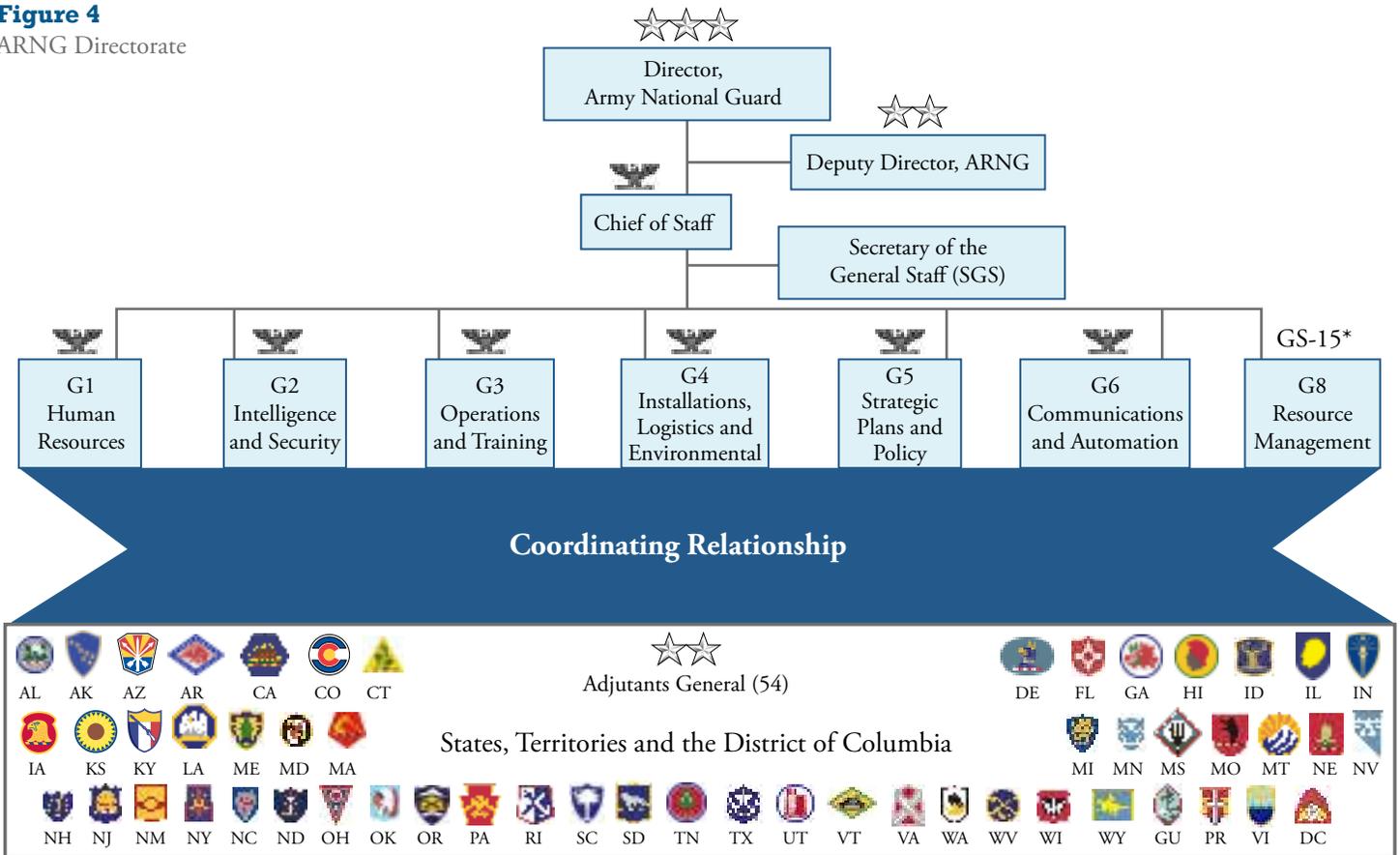


Organization of the Army National Guard Directorate

Lieutenant General (LTG) William E. Ingram, Jr., Director, ARNG, functions within the authority delegated to him by the CNGB, as a resource and coordination manager to ensure development and implementation of all programs and policies affecting the readiness of the ARNG's force of 358,200 Citizen-Soldiers. The Director leads a staff (known as the Directorate), managed by a Chief of Staff (typically a colonel). The Director is assisted by a Deputy Director (authorized the grade of major general). The ARNG staff is organized along the classic lines of the Army general staff, with colonels serving as assistant chiefs of staff for G-1 (Human Resources), G-2 (Intelligence & Security), G-3 (Operations, Readiness and Training), etc. Each G-staff office within the ARNG Directorate is composed of divisions (typically led by colonels) and branches (typically led by lieutenant colonels). Each of these develops policies, plans, and programs; establishes and prioritizes requirements; and manages resources to assist the states, territories, and District of Columbia in their tasks of organizing and manning units, and training and equipping Soldiers for missions anywhere in the world. The ARNG staff enables states, territories, and District of Columbia to meet federal and state operational and domestic requirements and other needs as defined by the President and the governors.

ARNG Directorate

Figure 4
ARNG Directorate



☆☆☆☆ Lieutenant General

☆☆☆ Major General

☆ Colonel

*General Schedule (GS) is the pay/rank structure within the U.S. Civil Service for civilian professional positions.

The Army National Guard's Strategic Imperatives

As outlined below, the ARNG has identified five strategic imperatives to guide decisions, channel actions, influence planning, and encourage financial stewardship. This report touches on a few of those imperatives and the underlying key efforts within the different sections of the report. The ARNG staff coordinates with the Army, as well as the other military services and civilian leadership, to sustain the ARNG vision, mission, and strategic imperatives (as of September 2012).

1 Preserve the Operational ARNG

- Maintain a balanced force structure across the ARNG with 8 division headquarters, 8 combat aviation brigades, 28 brigade combat teams, and 2 special forces groups as the core formations
- Ensure ARNG force structure mirrors that of the active Army
- Man the force with no less than 350,200 programmed end strength, with a corresponding force structure allowance
- Continue predictable rotational deployments that enable the ARNG to maintain the proficiency it has gained over the past decade
- Provide the level of full-time support and military construction critical to maintaining the baseline levels of readiness
- Resource the operational ARNG in the Army's base budget as the most cost-effective force

2 Generate Ready Units and Soldiers

- Recruit and retain quality Soldiers
- Develop transformational, adaptive leaders
- Recommit to the basics of personnel readiness through focusing on improvement of Unit Status Report metrics and Unit Manning Roster management
- Resource ARNG training to meet readiness goals, to include regular, live, and constructive Combat Training Center rotations
- Continue to field, sustain, and train on modernized equipment

3 Partner with Combatant Commanders to Provide Relevant, Ready Forces Capable of Performing Unified Land Operations Worldwide

- Maintain proficiency across the spectrum of decisive action missions
- Provide forces capable of building partnership capacity supporting combatant commander (CCDR) campaign plans for regional and global stability
- Remain capable, accessible, innovative, and agile to support joint, interagency, or multinational environments
- Expand the ARNG's role in emerging missions—such as cyber efforts—to assist with future global demand
- Identify and advance civilian expertise as a key multiplier that the ARNG provides CCDRs

4 Provide the Nation's Force of Choice for Domestic Operations

- Produce rapidly employable forces for governors and U.S. Northern Command in support of homeland missions
- Maintain a geographically distributed, community-based presence in each state and territory and the District of Columbia
- Sustain critical dual-use equipment at a minimum of 80 percent on-hand and ready

5 Enhance the ARNG's Core Strengths, Character, and Culture

- Sustain the trust of Soldiers, Families, employers, and communities by living and emulating the Army Values
- Foster positive environments that are free from abuse, harassment, and discrimination
- Develop resilient Soldiers and Families through a wide array of resourced, accessible, and effective programs built upon the five pillars of Comprehensive Soldier Fitness
- Embrace the diversity of Soldiers and the organization as a reflection of the fabric of communities across the states, territories, and District of Columbia
- Sustain ARNG's strong and historical reputation of being good stewards of resources, good neighbors, and trusted leaders within communities



Financial Stewardship

Financial stewardship combines financial operations and the careful and responsible management of resources entrusted to one's care (obligations of a steward). The DoD, Army, and ARNG utilize a complex budgeting system to develop requirements, justifications, and budgeting for current and future appropriations. Accountability of appropriations encompasses internal controls and audit readiness, in which the ARNG is fiscally responsible for appropriations from Congress and received funds (i.e., Treasury warrants) from the Department of the Treasury. Auditability is dependent upon accurate and repeatable financial recording practices, with proper internal controls over financial reporting and stewardship transparency.

The ARNG appropriations for FY13 included National Guard Personnel, Army (NGPA); Operation and Maintenance, Army National Guard (OMNG); Military Construction, Army National Guard (MCNG); and Medicare Eligible Retiree Health Fund Contribution (MERHC), as well as supplemental funds in NGPA and OMNG for OCO. The ARNG was funded from the DoD for National Guard and Reserve Equipment Appropriation (NGREA) and received support from the Army through Operation and Maintenance, Army (OMA) funding, which proportionally funds the Reset program to restore ARNG equipment to full capabilities after use in Afghanistan or any other operational theater. As outlined in Figure 2 and the executive overview, the ARNG budget reflects the FY13 base and OCO funding of \$611.2M. In FY13, the Continuing Resolution Authority and Sequestration had minimal impact with regard to the ARNG federal mission. While funding was delayed and reductions were implemented, ARNG leadership managed priorities strategically in order to execute the federal and state missions based on prioritization of resources for the operational missions.

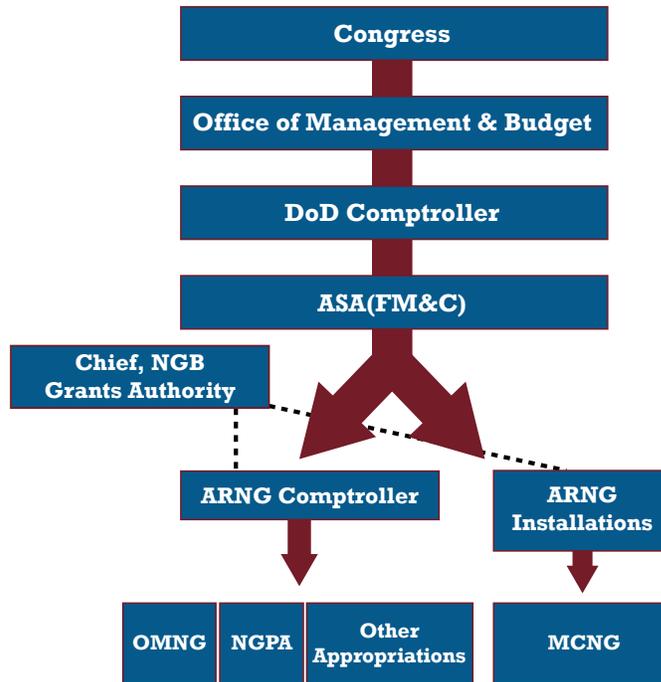
Flow of Funds to the Army National Guard

Congress passes the DoD Appropriations Bill, the President signs it into law, and the OMB distributes Budget Authority to the DoD. This distribution is called apportionment. The funds can then be obligated for the programs and needs defined in the budget development process. The OMB apportions funds (Budget Authority) to the DoD Comptroller on a quarterly, annual, or other periodic basis, depending on the appropriation. Following the apportionment of funds to the DoD Comptroller, the funds flow through the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) (OASA(FM&C)) and then to the ARNG. The ARNG, as a component of the Army, receives funds from the Army through the Chief, NGB who delegates authority to the ARNG Comptroller as the Appropriation Sponsor for appropriations. The ARNG Comptroller then distributes funds to each state. The ARNG receives other appropriations from the DoD and Army,

such as MERHC, OMA, and Operation and Maintenance, Defense-wide funds. The ARNG Comptroller is fiscally responsible for military pay, operations, and maintenance and the Installations and Logistics division is fiscally responsible for the Military Construction funds entrusted to the ARNG. The diagram below depicts the organizational flow of funds.

Figure 5
ARNG Flow of Funds

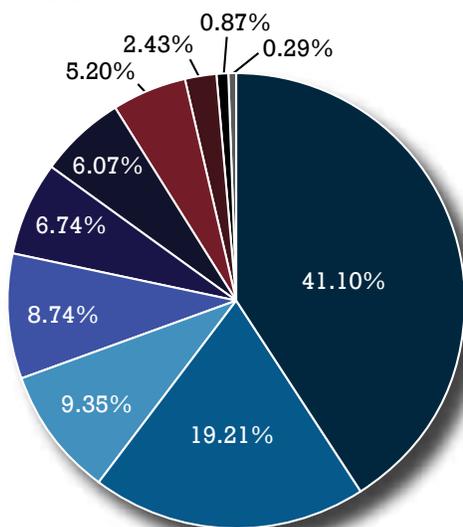
Flow of Funds



National Guard Personnel, Army

The NGPA budget provides funding for basic pay, incentive pay, and basic allowances for: subsistence and housing; clothing; travel and per diem; other pay and allowances; permanent change of station; hospitalization and disability; retired pay accrual; death gratuities; annual training; Inactive Duty Training (IDT); Initial Entry Training; and schools training to include career development, pilot training, refresher training, military occupational specialty (MOS) qualification, New Equipment Training (NET), and education benefits. The NGPA funds special training, including missions to support Combatant Command initiatives, recruiting and retention, bonuses and incentives, Health Professional Scholarship Program, and the Basic Officer Leadership Course for newly commissioned officers.

Figure 6
ARNG NGPA



National Guard Personnel, Army

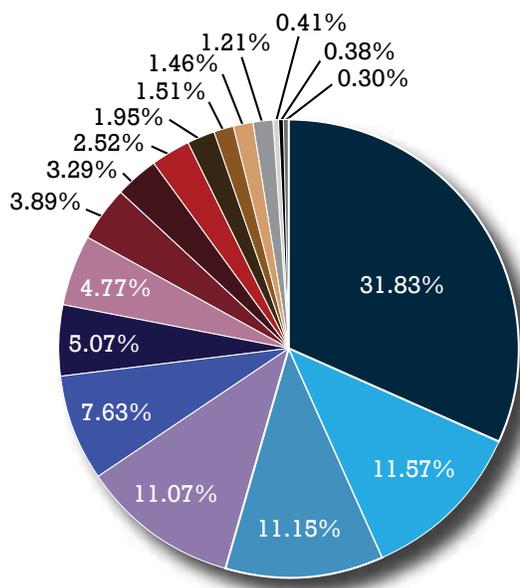
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Selected Reserve Incentives	\$202.1	2.43%
Bonus Programs	\$72.3	0.87%
Other Programs	\$24.3	0.29%
Total	\$8,327.7	100%

Operation and Maintenance, Army National Guard

The OMNG appropriation supports operating and maintaining ARNG units in the 54 states and territories and the District of Columbia. Programs funded by this appropriation include: training and operations support; air and ground operating tempo (OPTEMPO); domestic preparedness; pay and benefits for military technicians and Department of the Army civilians; automation and information systems; base operations; education programs; medical readiness; missions support; schools; Civil Support Teams (CST); second destination transportation; facilities sustainment; equipment restoration and modernization; communications; supply activity; transportation and depot maintenance; military funeral honors; and recruiting and advertising. The ARNG has continued to modernize equipment over the past decade; as a result, the ARNG is a more ready, more capable, and more efficient organization.

Figure 7
ARNG OMNG

Operation and Maintenance, Army National Guard



Program	Total (\$M)	Percent
Civilian/Technician Pay	\$2,242.4	31.83%
Facilities, Sustainment, Restoration, & Modernization	\$814.8	11.57%
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Chemical Biological Radiological Nuclear Enterprise (CBRN)	\$102.8	1.46%
Education Programs	\$85.0	1.21%
Automation and Info Systems	\$28.7	0.41%
Counterdrug	\$26.7	0.38%
Mission Support/Training	\$21.2	0.30%
Total	\$7,045.2	100%

Overseas Contingency Operations

Over the past 13 years, the ARNG has experienced a sharp increase in operational missions—both overseas and domestic. The ARNG’s ability to support OCO missions in Afghanistan and other theaters during FY13 was directly linked to the appropriation and execution of OCO funding. This funding allowed for incremental increases in OPTEMPO prior to mobilization (pre-mobilization training and support) and after redeployment (reintegration and Family program activities). The ARNG executes OCO funding to cover the cost of military operations, Family programs, pre-deployment training, aircraft flying hours, and vehicle miles at a war time OPTEMPO.

Military Construction, Army National Guard

The MCNG is a multiple-year appropriation normally available for obligations of five years that funds projects that create a complete and usable facility and encompasses one or more of the following: (1) erection, installation, or assembly of a new facility; (2) addition, expansion, extension, alteration, conversion (facility modification caused by a change in facility utilization), or complete replacement of an existing facility; (3) relocation of a facility from one installation to another; (4) installed building equipment made a part of the facility;

(5) related site preparation, excavation, filling, landscaping, or other land improvements; (6) foundations, site work, and utility work associated with the setup of relocatable buildings in accordance with Army Regulation 420-18; or (7) demolition of existing facilities when associated with one of the actions listed above. (Note: Restrictions are listed in National Guard Regulation 415-5, paragraph 1-5, Statutory and Regulatory Limitations.)

Medicare Eligible Retiree Health Fund Contribution

The MERHC is a one-year appropriation used to finance the cost of TRICARE benefits accrued by National Guard service members. Payment of MERHC is for current military personnel in accordance with the FY01 NDAA (Public Law 106-398). This account is a restricted allotment for use by Defense Finance and Accounting Service, Indianapolis. The ARNG is required to maintain appropriate balances in these accounts to cover the MERHC accrual costs associated with projected military personnel strength in each fiscal year. Accrual costs will be determined based on the full-time and part-time rates determined by the MERHC Board of Actuaries multiplied by the projected average monthly end strength.

FY13 ARNG Financial Stewardship Efforts

The ARNG had several financial efforts in FY13; highlighted below are just a few from the ARNG Comptroller Division throughout the year. The remainder of the section focuses on Audit Readiness and how the ARNG is leaning forward to be Audit Ready.

Army National Guard Financial Services

The ARNG Financial Services branch is the organizational unit of the ARNG that is primarily responsible for monitoring and evaluating the ARNG's processes and procedures utilized by the 54 states and territories and the District of Columbia to manage and execute federal funds. The ARNG Financial Services branch represents the critical link between the Army and the ARNG policy makers as it relates to financial management and accounting operations. Field operations is a critical part of the agency's responsibility to ensure stewardship and accountability over taxpayer dollars through prudent financial management and oversight. The command and staff relationship is as a Field Operating Agency under the Chief of the National Guard Bureau. The channels of communication require liaison and direct communication with Army elements, the Adjutant Generals, state Chiefs of Staff (CoS), U.S. Property and Fiscal Officers (USPFO), and other government and private agencies engaged in financial management services as related to management of federal funds.

Financial Services Successful Efforts in FY13:

- Throughout FY13, the MILPAY Ombudsman "team" successfully resolved a total of 47,718 Active and Reserve military pay cases. This equates to approximately 114,728 transactions with a 99.3 percent accuracy rating on all transactions. The ARNG Ombudsman office maintains a rapid turnaround time on all cases with a projected average of 21 days or less per case.
- The travel section provides support to the following systems: Integrated Automated Travel System (IATS), Defense Travel System (DTS), and General Fund Enterprise Business System

(GFEBS). The Section participated in developing requirements for Next Generation DTS. The information provided to USPFOs shows the processing trends of travel vouchers being processed within five days and the amount of rebates received by USPFOs based on meeting the five processing day and dollar delinquent thresholds as successful performance metrics.

- The GFEBS ARNG Tier II helpdesk was successful in implementing new standards that other major commands have established and assigning dedicated GFEBS helpdesk personnel to support their end users. The ARNG Tier II helpdesk has been successful in the resolution of GFEBS remedy tickets, performance reporting, governance, risk and compliance monitoring (pertaining to separation of duties), and identification of problem areas requiring additional training aids to assist ARNG end users.
- The Operational Review Program (ORP) team conducted on-site reviews of financial operations at the 54 states and territories and the District of Columbia. Reviews included reviewing processes, documentation, and system implementation, and assisting with each site's issues. The ORP team provided automated ORP results to each location to assist staff accountants in conducting analyses.

Global Combat Support System-Army and GFEBS Interface

Global Combat Support System-Army (GCSS-A) is a single system that interfaces with GFEBS and contains the functionality associated with the business areas of supply, maintenance, property, and tactical finance. GCSS-A is an integrated multi-component system where users with access and permissions can log in and perform their business area missions regardless of their position in the modular structure or location throughout the world. The ARNG participated as a financial expert with the GCSS-A deployment team and is establishing joint memorandums between directorates to clarify operations. The relationship between GFEBS and GCSS-A is interfaced to make funds available to Funds Centers that normally take place in the GFEBS environment. The GCSS-A status of funds, asset activity, cost data, and trial balance data will be sent to GFEBS for consolidated reporting.

The Resource Management Training Center

The Resource Management Training Center (RMTC) is located at the National Guard Professional Education Center (PEC) in Little Rock, Arkansas. The purpose of the RMTC is to integrate the ARNG's resource management policies, programs, and doctrine into a validated and viable training platform. There are 14 resident core courses, from Accounting 101 to the Supervisory Financial Technician Course. The RMTC successfully graduated over 3,200 students in FY13. The overall mission is to provide relevant training to resource managers at all levels for successful fund management throughout the ARNG.

Budget Formulation and Budget Execution - NDAA FY12, Section 808

The ARNG has enacted procedures from NDAA FY12, Section 808 (temporary limitation on aggregate annual amount available for contract services). Essential review and 100 percent compliance by all

stakeholders are the focus of the regulations, ensuring proper coding, reclassification of funds, and specified amounts.

GFEBS and its Role in Audit Readiness

The ARNG’s GFEBS transition began in FY10 with data validation and training of more than 15,000 ARNG end users. End-user training and data validation continued through FY11, requiring end users to complete numerous computer-based training and instructor-led training requirements before being granted access to the system. The ARNG achieved full system implementation on July 1, 2011, for all 54 states and territories and the District of Columbia. Fiscal Year 2012 was the first full year for GFEBS use across the ARNG, replacing the Standard Finance System (STANFINS) as the financial system of record. The GFEBS use will facilitate ARNG achievement of Statement of Budgetary Resources (SBR) audit readiness by the end of FY14.

Improving Audit Readiness

The ARNG is focusing on the following priorities to empower/improve audit readiness and achieve financial auditability:

- Improve budget execution processes that affect the SBR
- Verify the existence and completeness of mission-critical assets and asset records
- Maximize the investment in enterprise resource planning systems, such as GFEBS and the GCSS-A
- Continue to develop training aids; conduct analysis; provide presentation-ready briefs reflecting a state’s current status to achieve an auditable financial statement; conduct on-site visits and video teleconferences; and educate the staff of the USPFO and the Internal Control Administrators (ICA) who also support each state’s Chief of Staff

To demonstrate good stewardship and audit readiness, the ARNG must effectively use resources entrusted to it and be able to account for that use by receiving and sustaining unqualified financial statement audits. Achieving audibility is an important measure of our financial stewardship as reflected in the ARNG’s financial statements. Equally important in today’s tough financial environment, the ARNG must produce reliable financial information for decision making. Achieving audit readiness requires teamwork across many disciplines: resource management, logistics, acquisition, contracting, payroll, and other business functions. Everyone must understand that internal controls are inherent in their jobs. The end state is to be fully auditable by FY17. To reach this goal, the ARNG Comptroller established an internal audit readiness team charged to ensure compliance with requirements of the Federal Financial Management Improvement Act. The ARNG is using the Army’s Financial Improvement Plan (FIP) to implement an audit readiness strategy, priorities, and methodology to achieve audit compliance consistent with DoD’s Financial Improvement Audit Readiness (FIAR) Plan.

The ARNG audit readiness efforts are guided by a detailed framework that allows the ARNG to mitigate risk, correct deficiencies, and achieve and sustain auditability. The major phases of the audit readiness framework include discovery and gap analysis, testing, corrective action, and sustainment. The ARNG Comptroller’s office manages various stakeholder relationships for the

audit readiness effort, including robust communications and training efforts throughout the ARNG.

Auditability is defined as the capability to identify and mitigate risks, produce audit trails with appropriate source documentation, and identify populations to support line items on the financial statements. Auditability is dependent upon accurate and repeatable financial recording practices, with proper internal controls over financial reporting and stewardship transparency. Increased financial oversight and regularly scheduled audits also help prevent fraud, waste, and abuse or exposure of its occurrence.

A transformation is underway. In the last three years, the ARNG has introduced change management in its business operations and will continue to employ change management. The result will be an ARNG that can produce timely, relevant, and accurate financial information that supports the highest standards of military readiness.

Leadership for FIP and FIAR within the Army is exercised by the OASA(FM&C). For the ARNG, financial audit readiness is a top priority, highlighted by LTG Ingram’s fifth Strategic Imperative: Enhance the ARNG’s Core Strengths, Character, and Culture. Specifically, he states, “...our future will be defined by our strong and historical reputation for being good stewards of resources, good neighbors and trusted leaders...”

Is Audit Readiness New?

No. The requirement for federal departments and agencies to achieve financial auditability has its genesis in legislation dating back to the 1980s, as the following timeline depicts.

Figure 8
Legislative History

Legislative History

1982	Federal Managers’ Financial Integrity Act (FMFIA) of 1982
1990	Chief Financial Officers (CFO) Act of 1990
1993	Government Performance and Results Act (GPRA) of 1993
1994	Government Management Reform Act (GMRA) of 1994
1996	Federal Financial Management Improvement Act (FFMIA) of 1996
1996	Clinger-Cohen Act (CCA) of 1996
2006	Office of Management and Budget Circular A-123 (OMB A-123), Appendix A, Effective FY06
2010	Government Performance and Results Act (GPRA) Modernization Act of 2010
2013	National Defense Authorization Acts (NDAA FY 09, 10, 11, 12, 13)

What is the ARNG's Role in Audit Readiness?

Mission Statement

Provide audit support for the states, ARNG Arlington Hall Station program managers, and NGB Joint Staff in order to posture the ARNG for audit testing and to successfully achieve an unqualified audit opinion for SBR no later than FY14 and all financial statements no later than FY17.

Mission

Comply with legislation and OMB and DoD directives driving attainment of an unqualified audit opinion by establishing an ARNG-dedicated Audit Readiness (AR) Team to sustain the enduring requirement to remain auditable. The team will: provide training; conduct in-depth analysis of audit failures and identify successes; develop ARNG job aids; examine processes and provide suggestions for improved business processes that allow for better internal controls; and provide each division with end-user assistance in conducting research and finding the data that passes the audit test; verify data samples meet the audit standards.

End-State

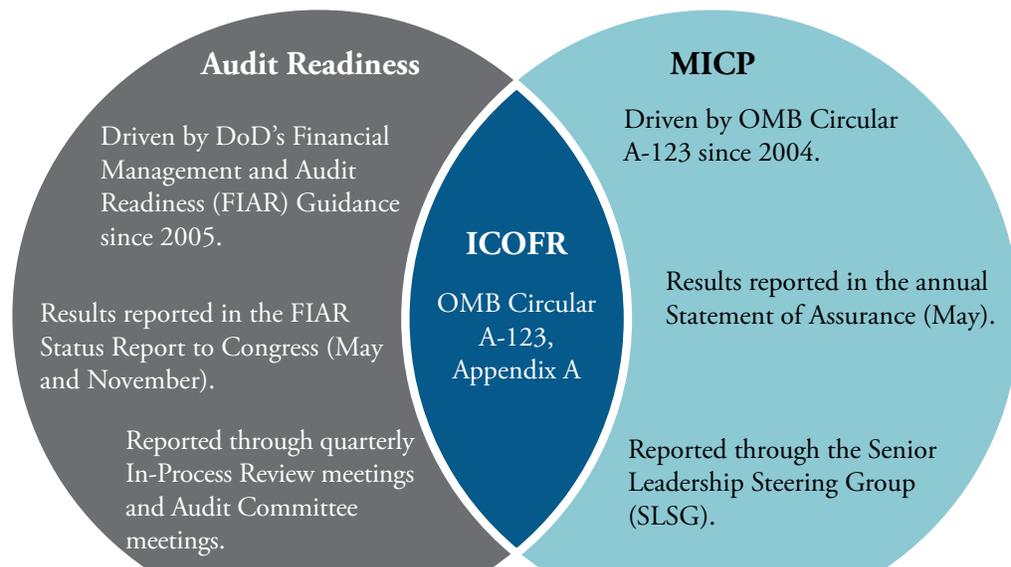
The goal is to consistently analyze, train, and sustain an auditable organization, while developing and implementing standardized processes that establish strong internal controls to comply with the Army's monthly testing and receiving an unqualified audit opinion from an independent public accountant.

Financial Improvement Plan

The Army provides regular updates to business process quarterly reports maintained in the FIP. That database includes updates on audit readiness activities, information on upcoming training, and other current financial management topics. To be clear, the ARNG effort to become auditable is about more than just receiving a clean opinion. When the ARNG better manages its resources, leaders can rely on accurate and timely financial data to make better-informed decisions, especially in tight fiscal times. A clean audit opinion shows the ARNG is accountable to taxpayers and better justifies future funding requests to Congress. Efficiently managing resources allows the ARNG to better support Soldiers and their missions.

Figure 9
Audit Readiness Integration

Audit Readiness Integration



The goal of audit readiness efforts are to have a Statement of Budgetary Resources auditable by 2014 and all financial statements by 2017. Once the goals are achieved, audit readiness sustainment will be managed through Internal Controls Over Financial Reporting (ICOFR) and the Managers' Internal Control Program (MICP).

Statement of Budgetary Resources

The SBR is designed to provide information on authorized budgeted spending authority as reported in the President’s Budget, including budgetary resources, availability of budgetary resources, and how budgetary resources have been used. The SBR, one of four principal federal financial statements, reports information on how the ARNG made funds available and the status of those funds. It is the only financial statement derived from an entity’s budgetary accounts in accordance with budgetary accounting rules, which are established by the Generally Accepted Government Auditing Standards for the federal government. In addition, the SBR:

- Provides information regarding how budgetary resources are made available and executed
- Improves budgetary information—deemed most useful to the Department’s decision makers
- Focuses to improve budgetary processes and financial information to obtain an unqualified audit opinion

Figure 9 depicts the integration of the Managers’ Internal Control Program (MICP) with audit readiness and how they overlap. This integration is beneficial to leaders at all levels.

Audit Readiness Teams—Site Visits

In September 2013, LTG Ingram issued guidance (Figure 10) to all Adjutant Generals and Chiefs of Staff outlining the ARNG Comptroller’s plan to integrate the AR team with the state ICAs. Starting in FY13, AR teams began site visits and direct coordination with each state ICA as well as those in the territories and the District of Columbia. While this is still underway, valuable findings and corrective actions have been implemented across the ARNG. The teams have documented business processes, tested internal controls on processes that contribute information to the financial statements, and provided corrective actions to address weaknesses within the processes. The AR teams coordinated with ICAs and other internal review officials, supervisory auditors, state staff accountants, mission support elements, and various directorates to arrange site visits and implement and report corrective actions.

Efforts to eliminate property accountability inefficiencies at the local level have generated feedback to mitigate material weaknesses

across the ARNG. Without an accurate understanding of resources, the ARNG cannot properly plan for the future and will have more difficulty justifying funding.

Figure 10
Audit Readiness Teams

Audit Readiness Teams



Summary

The ARNG leadership is committed to achieving SBR audit readiness in FY14 and full auditability by FY17. Through ARNG leadership directives and implementing guidance from the Army, the ARNG must be able to prove it is a responsible steward of taxpayer dollars through a financial audit. The ability for the ARNG to obtain an unqualified opinion/clean audit opinion of its financial statements will only support future justification of out-year funding to man, train, and equip ARNG Soldiers.



Operational Readiness

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The ARNG continues to embrace its role as both a member of the Total Army and a force in support of governors for state missions. The Army Guard has demonstrated that it is integral to the nation's operational force and is central to the way the Army builds readiness, responds to national security crises, and, ultimately, goes to war. The ARNG mobilized over 17,300 Soldiers in FY13 as the Army maintained a steady demand for Guard units of all types. In all, there have been more than 523,000 ARNG Soldier mobilizations since September 11, 2001.² Additionally, over 12,300 Guard Soldiers were mobilized in FY 13 in support of Army Service Component Commands (ASCC) worldwide, totaling over 234,200 man-days.³

The ARNG remains the military's first responder and force of choice for domestic disaster and emergency response operations. Defense Support of Civil Authorities (DSCA) covered domestic operations which encompassed Superstorm Sandy, wildfires and flooding in Colorado, tornadoes in Oklahoma, wildfires in California, winter storm support—all while supporting the war effort and ongoing operations overseas. The ARNG continued to support enduring domestic missions such as assisting the Department of Homeland Security in securing the Southwest Border and providing integrated air defense over the nation's capital.

This operational tempo has resulted in an unprecedented level of combat and operational experience within the ARNG. Senior leaders agree that the nation should preserve its investment in the ARNG through continued operational use, modern equipment, and realistic training.

Support to the Homeland

A Hometown Force: Defense Support of Civil Authorities

The ARNG continued its tradition as a proven, ready, capable, and cost-effective force for national security and domestic response in FY13. Wildfires and extreme weather response and recovery marked significant contributions from the ARNG in support of governors and the nation. Defense Support of Civil Authorities is authorized by USC Title 32, and doctrine for DSCA actions are in Joint Publication 3-28. The ARNG's participation in both planned

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2. U.S. Army Mobilization and Deployment Information System (MDIS) database.

3. Man-days and Soldiers deployed: Duration of mobilization varies from a few days to a few months based on Mission requirements.

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Soldiers from Bravo Battery, 1st Battalion, 101st Field Artillery, Massachusetts ARNG conduct a battery jump at Fort Drum, New York on August 11. A battery jump is conducted when an artillery unit needs to pick up quickly from one firing position and move to another and begin firing with minimal delay. (Photo by 1LT Jeffrey Rivard)

support and unplanned disaster response missions over the past year demonstrated once again the value of the ARNG in responding to state and federal mission requirements. All of these missions were conducted in either state active duty (SAD) status or through tailored matching of individual or unit capabilities to mission requirements.⁴ The ARNG's DSCA capability during FY13 was demonstrated during these major events.

Table 1
FY13 DSCA

Defense Support of Civil Authorities

Mission	Soldiers
Hurricanes/Tropical Storm Support	14,168
Winter Storm Support	3,155
Floods	1,221
Wildfires	972
Tornado and Storms	533
Soldiers Support to Law Enforcement	419
Soldiers Key Asset Protection	273
Soldiers Support to Southwest Border	219
Soldiers Search and Rescue	136
Total	21,096

Note: Not all DSCA missions are annotated above



Colorado Army National Guardsmen from the 2nd Battalion, 135th General Support Aviation at Buckley Air Force Base in Aurora, Colorado, and civilian rescue personnel unload evacuated residents from Colorado flood zones from a Colorado Army National Guard CH-47 Chinook helicopter at the Boulder Municipal Airport in Boulder, Colorado, September 13. (Photo by SGT Joseph K. VonNida)

Federal Support At Home: Homeland Defense and Security

Chemical, Biological, Radiological, and Nuclear Program

The ARNG is the military's first responders when a chemical, biological, radiological, or nuclear (CBRN) event occurs in the United States. Formed under specific statutory authority, ARNG Weapons of Mass-Destruction Civil Support Teams (WMD-CSTs) support civil authorities at a domestic CBRN incident site by identifying CBRN agents/substances, assessing current or projected consequences, advising on response measures, and assisting with appropriate requests for additional follow-on state and federal military forces. Units can also provide immediate response for intentional and unintentional CBRN or hazardous material (HAZMAT) releases and natural or man-made disasters that result in, or could result in, catastrophic loss of life or property. Weapons of Mass-Destruction Civil Support Teams are a 24-hour, full-time force; advance teams are able to deploy within 90 minutes of an incident, with the main body of the team arriving on the scene within three hours.

There are 57 WMD-CSTs located in every state and territory and the District of Columbia. Each WMD-CST is comprised of 22 full-time, Title 32 Active, Guard, and Reserve (AGR) ARNG and ANG personnel. The distribution of personnel on average is 18 ARNG and 4 ANG personnel, employed in 14 Army MOS or comparable Air Force Specialty Codes. Weapons of Mass-Destruction Civil Support Team members receive more than 650 hours of HAZMAT and high-tech training from agencies such as the Federal Emergency Management Agency (FEMA), the Department of Energy, the Department of Justice, and the Environmental Protection Agency. The unit is divided into six sections: command, operations, communications, administration/logistics, medical/analytical, and survey.

A unit's assigned transportation includes a command vehicle, an operations trailer, a communications vehicle called the Unified Command Suite (which provides a broad spectrum of secure communications capabilities), an Analytical Laboratory System vehicle (containing a full suite of analysis equipment to support the complete characterization of an unknown hazard), and several general purpose vehicles. The WMD-CST normally deploys using its assigned vehicles or can be airlifted as required.

In FY13, units responded to 741 immediate response and standby mission support requests. One hundred twenty-six immediate responses included:

- 83 CBRN incidents
- 7 natural disasters
- 34 man-made incidents

Six hundred fifteen standby missions included support for the Presidential debates, 57th Presidential Inauguration, Asian Pacific Economic Conference, Dali Lama visit, United Nations General Assembly, Super Bowl XLVII, Boston Marathon, numerous sporting venues, and state special security events.

4. DSCA for federal and state response in USC, Title 32, section 502(f) and SAD. Data source: National Guard Coordination Center's Domestic Operation Tracker and state status reports.

In addition to WMD-CSTs, the ARNG provides additional CBRN response capabilities. The ARNG contributes to the Title 10 CBRN response by sourcing the Command and Control CBRN Response Element - Bravo. This response element is composed of 2,244 ARNG soldiers from seven states. On order the element would be tasked with search and rescue, chemical decontamination, and mission command of follow on units responding to a chemical, biological, or nuclear event inside the Homeland. The Homeland Response Force is a Title 32 response composed of 10 units with 5,770 personnel--577 personnel in each unit--conducting search/rescue, decontamination, emergency medical, logistical support, mission command, and Facilities Search and Recovery. Command and Control (C2) CBRN Consequence Response Elements A and B teams are made up approximately 2,244 personnel, providing direct lifesaving services to include CBRN Assessment, search and rescue, decontamination, emergency medical, security, and logistical support.

All-Hazards Response Mission

The new Domestic All-Hazards Response Team Coordination Cell (DCC) that supports the Defense All-Hazards Response Mission enables the ARNG to identify available resources for all-hazards response. This is achieved through continuous assessment and coordination of state disaster response plans and capabilities. The DCC identifies scalable, capability-based ARNG forces at the state and unit level enabling rapid decision-making at the ARNG and the National Guard Coordination Center for state support requests.

Unique Domestic Missions

National Special Security Events (NSSEs) and Law Enforcement support events are events of regional or national significance. There were several major events that were either designated NSSEs or events of special significance requiring ARNG support in FY13. Nearly 8,100 Soldiers provided security, transportation, logistics services, and aircraft for these events. A few high-visibility events that Soldiers and Airmen supported together included the 57th Presidential Inauguration, National Boy Scout Jamboree, Martin Luther King 50th Anniversary March, Kentucky Derby, and July 4th celebrations. Unique enduring mission support is provided to the National Capital Region with the Integrated Air Defense System; and to each state and territory and the District of Columbia with the Counterdrug Program and the CST support, which operate in multi-functional capacities.

National Capital Region-Integrated Air Defense System

The National Capital Region-Integrated Air Defense System mission for the Homeland Defense (HD) is a CJCS and Headquarters, Department of the Army (HQDA) directed mission through Executive Orders (EXORDs) and belongs to North American Aerospace Defense Command/U.S. Northern Command. It is a multi-service mission that encompasses various government agencies including, but not limited to: Department of the Treasury, US Coast Guard, Office of HD, ANG, and an Army C2 element made up of forces from ARNG Air Defense Artillery Brigades and an ARNG Army Air and Missile Defense Command. Air Defense Artillery units were ordered to deploy to the National Capital Region by the President immediately following the events of September 11, 2001.

The ARNG efforts to protect the National Capital Region include the use of radar, ground-based air defense systems, and communications equipment. Six states supported this mission in FY13 on a rotational basis and will continue to do in the foreseeable future.

Ground Missile Defense Units

Deterrence is the watchword for ARNG missile defense units. The ARNG provides the nation with full-time ground-based missile defense (GMD) capabilities. Soldiers work together daily on space and GMD exercises and missions. In support of GMD, the states supplied equipment and Soldiers; Alaska supported the 49th Missile Defense Battalion with ground-based interceptors, California supported the 100th Missile Defense Brigade detachment with ground-based interceptors, and Colorado supported the 100th Missile Defense Brigade, which acts as an alternate Army missile defense command center.

Southwest Border (Operation PHALANX)

Over the past 20 years, ARNG Soldiers have been serving as a force multiplier, supporting civilian law enforcement and U.S. Border Patrol agencies in securing the Southwest Border. In FY13 the mission consisted of Aerial Detection and Monitoring task forces, criminal analysts, and other mission command and liaison personnel. A new task organization saw mission command elements from Arkansas, Georgia, Nebraska, and other states transition to Texas and Arizona to provide mission command capabilities in coordination with the other border states. Twenty-eight states and territories have rotated more than 300 ARNG Soldiers and 32 aircraft (LUH-72s and OH-58s) in support of the Southwest Border mission. The ARNG was funded \$38.6M, which funded Soldier pay, over 12,600 flying hours with 8,400 on the UH-72 and 4,200 on the OH-58. It is estimated that ARNG, in cooperation with U.S. Border Patrol agencies, were responsible for more than 21,000 apprehensions, 6,800 border turn-backs, as well as 48,000 pounds of marijuana and 250 pounds of cocaine seizures.

Counterdrug Program

The National Guard Counterdrug Program conducts a full-spectrum campaign that bridges the gap between DoD and Non-DoD institutions in the fight against illicit drugs and transnational threats to the homeland. The program contributes military support for local, state, and federal law enforcement agencies and community-based organizations as well as CCDRs.

The Counterdrug Program provides the nation with a mission-ready force to defend the interests of its citizens at home and abroad. The unique military skills of roughly 2,500 Soldiers and Airmen are the key to providing this vital support. They work at all levels of government to anticipate, deter, defeat, and curtail these threats in order to enhance national security and protect society. The National Guard Counterdrug Program personnel are woven into the fabric of communities all across America, operating in 54 states and territories and the District of Columbia. The ARNG received approximately \$180M of the \$280M provided to the Joint National Guard Counterdrug Program by Congress for pay and operations supporting both state and federal missions.

Information Operations, Cyber Operations, and Electronic Warfare

The ARNG develops and invests resources across a broad base of capabilities to include cyber, information operations (IO), space/GMD, electronic warfare, and operations security. The ARNG employs cutting-edge technology and draws Citizen-Soldiers from the best information technology firms in the nation to aid in ensuring the security of the nation. ARNG capabilities include: two ARNG theater IO Groups, two separate field support teams, cyber operations (includes Joint Force Headquarters (JFHQ) Cyber Network Defense Teams and Cyber Protection Teams), and ARNG operational security teams (Mobile Training & Assessment) in the 54 states and territories and the District of Columbia.

Innovative Readiness Training

The Innovative Readiness Training (IRT) Program is a DoD program that allows ARNG Soldiers to perform community projects when the work involves the unit's combat tasks and the requested assistance is not reasonably available from a commercial entity. Typically these projects provide humanitarian assistance to under-served populations, infrastructure support, and medical support. Performing IRT missions provides units real-world operational training while serving the local community. During FY13 the IRT program promoted great partnerships within many different communities. In the state of California alone, the IRT Program served two different Indian Reservations (Santa Ynez/Round Valley). During these two IRT projects the ARNG performed over 600 dental procedures and over 400 medical procedures to underprivileged community members. These procedures saved the community an excess \$200,000. In South Carolina during the Gray Courts IRT Project, there was an excess of 2,000,000 cubic feet of soil moved, increasing the amount of equipment utilized by ARNG members. This increased the overall readiness of Soldiers. The IRT program supports not only members on orders for the IRT project but members of the ARNG during drill weekends that are local to the projects. In FY13 the IRT program executed 16 projects with an overall budget of \$3.2M.

Supporting and Sustaining Capabilities

ARNG Watch Center/Operations Center

The ARNG Watch Center has been a critical asset for the ARNG as it synchronizes and reacts to current operations with the Army, states, and government agencies, such as FEMA, in order to integrate key aspects of the ARNG Domestic Operations. The center operates 24-hours per day in order to continually maintain situational awareness on events requiring ARNG response. The Operations Division has published over 500 Serious Incident Reports in FY13. The Watch Center located in the Joint Building is part of Arlington Hall Station where they provide daily reports to the chain of command and senior ARNG leadership. The Center also manages policies, procedures, and capabilities to ensure the ARNG's critical operations are continued in the event of an emergency. The Watch Center is manned by 13 personnel and is funded annually at \$1.4M to pay for operations and maintenance of the Watch Center.

Force Protection

The ARNG Force Protection Program provides the 54 states and territories, District of Columbia, and Arlington Hall Station

with guidance and funding to safeguard personnel, facilities, equipment, operations, and materiel against hostile intelligence, terrorists, and other criminal, dissident, or disruptive activity. The ARNG distributed approximately \$95M to support the Physical Security (PS), Antiterrorism, Law Enforcement, Military Working Dog (MWD), Emergency Management (EM), and Critical Infrastructure Risk Management (CIRM) Programs.

The PS Program provided physical protective and security procedural measures including security guards, electronic security systems, explosive detection devices, and management planning functions that supported installation access control and arms, ammunition, and explosives security. This program distributed \$83.5M to support access control at 190 installations and facilities to 70 percent of the critical requirement and to support intrusion detection systems for more than 3,800 stand-alone arms, ammunition, and explosive storage facilities. The program provided critical training in PS planning and inspections to 280 ARNG Soldiers and civilians.

To protect against terrorism, the Antiterrorism Program focuses on risk management, planning, training and exercises, comprehensive program review, and the conduct of random Antiterrorism measures as defensive procedures. This program disbursed \$6.7M to support Antiterrorism Program Coordinators and Higher Headquarters Antiterrorism Program reviews to the 54 states and territories and the District of Columbia. Additionally, the Antiterrorism Program distributed \$900,000 to support training and exercises for 400 ARNG Soldiers and civilians.

The MWD Program provided \$80,000 to support the health and welfare, training, and equipping of three narcotic teams, three explosive detection teams, and a kennel master team. ARNG MWDs support federal, state, and local law enforcement including the Secret Service and Coast Guard. The MWD Program also deployed two MWD teams to Afghanistan in support of Operation Enduring Freedom (OEF).

The EM program supports the planning, execution, and management of response efforts to mitigate the effects of all-hazard incidents, including natural and man-made disasters on, or affecting, ARNG installations. This program disbursed \$2M for seven regionally aligned EM experts and support staff to assist the 54 states and territories to prepare and improve installation EM plans. Funding also provides for lifecycle management of Army Emergency First Responder Program (AEFRP) training and equipment. Lifecycle funds are used to maintain or replace AEFRP equipment. Equipment includes chemical protective suits, respirators, and chemical/biological detection equipment. Army Emergency First Responder Program equipment is strategically positioned at 19 ARNG installations throughout the nation.

The CIRM program is responsible for identification, prioritization, validation, and risk assessment of ARNG owned and/or operated critical infrastructure assets across the nation and to enter, update, monitor, and track these assets in the Strategic Mission Assurance Data System, the DoD system of record for the tracking of critical assets. The CIRM executed \$1.7M to support three Critical Infrastructure Protection-Mission Assurance Assessment (CIP-MAA) teams that conduct all-threats and all-hazards risk

assessments of DA prioritized assets vital to DoD. The CIP-MAA teams based in Colorado, West Virginia, and New York provide risk assessments of critical infrastructure assets deemed vital to mission success.

Support to the Combatant Commanders

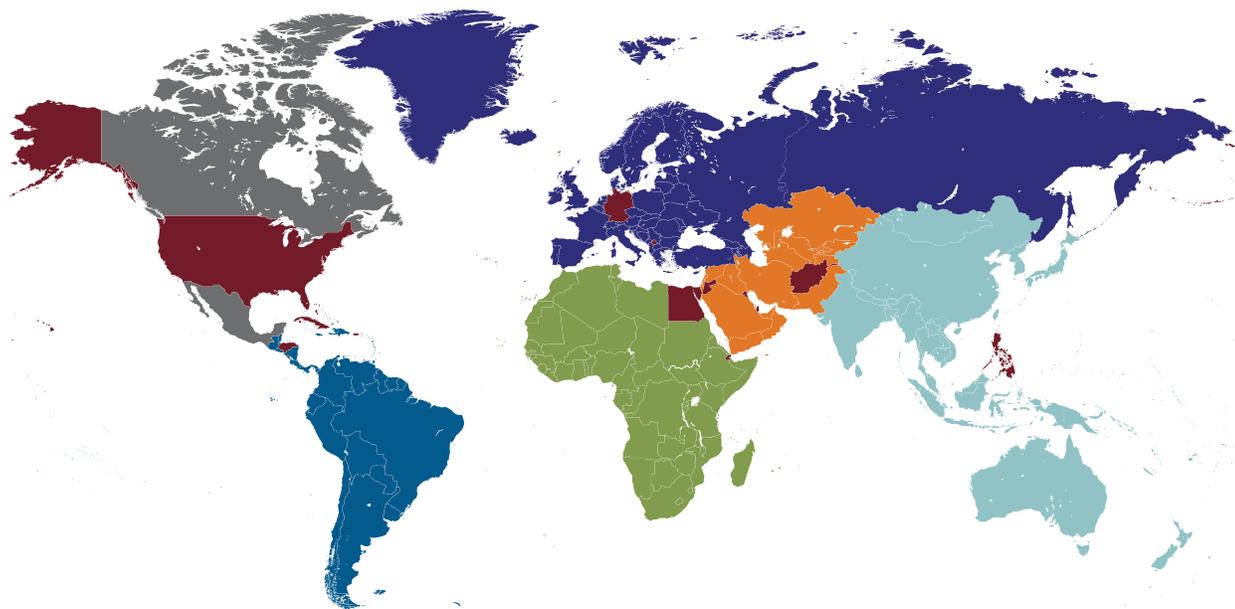
Overseas Contingency Operations

The ARNG deployed over 17, 300 Soldiers to support contingency operations in support of CCDRs worldwide. The majority of these mobilizations supported OEF. As combat forces continue to draw down and major combat operations end in Afghanistan, the ARNG remains postured to support mission requirements for OEF as well as other missions worldwide. The ARNG continues to alert units as required and conduct pre-mobilization training while deployed units are preparing to redeploy and conduct post-mobilization activities.⁵

With the end of combat operations and the drawdown in Afghanistan, demand for military units from all the services and components will decrease (barring another unforeseen contingency). In addition, funds provided for OCO, including funds for equipment and facilities modernization, enhanced training, and the deployments themselves, will continue to decline. In order for the ARNG to maintain the combat skills and deployment capabilities it has gained at great expense over the last decade, and in order to capitalize on the nation's investment in a modern, well-equipped, and ready ARNG, the ARNG must continue to participate in real-world operational missions.

Figure 11
ARNG Support to Contingency Operations
in FY13

ARNG Support to Contingency Operations in FY13



Total 17,318					
USCENTCOM	Afghanistan	10,294	USCENTCOM	Jordan	1
USCENTCOM	Bahrain	171	USEUCOM	Kosovo	243
USSOUTHCOM	Cuba	520	USCENTCOM	Kuwait	4,520
USAFRICOM	Djibouti	33	USPACOM	Philippines	62
USCENTCOM	Egypt	547	USCENTCOM	Qatar	514
USEUCOM	Germany	1	USNORTHCOM	United States	313
USSOUTHCOM	Honduras	99			

5. USA Today News Briefing, February 13, 2013. <http://www.usatoday.com/story/news/politics/2013/02/12/obama-afghanistan-34000-troops/1912435/>

Table 2
FY13 Support to ASCC

FY13 Support to Army Service Component Commands

Commands	Exercise, Training Events & Programs	Soldier Deployments
U.S. Army North (USANORTH)	12	6,147
U.S. Army South (USARSO)	9	1,550
U.S. Army Europe (USAREUR)	15	1,634
U.S. Army Africa (USARAF)	11	385
U.S. Army Special Operations Command (USASOC)	6	174
U.S. Army Central (USARCENT)	4	119
U.S. Army Pacific (USARPAC)	20	2,312

Notes: 1. Exercises and training events can vary greatly in duration. This is tracked by Man-days = 8 hours. FY13 support to ASCCs was approximately 234,276 man-days.

2. Source data is from The Army Training Information Management System (ARTIMS).

Overseas Deployment Training

The Overseas Deployment Training Program includes Overseas Mission Support, participation in Exercises, Joint Exercise Programs, and other training opportunities as sourced through the Army Training Information Management System. The objective of the program is to conduct challenging, realistic, unit-based, collective mission-essential tasks training while providing critical capabilities to (ASCC). The ARNG participated in over 77 Exercises and Training events in support of ASCCs deploying just over 12,300 Soldiers worldwide.

Reserve Component Sustainment Training

Reserve Component Sustainment Training (RCST) provides additional training days to fully participate in approved ASCC and ARNG training events in support of Army Force Generation (ARFORGEN) training strategies. The RCST Program involves training personnel employed as teams, units, or individuals. This program is a key enabler that allows ARNG units to focus on training during IDT and Annual Training (AT) periods with significantly reduced distractions. Overall the program provides the resources to support a wide range of ARNG administrative, training, logistical, and planning tasks necessary to achieve readiness goals in an efficient and highly effective manner.

The program provides for planning and support of:

- Readiness training exercises (e.g., Golden Coyote, Vibrant Response, Unified Resolve)
- Mobilization exercises, support in exercise and planning activities
- Training deployments and Combat Training Center (CTC) support
- Command support functions
- Short tours directly affecting readiness
- Aviation simulation training and support

United States Special Operations Command

The ARNG’s 19th and 20th Special Forces Groups (SFGs) and the eight Special Operations Detachments (SODs) directly support the Combatant Commands (COCOM) worldwide through U.S. Special Operations Command (SOCOM). ARNG projects realigning existing structure to create two additional SODs to provide support to Northern Command and Joint Special Operations Command.

In FY13, there was one ARNG Special Forces battalion-sized deployment in support of OEF. Additionally there was a company-sized deployment in support of other OEF-associated missions within Central America. There were two ARNG SODs employed as SOCOM

Elements supporting OEF-Afghanistan. The ARNG SODs are forecast to continue their deployments in support of OEF-Afghanistan, in order to provide unique capabilities and allow the Active Component (AC) forces a more substantial boots-on-ground-to-dwell ratio. Elements of both SFGs also conducted smaller deployments to various locations within Central and South America, the Pacific Rim, and Africa. Army National Guard special operations forces were also active in the counter narcotics fight, supporting four ongoing commitments in Southeast Asia.

Each ARNG SFG also supported a number of joint combined exchange for training events at the Operational Detachment-A, or “A-Team” level in over 15 countries, including: Moldova, Macedonia, Bulgaria, Thailand, Cambodia, Maldives, Philippines, Korea, Bangladesh, Morocco, El Salvador, Belize, Trinidad & Tobago, Paraguay, and Dominican Republic. Participation in CJCS exercises included Eager Resolve (Qatar), Eager Lion (Jordan), Cobra Gold (Thailand), Key Resolve (Korea), and Ulchi Freedom Guardian (Korea) for the 19th and 20th SFGs. The two SFGs utilized nearly \$17.3M in NGPA for the successful execution of 37 combined training missions with foreign national participants including joint exchanges with the United Kingdom Special Operation Forces, Danish Home-guard, and Australian 1st Commando Regiment, and supporting Canada’s major exercise Maple Resolve, as well as conducting a multitude of Special Forces-specific/pre-mobilization training and exercises.

In FY13, the ARNG SODs used more than \$5.5M NGPA funds in support of worldwide requirements. The SODs are oriented to their Theater Special Operations Commands within each of the geographical COCOMs, as well as SOCOM. They are capable of forming the Army nucleus of a combined Joint Special Operations Task Force and/or individual staff augmentation, which can quickly and exponentially multiply a theater’s special operations force capabilities.

Strengthening Interoperability with Allies

State Partnership Program

In FY13, the National Guard State Partnership Program (SPP) celebrated its 20th Anniversary following the release of the 2012 Defense Strategic Guidance, which encouraged low-cost, soft-power options focused on shaping the security landscape. As one of over 100 DoD security cooperation programs, SPP is without equal in return on investment, versatility, cost-effectiveness, and enduring value in direct support of geographic CCDR goals. It has become a proven model for building long-term relationships that promotes regional security while addressing national security needs—all at minimal cost.

Admiral James Stavridis, Commander of U.S. European Command, in testimony to the House Armed Services Committee and the Senate Armed Services Committee in March, referred to SPP as “unmatched” and “bang for the buck, one of the best things going.” Over the past 20 years, the ARNG has achieved great success through the various partnerships while supporting U.S. foreign policy objectives. By linking U.S. states with designated partner countries, the SPP promotes access, improves interoperability, enhances the principles of responsible governance, and builds partner capacity to meet 21st century security challenges.

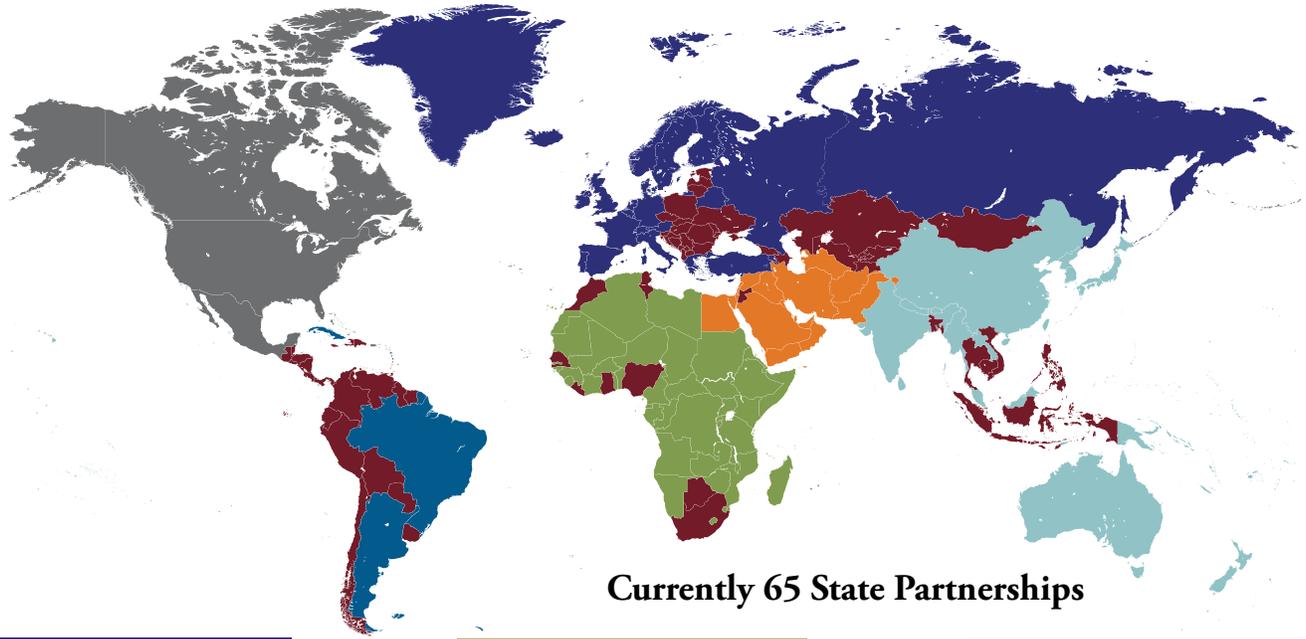
Through SPP, both the ARNG and ANG conduct military-to-military engagements in support of defense security goals. The National Guard and its SPP partner countries engage in a broad range of military-to-military and interagency activities that are scalable by way of local, state, and national conduits. Program partners engage in security cooperation activities in areas such as HD/security, disaster response/mitigation, consequence/crisis management, interagency cooperation, border/port/aviation security, fellowship-style internships, and combat medical events that lead to training and exercise opportunities. Activities are coordinated



North Carolina state Senior Enlisted Leader Army Command SGM John Swart talks with a Botswana Defence Force soldier in a recent visit Swart made during a State Partnership Program (SPP) engagement in the southern Africa country. As mobilizations overseas continue to trend downward, the North Carolina Army National Guard continues to examine ways in which they can continue to sustain their current readiness and training proficiencies by using their SPP. (Photo courtesy of North Carolina National Guard)

Figure 12
State Partnership Program

State Partnership Program



Currently 65 State Partnerships

USEUCOM - 22

- Alabama / Romania (1993)
- California / Ukraine (1993)
- Colorado / Slovenia (1993)
- Georgia / Georgia (1994)
- Illinois / Poland (1993)
- Indiana / Slovakia (1993)
- Iowa / Kosovo (2011)
- Kansas / Armenia (2002)
- Maine / Montenegro (2006)
- Maryland / Estonia (1993)
- Maryland / Bosnia (2003)
- Michigan / Latvia (1993)
- Minnesota / Croatia (1996)
- New Jersey / Albania (2001)
- North Carolina / Moldova (1996)
- Ohio / Hungary (1993)
- Ohio / Serbia (2005)
- Oklahoma / Azerbaijan (2002)
- Pennsylvania / Lithuania (1993)
- Tennessee / Bulgaria (1993)
- Texas, Neb / Czech Republic (1993)
- Vermont / Macedonia (1993)

USNORTHCOM - 1

- Rhode Island / Bahamas (2005)

USAFRICOM - 8

- California / Nigeria (2006)
- New York / South Africa (2003)
- North Carolina / Botswana (2008)
- North Dakota / Ghana (2004)
- Michigan / Liberia (2009)
- Utah / Morocco (2003)
- Vermont / Senegal (2008)
- Wyoming / Tunisia (2004)

USCENTCOM - 5

- Arizona / Kazakhstan (1993)
- Colorado / Jordan (2004)
- Mississippi / Uzbekistan (2012)
- Montana / Kyrgyz Republic (1996)
- Virginia / Tajikistan (2003)

USPACOM - 7

- Alaska / Mongolia (2003)
- Hawaii, Guam / Philippines (2000)
- Hawaii / Indonesia (2006)
- Idaho / Cambodia (2009)
- Oregon / Bangladesh (2008)
- Oregon / Vietnam (2012)
- Washington / Thailand (2002)

USSOUTHCOM - 22

- Arkansas / Guatemala (2002)
- Connecticut / Uruguay (2000)
- Delaware / Trinidad-Tobago (2004)
- District of Columbia / Jamaica (1999)
- Florida / Venezuela (1998)
- Florida / Guyana (2003)
- Florida, Virgin Is. / RSS* (2006)
- Kentucky / Ecuador (1996)
- Louisiana / Belize (1996)
- Louisiana / Haiti (2011)
- Massachusetts / Paraguay (2001)
- Mississippi / Bolivia (1999)
- Missouri / Panama (1996)
- New Hampshire / El Salvador (2000)
- New Mexico / Costa Rica (2006)
- Puerto Rico / Honduras (1998)
- Puerto Rico / Dominican Rep. (2003)
- South Carolina / Colombia (2012)
- South Dakota / Suriname (2006)
- Texas / Chile (2008)
- West Virginia / Peru (1996)
- Wisconsin / Nicaragua (2003)

*Regional Security System

through the CCDRs, U.S. Ambassadors' country teams, and other agencies as appropriate to ensure ARNG cooperation is tailored to meet U.S. and international partners' objectives.

The SPP delivers strategic return on investment by establishing a network of partners willing to share the burden of regional and global security, thereby providing targeted and tangible benefits to accomplish security cooperation goals and objectives. Co-deployments with partner countries create new contributors to the maintenance of international security. Twenty-eight SPP partner countries from

Europe, Asia, Central Asia, and South and Central America have participated in Operation Iraqi Freedom (OIF) and OEF. Sixteen SPP partners have co-deployed forces in over 80 troop rotations ranging from North Atlantic Treaty Organization Military Assistance Teams to embedded support teams. Conducting SPP activities enables the ARNG to provide culturally aware Soldiers and Airmen who are organized, trained, and equipped for joint and interagency operations (stability, security, transition, and reconstruction), irregular warfare, and conventional missions around the world.

The program requires necessary funding to maintain two new partnerships per year as specified in the SPP Five Year Strategic Plan and Resource Allocation Model. Full funding for SPP is estimated to be \$35M to enhance current security cooperation activity levels and add two new partnerships per year. Current FY13 funding is \$14M. The out-year estimate of \$35M provides the opportunity for the ARNG to maintain global outreach with a robust and codified training regimen, maintaining full engagement of SPP at the state, DoD, and Department of State levels.

There are currently 65 partnerships as of FY13. Despite funding challenges, expansion of the program continues with new partnerships expected in FY14. The SPP will continue to promote defense reform and modernization and provide a training venue for ARNG forces and personnel in meeting Joint and Service doctrine and training requirements. It has proven itself a distinctive and valuable engagement asset that will continue to pay dividends to peace and security for many years to come, thanks largely to all the men and women from partner states, territories, and partner countries who have laid the foundation during its first 20 years of success.

Theater Security Cooperation

During FY13, the ARNG provided 12,278 Soldiers from 54 states and territories and the District of Columbia to support 72 military exercises in 75 allied countries. Throughout the fiscal year, the ARNG executed in excess of \$44M in support of COCOM priorities to support the theater security cooperation objectives.

Annual Training in Support of Theater Security Cooperation

The AT Program in support of Overseas Deployment Training (ODT) provides the ARNG an opportunity to design and implement initiatives that develop ARNG-unique capabilities and interoperability within a security cooperation (SC) framework. The program provides up to 29 days of manning support to the ASCCs based on Army Training Information Management System sourcing requests generated by the ASCCs and resourced by Forces Command to fill identified plans and programs shortfalls. Sourcing requests in turn provide ARNG units an opportunity to conduct unit-based, collective Mission Essential Task List training in an Outside the Continental United States (OCONUS) status that significantly enhances unit readiness, while fulfilling an ASCC capability requirement. The program promotes ARNG readiness and operational objectives for the 54 states and territories and the District of Columbia, while simultaneously supporting global COCOM, SC, and theater campaign plans.

The AT Program provides pay and allowances, travel, clothing, death gratuity, and incapacitation pay based on statutory AT requirements in support of ARNG Soldiers conducting ODT/SC activities. ARNG Soldiers deploy to meet OCONUS mission requirements under USC, Title 10 status for training and operational activities that primarily consist of exercises, exchanges, and mission support as defined below:

Security Assistance Training Management Team

Through cooperation with the Army Security Assistance Training Management Organization, the ARNG has provided agile,

specialized teams that support Army Security Assistance Enterprise missions in support of Army Campaign Plan and national security objectives. In FY13, nine ARNG Mobile Training Teams, including over 30 Soldiers from five states, have deployed to six SPP partner countries, building partner capacity through the enduring relationships found in SPP, adding equity to the Security Assistance Enterprise that cannot be found within the AC.

Army Global Civil Military Emergency Preparedness

The Army Global Civil Military Emergency Preparedness Program is an Army initiative to build regional and partner nation resiliency against the consequences of disasters using the full-range of U.S. Government foreign assistance resources. The program provides DoD with benign engagement opportunities for partner nations wary of a larger-scale U.S. military presence. The focus is on Emergency Preparedness Phase O, disaster preparedness rather than disaster response, which aligns it most closely with the Army's Security Cooperation mission.

Military Engagement Teams

The ARNG Military Engagement Team pilot program provides a security advise-and-assist capability in support of geographic COCOM's critical mission sets within priority partner nations, aligned with ARNG core competencies. Military Engagement Teams assist Army service component commands and CCDRs to promote regional stability. They do this through assisting developing nations' capabilities as well as build their own economics, transportation, communications, electrical, and civil infrastructure. In FY13, the military engagement concept was executed by 11 states and territories in 17 partner nations.

American, British, Canadian, Australian, and New Zealand Armies' Program

Through organizations like the American, British, Canadian, Australian, and New Zealand Armies (ABCA) Program, the ARNG continues to strengthen its relationships with its closest international partners. The RCs of the organization work through the ABCA Program to identify issues relative to all the forces that can be addressed or mitigated through stronger partnerships. This is demonstrated most recently by military engagements with the Canadian Army, allowing for exercising and maintaining interoperability in order to meet shared strategic objectives, promote stability and security, and defeat persistent and emerging security threats.

Reciprocal Unit Exchanges

The ARNG Small Unit Exchange Program involves two annual reciprocal exchanges of company-size or smaller ARNG elements with designated units from the United Kingdom Territorial Army, Norwegian Home Guard, and German Army. During FY13, two unit exchanges of 143 Soldiers participated in reciprocal unit exchanges. In addition, the Office of the Assistant Secretary of Defense for Reserve Affairs coordinates a Reserve Officer Foreign Exchange Program between the United States, the United Kingdom, and the Federal Republic of Germany. During FY13, 131 Soldiers participated in reciprocal individual exchanges in excess of 2,000 man-days.



Aviation Readiness



The ARNG owns and manages approximately 43 percent of the Army's manned and unmanned aircraft. These assets are a critical force multiplier during OCO and are the most immediately available aircraft to the states and territories for DSCA. Since the terrorist attacks on September 11, 2001, the ARNG has mobilized and deployed all of its combat aviation forces in support of operational needs in Iraq, Afghanistan, Kosovo, Kuwait, Sinai, the Horn of Africa, Germany, and at home. In FY13, ARNG Aviation conducted hundreds of missions OCONUS for OEF, Kosovo Forces (KFOR), and Multinational Force and Observers (MFO)–Sinai; supported the continental United States (CONUS) training exercises; completed over 1,000 stateside domestic operations missions; and conducted intense training of aircrew and aviation units to sustain readiness.

Aviation in Support of Domestic Operations

Every year offers ARNG Aviation a new set of domestic challenges. Requests for aviation personnel, equipment, and supplies were fielded throughout the United States in response to hurricanes, tornadoes, fires, floods, and search and rescue (SAR). In FY13, ARNG Aviation flew 3,607 hours in support of 1,510 civil support missions across the country. These aviation domestic operations efforts included 8,211 ARNG Soldiers working a total of 56,233 man-hours. Specific examples include 1,136 hours flown and more than 2.5 million gallons of water dropped to combat wildfires and 630 hours flown in response to tornadoes, floods, and requested medical evacuation (MEDEVAC) and SAR.

While no major hurricanes (Category 3 or above) made land fall on the continental United States in 2013, Superstorm Sandy scored a direct hit on several northeastern states and caused significant flooding in parts of New Jersey and New York. While preparing to respond, ARNG aviation worked with state Army aviation officers to build a force pool of 231 rotary-wing and 20 fixed-wing aircraft to support the affected states on short notice. The aviation response began with the pre-positioning of assets at Joint Base McGuire-Dix-Lakehurst (JBMDL), New Jersey in a USC, Title 32, 502(f)(1) status to reduce the response time of the aircraft. All aircraft and crews arrived at JBMDL from their respective states within 12 hours of NGB receiving and coordinating the request from FEMA for support. Task Force Guardian provided direct support to FEMA Urban SAR and executed 181 flight hours transporting



In a joint effort, Citizen-Soldiers of the Puerto Rico Army National Guard, Landing Support Specialists from the Marines, and members of the United States Coast Guard, replaced two navigational beacon towers at Red Hook Bay, Virgin Islands, February 28. The towers were sling-loaded by Marines onto Puerto Rico Army National Guard UH-60 Black Hawk helicopters for transport and installation at two locations at Red Hook Bay. Coastguardsmen provided on-site security on board a 55-foot Aids to Navigation Boat and a 22-foot Response Boat-Small. *(Photo by SSG Waldemar Rivera)*



683 passengers and moving 3,800 pounds of cargo. The ARNG flew a total of 814 rotary-wing flight hours in response to the devastation of Sandy and moved 1,243 passengers and 45,000 pounds of cargo.

By direction of the SECDEF, the ARNG deployed rotary- and fixed-wing aircraft to Texas and Arizona in February of 2012 to support the U.S. Customs and Border Protection (USCBP) and Operation Phalanx. This operation began the next month with a transition from ground-based surveillance and detection to more effective aerial detection and surveillance. Soldiers and aviators assigned to the mission continue to detect, interdict, and disrupt Transnational Criminal Organizations/Drug Trafficking Organizations along the U.S. Southwest Border, in support of the Department of Homeland Security and USCBP. Both the legacy OH-58As and new UH-72As, employed by the ARNG on the Southwest Border, are equipped with mission equipment packages that provide unique capabilities for detection and surveillance.

Combat and Theater Aviation Brigades

The ARNG has eight Combat Aviation Brigades (CABs) and four Theater Aviation Brigades (TABs). These are in addition to the 12 CABs and 1 TAB currently organized in the Active Army and USAR. Each CAB has about 2,550 Soldiers including 350 aviators, and each TAB has about 2,300 Soldiers including 400 aviators. All of the eight CABs include HH/UH-60A/L/M Blackhawks, CH-47D/F Chinooks, and AH-64D Apaches. Six of the eight ARNG CABs have an organic Security and Support Battalion, equipped with UH-72A Lakotas. The TABs are equipped with HH/UH-60A/L/M Blackhawks, CH-47D/F Chinooks, and C-23 fixed-wing aircraft, but no AH-64D Apaches. The ARNG also has one stand-alone Air Cavalry Squadron (ACS), consisting of three OH-58D Troops and one UH-60 Troop.

Aviation Training Sites

The Eastern, Western, Fixed-Wing, and High-Altitude ARNG Aviation Training Sites (AATSs) continued to service ARNG aviation training requirements as well augment the Army's overall training capacity to meet both surge and sustainment training needs. During FY13, the AATS trained 1,399 aviators and 573 enlisted crew members, while performing over 19,147 flight hours in support of training courses. The Eastern AATS, at Fort Indiantown Gap, Pennsylvania, focuses on utility and cargo aircraft training. In FY13, the Western AATS, at Marana, Arizona, divested its AH-64 and OH-58 training capabilities and began qualification training for the UH-60 and UH-72A. This reflects the increased Army-wide requirements for training on these utility airframes. Western AATS will conduct all UH-72A training for the Army starting second quarter FY15. The Fixed-Wing AATS (FWAATS), at Bridgeport, West Virginia, conducts graduate-level fixed-wing training on the C-12 and C-26 aircraft. It closed out its graduate training courses for the C-23 in FY13 due to the retirement of this airframe. Fixed-Wing AATS continued training qualifications for Aerial Sensor Operators (ASOs) in support of the ongoing Observe, Detect, Identify, and Neutralize (ODIN) mission in Afghanistan in FY13. The High-Altitude AATS, at Gypsum, Colorado, conducts mountain flying and power management training for aviators of all Army components, as well as other services and nations. This training has proved especially beneficial for those aircrews deploying to Afghanistan and is a critical risk reduction measure

for commanders assigned there. Last year these AATS were joined by the ARNG Unmanned Aircraft System (UAS) Flight Center at Camp Shelby, Mississippi, which conducts unit-level sustainment and collective training for the highly specialized UAS units. As requirements evolve, the AATS provide the Aviation Enterprise with a flexible and responsive training capability that both supplements and complements the Aviation Center of Excellence at Fort Rucker, Alabama.

Theater Aviation Sustainment Maintenance Group

The ARNG Aviation Maintenance Program provides sustainment-level maintenance in support of the ARNG Aviation aircraft fleet at each of four regionally aligned Theater Aviation Sustainment Maintenance Groups (TASMGs). The TASMGs provide aviation maintenance support to the state Army aviation support facilities through the Repair and Return Program and the Repairable Management Program for aircraft and aircraft components. In addition to performing back-up field-level maintenance, airframe and component repair, stripping/painting operations, and battle/crash-damage assessment and repair, the TASMGs also function as the regional aviation repair parts Supply Support Activity, and central repair parts funds management sites. In FY13, the TASMGs collectively managed the requisition, removal, installation, and disposition of more than \$300M in Class IX repair parts. The TASMGs continue to prove they are cost-effective organizations through an innovative supply management system that puts excess and unaccounted repair parts back into supply-chain. In FY13, through the judicious execution of a \$154M depot-level sustainment budget, the TASMGs realized an estimated \$160M in cost-avoidance savings to the Army and the ARNG. In addition, the TASMGs continue to develop their National Maintenance Program capabilities that support the Army Working Capital Fund, as well as continued sustainment-level support to Overseas Contingency Operations on a rotational basis.

Aviation Logistics Facilities

Army National Guard aviation units operated from 106 aviation support, training, and maintenance facilities with four additional limited facilities being planned. In FY13, the ARNG had one aviation support facility project, four aviation unit readiness centers, and three Tactical Unmanned Aerial Systems operating facility projects under construction, with construction costs totaling \$141.1M to support facility modernization and new unit and equipment fielding. The Future Years Defense Program for FY14 to FY17 includes four new aviation facility construction projects to meet ARNG aviation training, maintenance, and mission requirements.

Aviation Modernization

ARNG Aviation units generally mirror the AC's organizational structure and have benefited from a strong modernization program. The eight ARNG divisional CABs, four TABs, and one separate ACS are fully interoperable members of the Army aviation team, with nearly 100 percent fill of all aircraft, except for the UH-72A fleet, which is approximately 78 percent filled. The emphasis is now on upgrading and/or replacing older model aircraft. The equipping and modernization details for each type of aircraft system in the ARNG are covered below.

Rotary-Wing Aircraft



UH-72A Lakota

The ARNG has an Army-approved fielding plan for 212 UH-72A aircraft by end of FY15. At the end of FY13, a total of 167 UH-72As were fielded in the ARNG. The UH-72A aircraft is a Commercial Off-The-Shelf platform with a mission profile that includes reconnaissance, observation, air transport, MEDEVAC, and aerial C2 for HD and overseas operations in permissive environments. Of the 212 Lakota aircraft, 144 will be assigned to the three Security and Support (S&S) Companies in each of the six S&S Battalions at 24 aircraft per battalion, and a total of 48 UH-72A MEDEVAC-configured aircraft will be assigned to equip the fourth flight company of the six S&S Battalions. An additional 20 aircraft will be incorporated within the AATS program. One hundred seven of the S&S aircraft will be retrofitted with a Mission Equipment Package (MEP) consisting of the following: Electro Optical/Infra-Red sensor, searchlight, moving map display, cockpit screens, cabin operator screen, digital video recorder, and data downlink. The MEP cost of approximately \$1.5M per aircraft is funded by the NGRE. These UH-72A aircraft are replacing obsolete OH-58A/Cs in the ARNG's six S&S Battalions and play a significant and continuing role in meeting the nation's homeland security/defense requirements by providing support to civil authorities.



AH-64A/D Apache/Longbow

The AH-64D Longbow Apache Block I aircraft are currently being replaced by the modernized Block II mission design series, which has upgraded software and weaponry. Future Longbow upgrades, the AH-64E (Block III) model will further enhance the aircraft's capability. The ARNG completed the fielding of four Block II Longbow Attack-Reconnaissance Battalions (ARBs) when the 1-149 ARB, Texas ARNG, received their final remanufactured aircraft in September of FY13. Although there is no official ARNG fielding plan in place for the AH-64E, it is projected that the first ARNG ARB will be modernized with the AH-64E in the FY16 or FY17 timeframe. Of the 192 authorized AH-64Ds, the ARNG has 180 AH-64Ds including 63 Block I and 117 Block II aircraft at the end of FY13.



UH/HH-60A/L/M Black Hawk

The ARNG concluded FY13 with a mix of UH/HH-60M, UH/HH-60L, and UH-60A utility helicopters in its fleet. The ARNG has a total requirement for 849 H-60 helicopters (534 UH-60 utility and 315 HH-60 MEDEVAC). By the end of FY13, the ARNG reached a fill level of 831 H-60s and is scheduled to receive the balance of its 849 H-60 requirement by the end of FY17. Now that the ARNG is within reach of its full requirement of 849, a higher priority needs to be put on the divestment of the 30-year old UH-60A Blackhawks and replacing them with the more modern L and M models. Currently, the scheduled conversion will result in 201 H-60Ms being fielded by FY19. About 400 of the remaining H-60s will be H-60Ls, which will leave about 250 aging H-60As in the ARNG fleet in FY19. The conversion of the 21 ARNG MEDEVAC companies from 12 to 15 aircraft, approved in FY10, continued on pace in FY13. Like the fielding plan for completing the ARNG H-60 fill, the new MEDEVAC company design conversion should also be completed by FY17.



CH-47F/CH-47D Chinook

At the end of FY13, the ARNG maintained its authorization of 161 CH-47 aircraft. The ARNG's CH-47 fleet modernization continues with 69 CH-47Fs on hand and a fielding schedule to achieve a CH-47F pure fleet by FY18. In FY13, the ARNG successfully mobilized and deployed its first CH-47F helicopter unit in support of OEF.

Unmanned Aircraft Systems



RQ-11B Raven

The RQ-11B Raven Small UASs have been fielded to all battalions within the ARNG's 28 brigade combat teams (BCTs) and 2 SFGs, plus are continuing to field to combat support MP companies, sapper engineer companies, and selected other type units. By the end of FY13, the ARNG had fielded about 650 of its required 982 systems, with full completion projected by end of FY16.



RQ-7B Shadow

A total of 32 RQ-7B Shadow Tactical UAS (TUAS) equipment systems have been successfully fielded to the ARNG and are equipping 28 BCTs, 2 SFGs, and the ARNG UAS Flight Center at Camp Shelby, Mississippi. All 32 of these TUASs are now scheduled to be replaced between FY15 and FY19 with the upgraded Tactical Common Data Link version of the Shadow. In addition, the Army is still considering the possibility of extending Shadow fielding to include Full Spectrum CABs, Battlefield Surveillance Brigades, and Fires Brigades.



MQ-1C Gray Eagle

The Army's third UAS system of record, the large MQ-1C Gray Eagle (Extended Range Multi-Purpose UAS), is a division asset but will not be fielded to the eight ARNG divisions due to Army funding and equipment shortages. Instead, the Army will form all "Gray Eagle" units in the AC, but will provide a "Gray Eagle" company to any ARNG CAB that deploys to a theater where this type of support is required.

Fixed Wing Aircraft



C-12U Huron

The C-12U Huron is a twin engine turbo prop passenger airplane capable of transporting seven to eight personnel for high-priority missions. There are 57 C-12s in the ARNG inventory, with 8 deployed in support of combat operations as of September 2013. When stateside, these aircraft maintain wartime readiness by executing real-world missions, transporting critical DoD leadership and staff in a time-sensitive and efficient manner. C-12s transport emergency managers and state officials in the event they are flown in SAD for civil support missions.



C-26 Metroliner

The C-26 Metroliner, a nonstandard Army aircraft, is a twin engine turboprop passenger airplane capable of transporting 12 to 14 personnel for high-priority missions. There are 11 C-26s in the ARNG inventory, with 2 deployed in support of combat operations.



C-23 Sherpa

The C-23 Sherpa is a twin engine turbo prop cargo airplane capable of transporting up to 3,000 pounds or 19 combat troops. This para-drop capable aircraft was used extensively in Iraq to support time sensitive mission critical requirements for special operations and other forces. The C-23 is used stateside to support the ARNG TASMG by ensuring critical helicopter components are accessible in a timely manner. Other recent missions include DSCA, hurricane relief operations, and the 57th Presidential Inauguration. Currently, there are 38 C-23s in the ARNG inventory. Two C-23s provide aviation support to the MFO-Sinai.



UC-35 Citation

The UC-35 Citation is a twin engine passenger jet capable of transporting up to seven personnel for high-priority missions. There are four UC-35s in the ARNG inventory. When stateside, these aircraft maintain wartime readiness by executing Operational Support Airlift (OSA) missions, transporting critical DoD leadership and personnel in a time-sensitive and efficient manner.

Operational Support Airlift Agency

The Operational Support Airlift Agency (OSAA), with its organic operational arm, the Operational Support Airlift Command (OSACOM), synchronizes and sources ARNG fixed-wing capabilities and requirements for 80 units and approximately 700 personnel. Missions include OSA; intelligence, surveillance, and reconnaissance; electronic attack; and direct support to CONUS and OCONUS peacetime forces. Equipped with C-12, C-26, and UC-35 aircraft, OSAA remains a force multiplier in wartime, HD, and peacetime contingency operations.

Established in 2003, OSAA performs its mission utilizing unique resources. Operational Support Airlift Command, an organic subordinate unit, is made up of a battalion-size headquarters and four Regional Flight Centers (RFCs). The RFCs, located in Virginia, Texas, Washington, and Alaska provide operational support airlift using C-12 and UC-35 aircraft.

The ARNG flight detachments are operationally and logistically controlled by OSAA to provide operational support airlift as tasked by the Joint Operational Support Airlift Center (JOSAC), which is an integral part of U.S. Transportation Command and is responsible for coordinating operational support airlift for the DoD. Safety is always first for OSACOM and the aviation community is honored to report that over 23,500 hours have been flown accident-free.

Throughout FY13, ARNG C-23 units provided operational support airlift in addition to their tactical mission set. Five C-23 companies flew over 4,800 hours in support of JOSAC missions, airborne operations, direct support CONUS/OCONUS cargo missions, and support of the MFO in Egypt. The ARNG has turned in 36 of the 38 C-23's and only two remain in MFO for a short duration.

The total numbers for OSAA and its supporting units are impressive. During 2013, over 50,709 accident-free hours were flown in CONUS, OCONUS, and COCOM Areas of Operation, moving 87,849 passengers, and 2,647,389 pounds of cargo. Operational Support Airlift Agency supported U.S. Forces-Afghanistan with Task Force (TF) Communications Electronic Attack Surveillance and Reconnaissance (CEASAR) and TF ODIN-Afghanistan, providing real time combat support to deployed forces.

Army National Guard utility fixed-wing units are scheduled to convert to a different structure in FY15. The conversion will reduce aviator-to-aircraft ratios from 3:1 to 2:1 and will reduce overall pilot experience due to a reduced structure. As the transition and reduction of the force are a reality, manning will be reduced from 735 to 340 personnel.

Non-Standard Mission Support

The most recent emerging mission is the TF CEASAR in Afghanistan in direct support of U.S. Forces-Afghanistan. Deployed by OSAA and currently on its fourth rotation, TF CEASAR utilizes modified C-12 aircraft and is solely manned by mobilized USC, Title 32 ARNG personnel. TF CEASAR has proven such a tremendous asset that it is doubling in size in the coming year to provide greater coverage for ground forces.

The other non-standard fixed-wing ARNG mission is TF ODIN-A. Under the OSAA banner, the sixth rotation of this company-size element also arrived in theater in March of this year. Army National Guard and AC Soldiers work in unison, which has proven an invaluable conduit for sharing knowledge and experience across the Total Force. Equipped with King Air 300 (KA300) Medium Altitude Reconnaissance and Surveillance System aircraft, B Company of the 306th Military Intelligence Battalion is key to delivering real-time, on-the-spot intelligence to ground forces regarding improvised explosive devices. In addition, ODIN-A crews have the ability to scout entry and exit routes to villages, providing real-time intelligence to Soldiers on the ground.

In addition to supporting various operational missions throughout the United States, fixed-wing aircraft also transported much-needed supplies and personnel during Operation Beyond the Horizon, and other humanitarian requirements throughout the U.S. Southern Command's Area of Responsibility. Fixed-wing aircraft were also instrumental in supporting U.S. Southern Command's operations in Guantanamo Bay, Guatemala, Colombia, and other locations throughout Central and South America.

New Training Initiative

Operational Support Airlift Agency coordinated with FWAATS for a new ODIN training initiative; the ASO Mission Rehearsal Training course. Mission Rehearsal Training supported AC pilots from Fort Hood, Texas and provided hands-on training in the KA300 mission aircraft for crew integration before recent deployments. The training prepares the ASO students and KA300-qualified pilots with crew coordination and additional mission training prior to deployment with TF ODIN. The program was developed and implemented to improve the ASO abilities upon arrival in country and provide train-as-you-fight scenarios.

ARNG Fixed-Wing Aviation Site

The FWAATS, recently named a Learning Institution of Excellence, is located in Bridgeport, West Virginia. It is the only Army training site that provides Army aviators (AC, RC, and ARNG) fixed-wing aviation training. This instruction is conducted in the C-23, C-12, KA300, and C-26 aircraft.

The C-12/KA300 section has responded to the increasing need for special electronic mission aircraft pilot training by qualifying pilots in the C-12 and KA300 aircraft to deploy in support of TF ODIN. Pilots achieve initial qualification, advanced instrument examiner training, instructor qualification and standardization training, and special mission training.

The C-26 section continues to support other contingency operations including Afghanistan and HD. Army National Guard pilots are trained for initial qualification as well as for advanced instrument examiner qualification.



Training Readiness

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The ARNG must maintain a high level of training for current operational environments and domestic support. The ARNG must continue to prepare leaders and Soldiers through education and realistic training. The mission of the ARNG's Training Division is to plan, develop, and execute strategies, programs, and resources for individual and collective training in live, virtual, and constructive training environments to achieve readiness for executing the ARNG's federal and state missions.

Over the course of its 377-year history, the ARNG has never been better trained and more ready to serve at home and abroad. Army National Guard units have been integrated with Army and USAR units in large-scale, live-training exercises and environments, especially over the last decade. These opportunities have enabled ARNG units and Soldiers to remain interchangeable with their AC counterparts, ready to mobilize with AC forces for federal missions worldwide.

The ARFORGEN model has enabled the ARNG (as a part of the Total Force) to successfully satisfy the high demand for conventional ground forces. Army Force Generation is defined as the structured progression of unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units. These units are prepared for operational deployment in support of CCDRs. Army Force Generation requirements drive priorities for recruiting, organizing, manning, equipping, training, sustaining, and mobilizing units on a cyclical (typically five-year cycle for ARNG units) basis.

Mission Command Training Support Program

The ARNG Mission Command Training Support Program (MCTSP) enables units to meet ARFORGEN collective training goals during Train-Ready years one and two in preparation for unified land operations in a joint-interagency-intergovernmental-multinational environment. The objective is to develop proficient staffs and operators in mission command. Mission command training supports the ARNG five-year ARFORGEN training strategy.

The MCTSP structure is comprised of mission training complexes (MTC) located at Camp Dodge, Iowa; Fort Indiantown Gap, Pennsylvania; and Fort Leavenworth, Kansas. A fourth MTC at Camp Atterbury, Indiana will become operational in July 2014. The MTCs are supported by approximately 260 contractors and military personnel divided into mobile training teams, which provide mission command training at home station or unit-designated locations.

In FY13, the MCTSP trained 2 division staff, 8 BCT staffs, and the equivalent of 124 battalion staffs (approximately 61,200 Soldiers). In FY13 MCTSP executed \$61M in support of the multiple missions performed at these locations. Training significantly enhances the mission command capabilities of ARNG Soldiers, staffs, and commanders, better preparing them for mobilization, deployment, and HD missions. Ongoing training maintains operability and sustainment of all mission command systems and aids in integration of information to the commander and staffs for execution.

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SPC Garfield Ferdinand with the 651st Maintenance Company, Virgin Islands Army National Guard descends a rope ladder on Fort Jackson's Victory Tower during the 2013 Region 3 Best Warrior Competition at the McCrady Training Center in Eastover, South Carolina, May 1. Each of the 10 states and territories in Region 3 have one Soldier and one NCO competing in the four-day event conducted April 29 to May 2. The first-place winners in the NCO and enlisted Soldiers categories will advance to the National Guard Bureau, national-level competition to determine which Soldier will compete in the Army's Best Warrior Competition. (Photo by SSgt Jorge Intriago)

Professional Education Center

The ARNG Professional Education Center (PEC) mission is to train ARNG personnel and support training events to enhance ARNG readiness. Located in Little Rock, Arkansas, PEC will undergo the rigorous Training and Doctrine Command accreditation process in 2013 to accomplish its vision of being the ARNG's premier accredited center of excellence.

With a total federal budget of approximately \$26M, PEC is the only organization within the ARNG that delivers standardized training for the full-time ARNG personnel of the 54 states and territories and the District of Columbia. The PEC staff is composed of nearly 600 personnel including military, DA Civilians, state personnel, and contractors. Professional Education Center provides instruction to over 30,000 members of the military annually, through on-campus classes and web-based training and by sending Mobile Training Teams. Additionally, PEC hosts over 5,000 conference attendees annually from the ARNG, USAR, Active Army, DoD, and state and federal agencies.

Individual Training

The ARNG Individual Training Directorate manages funding and allocation for Duty Military Occupational Specialty Qualification (DMOSQ) training, Professional Military Education (PME) for Non-commissioned Officers through Non-commissioned Education System, Commissioned Officers through Officer Education System, and critical functional courses for ARNG Soldiers. They also direct individual training transformation activities such as the One Army School System initiative as well as manage the Army Training Requirements and Resources System (ATRRS) on behalf of the Director, ARNG.

The directorate plans, programs, budgets, and executes funding for the 54 states and territories and the District of Columbia based on the Army Program for Individual Training (ARPRINT). Costs for ARPRINT are calculated based on the Individual Training Resource Model and are distributed to states according to the ATRRS Funding Allocation Model with guidance from the ARNG Directorate priorities.

In FY13, the initial skills (DMOSQ) program, designed to provide initial skills qualification in alignment with a Soldiers' military occupational specialty (MOS), was funded at \$114M. The ARNG DMOSQ (less initial entry training) rate is currently 85.9 percent. The number of Soldiers requiring reclassification to another MOS was 3,548. Historically the graduation rate for reclassification is over 95 percent, which equates to approximately 2,560 graduates annually. In FY13, PME was funded at \$175M. In FY13, PME trained approximately 33,000 Soldiers, of which approximately 24,860 completed the course, resulting in a 75 percent graduation rate. Officer Candidate School was funded \$8.9M with a quota utilization of 90.5 percent. In FY13, 4,114 inputs and 2,893 graduates signified a 70.3 percent graduation rate.

Distributed Learning Program

The ARNG Distributed Learning (DL) program provides online instructional content, access, and delivery for Soldiers and units at the point of need in home stations and at state and regional training facilities. The ARNG DL Program is part of the Army DL Program, and it is funded by HQDA. Though the program emphasizes training of ARNG Soldiers and units for military readiness and domestic response, it also supports Joint, Interagency, and Intergovernmental training and emergency operations in



PFC Sean Bolivar and PFC John Suh, C Company, 4th Battalion, 118th Infantry Regiment, clear a corner during an urban operations training exercise at Camp Buehring, Kuwait, on October 16. The exercise also involved Soldiers of the Kuwaiti 25th Commando Brigade. In addition to taking over security-force operations in northern Kuwait in April, the battalion, which belongs to the South Carolina Army National Guard, also assumed a training partnership with the Kuwaiti Military—one of the region's best-led, trained, and equipped military organizations. Bolivar is from Miami, Florida and Suh is from Alpharetta, Georgia. (Photo by SPC Kate McGrath)

communities nationwide. The program received \$14.5M for state-level operations and a technical refresh of equipment (\$11.84M in OMNG and \$2.66M in Other Procurement, Army (OPA), respectively) and \$13.6M in OMNG for federal-level operations and development of DL content.

The DL Content Development (DLCD) section manages the processes that nominate, produce, and sustain DL content for ARNG training requirements. The DLCD produced nearly 3,620 hours of content from FY96 to FY13, and the DLCD successfully executed \$648,000 of OMNG to produce 50 hours of content during FY13.

The Guard University (GuardU) section provides a consolidated online training portal where ARNG Soldiers and units can easily find and create Guard-specific DL content. Launched in May 2011, GuardU ended FY13 with over 110 courses in its catalog, more than 160,000 course enrollments, and more than 57,000 course completions.

During FY12 the ARNG transitioned GuardU from Camp Robinson, Arkansas, to the Army Enterprise Lifelong Learning Center at Fort Eustis, Virginia. The move was completed in early FY13, enabling operational cost avoidance of approximately \$400,000 per year.

The DL Capabilities section plans, coordinates, and manages a federal program that provides each state with DL capabilities, including fixed and mobile DL classrooms connected to the Internet. Each DL classroom has networked computer workstations, audio/video equipment, and video teletraining capabilities. During FY13, the program provided the states with \$10M of OMNG to conduct their state DL Programs, and nationwide more than 994,000 students completed more than 382,000 hours of online instruction in ARNG DL Classrooms. Also during FY13, the program executed \$1.8M of OMNG to perform federal-level operations in support of the states and executed \$1.35M of OPA to perform technical refresh of DL Classroom equipment and infrastructure nationwide.

The ARNG Distributed Learning Program provides learning products that address ARNG-specific training requirements, ensuring that ARNG leaders can attain necessary levels of certification and readiness within constrained resources. In addition, the DL program provides alternative methods for commanders to conduct required training for their Soldiers, enabling flexible training schedules and expanded training opportunities. Finally, the program allows for trainers to access and deliver instruction that would otherwise be unobtainable, increasing the scope of available training and expanding opportunities to conduct training. All of this is accomplished through a nationwide network of distributed learning classrooms that support the conduct of distributed simulations, enabling staffs and units at remote locations to participate in exercises that would otherwise require them to travel to simulation centers.

Pre-mobilization Training Assistance Elements

The Pre-mobilization Training Assistance Element (PTAE) Program was implemented in accordance with SECDEF guidance directing the ARNG to test new pre-mobilization training concepts designed to reduce training/certification time spent during post-mobilization. Reduced training and certification time in post-mobilization directly equates to more time available for ARNG Soldiers to perform missions in support of various contingency operations.

The PTAE C2 Cell personnel and Training Assistors teams provide an impartial/unbiased evaluation of pre-mobilization training to the states, territories, and District of Columbia as well as assist TAGs with the mission of providing certified, validated, and ready units for possible mobilization in support of the regional CCDRs.

eXportable Combat Training Capability

The ARNG eXportable Combat Training Capability (XCTC) Program is a tailorable, fully instrumented program of record that enables BCTs to achieve platoon-level proficiency (maneuver and live fire) prior to entering a combat training center, and company-level proficiency (maneuver and live fire) for Functional/Multi-Functional Brigades prior to



entering the available force pool. The ARNG XCTC assists brigade commanders of all types of units in utilizing their mission essential task lists to develop training that will certify platoon- and company-level proficiency.

The XCTC program fulfills training requirements as directed by the ARFORGEN model and the Army Training Strategy. The XCTC Program is currently the only program available to the ARNG capable of training a brigade-level organization in a 21-day timeframe at such a low level of funding.

The XCTC Program provides a realistic, doctrinally focused training event to enable commanders to meet training goals to support unified land operations. This program is exportable and tailorable and executes at any location capable of supporting the commander's training objectives. In FY13, XCTC rotations were conducted at Gowen Field; Idaho, Fort McCoy; Wisconsin, Fort Pickett; Virginia, Fort Drum, New York; and Fort Stewart, Georgia.

In FY13, the XCTC conducted exercises for five BCTs and two Functional/Multi-Functional Brigades, resulting in 102 companies and 9,800 Soldiers trained. In FY13, XCTC executed \$31.7M in OMNG and \$35.8M in Operating Tempo (OPTEMPO) funding.

Combat Training Center Program

The ARNG CTC Program provides training opportunity for the ARNG to support DA COCOMs according to the Army Campaign Plan, and the Army Training Strategy. The program successfully executed \$28.9M of NGPA, enabling units to participate in exercises at the National Training Center, Fort Irwin, California; Joint Readiness Training Center, Fort Polk, Louisiana; and the Mission Command Training Center, Fort Leavenworth, Kansas. Warfighter exercises are required training events in the ARFORGEN training model for divisions and brigades. The exercises serve as the culminating training event prior to units entering their available year of the ARFORGEN cycle. The 40th Infantry Division executed their Warfighter Exercise (WFX) in FY13. Sixteen major units within the division participated and supported the WFX, with the division staff, six brigades, and four brigade response cells along with special operations forces, Marines, and Air Force personnel all receiving collective training. Over 1,900 military personnel participated in the exercise.

The ARNG continues to plan and send one BCT to the National Training Center, two BCTs to the Joint Readiness Training Center, two divisions, six BCTs, and 11 to 17 functional/multi-functional brigades to a WFX every year in accordance with Army training regulations.

Warrior Training Center

The ARNG Warrior Training Center (WTC) is located on 43 acres at Camp Butler near Fort Benning, Georgia. The ARNG WTC trains over 5,000 Soldiers annually in critical functional and special skills, including Army Ranger Training Assessment, Air Assault, Pathfinder, Rappel Master, Bradley Training Assessment, Vehicle Crew Evaluator, Basic and Tactical Combative courses, Abrams Training Assessment, and Senior Gunner Courses. This training provides the ARNG with highly skilled and qualified personnel imbued with the Warrior Ethos in support of domestic and OCO.

Training Company Missions

- A Company conducts the Ranger Training Assessment Course (RTAC) and the Basic and Tactical Combative courses. The RTAC consists of 17 days of training. The purpose of the RTAC is to prepare Soldiers to succeed at the Army Ranger Course
- B Company conducts the Air Assault, Pathfinder, and Rappel Master courses. The Air Assault course teaches Soldiers the various types of missions performed by rotary-wing aircraft, aircraft safety, aeromedical evacuation procedures, pathfinder operations, principles and techniques of combat assaults, rappelling techniques, and sling-load operations. The Pathfinder course provides unit commanders with a Soldier who possesses technical expertise in planning and executing air movement, air assault, airborne, and air re-supply operations for rotary- or fixed-wing aircraft
- C Company conducts multiple courses with respect to the Bradley Fighting Vehicle platform including the Bradley Training Assessment and Vehicle Crew Evaluator Courses. Additionally, C Company provides Soldiers with NET on small arms simulators
- D Company conducts multiple courses involved with the Abrams Fighting Vehicle platform, including Abrams Training Assessment Course (ATAC) and the Senior Gunner Courses. Additionally, D Company provides Soldiers with NET on Abrams platform simulators. ATAC provides Soldiers with training on the Abrams fire control system, gun tube orientation, troubleshooting, Abrams maintenance, gunnery skills test, and gunnery training management

Training Support Branch

The ARNG Training Support branch manages three major training support programs: Range and Training Land Program (RTLTP), Integrated Training Area Management (ITAM), and the Soldier Training Support Program (STSP). Program funding totaled \$93M to support range maintenance and manpower for range operations, training and support, training support center operations, and minor (under \$750,000) construction projects.

Training Support Programs

1. The RTLTP executed \$44.4M to sustain and operate all ARNG weapons ranges. This includes the construction of 28 small arms ranges at a cost of \$9M
2. The ITAM program executed \$21.6M to repair, reconfigure, and sustain 1.3 million acres of training land on 61 different training sites in 40 states
3. The STSP executed \$13M to provide contractor and aviation support at 12 ARNG Training Support Centers and flight facilities. This includes the construction of 11 facilities at a cost of \$5.1M. In addition, the STSP program executed \$14M to maintain all fielded training aids, devices, simulators, and simulations

These programs are critical components of ARNG home station training. The lack of these mission critical resources would prevent ARNG units from meeting required readiness goals.

Operations Group Wolf

Operations Group Wolf is a vital program designed to assist collective training events to support ARNG BCTs and Functional/Multi-Functional units prepare for decisive action and domestic operations. During FY13, Operations Group Wolf successfully executed \$180,000 of NGPA funds and \$500,000 of OMNG funds in support of training over 5,000 Soldiers. These consisted of two ARNG XCTC rotations comprising 280 civilians and 997 Soldiers conducting Civil Military and Domestic Operations. Operations Group Wolf began the process of taking a larger role in support of the ARNG XCTC program by providing observers, coaches, and trainers.

Operations Group Wolf is a significant asset to the ARNG, providing a mission-focused support platform for training of all components of the DoD as well as Government civilian agencies and international partners, in a wide range of operations and skillsets ensuring Soldiers are fully trained combat forces in support of ARFORGEN. When not providing support to the ARNG XCTC Program, the Soldiers are conducting training for units during IDT weekends and AT periods. Funding for this program provides a training benefit for units and produces flexible, adaptable, agile, balanced, and creative leaders for the Army.

Regionally Aligned Forces

In support of the nation's strategic priorities, the Army is moving toward Regionally Aligned Forces (RAF) that will enable a better response to geographical CCDRs' requirements for operational missions, exercises, and security cooperation activities around the globe, while also ensuring the Army can fight and win the nation's wars. Military Intelligence (MI) in the ARNG is a key partner in supporting the intelligence requirements for the RAF. There are two key programs that resource MI Soldiers in the ARNG that enable training and subsequent support to Intelligence Operations. The Foundry Program and the Army Language Program enable MI Soldiers in the ARNG to remain operationally engaged.

The Foundry Intelligence Readiness Training Program is the most integral program for achieving and maintaining operational readiness for over 9,500 MI Soldiers in the ARNG. In FY13, it funded over 120 training opportunities for nearly 2,500 Soldiers. This training enabled them to participate in the ARNG's Federated Intelligence Program, where Soldiers contribute to the intelligence production requirements of a CCDR during drill weekends or while on annual training. Maintaining a high level of readiness through Foundry training opportunities allows these Soldiers to remain operationally engaged and contributes to the security of the nation. In FY13 alone, ARNG MI Soldiers provided over 40,000 man-hours of intelligence support to CCDRs.

Army Language Program

Whether it is interfacing with partner nations in the SPP, conducting domestic and/or DSCA, or providing intelligence support to operations, The Army Language Program (TALP) enables Soldiers to contribute to successful global operations in the 21st century. The Army Language Program provides foreign language refresher, remediation, sustainment, enhancement, and cross-training of linguists for approximately 3,000 MI Soldiers in the ARNG. In FY13, TALP executed over \$3.5M in training 1,408 Soldiers. The Georgia and Utah Language Training Centers conducted 35 language-specific courses, and 71 Soldiers participated in language immersion opportunities around the world, with classes also being held at a number of civilian institutions across the country.

In spite of many challenges and all the uncertainty ahead, it is an exciting time to be a MI Soldier in the ARNG and to be a part of the most talented and innovative corps in the Army. Building on the mastery attained from more than a decade of continuous operations the ARNG is translating what it has learned to provide the best support to Soldiers and Commanders. Through the Foundry and Army Language Program, the ARNG will forever change the way Soldiers are trained and employed each day, keeping them in the fight with their minds on the mission. These programs enable MI Soldiers to be engaged in support of current and future contingencies, supporting a globally engaged, regionally aligned, and responsive Army.





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Soldier Readiness

As the nation's dual capability force, the ARNG stands ready to respond to emergencies, natural disasters, and other domestic contingencies while simultaneously preparing for mobilizations worldwide. Such a diverse mission set requires a high degree of individual and unit readiness. Each program under the purview of the Personnel, Policy, and Human Resources Directorate plays an integral role in ensuring the ARNG stands ready to accomplish its missions at both the state and federal level. The Man-Train-Develop-Support approach to Soldier readiness ensures that the ARNG is comprised of high-quality, fully trained, personally motivated, and confidently supported Citizen-Soldiers.

Manning the Force

The recruiting and retention philosophy of the ARNG focuses on building teamwork and establishing a partnership among the recruiting and retention commands and units, all toward the objective of meeting end-strength goals. During FY13, there were 44,734 Soldiers accessed into the ARNG, allowing the ARNG to meet end-strength of 357,735 Soldiers.

The success of the ARNG's recruiting and retention program is attributed to the diligence and hard work of the recruiters. In addition, initiatives like the Recruit Sustainment Program and the National Guard Soldier's Opportunity to Attend West Point draws new recruits to the ARNG. In 2013, 72 ARNG Soldiers from 37 states and territories received an appointment to West Point or West Point Prep School. This represents a tremendous achievement for those individual Soldiers and is indicative of the quality of ARNG Soldiers. Innovative programs like this are what made the ARNG Recruiting and Retention forces successful in FY13.

2LT Gbolahan Lawal and 2LT Teresa Krakowiak, Delaware Army National Guard, recite the oath of office during the Delaware Army National Guard's Officer Candidate School graduation at the Bethany Beach Training Site, Bethany Beach, Delaware. *(Photo by SSG Brendan Mackie)*

Table 3
ARNG Accessions

ARNG Accessions

	FY11 Actual	FY12 Actual	FY13 Goal	FY13 Actual
Army National Guard	47,206	39,796	45,400	44,734

Table 4
ARNG End Strength

ARNG End Strength

	FY11	FY12	FY13
Goal	358,200	358,200	358,200
Actual	361,561	358,078	357,735
Percent Delta	100.9%	99.97%	99.87%

Table 5
ARNG Retention

ARNG Retention

	FY11 Actual	FY12 Actual	FY13 Goal	FY13 Actual
Army National Guard	39,750	49,272	59,234	51,145

Advertising and Marketing

The ARNG’s highly successful FY13 national advertising and marketing campaigns continue to posture the ARNG to meet future recruiting and retention and end-strength goals. The key components of the ARNG’s advertising and marketing programs include the National Association for Stock Car Auto Racing (NASCAR), Indy Racing League (IRL) Program, Freedom Salute Campaign, and the High School Player Development Program.

- National Guard involvement in NASCAR has grown to become the largest branding initiative. In 2008, Dale Earnhardt Jr., one of the most popular drivers in NASCAR history signed as a representative for the National Guard. Voted by the fans as the most popular driver for a record 11 years, Dale Earnhardt Jr. brings immense attention to the National Guard. The Guard receives approximately a 3-to-1 Media Value benefit on every dollar spent in the program. Continuously seeking improvement, numerous activities have been built into the program which now brings the capability to enter High Schools and connect with communities through the program. National Guard members express a deep level of pride in being associated with such a high profile driver and have communicated that NASCAR is one of the best marketing programs in use today
- The IRL Program is comprised of several different components that directly support the ARNG’s end-strength goals. Through activation in the FanZone area, track signage, and involvement in the pre-race ceremonies at the majority of all race tracks, the ARNG has the ability to support its three basic tenets: recruiting, retention, and attrition management. As part of the ARNG’s recruitment efforts, IRL trackside activities further brand the ARNG nationally
- To assist in the retention of ARNG Soldiers, the Freedom Salute Campaign Program honors Soldiers and their Families who mobilized directly in support of OEF, Operation Noble Eagle, OIF, Operation New Dawn, Stabilization Force, and KFOR since September 11, 2001. Commemorative certificates and coins are presented to these identified individuals as appreciation for their service
- The High School Player Development Program runs in conjunction with the National Football League and is a grassroots high school entry platform for local recruiters. High School Player Development has directly reached over 75,000 high school athletes in over 200 local communities across the 54 states and territories and the District of Columbia. Residual benefits from this program allowed the ARNG to foster a

longstanding Center of Influence Program with high school athletic directors and coaches. This program provides an exclusive partnership with the most diverse and most-watched sports league in the United States

Bonuses and incentives are used to recruit and retain prior service, non-prior service, and transitioning active duty enlisted and officer personnel. Precision recruiting is vital in the recruiting process. Bonuses are offered at tiered amounts based on critical need of each vacancy. By design, both of these processes maximize limited resources, shape the force, and improve unit readiness. Retention bonuses aim to incentivize trained enlisted Soldiers who may be contemplating reenlistment. In FY13, bonuses and incentives utilized \$210M and achieved actual end strength of 357, 735. A new software system, the Guard Incentive Management System, continues to assist the ARNG in monitoring contractual compliance and internal controls prior to processing payment. Bonuses and incentives are imperative to maintain a ready and flexible force.



SFC Heidi Sigl, senior enlisted leader, and MAJ Michael Lowe, commander of the Bismarck-based 1919th Contingency Contracting Team, present Gov. Jack Dalrymple with a North Dakota flag during a Freedom Salute ceremony at Raymond J. Bohn Armory in Bismarck. The Freedom Salute campaign is one of the largest Army National Guard recognition endeavors in history, designed to publicly acknowledge Army Guard Soldiers and those who supported them during missions in support of Operations Noble Eagle, Enduring Freedom, and Iraqi Freedom. *(Photo by SSG Eric Jungels)*

Training the Force

Initial Entry Training

Initial entry training involves training Soldiers in individual combat skills and their MOS prior to reporting to their assigned ARNG unit. Basic training consists of a 10-week intensive course preparing the individual for the basics of being an Army Soldier followed by an additional 6- to 52-week advanced individual training (AIT), which, if completed successfully, will award them their MOS qualification. Officers attend a 14- to 52-week Basic Officer Leader Course (BOLC) to become qualified. The basic combat training installations are: Fort Jackson, South Carolina; Fort Benning, Georgia; Fort Leonard Wood, Missouri; and Fort Sill, Oklahoma. Advanced individual training and BOLC installations are specialty-branch specific. In FY13, \$591M was spent to fill 25,266 basic combat training slots and 11,511 one station unit training slots, as well as to send 21,989 Soldiers to AIT and 1,369 officers to BOLC.

Inactive Duty Training

Inactive duty training is the hallmark of training ARNG units to support local and federal missions. Soldiers attend their drill weekends (typically one weekend a month) to train on full-spectrum operations, from crew-level drills to company-, battalion-, and brigade-sized operations. The foundation of IDT is the multiple unit training assembly (MUTA). Army National Guard Soldiers typically complete 48 MUTAs in a training year. In addition, IDT supports additional unit training assemblies, additional flight training, jump proficiency, and civil disturbance training. Soldiers attend training in a variety of different locations from armories within their communities to training facilities co-located on active duty installations. The IDT program executed \$1.58B in FY13 and conducted 11.5 million UTAs.

Developing the Force

Federal Tuition Assistance

The Federal Tuition Assistance (FTA) Program offers educational support to currently serving ARNG Soldiers enrolled in degree-seeking programs at accredited education institutions. Assistance can be provided at a rate of 100 percent of tuition costs up to a cap of \$250 per semester hour and \$4,500 annually. The GoArmyEd portal, which manages all requests, approvals, and payments of tuition assistance, continued to increase the efficiency and effectiveness of the program. The request process has been simplified by integrating directly with the financial networks of the participating education institutions for payment and creating automatic internal controls for eligibility and performance requirements. Despite a 30-day suspension of FTA benefits across DoD due to sequestration and fiscal uncertainty, the ARNG leveraged \$86M to provide assistance to 33,007 Soldiers in their completion of 161,763 courses in FY13. This assistance continues to be a strong symbol of the ARNG's commitment to Soldier development both professionally and personally.

GI Bill

The GI Bill is one of the most significant benefits ARNG Soldiers receive. Army National Guard Soldiers earn this benefit while serving in either an active federal status, while mobilized, or by maintaining satisfactory participation in a weekend status. The GI Bill has several programs and each is administrated differently – depending on a person's eligibility and duty status. Programs include the Montgomery GI Bill (MGIB-Active Duty), Post-9/11 GI Bill (with transfer of education benefits), MGIB Selected Reserve (MGIB-SR), Reserve Education Assistance Program, Veterans Educational Assistance Program, and the Vocational Rehabilitation and Employment VetSuccess program. The ARNG spent \$72M in FY13 to enable Soldiers or dependents to pursue undergraduate and graduate degrees from accredited universities utilizing this Department of Veterans Affairs (VA)-administered benefit. In addition, \$1.4M was spent to ensure expert and professional benefits counseling was available to ARNG Soldiers nationwide. Soldiers who are eligible for the GI Bill benefit have answered their nation's call to service, and the ARNG strives to ensure that every Soldier has the opportunity to maximize the educational support of their hard-earned benefit.

Supporting the Force

Full Time Manning

Full Time Manning (FTM) is comprised of military technicians serving at the state level and AGR Soldiers serving at both the state and national level. Full Time Manning personnel provide day-to-day administration, recruitment, instruction, training, and maintenance for ARNG Soldiers and equipment. Funding for FTM is managed using a state-of-the-art Full-Time Support Management Control System (FTSMCS) that provides real-time information, allowing the ARNG to realign resources as needed based on actual execution from the states.

The FTM programs executed \$3.4B for 32,060 AGR authorizations and \$2.2B for 28,810 military technician authorizations as provided in the annual NDAA. All FTM authorizations are allocated by NGB using the Army's annual force structure allowance for each state and territory. The ARNG executed over \$100M for FTM pre-mobilization support, mobilization backfills, education office systems transition, and other personnel readiness programs support.

Full Time Manning requirements must be reviewed and validated using an approved manpower methodology from the U.S. Army Manpower and Analysis Agency every three to five years or sooner. The ARNG utilizes the RC Manpower System to manage manpower and personnel resources. The system gives leaders the ability to obtain accurate and timely personnel and manpower information in a useable and easily understandable form.

Personnel Systems

The ARNG is preparing to be the first Army organization to utilize the Integrated Personnel and Pay System-Army (IPPS-A). It will replace legacy systems in the Army, ARNG, and USAR. By FY16, IPPS-A will subsume other personnel and pay systems. Moving to IPPS-A will allow all Army components to use a single system (regardless of status or location), thereby significantly improving the ability to mobilize Soldiers and provide real-time reporting.

The IPPS-A Program Office and the ARNG executed \$12.3M to document program requirements, create interface specifications, map data, perform business process reengineering, and prepare training and testing plans. Soldiers in all 54 states and territories and the District of Columbia were charged to collect and provide historical data as well as certify over 358,000 records in preparation for transition to IPPS-A.

Prior to transition to IPPS-A, the current ARNG personnel systems—Standard Installation/Division Personnel System and The Total Army Personnel Database-Guard—were updated significantly to remain in compliance with federal policy and regulation changes. A total of 99 engineering change proposals were completed to include data and file updates. The releases were fielded to all 54 states and territories and the District of Columbia. The changes improved data quality and personnel readiness and had a positive impact on the 14 other systems they interface with across the Army, the ARNG, and other agencies.

Line of Duty and Incapacitation Pay

Soldiers who are wounded, injured, or ill must be given every opportunity to return to full duty. Army National Guard Soldiers are entitled to follow-up medical care, pay and allowances, and, if eligible, placement on active duty for medical care as a result of wounds, injuries, or illnesses incurred during duty. Line of Duty (LOD) investigations determine whether Soldiers are eligible for assistance, and information gathered may assist other government agencies, such as the VA, in determining the entitlement to other benefits for Soldiers and their Families.

Incapacitation (INCAP) pay provides pay and allowances to Soldiers who are injured in the LOD during active duty training or while serving in an active duty status and who, as a result of those injuries, are unable to perform their military duty or civilian occupation.

In FY13, the LOD program adjudicated and processed more than 26,243 cases for wounded, ill, or injured ARNG Soldiers. A total of \$21.4M was executed to settle more than 1,176 INCAP Claims. Timely processing of INCAP claims ensures Soldiers receive their entitlements, which facilitates a successful transition and recovery.





Family Readiness

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The ARNG Soldier and Family Support Division continues to “Champion Soldiers, Civilians, and Families” as stated in the Secretary of the Army’s top priority letter dated February 14, 2012. In FY13, the Soldier and Family Support Division obligated over \$300M to fund services within Family programs. These funds sustained programs beneficial to Soldiers and Families. The efficient use of these funds strengthened the bond of trust between the ARNG and every Soldier, civilian, and Family member.

Resiliency Programs

Army National Guard resiliency programs consist of ARNG resilience training, suicide prevention, the Substance Abuse Program (SAP), and Sexual Harassment/Assault Response and Prevention (SHARP). Resiliency training offers strength-based, positive psychology tools to aid Soldiers, leaders, and Families in their ability to grow and thrive in the face of challenges and recover from adversity. The ARNG provides training and information for all phases of the Soldier deployment cycle, Soldier lifecycle, and Soldier support system.

Guard Resilience Training

The Comprehensive Soldier and Family Fitness objective is the formation of a Total Army team of physically healthy and psychologically strong Soldiers, civilians, and Families. Resilience training increases the physical and psychological health of Soldiers, Families, and Army Civilians, teaching skills that empower them to thrive in the face of adversity. Soldiers complete the Global Assessment Tool annually to measure and track a Soldier’s resilience over time. Master Resilience Trainers (MRTs) provide training to units and Families, serving as the commander’s principal advisors on resilience. In addition, MRTs strengthen the unit by teaching skills that ensure both the Soldiers and their Families are mentally and physically ready for any challenge they may encounter. In FY13, the ARNG obligated \$10.4M for the resilience program, which trained over 1,550 MRTs and 4,600 Resilience Trainer Assistants.

Suicide Prevention

In September 2013, the ARNG awarded a \$5.3M national contract to provide a Suicide Prevention Program Manager (SPPM) in every state. The SPPM will manage state suicide prevention efforts, training, and suicide surveillance. The ARNG trained 120 trainers in the Applied Suicide Intervention Skills Training (ASIST) program in FY13, bringing the total to 517. These personnel trained 4,042 gatekeepers in advanced suicide intervention skills. Gatekeepers are trained to recognize someone in crisis, intervene to keep him or her safe, and provide referrals to assistance. The goal in FY14 is to train 120 ASIST trainers who will, in turn, train approximately 11,000 gatekeepers. In FY13, the ARNG obligated \$3.3M for ASIST and gatekeeper training.

Substance Abuse Program

The ARNG’s SAP to provide a continuum of substance abuse services includes prevention, assessment, and brief intervention services. In September 2013, the ARNG awarded a national contract worth \$15.2M to provide Alcohol and Drug Control Officers and Prevention Coordinators in every state and territory and the District of Columbia. The SAP has also

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SGT Benjamin Herrmann, 3670th Maintenance Company, and SFC Jeremy Carver, Bravo Company, Recruiting and Retention Battalion, Oregon Army National Guard, discuss their next event during the ARNG’s Best Warrior Competition at Camp Robinson, Little Rock, Arkansas, July 23. *(Photo by SGT Betty Boyce)*

partnered with the Substance Abuse and Mental Health Services Administration to pilot the Substance Abuse Services Initiative, which will provide Soldiers with a voucher for substance abuse services. In FY13, over 135,000 Soldiers completed the Unit Risk Inventory (URI), an anonymous survey measuring many of the stressors that contribute to substance abuse, suicide, and sexual assault. Utilizing the URI results, units receive prevention training, resources, and interventions tailored to their unit.

Sexual Harassment/Assault Response and Prevention

The ARNG SHARP program reinforces the Total Army's commitment to eliminating incidents of sexual harassment and assault utilizing education, disciplinary action, and victim-centered response services. In FY12, the ARNG initiated the SHARP program and assigned a full-time program manager to each state and territory and the District of Columbia. Additionally, during FY13 the ARNG assigned 63 full-time victim advocates within each state and territory and the District of Columbia. In addition to full-time support personnel, the ARNG has trained over 2,330 collateral duty Sexual Assault Response Coordinators and Victim Advocates at the brigade and battalion level. The goal is to meet the DoD requirement to have all trained SHARP personnel certified by the DoD Sexual Assault Advocate Certification Program; 1,800 trained SHARP personnel are currently certified to DoD standards.

Family Programs

The ARNG improves and sustains Family readiness through an array of programs focused on support for Soldiers and their Families nationwide. In FY13, Family Programs obligated \$91M. Family Assistance Centers (FACs) serve the needs of geographically dispersed Soldiers and their Families by offering referral and outreach services and connecting federal, state, and local resources to Families in crisis. Family Assistance Center services include but are not limited to: Defense Enrollment Eligibility Reporting System enrollment and issuance of DoD identification cards; TRICARE and military medical benefits education; emergency financial services; legal information and referral; crisis intervention and referral; and community information and referral. In FY13, the FACs managed more than 62,500 cases (up 76 percent from FY12) and more than 2.7 million queries (up 35 percent from FY12), addressing a wide variety of issues from geographically dispersed members of all military services.

The ARNG fielded 312 Family Readiness Support Assistants, strengthening unit Family readiness programs and linking ARNG Family members with resilience training. During FY13, the ARNG Child and Youth Program provided more than 3,200 community-based childcare spaces, in addition to conducting 4,200 youth events for more than 86,000 youth participants. Many events were conducted in partnership with Operation Military Kids and other community partners, increasing the ARNG's ability to reach geographically dispersed school-aged youth.

Yellow Ribbon Reintegration Program

The ARNG Yellow Ribbon Reintegration Program provides information, services, referrals, and proactive outreach for Soldiers

and designated individuals throughout the entire deployment cycle. The ARNG conducts pre-mobilization, inter-mobilization, and post-mobilization Yellow Ribbon events. The primary purpose of these events is to relieve stress on both Soldiers and Family members. Soldiers and Family members receive information on issues such as medical and dental care, behavioral health care, counterdrug programs, stress reduction, employment opportunities, and strengthening personal relationships. Attendance at Yellow Ribbon events prior to mobilization allows Family members to understand TRICARE benefits. The de-mobilization events focus on financial problems, employment problems, sexual assault prevention, and suicide prevention. In FY13, ARNG obligated \$63.5M of OCO supplemental funds in order to conduct over 780 Yellow Ribbon events with 111,131 attendees.

Survivor Services

Through a cooperative and complementary effort with parent services, veteran service organizations, Casualty and Mortuary Affairs Operations Center, Casualty Assistance Centers, communities, and the ARNG, survivor support is provided to ARNG Soldiers and Families. Casualty assistance officers are stationed in all 54 states and territories and the District of Columbia. These officers provide casualty notifications and assistance to next of kin. In FY13, the ARNG supported over 500 casualty missions.

The ARNG provides support coordinators to surviving Family members in geographically dispersed areas under the Survivor Outreach Service (SOS) Program. This program obligated over \$12M dollars, funding the combined Military Funeral Honors (MFH)/SOS contract, which included 108 SOS coordinators. These SOS support coordinators provided assistance in FY13 to over 20,000 surviving Family members.

In addition to notification and assistance to surviving Family members across the United States, the ARNG performs MFH for all qualified Service members, veterans, and retirees. The ARNG MFH program supported 81 percent of military funeral honors for the Army and 51 percent of funeral honors for all Services combined. In FY13, the ARNG MFH program obligated \$64M, performing over 134,000 honors in FY13. These costs include Soldier pay, allowances, and operating costs. The MFH and SOS contract provides 56 contracted state MFH coordinators who oversee requests and support the MFH training, administrative, and logistical functions. These state coordinators synchronize funeral honors by coordinating all aspects of the service, including the Family, MFH team, funeral directors, and veteran service organizations.

Employment Outreach

Army National Guard employment outreach programs include the Veterans Opportunity to Work (VOW) Act, the Employment Network, the Job Connection Education Program (JCEP), and the Guard Apprenticeship Program Initiative (GAPI).

On November 21, 2012, the Office of the Secretary of Defense (OSD) published Directive-type Memorandum 12-007⁶ outlining the enhanced requirements for the Transition Assistance Program, including the Transition Goals, Plans, Success (GPS) curriculum. The

6. www.dtic.mil/whs/directives/corres/pdf/DTM-12-007.pdf

VOW Act mandates that Soldiers who have served on Title 10 Active Duty for greater than 180 days and are transitioning from Title 10 after November 21, 2012 complete all components of Transition GPS. The training must be completed prior to release from Title 10 active duty. The ARNG contracted personnel to assist with state coordination of the Department of Labor (DOL) Employment Workshop. To maximize the local benefits of the DOL Employment Workshop, the VOW coordinators develop strong working relationships with State Employment Program Managers, Transition and Deployment Cycle Support personnel, State Transition Assistance Advisors, Family Readiness Support Assistants, Yellow Ribbon personnel, State Family Program Directors, and Education Services Officers. Throughout FY13, VOW coordinators managed over 180 events in support of DOL Employment Workshops for over 3,800 Soldiers, connecting them with local support and resources.

The Employment Network provides employment assistance to Soldiers and their Families by collaborating and partnering with and utilizing assets from nonprofit organizations. Through the Employment Network portal, Service members and Families receive virtual and live career counseling, with access to customized state websites and job boards, corporate job postings, and talent matching. In 2013, the Employment Network connected more than 1,840 ARNG Soldiers with full-time employment.

The JCEP supports Soldiers' and spouses' ability to research, obtain, and retain civilian employment through one-on-one career counseling, job skill searching, job fairs, and local employer partnerships. The JCEP is a pilot program in four states (Texas, Wisconsin, Tennessee, and Iowa). In 2013, JCEP placed over 2,000 Service members and dependents in employed positions.

The GAPI allows Service members to receive credit for their military service and apply it toward apprenticeships and on-the-job training in fields related to their military occupational specialty, or toward certification in a new career field. National Guard employment assistance personnel work in conjunction with the DOL Office of Apprenticeship in each state to identify opportunities for Service members. In FY13, 925 Soldiers registered for GAPI, allowing them to locate and pursue registered apprenticeships.



Eighty soldiers of the 55th Brigade, 28th Infantry Division, Pennsylvania Army National Guard, returned home and met their families at the Readiness Center in Scranton, Pennsylvania. Nearly 1,500 soldiers of the 55th mobilized in October 2012 for training at Camp Shelby, Mississippi. In January, they began their mission of providing security at a number of bases in Kuwait. (Photo by Tom Cherry)



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Medical Readiness

The ARNG Office of the Chief Surgeon has dedicated all medical resources to the mission of improving Soldier health and fitness to ensure ARNG medical readiness supports today's missions at home and abroad. In keeping with the ARNG strategic imperatives and the ARNG's promise to all Soldiers and their commanders, the ARNG is committed to supporting a deployed healthy force, sustaining ARNG units' medical requirements and advocating for Soldiers and their Families in the transition to civilian life. The ARNG's aim is to sustain the health of ARNG Soldiers by ensuring they remain in a constant state of optimal health in order to deploy as individuals or as units. Medical units are trained and ready to support the medical requirements of deployed forces for federal, state, and community missions.

The ARNG health service support strategy has three major lines of operations:

- First—the Chief Surgeon's Office will proactively program, manage, and allocate individual medical readiness programs and funding to the states; provide timely medical policy and guidance updates; and maintain medical standards, communication, and reports of the medical readiness posture of the ARNG
- Second—the ARNG will continue assisting Soldiers who fall below medical readiness standards with synchronized strategies to achieve readiness. This is often accomplished through the use of individual case management, psychological health programs, and Medical Readiness Non-Commissioned Officers (NCO) in each battalion
- Third—the ARNG will train and equip a medical force that supports full-spectrum and DSCA operations. Defense Support of Civil Authorities operations challenge our medical community to support and enable first responders in emergency situations

Individual Soldier medical readiness is critical to building and maintaining a ready and relevant operational force. The ARNG has made great strides to leverage leadership, best practices, and innovation to build efficiencies in funding use and to improve the accuracy of how the ARNG accounts for the cost associated with efforts to increase medical readiness and manage non-medically ready Soldiers. In 2007, only 41 percent of ARNG Soldiers were considered fully medically ready; today 85 percent of the ARNG is medically ready to deploy.

SGT Bennet Samson, a medic with Security Force Assistance Team 21, 29th Infantry Brigade Combat Team, Hawaii Army National Guard, teaches Afghan policemen with the Qalat Reserve Battalion, how to apply a dressing to a casualty during a Combat Life Saver class at Qalat in Zabul province, Afghanistan, April 3. (Photo by SPC Tim Morgan)



CPT Mark Dutton, a physician assistant and SPC Katrina Taylor, Supply Specialist, both with 351st Area Support Battalion, South Carolina Army National Guard, carry a simulated victim on a stretcher for immediate medical attention at Ardent Sentry Exercise, Ridgeland, South Carolina, May 19. The South Carolina National Guard participated in a major North American Aerospace Defense Command and U.S. Northern Command sponsored training exercise called Ardent Sentry, May 17 to 21. It involved a scenario of a hurricane striking the South Carolina coast requiring more than 1,500 members of the South Carolina National Guard to practice disaster response activities and coordination procedures. *(Photo by SS Jorge Intriago)*

ARNG Health Care Specialist (68W) Sustainment Program

The Army Military Occupational Skill 68W, Health Care Specialist, is one of the Army's most complex MOSs, in which continuous training is needed to maintain proficiency. The ARNG created the MOS 68W sustainment program to ensure that training is performed and tracked, ensuring qualification maintenance of all Health Care Specialists throughout their military careers. They must attain and maintain a Nationally Registered Emergency Medical Technicians certification in order to maintain the same qualifications as their equivalent civilian counterparts. In FY13, the ARNG achieved a 97 percent civilian qualification rate, which is the highest on record.

Flight Paramedic Program

The Army flight paramedic training program is designed to enhance Army flight medic critical care skills by providing flight medics civilian National Registry Paramedic (NRP) certification and Critical Care Paramedic (CCP) training.

The flight paramedic training program supports three lines of effort. First, it supports improving the ARNG's pre-hospitalization trauma and critical care transport ability in support of its wartime patient transport mission. Second, it supports enhancing interoperability with civilian medical counterparts by enhancing the ARNG's ability to integrate in planning and response efforts with local, state, and federal partners. Third, it supports the DoD Military Credentialing and Licensing Task Force, established at the direction of President Obama, by creating opportunities for Service members to earn civilian occupational credentials and licenses.

Experiences in OIF and OEF have highlighted the requirement for an increased level of advanced pre-hospital trauma and critical care transport capability in Army MEDEVAC. It is estimated that 15 to 28 percent of all battlefield pre-hospital deaths are potentially salvageable with advanced trauma care capability. Analysis of this emerging medical requirement indicates the most effective course of action toward achieving higher survival rates and improving patient outcomes is through NRP training and certification of Army flight medics. As of March 2013, 120 (30 percent) of ARNG flight medics are NRP certified and 26 (6 percent) have met CCP training requirements. The goal is to certify an additional 150 flight medics in FY14 and all flight medics by October 2017.

Case Management

The investment in ARNG Medical Case Management (MCM) has been instrumental in ensuring that the ARNG reached record-setting medical readiness levels in FY13. This investment of \$42M for the annual MCM program employs a total of 574 case management personnel across the 54 states and territories and the District of Columbia in support of medical readiness for the ARNG. Case managers, with the help of their care coordinators, work tirelessly to improve the medical readiness of the ARNG by supporting Soldiers through the processes needed to return to duty or be transitioned from service as necessary. Over the past 12 months, these professionals have closed nearly 80,000 medical cases, thereby decreasing the total number of Soldiers with non-resolvable medical conditions and allowing commands to better plan for training and deployments.

The case management teams can help to determine if Soldiers may be eligible to receive INCAP while they receive medical treatment, or be placed on Active Duty orders to receive pay, allowances, and medical treatment. Additionally, the case management team can help avoid delayed care, which can lead to worsened medical outcomes and associated higher medical costs. The MCM program has helped the ARNG to have a medically ready and deployable force that supports operations at home and abroad.

Behavioral Health Program

The National Guard Psychological Health Program provides a licensed behavioral health counselor in all 54 states and territories and the District of Columbia. The mission of the ARNG Psychological Health Program is to advocate for and guide ARNG Service members and their Families by supporting psychological fitness for operational readiness. Army National Guard clinicians have screened over 8,000 ARNG Soldiers, of which 2,000 were referred for ongoing care at a cost of approximately \$11.7M.

For FY13 there were three main categories of service: 1) assessment and referral, 2) consultation, and 3) professional education and training. In addition, counselors have provided informal behavioral health consultations to 30,000 ARNG Soldiers and their Families. They have acted as subject matter experts to senior leaders, medical personnel, and Family program staff with over 11,000 consultations, of which 13 percent were in response to emergent situations. Furthermore, our counselors have conducted more than 2,000 briefings and trainings to Soldiers and their Families.

Feedback from our Citizen-Soldiers indicates that behavioral health training and services have greatly enhanced their quality of life and helped decrease the stigma related to seeking help. Additionally, clinicians continue to build a bond within the community through partnerships while leveraging a broad spectrum of services for our Soldiers and their Families. The new contract for FY13 expanded 24 additional clinicians that were identified as at risk within the states. The program also documents and analyzes data to provide quality services and identify future needs and trends.

Medical Electronic Data Care History and Readiness Tracking

The Medical Electronic Data Care History and Readiness Tracking (MEDCHART) Program is the ARNG's premier medical information technology (IT) system with a suite of applications that documents, reports, and tracks Soldier medical information throughout the Soldier's career. These applications include: accession waivers (Medical Applications Tracking System); medical records (Health Readiness Record); dental exams; occupational health exams; LOD determinations; case management; and the Medical Readiness Reporting module. The MEDCHART Program was funded at \$13M in FY13.

The MEDCHART Program has significantly improved operating efficiency in the ARNG by decreasing medical waiver processing times, rapidly processing LOD determinations, and generating remarkable cost savings in INCAP, tracking the recovery of Soldiers, monitoring technician health, and providing real-time oversight of medical readiness by commands and medical leadership for the 358,200 Soldiers of the ARNG.

The MEDCHART modules have significantly contributed to the ARNG's improvement in its overall medical readiness. MEDCHART provides close-to-live medical feeds for clinicians to review and provide disposition, which eliminates redundancies and provides an updated Soldier record at all times. Since the medical record is now an electronic document, it eliminates paper records that often become lost over a Soldier's career. MEDCHART's ability to access electronic information across multiple DoD organizations makes it the IT solution for the ARNG.

Electronic Case File Transfer

The ARNG developed the Electronic Case File Transfer (eCFT) module of MEDCHART to support a joint DoD and VA initiative. This gave the departments the ability to quickly and securely move Soldier disability case information back and forth between the DoD and

VA. The eCFT was developed as a pilot program and field tested to meet the possible need for a rapid solution to the DoD's and VA's backlog in disability claims. Since eCFT is currently in a pilot phase, it is being used by a limited number of DoD and VA facilities as its capabilities are further developed and refined. Both the development and pilot phases were funded by the OSD and the Office of the Chief Surgeon ARNG, at a cost of \$1.2M for the development phase and \$1.6M for the pilot phase. This pilot phase will run until March 31, 2014, by which time the departments will determine how the eCFT application would best benefit the Soldier and both the DoD and VA.

Preventive Medicine

The ARNG Preventive Medicine Branch is responsible for sustaining a healthy and ready ARNG force through prevention of injuries, illness, and hazardous exposures across all federal, state, and community missions. The branch formulates policy and provides oversight and consultation services, and in FY13 has provided \$12.5M in funding and services to the ARNG. The branch's mission is carried out through administration of the ARNG Occupational Health, Industrial Hygiene, and Health Promotion Programs. In addition, the Preventive Medicine Branch provides ARNG leadership with professional advice regarding public health, preventive medicine, and occupational and environmental medicine, including topic areas of seasonal and pandemic influenza, emerging diseases, immunizations, and Soldier exposures to various occupational, environmental, and deployment-related health hazards.

Recent examples include abating heavy metal at indoor firing ranges, identifying and remediating toxic Polychlorinated Biphenyl (PCB) contamination found in old paint during building renovations, and tracking the Middle East Respiratory Syndrome outbreak. Identifying presence of PCB in the buildings prior to renovations and demolitions has protected the maintenance staff and contractors from this potentially adverse exposure.

Influenza Vaccine Immunization Program

The ARNG's goal is to vaccinate nearly 100 percent of its force prior to start of the influenza peak season. Seasonal influenza is a contagious respiratory illness that can be debilitating and lethal in any age group. Influenza seasons can be unpredictable and can affect military force readiness and mission. There are approximately 25 million reported influenza cases in the United States annually, resulting in more than 150,000 hospitalizations and approximately 35,000 deaths. Annual vaccination is the primary and effective method of preventing influenza and its complications. In FY13, the Office of the Chief Surgeon, ARNG provided \$2.69M for approximately 290,000 doses of influenza vaccine for distribution to the states, territories, and District of Columbia for the 2013-2014 influenza season. Some of this year's vaccines include four, rather than the usual three, flu strains for added protection against anticipated prevalent influenza strains. Also, the ARNG contracted with a wider range of vaccine vendors than in the past to minimize any unanticipated vaccine delivery delays.



As the medical readiness non-commissioned officer in charge, SSG Rebecca Pollock talks her heat casualty patient through an intravenous therapy to correct electrolyte imbalances. Nine female Georgia Guardsmen have been selected to integrate into combat-related positions that were formerly all male. Pollock, a combat medic, will be one of those chosen to join the ranks of the 48th Infantry Brigade Combat Team (IBCT) Georgia Army National Guard line companies. The 48th IBCT is one of nine ARNG infantry brigades to receive the authorization for assigning women to their maneuver battalions. "I know a lot of the medics over there," said Pollock. "A lot of them I have deployed or cross trained with. With the support I have back home and within the command team, I feel completely safe and confident going into an all male unit." (Photo by SPC Hannah Fulcher)

Occupational Health Program

The Occupational Health Program ensures that Military Technicians are protected from occupational hazards. This past fiscal year the Occupational Health Program executed \$6M for medical surveillance and training to ensure health and safety of the full-time workforce. This is mandated by the Occupational Safety and Health Act, Public Law 91-596 and EXORD 12196. Approximately 50 percent of ARNG Military Technicians encounter occupational hazards while performing routine operations, especially during domestic and contingency operations. Occupational health programs include respiratory protection, hearing and vision conservation, radiation exposed monitoring, hazard communication, injury and illness case management, epidemiology, health promotion, and automated external defibrillator maintenance. The effectiveness of these programs has been reflected in a 10 percent reduction in workers' compensation medical costs in FY13. Additionally State Occupational Health Program Status Report showed a 26 percent improvement in Occupational Health and Safety Administration compliance.

Industrial Hygiene

The ARNG Industrial Hygiene Program executed approximately \$4.3M in FY13 to survey more than 700 facilities for potential health hazards. Aging facilities pose potential hazards; therefore, the ARNG continues to address worker concerns and evaluate proposed designs for new ARNG maintenance facilities. The work was accomplished using ARNG Regional Industrial Hygienists (IHs), ARNG Industrial Hygiene Technicians, and qualified contractor personnel. In addition to identifying and quantifying potential hazards, recommendations were provided to safety, occupational health, maintenance supervisors, and facility maintenance offices for corrective actions and medical surveillance decisions.

These recommendations protect the health of ARNG Soldiers, their Families, and community members, as well as fulfill the statutory requirement to provide a safe and healthy workplace for all ARNG Soldiers. As an example, ARNG Regional IHs worked closely in FY13 with several of the 54 states and territories and the District of Columbia to identify, control, and remediate concerns associated with residual lead contamination found in armories with inactive, unabated Indoor Firing Ranges (IFRs). There are approximately 2,500 readiness centers and armories, with a large portion (over 1,800) having inactive IFRs. At least 700 of these IFRs, totaling approximately 2 million square feet or 44 acres of lost or unusable space, have been identified during IH surveys as not cleaned or remediated properly per guidance in NG Pamphlet 420-15. These un-remediated conditions, if not identified as hazardous, allow for potential lead dust contamination to be tracked into surrounding areas, such as drill halls, that are often used for local community and ARNG activities.

In addition, the IH section has participated in an ongoing collaborative study of whole-body vibration on the health of ARNG aviators. When analyzed and released, the results of this study will identify any equipment, such as aircraft seats, that may need to be altered or re-engineered in order to reduce the risk of vibration-related musculoskeletal and other disorders. Industrial hygienists will continue to play a key role in the health and safety of ARNG Soldiers.

Health Promotion

The ARNG health promotion, injury prevention, and risk reduction campaign promotes comprehensive fitness and medical readiness through web, mobile, and social media platforms to connect dispersed ARNG Soldiers with each other and community resources. Army National Guard Soldiers across the country were interviewed to determine their preferences for the delivery of health information. One quote summarized the responses: "I'd love a website that provides health information and assessment tools that could help me understand what I should be doing as a Guard member to stay fit" (Fort Stewart, Georgia, Soldier). Based on continuous feedback, the ARNG Health Facebook page (www.facebook.com/ARNGHealth) and the "Guard Your Health" website (www.guardyourhealth.com) were launched in FY13 to meet the unique needs of ARNG Citizen-Soldiers and to reach them at home, at work, and on the go. Website users can access information and tools on fitness, nutrition, sleep, tobacco-free living, spirituality, and stress management. The approximately \$2.2M website budget included the development, design, launch, and promotion of the campaign website through formative research, traditional and social media, and grassroots outreach.







Logistics Readiness

Over the past decade, the ARNG has consistently improved logistics readiness, installation management, and its environmental programs. Army National Guard logistics plays an important role at the national level in distributing resources, managing distribution of ARNG equipment between states and the Army, and maintaining ARNG equipment at the depot level. The ARNG also works directly with each state and territory to ensure valuable resources are used in accordance with all applicable laws and regulations and that policies are implemented through national directives.

Ground Operating Tempo

Ground Operating Tempo (OPTEMPO) encompasses day-to-day operations and collective readiness training for ARNG units, as well as operational and logistical training strategies. Funding for Ground OPTEMPO includes direct costs (fuel and repairs parts), which are tied to the training strategy, and indirect costs (Soldier support items, stock-funded secondary items, tools, and office supplies), which are tied to force structure and Army policy decisions.

Historically, the Army and the ARNG have not been funded at 100 percent of Ground OPTEMPO requirements. In FY13, the ARNG Ground OPTEMPO program was funded at 64.9 percent of the total requirement (\$945.4M). This level of funding allowed the ARNG

SGT John Ferrari, yard NCO, and a Lancaster, Pennsylvania native, signals halt to the driver of a forklift as they load another pallet of Meals Ready to Eat onto the trailer of 131st Transportation Company's M19A5 Freightliner at Fort Indiantown Gap, Pennsylvania, October 31. Pallets of water and Meals Ready to Eat were loaded onto these trucks to be delivered to Kintnersville, Pennsylvania by request of the Pennsylvania Emergency Management Agency to support communities following Superstorm Sandy. *(Photo by SGT Matthew Keeler)*

to only achieve Individual-, Crew-, and Squad-level proficiency and supported priority units to prepare for mobilization. It is essential that sufficient Ground OPTEMPO funding is provided to prepare units to meet their ARFORGEN Aim Points.

Depot Maintenance

Depot maintenance refers to supporting surface maintenance and ground vehicle overhaul and readiness. Additionally, it funds ARNG Test, Measurement, and Diagnostic Equipment calibration. In FY13, the program received \$258M in funding for the ARNG’s surface depot maintenance requirement of \$334.9M, equaling a funding rate for depot maintenance of 77 percent.

Depot maintenance funding for FY13 allowed for the overhaul of 818 tactical vehicles, 64 pieces of engineer equipment, 128 semitrailers, 956 night vision goggles, and 190 radios. The program continued to address equipment readiness issues with M113 family of vehicles, M109A6 self-propelled howitzers, and M60 armored vehicle launched bridges. Based on anticipated budget cuts, out-year funding will continue to decline as the requirement increases, creating uncertainty for the depot maintenance program’s ability to maintain required equipment readiness for the fleet. With this trend, depot maintenance will be deferred at unacceptable levels.

Reset

Reset is defined through DoD as “actions taken to restore units to a desired level of combat capability commensurate with the unit’s future mission. It encompasses maintenance and supply activities and associated infrastructure that restore and enhance combat capability to unit and pre-positioned equipment that was destroyed, damaged, stressed, or worn out beyond economic repair due to combat operations, by repairing, rebuilding, or procuring replacement equipment.”⁸



New Jersey Army National Guard fuel handlers PVT James Tyler and PVT Andrea Pittman, both with the 1-150th Assault Helicopter Battalion, offload 1,000 gallons of diesel fuel from a Heavy Expanded Mobility Tactical Truck M978 2,500 gallon fuel tanker at the municipal fuel depot at Morris Township, New Jersey. *(Photo by MSgt Mark C. Olsen)*

8. Defense Acquisition University, Acquisition Community Connection, 5.2.3. Reset <https://acc.dau.mil/CommunityBrowser.aspx?id=495926>.

The Army works with ARNG leaders to refine requirements for equipment, specifically Critical Dual Use (CDU) equipment (equipment usable both in wartime and homeland missions), and to ensure states, territories, and the District of Columbia maintain adequate capabilities to protect the lives and property of American citizens at the onset of, and throughout, a catastrophic event. Units and organizational property and equipment must utilize and complete Reset in order to sustain adequate readiness levels for training and potential mobilization and/or deployment.

The ARNG received approximately \$121.1M in OMA funds to support Home-Station Field-Level Reset. The ARNG Home-Station Field-Level Reset program successfully reset more than 135,000 pieces of equipment from units supporting OCO, including five Infantry BCTs, two CABs, and three Maneuver Enhancement Brigades. Furthermore, a total of approximately 63 Separate Reporting Units (SRUs) successfully completed Reset, while approximately 294 SRUs currently remain in the program.

Equipment On Hand and Equipment Availability

The ARNG continued to manage available resources effectively in FY13 to support both federal and state missions. Congress' continued support of Army procurement and the Army's continued utilization of the ARNG as an operational force resulted in significant improvements to the ARNG equipment posture and increased equipment on hand (EOH), CDU equipment, and overall modernization levels. Army National Guard EOH was at 80 percent just four years ago. In FY13, EOH reached 91 percent, with 84 percent of Modified Table of Organization and Equipment (MTOE) equipment in CONUS available to the governors.

Additionally, efforts by Congress to modernize the Total Army has resulted in dramatic increases to modernized EOH in the ARNG. Tactical Wheeled Vehicles (TWVs) and armored vehicles have seen the most striking increases, with 48.2 percent of the TWV fleet and 47.1 percent of the armored vehicle fleet considered modern in 2001 compared to 82 percent and 99.8 percent modern (respectively) in 2013. In June 2013, adjustments made to the modernization levels of several pieces of equipment resulted in the ARNG's overall EOH modernization percentage to increase from 70 to 85 percent in FY13.

Organizational Clothing and Individual Equipment

Organizational Clothing and Individual Equipment (OCIE) includes personal protective items such as the Army Combat Helmet and body armor, plus comfort items such as the Extended Cold Weather Clothing System and the Modular Sleep System. Funding for the OCIE program includes support for repair or replacement for OCIE items that have been lost or damaged or become obsolete. Organizational Clothing and Individual Equipment programmed funds are not intended for modernization or for filling current shortages. The Rapid Field Initiative is the only method of funding for modernization of OCIE, which is funded with OCO funds. Organizational Clothing and Individual Equipment funds do not include individual clothing, which is covered under the NGPA appropriation. The OCIE program received \$101.9M in FY13. This was a \$3.4M reduction from FY12. Funding has been projected to continue to reduce substantially over the next few years due to anticipated program budget cuts.





Facility Readiness

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This past year, the ARNG has responded to Superstorm Sandy, wildfires and flooding in Colorado, tornadoes in Oklahoma, wildfires in California, and security at the Boston Marathon, all while supporting the war effort and ongoing operations overseas. Integral to these efforts are the facilities in which Soldiers train, launch operations, and shelter citizens. Army National Guard facilities are also used as distribution staging areas and shelters supporting responders. The ARNG Soldiers and their facilities enable communities to be resilient in the face of natural disaster and emergencies.

The past decade of modernization has increased the effectiveness of the ARNG force through new technology and equipment. Unfortunately ARNG facilities are lagging further behind in terms of required square feet and infrastructure to support the modernization efforts. The ARNG has an overall facility deficit of 110 million square feet or 31 percent of the total building requirement. Roughly 41 percent of this shortage is in readiness centers, and 68 percent of the current readiness center inventory shows a Mission Support-Functional Installation Status Report (ISR) rating of F3/4—the worst—indicating these facilities do not meet readiness needs of Soldiers. Army National Guard maintenance facilities in which the organization must tend to a whole new fleet of modern equipment has a shortfall of 10.2 million square feet, and 39.5 percent of existing facilities fall into the F3/4 ISR rating.

The ARNG installation mission is daunting as scarce funds must be prioritized to extend the life and functionality of facilities as much as possible. This could not be accomplished without the expertise and dedication of the Construction and Facilities Management Officers (CFMOs) in each state and those CFMOs who volunteer their time to participate in the Facilities Engineer Advisory Council (FEAC). The FEAC provides an effective internal network of communication to share best practices and assist the Installation Division in implementing DA and OSD policies and programs. Members of the FEAC were integral in this year's revision of the MCNG Infrastructure Requirement Plan (IRP) to add transparency, simplicity, and predictability to the process. The IRP is now updated annually to facilitate responsive changes and opportunities using a method that is consistent with, and reflects, state, ARNG, and HQDA strategies and priorities.

Army National Guard facilities are community-based platforms of readiness and foundations of support for unit personnel, as well as all the returning veterans as an avenue for assistance. Unit and Soldier readiness is enhanced through increased capability to provide infrastructure to support simulators, maintenance bays, and information technology. To accomplish this, the ARNG MCNG program is funded in four major areas: military construction;

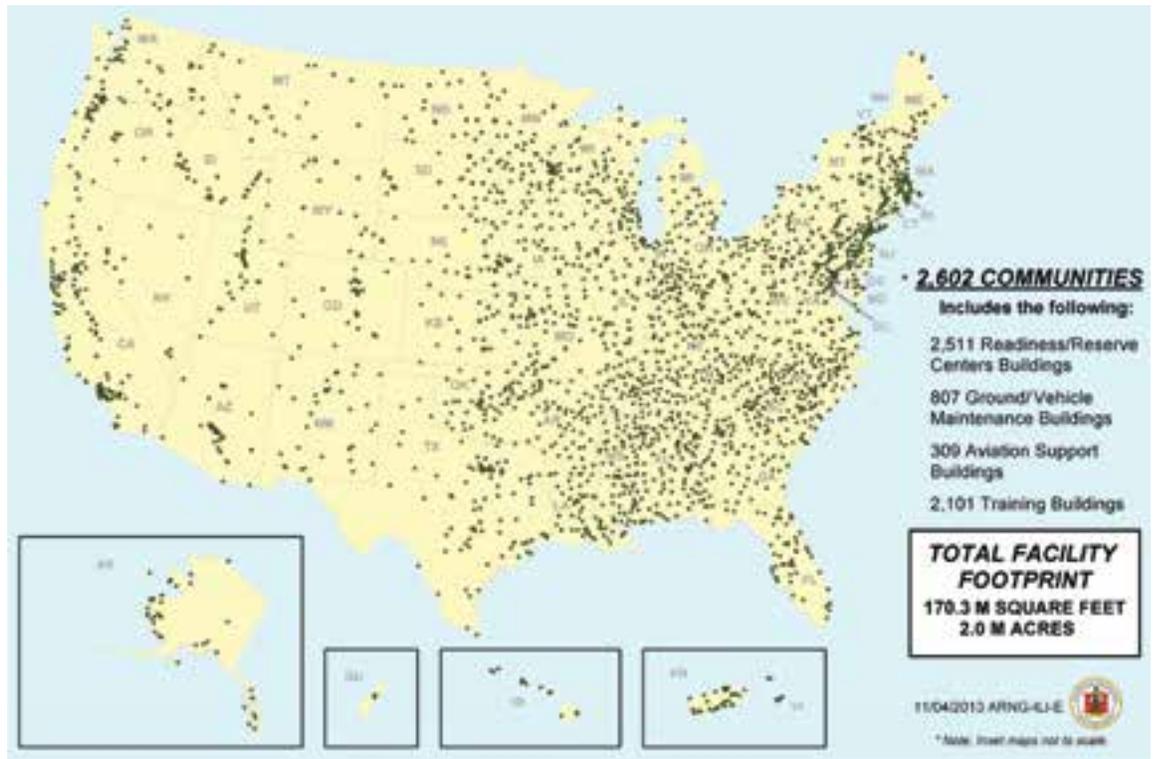
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Soldiers of the 560th Battlefield Surveillance Brigade and members of the Cumming/Forsyth County, Georgia community prepare for the opening ceremony of the new Cumming Regional Readiness Center. *(Photo by CPT William Carraway)*

sustainment, restoration, and modernization (SRM); energy; and base operating support. For FY13, all the major accounts were impacted by sequestration and budget constraints. The total installation ARNG funding level for FY13 was approximately \$1.76B; with \$617M in MCNG, \$772.8M in SRM, \$20.5M in energy, and \$347M in base operating support.

Figure 13
FY13 ARNG Footprint

FY13 ARNG Footprint



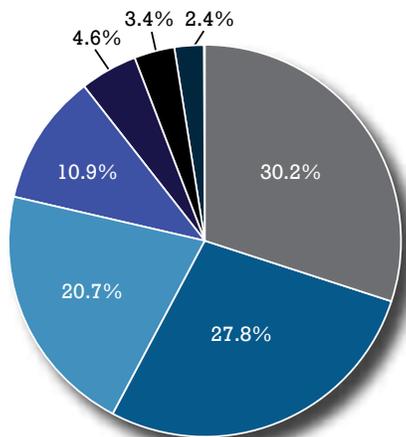
Note: Data source Planning Resource for Infrastructure Development and Evaluation (PRIDE)

Military Construction, Army National Guard

FY13 was truly a challenging year to execute MCNG. The extended Continuing Resolution, coupled with sequestration where a decrement was applied to each individual project, caused an unprecedented delay in the ability to go out for bids and awards. Sequestration pulled \$20.8M from the ARNG MCNG account of \$638M, leaving \$617.2M, which included Superstorm Sandy's appropriation of \$21.7M for six projects in New Jersey for damage repairs. Considering the delays and financial adjustments, the ARNG still accomplished an exceptional MCNG execution rate of 84 percent in the year of appropriation. The ARNG utilized MCNG funding to replace or modernize 13 readiness centers, 1 Armed Forces Reserve Center, 1 refill station building, 11 training facility projects, 8 maintenance facilities, and 3 aviation projects in support of the ARNG.

Figure 14
Military Construction, ARNG

Military Construction, ARNG



Program	Total (\$M)	Percent
Training Facilities	\$186.6	30.2%
Readiness Centers	\$171.9	27.8%
Maintenance	\$127.6	20.7%
Aviation	\$67.2	10.9%
Plan & Design	\$28.2	4.6%
Superstorm Sandy	\$21.1	3.4%
Minor Construction	\$14.6	2.4%
Total	\$617.2	100%

Note: MCNG data source is President's Budget 13 Lock for non-Superstorm Sandy program and Public Law 113-02 (Disaster Relief Appropriations Act, 2013)

Facilities Army National Guard Operation and Maintenance

The Facilities Operation and Maintenance Program provided installation support functions base operating support and SRM to support the federal-state mission. The ARNG executed approximately \$776.2M for SRM projects in FY13, approximately \$4M of which for emergency repairs needed after Superstorm Sandy and other natural disasters. An additional \$347M was executed in base operating support (e.g., public works and municipal activities) to keep 26,580 buildings at more than 2,600 communities functioning.

Aging facilities have inefficiencies throughout that must be addressed through targeted application of SRM funding, especially in an era of constrained MCNG. When MCNG funding has not been available, the ARNG has astutely and strategically invested SRM dollars.

Sustainment, Restoration, and Modernization funds are used to make a facility more functional, energy efficient, and sustainable until there is a MCNG solution. Funding only 80 percent of the competing requirement for sustainment is somewhat mitigated by the increase in funding of the restoration and modernization (R&M) program through the out years. The ARNG is able to fund the essential R&M projects such as female latrines and equipment storage; however, this level of sustainment funding will limit the ARNG's ability to perform some of the largest lifecycle replacement and infrastructure projects, resulting in increased maintenance backlog and accelerated facility degradation.

Reductions in MCNG funding are placing an increased reliance on the R&M program. Any reductions to the current R&M funding line in combination with only 80 percent funding of the competing requirement in sustainment will significantly impact the entire SRM program. Reductions in MCNG funding will require the ARNG to sustain facilities past their useful life, substantially impacting the ARNG's ability to efficiently remain an operational force. Sequestration and impacts of the Budget Control Act placed a significant strain on base operating support and has heightened senior leader interest in energy intensity. Every Soldier's actions make a difference in the current energy conservation environment.

ARNG Energy Program

The ARNG energy program promotes good stewardship of energy and other resources while not impairing the basic mission objectives or Soldier safety. The ARNG must invest in its installations and improve efficiencies in energy, water, and waste management for the benefit of current and future missions. Addressing energy security and sustainability is operationally necessary, financially prudent, and essential to mission accomplishment. The ARNG energy program was funded at \$20.5M for FY13. This funded 114 energy projects: 18 renewable energy and 96 energy efficiency. The actual rate of inflation for energy commodities has outpaced OMB's rate of inflation used in program modeling. This created annual unfunded requirements in utility programs.

A carryover initiative from FY11, the ARNG is working with the Army Corps of Engineers to install 1,099 advanced meters in 876 facilities as well as integrate 914 installed advanced meters into a central meter data management system in order to monitor real-time energy and water consumption. The meter installations

are being completed and are now being connected to a meter data management system which will provide real-time data. The advanced meters are being installed in the most energy- and water-intense ARNG facilities across the nation. By capturing real-time data, leaders and Soldiers take note of their daily habits and how they affect energy and water consumption. By changing usage habits, the ARNG proactively reduces costs while saving resources.

In FY13 several state ARNGs implemented Master Energy Plans. Notable efforts include Oregon ARNG and Michigan ARNG who are working toward net zero within the overall state energy goals. The Oregon ARNG is participating in a net zero pilot study and the Michigan ARNG is focusing their efforts on Camp Grayling, the largest training site in the United States.



Camp Grayling Net-Zero Wash Rack is a wash system that offers year-round water recycling for continuous use and zero waste at Camp Grayling Joint Maneuver Training Center, Camp Grayling, Michigan. The wash rack is an effort toward reaching the Army's Net Zero initiative to reduce water waste and renew energy. (Photo by SPC Alexandria Robinson)

Real Property Accountability and Master Planning

Real property accountability identifies and accounts for both DoD-owned and state-owned buildings, structures, linear structures, and land. Typical ARNG facilities include readiness centers, vehicle maintenance buildings, aviation support complexes, barracks, training complexes, and ranges. Real property inventory captures quantity, usage, facility condition index, and age of facilities to help shape decisions for property acquisitions and disposals. The Master Planning Program was funded through base operating support with \$13M for FY13. This provides a yearly updated real property development plan and is a Planning, Programming, Budgeting, and Execution System requirement.

Funding for this program provides for real property inventory and accounting, master planning, property acquisition (including leases), personnel travel, training and equipment, and geographic information services. Currently the ARNG has a 110 million square foot building deficit. All real property data to include the model for square foot requirements must be as accurate as possible to appropriately manage the facility inventory and program for the needs of ARNG Soldiers, units, and mission.



Environmental Readiness

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The ARNG environmental program continued to maximize efficiencies and promote environmental stewardship in FY13. In FY13, the ARNG environmental program executed \$97M for environmental compliance programs and \$31M in environmental cleanup. The ARNG continues to face increased mission requirements, strict environmental regulatory climates, and fiscal uncertainty, which pose environmental risk mitigation challenges in ensuring environmental compliance and protection in support of the ARNG mission. This year, the ARNG Environmental Program continued to focus on Environmental Management System implementation, Non-Defense Non-Operational Defense Sites Programs, operational range assessments, and cleanup programs at the Massachusetts Military Reservation and Camp Ravenna Joint Military Training Center in Ohio.

The ARNG environmental program completed 37 environmental assessments for military construction projects valued at \$606M. The environmental program also protected over 8,600 acres of land adjacent to critical ARNG training installations as part of the Army Compatible Use Buffer (ACUB) Program. The ACUB Program ensures that valued training land is protected from use limitations imposed by external encroachment such as increased development. As part of the ACUB Program, the ARNG has partnered with several organizations such as Minnesota Department of Natural Resources, The Burton Wildlife Foundation, and The Conservation Fund to ensure the future protection of training areas.

Due to the fiscal constraints imposed by the Continual Resolution Authority and sequestration in FY13, the ARNG Environmental Program reduced environmental assessments, completing 13 of the 18 planned assessments for FY13. The Environmental Performance Assessment System incorporates internal and external evaluations, internal assessor training, and the most advanced assessment software in the DoD to produce environmental assessments. The purpose of the assessments is to verify compliance with Army environmental regulations (AR 200-1) and International Organization for Standardization (ISO) 14001. In addition, the assessments identify federal, state, and local regulatory compliance deficiencies before they become violations.

The ARNG Environmental Program continues to ensure the long-term viability of operational firing and munitions ranges while protecting human health and the environment. Quantitative data is collected to determine whether a munitions contaminant is released from an operational range to an off-range area, which creates an unacceptable risk to human health or the environment. If a munitions contaminant is released, the range becomes referred. The ARNG Environmental Program identified four ranges (Camp Smith and Camp Guilderland, New York; Camp Curtis Guild, Massachusetts; and Fort Indiantown Gap, Pennsylvania) as referred ranges in FY13. The ARNG, in concert with the New York, Pennsylvania, and Massachusetts ARNGs and the Army Corps of Engineers, are working together to mitigate the environmental risks identified.

Five-year periodic reviews are required at approximately 256 of the 356 ARNG range complexes where qualitative data indicate it is unlikely that a release to the environment occurred. The periodic reviews document changes to range or munitions uses that have the potential to cause impacts to human health or the environment. Periodic reviews are programmed to start in FY13 and will be a recurring requirement. Quantitative Phase II Operational Range Assessments are still underway for the ARNG's ranges. The ARNG completed 13 Phase II assessments and initiated 48 Phase I assessments in FY13.

The ARNG began preparing for the implementation of remedial investigations at the 115 identified ARNG Munitions Response Sites by the Non-DoD, Non-Operational Defense Sites Inventory—sites used historically by the ARNG for training but never leased by the DoD. Sites are prioritized using a risk-based protocol and will begin remedial investigations upon availability of funds. Eleven sites were included in the initial work plan for FY13; work will begin in FY14.

The ARNG Environmental Program continues to lean forward to support the Soldiers training lands and provide the platforms for trained and ready Soldiers. Army National Guard Soldiers are members of their communities and are not only the nation's protectors but stewards of shared resources.

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Solar panels fitted on buildings at Clay National Guard Center serve to reduce energy costs for the Georgia National Guard.
(Photo Courtesy of Georgia National Guard)



Technological Readiness

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The ARNG Office of the Chief Information Officer (CIO) was resourced at \$245.8M in FY13. These resources supported the execution of enterprise initiatives designed to increase security and consolidate services while streamlining efficiencies across the entire ARNG.

The IT infrastructure of the ARNG (known as GuardNet XXI) serves every armory, training center, JFHQ, and ARNG organization in every state and territory and the District of Columbia. Civilian communities, including federal, state, tribal, and local governments as well as first responders, are impacted directly by the ability of the ARNG to deliver immediate, ready support to the nation. In FY13, Defense Information Systems Agency (DISA) granted GuardNet XXI an Authority to Connect (ATC), which is valid for three years, as the ARNG CIO continued the maintenance, security, and evolution of the network. This capability is provided utilizing approximately 15 percent of the total Army IT budget.

Army National Guard cyber efforts are collaborative with the G6 (Communications and Automation), G3 (Operations and Training), and G2 (Intelligence and Security). The ARNG G6 supported cyber training through funding the ARNG Cyber Range Enhanced Training Simulator at the Professional Education Center. This provided support for cyber exercises, guidance, and education for the state-based Computer Network Defense teams. Through collaboration with the G3 and G2, the G6 launched the first ARNG Cyber Protection Team in FY13; training programs are being developed for these ARNG Cyber Warriors.

Compliance with the Federal Information Security Management Act

In previous years, the ARNG at both the headquarters and state level struggled to meet the DoD Information Assurance Certification and Accreditation Process (DIACAP) guidelines. Deficiencies were noted in several Secret Internet Protocol Router Network (SIPRnet [a classified network]) circuits as well as in NGB systems and applications. The ARNG received a Federal Information Security Management Act (FISMA) evaluation score of 63 percent; the DoD standard is 95 percent. This unacceptably low score is in part a result of years of constrained resources for supporting DIACAP compliance, resulting in an increase in SIPRnet circuit disconnections by DISA.

In FY13, the ARNG Information Assurance Program Manager (IAPM) Office and technology branch increased focus on FISMA compliance by awarding a contract to augment

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The 426th Signal Company prepares to upload data and voice for operations at annual training at Camp Gilbert C. Grafton. The 426th is based in Fargo, North Dakota. *(Photo by SGT Brett Miller)*

DIACAP expertise and provide a dedicated DIACAP analyst to the DA in order to manage ARNG DIACAP packages exclusively, eliminating the bottleneck in processing those packages. Additionally, IAPM staff provided additional training to the states and systems/application owners.

The ARNG FISMA compliancy percentage is now 97 percent. This increase has ensured seamless operations throughout the entire ARNG, facilitating secure communications with all DoD organizations over the SIPRnet and bolstering cyber security through FISMA compliance.

Linking the Battlefield to the Homefront

The Armory as a Docking Station (AADS) concept allows commanders to use mission command technology systems during IDT. Commanders and their staff are able to “plug in” tactical systems at their local armories and train as if they were dispersed on the battlefield.

The ARNG Office of the CIO facilitated the registration of components from state mission command systems with Army Network Enterprise Technology Command (NETCOM) in order to connect to the Army’s tactical network, LandWarNet. In December 2012, the Office of the CIO conducted a series of successful proof of concept tests on selected tactical systems with the Minnesota ARNG’s 34th Infantry Division, resulting in the validation of AADS tactics, techniques, and procedures (TTPs). These TTPs will be used to help mitigate implementation issues at other units. The ARNG Governance and Policy Branch will publish a policy outlining the requirements to place tactical systems on the ARNG Network.

Enterprise E-mail Migration

The DA directed all Army components to migrate to DoD Enterprise E-mail (DEE) beginning December 2010. Enterprise E-mail provides a secure cloud-based service, decreasing operations and maintenance expenses for the NGB over time. It provides additional capabilities such as a Global Address List across DoD agencies, calendar sharing, project collaboration, and centrally managed E-mail access. Enterprise E-mail utilizes secure authentication enforcement to mitigate cyber attacks.



Soldiers from the Virginia National Guard’s Data Processing Unit conduct a computer network defense exercise in Fairfax, Virginia. National Guard assets are uniquely positioned to take on additional duties and roles as part of Department of Defense cyber protection missions. (Photo by Cotton Puryear)

The ARNG migration planning began in FY12 and concluded in August 2013, resulting in the successful migration of over 365,000 email accounts. In order to meet this aggressive schedule, the Office of the CIO provided migration assistance visits to 35 states to plan and implement the local ARNG migration to DEE with senior leadership and state IT personnel. The CIO also embedded personnel at NETCOM to facilitate the migration and provided audio conferences to further assist states with specific migration issues.

In order to support commercial mobile devices (e.g. iPad, iPhone, Android) after DEE migration, the ARNG began implementation of DoD's Good Mobile Messaging (GMM) Commercial Mobile Device Implementation Plan. This effort supported DoD's June 2012 Mobility Strategy with specific goals and objectives in order to capitalize on the full potential of mobile devices. The GMM pilot began May 2013; currently there are 230 devices from 33 participating states. The ARNG coordinated DISA Defense Connect Online training sessions and conducted weekly audio conferences to review and discuss any tasks, problems, and issues and to answer any questions from the states and territories regarding the DoD Mobility implementation as well as serve as a liaison between the states, territories, District of Columbia, and DISA. These efforts will continue as reliance on mobile computing continues to grow.

Reserve Component Automation System Modernization

Reserve Component Automation Systems (RCAS) is an integrated suite of software products and automated information systems that significantly improve the ability of RC Soldiers and units to accomplish day-to-day unit administration. RCAS has been serving the Soldier since the 1990s through the development and sustainment of infrastructure, hardware, and readiness software products and solutions. In addition to the HR community, RCAS has applications that support aviation, facilities, logistics, information management, internal review, mobilization, resource management, safety, and training.

The ARNG CIO worked closely with the Program Executive Office-Enterprise Information Systems to improve RCAS. Over the past 25 years, RCAS has supported equipment modernization and applications software for ARNG units and GuardNet XXI. In FY13 RCAS was funded at \$92.6M, of which 57 percent supported the ARNG specifically as a critical communications system. Over the past year, the RCAS has undergone an application, hardware, network infrastructure, and network systems modernization effort. This initiative has contributed significantly to the Army enterprise architecture.

In addition to Army enterprise architecture enhancement, modernization brought GuardNet and RCAS databases and software in compliance with FISMA and cyber security requirements. In addition to normal RCAS funding, the ARNG supplemented \$6M in order to support systems management at the ARNG CIO/G6 level. The funding significantly improved the application/network compliance of GuardNet XXI. The RCAS system modernization and associated contracts aligned GuardNet systems more closely with the overall Army enterprise architecture through objective alignment and documentation.

Enterprise License Agreements

The ARNG has participated in the Army's Enterprise License Agreements (ELA) for IT license consolidation. Enterprise License Agreements allow for the easy access of new products, services, and licensing options through web portals and service desks, as well as standardization of computer and device technologies. This enables the ARNG to build secure, well-managed data centers, as well as up-to-date application platform structures.

Use of ELAs results in reduced costs while providing installations software services and maintenance at the Army level. Army ELAs with companies such as Cisco (SMARTNET), Microsoft (J-ELA), Symantec, Adobe, and BMC allowed the ARNG to enhance manageability and cost savings while equipping the states with the latest software applications. Over the last several years, Army ELAs provided programmable, predictable costs for license and maintenance requirements for software applications owned by the Army. These efforts have accounted for more than 15 percent savings of the funded automation budget and remain the most cost-effective way to purchase software and solutions to address ARNG requirements.

Army Data Center Consolidation Plan

The Army Data Center Consolidation Plan (ADCCP) is the Army's response to an OMB Federal Data Center Consolidation Initiative. This initiative is designed to conserve energy, save costs, and improve security through consolidation of data centers and IT. The Information Management System (IMS) Division led the ARNG's participation and response to the Army CIO's EXORD 209-11.

With no additional funding, the ARNG CIO/G6 accomplished specific efficiencies by decommissioning 52 applications, contributing to a 23 percent reduction in overall applications. The ARNG CIO/G6 also reduced training portal hosting costs by leveraging shared commercial-off-the-shelf licenses.

The ARNG has aggressively pursued ADCCP goals and objectives (to reduce physical space and power) by consolidating three of seven network control center data centers into four gateway sites, which reduced application hosting server footprints through virtualization and contributed to achieving 88 percent virtualization in the ARNG Installation Processing Node.





Equipping Readiness

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The ARNG continues to manage available resources effectively to support both federal and domestic missions. Total EOH, a unit readiness indicator depicting the equipment items currently available to the organization for mission accomplishment, is currently 91 percent. This EOH percentage does not include Table of Distribution and Allowance (TDA) requirements that are critical to military occupational specialty schools, Civil Support Teams, pre-mobilization training, states' JFHQ, DSCA, HD missions, and other requirements. The TDA EOH percentage is currently 64 percent.

Beginning in FY06, the Army significantly increased its investment in ARNG equipment to meet overseas contingency requirements, convert to a modular force, and fulfill its CDU equipment commitment to the states and territories. As a result, ARNG EOH (MTOE only) increased from 69 percent in FY06 to 91 percent in FY13. The ARNG CDU EOH, a subset of ARNG MTOE equipment that is available for use by governors, increased from 65 percent to 92 percent during this same period. This continued improvement in ARNG EOH is essential to ensuring the ARNG is capable of fulfilling its missions. As in the past, ARNG EOH percentages will continue to be affected by changing MTOEs and the modernization of equipment; however, the net result will be a more ready and modern force prepared for utilization as an operational force.

Equipment Modernization Success

While the ARNG's equipment modernization level is 85 percent and within 1 percent of AC levels; there are, nevertheless, areas of concern. Modernization concerns include the ARNG's UH-60 Blackhawk helicopter fleet, which is the oldest in the Army. Equipment modernization shortfalls include the Chemical Biological Protective Shelter (CBPS) and general engineering equipment consisting of firefighting support, construction equipment, the Light Tactical Vehicle, Medical Communications for Combat Casualty Care, and the Tactical Electrical Power Equipment (5KW, 10KW, 30KW, and 60KW).

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Forward observers from Headquarters and Headquarters Troop, 1-297th Battlefield Surveillance Brigade, Alaska Army National Guard calculate grid coordinates for calling in close air support at the Orchard Combat Training Center, Idaho, June 10. The soldiers are at the training site for their annual training, where they are given the opportunity to enhance their skillsets for future deployments. *(Photo by SGT Edward Eagerton)*

FY13 and FY14 Funding Profile

The Army and Congress continue to equip the ARNG as an operational force. The ARNG will receive a projected 62,236 pieces of equipment valued at approximately \$6.8B from January 2013 through August 2014. In addition, the Army continues to fund the modernization of existing ARNG equipment. In the FY13 President’s budget, the Army allocated approximately \$1.6B in base funding for ARNG equipment modernization. Highlights include \$152M for UH72A Light Utility Helicopter and \$135.5M for Family of Medium Tactical Vehicles. In light of current funding levels, production capabilities, and the age of ARNG equipment, the ARNG tactical wheeled vehicle and helicopter fleets will continue to require a long-term investment over the next 10 years to adequately address shortfalls and modernize fleet capability. The FY14 President’s budget request provides an Army investment of approximately \$2.3B in base funding for ARNG equipment.

Previous Congressional Appropriations for Army National Guard Equipment Funding

National Guard and Reserve Equipment Appropriation funding has been used to successfully mitigate key ARNG shortfalls in equipment and modernization efforts. The FY13 ARNG NGREA funding has allowed the investment of more than \$58M in aviation, engineering, and logistics systems. In addition, \$79M of NGREA funding was used to procure systems that enhance HD and DSCA capabilities. The ARNG also has invested \$182M of NGREA for the procurement of simulators and training systems that support both individual and collective training. Although these purchases do not include all of the procurements that were made possible by FY13 NGREA funding, it does reflect the ARNG’s focal funding areas. Future NGREA funding will continue to focus on the procurement of high-priority CDU items that have a projected shortfall and adversely impact overall readiness.

Table 6
FY12 NGREA
Base Buy List

FY12 NGREA Base Buy List

Procurement Description	Base Amount
Training (Simulators, Training Systems)	\$97,977,256.00
Domestic Operations (Chemical/Radiation Detection, Decontamination Systems)	\$71,629,362.00
Engineer (General Engineering Equipment)	\$55,911,313.00
Aviation (Support Equipment, Imaging Systems, Unmanned Aerial Systems, Fuel Tanks, Light Utility Helicopters)	\$38,067,150.00
Medical (Field Medical, Medical Equipment Sets)	\$32,002,148.00
Logistics (Field Feeding, Field Services, Liquid Logistics, Test and Measurement Support Devices)	\$24,679,771.00

Table 7
FY13 NGREA
Base Buy List

FY13 NGREA Base Buy List

Procurement Description	Base Amount
Training (Training Systems)	\$131,712,401
Transportation (Truck Tractor, 5 Ton Wrecker, HMMWV Ambulance Integration Efforts)	\$119,722,979
Domestic Operations (Chemical/Radiation Detection, Decontamination Systems)	\$68,321,532
Training/Aviation (Simulators, Training Systems)	\$64,682,341
Aviation (Reduced Size Extended Range Fuel System, Civilian Communication Package, Fuel Tanks)	\$43,241,144
Logistics (Assault Kitchen)	\$9,575,000
Intelligence (Sensitive Compartmented Information Facility Systems)	\$9,000,000
Maintenance (Hydraulic System Test, Repair Unit)	\$8,561,000
Engineer (Hydraulic Excavator)	\$5,183,603

Funding for New and Displaced Equipment Training

NET/Displaced Equipment Training (DET) funding is dependent on the quantity of new equipment scheduled for fielding to the ARNG. In FY13, the ARNG received \$67.7M in funding for NET/DET training events and activities. The ARNG will be fielding the Global Combat Support System-Army (GCSS-Army) in FY15-17. Any significant decrement to ARNG NET funding levels will significantly increase risk in the ARNG's ability to support required NET during the fielding and implementation of GCSS-Army. The ARNG must complete fielding of GCSS-Army by FY17. GCSS-Army will be the prime system utilized to track delivery of new equipment and enable CNGB to comply with the NDAA delivery of equipment validation requirement.

Equipment On Hand

The ARNG continues to support the Army's full-spectrum ARFORGEN-based equipping strategy by focusing on modernization, improving equipment interoperability, and emphasizing CDU equipment. Therefore, by the continued improvement in the ARNG EOH, it is essential to ensure that the ARNG MTOEs and the modernization of equipment are being maintained and available for future usage. As a result of these focused efforts and Congress's continued support of Army procurement, the ARNG is more capable than ever to support the Army and the nation in missions at home and abroad. Over the past year, the ARNG has received over 74,000 new items of equipment.

Budget Operating Systems

The equipment item listings in each of the following Budget Operating System (BOS) areas are not an all-inclusive ARNG equipment shortage list but are groupings of those shortages most critical to the ARNG for FY15. These systems fulfill the Army's C2, intelligence, fires, movement and maneuver, protection, and sustainment mission requirements. Budget Operating System narratives are provided below. The narratives with BOS tables contain select items of equipment including those below 90 percent of requirements.



SGT Michael Havner with Joint Force Kansas removes damaged asphalt with an excavator along U.S. Highway 36, just north of Boulder, Colorado. In the background, SSG Danny Shipley makes his way downstream to build a rock wall to support the new roadway. (Photo by 2LT Angela M. Brees)

Table 8
Budget Operating Systems

Budget Operating Systems

Budget Operating Systems	Type System	FY15 Required Quantity				Discussion
		FY15 On-Hand Quantity	Percent Fill (%)	Funding Shortfall (\$M)		
Air Defense	Air/Missile Defense Planning and Control System (AMDPCS)	4	2	50%	\$24.0	Air and Missile Defense (AMD) remains an Army core function, vital to the Army's core competencies of combined arms maneuver and wide area security. More significantly, the Army is the only service designated to conduct both air and missile defense in support of joint campaigns. Today, ARNG AMD units support the National Capital Region's Integrated Air Defense System that protects the nation's capital and provide manning for Ground-Based Midcourse Defense Systems deployed in Alaska, Colorado, and California that deter and defeat ICBM attacks on the nation. Both AC and ARNG AMD units are called upon regularly to protect designated special security events such as Olympic Games or highly publicized political summits hosted in the United States. Acquisition of new tactical systems and modernization of currently fielded assets continue to improve and integrate AMD systems into the ballistic missile defense architecture.
	Improved Sentinel Radar	82	82	100%	\$0.0	
	Air Defense Airspace Management System	81	72	87%	\$12.0	
Aviation	*UH-60L Blackhawk (Modernization)	450	304	67%	\$708.0	The Aviation BOS consists of all ARNG rotary-wing, fixed-wing, and unmanned aircraft systems. The BOS modernization effort generally is on track, with the exception of the H-60 Series helicopters, which is delayed by funding reductions that decrease H-60L cascades from the Army. The ARNG operated 438 H-60A, 304 H-60L, and 81 H-60M (most current model) in FY13, with scheduled H-60A divestment in FY26 and H-60M buyout forecasted for FY27. The ARNG AH-64D Apaches will all receive Block II upgrades in FY17. CH-47D conversion to CH-47F is fully funded. All C-23 aircraft will be divested from the ARNG inventory in first quarter FY14. Initiatives such as bulk procurement of common toolkits fill long-standing shortages and illustrate AGSE modernization.
	*UH-60M Blackhawk (Modernization)	106**	121**	114%		
	*UH-72A Lakota	212	212	100%	\$0.00	
	AH-64D Apache	192**	177**	92%	\$376.0	
	*CH-47F Chinook (Modernization)	75	83	110%	\$0.0	
	*Aviation Ground Support Equipment (AGSE) 54 LINS	15,674	10,195	65%	\$33.5	
Mission Command	Blue Force Tracker (veh.) C18378	23,257	14,466	62%	\$231.0	The Mission Command BOS consists of the Army digital C2, communication, computer, and intelligence systems including fixed, semi-fixed, and mobile networks that are designed for interoperability. Joint Capabilities Release-Blue Force Tracker (JCR-BFT) is the Army's key situational awareness and command-and-control system, which links communication devices, sensors, vehicles, rotary-wing aircraft, and weapons platforms in a seamless digital network to provide a clear, continuous, and common picture of the battlefield. The ARNG is fielding the JCR-BFT Tactical Operations Center system and a vehicular mounted system. Currently, the JCR-BFT vehicular system is only being fielded to deploying units at reduced authorizations in accordance with a Force Feasibility Review known as the Key Leader Option (KLO). This number is significantly lower than MTOE authorizations. The MTOE documents should be changing to reflect the KLO. However, requirements continue to change and the KLO has not been applied properly to MTOEs, which results in shortages of equipment on unit readiness reports.
Nuclear, Biological & Chemical (NBC) Force Protection	*Chemical and Biological Protection Shelter (CBPS)	289	8	3%	\$281.0	The NBC Force Protection BOS consists of systems to support CBRN response activities. The CBPS system is a CDU system used for homeland response missions. Delivery of eight systems for the ARNG is scheduled for FY14. The ARNG may use NGREA to supplement the Army's base-budget funding for CBPS. If future funding is applied to this program, it is not recommended that the ARNG continue to use NGREA to supplement.

Budget Operating Systems	Type System	FY15 Required				Discussion
		Quantity	FY15 On-Hand Quantity	Percent Fill (%)	Funding Shortfall (\$M)	
Intelligence & Electronic Warfare (IEW)	Prophet Electronic Support Spiral	34	6	18%	\$8.9	The IEW BOS consists of a variety of military IEW subsystems. The Prophet System serves as the Army's premier ground signals intelligence (SIGINT) platform. Each Prophet System includes one control vehicle and two or three sensors depending on the unit type. The Prophet equipment shortfall is due to unapproved funding for Prophet fielding teams, delayed Prophet Sensor production and retrofit schedule, and delayed fielding schedule due to theater priorities. Prophet System production is funded fully with fielding complete in FY16. These systems are critical for maintaining and developing the highly perishable SIGINT skills associated with the SIGINT Analyst and Cryptologic Linguist occupational specialties.
	Prophet Sensor	75	15	20%	\$84.0	
Mobility	Water Well Drill Rig	6	4	67%	\$4.0	Family of Boats and Motors is currently under contract with fielding taking place in FY14-FY16. The Water Well Drill Rig has been fielded with two systems being sent to the Afghan and African theaters in support of Operational Needs Statements. The ARNG contains 100 percent of the Total Army force structure for the Water Well Drill Rig and currently is working through either a payback plan from HQDA or possible retrograde from theater. Mobility systems include countermine (MMPV) and bridging systems (AVLB). Shortfalls exist due to modernization of equipment, not shortages of EOH. The ARNG currently contains approximately 40 percent of all DA Engineering Force Structure, much of which can directly support Civil Support and Disaster relief missions. The Engineer BOS utilizes a mix of programmed funds and NGREA.
	*Zodiac 15 Passenger Boats	375	131	35%	\$4.6	
	*Outboard Motor Gasoline: 40 Brake Horsepower (BHP)	122	0	0%	\$2.2	
	*Outboard Motor Gasoline: 35 HP Silenced Waterproofed	365	67	18%	\$1.3	
	Armored Vehicle Launched Bridge (AVLB)	102	72	70%	\$9.0	
	Medium Mine Protected Vehicle (MMPV) Type I	205	58	28%	\$102.0	
Combat Service Support Quartermaster, Ordnance & Medical	*2000 Gallon Water Tank-Rack (HIPPO)	660	483	73%	\$23.0	The CSS-Sustainment BOS consists of medical, fuel, water, maintenance, and food systems. Recent utilization of FY12 and FY13 NGREA funding improved the on-hand posture of these vital capabilities; however, the ARNG EOH is below 80 percent for MTRCSs, Assault Kitchens, and 2,000 Gallon Water Tank-Racks (HIPPOs). Sustainment systems add vital capabilities to ARNG units conducting both combat and domestic operations.
	*Multi-Temperature Refrigerated Container System (MTRCS)	470	174	37%	\$32.0	
	*Assault Kitchen (AK)	1000	282	28%	\$102.0	
Combat Service Support Transportation	Semi-Trailer: Flat Bed: 34 Ton	4,349	3,755	86%	\$42.0	The CSS Transportation BOS consists of Light Tactical Vehicles, Medium Tactical Vehicles (MTVs), Heavy Tactical Vehicles, and Tactical Trailers. The ARNG anticipates a requirement to recapitalize 34-ton and 25-ton semi-trailers. The ARNG also has a requirement to recapitalize PLSs to meet the Army standard of 50 percent modernization level by FY18. The ARNG PLS modernization level is currently 2 percent. HMMWVs are a critical command, control, and transportation asset during domestic operations. The ARNG is in excess of the FY18 HMMWV requirement. The HMMWV Fleet consists of 40 percent up-armored HMMWVs, and 31 percent of the HMMWVs that have been recapitalized for an additional 20 years of service. The ongoing Army TWV Reduction Study V will reduce the ARNG's overall HMMWV requirements. The ARNG is purchasing 500 HMMWV ground ambulances with FY10 NGREA funding. The ambulances are projected to be fully fielded by June 2015. The ARNG MTV Fleet is projected to be 95 percent Family of Medium Tactical Vehicles (FMTV) pure by FY14, and 55 percent of the fleet will be the most modern up-armored models. The next critical Army Decision Point in FY14 will be to determine a Recapitalization or Replacement Strategy for the first generation FMTVs, which are approaching 15 years of service life.
	Semi-Trailer: Low Bed: 25 Ton	783	208	37%	\$59.0	
	*Palletized Loading System (PLS)	1,767	1,799	102%	\$384.0	
	*High Mobility Multipurpose Wheeled Vehicle (HMMWV) Ground Ambulance	1,690	1,372	81%	\$112.0	

* Indicates Critical Dual Use Equipment

** Surplus is due to lagging documentation source: ARNG Equipping Module.

Achieving Transparency within the Army's Procurement Process

The ARNG supports the Army's continued effort to provide transparency as it relates to the visibility, traceability, and tracking of equipment funding, production, delivery, and fielding. A key component of this effort will be to establish an automated transparency process. The development and implementation of Item Unique Identification (IUID) coding and system implementation is expected to provide the automated means necessary to trace delivery of equipment to the funding year and appropriation from which it was resourced. Once fully operational, IUID will be the final piece necessary to enable information sharing between various systems in the acquisition process. The IUID system is scheduled to become fully operational by 2017.

The Army National Guard Top Equipment Modernization/Shortfall Category List

The ARNG's Top Equipment Modernization/Shortfall Category List is the ARNG's venue for identifying systems that should be given additional and special attention to the Army and ARNG. The list identifies systems or capabilities required by the ARNG for modernization and/or filling of shortfalls of equipment in support of federal and domestic missions. The Army and Congress continue to support equipping the ARNG with modern equipment.

However, the ARNG procurement funding is expected to decrease in future years. The Top Equipment Modernization/Shortfall Category List is a direct result of the shortfalls in the Army Program Objective Memorandum funding. Without the funding, the capability to perform federal and domestic missions is directly affected. Providing additional procurement capabilities (funding and sources) for items identified on this list will positively impact ARNG unit capabilities and readiness.

Figure 15
ARNG Top Equipment
Modernization/Shortfall
Category List

ARNG Top Equipment Modernization/Shortfall Category List

List is not prioritized; Items are listed alphabetically

- **Aviation Support Equipment*** (AGPU, Hoist, Ground Support)
- **Aviation System*** (UH-60M Modernization)
- **Chemical Protection Systems*** (CBPS)
- **Combat Mobility Systems*** (Boats, Motors, Bridge Erection Boat)
- **Communications Security*** (SKL)
- **Construction Engineering Equipment** (Rollers)
- **Domestic Operation Equipment** (PPE, PAPR)
- **Field Feeding Systems*** (MTRCS, Assault Kitchen)
- **General Engineering Equipment*** (HEPPOE, Urban OPS Kit)
- **Heavy Tactical Vehicle*** (Truck, Palletized (LHS))
- **Information Systems Equipment** (Guard Net, AADS)
- **Intelligence Equipment** (Sensitive Compartment Equipment)
- **Light Tactical Vehicles*** (HMMWV Ambulance)
- **Liquid Logistics, Equipment*** (HIPPO, CAMEL)
- **Maintenance Equipment*** (MSDv3)
- **Material Handling Equipment** (Truck, Fork Lift)
- **Medical Communications for Combat Casualty Care (MC4)*** (Servers, Laptops)
- **Medical Field Systems*** (MES, Laboratory; MES, Combat Medic)
- **Medium Tactical Vehicle*** (Truck, Cargo 5T Modernization)
- **RADARs** (AN/TPQ-50)
- **Satellite Systems*** (AN/TSR-8)
- **Tactical Electrical Power Equipment*** (5KW, 10KW, 30KW, 60KW)
- **Tactical Radios*** (SINGARS Modernization)
- **Tactical Trailers*** (Semi-Trailer, Flat-Bed 34T; Semi-Trailer, Low-Bed 25T)
- **Training Devices/Simulators** (RWS-TT, Universal Mission Simulator)

*Critical Dual Use

Black = Carryover **Blue** = Add/Updated
As of 5 December 2013

Figure 16
FY15 ARNG
Significant Major
Item Shortages

FY15 ARNG Significant Major Item Shortages

The FY15 ARNG Significant Major Item Shortages is a prioritized list and is provided below with equipment photo, nomenclature, description, total quantity required, item shortage, individual item cost, total shortage cost, Line Item Number (LIN), and rationale/justification for the unfunded portion. This data is consistent with other unfunded data submitted by the ARNG. Items found in the FY15 ARNG Significant Major Item Shortages are also included in the Top Equipment Modernization/Shortfall Category List and may be early in the procurement process or are currently being fielded.

Rotary-Medium Cargo (H-60M) Modernization



Total Required: 806
Item Shortage: 546
Cost: Varies
Shortage Cost: \$4,346,800,000
LIN: H32429, M33458

Description: The UH-60M is a twin turbine engine (T700-GE-701D), mast-mounted, fully articulated, four-blade helicopter designed to meet the Army's current, and future projected, medium lift battlefield maneuver requirements. This multi-role aircraft is capable of performing air movement/air assault operations, MEDEVACs, cargo movements, sling loads, C2, etc. It is a CDU item. It serves the same function as the UH-60A/L/Q but has numerous improvements including 14 airframe strengthening improvements, improved durability main gearbox, digitized avionics, wide-cord blades, and fully functioning auto pilot. The UH-60M is capable of transporting up to 10,000 pounds of cargo (internally and externally) or 11 combat equipped troops and weapons during day, night, visual, and instrument conditions, with the installation of designed mission flexibility kits to perform a variety of missions. The HH-60M is the MEDEVAC configuration which can transport up to six litter and four ambulatory patients. Its mission equipment includes an external rescue hoist and forward-looking infrared.

Rationale/Justification: UH/HH-60M aircraft replace UH/HH-60A helicopters in certain ARNG formations and are CDU items. H-60As are being modernized by the procurement of H-60Ms, cascades of UH-60Ls, and the A-A-L conversion line. Equipment on hand with substitutes will be 100 percent, but the projected dates for H-60A divestiture and H-60M buyout will be FY26 and FY27, respectively.

Chemical Biological Protective Shelter M8E1



Total Required: 2257
Item Shortage: 371
Cost: \$452,000
Shortage Cost: \$167,692,000
LIN: Z01533

Description: The M8E1 CBPS is a highly mobile, self-contained collective protection system that provides a contamination-free and environmentally controlled working area for combat medical services and combat service support personnel to work freely without continuous wear of chemical-biological protective clothing.

Rationale/Justification: The NBC Force Protection BOS consists of systems to support CBRN activities. The deliveries of four systems for ARNG are projected for FY14. A projected total of 15 systems are scheduled to be fielded by FY17. The ARNG plans to use NGREA to supplement Army base-budget funding for CBPS.

Semi-trailer: Flatbed: 34 Ton and 25 Ton



Total Required: 5,132
Item Shortage: 1,058
Cost: \$173,009
Shortage Cost: \$183,043,522
LIN: S70159

Description: The M872 is a commercially designed 34-ton semitrailer that is used to transport break-bulk or containerized cargo. It consists of a cargo bed and frame with side racks. It is used primarily in local and line haul missions from the port area to the division rear areas, where it travels mostly on improved roads. It provides the capability to transport two 20-foot or one 40-foot container. The prime mover is the M915A3 truck tractor.

Rationale/Justification: The ARNG is short both 34-ton semi-trailers and 25-ton semi-trailers. Both fleets also consist of 20-year-old systems. The ARNG will require a recapitalization effort to sustain the existing 34-ton and 25-ton trailer fleet. The TWV Reduction Study V will reduce prime mover requirements, but the reduction will not reduce trailer transport mobility requirements for maneuver units.

HMMWV Ambulance Recap



Description: The HMMWV Ambulance is capable of transporting up to four litter patients, eight ambulatory patients, or a combination of litter and ambulatory patients. The current ARNG ambulance is capable of fording hard bottom water crossings up to 30 inches (76 centimeters) without a deep water fording kit. The current ARNG ambulance fleet age average is 20 years old. The HMMWV ambulance is a critical asset in supporting HD and DSCA operations.

Total Required: 1,690
Item Shortage: 345
Cost: \$175,000
Shortage Cost: \$60,375,000
LIN: T38844

Rationale/Justification: The ARNG used FY10 NAREA funding to purchase the 500 ambulance shortfalls. By June 2015, the ARNG will have 100 percent of ambulance requirements. However, a majority of the ARNG fleet is over 20 years old and requires recapitalization to extend their service life. There is not an Army long-term strategy to replace or modernize the ambulance fleet, thus the ARNG's readiness to support domestic operations is degraded. Recapitalizing 345 ambulances will improve the ARNG's preparedness to have fully mission-capable ambulances to support civilian authorities during domestic operations.

Construction Engineering Equipment

Grader, Road



Description: This is a commercial off-the-shelf item with an A-Kit which consists of weld bosses located around the cab for armor attachment. Armor B-Kits are available as designated. The Grader is a three-axle, heavy-duty pneumatic tire vehicle that is intended to be used for shaping, bank sloping, ditching, scarifying, and spreading construction materials at engineering and construction sites in the entire range of military operations. A rollover protective structure is built into the falling object protective structure, covering the cab of the Grader. Permanent lockable toolboxes capable of storing all Basic Issue Items are attached. The power source is a 6-cylinder diesel engine. This equipment is also useful for domestic disaster recovery operations.

Total Required: 10,642
Item Shortage: 5,321
Cost: Varies
Shortage Cost: \$230,000,000
LIN: M05001

Rationale/Justification: This category includes the heavy crane, dozers, HEPPOEs, graders, and various types of compaction-rollers that are critically under-filled or being filled at a rate that will never achieve modernization standards. This portfolio is unique in that DA as a whole is a very minor portion of the vendor's business. The lengthening of fielding directly hurts modernization efforts. This portfolio is heavily reliant upon NAREA funding to meet modernization goals. The Army's Brigade Engineer Battalion Force Design Update will double the amount of engineers in each of its Brigade Combat Teams.

Multi-Temperature Refrigerated Container System



Description: The Multi-Temperature Refrigerated Container System (MTRCS) is a 20x8x8 ISO container with integrated bail bar for direct heavy expanded mobile tactical truck-load handling system compatibility and dual evaporators allowing for two temperature zones. The MTRCS will be used primarily for the distribution and storage of perishable and semi-perishable subsistence in support of the Army Field Feeding System. The MTRCS refrigeration system will operate during transport and will have the capability to simultaneously keep frozen, chilled, perishable, or semi-perishable operational rations at appropriate temperatures for safe food handling.

Total Required: 470
Item Shortage: 143
Cost: \$140,000
Shortage Cost: \$20,020,000
LIN: M30688

Rationale/Justification: The MTRCS replaces non-tactical legacy Reefer Vans. The MTRCS provides the capability to refrigerate and/or freeze perishable and semi-perishable food and medical supplies with dual evaporators and a moveable partition allowing division into two compartments.

Combat Mobility

Joint Assault Bridge



Description: The Joint Assault Bridge (JAB) is a full-tracked armored vehicle that provides the Armored Brigade Combat Team with a survivable, deployable, and sustainable 18.3 meter (60 foot) wet/dry gap crossing capability to replace the Armored Vehicle Launched Bridge (AVLB) system in Mobility Augmentation Companies. The JAB will launch and recover the existing AVLB Military Load Class 60 or 70 scissor bridge. The JAB provides a rapidly employable, short-gap, assault crossing bridge, capable of spanning road craters, anti-tank ditches, partially blown bridges, railroad cuts, canals, rivers, and ravines.

Total Required: N/A
Item Shortage: N/A
Cost: Varies (modification)
Shortage Cost: \$300,000,000
LIN: Z00963

Rationale/Justification: This category includes countermine and bridging systems. Bridging supports CDU requirements for Homeland Security. The EOH for engineering equipment is aging and requires modernization. The total shortage cost in this table reflects the cost of modernization of existing equipment.

Load handling System Compatible Water Tank Rack

Compatible Water Tank Rack System (HIPPO)



Description: The compatible water tank rack system, HIPPO, is a mobile hard wall system mounted on an ISO tank rack that provides both bulk and retail water distribution capabilities. The system consists of a 2,000-gallon water tank rack with pump, filling stand, and 70 feet of hose. The HIPPO can distribute to multiple locations or can be placed on the ground and off-loaded to establish water supply points.

Total Required: 1104
Item Shortage: 628
Cost: \$131,839
Shortage Cost: \$82,794,892
LIN: T32629

Rationale/Justification: The HIPPO consists of a 2,000 gallon potable water tank in an ISO frame with integrated pump, engine, alternator, hose reel, heater, and fill stand. The HIPPO enhances and expedites the delivery of bulk potable water into the division and brigade areas. It provides the Army with the capability to receive, store, and distribute potable water utilizing tactical trucks. The HIPPO replaces the semi-trailer mounted fabric tank.

Assault Kitchen



Description: The AK is mounted on a HMMWV and Light Tactical Trailer (LTT) used to reheat rations or provide limited preparation capability in a field environment. The AK consists of a tray ration heater, M-59 range cabinet and pot cradle assembly, power inverter, insulated food containers, beverage dispensers, worktables, ice chest, and required utensils.

Total Required: 1,000
Item Shortage: 531
Cost: \$51,500
Shortage Cost: \$27,346,500
LIN: A94943

Rationale/Justification: The AK replaces the current legacy Company-level Field Kitchens. The AK is a mobile field-feeding platform that provides heating and serving to company-sized elements at a future force sustainment replenishment site. The AK prepares food for up to 250 personnel in 90 minutes. The AK consists of a Tray Ration Heater installed in a LTT with a HMMWV as its prime mover.

Palletized Loading System



Description: The Palletized Loading System (PLS) Transporter is composed of a prime mover truck with integral self-loading and unloading transport capability. These vehicles can be equipped with materials handling equipment, winches, or container handling unit. The PLS is a key transportation component of the ammunition distribution system and will perform long-range hauling, local hauling, and unit resupply of ammunition. This PLS tactical truck is a 5-axle, 10-wheel drive vehicle equipped with an automatic transmission and Central Tire Inflation System. The M1075A1 is used in conjunction with the M1076 trailer in support of transportation line-haul missions.

Total Required: 2257
Item Shortage: 371
Cost: \$452,000
Shortage Cost: \$167,692,000
LIN: T55054

Rationale/Justification: Recapitalization is the current strategy to modernize this fleet. The Army's goal is 50 percent up-armored by FY18; currently the ARNG is at 2 percent. The current fleet is over 13 years old.

NOTE: The above information provides FY15 ARNG Significant Major Item Shortages of equipment required for wartime missions not currently funded in the Future Years Defense Program.

Summary

It is critical for the ARNG to continue modernization efforts and embrace the Army's ARFORGEN-based equipping strategy, especially as operations come to a close in Afghanistan and the government experiences increased fiscal uncertainty. In addition, interoperability of equipment, both between the ARNG and Army as well as with civilian authorities remains critical for DSCA and combat readiness. In order to remain the effective force that the nation has depended on over the last decade of combat, equipment modernization must remain a key priority.



State Summaries

The ARNG federal appropriation supports the maintenance of trained and ready units of the ARNG in the 54 states and territories and the District of Columbia. The ARNG is under the control of its state or territorial governor at all times except when activated for federal service, at which time control transfers to the President. Each state governor is the Commander in Chief of his or her National Guard force, while the state's TAG, a two-star general, is responsible for training and readiness of National Guard forces. The Adjutants General in nearly all cases are appointed by the governors, the exceptions being Vermont (elected by the state legislature), South Carolina (popular election), and the District of Columbia (the senior officer is titled the Commanding General and is appointed by the Secretary of the Army).

There are three command and control statuses under which National Guard units may serve—state active duty, USC, Title 32 (Militia Code—primarily referring to federally funded but state-controlled use of National Guard forces) and USC, Title 10 USC (Armed Forces—primarily referring to the federally funded, federally controlled use of military, including National Guard, forces).

State Active Duty

When National Guard units are not under federal control, they are the militia of the states. The governor is the Commander in Chief of Guard units of his or her respective state, territory (Guam, Virgin Islands), or commonwealth (Puerto Rico). The President of

TOP: SPC Garfield Ferdinand, 651st Maintenance Company, Virgin Islands Army National Guard, demonstrates his strength and endurance while completing Victory Tower and a skills competency course on Fort Jackson during the Region 3 Best Warrior Competition at the McCrady Training Center, Eastover, South Carolina, May 1. *(Photo by TSgt Caycee Watson)*

MIDDLE: SPC Michelle Metzger, a motor transport operator with 1487th Transportation Company, Ohio Army National Guard, applies grease to her vehicle at Multinational Base – Tarin Kot, Afghanistan, August 12. Metzger, a mine resistant ambush protected vehicle driver, performs daily maintenance on the vehicle. *(Photo by SGT Jessi Ann McCormick)*

BOTTOM: New York Army National Guard Soldiers from Company F, 427th Brigade Support Battalion assist local residents arriving by military vehicle to Long Beach New York for evacuation to shelters supervised by Nassau County Office of Emergency Management. The National Guard response force is part of Governor Cuomo's callup of more than 2,200 troops in response to Superstorm Sandy which struck New York City and Long Island October 29. *(Photo by COL Richard Goldenberg)*

the United States commands the District of Columbia National Guard, though this command is routinely delegated through the Secretary of the Army to the Commanding General of the District of Columbia National Guard. States are free to employ their National Guard forces under state control for state purposes and at state expense as provided in the state’s constitution and statutes. In doing so, governors can directly access and utilize the Guard’s federally assigned aircraft, vehicles, and other equipment if they reimburse the federal government for the use of fungible equipment and supplies such as fuel, food, and stocks. This is the authority under which governors employ National Guard forces in response to natural disasters and emergencies such as riots, civil unrest, or terrorist attacks.

Because the National Guard is acting in its state status as the militia, the Federal Posse Comitatus Act—a law which limits the use of federal military forces to enforce civil law—does not apply.

Title 32 Status

National Guard duty performed under USC, Title 32 is federally funded, but command and control remains with the state governor through his or her TAG. The most common duty performed under Title 32 is training for the Guard’s federal mission—either Inactive Duty Training (e.g., IDT or “drill”) or Annual Training (AT). Guard Soldiers who serve in their states on active duty in an Active Guard Reserve (AGR) capacity also serve in a Title 32 status. In limited cases where there is a federal nexus, Title 32 can be used for operational missions in the United States, such as the response to Hurricane Katrina. The authority to use Title 32 in this way lies with the SECDEF.

Title 10 Status

USC, Title 10 duty refers to full-time (“federalized”) duty in active military service of the United States. The ARNG may perform federal service either in its role as the militia of the states or in its role as a Reserve Component of the Army.

- The President may call the ARNG in its militia status into federal service as provided in the Constitution for the express purposes to “execute the Laws of the Union, suppress Insurrections, and repel Invasions.”
- Individual members of the ARNG can be ordered to active duty voluntarily, though this requires the governor’s consent
- Units of the ARNG under specific circumstances can be ordered to active duty involuntarily (i.e., mobilized) to function as part of the armed forces. Mobilization can take place under different authorities, each of which is limited in law as to who can authorize the mobilization, for how long, and the number of troops which may be ordered

Full Mobilization

Full Mobilization requires a Congressional declaration of war, with no limits on personnel or duration of the mobilization.

Partial Mobilization

Partial Mobilization requires a Presidential declaration of national emergency—limited to 1 million personnel for not more than 24 consecutive months.



A high-mobility multi-purpose wheeled vehicle passes through standing water as Soldiers from the 150th and 160th Engineer Companies, New Jersey Army National Guard, prepare to move D7 bulldozers to perform beach replenishment operations November 8, in the devastated Holgate section of Long Beach Island, New Jersey, following Superstorm Sandy and Nor’easter Athena. More than 2,000 Soldiers and Airmen from the New Jersey National Guard have been mobilized in response to Superstorm Sandy. (Photo by MSgt Mark C. Olsen)

Presidential Reserve Call Up

Presidential Reserve Call Up requires Presidential notification of Congress—limited to 200,000 personnel for 365 days.

Presidential Reserve Call Up (Pre-planned Missions)

Presidential Reserve Call Up (Pre-planned Missions) is a relatively new authority, enacted as part of the 2012 NDAA. It allows a Service Secretary to authorize involuntary mobilization of up to 60,000 personnel at any one time for up to 365 days for pre-planned and pre-budgeted requirements in support of CCDRs.

It should be noted that the 2012 NDAA also enacted a new authority that permits the Secretary of Defense to involuntarily mobilize units in response to a state governor’s request for assistance. While National Guard units could be mobilized under this authority, it is considered unlikely, since governors can call their National Guard units to active duty under their own authority. When additional forces are needed beyond the capacity of a single state, the various states have signed Emergency Management Assistance Compacts with each other that facilitate the employment of National Guard forces across state lines without having to resort to federal authorities.

Table 9
ARNG Duty Status
Comparison

ARNG Duty Status Comparison

	State Active Duty	USC, Title 32	USC, Title 10
Command & Control	Governor	Governor	President
Where	Per State Law	United States	Worldwide
Pay	State	Federal	Federal
Mission Types	Per State Law (Riot Control, Emergency Response, etc.)	Training; Other Federally Authorized Missions	Mobilization and Deployment; Overseas Deployment Training
Discipline	State Military Law	State Military Law	Federal Military Law
Support Law Enforcement	Yes	Yes	No, except with specific authority



CPT Derek C. Knapp, from Austin, Texas, with Security Force Assistance Team 10, Texas Army National Guard, and his Afghan Border Police counterpart discuss security during a shura near the area known as the “Jungle” during Operation Southern Fist III March 5, in the district of Spin Boldak, Kandahar province, Afghanistan. Insurgents use the jungle during the summer fighting season as an infiltration route and cache site. (Photo by SGT Shane Hamann)

State Summaries

Each of the 54 states and territories and the District of Columbia provided a brief story board with bullet comments for Federal Missions, Defense Support of Civil Authorities, and Key Efforts and Impacts that occurred in FY13.

Each summary indicates: TAG, Army National Guard CoS, USPFO, Major Commands, End Strength, Full-Time Support, Funding, State Partnership Affiliation, Number of Armories, and Funding.

The TAG or USPFO may be ARNG or ANG. Rank abbreviations for Army and Air Force TAGs are abbreviated as such: Army Major General (MG), Army Brigadier General (BG), Army Colonel (COL), Air Force Major General (Maj Gen), Air Force Brigadier General (Brig Gen), and Air Force Colonel (Col).

The Adjutant General

Each state and territory in the United States has a senior military officer—the state adjutant general—who is de facto commander of a state’s military forces, including the National Guard, and any state defense forces. This officer is known as TAG, and is subordinated to the chief executive. The District of Columbia is designated as the Commanding General.

Army National Guard Chief of Staff

The ARNG CoS is the leader of organization and supporting staff and is military advisor to the TAG. The CoS runs day-to-day operations and ensures both federal and state missions are supported in a timely manner through the support of his staff.

United States Property and Fiscal Officer

The USPFO, a federal agent serving in USC, Title 10 status, in each of the 54 states and territories and the District of Columbia, is responsible and accountable for all federal funds and property issued to his or her respective state, territory, or district. The USPFO is responsible for financial management, property accountability, federal contracting, and internal review. The USPFO ensures stewardship of federal resources in accordance with the Federal Managers’ Financial Integrity Act and ensures that internal controls are in place.

End Strength

The ARNG is authorized by Congress 358,200 Soldiers programmed end strength, with a corresponding force structure allowance. By definition end strength represents the projected end state for a given year.

Full-Time Support (Authorized)

Full-Time Support (FTS) also referred to as Full-Time Manning is comprised of military technicians serving at the state level and the Authorized Active Guard Reserve (AGR) Soldiers serving at both the state and national level. Full-Time Support personnel provide day-to-day administration, recruitment, instruction, training, and maintenance for ARNG Soldiers and equipment.

Funding

The funding represents a combined total of the three appropriations for NGPA, OMNG, and MCNG. This total includes the AGR NGPA funding, centrally managed by ARNG. The data source for AGR pay is from the Defense Finance and Accounting Service pay tapes. The source data for NGPA and OMNG is the ARNG Program Budget Guidance. The MCNG funding is for awarded Military construction projects. The MCNG is a five-year appropriation and not all projects are awarded in the first year of the appropriation.

State Partnership Program

The State Partnership Program (SPP) is in its 20th year of successfully building relationships that today include 65 unique security partnerships involving 71 nations around the globe. The SPP links a unique component of the DoD—a state’s National Guard—with the armed forces or equivalent of a partner country in a cooperative, mutually beneficial relationship.

Armories

The new naming convention for the ARNG Armory is the Readiness Center and the terms are used interchangeably. An armory is normally a unit’s meeting location for weekend drill and is used for administrative and logistical training for IDT and AT for Soldiers who are not deployed.

Major Commands

This lists the ARNG units that are commanded by the rank of Colonel or General and shows each unit’s insignia/patch, as listed by the U.S. Army Center of Military History Heraldry office. Not all major commands maybe listed based on recent changes.

Federal Missions

USC, Title 10 duty refers to full-time (“federalized”) duty in active military service of the United States.

Defense Support of Civil Authorities

The provision of DSCA is codified in DoD Directive 3025.18. This directive defines DSCA as: “Support provided by U.S. Federal military forces, National Guard, DoD civilians, DoD contract personnel, and DoD component assets, in response to requests or assistance from civil authorities for special events, domestic emergencies, designated law enforcement support, and other domestic activities. Support provided by National Guard forces performing duty in accordance with Section 1004 of the 1991 National Defense Authorization Act is considered DSCA, but is conducted as a State-directed action also known as civil support.”

Key Efforts and Impacts

Each state provided information that was relevant at the time of the report for activities in FY13. State Partnership Program exchanges, facilities improvement and new construction, outstanding Soldiers awards, and resource impacts.

Alabama

Funding: \$358,149,687

TAG: MG Perry Smith

ARNG CoS: COL James E. Porter

USPFO: COL Daryl Butters

End Strength: 11,077

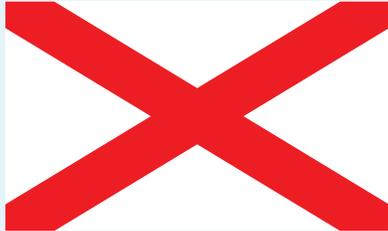
Full-Time Support: 1,732

Armories: 85

State Partnership:



Romania



Major Commands:



Joint Force Headquarters



167th Theater Sustainment Command



142nd Battlefield Surveillance Brigade



122nd Troop Command



62nd Troop Command



31st Chemical Brigade



20th Special Forces Group

Federal Missions:

- Deployed 1,750 Soldiers to Afghanistan, Qatar, Guantanamo Bay, and Kuwait in support of OEF.
- Deployed over 20 Soldiers from the 167th Theater Support Command in response to Superstorm Sandy.
- 167th Infantry Battalion returned from a successful 9-month deployment to Afghanistan.

Defense Support of Civil Authorities:

- Called over 100 Soldiers to respond to Tropical Storm Karen.
- Conducted 61 civic action projects, including static equipment displays, parades, recruitment, and ROTC support.
- 46th Civil Support Team conducted 4 suspicious packages missions and 7 standby missions.

Key Efforts and Impacts:

- Held a dedication for the \$8M Pelham Range Armed Forces Reserve Center.
- Began pre-construction of the \$5.4M Live-Fire Shoot House, supporting Special Operations Forces and Close Quarter Battle training.
- Executed a Joint Staff Inspection program, inspecting 20 to 30 percent of all assigned units annually.

Alaska

Funding: \$146,293,547

TAG: MG Thomas H. Katkus

ARNG CoS: BG Catherine Jorgensen

USPFO: Col Michael J. Williams

End Strength: 1,876

Full-Time Support: 684

Armories: 78

State Partnership:



Mongolia



Major Commands:



Joint Force Headquarters



297th Battlefield Surveillance Brigade



38th Troop Command

Federal Missions:

- Deployed 38th Troop Command, A Company, 1-207th Aviation (AVN) to Kuwait with 60 Soldiers and 10 UH-60 Blackhawk helicopters to support OEF.
- 297th Battlefield Surveillance Brigade (BFSB) and B Company, 1-143rd Infantry Airborne returned from OEF where they provided security to the Afghan people.
- F Company (-), 1-207th AVN returned from deployment to the Sinai region where they provided diplomatic support in Egypt and the Middle East.

Defense Support of Civil Authorities:

- Participated in the Kotzebue Arctic Care (Innovative Readiness Training) Exercise with UH-60 Blackhawk helicopters, C-23 fixed wing Sherpa aircraft, and 58 Soldiers facilitating medical and dental support to outlying villages.
- 1-207th Aviation Battalion responded to wildfires with 70 flying hours and over 384 water buckets, 48 firefighters, and 6,800 pounds of cargo.
- 103rd Civil Support Team participated with the city of Sitka responders and over 45 agencies in chemical, biological, radiological, and nuclear hazards exercises.

Key Efforts and Impacts:

- Deployed 63 Soldiers from 297th BFSB and 1-207th AVN for the annual Exercise Khan Quest as part of the State Partnership Program with Mongolia.
- Developed the Statewide Master Plan to reduce overhead costs of all facilities.
- Recognized as one of the best in the nation passing the Command Logistics Review.

Arizona

Funding: \$211,766,168

TAG: Brig Gen Michael T. McGuire
ARNG CoS: COL Leonard H. Dyer
USPFO: COL Oscar Alejandro

End Strength: 5,050
Full-Time Support: 1,238
Armories: 35

State Partnership:



Kazakhstan



Major Commands:



Joint Forces Headquarters



98th Aviation Troop Command



158th Maneuver Enhancement Brigade



215th Regional Training Institute



198th Regional Support Group



Western Army Aviation Training Site

Federal Missions:

- Deployed 244 Soldiers to Afghanistan from 363rd Explosive Ordnance Disposal Company, 819th Engineer Company (Sapper), and 860th Military Police Company.
- Deployed 3 Security Force Advise and Assist Teams in support of OEF.
- Elements of 1-285th Attack Reconnaissance Battalion (AH-64D), 257th Engineer Company, 258th Engineer Company, and 1971st Contingency Contracting Team returned from successful deployments to Afghanistan and Djibouti.

Defense Support of Civil Authorities:

- Supported law enforcement agent (LEA) seizure of 33.3 tons of marijuana and apprehension of 6,640 undocumented aliens through the Operation Phalanx Southwest Border security initiative.
- Supported LEA seizure of 93.4 tons of marijuana through the National Guard counterdrug program.
- Provided UH-60 aviation support, an engineer assessment team, and facility support to civil authorities during 4 wild land fires and a flood.

Key Efforts and Impacts:

- Completed 12 exchanges with Kazakhstan related to North Atlantic Treaty Organization peacekeeping certification, tactical vehicle maintenance, nuclear, biological, and chemical equipment, and engineer well drilling operations.
- Continued support to Republic of Singapore's Air Force through the Peace Vanguard (AH-64D) program at Silverbell Army Heliport.
- Earned first place in the Secretary of Defense and the Secretary of the Army Environmental Sustainability Awards.

Arkansas

Funding: \$264,983,226

TAG: MG William D. Wofford
ARNG CoS: COL Gregrey Bacon
USPFO: COL Bradley J. Cox

End Strength: 7,665
Full-Time Support: 1,240
Armories: 56

State Partnership:



Guatemala



Major Commands:



Joint Force Headquarters



142nd Fires Brigade



39th Infantry Brigade Combat Team



233rd Regional Training Institute



77th Theater Aviation Brigade



National Guard Marksmanship Training Center



87th Troop Command

Federal Missions:

- 72 Soldiers from Special Troops Battalion, 39th Infantry Brigade Combat Team provided security and force protection to forward operating bases and outposts in the East and South Regional Command sectors of Afghanistan.
- Honored 95 Soldiers of 1039th Route Clearance Company, 875th Engineer Battalion, and 87th Troop Command for their service and bravery in Afghanistan where they cleared routes of improvised explosive devices.
- 84 Soldiers participated in missions such as KFOR16 in Kosovo, OEF in Kuwait, and OEF in Afghanistan.

Defense Support of Civil Authorities:

- Participated in emergency response exercises at Fort Chaffee with 13 local agencies. Conducted additional exercises with fire department and emergency management at Camp Robinson to test the interagency communications.
- Provided logistical planning and support for the state's fourth Prescription Drug Takeback.
- Mobilized 21 Soldiers from 1-114th Aviation Security & Support Battalion, 77th Theater Aviation Brigade in support of the Southwest Border Mission in Laredo, Texas.

Key Efforts and Impacts:

- SGT Piero Lopez, 2nd Battalion, 153rd Infantry Regiment, a combat medic, was named the ARNG Soldier of the Year.
- CPT Jonathan Metcalf was among the 28 winners of the General Douglas MacArthur Leadership Award presented by the Chief of Staff of the Army.
- 6 Soldiers were recognized for earning their U.S. citizenship during ceremonies at Robinson Maneuver Training Center on October 9, 2012.

California

Funding: \$669,776,563

TAG: MG David Baldwin
ARNG CoS: COL Grace Edinboro
USPFO: COL Terence P. Sullivan

End Strength: 16,516
Full-Time Support: 2,355
Armories: 113

State Partnership:
 Ukraine
 Nigeria



Major Commands:

- | | |
|---|---|
|  Joint Force Headquarters |  100th Troop Command |
|  40th Infantry Division |  115th Regional Support Group |
|  40th Combat Aviation Brigade |  223rd Regional Training Institute |
|  49th Military Police Brigade |  224th Sustainment Brigade |
|  79th Infantry Brigade Combat Team |  1106th TASMG |

Federal Missions:

- Restructured to improve mission command for tactical and support formations.
- Provided ready units for state mission requirements while sustaining federal readiness requirements for overseas deployments.
- Participated in exercises in Ukraine, Korea, Germany, and within the continental United States, improving theater security and deployment.

Defense Support of Civil Authorities:

- Employed the first operational use of Predator unmanned aircraft system for firefighting situational awareness during the Rim Fire.
- Completed Homeland Response Force External Evaluation and Validation, which is required to respond to a catastrophic disaster.
- Tested capability to respond to a complex catastrophic disaster in a densely populated region for United Response, an exercise incorporating both Title 32 and Title 10 forces.

Key Efforts and Impacts:

- Continued to use combat readiness as the main factor for determining force structure.
- Succeeded in validating Defense Support of Civil Authority requirements and federal combat and qualification requirements.
- Postured to sustain current force structure allowance.

Colorado

Funding: \$155,369,535

TAG: Maj Gen H. Michael Edwards
ARNG CoS: COL Christopher J. Petty
USPFO: COL Leon L. Harrell III

End Strength: 4,006
Full-Time Support: 845
Armories: 26

State Partnership:
 Slovenia
 Jordan



Major Commands:

- | | |
|--|---|
|  Joint Force Headquarters |  168th Regional Training Institute |
|  89th Troop Command |  169th Fires Brigade |
|  100th Ground Missile Defense Brigade | |

Federal Missions:

- Deployed more than 300 Soldiers to 11 countries supporting 5 Combatant Commanders in various operational missions.
- Deployed 2-135th Aviation Battalion and 80 Special Forces Soldiers to Afghanistan and Kuwait in support of OEF.
- Participated in the Denver Metro Area Vigilant Guard Exercise with over 2,300 Soldiers from 8 states.

Defense Support of Civil Authorities:

- Activated more than 750 personnel, 200 military vehicles, and 20 helicopters for floods and flew more than 500 flight hours in support of search and rescue missions.
- Dropped over 343,392 gallons of water in response to the most destructive wildfire season in state history with 3 major wildfires across 6 counties.
- Activated Soldiers to man over 35 checkpoints providing over 330 hours of ground firefighting response.

Key Efforts and Impacts:

- Began large-scale repair operations on Highway 36 from Lyons to Estes Park, which was cut off by flood waters.
- Hosted ribbon cutting ceremonies for the new High-Altitude Aviation Training Site located in Gypsum, Colorado.
- Celebrated the 20th anniversary of state partnership with Slovenia and executed 32 training events with partner nations of Slovenia and Jordan.

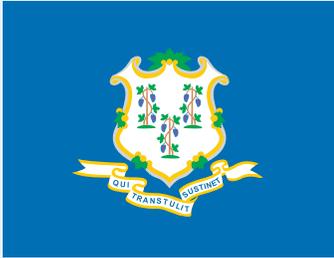
Connecticut

Funding: \$269,624,256

TAG: Maj Gen Thaddeus J. Martin
ARNG CoS: COL Ronald Welch
USPFO: COL Michael Tuohy

End Strength: 3,601
Full-Time Support: 769
Armories: 35

State Partnership:
 Uruguay



Major Commands:



Joint Force Headquarters



1109th TASMG



85th Troop Command



169th Regional Training Institute



143rd Regional Support Group

Federal Missions:

- Saw the return of 550 Soldiers from a variety of units returning from Afghanistan.
- 120 Soldiers from the 248th Engineer Company returned from Bahrain in support of OEF.
- Mobilized and deployed 143rd Combat Sustainment Support Battalion to Kuwait.

Defense Support of Civil Authorities:

- Responded to Superstorm Sandy with 800 Soldiers tasked with debris removal, high-water evacuations, armed and unarmed security missions, delivery of commodities to several towns that needed food and water and set-up, and distribution of commodities at a distribution point.
- Activated more than 1,000 Soldiers during the blizzard to perform search, rescue, and recovery of stranded motorists, remove and clean up snow, and assist with at-risk population evacuation and transportation to area hospitals and shelters.

Key Efforts and Impacts:

- Completed partnership exchanges with Uruguay, including a convoy operations exercise focusing on capabilities for Uruguay to help aid in their peacekeeping operations in Haiti and Congo and a tactical combat casualty exercise.

Delaware

Funding: \$77,887,362

TAG: MG Francis D. Vavala
ARNG CoS: COL Albert A. Citro
USPFO: COL Joseph M. Bartel

End Strength: 1,604
Full-Time Support: 384
Armories: 12

State Partnership:
 Trinidad and Tobago



Major Commands:



Joint Force Headquarters



72nd Troop Command



261st Signal Brigade



193rd Regional Training Institute

Federal Missions:

- Deployed 300 Soldiers from the 198th Expeditionary Signal Battalion to Afghanistan to provide communications support to the theater of operations.
- Deployed 120 Soldiers from the 153rd Military Police Company to Afghanistan to train Afghan military and police.
- Deployed 45 Soldiers from the 150th Engineer Detachment to Afghanistan to assist in deconstruction of combat outposts and forward operating bases slated for closure or transfer.

Defense Support of Civil Authorities:

- Responded with 503 Soldiers to conduct evacuation, transport, medical, and security missions in support of Delawareans impacted by Superstorm Sandy.
- Deployed 110 Soldiers from the 1049th Transportation Company to Brooklyn, New York to deliver food, water and blankets in support of post-Sandy recovery efforts.
- Deployed 222 Soldiers from the 72nd Troop Command and 31st Civil Support Team to assist with security, communications, and transport operations in support of the 57th Presidential Inauguration.

Key Efforts and Impacts:

- 193rd Regional Training Institute was accredited as an "Institute of Excellence" by the Army Training and Doctrine Command.
- Participated in 12 State Partnership exchanges with the Republic of Trinidad and Tobago. Topics included emergency management, medical, legal, and recruitment assistance.
- Placed 7th nationally in the FY13 Army Communities of Excellence competition.

District of Columbia

Funding: \$74,993,864

CG*: MG Errol R. Schwartz
ARNG CoS: COL Raphael G. C. Peart
USPFO: COL Helen E. Rogers

End Strength: 1,423
Full-Time Support: 310
Armories: 1

State Partnership:
 Jamaica



Major Commands:

-  Joint Forces Headquarters
-  74th Troop Command

-  260th Regional Training Institute
-  Mobilization Augmentation Command

Federal Missions:

- Deployed 54 Soldiers from 372 Military Police Battalion to Guantanamo Bay, Cuba.
- Deployed 9 Soldiers in support of OEF in Afghanistan.
- 273rd Military Police Company (70 Soldiers) returned home after a 10-month deployment to Bagram Air Base in Afghanistan.

Defense Support of Civil Authorities:

- Deployed 274 Soldiers to provide damage assessment and humanitarian support to victims of Superstorm Sandy.
- Hosted 6,365 Service members from 44 states and territories to support the 57th Presidential Inauguration.
- Provided 154 Soldiers in support of Fourth of July ceremonies and 307 Soldiers for the 50th Anniversary of the March on Washington.

Key Efforts and Impacts:

- Allocated over \$2.2M in support and resources for the 57th Presidential Inauguration.
- Opened the Capital Guardian Youth ChalleNGe Academy facility at Oak Hill, Maryland.
- Conducted multiple partnership events with Jamaica, including marksmanship subject matter expert exchange, medical support, and military police small unit exchange.
- Conducted 5 joint table-top exercises with interagency partners.

*The District of Columbia National Guard is a federal militia, with a Commanding General appointed by the President who serves the same function as the TAGs in the states and territories.

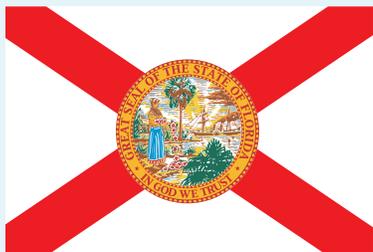
Florida

Funding: \$329,448,256

TAG: Maj Gen Emmett R. Titshaw
ARNG CoS: COL Perry Hagaman
USPFO: COL Gregory Cardenas

End Strength: 10,052
Full-Time Support: 1,521
Armories: 61

State Partnership:
 Guyana
 Venezuela
 RSS*



Major Commands:

-  Joint Force Headquarters
-  50th Regional Support Group
-  53rd Infantry Brigade Combat Team

-  83rd Troop Command
-  164th Air Defense Artillery Brigade
-  211th Regional Training Institute

Federal Missions:

- Mobilized 616 Soldiers to support operations in Afghanistan, Kosovo, Kuwait, Qatar, and Washington, DC.
- Completed construction of Live Fire Shoot House at Camp Blanding Joint Training Center.
- Conducted Air Assault School at Camp Blanding Joint Training Center.

Defense Support of Civil Authorities:

- Mobilized Task Force Guardian Gator in support of the 57th Presidential Inauguration event.
- Participated in U.S. Army North exercise Vibrant Response 13-2.
- Conducted Exercise Vigilant Guard (Joint, Multi-Service, Interagency, Complex Chemical, Biological, Radiological, and Nuclear Exercise in conjunction with the Florida statewide hurricane exercise).

Key Efforts and Impacts:

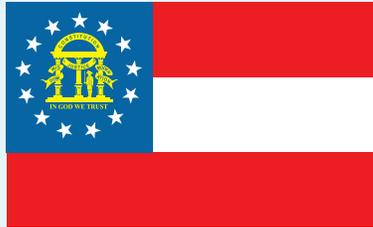
- Deployed 100 units and almost 15,000 Soldiers since September 11, 2001.
- Achieved Army Retention Rates that are second in the nation (119 percent).
- Reduced Florida National Guard unemployment below 5 percent.
- SGT Anthony Calvi was named ARNG Non-Commissioned Officer of the Year.
- MAJ Jennifer Hunt was selected as National Guard Bureau's Exceptional Sexual Assault Response Coordinator of the year.

*Regional Security System is an international agreement that consists of the eastern Caribbean nations of Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines.

Georgia

Funding: \$360,790,359

TAG: MG Jim Butterworth
ARNG CoS: COL W. Alan Dent
USPFO: Col Richard Poppell



End Strength: 11,245
Full-Time Support: 1,497
Armories: 57

State Partnership:
 Georgia

Major Commands:

-  Joint Force Headquarters
-  48th Infantry Brigade Combat Team
-  78th Troop Command
-  78th Aviation Troop Command
-  122nd Regional Training Institute
-  560th Battlefield Surveillance Brigade
-  648th Maneuver Enhancement Brigade
-  201st Regional Support Group
-  265th Regional Support Group

Federal Missions:

- Deployed and redeployed more than 1,300 Soldiers to Afghanistan.
- Mobilized more than 160 Soldiers for missions to Benin, Burundi, Cameroon, Canada, El Salvador, Georgia, Germany, Korea, and Uganda to promote partnership with the United States.
- Selected as the first ARNG state to conduct regionally aligned force missions.

Defense Support of Civil Authorities:

- Assisted in over \$144M in drug-related seizures and the apprehension of 1,185 drug-related suspects; LUH-72 Lakota helicopters and crew members supported border patrol agents in apprehending drugs and human traffickers along the nation's Southwest Border.
- Conducted operations with 2 CH-47 Chinook helicopters in support of Superstorm Sandy relief efforts.
- 4th Weapons of Mass Destruction Civil Support Team conducted 33 support missions, including 8 response missions.

Key Efforts and Impacts:

- Selected as the 2013 Army Community of Excellence winner, recognized for its continuous business process improvement and dedication to efficiency and effectiveness.
- Achieved the highest rating of accreditation from Army Training and Doctrine Command as an "Institution of Excellence" for 122nd Regional Training Institute and Regional Training Site-Maintenance.
- Led the nation with the highest National Guard Medical and Dental Readiness Rates with an all-time high of 94 percent.

Guam

Funding: \$66,830,291

TAG: MG Benny Paulino
ARNG CoS: COL Diron Cruz
USPFO: COL Norman Limtiaco



End Strength: 1,210
Full-Time Support: 253
Armories: 2

State Partnership:
 Philippines

Major Commands:

-  Joint Force Headquarters
-  105th Troop Command
-  1st Battalion, 294th Infantry Regiment

Federal Missions:

- Deployed nearly 600 Soldiers to Afghanistan from the 1/294th Infantry Regiment and the 1990th Contingency Contracting Team.
- A 13-man Security Force Advisory and Assistance Team returned from its 9-month deployment in Afghanistan where it helped train the Afghan National Civil Order Police.

Defense Support of Civil Authorities:

- The 94th Civil Support Team responded to 3 reports of suspicious powdery substances.
- Responded to concerns regarding the North Korean missile threat, tasking the 94th Civil Support Team with providing secure communications and a planning team to assist civil authorities in the Guam Emergency Operations Center planning and operations cells.

Key Efforts and Impacts:

- Completed 16 events with the Armed Forces of the Philippines, including medical and engineer readiness training exercises, a ROTC cadet exchange, and combat lifesaver training.
- Donated more than 40 laptops and computers to an elementary school on the island for the Computers for Learning Program.
- Completed construction on a \$19M Consolidated Surface Maintenance Shop, to perform state-of-the-art maintenance on all vehicles and equipment and allow for expanded vehicle storage space.

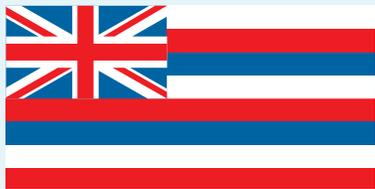
Hawaii

Funding: \$160,199,511

TAG: Maj Gen Darryll D.M. Wong
ARNG CoS: COL Robert W. Leshner
USPFO: COL Edward K. Chun-Fat, Jr.

End Strength: 3,091
Full-Time Support: 590
Armories: 13

State Partnership:
 Indonesia
 Philippines



Major Commands:

-  Joint Force Headquarters
-  103rd Troop Command
-  29th Infantry Brigade Combat Team
-  298th Regional Training Institute

Federal Missions:

- Deployed 285 Soldiers from Security Force Advisory and Assistance Team, B/1-171 (CH-47), 1950th Contingency Contracting Team, and Detachment 55 (C-26) for OEF-Afghanistan mission support.
- Deployed 63 Soldiers in support of OEF with the Joint Special Operations Task Force-Philippines.
- Deployed 43 Soldiers to Kosovo from the 777th Aviation Intermediate Maintenance Company.

Defense Support of Civil Authorities:

- Detachment 1, A/3-140th (LUH-72) supported the Southwest Border mission.
- Supported the Iron Man Triathlon, Pro-Bowl, and Independence Day celebration.
- Participated in the Makani Pahili and Kaimalu O Hawai'i Maritime Exercise.

Key Efforts and Impacts:

- Ranked first in Recruit Sustainment Program metrics and medical readiness.
- Placed first at the Po'oihe Joint Cyber Defense Competition.
- Funded \$30M for Brigade Readiness Center Construction.

Idaho

Funding: \$196,689,706

TAG: Maj Gen Gary L. Saylor
ARNG CoS: COL Robert K. Lytle
USPFO: COL David M. Dahle

End Strength: 3,289
Full-Time Support: 872
Armories: 26

State Partnership:
 Cambodia



Major Commands:

-  Joint Force Headquarters
-  204th Regional Training Institute
-  116th Cavalry Brigade Combat Team

Federal Missions:

- Deployed 24 Soldiers to Afghanistan and Kuwait.
- A/168 General Support Aviation Battalion returned from a successful 10-month deployment in support of OEF.
- Off ramped 1-183 Armed Reconnaissance Battalion (AH-64D) from their 2013-14 deployment to Afghanistan.

Defense Support of Civil Authorities:

- Activated 20 Soldiers to support 4 traffic control points (3 stationary, 1 mobile) for 9 days near the town of Hailey, Idaho in support of Blaine County Sheriff during the Beaver Creek Fire.
- 101st Civil Support Team conducted joint hazard assessments and training for local law enforcement and Idaho ARNG Aviation Group completed 4 search and rescue missions.

Key Efforts and Impacts:

- Requested approximately \$84M in military construction through FY16 to continue a phased facilities upgrade to the Orchard Combat Training Center (OCTC).
- Supported the training requirements of the ARNG, Army Reserve, Active Component Army, Air National Guard, United States Marine Corps Reserve, Special Operations, and other government organizations through the OCTC.

Illinois

Funding: \$275,539,216

TAG: BG Daniel Krumrei
ARNG CoS: COL Eric K. Little
USPFO: COL Christopher J. Hall

End Strength: 10,075
Full-Time Support: 1,395
Armories: 49

State Partnership:
 Poland



Major Commands:

- | | |
|---|---|
|  Joint Force Headquarters |  108th Sustainment Brigade |
|  33rd Infantry Brigade Combat Team |  129th Regional Training Institute |
|  65th Troop Command |  404th Maneuver Enhancement Brigade |

Federal Missions:

- Deployed 491 Soldiers in support of OEF to Afghanistan and Kuwait.
- 43 Soldiers from 708th Medical Company provided medical support to the Multi-National Force and Observer mission.
- Continued co-deployments to Afghanistan with Polish land forces, supporting 2 Bilateral Embedded Staff Teams (BESTs) in support of the International Security Assistance Force; this is the 13th co-deployment between Poland and the BESTs.

Defense Support of Civil Authorities:

- Provided support to 7 special security events including the 57th Presidential Inauguration.
- Conducted 4 strategic Foreign Consequence Management Program events with the Republic of Poland and United States European Command.
- Supported 1,018 narcotics arrests and \$166M in drug seizures through counterdrug operations.

Key Efforts and Impacts:

- Broke ground on the \$18M Bloomington-Normal Readiness Center, which will combine 18,000 square feet of shared space with Heartland Community College and provide Soldiers a first-rate facility to hone their skills in preparation for state and federal missions
- Completed 3 Military Construction projects and 1 Unspecified Minor Military Construction Project totaling \$36M.
- Maintained a Duty Military Occupational Specialty Qualification rate above 96 percent and a Negative End Strength at or below .5 percent.

Indiana

Funding: \$357,610,754

TAG: MG R. Martin Umbarger
ARNG CoS: BG Brian Copes
USPFO: COL Paul Wolfley

End Strength: 12,277
Full-Time Support: 1,602
Armories: 62

State Partnership:
 Slovakia



Major Commands:

- | | |
|--|--|
|  Joint Force Headquarters |  76th Infantry Brigade Combat Team |
|  38th Infantry Division |  81st Troop Command |
|  38th Combat Aviation Brigade |  138th Regional Training Institute |
|  38th Sustainment Brigade |  219th Battlefield Surveillance Brigade |

Federal Missions:

- Mobilized 10 units and demobilized 12 units, totaling 1,159 Soldiers, to Afghanistan, Iraq, Kuwait, Kosovo, and Guantanamo Bay.
- Completed fourth and final Slovak-Indiana National Guard OEF Military Assistance Team and sixth and final OEF Agribusiness Development Team.
- Camp Atterbury completed 10 years as first Army mobilization platform, supported Foreign Service Institute and Civil Expeditionary Workforce, and conducted Individual Replacement Deployment Operations.

Defense Support of Civil Authorities:

- Muscatatuck Urban Training Center hosted the fifth Vibrant Response Exercise for U.S. Army North and National Guard Bureau, as well as the Israel-Indiana National Guard United Front II Exercise.
- Conducted 4 response and 55 standby missions with the Federal Bureau of Investigation.
- Supported the seizure of \$148M worth of drugs and 868 arrests, helped train 200 law enforcement officers, and conducted 6,500 student visits.

Key Efforts and Impacts:

- Hosted the 3rd Bold Quest Exercise for DoD Joint Staff.
- Supported Africa Command through intelligence analysis reach-back support.
- Conducted 14 training exchanges (Slovakia-8, Germany-3, United Kingdom-2, and Denmark-1).

Iowa

Funding: \$218,323,066

TAG: MG Timothy E. Orr

ARNG CoS: COL Michael G. Amundson

USPFO: COL Allen L. Meyer

End Strength: 7,230

Full-Time Support: 1,173

Armories: 53

State Partnership:



Republic of Kosovo



Major Commands:



Joint Force Headquarters



2/34th Infantry Brigade Combat Team



67th Troop Command



671st Troop Command



734th Regional Support Group



185th Regional Training Institute

Federal Missions:

- Deployed 833rd Engineer Company in support of OEF, the unit's third deployment since 2004, executing route clearance missions for U.S. and coalition forces.
- Deployed 40 Soldiers of 186th Military Police Company for a 9-month tour to Honduras with Joint Task Force Bravo, conducting joint and interagency operations; providing base defense; and training with the Honduran Security Forces.
- Acquired 5 new CH-47F Chinook aircraft and 4 new LUH-72 Lakota helicopters.

Defense Support of Civil Authorities:

- Provided support for the 57th Presidential Inauguration with more than 100 Soldiers from the 1133rd Transportation Company.
- 1st Battalion, 168th Infantry validated their National Guard Rapid Reaction Force mission during a joint training exercise with the Iowa State Patrol. The exercise centered on the security of an Iowa influenza vaccine production facility during a pandemic influenza outbreak.
- Provided Highway Assistance Team support during a severe winter storm; about 80 Soldiers executed 11 rescue missions in challenging conditions, taking stranded motorists to safety.

Key Efforts and Impacts:

- Completed 17 military-to-military events with the Republic of Kosovo, including the first-ever visit to Iowa by the Prime Minister of Kosovo.
- Completed \$9.1M in renovation projects for Washington, Council Bluffs, and Dubuque Readiness Centers; Miller Armory; and Council Bluffs Field Maintenance Shop.
- Conducted the Army Air Assault School at Camp Dodge Joint Maneuver Training Center, with 160 Soldiers from Iowa and Minnesota earning the Army's Air Assault Badge.

Kansas

Funding: \$220,301,734

TAG: MG Lee E. Tafanelli

ARNG CoS: COL Barry K. Taylor

USPFO: COL Alan K. Soldan

End Strength: 5,169

Full-Time Support: 940

Armories: 38

State Partnership:



Armenia



Major Commands:



Joint Force Headquarters



35th Infantry Division



69th Troop Command



287th Sustainment Brigade



235th Regional Training Institute



635th Regional Support Group

Federal Missions:

- Deployed Soldiers from Company G, 2nd Battalion, 135th Aviation Regiment to Afghanistan to provide aeromedical evacuation support.
- Detachment 2, Company C, 2nd Battalion, 211th Aviation Regiment returned from Afghanistan after a yearlong aeromedical support mission.

Defense Support of Civil Authorities:

- Conducted an overnight patrol of 4 major highways in the state to search for travelers stranded by heavy snows and ice.
- Assisted the state of Colorado in rebuilding highways damaged by flooding.
- Worked throughout the year on preparations for participation in the 2014 Vigilant Guard exercise.

Key Efforts and Impacts:

- A team from 235th Regiment conducted a Combat Casualty Course in the Republic of Armenia; the state also took part in a National Response Plan workshop and tabletop exercise in Armenia.
- WO1 Carol Sprawka became the first female artillery warrant officer in the ARNG and LTC Judith Martin became the first woman to assume brigade command in Kansas.
- The Family Programs Office became the first ARNG entity of its kind to go through accreditation by the Council on Accreditation.

Kentucky

Funding: \$259,659,317

TAG: Maj Gen Edward W. Tonini
ARNG CoS: BG Benjamin F. Adams III
USPFO: COL Michael A. Sutton

End Strength: 7,382
Full-Time Support: 1,117
Armories: 52

State Partnership:
 Ecuador



Major Commands:

- | | |
|---|---|
|  Joint Force Headquarters |  75th Troop Command |
|  149th Maneuver Enhancement Brigade |  138th Fires Brigade |
|  63rd Theater Aviation Brigade Command |  238th Regional Training Institute |

Federal Missions:

- Deployed Agricultural Development Team 5, Detachment 11 Operational Support Airlift Command, Detachment 2, D/1-20 Special Forces Battalion, 149th Vertical Engineer Company, 1103rd Law and Order Detachment, and 103rd Brigade Support Battalion to Afghanistan in support of OEF.
- Deployed 1-623rd Field Artillery Battalion, 203rd Forward Support Company, 2-238th Medical Evacuation Company to Kuwait; 2/138th Field Artillery Battalion to Horn of Africa; and 133rd Mobile Public Affairs Detachment to Guantanamo Bay.

Defense Support of Civil Authorities:

- Provided support to civilian agencies during the Kentucky Derby as well as numerous festivals, parades, and other planned events.
- Conducted numerous exercises in conjunction with the Department of Homeland Security, the U.S. Postal Service, Federal Emergency Management Agency, the Kentucky Division of Emergency Management, and a host of other local, state, and federal agencies.
- Participated in over 230 military funerals honors throughout the commonwealth.

Key Efforts and Impacts:

- Achieved recruiting mission objectives for 10 consecutive years.
- Completed construction on a new Readiness Center in Burlington valued at \$19M and started construction on a new Army Aviation Support Facility valued at \$24.95M in Frankfort, Kentucky.
- Received 560 pieces of new equipment valued at \$43.8M.

Louisiana

Funding: \$297,547,160

TAG: MG Glenn H. Curtis
ARNG CoS: BG Barry D. Keeling
USPFO: COL Paul Arbour

End Strength: 9,565
Full-Time Support: 1,502
Armories: 68

State Partnership:
 Belize
 Haiti



Major Commands:

- | | |
|--|--|
|  Joint Force Headquarters |  225th Engineer Brigade |
|  61st Troop Command |  256th Infantry Brigade Combat Team |
|  State Aviation Command |  199th Regional Training Institute |
|  139th Regional Support Group | |

Federal Missions:

- Deployed approximately 1,300 Soldiers from military police, engineer, aviation, transportation, and medical units to Afghanistan, Kuwait, and Guantanamo Bay.
- 204th Theater Airfield Operations Group, 1 of the only 2 in the Army inventory, returned from their fifth successful deployment.

Defense Support of Civil Authorities:

- Activated more than 561 Soldiers in support of state emergencies, providing water, sandbags, and tarps on numerous occasions to several parishes due to severe storm damage or boil advisories.
- Assisted in the seizure of \$304M in property, \$152M of illegal drugs, and 800 weapons, eradicating 48,000 marijuana plants and assisting in the apprehension of over 11,200 suspects.
- Provided support in New Orleans for Jazz Fest, the National Collegiate Athletic Association Women's Final Four, Mardi Gras, Allstate Sugar Bowl, and Super Bowl XLVI.

Key Efforts and Impacts:

- Opened 2 new armory facilities, an Army Aviation Support Facility in Leesville and a Reserve Center in Minden, Louisiana.
- Received the Outstanding National Guard Unit Award from the Founders of Patriots of America for the 1-244th Assault Helicopter Battalion for accomplishments, including the rescue of over 40,000 residents since 2005.
- Conducted 12 events with Belize and 11 events with Haiti to focus on disaster response, leadership development, border security, and medical response.

Maine

Funding: \$87,676,592

TAG: BG James Campbell
ARNG CoS: COL Jack Mosher
USPFO: COL Donald Lagace, Jr.

End Strength: 2,101
Full-Time Support: 485
Armories: 19

State Partnership:
 Montenegro



Major Commands:



Joint Force Headquarters

52nd Troop Command



120th Regional Support Group

Federal Missions:

- Deployed 186 Soldiers to Afghanistan from 133rd Engineer Battalion and Detachment 14 Operational Support Airlift Command.
- 190 Soldiers from 126th Aviation Battalion, 488th Military Police Company, 1968th Contingency Contracting Team, and 121st Public Affairs Detachment returned from Afghanistan and Kosovo.

Defense Support of Civil Authorities:

- Conducted Exercise Vigilant Guard 14 planning with international, national, regional, state, and military partners for emergency operations.
- Provided Defense Support of Civil Authorities engineer support to Connecticut for winter storms.
- Completed over 300 community- and social-support missions.

Key Efforts and Impacts:

- Ranked second in the nation in retention.
- 10,000th burial ceremony (2004 to present) conducted by Maine State Honor Guard.
- Criminalized sexual assault and harassment under Maine Code of Military Justice through landmark legislation.
- Began construction on 2 new readiness facilities, resourced at \$38M.

Maryland

Funding: \$170,222,977

TAG: MG James A. Adkins
ARNG CoS: COL Sean M. Casey
USPFO: COL Mark A. Tracy

End Strength: 4,705
Full-Time Support: 828
Armories: 37

State Partnership:
 Estonia
 Bosnia and Herzegovina



Major Commands:



Joint Force Headquarters



29th Infantry Division (-)



29th Combat Aviation Brigade



58th Battle Field Surveillance Brigade



58th Troop Command



70th Regional Training Institute

Federal Missions:

- Deployed more than 700 Soldiers worldwide from various units from Aviation, Medical, Special Operations, Transportation, Military Police, and a Digital Liaison Detachment in support of Combatant Commanders and OEF.
- Soldiers from 231st Chemical Company, Greenbelt, Maryland, built upon their successes from 2-week annual training by conducting a multi-faceted mission that included the unit's reconnaissance and decontamination capabilities.

Defense Support of Civil Authorities:

- Provided more than 600 personnel and 200 pieces of equipment in preparation and response to Superstorm Sandy; assisted the citizens of Maryland with the effects from high winds and flooding in the central and eastern parts of the state, and snow and ice in western Maryland.
- Supported the 57th Presidential Inauguration in Washington, DC, with 32nd Civil Support Team and additional Soldiers to help with crowd and traffic control.
- Supported the 138th running of the Preakness Stakes in Baltimore.

Key Efforts and Impacts:

- Celebrated the 20th year anniversary of partnership with Estonia and the 10th year with Bosnia and Herzegovina.
- Contracted and began design work on 3 major Readiness Center projects; these projects, when completed, will provide more than 127,800 square feet of new and renovated space to support the units stationed in these locations.
- Held a wreath-laying ceremony at Fallen Warrior Memorial in honor of Maryland ARNG Service members who paid the ultimate sacrifice defending freedom since 9/11.

Massachusetts

Funding: \$231,286,593

TAG: Maj Gen L. Scott Rice
ARNG CoS: COL Charles G. Cody
USPFO: COL Thomas A. Devine

End Strength: 6,311
Full-Time Support: 961
Armories: 44

State Partnership:
 Paraguay



Major Commands:

-  Joint Force Headquarters
-  79th Troop Command
-  26th Maneuver Enhancement Brigade
-  101st Regional Training Institute
-  51st Troop Command
-  151st Regional Support Group

Federal Missions:

- Deployed approximately 100 Soldiers to Afghanistan from 188th Engineer Detachment, 101st Finance Detachment and 3rd Battalion, 126th Aviation.
- Deployed more than 12,000 Soldiers worldwide since 9/11.

Defense Support of Civil Authorities:

- Provided immediate civil support to local, state, and federal agencies during the Boston Marathon bombing response.
- Supported New York with Soldiers in response to Superstorm Sandy.
- Completed nearly 100 Civil Support Team missions, consisting of assist, exercise, response, standby, and training.
- Activated Soldiers for 5 major events supporting security, explosive ordnance detection, logistics, engineering, aviation, and transportation.

Key Efforts and Impacts:

- Completed 2 key exchanges with Paraguay, including supporting the Global Peacekeeping Operations Initiative (Haiti) and building partner capacity for foreign humanitarian assistance and disaster relief missions.
- Completed Joint Force Headquarters Phase II for \$21M and reached 50 percent completion for the \$13M Natick Readiness Center.
- President Obama signed into law a bill that designated Salem, Massachusetts as the birthplace of the National Guard.

Michigan

Funding: \$273,143,719

TAG: MG Gregory J. Vadnais
ARNG CoS: COL Gregory A. Durkac
USPFO: COL James E. Stokes

End Strength: 8,162
Full-Time Support: 1,300
Armories: 47

State Partnership:
 Latvia
 Liberia



Major Commands:

-  Joint Force Headquarters
-  177th Military Police Brigade
-  46th Military Police Command
-  177th Regional Training Institute
-  63rd Troop Command
-  272nd Regional Support Group

Federal Missions:

- Deployed 59 Soldiers to Guantanamo Bay, Cuba from the 177th Military Police Brigade in support of Joint Task Force Guantanamo.
- Hosted Exercise Northern Strike, a 15-day exercise supporting combined arms, live fire training for approximately 1,000 Soldiers, Airmen, Coast Guardsmen, Marines, and international partners.
- Approximately 400 Soldiers of the 507th Engineer Battalion returned from a successful deployment in Afghanistan.

Defense Support of Civil Authorities:

- 46th Military Police Command was validated as the command and control headquarters for the chemical, biological, radiological, nuclear, and explosives response enterprise, the only unit of its type in the ARNG.
- Partnered with Michigan State Police to sustain a Cyber Defense Team and planned for a 3,600 square foot Secure Compartmented Information Facility as part of the State Fusion Center.
- Provided 214 Soldiers for security, crowd control, and traffic circulation control for the Annual Mackinac Bridge Walk.

Key Efforts and Impacts:

- Refurbished 15 readiness centers as part of the Jacobs Study.
- Supported Operation Onward Liberty in Liberia with 22 Soldiers in conjunction with U.S. Africa Command.
- Supported Operation Saber Strike in Latvia as part of a U.S. European Command exercise.

Minnesota

Funding: \$329,120,772

TAG: MG Richard C. Nash
ARNG CoS: COL Jon Jensen
USPFO: COL Wayne Hayes

End Strength: 10,905
Full-Time Support: 1,434
Armories: 63

State Partnership:
 Croatia



Joint Force Headquarters
34th Infantry Division
1/34th Armored Brigade Combat Team
84th Troop Command

Major Commands:

 34th Combat Aviation Brigade
 347th Regional Support Group
 175th Regional Training Institute

Federal Missions:

- Deployed more than 200 Soldiers from 850th Engineer Company, Detachment 39 Operational Support Airlift Command, and 849th Mobility Augmentation Company to support OEF.
- 278 Soldiers returned from deployments to Afghanistan and Kuwait after providing aviation, finance, chaplain, security, and human resource support.
- Opened a \$3.9M Unmanned Aerial Surveillance facility at Camp Ripley.

Defense Support of Civil Authorities:

- Opened 2 facilities as shelters to assist residents during southern Minnesota ice storms.
- Activated 22 Soldiers from 34th Combat Aviation Brigade to assist with wildfires in northern Minnesota.
- Conducted a successful state multi-agency exercise at Camp Ripley in preparation for Vigilant Guard 2015.

Key Efforts and Impacts:

- Conducted a Field Water Treatment Workshop with partners from the Croatian Armed Forces in Zagreb, Croatia.
- Celebrated the 40th Anniversary of the Norwegian Reciprocal Troop Exchange.
- 1st Armored Brigade Combat Team began new equipment fielding of the Bradley Fighting Vehicle models M2A2 and M3A2 Operation Desert Storm situational awareness as well as the Bradley Cavalry Fighting Vehicles (M3A3), Armored Security Vehicles, and the Assault Breacher Vehicles.

Mississippi

Funding: \$461,182,820

TAG: MG Augustus L. Collins
ARNG CoS: BG Allen E. Brewer
USPFO: COL Bradley S. MacNealy

End Strength: 9,861
Full-Time Support: 1,925
Armories: 87

State Partnership:
 Bolivia
 Uzbekistan



Joint Force Headquarters
66th Troop Command
155th Armored Brigade Combat Team
184th Expeditionary Sustainment Command

Major Commands:

 168th Engineer Brigade
 185th Theater Aviation Brigade
 154th Regional Training Institute
 1108th TASMG

Federal Missions:

- Deployed approximately 500 soldiers to Afghanistan from 857th, 858th, 289th, and 859th Engineer Companies, 2/20th Special Forces Battalion (Airborne), 31st Rear Operations Center, and 102nd Mobile Public Affairs Detachment.
- Received distinction for Camp Shelby Joint Forces Training Center as the Army's only Unmanned Aircraft Regional Flight Center training Soldiers for RQ-20 Puma, RQ-11B Raven, and RQ-7 Shadow operations.

Defense Support of Civil Authorities:

- Provided support to federal law enforcement in 2 Mississippi counties searching for traces of Ricin.
- Assisted authorities in white powder analysis at Keesler Air Force Base, Biloxi, Mississippi.
- Deployed approximately 300 Soldiers to the Mississippi Gulf Coast in response to Tropical Storm Karen.
- 112th Military Police Battalion augmented federal authorities during the 57th Presidential Inauguration.

Key Efforts and Impacts:

- 155th Armored Brigade Combat Team received 58 M-1A2 SEP v2 main battle tanks.
- 2/185th Aviation Regiment was the first to receive the Army's new AN/MSQ-135 Mobile Tower System.
- Opened newest and largest unit facility, the Monticello ARNG Readiness Center, in Monticello, Mississippi.

Missouri

Funding: \$391,785,888

TAG: MG Stephen L. Danner
ARNG CoS: COL David Boyle
USPFO: COL Dwight Lusk

End Strength: 9,173
Full-Time Support: 1,560
Armories: 60

State Partnership:
 Panama



Joint Force Headquarters



35th Combat Aviation Brigade



35th Engineer Brigade



70th Troop Command

Major Commands:



110th Maneuver Enhancement Brigade



140th Regional Training Institute



1107th Aviation Group

Federal Missions:

- Deployed more than 880 Soldiers from public affairs, aviation, and military police units to support overseas contingency operations.
- Concluded sixth and final Agribusiness Development Team rotation in Afghanistan.
- Conducted 17 subject matter expert exchanges with Panamanian officials both in Panama and Missouri, covering counterdrug, improvised explosive device marking, water purification, aviation, and emergency response.

Defense Support of Civil Authorities:

- Activated approximately 200 Soldiers to support state emergency missions, including flooding in eastern Missouri, flash floods in central Missouri, and wildfires in Colorado.
- Participated in Vigilant Guard 2013, an exercise that simulated a massive earthquake in Missouri's New Madrid Seismic Zone.
- Participated in Cyber Shield 2013, designed to develop, train, and evaluate Army and Air National Guard cyber-capable units, threat analysis teams, and operation centers.

Key Efforts and Impacts:

- Achieved historic preparedness levels across the force. Virtually every unit exceeded national readiness goals.
- Increased Master Resilience Trainers, Unit Victim Advocates, Sexual Assault Response Coordinators, Employment Assistance, and Youth and Family Advocacy Programs.
- Administered monthly Audit Readiness tests for the Statement of Budgetary Resources, Operating Materials and Supplies, Military Pay, Real Property, and General Equipment.

Montana

Funding: \$127,910,960

TAG: MG Matthew T. Quinn
ARNG CoS: COL Jeffrey E. Ireland
USPFO: COL Bob Sparing

End Strength: 2,742
Full-Time Support: 574
Armories: 25

State Partnership:
 Kyrgyz Republic



Joint Force Headquarters



95th Troop Command

Major Commands:



1189th Regional Support Group

Federal Missions:

- Deployed 520 Soldiers to Afghanistan and Kuwait from 484th Military Police Company, 260th Engineer Company, 495th Combat Service Support Battalion, and units of the 1-189th General Support Aviation Battalion.
- Deployed a 14-member Military Engagement Team from 95th Troop Command to Kyrgyzstan to support medical and information exchanges.

Defense Support of Civil Authorities:

- Activated 89 Soldiers to assist with security traffic control points in support of the Lolo Creek Complex Fire.
- Dropped over 43,000 gallons of water on wildfires in western Montana.

Key Efforts and Impacts:

- Completed 18 exchanges with Kyrgyzstan through the State Partnership Program.
- Fielded \$300M for the M1A2 System Enhancement Package and M2A3 Bradley Fighting Vehicle to the 1-163rd Combat Aviation Brigade headquartered in Belgrade, Montana.
- SPC David Notti was named the 2013 Montana Soldier of the Year; SFC Bill Cooper 2013 was named the Montana Non-Commissioned Officer of the Year.

Nebraska

Funding: \$135,639,675

TAG: Maj Gen Daryl L. Bohac
ARNG CoS: COL Daniel A. Kenkel
USPFO: Col David D. Zwart

End Strength: 3,613
Full-Time Support: 765
Armories: 26

State Partnership:
 Czech Republic



Major Commands:



Joint Force Headquarters



67th Battlefield Surveillance Brigade



92nd Troop Command



209th Regional Training Institute

Federal Missions:

- Deployed 2 teams from the 195th Forward Support Company (Special Operations), Agricultural Development Teams 3 and 4, and 43rd Operational Support Airlift Detachment in support of OEF in Afghanistan.
- 267th Ordnance Company supported Beyond the Horizon in El Salvador and Panama by providing maintenance support for Task Force Jaguar.
- C/2-135th General Support Aviation Battalion supported Arctic Care 2013 by transporting medical professionals, shipping medical equipment, and providing evacuation support.

Defense Support of Civil Authorities:

- Deployed 1 aircraft and 5 personnel to conduct continuous operations for 2 days in response to the Colorado wildfires.
- Demonstrated the capability to manage hazardous and chemical incidents throughout the state through successful Civil Support Team and Chemical, Biological, Radiological, Nuclear, and Explosives Enhanced Response Force Package evaluations.
- Supported University of Nebraska football games, the Lincoln Marathon, National Collegiate Athletic Association Men's College World Series, U.S. Senior Open Golf Tournament, and the Super Bowl.

Key Efforts and Impacts:

- Participated proactively in Army Audit Readiness (AAR) efforts and continued to meet and exceed AAR testing goals.
- Utilized a multiple award task order contract to accelerate ARNG construction projects.
- Received multiple state-, regional-, and national-level logistics awards, including 209th Regional Training Institute receiving the Army's "Best of the Best" honors.

Nevada

Funding: \$112,588,506

TAG: Brig Gen William R. Burks
ARNG CoS: COL Maria Powers
USPFO: COL Felix Castagnola III

End Strength: 3,114
Full-Time Support: 572
Armories: 12



Major Commands:



Joint Force Headquarters



991st Troop Command



17th Sustainment Brigade

Federal Missions:

- Deployed approximately 40 Soldiers to Afghanistan from C Company, 1/168th Aviation (Medical Evacuation), representing the third deployment of the unit to Afghanistan.
- Prepared more than 200 Soldiers from Detachment 45, Operational Support Airlift, 72nd Military Police, and 1864 Transportation Companies for deployments in support of OEF.
- 1/189th Aviation returned from a successful 9-month deployment from Afghanistan; the unit's 50 Soldiers provided aviation support in Regional Command-South and Regional Command-East.

Defense Support of Civil Authorities:

- Dispatched 2 Chinook helicopters to assist at the Spring Peak fire on the Nevada/California border; bucket drops performed by the helicopter crews helped spare the historic mining town of Bodie, California.
- 92nd Civil Support Team was among the first responders to test and survey a potential hazardous material incident in Wells, Nevada.

Key Efforts and Impacts:

- Added more than 110,000 square feet of space to Nevada ARNG's inventory through 3 major construction projects, including the North Las Vegas and Carlin Readiness Centers and the Las Vegas Field Maintenance Shop.
- Prepared to officially formalize the State Partnership Program partnership with Tonga in early 2014; the partnership promises a highly visible military assistance role in the Pacific Rim region.
- SPC Nathan Hill of the 485th Military Police Company finished third in the 2013 ARNG Best Warrior competition, the best-ever finish for a Nevada Soldier.

New Hampshire

Funding: \$73,398,102

TAG: Maj Gen William N. Reddel III
ARNG CoS: COL Scott R. Manahan
USPFO: COL Luis N. Maldonado

End Strength: 1,735
Full-Time Support: 392
Armories: 18

State Partnership:
 El Salvador



Major Commands:

 Joint Force Headquarters
 54th Troop Command

 197th Fires Brigade
 195th Regional Training Institute

Federal Missions:

- Deployed 150 Soldiers from 237th Military Police Company and 238th MEDEVAC Company and 3 Soldiers with Salvadoran police advisory team to Afghanistan.
- Detachment 2, F Company, 1-169th GSAB returned from Afghanistan deployment.
- New Hampshire ARNG-led multinational coalition "Joint Task Force Jaguar" completed 4-month Beyond the Horizon humanitarian mission in El Salvador.
- 114th Public Affairs Detachment supported U.S. Army Africa Exercise Central Accord 2013 by providing photography, video, print, and media-liasion support.

Defense Support of Civil Authorities:

- Activated 46 Soldiers in response to Superstorm Sandy and 1 additional winter weather event.
- Conducted 2 emergency rescue missions, resulting in the search, discovery, rescue, and evacuation of 3 people from the White Mountains.
- Supported the 57th Presidential Inauguration, 2 NASCAR races, the World Series in Boston, and the U.S. Northern Command Vigilant Guard exercise in Maine.

Key Efforts and Impacts:

- Participated proactively in Army Audit Readiness efforts.
- Conducted more than 10 exchanges with El Salvador to include infantry tactics, information technology, and support to civil authorities.
- Ms. DeeDee Rice, Family readiness group leader, was named the 2013 AMVETS (American Veterans) volunteer of the year.
- CSM (Ret.) Thomas Wiley was recognized by DoD as authorized provider for Military Funeral Honors training.

New Jersey

Funding: \$236,825,730

TAG: Brig Gen Michael Cunniff
ARNG CoS: COL Walter Alvarado
USPFO: COL Angelo Capolupo

End Strength: 6,132
Full-Time Support: 975
Armories: 38

State Partnership:
 Albania



Major Commands:

 Joint Force Headquarters
 50th Infantry Brigade Combat Team
 57th Troop Command

 42nd Regional Support Group
 254th Regional Training Institute

Federal Missions:

- Deployed over 300 Soldiers to Afghanistan from Military Advisor Teams 3 and 4, 150th Engineer Company, 117th Combat Sustainment Support Battalion, 508th Military Police Company, and 50th Financial Management Company.
- 42nd Regional Support Group executed requirements in support of Operation Combined Endeavor in Grafenwoehr, Germany.
- 50th Integrated Brigade Combat Team exercised 6 battalion headquarters and validated 24 companies and 43 platoons through the use of the eXportable Combat Training Capability Program.

Defense Support of Civil Authorities:

- Provided emergency and humanitarian assistance in the aftermath of Superstorm Sandy in conjunction with interagency partners.
- Rescued nearly 7,000 residents from imminent danger in the aftermath of Superstorm Sandy.
- Activated a Dual-Status Commander responding to a national emergency during the storm.

Key Efforts and Impacts:

- The Youth Challenge Program graduated its 1,000th cadet.
- 21st Civil Support Team provided support to the General Assembly of the United Nations.
- Strengthened partnership with Albania through Officer Candidate Schooling and Non-commissioned Officer and Chaplaincy development programs.

New Mexico

Funding: \$105,446,891

TAG: Brig Gen Andrew E. Salas
ARNG CoS: COL Donnie J. Quintana
USPFO: COL Jose R. Rael

End Strength: 3,031
Full-Time Support: 599
Armories: 26

State Partnership:
 Costa Rica



Major Commands:



Joint Force Headquarters



93rd Troop Command



111th Maneuver Enhancement Brigade



515th Regional Training Institute

Federal Missions:

- Approximately 425 Soldiers of 1-200th Infantry Battalion returned from a Multinational Force of Observers deployment to the Sinai Peninsula.
- 47 Soldiers of 615th Transportation Battalion returned from a Multinational Force of Observers deployment to the Sinai Peninsula.
- Deployed 8 Soldiers to Afghanistan as part of the Observe, Detect, Identify, and Neutralize Task Force from the Detachment 44 Operational Support Airlift Command in support of OEF.

Defense Support of Civil Authorities:

- Delivered over 20,000 gallons of potable water to 3 New Mexico communities.
- Conducted 33 total emergency response missions in support of civil authorities for search, rescue, fire, and floods.
- Assisted New Mexico law enforcement in 3 events, including the removal and testing of 1 white powder envelope and 2 unknown chemical hazards.

Key Efforts and Impacts:

- 920th Engineer Company began training for its first quarter FY15 deployment to Afghanistan.
- Fielded 5 LUH-72 Lakota helicopters.
- Completed the 29,000 square foot Santa Fe Readiness Center alterations.

New York

Funding: \$328,397,365

TAG: MG Patrick Murphy
ARNG CoS: COL Patrick Center
USPFO: COL Lawrence Ashley

End Strength: 10,652
Full-Time Support: 1,498
Armories: 41

State Partnership:
 Republic of South Africa



Major Commands:



Joint Force Headquarters



42nd Combat Aviation Brigade



42nd Infantry Division



369th Sustainment Brigade



53rd Troop Command



53rd Troop Command



27th Infantry Brigade Combat Team



106th Regional Training Institute

Federal Missions:

- 1,800 members of 27th Infantry Brigade Combat Team returned from Kuwait and Afghanistan.
- Deployed 450 members of 42nd Combat Aviation Brigade to Kuwait and another 450 of 101st Expeditionary Signal Battalion to Afghanistan in support of OEF.
- Deployed 227 Soldiers to Afghanistan, Kuwait, and Guantanamo Bay in 9 small elements.

Defense Support of Civil Authorities:

- Mobilized the state's largest response in history to Superstorm Sandy (5,000 personnel), to include 800 Soldiers through the Emergency Management Assistance Compact with 8 states and over 600 Title 10 personnel, and established a Dual-Status Commander.
- Rescued 375 civilians in the first 72 hours of Superstorm Sandy response operations.
- Distributed 196,000 gallons of diesel fuel, 525,025 gallons of gasoline, 7,200 blankets, 3,000 jackets, 2 million meals, and 200 million gallons of water in response to Superstorm Sandy.

Key Efforts and Impacts:

- Conducted exchanges with South Africa to include hosting the South African Secretary of Defence; a facilities management training course for their Chief of Public Works; a South African marksmanship competition; and sending a facilities management traveling contact team to South Africa.
- Hosted 8 Hiring Our Heroes Job Fairs with the U.S. Chamber of Commerce.
- Began design and renovation of the Harlem Armory (built in 1933 for 369th Regiment for outstanding military valor in World War I); \$41.3M was appropriated for renovations.

North Carolina

Funding: \$296,405,066

TAG: MG Gregory A. Lusk
CoJs: COL Clifford W. Wilkins
USPFO: Col Carl Nagel III

End Strength: 10,212
Full-Time Support: 1,653
Armories: 93

State Partnership:



Major Commands:

- Joint Force Headquarters
- 30th Armored Brigade Combat Team
- 60th Troop Command
- 139th Regional Training Institute
- 113th Sustainment Brigade
- 449th Theater Aviation Brigade
- 130th Maneuver Enhancement Brigade

Federal Missions:

- Deployed approximately 480 Soldiers during FY13 for overseas missions.
- Deployed 5-113 Field Artillery Battalion and 630th Combat Service Support Battalion to Multinational Force of Observers–Sinai.
- Deployed 2-130 Aviation Battalion and 210th Military Police Company in support of OEF.

Defense Support of Civil Authorities:

- Conducted over 72 flight hours in support of Superstorm Sandy response, search, and rescue missions and for state active duty (SAD) requirements.
- Conducted 2 SAD missions with approximately 62 Soldiers in response to Superstorm Sandy and in support of the North Carolina Governor's Inauguration.

Key Efforts and Impacts:

- More than doubled engagements with both Botswana and Moldova from previous years, with a total of 40 overall engagements.
- Completed construction on the Greensboro Readiness Center and upgraded the Tactical Unmanned Aircraft System Facility, totaling over \$6.1M in military construction.
- The Integrated Behavioral Health team fielded over 978 calls with 381 clinical assessments and 69 cases requiring immediate clinical intervention due to suicidal, homicidal, and psychotic threat.

North Dakota

Funding: \$125,806,481

TAG: MG David Sprynczynatyk
ARNG CoS: COL Giselle Wilz
USPFO: COL James Hrdlicka

End Strength: 3,208
Full-Time Support: 744
Armories: 23

State Partnership:



Major Commands:

- Joint Force Headquarters
- 68th Troop Command
- 141st Maneuver Enhancement Brigade
- 164th Regional Training Institute

Federal Missions:

- 1-188th Air Defense Artillery deployed in May to support the National Capital Region Integrated Air Defense mission and will return in April FY14.
- Deployed Detachment 42, Operational Support Airlift and 818th Engineer Company (Sapper) to Afghanistan in support of OEF.
- Deployed 1919th Contingency Contracting Team to plan, coordinate, and issue contracts for supplies and services in support of OEF.
- 191st Military Police Company returned from a yearlong deployment to Guantanamo Bay, Cuba, where they provided police, detainment, and stability operations.

Defense Support of Civil Authorities:

- Provided 650 man-days for flood relief support in North Dakota, primarily managing traffic flow for trucks hauling clay and sandbags needed for levee construction.
- 81st Civil Support Team provided support to the 57th Presidential Inauguration.
- 81st CST participated in Department of Homeland Security Regional Multi-Agency Exercise Joint-X Fargo and Region VIII CO Vigilant Guard.

Key Efforts and Impacts:

- Conducted 23 events with Ghana (20 in Ghana and 3 in North Dakota), including 7 disaster preparedness events.
- Conducted 3 U.S. Africa Command events (141st Maneuver Enhancement Brigade-Western Accord-Ghana, 231st Brigade Support Battalion-Central Accord-Cameroon, and 136th Combat Sustainment Support Battalion-Flintlock-Mauritania).
- 188th Engineer Company (Vertical) received recognition through 4 awards: Outstanding Engineer Company (Itchner Award), Outstanding Platoon Leader (Grizzly Award), Outstanding Engineer Warrant Officer Award, and Best Engineer NCO (Sturgis Medal).

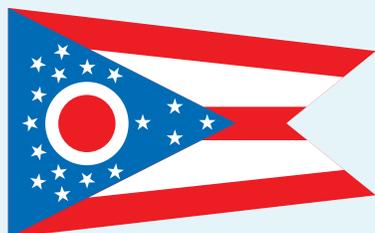
Ohio

Funding: \$314,354,855

TAG: MG Deborah A. Ashenhurst
ARNG CoS: COL Chip Tansill
USPFO: COL John Dernberger

End Strength: 11,365
Full-Time Support: 1,515
Armories: 50

State Partnership:
 Serbia
 Hungary



Major Commands:

-  Joint Force Headquarters
-  73rd Troop Command
-  37th Infantry Brigade Combat Team
-  16th Engineer Brigade
-  174th Air Defense Artillery Brigade
-  371st Sustainment Brigade
-  147th Regional Training Institute

Federal Missions:

- Deployed 585 Soldiers from 837th Engineer Company, 838th and 437th Military Police Companies, and 371st Sustainment Brigade in support of OEF.
- Deployed 2 Military Assistance Teams with Hungary in support of OEF.
- 10 units returned from successful deployments: 37th Infantry Brigade Combat Team, 296th Engineer Detachment, 3-238 Aviation Battalion, 323rd Military Police Company, 1487th Transportation Company, Headquarters Battery 174th Air Defense Artillery, and Detachment 21 Operational Airlift Command.

Defense Support of Civil Authorities:

- Provided 132 personnel with associated transportation and refueling capabilities to New York in response to Superstorm Sandy.
- Provided 30 days of radar support for law enforcement observation for illegal drug activities as part of the Office of National Drug Control Policy Northern Border Strategy.
- Joint Task Force 16, Homeland Response Force, and Joint Force Headquarters staff elements participated in several interagency exercises with the Ohio Emergency Management Agency, including a nuclear power plant response exercise and Exercise Vibrant Response.

Key Efforts and Impacts:

- Employed a performance improvement management and dashboard system, Active Strategy Enterprise, to monitor performance and to initiate improvement processes.
- Completed 162 sustainment, restoration, and modernization projects in 34 different locations, totaling over \$11.9M in federal and \$2M in state investment.
- Started a contract for the Delaware, Ohio Training and Community Center, an investment of \$14.5M in federal and state funds.

Oklahoma

Funding: \$232,908,159

TAG: MG Myles L. Deering
ARNG CoS: BG Robbie L. Asher
USPFO: COL Charles R. Seitz

End Strength: 6,990
Full-Time Support: 1,078
Armories: 25

State Partnership:
 Azerbaijan



Major Commands:

-  Joint Force Headquarters
-  45th Infantry Brigade Combat Team
-  45th Fires Brigade
-  90th Troop Command
-  189th Regional Training Institute

Federal Missions:

- Deployed approximately 160 Soldiers to Afghanistan from 1220th Engineer Company, keeping the roads open in Regional Command-South.
- Deployed 50 Soldiers from Detachment 1, Company C, 1st Battalion, 249th Aviation Battalion (UH60) to Afghanistan to conduct MEDEVAC operations. Company B, 2nd Battalion, 149th Aviation (CH47) deployed 50 Soldiers to Afghanistan to provide medium lift support.
- Deployed 9 Soldiers from Detachment 46 (C12) to Djibouti, providing priority air transport.

Defense Support of Civil Authorities:

- Activated approximately 650 personnel in state active duty to respond to the Moore, Oklahoma tornado with 27 different support requests, including security, humanitarian aid, and equipment.
- Supplied 8,950 gallons of potable water to 5 counties during water shortages.
- 63rd Civil Support Team provided 4 responses, 25 assists, and 5 standby support missions to civil authorities.
- Executed 40 emergency response missions in support of civil authorities.

Key Efforts and Impacts:

- Hosted Operation Joint Eagle, a large regional chemical, biological, radiological, nuclear, and explosives response training exercise, which included approximately 950 Soldiers and Airmen from 4 states, 12 military organizations, and 7 civilian agencies.
- Completed facility improvements totaling \$23.5M.

Oregon

Funding: \$227,033,074

TAG: MG Daniel R. Hokanson
ARNG CoS: COL Mark Rathburn
USPFO: COL William Schutz

End Strength: 6,340
Full-Time Support: 971
Armories: 39

State Partnership:



Major Commands:

- Joint Force Headquarters
- 82nd Troop Command
- 41st Infantry Brigade Combat Team

Federal Missions:

- 185 Soldiers with 1186th Military Police Company and 14 from 115th Mobile Public Affairs Detachment returned from Afghanistan in FY13.
- Deployed 5 Soldiers with Detachment 47, 2-641 Aviation to Afghanistan in support of the Communications Electronic Attack with Surveillance and Reconnaissance mission.
- Deployed 20 Soldiers with Charlie Company, 7-158 Aviation to Kosovo in support of Forward Support Medical Team missions while 20 Soldiers from the unit returned from Kuwait.

Defense Support of Civil Authorities:

- Dropped approximately 678,000 gallons of water over wildfires to suppress more than 59,000 acres of land in Douglas, Josephine, and Wasco counties.
- Provided helicopters to assist civil authorities with 18 search and rescue missions, including 5 patients hoisted to safety and 6 patients transported to medical facilities.
- 102nd Civil Support Team conducted 5 response missions and 5 assist missions in support of civil authorities in Lane, Marion, Clackamas, and Clark counties.

Key Efforts and Impacts:

- Conducted State Partnership Program workshops in Bangladesh, Vietnam, Oregon, and Hawaii, including 3 events with Bangladeshi partners and 6 events with Vietnamese partners.
- Opened the new \$16M, 40,000-square-foot armory in Dallas, Oregon, housing 162nd Engineering Company.
- Conducted new equipment training with the M1A2 Abrams Main Battle Tanks, M2A3 and M3A3 Bradley Fighting Vehicles, and UH-72 Lakota helicopters.

Pennsylvania

Funding: \$470,214,795

TAG: MG Wesley E. Craig
ARNG CoS: COL Andrew Hutchinson
USPFO: COL James Cassarella

End Strength: 15,625
Full-Time Support: 2,446
Armories: 86

State Partnership:



Major Commands:

- Joint Force Headquarters
- 28th Infantry Division
- 2nd Infantry Brigade Combat Team
- 28th Combat Aviation Brigade
- 55th Armored Brigade Combat Team
- 56th Stryker Brigade Combat Team
- 213th Area Support Group
- 166th Regional Training Institute
- Eastern Army Aviation Training Site

Federal Missions:

- Deployed 473 Soldiers to Afghanistan from 1-104th Attack Reconnaissance Battalion (AH-64), 2-104th General Support Aviation Battalion (CH-47), and Company F, 169th MEDEVAC (HH-60).
- Deployed a Security Force Advisory and Assistance Team in support of OEF.
- Deployed approximately 1,575 Soldiers from 55th Armored Brigade Combat Team, 1-109th Infantry, 1-104th Cavalry, 28th Finance Company, and 166th Regional Training Institute to Kuwait in support of OEF.

Defense Support of Civil Authorities:

- Responded to Superstorm Sandy with over 2,230 Soldiers assisting on 74 missions, including search and rescue, public safety, resource support, and transportation.
- Supported Connecticut in response to major winter storms with 95 Soldiers providing engineer support for snow removal.
- Provided 1,300 Soldiers to the National Capitol Region in support of the 57th Presidential Inauguration, including support from over 530 Services members staged at Fort Indiantown Gap (FTIG).

Key Efforts and Impacts:

- Completed 23 exchanges with Lithuania utilizing 101 Soldiers, including employer support to the Guard and Reserve exchange.
- Completed new facility upgrades to armories and facilities at FTIG, totaling an investment of \$18M.
- Conducted 3 exchanges with the Canadian Forces conducting staff exchanges and small unit exchanges.

Puerto Rico

Funding: \$233,969,520

TAG: BG Juan J. Medina Lamela
ARNG CoS: COL Carlos A. Rodriguez
USPFO: COL Suzanne Valentin

End Strength: 7,286
Full-Time Support: 1,020
Armories: 27

State Partnership:
 Honduras
 Dominican Republic



Major Commands:

-  Joint Force Headquarters
-  101st Troop Command
-  92nd Maneuver Enhanced Brigade
-  191st Regional Support Group
-  201st Regional Training Institute

Federal Missions:

- Deployed Company B of 1/296th Infantry Regiment to Cuba in support Joint Task Force Guantanamo to provide safe, humane, legal, and transparent care and custody of detainees.
- Deployed more than 200 Soldiers for operations to Kuwait, Kosovo, Guantanamo Bay, and Honduras.
- 1473rd Quartermaster Company returned home after a yearlong deployment to Afghanistan supporting OEF.

Defense Support of Civil Authorities:

- Activated Soldiers to support Operation Secure Front, to suppress the smuggling of illegal drugs and weapons, which involved all state and federal security agencies.
- Participated in “Bringing Health to our People,” a medical exercise designed to provide medical support to the population of the 78 municipalities on the island.
- Teamed up with the Department of Natural Resources to maintain a nature reserve on Mona Island.

Key Efforts and Impacts:

- Conducted sea and land operations to receive 3.4 tons of ammunition and explosives, 40 pieces of equipment worth \$2.7M, and retrograded military equipment in excess of \$8.2M.
- Began facilities construction on 5 main buildings, encompassing 155,000 square feet at a cost of more than \$40.5M, which will house 8 units of approximately 1,100 Citizen-Soldiers, as part of the Puerto Rico ARNG infrastructure improvement plan.
- Won the 1st Gold at the Army Communities of Excellence 2013 competition.

Rhode Island

Funding: \$83,309,966

TAG: MG Kevin R. McBride
ARNG CoS: COL Martin A. Lafferty
USPFO: COL Paul R. Leveille

End Strength: 2,155
Full-Time Support: 467
Armories: 19

State Partnership:
 Bahamas



Major Commands:

-  Joint Force Headquarters
-  56th Troop Command
-  43rd Military Police Brigade

Federal Missions:

- Mobilized and deployed 169th Military Police Company and Special Operations Detachment-Global to Afghanistan.
- Mobilized and deployed 62 individual augmentees worldwide in support of various Combatant Commanders, including deployments to OEF.
- Deployed 50 personnel from 282nd Combat Communications Squadron to Afghanistan for fixed-base communication in Shindad, Afghanistan.

Defense Support of Civil Authorities:

- Responded to Superstorm Sandy with approximately 200 Soldiers for traffic control, personnel evacuations, route debris clearing, aircraft surveillance/reconnaissance, and damage assessment flights.
- Activated over 350 Guardsmen for 39 cities and towns to conduct traffic control, evacuations, route debris clearing of highways and state roads, aircraft surveillance, reconnaissance, and damage assessment flights during Winter Storm Nemo.
- Conducted validation training and exercises to sustain current emergency response qualifications.

Key Efforts and Impacts:

- Received new fielding of military equipment, vehicles, and battlefield tracking systems in excess of \$29M.
- Completed construction upgrades and improvements to firing range facilities, enabling a throughput utilization of over 22,500 state and municipal law enforcement personnel.
- Executed the Emergency Management Advisory Compact process during Winter Storm Nemo with Connecticut to deploy personnel and equipment.

South Carolina

Funding: \$291,604,364

TAG: MG Robert E. Livingston, Jr.
ARNG CoS: COL James R. Finley
USPFO: COL Christopher Eaker

End Strength: 9,463
Full-Time Support: 1,546
Armories: 67

State Partnership:
 Colombia



Joint Force Headquarters
59th Troop Command
59th Aviation Troop Command

Major Commands:

 218th Maneuver Enhancement Brigade
 228th Signal Brigade
 263rd Army Air and Missile Defense Command

Federal Missions:

- Deployed more than 2,500 Soldiers in support of overseas combat, training, engagement, and support missions.
- Deployed Agribusiness Development Team 49, training Afghan farmers to operate and manage cooperatives such as cotton and corn in support of OEF.
- Approximately 180 Soldiers from 218th Maneuver Enhancement Brigade returned after a yearlong deployment to Kosovo; over 800 Soldiers from the 4-118th Infantry Battalion returned from a yearlong deployment to Kuwait.

Defense Support of Civil Authorities:

- Saved 3 lives during 3 separate missions with the Helicopter Aquatic Rescue Team.
- Supported Ardent Sentry with U.S. Northern Command, a disaster response exercise involving more than 1,500 Soldiers in 8 counties.
- Deployed 40 Soldiers from 263rd Army Air Missile Defense Command in support of the National Capital Region's Integrated Air Defense System.

Key Efforts and Impacts:

- Ranked as the fifth largest employer in the state and third in the nation for duty military occupational skills qualification.
- Conducted 10 engagements, through State Partnership Program, showcasing use of the shared common operating picture for disaster response as well as vehicle, weapons, and rotary aircraft maintenance.
- Helped 1,658 Soldiers find jobs, reducing unemployment from 16 percent to less than 4 percent through Service Member and Family Care Programs.

South Dakota

Funding: \$114,876,767

TAG: MG Timothy Reisch
ARNG CoS: COL Thomas Croymans
USPFO: COL Ronald Czmowski

End Strength: 3,242
Full-Time Support: 613
Armories: 24

State Partnership:
 Suriname



Joint Force Headquarters
196th Maneuver Enhancement Brigade

Major Commands:

 109th Regional Support Group
 196th Regional Training Institute

Federal Missions:

- Deployed more than 200 Soldiers to Afghanistan from 235th Military Police Company, 129th Mobile Public Affairs Detachment, and 152nd Combat Sustainment Support Battalion.
- 40 Soldiers returned from deployment to Kuwait and Afghanistan from 927th Engineer Detachment, Detachment 1, Company B, 935th Support Battalion, and 1978th Contingency Contracting Team.

Defense Support of Civil Authorities:

- Provided aviation fire suppression and base camp support for the Glen Erin and Cascade Fires.
- Assisted with recovery efforts and communications support of an Air Force B-1 bomber from Ellsworth Air Force Base that crashed near Hammond, Montana.
- Provided 90 personnel that supported 11 missions for a total of 256 man-days.
- Deployed LUH-72 helicopter crew to the U.S. southern border to provide aerial monitoring in support of U.S. Customs and Border Protection.

Key Efforts and Impacts:

- Hosted 3,500 Service members from 22 states and 5 allied nations for the Golden Coyote exercise, including training in support of overseas contingency operations and homeland defense.
- Conducted 6 key exchanges with Suriname, including tactics instruction, communications, and an annual planning conference.
- Opened a new \$25M readiness center for Soldiers.
- 8 units received the National Guard Bureau Superior Unit Award.

Tennessee

Funding: \$304,182,478

TAG: MG Terry “Max” Haston

ARNG CoS: COL William E. Wynns Jr.

USPFO: COL Patricia M. Jones

End Strength: 10,529

Full-Time Support: 1,626

Armories: 87

State Partnership:



Bulgaria



Major Commands:



Joint Force Headquarters



278th Armored Cavalry Regiment



30th Troop Command



117th Regional Training Institute



194th Engineer Brigade



230th Sustainment Brigade

Federal Missions:

- Deployed 340 Soldiers in support of OEF, including 45 Soldiers from the UH-60 Blackhawk MEDEVAC.
- Deployed 13 Soldiers from 775th Engineer Detachment (well drilling) to drill new wells to help prevent relocation and provide access to clean water to support operations in the Horn of Africa.
- Deployed 14 Soldiers supporting operations in Kosovo.

Defense Support of Civil Authorities:

- Provided 220 Soldiers and equipment to man traffic control points and provide support to the 57th Presidential Inauguration.
- Supported Sevier County wildfires by providing 3-UH 60s Blackhawk helicopters with water-filled Bambi Buckets and 1-UH 72 helicopter for observation support.
- Participated in 10 training exercises, to include Vigilant Guard, and provided Mission Support to 6 major events.

Key Efforts and Impacts:

- Instituted the Guard Your Buddy Program to give Soldiers and Families anytime-anywhere access to critical life resources, on-demand counseling, and on-call suicide prevention.
- Launched the “Paychecks for Patriots” program to find or improve civilian employment for ARNG Soldiers in conjunction with the Tennessee Department of Labor & Workforce Development and Dollar General Stores.
- Worked with the Family Program development enhancement employer support services of the ARNG Reserves to hold employment assistance workshops and hiring fairs.

Texas

Funding: \$552,373,992

TAG: Maj Gen John Nichols

ARNG CoS: COL Benjamin Johnson

USPFO: COL Elizabeth H. Hines

End Strength: 19,568

Full-Time Support: 2,563

Armories: 71

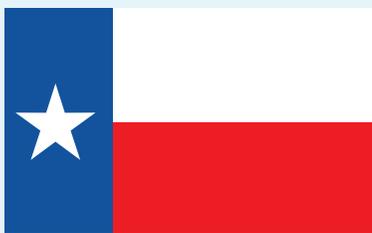
State Partnership:



Chile



Czech Republic



Major Commands:



Joint Force Headquarters



71st Troop Command



36th Infantry Division



36th Combat Aviation Brigade



56th Infantry Brigade Combat Team



72nd Infantry Brigade Combat Team



36th Sustainment Brigade



136th Maneuver Enhancement Brigade



176th Engineer Brigade



71st Battlefield Surveillance Brigade



136th Regional Training Institute



71st Information Operations Group

Federal Missions:

- 143rd Airborne Battalion conducted Provincial Reconstruction Team missions throughout 12 different provinces in Afghanistan.
- 136th Maneuver Enhancement Brigade conducted Base Operating Systems-Integrator Operations for 8 U.S. bases in Kabul.
- C/5/19 Special Forces Group provided 2 teams to augment Active Duty Special Forces Operational Detachment in support of OEF.

Defense Support of Civil Authorities:

- Supported over 20 Defense Support of Civil Authorities missions for a total of 2,400 man-days.
- Conducted Operation Lone Star, providing medical support to over 9,800 patients and administering more than 42,500 services.
- Conducted emergency response support for the fertilizer plant disaster in West, Texas.

Key Efforts and Impacts:

- Conducted a state partnership exchange between 176th Engineer Brigade and the Chilean Chief of Engineers to establish future training opportunities.
- Participated in and supported Army South Exercise Beyond the Horizons 2013-Panama.
- Completed construction of headquarters and billets in Fort Wolters worth \$5M.

Utah

Funding: \$274,344,283

TAG: MG Jefferson S. Burton
ARNG CoS: COL Richard G. Miller
USPFO: COL Lawrence A. Schmidt

End Strength: 5,650
Full-Time Support: 1,144
Armories: 26

State Partnership:
 Morocco



Major Commands:

- | | |
|---|--|
|  Joint Force Headquarters |  97th Aviation Troop Command |
|  97th Troop Command |  204th Maneuver Enhancement Brigade |
|  65th Fires Brigade |  300th Military Intelligence Brigade |
|  19th Special Forces Group |  640th Regional Training Institute |

Federal Missions:

- 1-211th Aviation and 624th Engineer Company returned from successful deployment in Afghanistan, providing aerial support and construction and maintenance, respectively, for coalition forces.
- Deployed Detachment 50 Operational Support Airlift, 65th Fires Brigade, and 204th Maneuver Enhancement Brigade to support operations in Afghanistan.
- Deployed 204th Maneuver Enhancement Brigade to Kosovo to assist North Atlantic Treaty Organization in a security mission.

Defense Support of Civil Authorities:

- Dropped more than 480,000 gallons of water on several Northern Utah fires in support of civil-authorities' efforts to quell the State, Millville, Rockport, and Patch Springs Fires.
- Responded to a number of hazardous materials incidents throughout the state, assisting state and local agencies with substance identification, mitigation, and response.
- 1457th Engineer Battalion assisted with road reconstruction of U.S. Highway 36 in Colorado following severe flooding in Boulder and Larimer Counties.

Key Efforts and Impacts:

- Broke ground with local community leaders on a new worship center and a Soldier housing, classroom, and dining complex at Camp Williams.
- Opened remodeled armories in Logan and Beaver.
- SGT Conlee Luke, 116th Engineer Company, took top honors in his category at the Region VII Best Warrior Competition in April.

Vermont

Funding: \$121,220,163

TAG: Maj Gen Steven A. Cray
ARNG CoS: BG Mark S. Lovejoy
USPFO: COL James G. O'Neil

End Strength: 2,848
Full-Time Support: 566
Armories: 19

State Partnership:
 Macedonia
 Senegal



Major Commands:

- | | |
|---|--|
|  Joint Force Headquarters |  Garrison Support Command |
|  124th Regional Training Institute |  86th Infantry Brigade Combat Team (MTN) |

Federal Missions:

- Conducted the eXportable Combat Training Capability (XCTC) at Fort Drum, New York involving over 3,500 personnel across 8 states.
- Strengthened state partnerships with Macedonia and Senegal, with 50 personnel participating in over 20 events and exercises.
- Participated in Vigilant Guard 12 (Rhode Island) and Vigilant Guard 14 (Maine), which provided an excellent planning foundation for Vermont's Vigilant Guard exercise in 2016.

Defense Support of Civil Authorities:

- Conducted 4 search and rescue missions for the Vermont State Police with Vermont ARNG Aviation assets and conducted 3 explosive ordnance disposal missions.
- Coordinated the acquisition of 12 High Mobility Multipurpose Wheeled Vehicles to 7 Law Enforcement Agencies through the Law Enforcement Support Office Program.
- Supported the Senegal Pandemic Flu Response Plan with a 15-soldier Military Engagement Team.

Key Efforts and Impacts:

- 86th Infantry Brigade Combat Team (Mountain) successfully completed XCTC Rotation at Fort Drum, New York.
- Continued to maintain strong support for Macedonia and Senegal and began establishment of a trilateral agreement.
- 124th Regional Training Institute received an unprecedented 100 percent during accreditation.
- Remained the Executive Agent for Military Mountaineering for the Army, and the Army Mountain Warfare School continued to partner with the Asymmetric Warfare group outside the continental United States.

Virgin Islands

Funding: \$50,523,788

TAG: MG Renaldo Rivera
ARNG CoS: COL Linda Cills
USPFO: COL Michael McDonald

End Strength: 781
Full-Time Support: 259
Armories: 2

State Partnership:



Major Commands:



Joint Force Headquarters



VIARNG Medical Command

Federal Missions:

- Augmented the District of Columbia ARNG in providing support to federal agencies and law enforcement for the 57th Presidential Inauguration.
- Deployed Detachment 2, Delta Company, 1st Battalion, 126th Aviation Regiment to Egypt in May to fly C-23 missions in support of the Geographic Combatant Commander.
- Deployed 1947th Contingency Contracting Team to Afghanistan.

Defense Support of Civil Authorities:

- Participated in Operation Tide Breaker II, a joint training exercise with territorial and federal agencies, which is designed to assess the territory's ability to respond to any disaster.
- Conducted Operation Forward Guardian, an island-wide all-hazards training exercise on St. Croix designed to test Defense Support of Civil Authorities (DSCA) capabilities in support of the territory.
- Co-hosted, with Virgin Islands Territorial Emergency Management Agency, a DSCA executive-level seminar for 2013 Emergency Management Assistance Compact partners and heads of territorial agencies.

Key Efforts and Impacts:

- Opened 210th Regional Training Institute's new \$18M, state-of-the-art training academy on St. Croix.
- Hosted the St. Kitts and Nevis Defense Force for a 3-day course on Army basic instruction and the military decision-making process.

*Regional Security System is an international agreement which consists of the eastern Caribbean nations of Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines. This State Partnership is in conjunction with the Florida National Guard.

Virginia

Funding: \$261,436,125

TAG: MG Daniel E. Long, Jr.
ARNG CoS: COL Robert E. McMillin II
USPFO: COL Marie M. Mahoney

End Strength: 7,435
Full-Time Support: 1,170
Armories: 46

State Partnership:



Major Commands:



Joint Force Headquarters



29th Infantry Division



91st Troop Command



329th Regional Support Group



116th Infantry Brigade Combat Team



183rd Regional Training Institute

Federal Missions:

- Deployed 164 Soldiers to Afghanistan from 710th Transportation Company and Detachment 26.
- Deployed 34 Soldiers throughout the United States in support of the Cyber Command mission.
- Deployed 5 Soldiers in support of Southwest Border operations.

Defense Support of Civil Authorities:

- Activated more than 800 Soldiers to respond to Superstorm Sandy and 26 Soldiers to provide winter storm response.
- Activated more than 600 Soldiers to support the 57th Presidential Inauguration.
- Civil Support Teams supported 15 assistance missions, 9 exercises, and 13 standby missions.

Key Efforts and Impacts:

- Funded sustainment, restoration, and modernization for \$32.5M, supporting 290 projects, achieving 99.7 percent in budget execution.
- Spent \$3.7M on 39 environmental projects and \$10M on energy upgrades.
- Participated in 12 missions with 34 Soldiers through the State Partnership Program, which included training on leadership, peacekeeping operations, and information security.

Washington

Funding: \$238,181,208

TAG: MG Bret Daugherty
ARNG CoS: COL Gregory Allen
USPFO: Col John S. Tuohy

End Strength: 6,098
Full-Time Support: 1,036
Armories: 33

State Partnership:
 Thailand



Major Commands:

- | | |
|---|--|
|  Joint Force Headquarters |  81st Armor Brigade Combat Team |
|  56th Information Operations Group |  96th Troop Command |
|  66th Theater Aviation Command |  205th Regional Training Institute |

Federal Missions:

- Deployed the Military Assistance Team to Kuwait and Jordan in order to conduct Security Assistance training in United Arab Emirates, Bahrain, Lebanon, and Central Asia.
- 506th Military Police Company returned from a successful 9-month deployment to Afghanistan.
- Deployed the Aerial Medical Evacuation Detachment to Afghanistan to support OEF.
- Deployed over 300 Soldiers in support of 24 exercises in 12 countries across the Geographic Commands, focusing primarily in the Pacific Command Area of Responsibility in support of the strategic rebalance to Southeast Asia.

Defense Support of Civil Authorities:

- Provided support to the 57th Presidential Inauguration; Washington was the lead Civil Support Team for radiological detection.
- Participated in Operation Evergreen Ember, a large-scale wild land firefighting exercise, which included participation from Northern Command, state, local, and Emergency Management Assistance Compact partners, which tested the ARNG's ability to deploy a dual-status command headquarters to coordinate state and federal wild land firefighting response.
- 319th Explosive Ordnance Company hosted the 7th annual Raven's Challenge working with bomb technicians from multiple federal and state agencies during simulated situations.

Key Efforts and Impacts:

- Conducted an Army Readiness Improvement Program workshop, improving overall state personnel readiness by 9 percent.
- Rear Admiral Steven Day recognized Soldiers nationally on C-SPAN on August 9, 2013 as the lead educators during the Cyber Guard exercise.
- Conducted over 80 community outreach events in communities across the state.

West Virginia

Funding: \$183,900,219

TAG: MG James A. Hoyer
ARNG CoS: COL William E. Crane
USPFO: COL Edward Muth

End Strength: 4,120
Full-Time Support: 795
Armories: 35

State Partnership:
 Peru



Major Commands:

- | | |
|--|--|
|  Joint Force Headquarters |  197th Regional Training Institute |
|  77th Brigade Troop Command |  Joint Interagency Training Education Center |
|  111th Engineer Brigade | |

Federal Missions:

- Supported Homeland Security activities and deployed troops as part of OEF to Afghanistan and peacekeeping missions in Kosovo.
- 753rd Ordnance Company conducted an explosive ordnance disposal range in the desert near Camp Virginia, Kuwait, to dispose of more than 27 tons of unserviceable military munitions.
- Deployed 2 units in support of National Military Strategy in support of Combatant Commanders.

Defense Support of Civil Authorities:

- Hosted the 2013 National Boy Scout Jamboree located in Beckley West Virginia; over 900 Soldiers from all service components provided support during the 10-day jamboree.
- Deployed during Superstorm Sandy to support state relief efforts and provide logistical support as required.
- Coordinated with U.S. Department of Homeland Security and Federal Emergency Management Agency to provide the Emergency Management Assistance Compact to reach out to other states during emergency assistance.

Key Efforts and Impacts:

- Conducted Innovative Readiness Training with Peru through the State Partnership Program, which has been active since 1996.
- Stationed 38 units and activities in 22 counties during the West Virginia Flintlock Exercise.
- Honored the anniversary of Operation Iraqi Freedom through the West Virginia Ridge Runner Exercise in remembrance of Soldiers and Airmen.

Wisconsin

Funding: \$233,305,925

TAG: Maj Gen Donald Dunbar
ARNG CoS: COL Joni K. Mathews
USPFO: COL John W. Vandeloop

End Strength: 7,527
Full-Time Support: 1,131
Armories: 69

State Partnership:
 Nicaragua



Major Commands:

-  Joint Force Headquarters
-  32nd Infantry Brigade Combat Team
-  64th Troop Command
-  157th Maneuver Enhancement Brigade
-  426th Regional Training Institute

Federal Missions:

- Deployed B Battery, 1-121 Field Artillery Battalion to Afghanistan with high-precision rocket artillery, after over 6 years of continuous support by active-duty High-Mobility Artillery Rocket System battalions.
- 104th Security Forces Advise and Assist Team worked with the Afghan Border Police conducting 24 operations and 100 combat patrols.
- Deployed engineers to Afghanistan who conducted over 580 missions, traveled 16,000 miles, found and cleared 41 explosive devices, and boasted the highest maintenance readiness rate in theater.

Defense Support of Civil Authorities:

- Delivered 36,000 gallons of water in support of fire suppression on the Germann Wildfire, one of the largest wildfires to hit Wisconsin in over 33 years.
- Provided chemical analysis to Alcohol, Tobacco, Firearms, and Explosives at a suspected explosives lab.
- Provided 10 force packages at 11 Armories to augment civil authorities during the December 2012 blizzard.

Key Efforts and Impacts:

- Participated in Army Audit Readiness testing efforts and continued to improve audit readiness internal controls.
- 426th Regiment received the Institution of Excellence, the highest Training and Doctrine Command accreditation rating possible.
- 426th Regiment is 1 of only 2 ARNG schoolhouses that conduct the Master Resilience Trainer course, graduating over 750 students in FY13.

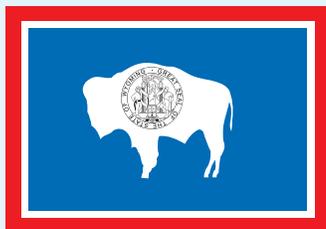
Wyoming

Funding: \$80,329,635

TAG: MG Luke Reiner
ARNG CoS: COL Gregory Porter
USPFO: COL Timothy L. Sheppard

End Strength: 1,653
Full-Time Support: 426
Armories: 18

State Partnership:
 Tunisia



Major Commands:

-  Joint Force Headquarters
-  94th Troop Command
-  115th Field Artillery Brigade
-  213th Regional Training Institute

Federal Missions:

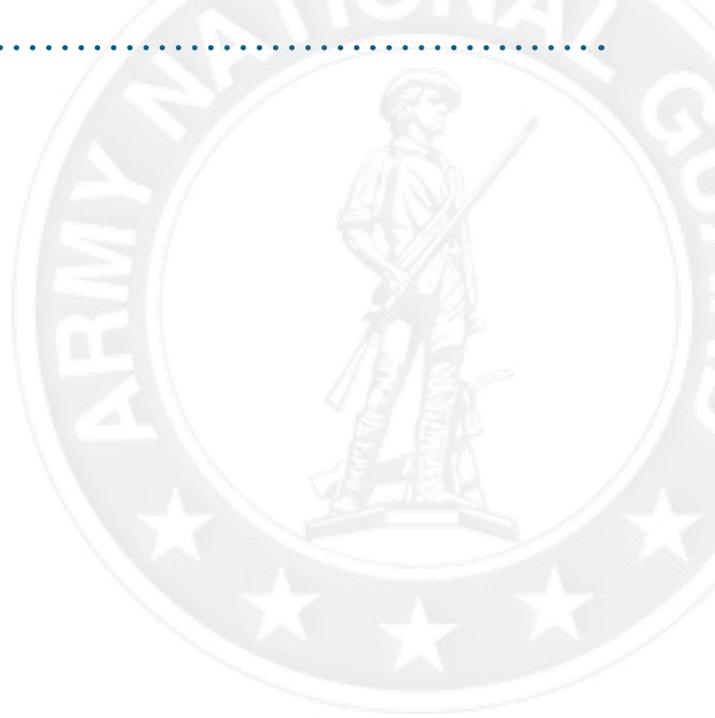
- Deployed 160 Soldiers from 133rd Engineer Company to Bahrain to conduct base security operations.
- Deployed Detachment 53, Operational Support Aircraft Command to Afghanistan for a 9-month task force observe, detect, identify, and neutralize mission.
- Continued to train Soldiers from around the country at Camp Guernsey to prepare for federal deployment; the camp saw more than 148,000 man-days of training.

Defense Support of Civil Authorities:

- Provided Wheatland Armory as a winter storm shelter to 57 individuals when Interstate 25 was closed due to a late-autumn storm.
- Deployed Blackhawk helicopters to Colorado on emergency missions to assist with firefighting efforts during the Black Forest fire.
- 5 Blackhawk helicopters rescued more than 25 civilians and 20 animals and delivered food and water during the major floods in Colorado.

Key Efforts and Impacts:

- The Camp Guernsey Joint Training Center was named the 2013 Army Communities of Excellence first place winner in the ARNG special category.
- Wyoming's Non-Commissioned Officer of the Year honors went to SGT Kenneth R. Hicks from 84th Civil Support Team, and Soldier of the Year accolades went to SPC Michael E. Whitley a member of 1041st Engineer Company.
- 84th Civil Support Team was recognized in the top 1 percent of the nation's CSTs.



Financial Statements

Limitations

The financial statements have been prepared to report the financial position and result of operations for the ARNG entity, pursuant to the requirements of USC, Title 31, Section 351(d).

The statements have been prepared from the official GFEBS and Standard Finance System (STANFINS) of the entity, in accordance with the formats prescribed by the OMB; the statements are in addition to the other financial reports used to monitor and control budgetary resources which are prepared from the same books and records. The statements should be read with the realization that they are for a component of the U.S. Government, a sovereign entity.

1. Consolidated Balance Sheet—this report presents, as of a specific time, amounts of future economic benefits owned or managed by the reporting entity (assets), amounts owed by the entity (liabilities), and amounts which comprise the difference (net Position).
2. Statement of Net Cost—This report is designed to show the components of the net cost of the reporting entity's operations for the period. The net cost of operations is the gross cost incurred by the reporting entity less any exchange revenue earned from its activities.
3. Statement of Net Positions—This report shows the changes in net position during the reporting period.
4. Statement of Budgetary Resources—This report provides information about how budgetary resources were made available as well as their status at the end of the period.

Consolidated Balance Sheet

Army General Fund - Army National Guard

As of September 30

2013

1. ASSETS (Note 2)

A. Intragovernmental:

1. Fund Balance with Treasury (Note 3)	\$	6,631,225,563.64
2. Investments (Note 4)		0.00
3. Accounts Receivable (Note 5)		54,475,080.41
4. Other Assets (Note 6)		(1,575,827.50)
5. Total Intragovernmental Assets	\$	<u>6,684,124,816.55</u>

B. Cash and Other Monetary Assets (Note 7) \$ 0.00

C. Accounts Receivable, Net (Note 5) 118,348,990.55

D. Loans Receivable (Note 8) 0.00

E. Inventory and Related Property, Net (Note 9) 0.00

F. General Property, Plant and Equipment, Net (Note 10) 1,251,577,757.79

G. Investments (Note 4) 0.00

H. Other Assets (Note 6) 471,208,370.45

2. TOTAL ASSETS \$ 8,525,259,935.34

3. STEWARDSHIP PROPERTY, PLANT & EQUIPMENT (Note 10)

4. LIABILITIES (Note 11)

A. Intragovernmental:

1. Accounts Payable (Note 12)	\$	238,400,403.65
2. Debt (Note 13)		0.00
3. Other Liabilities (Notes 15 & 16)		90,495,338.25
4. Total Intragovernmental Liabilities	\$	<u>328,895,741.90</u>

B. Accounts Payable (Note 12) \$ (59,326,021.80)

C. Military Retirement and Other Federal Employment Benefits (Note 17) 232,294,827.17

D. Environmental and Disposal Liabilities (Note 14) 0.00

E. Loan Guarantee Liability (Note 8) 0.00

F. Other Liabilities (Notes 15 & 16) 747,794,704.60

5. TOTAL LIABILITIES \$ 1,249,659,251.87

6. COMMITMENTS AND CONTINGENCIES (NOTE 16)

7. NET POSITION

A. Unexpended Appropriations - Earmarked Funds (Note 23) \$ 0.00

B. Unexpended Appropriations - Other Funds 6,580,011,395.00

C. Cumulative Results of Operations - Earmarked Funds 0.00

D. Cumulative Results of Operations - Other Funds 695,589,288.47

8. TOTAL NET POSITION 7,275,600,683.47

9. TOTAL LIABILITIES AND NET POSITION \$ 8,525,259,935.34

Consolidated Statement of Net Cost

Army General Fund - Army National Guard

As of September 30

2013

1. Program Costs

A. Gross Costs	\$	16,973,778,088.88
Military Personnel		9,216,328,283.26
Operations, Readiness & Support		7,034,297,109.04
Family Housing & Military Construction		<u>723,152,696.58</u>
B. (Less: Earned Revenue)		(167,361,294.63)
C. Net Cost before Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	<u>16,806,416,794.25</u>
D. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits		0.00
E. Net Program Costs Including Assumption Changes	\$	16,806,416,794.25
F. Costs Not Assigned to Programs		0.00
G. (Less: Earned Revenues) Not Attributed to Programs		<u>0.00</u>

2. Net Cost of Operations

\$ 16,806,416,794.25

Consolidated Statement of Changes in Net Position

Army General Fund - Army National Guard

As of September 30

2013

CUMULATIVE RESULTS OF OPERATIONS

1. Beginning Balances	\$ 846,683,722.59
2. Prior Period Adjustments	
Changes in accounting principles (+/-)	0.00
Corrections of errors (+/-)	0.00
3. Beginning Balances, as adjusted (Includes Funds from Dedicated Collections - See Note 23)	\$ 846,683,722.59
4. Budgetary Financing Sources:	
A. Other adjustments (recessions, etc.)	0.00
B. Appropriations used	\$ 16,657,328,784.15
C. Nonexchange revenue	(296,844.49)
D. Donations and forfeitures of cash and cash equivalents	0.00
E. Transfers-in/out without reimbursement	0.00
F. Other budgetary financing sources	0.00
5. Other Financing Sources:	
A. Donations and forfeitures of property	0.00
B. Transfers-in/out without reimbursement (+/-)	0.00
C. Imputed financing from costs absorbed by others	2,841,938.19
D. Other (+/-)	(4,551,517.72)
6. Total Financing Sources (Includes Funds from Dedicated Collections - See Note 23)	\$ 16,655,322,360.13
7. Net Cost of Operations (+/-) (Includes Funds from Dedicated Collections - See Note 23)	\$ 16,806,416,794.25
8. NET Change	(151,094,434.12)
9. Cumulative Results of Operations (Includes Funds from Dedicated Collections - See Note 23)	\$ 695,589,288.47
UNEXPENDED APPROPRIATIONS	
10. Beginning Balances (Includes Funds from Dedicated Collections - See Note 23)	\$ 6,465,992,374.11
11. Prior Period Adjustments:	
Changes in accounting principles (+/-)	\$ 0.00
Corrections of errors (+/-)	0.00
12. Beginning Balances, as adjusted	\$ 6,465,992,374.11
13. Budgetary Financing Sources:	
A. Appropriations received	\$ 17,662,662,000.00
B. Appropriations transfers-in/out	(72,489,000.00)
C. Other adjustments (recessions, etc.)	(818,825,194.96)
D. Appropriations used	(16,657,328,784.15)
14. Total Budgetary Financing Sources (Includes Funds from Dedicated Collections - See Note 23)	\$ 114,019,020.89
15. Unexpended Appropriations (Includes Funds from Dedicated Collections - See Note 23)	6,580,011,395.00
16. Net Position	\$ 7,275,600,683.47

Combined Statement of Budgetary Resources

Army General Fund - Army National Guard

As of September 30

2013

BUDGETARY FINANCING ACCOUNTS

BUDGETARY RESOURCES:

Unobligated balance, brought forward, October 1	\$	1,374,152,274.17
Unobligated balance, brought forward, October 1, as adjusted		1,374,152,274.17
Recoveries of prior year unpaid obligations		1,528,954,345.26
Other changes in unobligated balance (+/-)		(180,212,339.96)
Unobligated balance from prior year budget authority, net		2,722,894,279.47
Appropriations (discretionary and mandatory)		16,951,560,145.00
Spending Authority from offsetting collections		184,371,009.46
Total Budgetary Resources	\$	19,858,825,433.93

Status of Budgetary Resources:

Obligations incurred	\$	18,183,816,573.19
Unobligated balance, end of year		
Apportioned		722,208,979.97
Unapportioned		952,799,880.77
Total unobligated balance, end of year		1,675,008,860.74
Total Budgetary Resources	\$	19,858,825,433.93

Change in Obligated Balance:

Unpaid obligations:

Unpaid obligations, brought forward, October 1	\$	5,189,730,841.72
Obligations incurred		18,183,816,573.19
Outlays (gross) (-)		(16,770,552,038.72)
Recoveries of prior year unpaid obligations (-)		(1,528,954,345.26)
Unpaid obligations, end of year		5,074,041,030.93

Uncollected payments:

Uncollected customer payments from federal sources, brought forward, October 1		(115,056,210.29)
Change in uncollected customer payments from Federal sources (+/-)		(2,768,117.74)
Uncollected customer payments from federal sources, end of year (-)		(117,824,328.03)
Obligated balance, start of year, (+/-)		5,074,674,631.43
Obligated balance, end of year (+/-)	\$	4,956,216,702.90

Budget Authorities and Outlays, Net:

Budget authority, gross (discretionary and mandatory)	\$	17,135,931,154.46
Actual offsetting collections (discretionary and mandatory) (-)		(181,602,891.72)
Change in uncollected customer payments from federal Sources (discretionary and mandatory) (+/-)		(2,768,117.74)
Budget authority, net (discretionary and mandatory)	\$	16,951,560,145.00
Outlays, gross (discretionary and mandatory)		16,770,552,038.72
Actual offsetting collections (discretionary and mandatory) (-)		(181,602,891.72)
Outlays, net (discretionary and mandatory)		16,588,949,147.00
Agency Outlays, net (discretionary and mandatory)	\$	16,588,949,147.00

Notes to the Financial Statements

Note 1. Significant Accounting Policies

1.A. Basis of Presentation

These financial statements have been prepared to report the financial position and results of operations of the ARNG to include the 50 states and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands, and the District of Columbia, as required by the Chief Financial Officers Act of 1990, expanded by the Government Management Reform Act of 1994, and other appropriate legislation. The financial statements have been prepared from the books and records of the ARNG in accordance with the DoD, Financial Management Regulation, the OMB Circular A-136, Financial Reporting Requirements, and to the extent possible Generally Accepted Accounting Principles (GAAP). The accompanying financial Statements account for all resources for which the ARNG General Fund is responsible, unless otherwise noted.

Information relative to classified assets, programs and operations is excluded from the statements or otherwise aggregated and reported in such a manner that it is not discernible.

The ARNG is unable to fully implement all elements of GAAP and the OMB Circular A-136, due to limitations of its financial and nonfinancial management processes and systems that feed into the financial statements. The ARNG derives its reported values and information for major asset and liability categories largely from nonfinancial systems, such as inventory systems and logistic systems. These systems were designed to support reporting requirements for maintaining accountability over assets and reporting the status of federal appropriations rather than preparing financial statements in accordance with GAAP. The ARNG continues to implement process and system improvements addressing these limitations.

According to the Department of Army there are currently 13 auditor-identified financial statement material weaknesses: (1) Accounting Adjustments, (2) Intra-governmental Eliminations, (3) Abnormal Account Balances, (4) Accounts Receivable, (5) Inventory and Related Property, (6) Property, Plant, and Equipment, (7) Accounts Payable, (8) Environmental Liabilities, (9) Statement of Net Cost, (10) SBR, (11) Reconciliation of Net Cost of Operations to Budget, (12) Fund Balance with Treasury (FBWT) and (13) Contingency payment audit trails. Known and unknown material weakness impacts the ARNG to have report accurate financial information.

Fiscal year (FY) 2013 represents the sixteenth (16) year that the ARNG has prepared and published its annual financial statements.

The accounts used to prepare the statements are classified as either entity or non-entity. Entity accounts consist of resources that the ARNG has the authority to use, or where management is legally obligated to use funds to meet entity obligations. Non-entity accounts are assets held by the ARNG but not available for use in its operations.

The non-entity accounts are special fund accounts for receipts of the government that are earmarked for a specific purpose. The ARNG also receives indirect benefits from other Defense appropriations to collect and deposit funds to Treasury Accounts. The accompanying unaudited Financial Statements account for all resources for which the agency is responsible. The financial statements are presented on a modified accrual basis of accounting. Under this theory, expense is recorded when goods or services are received.

For FY13, the ARNG financial accounting systems are unable to meet all the requirements for full-accrual accounting. Efforts are underway to bring the ARNG system into compliance with the Financial Improvement and Audit Readiness Plan.

Entity Accounts Title

21 * 1006 Medicare Eligible Health Fund Contributions, National Guard Personnel, Army
 21 * 2020 Operation and Maintenance, Army
 21 * 2035 Other Procurement, Army
 21 * 2060 National Guard Personnel, Army
 21 * 2065 Operation and Maintenance, Army National Guard
 21 * 2066 Operation and Maintenance, Army National Guard Recovery Act
 21 * 2085 Military Construction, Army National Guard
 21 * 2094 Military Construction, Army National Guard Recovery Act
 97 * 0100 Operation and Maintenance, Defense National Guard
 97 * 0350 National Guard and Reserve Equipment (limit 1801)
 97R5189 Lease of DoD Assets

Non-Entity Accounts Title

21F3875 Budget Clearing Suspense Account
 21R5095 Sale of Hunting and Fishing Permits, Military Reservations
 21X5095 Wildlife Conservation, etc., Military Reservations
 97X5188 Disposal of Real Property
 21X6112 Withheld Employee Contributions, State or Territorial Disability Benefits
 21X6113 Withheld Employee Contributions, State or Territorial Death Benefits
 21X6208 Amounts Withheld for Group Life Insurance, National Guard Members

1.B. Mission of the Reporting Entity

Through the National Defense Act of 1933, the ARNG was created as a new component to the United States Army. The ARNG's primary federal mission is to maintain properly trained and equipped units available or mobilization for national, state, or local emergencies as well as to provide help to the states for disaster relief and public peacekeeping.

The National Guard's roots date to 1636, when colonial militias – made up of ordinary citizens – would put down their plows and pick up their weapons to protect Families and towns from hostile attacks. Today, Citizen-Soldiers hold civilian jobs or attend college while training part time, staying ready to defend America in the event of an emergency. This mission encompasses the intent of Congress, to preserve the peace and security and provide for the defense of the United States, its territories, commonwealths, and possessions, and any areas occupied by the United States; support national policies; implement national objectives; and overcome any nations responsible for aggressive acts that interfere with the peace and security of the United States.

The fundamental mission has not changed for the 377-years-life of the ARNG, but the environment and nature of conflict have undergone many changes over that same time, especially with the OCO. These contingency operations have required that the ARNG simultaneously transform the way that it fights, trains, and equips its soldiers. This transformation is progressing rapidly, but it must be taken to its full conclusion if the ARNG is to continue to meet the nation's domestic and international security obligation today and into the future.

1.C. Appropriations and Funds

The Army General Fund receives its appropriations and funds as general, trust, special, and deposit funds. The Army General Fund uses appropriations and funds to execute its missions and subsequently report on resource usage. General funds are used for financial transactions funded by congressional appropriations, including personnel, operation and maintenance, research and development, procurement, and military construction accounts.

Trust funds contain receipts and expenditures of funds held in trust by the government for use in carrying out specific purposes or programs in accordance with the terms of the donor, trust agreement, or statute. Certain trust and special funds may be designated as earmarked funds. Earmarked funds are financed by specifically identified revenues, required by statute to be used for designated activities, benefits, or purposes, and remain available over time. Earmarked funds also have a requirement to account for and report on the receipt, use, and retention of revenues and other financing sources that distinguish them from general revenues.

Special fund accounts are used to record government receipts reserved for a specific purpose.

Deposit funds are used to record amounts held temporarily until paid to the appropriate government or public entity. The Army General Fund is acting as an agent or a custodian for funds awaiting distribution.

1. D. Basis of Accounting

The ARNG financial management systems are unable to meet all of the requirements for full accrual accounting. Many of the ARNG financial and nonfinancial feeder systems and processes were designed and implemented prior to the issuance of GAAP for federal agencies. These systems were not designed to collect and record financial information on the full accrual accounting basis as required by GAAP. Most of the ARNG financial and nonfinancial Legacy systems were designed to record information on a budgetary basis.

The ARNG's financial statements and supporting trial balances are compiled from the underlying data and trial balances of the Army General Fund sub-entities. The underlying data is largely derived from budgetary transactions (obligations, disbursements, and collections), from nonfinancial feeder systems, and accruals made for major items such as payroll expenses, accounts payable, and environmental liabilities. Some of the sub-entity level trial balances may reflect known abnormal balances resulting largely from business and system processes. At the consolidated ARNG level, these abnormal balances may not be evident.

Disclosures of abnormal balances are made in the applicable footnotes, but only to the extent that the abnormal balances are evident at the consolidated level.

The DoD is determining the actions required to bring its financial and nonfinancial feeder systems and processes into compliance with GAAP. One such action is the current revision of its accounting systems to record transactions based on the United States Standard General Ledger. Until all of the Army General Fund's financial and nonfinancial feeder systems and processes are updated to collect and report financial information as required by GAAP, the ARNG's financial data will be derived from budgetary transactions (obligations, disbursements and collections), transactions from nonfinancial feeder systems, and accruals made of major items such as payroll expenses, accounts payable, and environmental liabilities.

1.E. Revenues and Other Financing Sources

The ARNG receives congressional appropriations as financing sources for general funds on either an annual or multi-year basis. When authorized by legislation, these appropriations are supplemented by revenues generated by sales of goods or services. The ARNG recognizes revenue as a result of costs incurred for goods or services provided to other federal agencies and the public. Full cost pricing is the ARNG standard policy for services provided as required by OMB Circular A-25, User Charges. The ARNG recognizes revenue when earned within the constraints of its current system capabilities. In some instances, revenue is recognized when bills are issued.

1.F. Recognition of Expenses

For financial reporting purposes, the DoD policy requires the recognition of operating expenses in the period incurred. Current ARNG financial and nonfinancial feeder systems were not designed to collect and record financial information on the full accrual accounting basis. Estimates are made for major items such as payroll expenses, accounts payable, environmental liabilities, and unbilled revenue. In the case of Operating Materiel and Supplies (OM&S), operating expenses are generally recognized when the items are purchased. Efforts are underway to transition to the consumption method for recognizing OM&S expense. Under the consumption method, OM&S would be expensed when consumed. Due to system limitations, in some instances expenditures for capital and other long-term assets may be recognized as operating expenses. The ARNG continues to implement process and system improvements to address these limitations.

1.G. Accounting for Intragovernmental Activities

Accounting standards require an entity to eliminate intra-entity activity and balances from consolidated financial statements in order to prevent an overstatement for business with itself. However, the ARNG cannot accurately identify intragovernmental transactions by customer because the ARNG's systems do not track buyer and seller data at the transaction level. Generally, seller entities within the DoD provide summary seller-side balances for revenue, accounts receivable, and unearned revenue to the buyer-side internal DoD accounting offices. In most cases, the buyer-side records are adjusted to agree with DoD seller-side balances and are then eliminated. The DoD is implementing replacement systems and a standard financial information structure that will incorporate the necessary elements that will enable DoD to correctly report, reconcile, and eliminate intragovernmental balances.

The U.S. Treasury's Federal Intragovernmental Transactions Accounting Policy Guide and Treasury Financial Manual, Part 2 – Chapter 4700, Agency Reporting Requirements for the Financial Report of the United States Government, provide guidance for reporting and reconciling intragovernmental balances. While the ARNG is unable to fully reconcile intragovernmental transactions with all federal agencies, the ARNG is able to reconcile balances pertaining to investments in federal securities, Federal Employees' Compensation Act transactions with the Department of Labor, and benefit program transactions with the Office of Personnel Management (OPM). The DoD's proportionate share of public debt and related expenses of the Federal Government is not included. The Federal Government does not apportion debt and its related costs to federal agencies. The DoD's financial statements do not report any public debt, interest or source of public financing, whether from issuance of debt or tax revenues.

Generally, financing for the construction of DoD facilities is obtained through appropriations. To the extent this financing ultimately may have been obtained through the issuance of public debt, interest costs have not been capitalized since the U.S. Treasury does not allocate such costs to DoD.

1.H. Transactions with Foreign Governments and International Organizations

The ARNG does not have transactions with foreign governments or international organizations.

1.I. Funds with the U.S. Treasury

The ARNG's monetary resources are maintained in U.S. Treasury accounts. Collections, disbursements, and adjustments are processed worldwide at the DFAS. The disbursing station prepares monthly reports, which provide information to the U.S. Treasury on check issues, interagency transfers, and deposits. In addition, the DFAS centers submit reports to Treasury, by appropriation, on collections received and disbursements issued. Treasury then records this information to the appropriation FBWT account maintained in the Treasury's system. The ARNG's recorded balance in the FBWT accounts and U.S. Treasury's FBWT accounts must reconcile monthly.

1.J. Cash and Foreign Currency

The ARNG does not have any foreign currency transactions.

1.K. Accounts Receivable

Accounts receivables from other federal entities or the public include accounts receivable, claims receivable, and refunds receivable. Generally, allowance for uncollectible accounts due from the public are based upon analysis of collection experience by age category. The DoD does not recognize an allowance for estimated uncollectible amounts from other federal agencies. Claims against other deferral agencies are to be resolved between the agencies in accordance with dispute resolution procedures defined in the Intragovernmental Business Rules published in the Treasury Financial Manual at <http://www.fms.treas.gov/factsi/manuals/tfm-bulletin-2011-04pdf>.

1.L. Direct Loans and Loan Guarantees

The ARNG does not have any direct Loans and Loans Guarantees.

1.M. Inventories and Related Property

The ARNG manages only military or government specific materiel under normal conditions. Materiel is a unique term that relates to military force management, and includes all items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Items commonly used in and available from the commercial sector are not managed in the ARNG Fund materiel management activities. Operational cycles are irregular and the military risks associated with stock-out positions have no commercial parallel. The ARNG holds materiel based on military need and support for contingencies. The DoD does not attempt to account separately for “inventory held for sale” and “inventory held in reserve for future sale” based on Statement of Federal Financial Accounting Standards No. 3 definitions, unless otherwise noted.

Related property includes OM&S. The OM&S, including munitions not held for sale, are valued at standard purchase price. ARNG uses both the consumption method and the purchase method of accounting for OM&S. Items that are centrally managed and stored, such as ammunition and engines, are generally recorded using the consumption method and are reported on the Balance Sheet as OM&S. When current systems cannot fully support the consumption method, the Army General Fund uses the purchase method. Under this method, materials and supplies are expensed when purchased. During FY13, ARNG expensed significant amounts using the purchase method because the systems could not support the consumption method or management deemed that the item was in the hands of the End User. This is a material weakness for the DoD and long-term system corrections are in process. Once the proper systems are in place, these items will be accounted for under the consumption method of accounting.

The ARNG determined that the recurring high-dollar value of OM&S in need of repair is material to the financial statements and requires a separate reporting category. Many high-dollar items, such as aircraft engines, are categorized as OM&S rather than military equipment. The ARNG recognizes condemned materiel as “Excess, Obsolete, and Unserviceable.” The cost of disposal is greater than the potential scrap value; therefore, the net value of condemned materiel is zero. Potentially redistributed materiel, presented in previous years as “Excess, Obsolete, and Unserviceable,” is included in the “Held for Use” or “Held for Repair” categories according to its condition.

1.N. Investments in U.S. Treasury Securities

The ARNG does not have investments in U.S. Treasury securities.

1.O. General Property, Plant, and Equipment

The ARNG uses the estimated historical cost for valuing military equipment. The DoD identified the universe of military equipment by accumulating information relating to program funding and associated military equipment, equipment useful life, program acquisitions, and disposals to establish a baseline. The military equipment baseline is updated using expenditure, acquisition, and disposals information.

The DoD’s General Property, Plant, and Equipment (PP&E) capitalization threshold is \$100,000 except for real property which is \$20,000. The ARNG has implemented the threshold for real property and is fully compliant. General PP&E assets are capitalized at historical acquisition cost when an asset has a useful life of two or more years, and when the acquisition cost equals or exceeds the DoD capitalization threshold. The DoD also requires the capitalization of improvements to existing General PP&E assets if the improvements equal or exceed DoD capitalization threshold and extend the useful life or increase the size, efficiency, or capacity of the asset. The DoD depreciates all General PP&E, other than land, on a straight-line basis.

1.P. Advances and Prepayments

When advances are permitted by law, legislative action, or presidential authorization, the DoD is to record advances and prepayments in accordance with General Accepted Accounting Principles (GAAP). As such, payments made in advance of the receipt of goods and services should be reported as an asset on the Balance Sheet. The DoD's policy is to expense and/or properly classify assets when the related goods and services are received. The ARNG has not implemented this policy primarily due to system limitations.

1.Q. Leases

Lease payments for the rental of operating facilities are classified as either capital or operating leases. When a lease is essentially equivalent to an installment purchase of property (a capital lease), and the value equals or exceeds the current capitalization threshold, the ARNG records the applicable asset as though purchased, with an offsetting liability, and depreciates it. The ARNG records the asset and the liability at the lesser of the present value of the rental and other lease payments during the lease term (excluding portions representing executory costs paid to the lessor) or the asset's fair market value. The discount rate for the present value calculation is either the lessor's implicit interest rate or the government's incremental borrowing rate at the inception of the lease. The ARNG, as the lessee, receives the use and possession of leased property (e.g., real estate or equipment) from a lessor in exchange for a payment of funds. An operating lease does not substantially transfer all the benefits and risk of ownership. Payments for operating leases are charged to expense over the lease term as it becomes payable.

Office space and leases entered into by ARNG in support of contingency operations are the largest component of operating leases. These costs were gathered from existing leases, General Services Administration bills, and Interservice Support Agreements. Future year projections use the Consumer Price Index.

1.R. Other Assets

Other assets include those assets, such as military and civil service employee pay advances, travel advances, and certain contract financing payments that are not reported elsewhere on the ARNG's Balance Sheet. The ARNG conducts business with commercial contractors under two primary types of contracts: fixed price and cost reimbursable. To alleviate the potential financial burden on the contractor that long-term contracts can cause, the ARNG may provide financing payments.

Contract financing payments are defined in the Federal Acquisition Regulations, Part 32, as authorized disbursements of monies to a contractor prior to acceptance of supplies or services by the Government. Contract financing payments clauses are incorporated in the contract terms and conditions and may include advance payments, performance-based payments, commercial advance and interim payments, progress payments based on cost, and interim payments under certain cost reimbursement contracts. It is DoD policy to record certain contract financing payments as Other Assets.

Contract financing payments do not include invoice payments, payments for partial deliveries, lease and rental payments, or progress payments based on a percentage or stage of completion. The Defense Federal Acquisition Regulation Supplement authorizes progress payments based on a percentage or stage of completion only for construction of real property, shipbuilding, and ship conversion, alteration or repair. Progress payments based on percentage or stages of completion are reported as Construction in Progress.

1.S. Contingencies and Other Liabilities

The SFFAS No. 5, "Accounting for Liabilities of the Federal Government," as amended by SFFAS No. 12, "Recognition of Contingent Liabilities Arising from Litigation," defines a contingency as an existing condition, situation, or set of circumstances that involves an uncertainty as to possible gain or loss. The uncertainty will be resolved when one or more future events occur or fail to occur. The Army General Fund recognizes contingent liabilities when past events or exchange transactions occur, a future loss is probable, and the loss amount can be reasonably estimated.

Financial statement reporting is limited to disclosure when conditions for liability recognition do not exist but there is at least a reasonable possibility of incurring a loss or additional losses. Examples of loss contingencies include the collectability of receivables, pending, or threatened litigation, and possible claims and assessments. The Army General Fund's risk of loss and resultant contingent liabilities arise from pending or threatened litigation or claims and assessments due to events such as aircraft, ship, and vehicle accidents; medical malpractice; property or environmental damages; and contract disputes.

Other liabilities arise as a result of anticipated disposal costs for Army General Fund's assets. This type of liability has two components: nonenvironmental and environmental. Consistent with SFFAS No. 6, "Accounting for Property, Plant, and Equipment," recognition of an anticipated environmental disposal liability begins when the asset is placed into service. Nonenvironmental disposal liabilities are recognized for assets when management decides to dispose of an asset based upon DoD's policy, which is consistent with SFFAS No. 5 "Accounting for Liabilities of Federal Government." The DoD recognizes nonenvironmental disposal liabilities for military equipment nuclear-powered assets when placed into service. Such amounts are developed in conjunction with, and not easily identifiable from, environmental disposal costs.

1.T. Accrued Leave

The ARNG reports as liabilities military leave and civilian earned leave, except sick leave, that has been accrued and not used as of the Balance Sheet date. Sick leave for civilians is expensed as taken. The liabilities reported at the end of the accounting period reflect the current pay rates.

1.U. Net Position

Net Position consists of unexpended appropriations and cumulative results of operations.

Unexpended Appropriations represent the amounts of authority that are unobligated and have not been rescinded or withdrawn. Unexpended appropriations also represent amounts obligated for which legal liabilities for payments have not been incurred.

Cumulative Results of Operations represent the net difference, since inception of an activity, between expenses and losses and financing sources (including appropriations, revenue, and gains). The cumulative results also include donations and transfers in and out of assets that were not reimbursed.

1.V. Treaties for Use of Foreign Bases

The ARNG is not part of any treaties for the use of foreign bases.

1.W. Undistributed Disbursements and Collections

Undistributed disbursements and collections represent the difference between disbursements and collections matched at the transaction level to specific obligation, payables, or receivables in the source systems and those reported by the US Treasury.

Supported disbursements and collections are evidenced by collaborating documentation. Unsupported disbursements and collections do not have supporting documentation for the transaction and most likely would not meet audit scrutiny.

The DoD policy is to allocate supported undistributed disbursements and collections between federal and nonfederal categories based on the percentage of distributed federal and nonfederal accounts payable and accounts receivables. Supported undistributed disbursements and collections are then applied to reduce accounts payables and receivables accordingly. Unsupported undistributed are recorded as disbursements in transit and reduce nonfederal accounts payable. Unsupported undistributed collections are recorded in nonfederal other liabilities.

Note 2. Nonentity Assets

As of September 30

2013

1. Intragovernmental Assets	
A. Fund Balance with Treasury	\$ 0.00
B. Accounts Receivable	0.00
C. Other Assets	0.00
D. Total Intragovernmental Assets	\$ 0.00
2. Nonfederal Assets	
A. Cash and Other Monetary Assets	\$ 0.00
B. Accounts Receivable	947,847.86
C. Other Assets	0.00
D. Total Nonfederal Assets	\$ 947,847.86
3. Total Nonentity Assets	\$ 947,847.86
4. Total Entity Assets	\$ 8,524,312,087.48
5. Total Assets	\$ 8,525,259,935.34

Note 3. Fund Balance With Treasury

As of September 30

2013

1. Fund Balances	
A. Appropriated Funds	\$ 6,631,225,563.64
B. Revolving Funds	0.00
C. Trust Funds	0.00
D. Special Funds	0.00
E. Other Fund Types	0.00
F. Total Fund Balances	\$ 6,631,225,563.64
2. Fund Balances Per Treasury Versus Agency	
A. Fund Balance per Treasury	\$ 0.00
B. Fund Balance per Agency	6,631,225,563.64
3. Reconciling Amount	\$ (6,631,225,563.64)

Status of Fund Balance with Treasury

1. Unobligated Balance	
A. Available	\$ 722,208,979.97
B. Unavailable	952,799,880.77
2. Obligated Balance not yet Disbursed	\$ 5,074,041,030.93
3. Non-budgetary FBWT	\$ 0.00
4. Non-FBWT Budgetary Accounts	\$ (117,824,328.03)
5. Total	\$ 6,631,225,563.64

Note 4. Investments

The Army National Guard does not engage in any type of investment activity.

Note 5. Accounts Receivable

As of September 30

2013

	Gross Amount Due	Allowance For Estimated Uncollectibles	Accounts Receivable, Net
1. Intragovernmental Receivables	\$ 54,475,080.41	N/A	\$ 54,475,080.41
2. Nonfederal Receivables (From the Public)	\$ 132,640,539.51	\$ (14,291,548.96)	\$ 118,348,990.55
3. Total Accounts Receivable	\$ 187,115,619.92	\$ (14,291,548.96)	\$ 172,824,070.96

Note 6. Other Assets

As of September 30

2013

1. Intragovernmental Other Assets		
A. Advances and Prepayments		\$ (1,575,827.50)
B. Other Assets		0.00
C. Total Intragovernmental Other Assets		\$ (1,575,827.50)
2. Nonfederal Other Assets		
A. Outstanding Contract Financing Payments		\$ 288,255.45
B. Advances and Prepayments		470,920,115.00
C. Other Assets (With the Public)		0.00
D. Total Nonfederal Other Assets		\$ 471,208,370.45
3. Total Other Assets		\$ 469,632,542.95

Note 7. Cash and Other Monetary Assets

The Army National Guard does not have any cash or other monetary assets on hand.

Note 8. Direct Loans and/or Loan Guarantees

The Army National Guard does not engage in any type of lending fund activities.

Note 9. Inventory and Related Property

The Army National Guard does not engage in retail or resale of merchandise nor hold items in reserve for future sales.

Note 10. General PP&E, Net

As of September 30

2013

	Depreciation/ Amortization Method	Service Life	Acquisition Value	(Accumulated Depreciation/ Amortization)	Net Book Value
1. Major Asset Classes					
A. Land	N/A	N/A	\$ 60,971,023.98	N/A	\$ 60,971,023.98
B. Buildings, Structures, and Facilities	S/L	20 or 40	1,722,069,927.81	\$ (674,597,802.50)	1,047,472,125.31
C. Leasehold Improvements	S/L	lease term	2,852,181.00	(848,488.00)	2,003,693.00
D. Software	S/L	2-5 or 10	0.00	0.00	0.00
E. General Equipment	S/L	5 or 10	72,964,453.12	(47,692,614.94)	25,271,838.18
F. Military Equipment	S/L	Various	0.00	0.00	0.00
G. Shipbuilding (Construction-in- Progress)	N/A	N/A	0.00	0.00	0.00
H. Assets Under Capital Lease	S/L	lease term	0.00	0.00	0.00
I. Construction-in-Progress (Excludes Military Equipment) ...	N/A	N/A	115,859,077.32	N/A	115,859,077.32
J. Other			0.00	0.00	0.00
K. Total General PP&E			<u>\$1,974,716,663.23</u>	<u>\$ (723,138,905.44)</u>	<u>\$ 1,251,577,757.79</u>

See Note 15 for additional information on Capital Leases

Legend for Valuation Methods: S/L = Straight Line N/A = Not Applicable

Note 11. Liabilities Not Covered by Budgetary Resources

As of September 30

2013

1. Intragovernmental Liabilities		
A. Accounts Payable	\$	0.00
B. Debt		0.00
C. Other		42,506,054.70
D. Total Intragovernmental Liabilities	\$	<u>42,506,054.70</u>
2. Nonfederal Liabilities		
A. Accounts Payable	\$	18,861,548.63
B. Military Retirement and Other Federal Employment Benefits		232,294,827.17
C. Environmental and Disposal Liabilities		0.00
D. Other Liabilities		239,634,348.97
E. Total Nonfederal Liabilities	\$	<u>490,790,724.77</u>
3. Total Liabilities Not Covered by Budgetary Resources	\$	<u>533,296,779.47</u>
4. Total Liabilities Covered by Budgetary Resources	\$	<u>716,362,472.40</u>
5. Total Liabilities	\$	<u><u>1,249,659,251.87</u></u>

Note 12. Accounts Payable

As of September 30

2013

	Accounts Payable	Interest, Penalties, and Administrative Fees	Total
1. Intragovernmental Payables	\$ 238,400,403.65	\$ N/A	\$ 238,400,403.65
2. Nonfederal Payables (to the Public)	(59,367,106.96)	41,085.16	(59,326,021.80)
3. Total	<u>\$ 179,033,296.69</u>	<u>\$ 41,085.16</u>	<u>\$ 179,074,381.85</u>

Note 13. Debt

The Army National Guard has no reported debt in 2013.

Note 14. Environmental and Disposal Liabilities

The value of environmental liabilities incurred by the final disposition of property, structures, weapons, munitions, and equipment cannot be determined at this time.

Note 15. Other Liabilities

As of September 30

	2013		
	Current Liability	Noncurrent Liability	Total
1. Intragovernmental			
A. Advances from Others	\$ 278,734.30	\$ 0.00	\$ 278,734.30
B. Deposit Funds and Suspense Account Liabilities	0.00	0.00	0.00
C. Disbursing Officer Cash	0.00	0.00	0.00
D. Judgment Fund Liabilities	0.00	0.00	0.00
E. FECA Reimbursement to the Department of Labor	18,915,220.40	23,590,834.30	42,506,054.70
F. Custodial Liabilities	0.00	947,847.86	947,847.86
G. Employer Contribution and Payroll Taxes Payable	46,762,701.39	0.00	46,762,701.39
H. Other Liabilities	0.00	0.00	0.00
I. Total Intragovernmental Other Liabilities	<u>\$ 65,956,656.09</u>	<u>\$ 24,538,682.16</u>	<u>\$ 90,495,338.25</u>
2. Nonfederal			
A. Accrued Funded Payroll and Benefits	\$ 415,053,454.30	\$ 0.00	\$ 415,053,454.30
B. Advances from Others	1,990,774.27	0.00	1,990,774.27
C. Deferred Credits	0.00	0.00	0.00
D. Deposit Funds and Suspense Accounts	0.00	0.00	0.00
E. Temporary Early Retirement Authority	0.00	0.00	0.00
F. Nonenvironmental Disposal Liabilities			
1. Military Equipment (Nonnuclear)	0.00	0.00	0.00
2. Excess/Obsolete Structures	0.00	0.00	0.00
3. Conventional Munitions Disposal	0.00	0.00	0.00
G. Accrued Unfunded Annual Leave	333,921,564.98	0.00	333,921,564.98
H. Capital Lease Liability	0.00	0.00	0.00
I. Contract Holdbacks	152,596.10	0.00	152,596.10
J. Employer Contribution and Payroll Taxes Payable	(3,611,940.50)	0.00	(3,611,940.50)
K. Contingent Liabilities	0.00	288,255.45	288,255.45
L. Other Liabilities	0.00	0.00	0.00
M. Total Nonfederal Other Liabilities	<u>\$ 747,506,449.15</u>	<u>\$ 288,255.45</u>	<u>747,794,704.60</u>
3. Total Other Liabilities	<u>\$ 813,463,105.24</u>	<u>\$ 24,826,937.61</u>	<u>\$ 838,290,042.85</u>

Capital Lease Liabilities

The Army National Guard does not have any Capital Lease Liabilities.

Note 16. Commitments and Contingencies

The Army National Guard does not have any commitments and contingencies.

Note 17. Military Retirement and Other Federal Employee Benefits

As of September 30

2013

	Liabilities	(Less: Assets Available to Pay Benefits)	Unfunded Liabilities
1. Pension and Health Benefits			
A. Military Retirement Pensions	\$ 0.00	\$ 0.00	\$ 0.00
B. Military Pre Medicare-Eligible Retiree Health Benefits ..	0.00	0.00	0.00
C. Military Medicare-Eligible Retiree Health Benefits	0.00	0.00	0.00
D. Total Pension and Health Benefits	\$ 0.00	\$ 0.00	\$ 0.00
2. Other Benefits			
A. FECA	\$ 232,294,827.17	\$ 0.00	\$ 232,294,827.17
B. Voluntary Separation Incentive Programs	0.00	0.00	0.00
C. DoD Education Benefits Fund	0.00	0.00	0.00
D. Other	0.00	0.00	0.00
E. Total Other Benefits	\$ 232,294,827.17	\$ 0.00	\$ 232,294,827.17
3. Total Military Retirement and Other Federal Employment Benefits	\$ 232,294,827.17	\$ 0.00	\$ 232,294,827.17

Note 18. General Disclosures Related to the Statement of Net Cost

As of September 30

2013

Military Retirement Benefits

1. Gross Cost		
A. Intragovernmental Cost	\$	0.00
B. Nonfederal Cost		0.00
C. Total Cost	\$	0.00
2. Earned Revenue		
A. Intragovernmental Revenue	\$	0.00
B. Nonfederal Revenue		0.00
C. Total Revenue	\$	0.00
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	0.00
Total Net Cost	\$	0.00

Civil Works

1. Gross Cost		
A. Intragovernmental Cost	\$	0.00
B. Nonfederal Cost		0.00
C. Total Cost	\$	0.00
2. Earned Revenue		
A. Intragovernmental Revenue	\$	0.00
B. Nonfederal Revenue		0.00
C. Total Revenue	\$	0.00
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	0.00
Total Net Cost	\$	0.00

Note 18. General Disclosures Related to the Statement of Net Cost, Cont.

As of September 30

2013

Military Personnel

1. Gross Cost		
A. Intragovernmental Cost	\$	2,587,189,337.79
B. Nonfederal Cost		6,629,138,945.47
C. Total Cost	\$	<u>9,216,328,283.26</u>
2. Earned Revenue		
A. Intragovernmental Revenue	\$	(27,496,695.85)
B. Nonfederal Revenue		34.00
C. Total Revenue	\$	<u>(27,496,661.85)</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	0.00
Total Net Cost	\$	<u><u>9,188,831,621.41</u></u>

Operations, Readiness & Support

1. Gross Cost		
A. Intragovernmental Cost	\$	1,170,452,898.60
B. Nonfederal Cost		5,863,844,210.44
C. Total Cost	\$	<u>7,034,297,109.04</u>
2. Earned Revenue		
A. Intragovernmental Revenue	\$	(137,490,389.22)
B. Nonfederal Revenue		(2,374,243.56)
C. Total Revenue	\$	<u>(139,864,632.78)</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	0.00
Total Net Cost	\$	<u><u>6,894,432,476.26</u></u>

Procurement

1. Gross Cost		
A. Intragovernmental Cost	\$	0.00
B. Nonfederal Cost		0.00
C. Total Cost	\$	<u>0.00</u>
2. Earned Revenue		
A. Intragovernmental Revenue	\$	0.00
B. Nonfederal Revenue		0.00
C. Total Revenue	\$	<u>0.00</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	0.00
Total Net Cost	\$	<u><u>0.00</u></u>

Research, Development, Test & Evaluation

1. Gross Cost		
A. Intragovernmental Cost	\$	0.00
B. Nonfederal Cost		0.00
C. Total Cost	\$	<u>0.00</u>
2. Earned Revenue		
A. Intragovernmental Revenue	\$	0.00
B. Nonfederal Revenue		0.00
C. Total Revenue	\$	<u>0.00</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	0.00
Total Net Cost	\$	<u><u>0.00</u></u>

Note 18. General Disclosures Related to the Statement of Net Cost, Cont.

As of September 30

2013

Family Housing & Military Construction

1. Gross Cost		
A. Intragovernmental Cost	\$	20,284,032.78
B. Nonfederal Cost		702,868,663.80
C. Total Cost	\$	<u>723,152,696.58</u>
2. Earned Revenue		
A. Intragovernmental Revenue	\$	0.00
B. Nonfederal Revenue		0.00
C. Total Revenue	\$	<u>0.00</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits	\$	<u>0.00</u>
Total Net Cost	\$	<u><u>723,152,696.58</u></u>

Consolidated

1. Gross Cost		
A. Intragovernmental Cost	\$	3,777,926,269.17
B. Nonfederal Cost		13,195,851,819.71
C. Total Cost	\$	<u>16,973,778,088.88</u>
2. Earned Revenue		
A. Intragovernmental Revenue	\$	(164,987,085.07)
B. Nonfederal Revenue		(2,374,209.56)
C. Total Revenue	\$	<u>(167,361,294.63)</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits		<u>0.00</u>
4. Costs Not Assigned to Programs	\$	<u>0.00</u>
5. (Less: Earned Revenues) Not Attributed to Programs	\$	<u>0.00</u>
Total Net Cost	\$	<u><u>16,806,416,794.25</u></u>

Note 19. Disclosures Related to the Statement of Changes in Net Position

There are no disclosures related to the Statement of Changes in Net Positions.

Note 20. Disclosures Related to the Statement of Budgetary Resources

As of September 30

2013

1. Net Amount of Budgetary Resources Obligated for Undelivered Orders at the End of the Period	\$	4,924,745,884.39
2. Available Borrowing and Contract Authority at the End of the Period		<u>0.00</u>

Note 21. Reconciliation of Net Cost of Operations to Budget

As of September 30

2013

Resources Used to Finance Activities:

Budgetary Resources Obligated:

1. Obligations incurred	\$ 18,183,816,573.19
2. Less: Spending authority from offsetting collections and recoveries (-)	(1,713,325,354.72)
3. Obligations net of offsetting collections and recoveries	\$ 16,470,491,218.47
4. Less: Offsetting receipts (-)	0.00
5. Net obligations	\$ 16,470,491,218.47

Other Resources:

6. Donations and forfeitures of property	\$ 0.00
7. Transfers in/out without reimbursement (+/-)	0.00
8. Imputed financing from costs absorbed by others	2,841,938.19
9. Other (+/-)	(4,551,517.72)
10. Net other resources used to finance activities	\$ (1,709,579.53)
11. Total resources used to finance activities	\$ 16,468,781,638.94

Resources Used to Finance Items not Part of the Net Cost of Operations:

12. Change in budgetary resources obligated for goods, services and benefits ordered but not yet provided:	
a. Undelivered Orders (-)	\$ 242,324,088.21
b. Unfilled Customer Orders	(6,737,614.08)
13. Resources that fund expenses recognized in prior Periods (-)	(694,627.24)
14. Budgetary offsetting collections and receipts that do not affect Net Cost of Operations	0.00
15. Resources that finance the acquisition of assets (-)	0.00
16. Other resources or adjustments to net obligated resources that do not affect Net	

Cost of Operations:

a. Less: Trust or Special Fund Receipts Related to exchange in the Entity's Budget (-)	0.00
b. Other (+/-)	4,551,517.72
17. Total resources used to finance items not part of the Net Cost of Operations	\$ 239,443,364.61
18. Total resources used to finance the Net Cost of Operations	\$ 16,708,225,003.55

Components of the Net Cost of Operations that will not Require or Generate Resources in the Current Period:

Components Requiring or Generating Resources in Future Period:

19. Increase in annual leave liability	2,011,964.29
20. Increase in environmental and disposal liability	0.00
21. Upward/Downward reestimates of credit subsidy expense (+/-)	0.00
22. Increase in exchange revenue receivable from the public (-)	3,736,546.28
23. Other (+/-)	88,027,420.49
24. Total components of Net Cost of Operations that will Require or Generate Resources in future Periods	\$ 93,775,931.06

Note 21. Reconciliation of Net Cost of Operations to Budget, Cont.

As of September 30	2013
Components not Requiring or Generating Resources:	
25. Depreciation and amortization	\$ 91,244.11
26. Revaluation of assets or liabilities (+/-)	0.00
27. Other (+/-)	
a. Trust Fund Exchange Revenue	0.00
b. Cost of Goods Sold	0.00
c. Operating Material and Supplies Used	0.00
d. Other	4,324,615.53
28. Total Components of Net Cost of Operations that will not Require or Generate Resources	\$ 4,415,859.64
29. Total components of Net Cost of Operations that will not Require or Generate Resources in the current period	\$ 98,191,790.70
30. Net Cost of Operations	\$ 16,806,416,794.25

Note 22. Disclosures Related to Incidental Custodial Collections

The Army National Guard does not have any disclosures related to incidental custodial collections.

Note 23. Earmarked Funds

The Army National Guard did not have any earmarked funds in FY13.

Note 24. Fiduciary Activities

There are no disclosures related to fiduciary activities.

Note 25. Other Disclosures

The Army National Guard has no other disclosures.

Note 26. Restatements

The Army National Guard has no restatements.

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C. Acronyms

AADS	Armory as a Docking Station	ASIST	Applied Suicide Intervention Skills Training
AAR	Army Audit Readiness	ASO	Aerial Sensor Operator
AATS	Army National Guard Aviation Training Site	AT	Annual Training
ABCA	American, British, Canadian, Australian and New Zealand Armies	ATAC	Abrams Training Assessment Course
AC	Active Component	ATRRS	Army Training Requirements and Resources System
ACS	Air Cavalry Squadron	AVLB	Armored Vehicle Launch Bridge
ACUB	Army Compatible Use Buffer	AVN	Aviation
ADCCP	Army Data Center Consolidation Plan	BCT	Brigade Combat Team
AEFRP	Army Emergency First Responder Program	BEST	Bilateral Embedded Staff Teams
AGR	Active, Guard, and Reserve	BFSB	Battlefield Surveillance Brigade
AIT	Advanced Individual Training	BOLC	Basic Officer Leader Course
AK	Assault Kitchen	BOS	Budget Operating System
ANG	Air National Guard	C2	Command and Control
AR	Audit Readiness	CAB	Combat Aviation Brigade
ARB	Attack-Reconnaissance Battalion	CBPS	Chemical Biological Protective Shelter
ARFORGEN	Army Force Generation	CBRN	Chemical, Biological, Radiological, or Nuclear
ARNG	Army National Guard	CCA	Clinger-Cohen Act
ARPRINT	Army Program for Individual Training	CCDR	Combatant Commander
ARTIMS	Army Training Information Management System	CCP	Critical Care Paramedic
ASCC	Army Service Component Command	CDU	Critical Dual Use
		CEASAR	Communications Electronic Attack Surveillance and Reconnaissance

CFMO	Construction and Facilities Management Officer	GPRA	Government Performance and Results Act
CFO	Chief Financial Officer	GPS	Goals, Plans, Success
CIO	Chief Information Officer	GS	General Schedule
CIP-MAA	Critical Infrastructure Protection-Mission Assurance Assessment	GuardU	Guard University
CIRM	Critical Infrastructure Risk Management	HAZMAT	Hazardous Material
CJCS	Chairman of the Joint Chiefs of Staff	HD	Homeland Defense
CNGB	Chief, National Guard Bureau	HMMWV	High Mobility Multipurpose Wheeled Vehicle
COCOM	Combatant Command	HQDA	Headquarters, Department of the Army
CONUS	Continental United States	IAPM	Information Assurance Program Manager
CoS	Chief of Staff	IBCT	Infantry Brigade Combat Team
CST	Civil Support Team	ICA	Internal Control Administrator
CTC	Combat Training Center	ICOFR	Internal Controls Over Financial Reporting
DA	Department of the Army	IDT	Inactive Duty Training
DCC	Domestic All-Hazards Response Team Coordination Cell	IFR	Indoor Firing Range
DEE	Department of Defense Enterprise E-mail	IH	Industrial Hygienist
DET	Displaced Equipment Training	IMS	Information Management System
DIACAP	Department of Defense Information Assurance Certification and Accreditation Process	INCAP	Incapacitation
DISA	Defense Information System Agency	IO	Information Operations
DL	Distributed Learning	IPPS-A	Integrated Personnel and Pay System-Army
DLCD	Distributed Learning Content Development	IRL	Indy Racing League
DMOSQ	Duty Military Occupational Specialty Qualification	IRP	Infrastructure Requirement Plan
DoD	Department of Defense	IRT	Innovative Readiness Training
DOL	Department of Labor	ISO	International Organization for Standardization
DSCA	Defense Support of Civil Authorities	ISR	Installation Status Report
DTS	Defense Travel System	IT	Information Technology
eCFT	Electronic Case File Transfer	ITAM	Integrated Training Area Management
ELA	Enterprise License Agreement	IUID	Item Unique Identification
EM	Emergency Management	JAB	Joint Assault Bridge
EOH	Equipment On Hand	JBMDL	Joint Base McGuire-Dix-Lakehurst
EXORD	Executive Order	JCEP	Job Connection Education Program
FAC	Family Assistance Center	JCS	Joint Chiefs of Staff
FBWT	Fund Balance with Treasury	JFHQ	Joint Force Headquarters
FEAC	Facilities Engineer Advisory Council	JOSAC	Joint Operational Support Airlift Center
FEMA	Federal Emergency Management Agency	KA300	King Air 300
FFMIA	Federal Financial Management Improvement Act	KFOR	Kosovo Forces
FIAR	Financial Improvement and Audit Readiness	LEA	Law Enforcement Agent
FIP	Financial Improvement Plan	LIN	Line Item Number
FISMA	Federal Information Security Management Act	LOD	Line of Duty
FMFIA	Federal Managers' Financial Integrity Act	LTG	Lieutenant General
FTA	Federal Tuition Assistance	LTT	Light Tactical Trailer
FTIG	Fort Indiantown Gap	MAJ	Major
FTM	Full Time Manning	MCM	Medical Case Management
FTS	Full-Time Support	MCNG	Military Construction, Army National Guard
FTSMCS	Full-Time Support Management Control System	MCTSP	Mission Command Training Support Program
FWAATS	Fixed-Wing Army National Guard Aviation Training Site	MEDCHART	Medical Electronic Data Care History and Readiness Tracking
FY	Fiscal Year	MEDEVAC	Medical Evacuation
GAAP	Generally Accepted Accounting Principles	MEP	Mission Equipment Package
GAPI	Guard Apprenticeship Program Initiative	MERHC	Medicare Eligible Retiree Health Fund Contribution
GCSS-A	Global Combat Support System-Army	MFH	Military Funeral Honors
GFEBs	General Fund Enterprise Business System	MFO	Multinational Force and Observers
GMD	Ground-based Missile Defense	MI	Military Intelligence
GMM	Good Mobile Messaging	MICP	Managers' Internal Control Program
		MOS	Military Occupational Specialty
		MRT	Master Resilience Trainer
		MSG	Master Sergeant

MTC	Mission Training Complex	RAF	Regionally Aligned Forces
MTN	Mountain	RC	Reserve Component
MTOE	Modified Table of Organization and Equipment	RCAS	Reserve Component Automation System
MTRCS	Multi-Temperature Refrigerated Container System	RCST	Reserve Component Sustainment Training
MUTA	Multiple Unit Training Assembly	RFC	Regional Flight Center
MWD	Military Working Dog	RMTC	Resource Management Training Center
NASCAR	National Association for Stock Car Auto Racing	ROTC	Reserve Officer Training Corps
NCO	Non-Commissioned Officer	RTAC	Ranger Training Assessment Course
NCR	National Capital Region	RTLP	Range and Training Land Program
NDAA	National Defense Authorization Act	S&S	Security and Support
NET	New Equipment Training	SAD	State Active Duty
NETCOM	Network Enterprise Technology Command	SAP	Substance Abuse Program
NGB	National Guard Bureau	SAR	Search and Rescue
NGPA	National Guard Personnel, Army	SBR	Statement of Budgetary Resources
NGREA	National Guard and Reserve Equipment Appropriation	SC	Security Cooperation
NRP	National Registry Paramedic	SECDEF	Secretary of Defense
NSSE	National Special Security Event	SFC	Sergeant First Class
OASA(FM&C)	Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	SFG	Special Forces Group
OCIE	Organizational Clothing and Individual Equipment	SGM	Sergeant Major
OCO	Overseas Contingency Operations	SGS	Secretary of the General Staff
OCONUS	Outside the Continental United States	SGT	Sergeant
OCTC	Orchard Combat Training Center	SHARP	Sexual Harassment/Assault Response and Prevention
ODIN	Observe, Detect, Identify, and Neutralize	SIPRnet	Secret Internet Protocol Router Network
ODT	Overseas Deployment Training	SOCOM	Special Operations Command
OEF	Operation Enduring Freedom	SOD	Special Operations Detachment
OIF	Operation Iraqi Freedom	SOS	Survivor Outreach Service
OM&S	Operating Materiel and Supplies	SPP	State Partnership Program
OMA	Operation and Maintenance, Army	SPPM	Suicide Prevention Program Manager
OMB	Office of Management and Budget	SRM	Sustainment, Restoration, and Modernization
OMNG	Operation and Maintenance, National Guard	SRU	Separate Reporting Unit
OPA	Other Procurement, Army	STANFINS	Standard Finance System
OPM	Office of Personnel Management	STSP	Soldier Training Support Program
OPTEMPO	Operating Tempo	TAB	Theater Aviation Brigade
ORP	Operational Review Program	TAG	The Adjutant General
OSA	Operational Support Airlift	TALP	The Army Language Program
OSAA	Operational Support Airlift Agency	TASMG	Theater Aviation Sustainment Maintenance Group
OSACOM	Operational Support Airlift Command	TDA	Table of Distribution and Allowance
OSD	Office of the Secretary of Defense	TF	Task Force
PCB	Polychlorinated Biphenyl	TTP	Tactics, Techniques, and Procedures
PEC	Professional Education Center	TUAS	Tactical Unmanned Aircraft System
PLS	Palletized Loading System	TWV	Tactical Wheeled Vehicle
PME	Professional Military Education	UAS	Unmanned Aircraft System
PP&E	Property, Plant, and Equipment	URI	Unit Risk Inventory
PRIDE	Planning Resource for Infrastructure Development and Evaluation	U.S.	United States
PS	Physical Security	USAR	United States Army Reserve
PTAE	Pre-mobilization Training Assistance Element	USC	United States Code
PVT	Private	USCBP	United States Customs and Border Protection
R&M	Restoration and Modernization	USPFO	United States Property and Fiscal Officer
		UTA	Unit Training Assembly
		VA	Department of Veterans Affairs
		VOW	Veterans Opportunity to Work
		WFX	Warfighter Exercise
		WMD-CST	Weapons of Mass-Destruction Civil Support Team
		WTC	Warrior Training Center
		XCTC	eXportable Combat Training Capability

We are interested in your feedback regarding the content of this report.
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Civilian in Peace, Soldier in War...of security and honor for three
centuries I have been the custodian...

I am the Guard!