

ARMY NATIONAL GUARD

ANNUAL FINANCIAL REPORT

FY 2015



• • • **Warfighting**



• • • **Homeland**



• • • **Partnerships**

Citizen Soldiers — At the Ready!



Main Image:

SPC Tyler Deibert, of the South Dakota Army National Guard's 1742nd Transportation Company, embraces his wife, Shasta, for the first time in nine months at a welcome home ceremony, October 7, 2014. The 1742nd returned from a deployment to Afghanistan in support of Operation Enduring Freedom. *(Photo by SFC Theanne Tangen.)*

Inset 1: *Warfighting*

An Oregon Army National Guard Soldier engages with local Afghan children during a visit to a park in Paghman, Afghanistan, October 2, 2014. *(Photo by CPT Leslie Reed.)*



Inset 2: *Homeland*

Alaska ARNG UH-60 Blackhawk helicopter crew chief, SGT Philip Peter, conducts water bucket operations during a fire fighting mission south of Tok, Alaska, June 26, 2015. *(Photo by Sherman Hogue.)*



Inset 3: *State Partnership*

Chief Warrant Officer, Kevin Keith, discusses the capabilities of a UH-60 Black Hawk with Lt. Col. Chakib Mahamed Ali, Deputy Commander of the Djibouti Air Force, during a visit to the Kentucky Guard's Army Aviation Support Facility in Frankfort, Kentucky, September 15, 2015. Members of the Djibouti military toured several sites across Kentucky as part of the country's new partnership with the Kentucky Guard. *(Photo by Army National Guard SSG Scott Raymond.)*



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FY 2015

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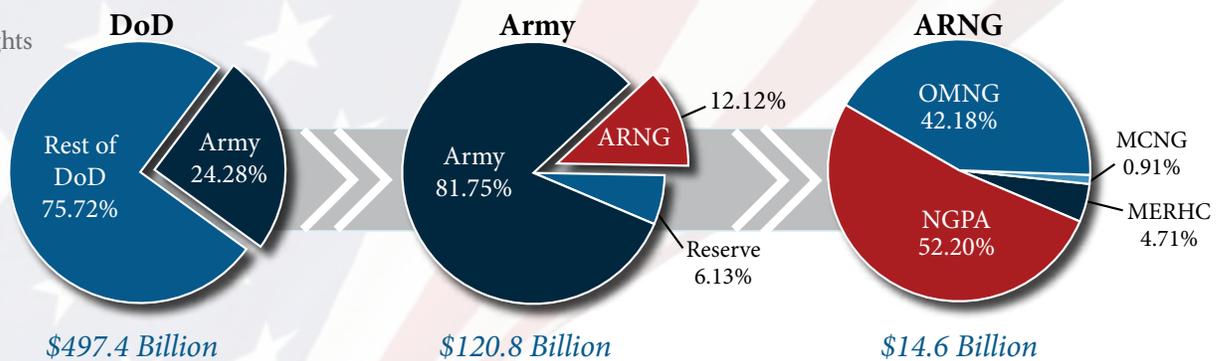
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ARNG FY15 HIGHLIGHTS

Base budget appropriations for DoD, Army and ARNG below.
Does not include Overseas Contingency Operations funding.

Figure 1
FY15 Highlights



OPERATIONAL FORCE STRUCTURE

14 Command & Control Headquarters 8 Division, 2 Expeditionary Sustainment, 1 Army Air & Missile Defense, 1 Military Police, 1 Theater Aviation, 1 Theater Sustainment	39% of the Army Operational Force
2 Special Forces Groups	
28 Brigade Combat Teams 20 Infantry, 7 Armor, 1 Stryker	
49 Multifunctional Support Brigades 16 Maneuver Enhancement, 10 Sustainment, 8 Combat Aviation, 8 Field Artillery, 7 Battlefield Surveillance	
50 Functional Support Brigades & Groups 7 Engineer Brigades, 4 Theater Aviation Brigades, 3 Military Police Brigades, 3 Air Defense Artillery, 1 Army Field Support Brigade, 1 Chemical Brigade, 1 Missile Defense Brigade, 19 Regional Support Groups, 5 Theater Aviation Sustainment Maintenance Groups, 2 Theater Information Operations Groups, 1 Explosive Ordnance Disposal Group, 1 Theater Airfield Operations Group, 2 Signal Brigades	
514 Modified Table of Organization & Equipment (MTOE) Battalions	

70 State Partnerships
with 76 Nations

350,200 Authorized Soldiers

2,579 Communities

ARNG VISION 2020: LINES OF EFFORT

- Leader Development
- Ready Forces
- Operational Forces
- Resilient Communities



Accountability is integral
to each line of effort.

Without ethical decision making, transparent processes, thorough oversight and fiscal responsibility, we cannot succeed.

Notes:

- DoD OUSD(C) U.S. DoD FY16 Budget Request Overview - Department level data.
- ASA(FM&C) FY16 President's Budget Highlights - Active Army, ARNG and Army Reserve level data.
- VISION 2020 ARNG Strategic Guidance published September 2015.
- Force Structure Data from Reserve Component Automation System (RCAS).
- 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.
- Pie chart numbers may not sum due to rounding.
- See appendices for above pie chart acronyms.

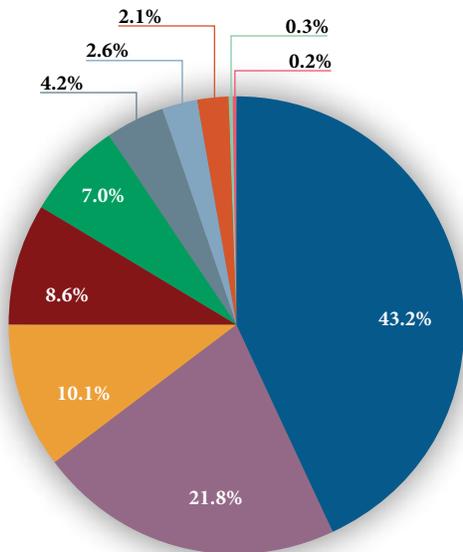
FY15 ARMY NATIONAL GUARD APPROPRIATIONS (\$M)

Figure 2

ARNG Obligations, FY14-15.

	FY14	FY15	FY16 Enacted
National Guard Personnel, Army (NGPA)	\$ 8,269.1	\$ 7,904.2	\$ 8,058.3
Operation and Maintenance, Army National Guard (OMNG)	\$ 6,876.3	\$ 6,337.5	\$ 6,691.8
Military Construction, Army National Guard (MCNG)	\$ 314.7	\$ 133.9	\$ 248.5
Medicare Eligible Retiree Health Fund Contribution (MERHC)	\$ 818.6	\$ 688.9	\$ 629.8
Total	\$ 16,278.7	\$ 15,064.4	\$ 15,628.4

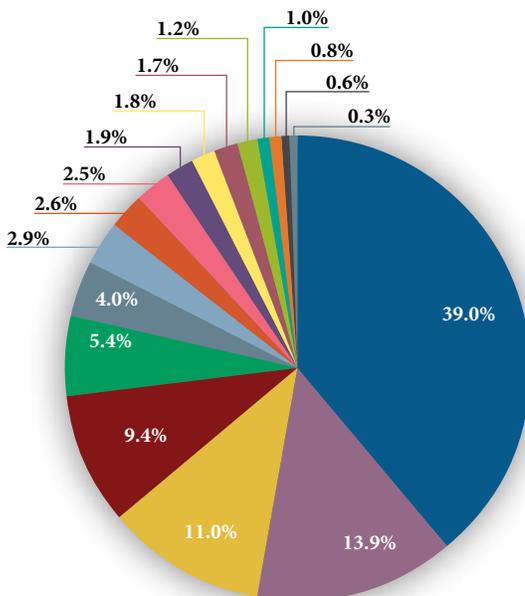
Note: FY14-15 Obligations OMNG/NPGA include Overseas Contingency Operations (OCO) funds. FY16 includes OCO for NGPA: \$166M, OMNG: \$136M.



NATIONAL GUARD PERSONNEL, ARMY

FY15 Programs	Total (\$M)	Percent
Active Guard Reserve, Pay	\$ 3,416.0	43.2%
Inactive Duty Training	\$ 1,721.4	21.8%
Active Duty for Training, Pay	\$ 800.6	10.1%
Special Training	\$ 675.9	8.6%
Initial Entry Training	\$ 550.5	7.0%
School Training	\$ 329.4	4.2%
Selected Reserve Incentives	\$ 206.3	2.6%
Overseas Contingency Operations (OCO)	\$ 163.2	2.1%
Other Programs	\$ 21.7	0.3%
Educational Benefits	\$ 19.3	0.2%
Total	\$ 7,904.2	100.0%

OPERATION AND MAINTENANCE, ARMY NATIONAL GUARD



FY15 Programs	Total (\$M)	Percent
Civilian/Technician Pay	\$ 2,472.3	39.0%
Base Operation Support	\$ 878.4	13.9%
Ground Operations Tempo (OPTEMPO)	\$ 699.3	11.0%
Facilities, Sustainment, Restoration, & Modernization	\$ 595.9	9.4%
Air OPTEMPO	\$ 342.1	5.4%
Mission Support/Training	\$ 251.3	4.0%
Other Programs	\$ 186.0	2.9%
Medical Readiness	\$ 163.4	2.6%
Depot Maintenance	\$ 159.3	2.5%
Environmental	\$ 117.9	1.9%
Recruiting and Advertising	\$ 115.2	1.8%
Chemical Biological Radiological Nuclear (CBRN) Response Enterprise	\$ 110.2	1.7%
Overseas Contingency Operations (OCO)	\$ 73.5	1.2%
Family Programs	\$ 64.8	1.0%
Education Programs	\$ 49.9	0.8%
Automation and Info Systems	\$ 41.1	0.6%
Counterdrug	\$ 17.1	0.3%
Total	\$ 6,337.5	100.0%

Notes:

- FY15 pie chart data NGPA, OMNG, ARNG Appropriation Obligations from Defense Finance and Accounting Service 1002.
- MCNG, MERHC from FY16 President's Budget Highlights, February 2015.
- FY16 Defense Appropriations - Bipartisan Budget Act of 2015.
- Numbers in pie charts may not sum due to rounding.



“Effective accountability and oversight is crucial to the Army National Guard’s execution and delivery of Army programs. I will be transparent in all that I do; ensuring proper fiscal accountability and oversight is nested in each of my strategic priorities.”

*- Lieutenant General Timothy J. Kadavy
20th Director, Army National Guard*

MESSAGE FROM THE DIRECTOR



The Army National Guard (ARNG) continued its proud tradition of service and sacrifice – both at home and abroad – in Fiscal Year 2015.

Our Army is at a crossroads. We are maintaining our presence in Afghanistan and areas in the Middle East. Regional and global powers are competing for influence in Ukraine and Syria. The sustained rise of China in the Pacific warrants continued, careful attention. By any measure, the world continues to remain unpredictable and, in many places, unstable. Couple this with increasing global economic interdependence, mass migrations, and continued growth in technological capabilities – the importance of a strong and ready Army remains clear.

This is why ARNG readiness is paramount. I have established four lines of effort to maximize readiness: Leader Development, Ready Forces, Operational Forces and Resilient Communities. As part of each line of effort, accountability is integral to ensuring our success. Accountability demands ethical decision making, transparent processes, thorough oversight and fiscal responsibility. We must continue to support our Army’s ability to project land power anywhere our Nation requires. We need to ensure that our ARNG Soldiers are trained and ready to respond within required and funded timeframes. And units across the three components (Active Component, Army National Guard and Army Reserve) must remain interoperable. Our military and civilian leaders require and deserve a full range of options to address the threats and instability our Nation faces.

As the Nation’s military first responders here at home, we must continue to remain ready to confront the full spectrum of complex disasters and emergencies in our states, territories and the District of Columbia. Governors depend on the National Guard to save lives, protect property, maintain order, and augment state and local authorities.

In the face of budget pressures, which include reductions in personnel and force structure, our organization must maintain strict accountability over every dollar entrusted to us. I have made it clear to my staff and to the ARNG as a whole that fiscal responsibility is a duty shared by every Leader, Soldier and Civilian. From evaluating program efficacy and project execution at the state and national levels, to preventing waste and promoting sustainability at the individual unit level, I am committed to ensuring that the ARNG devotes itself to responsible fiscal stewardship. Preserving the trust earned by our Soldiers, especially over the last fourteen years of sustained combat, demands nothing less.

I am proud to report that we have continued to make strong progress in this regard. I continue to instruct our financial managers to prepare for audit readiness by 2017, as required by law. We have strengthened our contracting oversight process within the ARNG Directorate, placing special emphasis on ensuring that contracts are issued appropriately and monitored closely to ensure we are getting the best product.

At a time when training and readiness resources are severely constrained, we simply cannot afford one dollar to be misplaced or mismanaged. Our expenditures must be effective and efficient. I have made it clear to Soldiers and Leaders at every level that financial management is a top leadership priority and misconduct will not be tolerated—I will hold leaders accountable.

I have every confidence that the ARNG will play an integral role in addressing the challenges the Army and Nation will face in the coming years. We will do so with professionalism, skill, and resolve. As we have for nearly four centuries, we will embody the spirit of our motto: “Citizen Soldiers — At the Ready.”

A handwritten signature in black ink, appearing to read 'T. Kadavy'.

Timothy J. Kadavy
Lieutenant General, U.S. Army
Director, Army National Guard



“There is only one Army. We are not 10 divisions, we are 18 divisions. We’re not 32 brigades; we’re 60 brigades.

And we’re not 490,000 Soldiers; we are 980,000 Soldiers.”

*- General A. Milley,
39th Chief of Staff of the U.S. Army*

EXECUTIVE OVERVIEW

This is the 18th year the Army National Guard (ARNG) has produced an Annual Financial Report (AFR). This document includes an extensive financial and budgetary summary of ARNG operations and programs, and also highlights critical readiness initiatives; as well as state-specific achievements.

Throughout fiscal year 2015 (FY15), the ARNG proved once again it is an essential component of Army and National Defense, both at home and abroad. Budgetary stress is here to stay, and uncertainty will persist. Our global operational environment remains complex and chaotic. To succeed, we must be ready for operations in an array of complex environments. We are forging enduring partnerships with nations across the globe. We train to confront a wide spectrum of threats as part of the Joint Force. Whether we are providing assistance or fighting to preserve American interests, we are prepared to conduct our missions.

The ARNG has answered the call since 1636. We stand ready to answer the call now and in the future. Our Soldiers are maintaining a presence in Afghanistan and areas throughout the Middle East. In addition, our military is vigilant—closely monitoring events in Ukraine, Syria, Yemen, Libya, Nigeria, and the Baltic States. There is growing uncertainty in Europe and across the Mediterranean. Continued investment in the ARNG will ensure the largest operational reserve force in the Department of Defense (DoD) is ready to respond to the full spectrum of domestic and international missions.

During FY15, ARNG Soldiers continued service in combat operations in Afghanistan and in support of other missions globally. From September 11, 2001 through September 2015, more than 544,066 individual Soldiers mobilized for deployments to federal missions around the world.

The ARNG has a dual mission—supporting the states under the command of their governors when not mobilized for federal service, and supporting the President when activated for federal missions. Governors have broad authority to use their ARNG assets, from saving lives and protecting property during natural disasters to maintaining peace during civil emergencies.

The ARNG is programmed for changes to its personnel end strength and force structure over the next few years that will see a number of units inactivated and a reduction in force of more than 15,000 Soldiers as part of the overall Army force reduction plans. The ARNG's present end strength of 350,200 Soldiers is scheduled to drop to 342,000 Soldiers by September 2016 and then to 335,000 Soldiers by September 2017. While some units are programmed for inactivation, others are scheduled for conversion. That transition, as well as transitions in other units scheduled to change missions sets, mean some Soldiers may have to reclassify and be retrained into new career fields. The three components of the Army share the challenge of how to succeed with fewer resources. It is imperative we look for more cost-effective ways of accomplishing unified operations. As an integral part of the Army team, the Reserve Component is more than 50 percent of the Total Army. The ARNG makes up approximately 39 percent of the Army Operational Force.



DIRECTOR OF THE ARMY NATIONAL GUARD PRIORITIES AND LINES OF EFFORTS

The Director of the ARNG (DARNG) established five key priorities, the execution of which will ensure the ARNG remains effective, agile, and adaptive (Figure 3). Executing these five priorities is not just a function of the ARNG’s commitment; it is also dependent upon resourcing. The four Lines of Effort (Leader Development, Ready Forces, Operational Forces, and Resilient Communities) constitute the ways in which the ARNG will achieve the DARNG’s vision and support his priorities.

To maintain the trust the ARNG has earned over the past 14 years of conflict, all efforts undertaken to achieve the DARNG’s vision will be viewed through the lens of accountability.

Leaders at all levels are expected to foster a culture of accountability and maintain strong oversight and management controls in accordance with policy and guidance. By emphasizing accountability and achieving the DARNG’s vision, the ARNG will continue to be an indispensable component of the Total Force and the primary military response force for the Nation’s governors.

- ✓ **Leader Development:** Developing competent leaders of character and integrity is our highest priority. Combat experience alone will not ensure success. The ARNG embraces the Army Leader Development Strategy and has emphasized developing and retaining qualified Army leaders of character who understand our dual mission.
- ✓ **Warfighting Capable and Governor Responsive:** We must have warfighting-capable and governor-responsive forces. Resource allocation at ARNG levels and expenditures at the state and unit level will be balanced to maximize readiness across the force.
- ✓ **Resourcing and Modernization:** To meet emerging challenges, the ARNG must maintain a viable investment strategy for both equipment and facilities. Currently, the ARNG benefits from the highest levels of modernized equipment in our history. This equipment is vital to maintaining interoperability with the Total Force, achieving meaningful training, and ensuring effective domestic responses when required.
- ✓ **Full-Time Support (FTS):** FTS personnel enable the ARNG to meet its foundational capacity-generating readiness. FTS personnel manage training, recruiting, maintenance, and fielding of equipment; operate Soldier payment and other critical systems; and perform other tasks that are critical for readiness. Reductions in FTS levels will have a negative impact on foundational and unit readiness and diminish our ability to serve as part of the operational force.
- ✓ **Ready Soldiers and Families:** Our Soldiers, Families, communities, and employers understand, support, and are prepared for the ARNG’s role in the Nation’s defense. The Ready and Resilient Campaign (R2C) is both a strategic and holistic approach to our ready and resilient initiatives. Today, we have many existing but separate programs aimed at improving Soldier, Family, Army civilian, and unit readiness such as suicide prevention, sexual harassment/assault response and prevention, behavioral health, resilience training, strong bonds, and Family programs. Our goal is to employ these various programs in a holistic way to improve success and efficiency.

Figure 3
Strategy of Balanced Readiness

STRATEGY OF BALANCED READINESS



AUDITABLE FINANCIAL STATEMENTS BY 2017

ARNG obligated over \$15B in FY15 to fund Soldier pay, operation and maintenance, equipment procurement, military construction, and health care contributions. Overseas Contingency Operations (OCO) obligations of \$236.7M primarily supported operations in Afghanistan. Entrusted with such significant resources from American taxpayers, the ARNG strengthened its financial accounting and accountability standards and practices to gain visibility and accountability of every appropriated dollar.

In conjunction with the Army, the ARNG is working diligently to achieve compliance with federal financial and performance statutes, Office of Management and Budget (OMB) guidance, and DoD Financial Management Regulation requirements, especially those regarding internal control and financial audit readiness (AR). In compliance with the Budget Control Act, the ARNG continues to promote wise stewardship of resources to stretch every defense dollar to meet mission requirements.

The ARNG made significant improvements in preparing for AR in FY15. The DARNG established a new senior staff position, the Special Assistant to the DARNG for financial oversight. The Special Assistant is a Brigadier General with substantial financial management experience and provides general officer-level oversight and accountability. The Special Assistant reports directly to the DARNG.

Additionally, an Independent Public Accounting firm, contracted by the DoD Inspector General, began an extensive review of the ARNG's financial statements and processes. These are among many critical actions the Army and the ARNG are taking in response to a Congressional mandate to improve internal control processes and ensure all financial statements are audit-compliant by 2017.

Senior leaders embrace this mandate, starting with the Secretary of Defense, the Chief of Staff of the Army, and the Chief, National Guard Bureau (CNGB). The ARNG participates in monthly strategic readiness updates that include reviews of the status of all Army commands' AR during monthly strategic readiness updates. The leaders have indicated the importance of this to the Army and to the ARNG by making fiscal stewardship and audit readiness top priorities within the Army Campaign Plan, the CNGB's Strategic Direction to the National Guard, and the ARNG Strategic Guidance.

The ARNG audit readiness strategy emphasizes strong fiscal stewardship across the organization—from individual travel and promotions to command supply discipline and acquisition management. The ARNG owes it to our Soldiers to apply the maximum amount of funding toward Soldier readiness and not allow our limited resources to be misused. The ARNG is accountable for managing dollars and resources and must

demonstrate to Congress and taxpayers that it is a good steward. Financial efficiency translates into more training dollars and better-equipped, ready Soldiers.

The Managers' Internal Control Program (MICP) is the enduring means for monitoring, correcting, and sustaining internal controls and maintaining auditable financial statements. Auditable financial statements are the proof of good stewardship. Given the ARNG's commitment to instilling a culture of accountability and efficiency, the ARNG is working toward compliance with the Federal Financial Management Improvement Act and a clean audit by 2017. The DoD Financial Improvement and Audit Readiness (FIAR) Plan and Army's Financial Improvement Plan outline the strategies, priorities, and methodologies for achieving audit readiness objectives. Using this 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 Army's General Fund Enterprise Business System (GFEBS), a web-based enterprise resource planning tool, enables the Army, ARNG, and United States Army Reserve (USAR) to compile and share accurate, up-to-date, real-time 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 several years, due primarily to the collaborative efforts of many individuals and organizations across the force. The ARNG applied significant resources both to achieve DoD and congressional intent that all ARNG financial statements are auditable by FY17 and demonstrate the ARNG's ability to use accurate financial information to inform sound decision making. Audit readiness will enable the ARNG to better support the warfighter and improve the way it manages taxpayer dollars entrusted to us by Congress.

THE ARMY NATIONAL GUARD: A STATE AND FEDERAL FORCE

The NGB is defined in law as a joint activity of the DoD (Figure 4). The NGB is the channel of communications on all matters pertaining to the ARNG between the Department of the Army and the individual states, administering policies and overseeing federal funding for the National Guards of the states, territories and the District of Columbia.

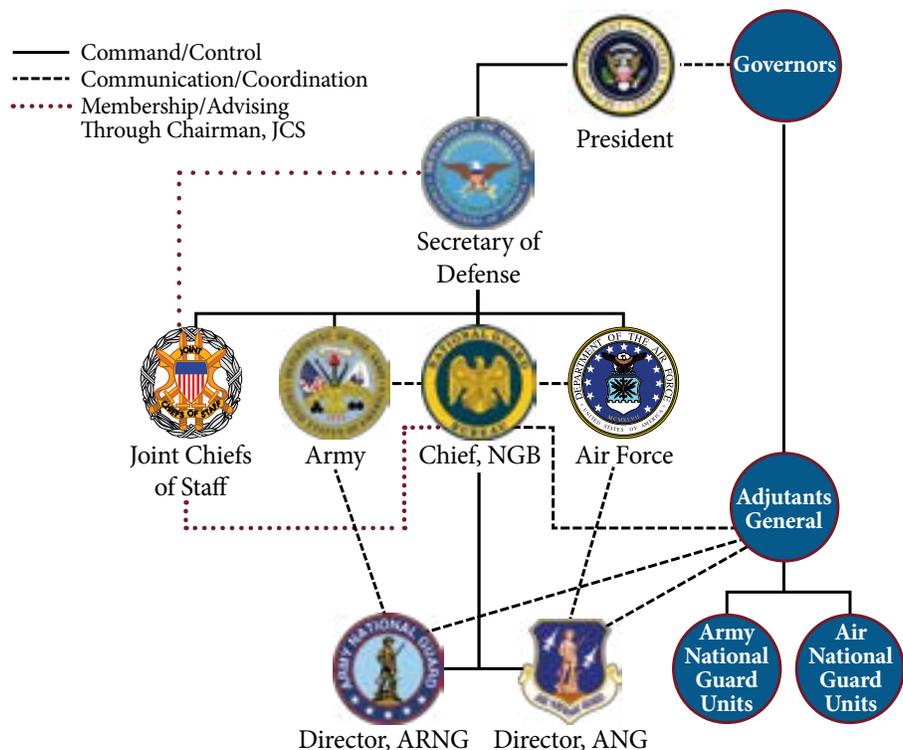
The NGB is led by General Frank J. Grass, Chief, National Guard Bureau (CNGB). The DARNG and Director, Air National Guard (DANG) assist the CNGB in his duties and communicate directly with the Adjutants General (TAGs) of the states on behalf of the CNGB. The National Defense Authorization Act (NDAA) 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 typically are channeled through the Chairman of the JCS.

The ARNG is a Reserve Component (RC) of the Army, as well as the militia of the states, territories and the 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 a TAG, 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 his or her state or territory (Note: 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). 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 a unit or individual of the RC has been placed on orders to serve in an active federal status. The purpose and authority for that activation determines 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 (U.S.C.) under which ARNG units and troops may be activated under State Active Duty for state missions: Title 32 and Title 10 (Table 14, pg. 103). The Operational Force Structure of the ARNG is depicted in Figure 1, although not inclusive of all units.

Figure 4
National Guard Leadership

NATIONAL GUARD LEADERSHIP



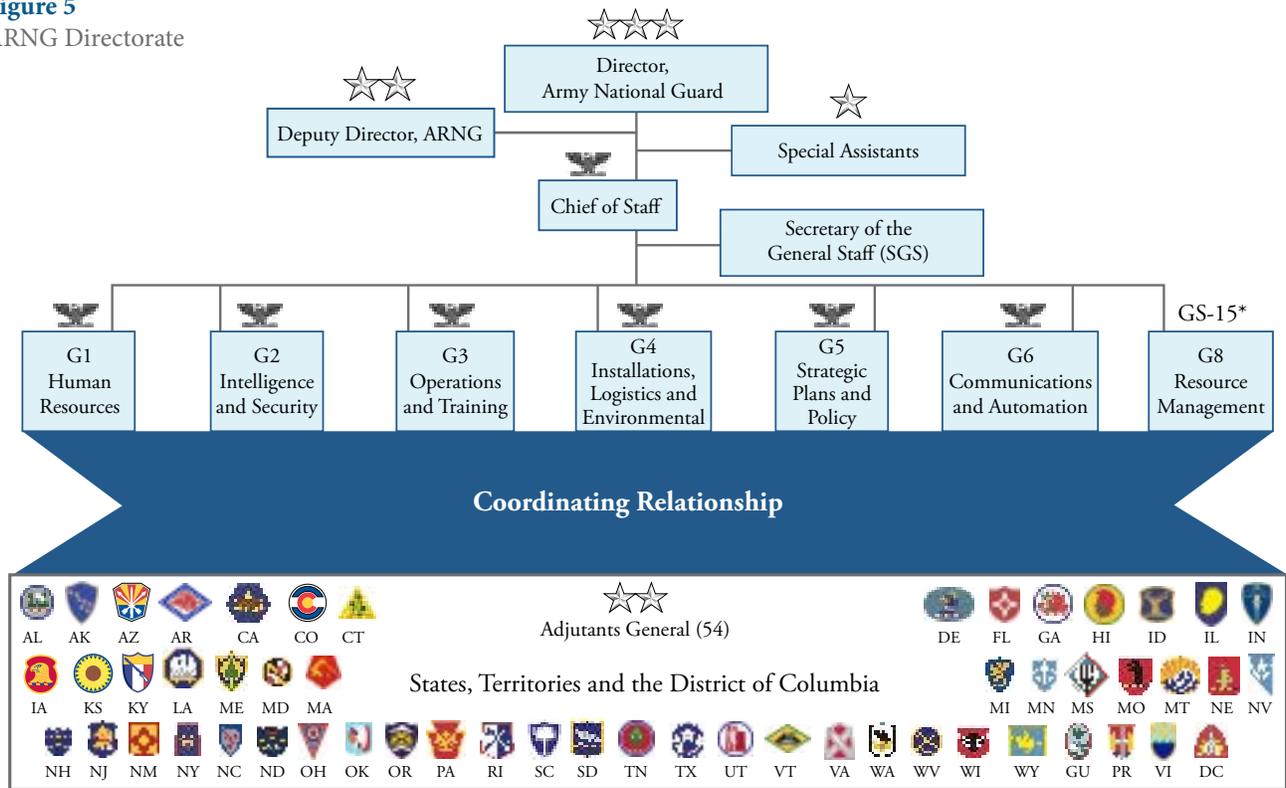
ORGANIZATION OF THE ARMY NATIONAL GUARD DIRECTORATE

Lieutenant General (LTG) Timothy J. Kadavy, DARNG, functions within the authority delegated to him by the CNGB, as a resource and coordination Leader to ensure development and implementation of all programs and policies affecting the readiness of the ARNG's force of 350,200 Citizen-Soldiers. The DARNG leads a staff (known as the Directorate), and daily operations are managed by a Chief of Staff (typically a Colonel). The DARNG is assisted by the Deputy Director (authorized the grade of Major General), Major General Timothy M. McKeithen. The ARNG staff is organized along the lines of the Army general staff, with colonels serving as assistant chiefs of staff for G1 (Human Resources), G2 (Intelligence & Security), G3 (Operations, Readiness, and Training), etc. Each G-staff office within the ARNG Directorate is composed of divisions (typically led by Officers in the rank of Colonel) and branches (typically led by Officers in the rank of Lieutenant Colonel). Each organization develops respective policies, plans, and programs; establishes and prioritizes requirements; and manages resources to assist the states, territories and the 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 the District of Columbia to meet federal and state operational and domestic requirements and other needs as defined by the President and the governors (Figure 5).

ARMY NATIONAL GUARD DIRECTORATE



Figure 5
ARNG Directorate



- ☆☆☆☆ Lieutenant General
- ☆☆☆ Major General
- ☆☆ Brigadier General
- ☆ Colonel

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



FINANCIAL STEWARDSHIP

Fiscal year 2015 marked a major milestone on the road to becoming fully audit compliant. The ARNG asserted its readiness for audit. Consequently, the ARNG will undergo a full audit of the Statement of Budgetary Resources (SBR). This assessment will be performed by an Independent Public Accounting firm, contracted by the DoD Inspector General. This is the first of several critical actions the Army is taking in response to a congressional mandate to improve internal control processes and ensure that all financial statements are audit-compliant by 2017. Auditability is dependent upon accurate and repeatable financial recording practices, with proper internal controls over financial reporting, financial systems and stewardship transparency. Audit readiness is a top priority of the Secretary of the Army, the Chief of Staff of the Army, CNGB, DARNG and commanders at all levels. Fiscal stewardship and audit readiness are an integral part to the Army Campaign Plan, the CNGB's Strategic Direction to the National Guard, and the Director of the ARNG, Vision 2020: Army National Guard's Strategic Guidance.

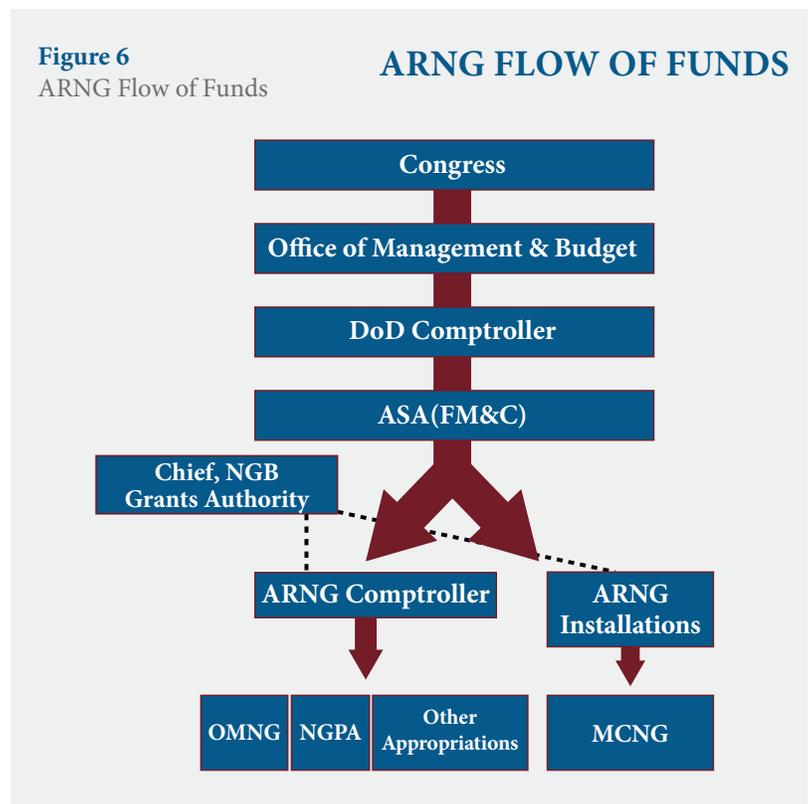
FY15 ARNG APPROPRIATIONS

The ARNG appropriations for FY15 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 Overseas Contingency Operations (OCO). The ARNG also was funded by Congress for National Guard and Reserve Equipment Appropriation (NGREA) and received support from the Army through Operation and Maintenance, Army (OMA) funding. The OMA appropriation proportionally funds the Reset program to restore ARNG equipment to full capabilities after use in Afghanistan or any other operational theater.

FLOW OF FUNDS TO THE ARMY NATIONAL GUARD

Once 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) (ASA(FM&C)) and then to the ARNG. Congress appropriates funds to the Army, and in turn, funds flow through the CNGB who delegates authority to the ARNG Comptroller as the Appropriation Sponsor. The ARNG Comptroller then distributes funds to each state. The ARNG receives other appropriations from the DoD and Army, such as MERHC, OMA, NGREA, and DoD-wide funds. The ARNG Comptroller is fiscally responsible for military pay, operations, and maintenance and the Installations division is fiscally responsible for the Military Construction funds entrusted to the ARNG.

Figure 6 depicts the organizational flow of funds.

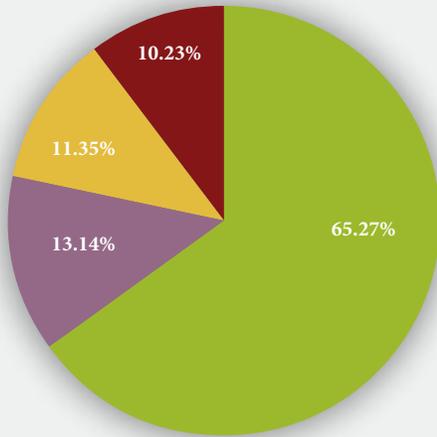


MILITARY CONSTRUCTION, ARMY NATIONAL GUARD

The MCNG is a multi-year appropriation available for obligation over five years. In FY15, \$2.6M prior year funds were used for Unspecified Minor Construction. MCNG funds projects that create a complete and usable facility and encompasses one or more of the following: (1) construction, 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.

Figure 7
Military Construction, ARNG

MILITARY CONSTRUCTION, ARMY NATIONAL GUARD



FY15 Programs	Total (\$M)	Percent
Readiness Centers	\$87.4	65.3%
Planning & Design	\$17.6	13.1%
Vehicle Maintenance	\$15.2	11.4%
Minor Construction	\$13.7	10.2%
Total	\$133.9	100.00%

Notes:

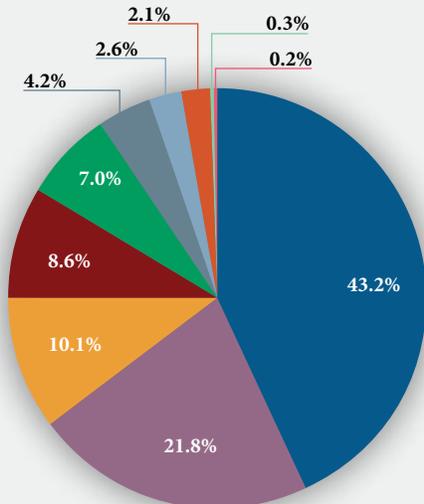
- MCNG, ARNG, Public Law 113-76, January 17, 2014.
- Numbers in pie charts may not sum due to rounding.

NATIONAL GUARD PERSONNEL, ARMY

The NGPA budget provides funding for basic pay; incentive pay; 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 (IET); 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 8
ARNG NGPA

NATIONAL GUARD PERSONNEL, ARMY



FY15 Programs	Total (\$M)	Percent
Active Guard Reserve, Pay	\$ 3,416.0	43.2%
Inactive Duty Training	\$ 1,721.4	21.8%
Active Duty for Training, Pay	\$ 800.6	10.1%
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Other Programs	\$ 21.7	0.3%
Educational Benefits	\$ 19.3	0.2%
Total	\$ 7,904.2	100.0%

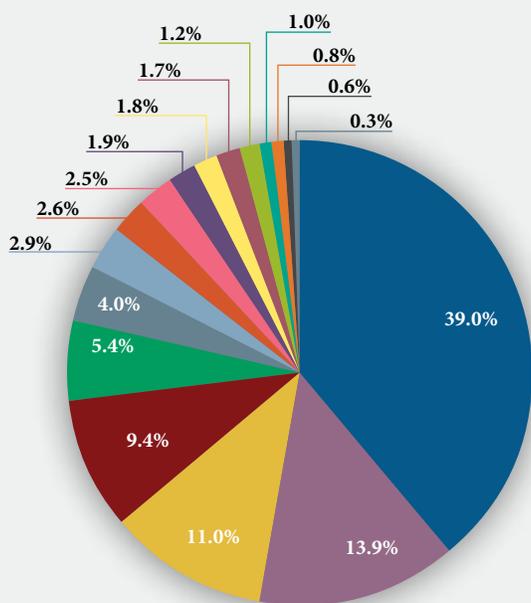
• Numbers in pie charts may not sum due to rounding.

OPERATION AND MAINTENANCE, ARMY NATIONAL GUARD

The OMNG appropriation supports operating and maintaining ARNG units in the 54 states, territories and the District of Columbia. Programs funded by this appropriation include: training and operations support; air and ground operations 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 (CSTs); 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 and, as a result, the ARNG is a more ready, capable, and effective organization.

Figure 9
ARNG OMNG

OPERATION AND MAINTENANCE, ARMY NATIONAL GUARD



FY15 Programs	Total (\$M)	Percent
Civilian/Technician Pay	\$ 2,472.3	39.0%
Base Operation Support	\$ 878.4	13.9%
Ground Operations Tempo (OPTEMPO)	\$ 699.3	11.0%
Facilities, Sustainment, Restoration, & Modernization	\$ 595.9	9.4%
Air OPTEMPO	\$ 342.1	5.4%
Mission Support/Training	\$ 251.3	4.0%
Other Programs	\$ 186.0	2.9%
Medical Readiness	\$ 163.4	2.6%
Depot Maintenance	\$ 159.3	2.5%
Environmental	\$ 117.9	1.9%
Recruiting and Advertising	\$ 115.2	1.8%
Chemical Biological Radiological Nuclear (CBRN) Response Enterprise	\$ 110.2	1.7%
Overseas Contingency Operations (OCO)	\$ 73.5	1.2%
Family Programs	\$ 64.8	1.0%
Education Programs	\$ 49.9	0.8%
Automation and Info Systems	\$ 41.1	0.6%
Counterdrug	\$ 17.1	0.3%
Total	\$ 6,337.5	100.0%

Notes (for Figure 8 and 9):

- FY15 pie chart data NGPA, OMNG, ARNG appropriation obligations from Defense Finance and Accounting Services 1002.
- FY16 enacted data SAB reference.
- Numbers in pie charts may not sum due to rounding.

MEDICARE ELIGIBLE RETIREE HEALTH CARE

The MERHC is a one-year appropriation used to finance the cost of TRICARE benefits utilized by National Guard Service members. Payment for MERHC is for current military personnel as required by Chapter 56 of Title 10, U.S.C., enacted by the NDAA for FY01. 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 costs associated with projected military personnel strength in each fiscal year. Accrual costs are based on the full-time and part-time rates determined by the MERHC Board of Actuaries multiplied by the projected average monthly end strength.

OVERSEAS CONTINGENCY OPERATIONS

Over the past 14 years, the ARNG has experienced a significant increase in operational missions—both overseas and domestic. The ARNG's ability to support OCO missions in Afghanistan and other theaters during FY15 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 wartime OPTEMPO.

AUDIT READINESS OVERVIEW

The Army completed the Audit exam in September 2015 and received a disclaimer.¹ This is one of the first major milestones in preparation for a Clean Audit by 2017. The ARNG must produce timely, accurate, and relevant financial documents, ensuring that financial transactions affecting the Army's financial statements remain consistently auditable. To achieve this, the ARNG stood up the FIAR team in FY14. The ARNG FIAR team follows the Army Financial Improvement Plan (FIP) to achieve audit readiness within the ARNG. The Army FIP is aligned with the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) FIAR Plan to improve financial management, prioritize improvement activities, strengthen internal controls, and ultimately achieve auditability. To achieve the OUSD(C) FIAR Plan objectives, the OUSD(C) has identified three major financial improvement near-term priorities:

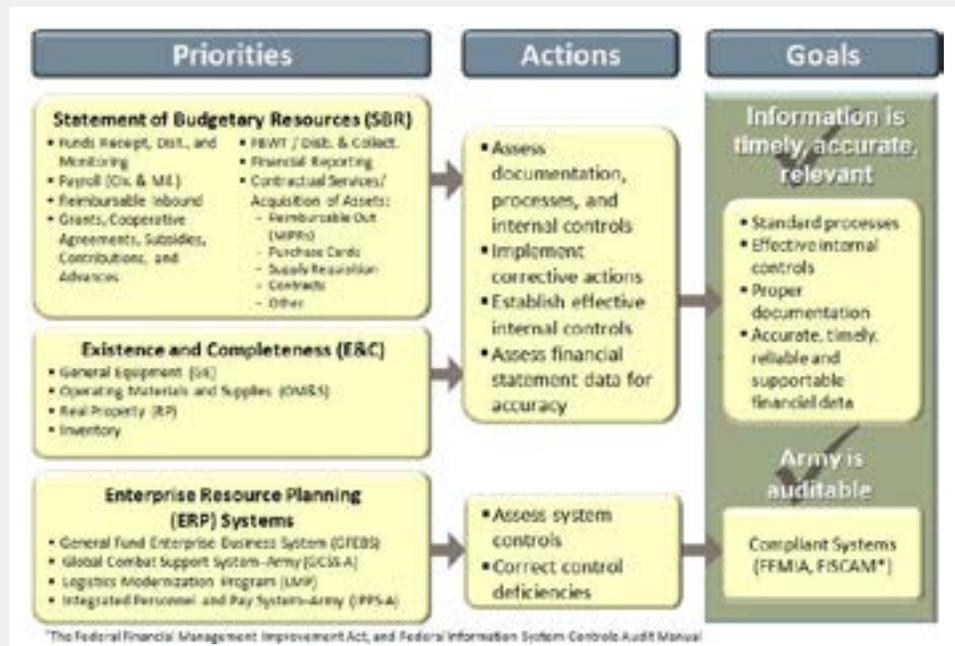
1. Auditability of the ARNG budgetary information, as contained in the Statement of Budgetary Resources (SBR).
2. Auditability of information regarding the Existence and Completeness (E&C) of mission critical assets, a subset of the balance sheet.
3. Auditability of Enterprise Resource Planning information systems and the feeder systems that provide data affecting the financial statements.

To achieve audit readiness, the ARNG FIAR team incorporates smaller teams focusing on FIAR activities in key operational disciplines. Financial improvement is focused on training and policy whereas audit readiness involves monthly testing and extensive analysis by the ARNG FIAR Team. The end result will be auditable ARNG Annual Financial Statements and Notes that contain the: Balance Sheet, Statement of Budgetary Resources, Statement of Changes in Net Position and Statement of Net Cost.

Figure 10

Executing the Financial Improvement Plan

EXECUTING THE FINANCIAL IMPROVEMENT PLAN



1. Disclaimer: Auditor was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion because of the significance of a certain matter(s) and accordingly, the auditor cannot express an opinion on the fair presentation of the financial statements.

AUDIT READINESS CHALLENGES AND SUCCESSES

Statement of Budgetary Resources

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. Control catalogs, a part of examining elements of the SBR, are a list of all key internal control activities related to a specific business process. Key control activities mitigate risks in business processes and can be manual or automated.

Existence and Completeness

The Existence and Completeness process verifies existence of property as on-record (book to floor) and completeness of inventory records (floor to book) of mission critical assets. Mission critical asset categories (i.e., assessable units) included in ARNG audit readiness efforts are as follows:

- General Equipment
- Operating Materials & Supplies (OM&S)
- Real Property

Also included in Existence and Completeness audit readiness efforts are Active Installations Defense Environmental Restoration Program environmental liabilities.

Managers' Internal Control Program - Senior Assessment Team

The ARNG Director, LTG Kadavy, established the Senior Assessment Team (SAT) on September 18, 2015 to provide oversight, direction, and accountability for the ARNG Managers' Internal Control Program (MICP). The role of the SAT includes audit readiness and operational audit responsiveness.

Purpose: The SAT Charter defines process and procedures, designates membership, and assigns roles and responsibilities to support the implementation of the ARNG MICP. The tenets of the ARNG approach to internal control are rooted in better supporting the 54 states, territories and the District of Columbia by institutionalizing and sustaining a program to produce reasonable assurance that the following objectives are achieved:

1. Effectiveness and efficiency of operations.
2. Reliability of financial reporting and financial systems.
3. Compliance with applicable laws and regulations.

Goals:

1. The SAT will ensure that the ARNG MICP program is fully implemented in accordance with laws and regulations to protect our resources (dollars, equipment and, most importantly, our people), and to ensure resources are used wisely to deter fraud, waste, and abuse.
2. The SAT will promote unified solutions to ARNG's enterprise issues reported by Major Assessable Units, the 54 states, territories and the District of Columbia, and the ARNG staff via the MICP as well as coordinate with the Army and DoD for assistance as required in resolving deficiencies.

ARNG Contracting Improvements

The ARNG has implemented new internal policies and standing operating procedures to improve its requirements development and contracting processes in accordance with the Federal Acquisition Regulation. In FY14 and FY15, the Director, Army National Guard chartered a new organization, the Acquisition Management Office (AMO). The Acquisition Program Management Office (APMO), under direction of the AMO, has produced a comprehensive management process that enables ARNG leaders to make timely, resource-informed decisions as it relates to all service contract actions. The new staff and procedures have made several improvements to support contracting efforts within the ARNG Directorate.

In FY15, the National Guard has achieved the following successes:

- Appointed a General Officer for Oversight and Policy.
- Established the ARNG APMO to provide reviews and oversight.
- Formalized validation of ARNG requirements through a leadership lead Requirements Validation Board.
- Instituted a 7-Step Service Acquisition Process established in a DoD Guidebook for Acquisition of Services.

Audit Readiness and Internal Controls Annual Training

The ARNG continues to lead the way with integrating audit readiness into its MICP. The FIAR team is responsible for the testing, analysis, training and policy related to the achieving and sustaining auditability. The ARNG has integrated all Senior Responsible Officials (SRO) and Internal Control Administrators (ICA) within the 54 states, territories and the District of Columbia to ensure controls are in place and effective within their organization. The ARNG FIAR team conducted its third national level training event at the Professional Education Center at Camp Robinson in Little Rock, Arkansas. The three-day training event focused on sustaining audit readiness within the MICP and completing an assessment of controls in the Annual Statement of Assurance. The list of attendees included 167 ARNG personnel, FIAR team members, and Auditors. These individuals represented 46 of the 54 states and territories. The audience comprised of ICAs and Internal Review personnel as well as additional personnel representing the Financial Management, Construction and Facilities Management Offices and Human Resource Communities.

Enterprise Resource Planning/Feeder Systems

To achieve the DoD's auditability goals, the Army launched GFEBS in 2012. The SAP-based system allows the Army to manage its financial and procurement processes. Since launch of this Enterprise Resource Planning (ERP), the ARNG has successfully undergone several financial resource and asset inventory audits by outside auditing firms. Another ERP system employed by the Army is the Global Combat Support System-Army (GCSS-A), a logistics management system with a major financial component. Using these existing systems as a base, the Army continues to evolve its ERP systems to meet its own and DoD's goals. These ERPs support the most important target of auditable financial statements by 2017, when the ARNG must provide accountability for all of its general financial statements as part of the major DoD-wide audit.

Military/Management Occupational Specialty Finance

All members of the Financial Management (FM) workforce are required to participate in the DoD FM Certification Program. The FM workforce includes all DoD military and civilian personnel who perform FM work and are assigned to FM positions. Civilian positions are coded with the 05XX Occupational Series and Military positions are coded with a FM/Comptroller/Resource Military/Management Occupational Specialty (BC36).

Individuals assigned to positions with a DoD FM Certification designation must achieve certification within two years from notification. All FM positions are designated with a specific certification level based on the complexity and position responsibility. The DoD FM Certification Program has three levels:

- Level 1 work requires a basic understanding of theoretical financial management knowledge, which is generally acquired through experience.
- Level 2 work requires the application of comprehensive financial management knowledge and technical proficiency combined with a broad knowledge of professional concepts, policies and principles.
- Level 3 work requires mastery of financial management concepts, theories and programs.

Summary

The ARNG charter for the Senior Assessment Team fully embraces the ARNG leadership commitment in providing senior leader oversight, direction, and accountability for Internal Controls and becoming a fully auditable organization by FY17 to comply with congressional, DoD, and Army directives. The goal is to obtain an unmodified opinion in accordance with applicable financial reporting framework. The ARNG's ability to obtain an unmodified ("clean") audit opinion of its financial statements will also aid in supporting and justifying requests to man, train, and equip ARNG Soldiers.





OPERATIONAL READINESS

MAINTAINING AND SUSTAINING OPERATIONAL READINESS

The past fourteen years of conflict have forged the ARNG into an operational force capable of rapid and effective employment at home and abroad. The ARNG of today is the best-led, best-manned, best-trained, best-equipped, and most experienced force in its long history. This is a direct result of the resourcing and legal authorities Congress has dedicated to this purpose. The ARNG has used those resources wisely to hone an operational force that has the capabilities and depth to meet both national defense requirements and state needs.

The ARNG supplements the Active Component (AC), ensuring the Army's Total Force remains capable of providing trained and ready forces in support of the nation's security strategy. As an operational force, the ARNG has been resourced and trained to be ready and utilized on a continual basis, conducting the full spectrum of military operations in all environments.

The investment to maintain an operational ARNG—as compared to a strategic posture prior to 9/11—is modest. That investment has more than paid for itself in added responsiveness, flexibility, and readiness resident in the Reserve Component where 84 percent of the personnel serve in a traditional part-time status. The remaining 16 percent are either full-time Active Guard Reserve (AGR) personnel or technicians. The training conducted and equipment issued to ready the ARNG for overseas service has paid dividends. Preparation and training for war has made the ARNG extremely effective in responding to domestic emergencies. As an operational force, the ARNG continues to be poised to support contingency operations, other DoD missions, state missions in the United States, and the State Partnership Program in numerous countries around the world.

AN OPERATIONAL FORCE THAT PROTECTS THE HOMELAND

In FY15, the ARNG executed more than 453,849 man-days of domestic response.¹

The ARNG supports the Nation's governors with an organized, trained, and disciplined military capability to rapidly expand the capacity of civil authorities. The ARNG can quickly deliver lifesaving capabilities to the states, territories and the District of Columbia. The ARNG community-based tradition spans 379 years of localized experience and national service in times of need and is America's clear first choice for military response in the homeland. In FY15, Citizen-Soldiers responded to multiple natural disasters and numerous search and rescue (SAR) missions throughout the United States.

DEFENSE SUPPORT OF CIVIL AUTHORITIES

The ARNG continued its tradition as a proven, ready, capable, and cost-effective force for all-hazards national security and domestic response in FY15. 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 (DSCA) is authorized under Title 32, U.S.C. Doctrine for DSCA actions is outlined in Joint Publication 3-28. The ARNG's participation in both planned and unplanned support to National Special Security Events (such as the Papal visit to the northeast) and disaster response missions (such as flooding in Colorado), demonstrated once again the value of the ARNG in responding to state and federal mission requirements. All of these missions were conducted either in State Active Duty (SAD) status or through tailored matching of individual or unit capabilities to mission requirements.

1. Source: From the Army Training Requirements and Resources System (ATRRS) database, September 30, 2015.

Soldiers from Troop A, 1st Squadron, 98th Cavalry Regiment, Mississippi Army National Guard, occupy an assembly area at Camp Shelby Joint Forces Training Center. Soldiers completed the exercise as part of the eXportable Combat Training Capability (XCTC), which gives Soldiers and units the opportunity to strengthen their individual and combat readiness skills. (Photo by SGT Connie Jones, 102nd Public Affairs Detachment.)

Chemical, Biological, Radiological, and Nuclear Program

The National Guard comprises 66 percent of the entire DoD Chemical, Biological, Radiological, and Nuclear Program (CBRN) Response Enterprise (CRE). The CRE is composed of approximately 12,402 ARNG Soldiers and 1,558 Air National Guard (ANG) Airmen. In support of Title 10 CRE requirements, the ARNG sources the command and control (C2) CBRN Response Enterprise Bravo (C2CRE-B), which consists of 1,900 highly trained Soldiers as part of the CRE. When directed by U.S. Northern Command (USNORTHCOM), C2CRE-B conducts CBRN operations to provide lifesaving, C2, and logistics capabilities for follow-on forces within the USNORTHCOM area of responsibility to execute DSCA missions to save lives and minimize human suffering.

In FY15, the C2CRE-B program received \$33.1M to support 150 full-time equivalent employees, and six additional Annual Training (AT) days plus seven extra unit training assemblies (UTAs) for 1,900 man-day Soldiers. This additional training allowed C2CRE-B Soldiers to complete exercises and readiness requirements to ensure units are ready to respond within 96 hours of receiving a “Prepare to Deploy Order.” Funds in FY15 supported the Vibrant Response Field Training Exercise. This exercise is used to validate the 1,900 man-day Soldiers from 18 C2CRE-B designated units to include Task Force 46 from Michigan, the first two-star HQ unit sourced as the C2CRE-B task force headquarters.

Army National Guard Division Headquarters, Domestic All-Hazards Response Team, Domestic Coordination Cell

The ARNG Division Headquarters facilitates the states’ ARNG domestic all-hazards response, beginning at the lowest state echelon. This requires identifying the “Essential 10” capabilities (as enumerated by the CNGB) and aligning them with the existing state all-hazards plan to fill gaps in capability-based requirements. The divisions assure unity of command and effort to support a state with individual and staff augmentation up to the full breadth of an Army division and a two-star general dual-status commander.

UNIQUE DOMESTIC MISSIONS

National Capital Region–Integrated Air Defense System

The National Capital Region–Integrated Air Defense System mission for the Homeland Defense is a Chairman of the Joint Chiefs of Staff (CJCS) and Headquarters, Department of the Army (HQDA) directed mission through Executive Orders commanded by North American Aerospace Defense Command (NORAD)/USNORTHCOM. It is a multi-Service mission that encompasses various government agencies, including but not limited to: ANG; Department of the Treasury; U.S. Coast Guard; Department of Homeland Security; Army C2 elements made up of forces from ARNG Air Defense Artillery Brigades; and an Army Air and Missile Defense Command. The ARNG efforts to protect the National Capital Region include the use of radar, ground-based air defense systems, and communications equipment. Seven Air Defense Artillery Battalions from five states support this mission on a rotational basis and will continue to do so for the foreseeable future.

Ground-based Midcourse Defense Units

Deterrence is the watchword for ARNG missile defense units. The ARNG protects the nation with full-time ballistic missile defense through the ground-based midcourse defense (GMD) element of the Ballistic Missile Defense System. Soldiers work together daily on space and GMD exercises and missions. The GMD system enables combatant commanders (CCDRs) to engage and destroy limited intermediate- and long-range intercontinental missile threats in space to protect the United States. Soldiers from the Colorado, Alaska, and California ARNG supply the personnel who man the GMD System. Interceptors based at Fort Greely, Alaska and Vandenberg Air Force Base, California, coupled with fire direction centers in Colorado and Alaska, are core critical elements of the Nation’s missile defense system architecture.

Table 1
FY15 DSCA

DEFENSE SUPPORT OF CIVIL AUTHORITIES

Event Type	Event Amount
Fires	14
Search and Rescue	11
Severe Weather	6
Floods	4
Special Events	3
Water Support	2
Hurricanes / Tropical Storms	2
Tornado	15
Avian Flu Response	1
Environmental Disaster	1
Flyover Mission	1
Force Protection	1
Storm Support	1
Water Shortage Bigalow	1
Other	1
Total	64

Note: DSCA is authorized under Title 32 and U.S.C. Doctrine as authorized in Joint Publication 3-28.



A member of the 126th Chemical Battalion from the Nebraska National Guard's Chemical, Biological, Radiological, Nuclear and High Yield Explosive Enhanced Response Force Package (CERFP) suits up into her gear before her rotation during the July 20-24, 2015 Patriot 15 exercise at Volk Field, Wisconsin. (Photo courtesy of the Nebraska Army National Guard.)



Soldiers from Task Force Alpha, California Army National Guard, mop up an area to extinguish fires August 9, 2015 near the mountains of Wildcat Butte, Humboldt County, California, during the Humboldt Lightning Fire. In less than two weeks, the Humboldt Lightning Fire scorched 4,700 acres. (Photo by SSG Eddie Siguenza.)

Space Support for Defense Support of Civil Authorities

The 117th Space Battalion is the single ARNG space battalion. It is designed to deploy an Army Space Support Team to integrate into any echelon operations center or civilian incident command center. The battalion is an essential part of the global space force coordinated by the Army's Space and Missile Defense Command and Strategic Command, holding a unique role in its ability to provide space-based capability in the form of space imagery, satellite communications, Global Positioning System awareness and accuracy, and space weather impacts on terrestrial communications.

Southwest Border (Operation Phalanx)

For more than 20 years, ARNG Soldiers have been serving as a force multiplier by supporting civilian law enforcement and U.S. Border Patrol agencies in securing the Southwest Border. In FY15, the mission consisted of aerial detection and monitoring task forces, criminal analysts, and other mission command and liaison personnel. The ARNG provided \$30M in Soldier pay, operational support, and flying hours, with more than 20 states and territories participating in Operation Phalanx. The ARNG force included up to 135 ARNG Soldiers and 14 aircraft (LUH-72s and OH-58s) in support of the U.S. Border Patrol. In FY15, the ARNG rotary-wing assets flew more than 7,600 flying hours in three sectors (two in Texas and one in Arizona). It is estimated that the ARNG aided the U.S. Border Patrol in more than 28,000 apprehensions and countless border turn-backs, as well as seizure of 42,000 pounds of marijuana and additional narcotics.

Counterdrug Program

The National Guard Counterdrug Program (CDP) supports the detection, interdiction, disruption, and curtailment of drug trafficking activities through the application of military-unique skills and resources. This support bridges the gap between civilian law enforcement and the military by bringing core DoD capabilities and resources to bear against those threats while leveraging the ARNG's unique legal ability to operate both on U.S. soil and abroad. The National Guard CDP mitigates drug threats to the United States by aggressively attacking both supply and demand targets. Through its unique capabilities, the CDP bridges the gaps between all levels of government—federal, state, and local. To enhance a defense-in-depth strategy that begins beyond U.S. borders, the CDP supports the counterdrug efforts of the combatant commands worldwide. The ARNG received \$175M of the \$221M provided to the National Guard Joint CDP by Congress for pay and operations supporting both state and federal missions.



SPC Joshua Monk, a forklift operator in the 1052nd Transportation Company, South Carolina National Guard, assists in the moving and delivery of sandbags from the Wateree Correctional Institute to county emergency managers in Chesterfield to assist in flood response there. (Photo courtesy of LTC Cindi King.)



Soldiers from the Fairfax, Virginia-based Data Process Unit respond to a simulated cyber-attack during a cyber defense exercise which has developed into annual Cyber exercises. (Photo by Cotton Puryear, Virginia Guard Public Affairs.)

Information Operations, Cyber Operations, and Electronic Warfare

The ARNG develops and invests resources across a broad base of capabilities to include cyber forces, information operations, electronic warfare, and operations security (OPSEC). Funding for these operations in FY15 totaled \$12.9M. These funds supported theater information operations groups, T-10 Cyber Protection Team, Cyber Shield 15 exercise, ARNG OPSEC program, cyber common technical core training at the Professional Education Center (PEC), and three of 10 man-day CPTs (Indiana-Michigan-Ohio, Georgia, and California). The ARNG is closely collaborating with Army Cyber Command, HQDA, NGB, and leadership from the 54 states, territories and the District of Columbia to develop ARNG cyber forces that support and are responsive to Joint, Army, and domestic cyber requirements. As part of this continued coordination in FY15, the Army approved the ARNG Cyber Protection Team concept plans for the active team and the 10 man-day teams, which was a significant milestone for ARNG cyber forces.

Emerging Cyber Forces:

- One ARNG CPT in Active Duty Status.
- 10 ARNG CPTs in traditional man-day status.
- 39 personnel per team (7 officers, 16 warrant officers, 16 enlisted).
- FY17 teams (stand up approved TDAs FY16) - Georgia, California, and one combined team (Ohio, Michigan and Indiana).
- FY19 will activate 13 new cyber units across 23 states as part of ongoing efforts to grow National Guard's cyber force.
- Seven new Army Guard Cyber Protection Teams will be activated across Alabama, Arkansas, Colorado, Illinois, Kentucky, Louisiana, Minnesota, Mississippi, Missouri, Nebraska, New Jersey, New York, North Dakota, South Dakota, Tennessee, Texas, Utah and Wisconsin.²

Innovative Readiness Training

The Innovative Readiness Training (IRT) Program is a DoD program that gives ARNG Soldiers the opportunity to participate in projects that directly support a unit's mission essential task list (METL) while assisting local organizations to better their communities. The crucial focus of this program is to give ARNG units real world missions while building local community support. Many of the projects deliver humanitarian assistance to under-served communities in the form of medical care and engineering projects. In FY15, the ARNG conducted three IRT projects that received additional funding from the Office of the Secretary of Defense (OSD) and six projects conducted with annual training funds across four states. In FY16, the ARNG will conduct 10 OSD-funded projects in six states with a projected growth in requirements beyond FY16.

2. Website: Army Times, National Guard to stand up 13 new cyber units in 23 states, article posted online, December 15, 2015.

SUPPORTING AND SUSTAINING OPERATIONS

Army National Guard Watch Center/Operations Center

The ARNG Watch Center is a critical asset for the ARNG as it synchronizes and responds to current operations with the Army, states, territories, the District of Columbia, and government agencies, such as Federal Emergency Management Agency (FEMA), to integrate key aspects of ARNG domestic operations. The center operates 24 hours a day to maintain continuous situational awareness on events that may require an ARNG response. The operations division published more than 400 serious incident reports in FY15.

The Watch 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 operation and maintenance.

Force Protection

The ARNG Protection Program provides the states, territories, the District of Columbia, and Arlington Hall Station guidance and funding to safeguard personnel, facilities, equipment, operations, and materiel against hostile intelligence, terrorists, and other criminal, dissident, or other disruptive activity. The ARNG distributed \$94.57M 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 resourced 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 \$84.4M to support access control at 184 installations and facilities to 70 percent of the critical requirement, and intrusion detection systems for more than 3,800 stand-alone arms, ammunition, and explosive storage facilities, barrier maintenance, and physical security site improvements including motor pool and installation fence repair. The program also delivered critical training in PS planning and inspections to 270 ARNG Soldiers and civilians.

The antiterrorism program focuses on risk management, planning, training and exercises, comprehensive program review, and the conduct of the random antiterrorism measures as defensive procedures to protect against terrorism. This program disbursed \$6.7M to support antiterrorism program coordinators and higher headquarters antiterrorism program reviews to the states, territories and the District of Columbia. Additionally, the antiterrorism program distributed \$900,000 to support training and exercises for ARNG officer and enlisted Soldiers, providing training opportunities for 400 ARNG Soldiers and civilians.

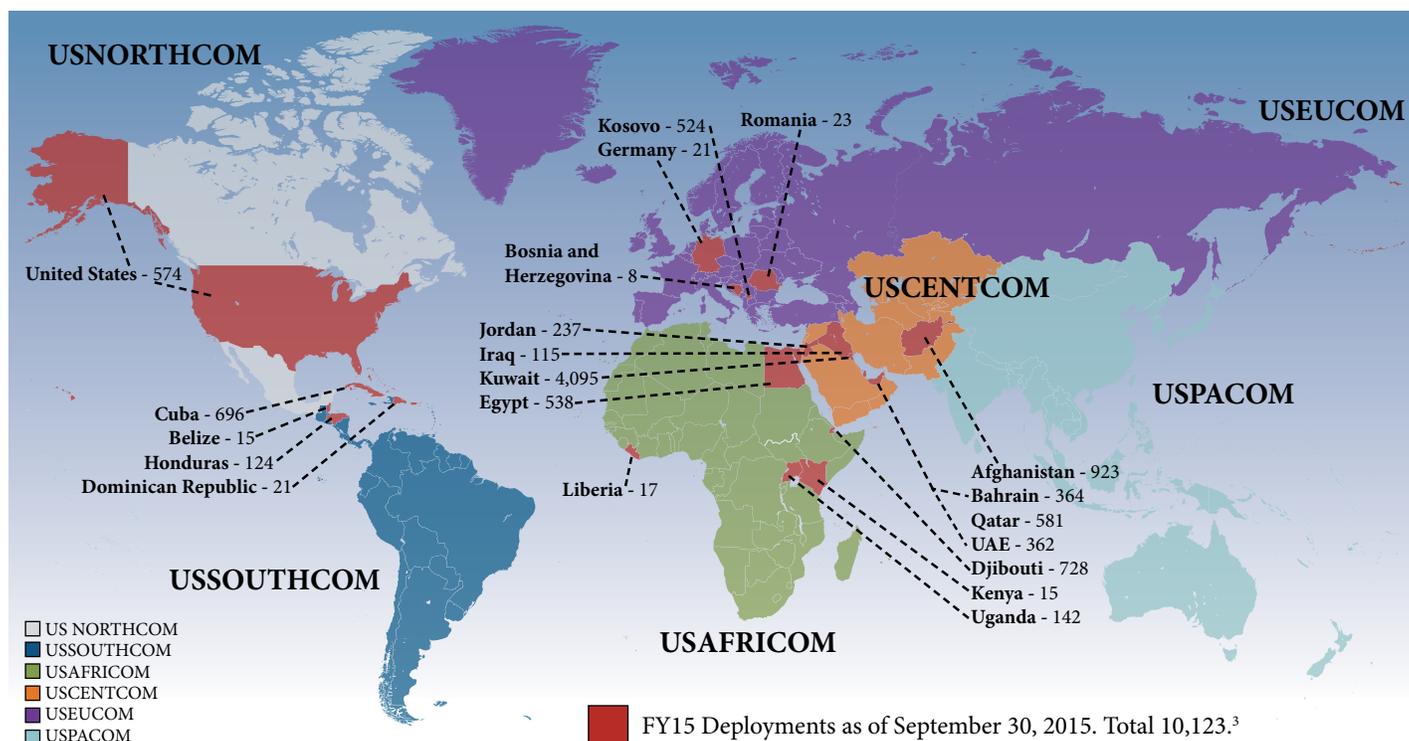
The MWD program provided \$66,000 to support the health and welfare, training, and equipping of three narcotic teams, three explosive detection teams, and a kennel master team. Army National Guard MWDs support federal, state, and local law enforcement including the Secret Service and United States Coast Guard. The MWD program also deployed a MWD team to support counterdrug operations in Colombia.

The EM program supports the planning, execution, and management of response efforts to mitigate the effects of an all-hazard incident, including natural and manmade disasters on or affecting ARNG installations. This program disbursed \$1.93M for EM experts in 24 states and territories to prepare and improve installation EM plans. Funding also resources the lifecycle management of Army emergency first responder program training and equipment.

The ARNG's CIRM program executed \$1.96M to support several Critical Infrastructure Protection-Mission Assurance Assessment (CIP-MAA) teams that conduct all-threats and all-hazards risk assessments for HQDA G3 of prioritized assets vital to DoD and Army strategic, operational, and tactical organizations. Two highly-trained CIRM assessment teams based in West Virginia and New York conduct risk assessments of critical infrastructure assets deemed vital to mission success. Each team has six highly trained ARNG Soldiers supporting the Office of the Assistant Secretary of Defense's overall responsibilities set forth in Presidential Policy Directive-7. The ARNG CIRM program is responsible for identification, prioritization, validation, and risk assessment of ARNG owned and operated critical infrastructure assets across the Nation. The CIRM program enters, updates, monitors, and tracks ARNG owned and operated critical assets archived within the Strategic Mission Assurance Data System.

Figure 11
FY15 Support to Deployment Operations

FY15 SUPPORT TO DEPLOYMENT OPERATIONS



SUPPORT TO THE COMBATANT COMMANDERS

The ARNG conducted more than 235,355 man-days of support to combatant command training events, annual exercises, and programs. Nearly 13,000 ARNG Soldiers from all 54 states, territories and the District of Columbia supported 87 events worldwide in FY15. The ARNG works hand in hand with the Army and has forged special relationships with its Active Army counterparts, either through combat deployments, training in the United States, or assistance to civil authorities through domestic operational support for disaster relief and joint missions. The exercises focused on building partnerships, providing national and security assistance, and training for humanitarian, peacekeeping, counterdrug, and counterterrorism operations. The ARNG provides more than 60 percent of the Soldiers requested by the Army to support military exercises worldwide.

Overseas Contingency Operations

The ARNG, in support of OCOs worldwide, deployed 9,549 Soldiers for contingency operations in FY15. The majority of these deployments supported Operation Enduring Freedom (OEF). As combat forces continue to draw down and major combat operations end, the ARNG remains postured to support mission requirements at home and abroad. The ARNG continues to alert units for new missions as required and conduct pre-mobilization training while deployed units are preparing to redeploy and conduct post-mobilization activities.

With the drawdown in Afghanistan, demand for military units from all the Services and components will likely decrease (barring another unforeseen contingency). In addition, funds provided for OCO, including funds for equipment and facilities modernization, enhanced training, and the deployments themselves, are expected to decline. To maintain the combat skills and deployment capabilities—and capitalize on the Nation's investment over the past 14 years in a modern, well-equipped, and ready ARNG—the ARNG must continue to participate in combat training centers, state partnerships, and real-world operational missions.

3. Data Source: Mobilization and Deployment Information System (MDIS).

Reserve Component Sustainment Training

Reserve Component Sustainment Training (RCST) provides additional training days to participate in approved Army Service Component Command and ARNG training events in support of Army Force Generation training strategies. The TRST 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 inactive duty and AT periods with significantly reduced distractions, while still allowing participation in other training opportunities. These include: planning and support of readiness training and mobilization exercises; participation in exercise planning activities; aviation simulation training and support; and preplanned exercises such as Operations Golden Coyote, Vibrant Response, Vigilant Guard, and United Resolve. The RCST program also offers theater security training opportunities working with host nation security forces. These opportunities enhance ARNG retention efforts by keeping ARNG Soldiers engaged and trained. Higher retention equates to reduced attrition costs, reduced recruiting requirements, and reduced initial entry training costs.

Overall the program resources support to a wide range of ARNG administrative, training, logistical, and planning tasks necessary to achieve readiness goals efficiently and effectively.

Regionally Aligned Forces

The Army regionally aligned forces (RAFs) initiative provides tailored, trained, and consistently available Army forces to the six Geographical Combatant Commands (GCCs) and the three functional combatant commands. RAF units are expected to be in their available year deployment, thus ensuring they are fully qualified and ready for mission requirements. The ARNG helps fill Army RAF mission gaps as part of the total Army force. Army mission gap requirements are sourced through the Global Force Management system and supported by the ARNG through Overseas Deployment Training (ODT) and Operational Mission Support (OMS) activities. The Texas ARNG's 72nd Infantry Brigade Combat Team (IBCT) was regionally aligned to support U.S. Southern Command RAF mission gaps in FY15. The 72nd IBCT executed 20 separate counter transnational organized crime missions within the countries of Guatemala, Honduras, and El Salvador with approximately 445 Soldiers.

OVERSEAS DEPLOYMENT TRAINING

The overseas deployment training (ODT) program enables ARNG units and Soldiers to conduct collective METL training while delivering operational support to the Army Service Component Commands (ASCCs) around the world. Events consist of mission support (MS), support to the Joint Multinational Readiness Center (JMRC), Joint Exercise Program (JEP) exercises, ASCC exercises, and various ASCC-driven Security Cooperation Activities (SCAs).

In FY15, the ARNG deployed almost 13,000 Soldiers in over 235,355 man-days in support of 63 JEP/ASCC exercises, 22 JMRC missions, and 183 MS events and SCAs.

To participate in ODT missions, units must conduct the first 15 days in AT status. The additional cost to the ARNG, \$19.5M, provided almost a 2:1 return on investment for the Army as a whole and provided exceptional training opportunities for the ARNG at a minimal cost.

SPECIAL OPERATIONS FORCES

The ARNG's 19th and 20th Special Forces Groups and 10 regionally orientated Special Operations Detachments directly support the GCCs worldwide through United States Army Special Operations Command (USASOC) and U.S. Special Operations Command (USSOCOM). In FY15, ARNG Special Operations Forces (SOF) supported multiple missions through the full spectrum of conflict across the globe. Missions conducted were battalion headquarters-level deployments in support of the Middle East's Gulf Cooperative Counsel, company-sized deployments in support of RESOLUTE SUPPORT and INHERENT RESOLVE, company-level deployments in support of theater security cooperation initiatives in South America, detachment-level deployments in support of counter narco-terrorism missions in Asia, and SOF deployments in support of Joint Chiefs of Staff exercises in Germany, Jordan, Korea, the Philippines, and Qatar.

Army National Guard SOF executed more than \$3M of National Guard Personnel, Army (NGPA) funds, to fulfill critical support roles to theater special operations commands within the GCCs to counter emerging threats. ARNG SOF also conducted vital sustainment and special skills training by executing more than \$10M of NGPA funds to ensure specialized forces are ready to meet increasing global demand. For example, USASOC is increasing its emphasis on foreign language proficiency to integrate with host and allied nations in order to strengthen U.S. coalitions and empower the relationship between military forces and native populations as a key pillar of SOF operations. This program translates to ARNG SOF receiving increased emphasis in foreign language skills training in FY15 to achieve increased proficiency expected. Sustained funding for ARNG SOF beyond FY15 is critical as USSOCOM remains the spearhead of the United States' continued fight against the global terror threat and other security concerns worldwide, and increasingly relies on ARNG SOF to meet this threat.

STRENGTHENING INTEROPERABILITY WITH ALLIES

State Partnership Program

Seventy partnerships with 76 nations spanning every combatant command.

The National Guard's joint State Partnership Program (SPP) includes 70 partnerships with a total of 76 partner countries. Since 2003, 15 SPP partner countries have deployed alongside Soldiers and Airmen from their SPP partner state in Iraq and/or Afghanistan. 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. SPP added two new partnerships in FY15: Massachusetts with Kenya and Kentucky with Djibouti.

Program partners engage in security cooperation activities in areas such as homeland defense, disaster response/mitigation, consequence/crisis management, interagency cooperation, border, port, aviation security, fellowship-style internships, and combat medical events that can lead to training and exercise opportunities. Activities are coordinated through the Gulf Cooperation Council, U.S. Ambassadors, and other agencies as appropriate to ensure National Guard cooperation is tailored to meet U.S. and partner country objectives.

In FY15, the SPP continued to forge and maintain cost-effective, small-footprint global partnerships focused on shaping the security landscape. As one of more than 100 DoD security cooperation programs, SPP is without equal in return on investment, versatility, and enduring value in direct support of Gulf Cooperation Council goals. It has become a proven model for building long-term relationships that promote regional security while addressing national security needs—all at minimal cost. SOUTHCOM Commander General John K. Kelly, in testimony before the Senate Armed Services Committee in March 2015 said: “The [State] Partnership Program is very, very high impact and very, very low cost. What I have seen over the years working with other countries—it’s our example that catches their attention over time, that is what changes these countries for the better.” AFRICOM Commander General David M. Rodriguez, in the same testimony, said: “The National Guard Bureau’s State Partnership Program provides a unique and vital mechanism for sustaining the long-term engagement critical to building relationships and capacity.”

Over the past 23 years, the Guard 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.

The SPP delivers a 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. At any one time, as many as 48 SPP partner countries have more than 38,000 personnel deployed to all 14 active United Nations peacekeeping missions. Co-deployments with partner countries create new contributors to help maintain international security. For example, 28 SPP partner countries from Europe, Asia, Central Asia, and Central America have participated in Operation Iraqi Freedom (OIF) and/or OEF. Fifteen SPP partners have co-deployed forces in 79 troop rotations ranging from North Atlantic Treaty Organization (NATO) Military Assistance Teams to embedded support teams. By conducting SPP activities, the National Guard can train culturally aware Soldiers and Airmen who are organized, experienced, and equipped for joint and interagency operations (stability, security, transition, and reconstruction), irregular warfare, and conventional missions around the world.

The program requires adequate funding to satisfy the demand for consistent program growth from the Gulf Cooperation Council. Full funding for SPP, estimated at \$35M, will enhance current security cooperation activity levels and add two new partnerships per year. However, FY15 ARNG funding for SPP was cut significantly to \$5.1M and will remain at similar levels in FY16. FY15 ANG funding for SPP was \$3.5M. This level of funding could negatively impact future SPP engagements as well as impair opportunities to establish new partnerships. It will also severely degrade the Gulf Cooperation Council's theater security cooperation strategy, undermine DoD defense ties with friendly and allied nations, and inhibit U.S. interoperability with friendly foreign military forces. The out-year funding will enable the National Guard to maintain global and intergovernmental outreach, maintaining full engagement of SPP at the state, DoD, and Department of State levels.

Despite funding challenges, expansion of the program continues with new partnerships expected in FY16. 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.

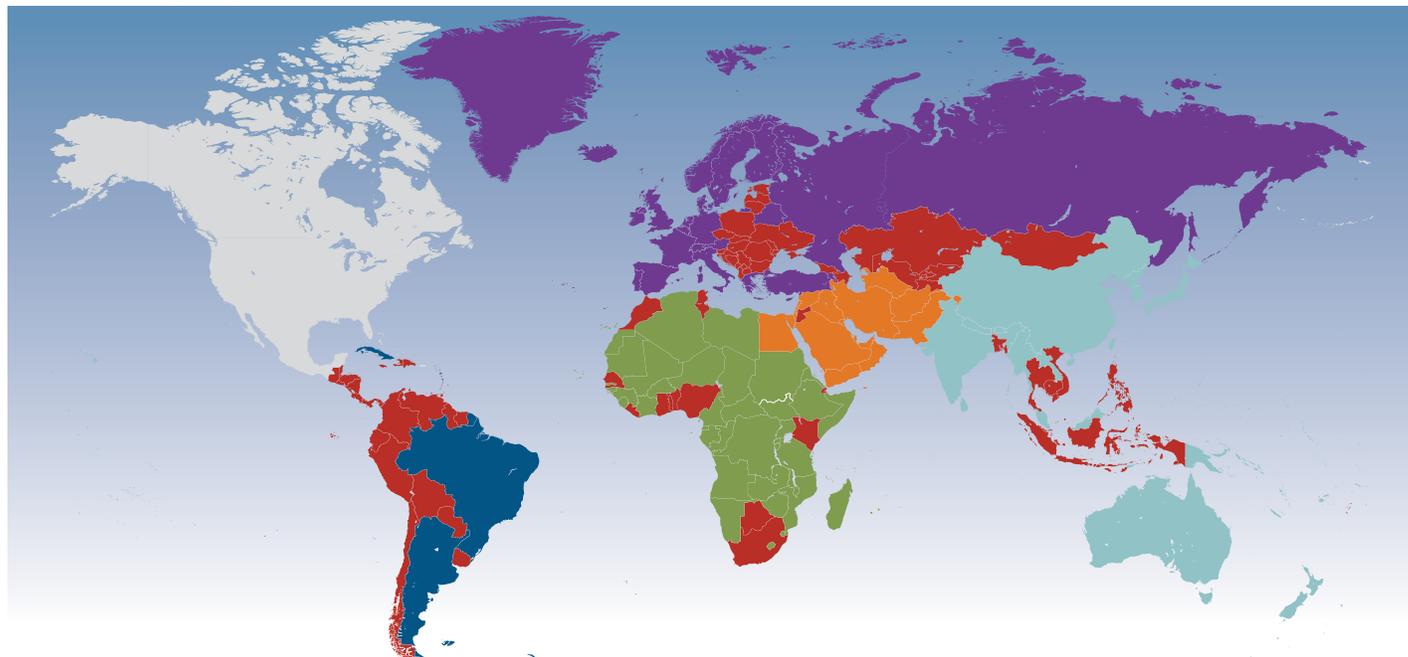
The SPP has proven to be a significant and valuable engagement asset that will continue to pay dividends to peace and security for many years to come. This largely is due to all the men and women from the states, territories, and partner countries who have laid the foundation of success.

Theater Security Cooperation

Approximately one-third of the ARNG ODT program is executed to support global training events that build partner capacity with foreign nations and strengthen interoperability with allied countries. In FY15, the ARNG deployed more than 5,059 Soldiers around the world to support 60 exercises and miscellaneous SCAs to strengthen interoperability with allies.

Figure 12
State Partnership Program

STATE PARTNERSHIP PROGRAM



USNORTHCOM - 1

Rhode Island / Bahamas (2005)

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 Islands / 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 (an international agreement for the defense and security of the seven Nations of the eastern Caribbean region, including: Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines).

USAFRICOM - 12

California / Nigeria (2006)
* Kentucky / Djibouti (2015)
* Massachusetts / Kenya (2015)
Michigan / Liberia (2009)
New York / South Africa (2003)
North Carolina / Botswana (2008)
North Dakota / Ghana (2004)
North Dakota / Togo (2014)
North Dakota / Benin (2014)
Utah / Morocco (2003)
Vermont / Senegal (2008)
Wyoming / Tunisia (2004)

USCENTCOM - 5

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

USPACOM - 8

Alaska / Mongolia (2003)
Guam, Hawaii / Philippines (2000)
Hawaii / Indonesia (2006)
Idaho / Cambodia (2009)
Nevada / Tonga (2014)
Oregon / Bangladesh (2008)
Oregon / Vietnam (2012)
Washington / Thailand (2002)

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)
Nebraska, Texas / Czech Republic (1993)
New Jersey / Albania (2001)
North Carolina / Moldova (1996)
Ohio / Hungary (1993)
Ohio / Serbia (2005)
Oklahoma / Azerbaijan (2002)
Pennsylvania / Lithuania (1993)
Tennessee / Bulgaria (1993)
Vermont / Macedonia (1993)

US NORTHCOM
 USSOUTHCOM
 USAFRICOM
 USCENTCOM
 USEUCOM
 USPACOM
 FY15 Partnerships

Currently 70 State Partnerships

** 2 new partnerships in 2015*

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

Through organizations like the American, British, Canadian, Australian, and New Zealand Armies Program (ABCA), the ARNG continues to strengthen its relationships with the closest international partners and allies of the United States. The reserve components of the participating nations work through the ABCA program to identify issues related to all the forces that can be addressed or mitigated, and to identify opportunities for improved interoperability through mutual training.

In FY15, in addition to participation by the DARNG in the ABCA Reserves Information team, a general-officer level forum, 112 ARNG Soldiers participated in exercises in Australia, while 58 ARNG and United Kingdom (UK) Soldiers conducted training in each other's country through individual exchanges. An additional 70 ARNG and UK Soldiers participated in AT in each other's country through small unit exchanges, totaling 4,272 man-days of training with our allies.

American–Canadian Bi-Lateral Partnership

In addition to ABCA activities, the United States and Canada share a unique and strategically-vital bilateral relationship. The ARNG plays a key part in maintaining the Nation's relationship with the Canadian army, building interoperability and understanding between the two armies in line with the Chief of Staff of the Army's 2014 Army to Army Engagement Strategy. The ARNG and the Canadian army reserve share one of very few reserve component positions in the military personnel exchange program, with a full-time major integrated into national-level headquarters in each country. Some ARNG and Canadian units share unique, enduring history and training relationships, going back in some cases to World War II and beyond. More than 650 ARNG Soldiers spent more than 9,000 man-days training in Canada on 11 exercises, with both the active and reserve components of the Canadian army. Outcomes included contributing to Canadian high-readiness training on Exercise MAPLE RESOLVE—a national-level exercise. More than 150 Canadian reserve Soldiers trained on three exercises in the United States, including the testing of interoperability with a Canadian battalion headquarters training under an ARNG command on ARNG Exercise GOLDEN COYOTE.



30th Military Engagement Team/Jordan NCO Academy. (Photo courtesy of the North Carolina Army National Guard.)



AVIATION READINESS

Today's ARNG Aviation capabilities are modern, accessible, and in an interoperable force that trains and performs in conjunction with its Active Component counterparts. For the past 14 years of overseas and domestic operations, ARNG aviation assets have provided combat and peacekeeping missions in support of our Nation's Mission Critical Tasks. The ARNG operates and manages approximately 43 percent of the Army's manned and unmanned aircraft. These assets are a critical force multiplier during overseas operations and are the most immediately available aircraft to the states, territories and the District of Columbia for support to civil authorities. Since September 11, 2001, the ARNG has mobilized and deployed all of its combat aviation forces in support of operational needs at home and abroad.

In FY15, ARNG Aviation conducted hundreds of overseas missions in support to Afghanistan, Kosovo, Multinational Force and Observers–Sinai, Kuwait and remained on standby for any OCO. At home, the ARNG Aviation community provided a critical component to the governors and the President for state and national level disasters for day-to-day operations. This DSCA is for real world situations and maintains training with FEMA, law enforcement, fire and rescue, and Drug Enforcement Agency as well as joint domestic exercises. Top priorities are firefighting and conducting SAR operations, as well as intense aircrew and aviation unit and gunnery level training in order to sustain readiness.

As the Army and ARNG reduce in size due to fiscal constraints and the winding down of the war in Afghanistan, Congress directed in the 2015 NDAA that the Government Accounting Office provide a report to the defense Congressional committees assessing the Aviation Restructure Initiative (ARI). The NDAA also instructed a Commission appointed by President Barack Obama and the leaders of the House and Senate Armed Services Committees to conduct a comprehensive study on the organizational structure of the Army, to include the implementation of ARI. The ARI affects Combat Aviation Brigades (CABs), the placement of AH-64D Apaches and UH-60 Blackhawks, and several related personnel and force generation requirements. The Commission has been instructed to present its findings to President Barack Obama and the Congressional defense committees no later than February 1, 2016.¹

AVIATION SUPPORT TO CIVIL AUTHORITIES

Army National Guard Aviation experiences new domestic challenges every year. The ARNG has fielded requests for aviation personnel, equipment, and supplies throughout the United States in response to disasters such as hurricanes, tornadoes, fires, floods, as well as search and rescue operations. In FY15, ARNG Aviation flew over 3,760 hours in support of 656 civil support missions across the country. These domestic civil support operations included over 3,000 ARNG Soldiers. Specific examples include 1,915 hours flown and more than 5.3 million gallons of water dropped to stop wildfires in eight western and northwestern states. While no hurricanes made landfall in 2015, ARNG Soldiers flew several hundred hours in response to major storm flooding, requested medical evacuations (MEDEVAC), and missions characterized as search and rescue, such as looking for lost hikers in the wilderness. In addition, ARNG Aviation flew 12,132 hours supporting more than 1,000 counterdrug missions and assisted law enforcement agencies in seizing drugs, properties, vehicles, weapons, and currency valued at \$34.2B.

By direction of the Secretary of Defense, the ARNG continues to deploy rotary-wing aircraft to Texas and Arizona as part of Operation Phalanx, a mission that is in direct support of U.S. Customs and Border Protection (USCBP). Operation Phalanx continues to provide USCBP with invaluable aerial detection and monitoring, enhancing USCBP's ability to detect, interdict, and disrupt transnational criminal and drug trafficking organizations. The UH-72A "Lakota" helicopter, employed by the ARNG on the Southwest Border (SWB), are equipped with mission equipment packages that provide unique capabilities for detection and incident awareness and assessment. Army National Guard Soldiers flew more than 7,700 hours in support of USCBP on the SWB in FY15. As a direct result of ARNG Aviation support year-to-date, USCBP has seized 39,540 pounds of marijuana and apprehended 11,029 undocumented aliens who were illegally entering the United States.

1. NDAA 2015 ARI: <https://www.congress.gov/bill/114th-congress/senate-bill/1376/text> <http://www.nationalguard.mil/Leadership/JointStaff/PersonalStaff/LegislativeLiaison.aspx>

A CH-47 Chinook from the 2nd Battalion, 135th General Support Aviation Battalion, currently attached to the 185th Theater Aviation Brigade, holds its position while Soldiers attach a load during sling load training on September 24, 2015 in Al Jaber, Kuwait. (Photo courtesy of the Nebraska Army National Guard.)

COMBAT AND THEATER AVIATION BRIGADES

The ARNG has eight CABs and four theater aviation brigades (TABs). These brigades are in addition to the 12 CABs and one 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 ARNG 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 and CH-47D/F Chinooks, but no AH-64D Apaches.

The ARNG's one stand-alone Air Cavalry Squadron, consisting of three OH-58D troops and one UH-60 troop is being replaced by an Assault Helicopter Battalion per the ARI. The Secretary of the Army approved the ARNG's implementation of the ARI plan in June 2015 which includes: the reorganization of the CABs, organizing four assault helicopter battalions, the loss of eight attack reconnaissance battalions and other aviation structure with a total loss of over 4,000 aviation personnel authorizations.

The ARNG is complying with the 2015 NDAA and transferring 48 AH-64D Apaches to the Active Army and, in turn, gaining 50 UH-60L Blackhawks. The aircraft transfer coincides with the inactivation of the first two ARNG attack reconnaissance battalions and the activation of two assault helicopter battalions. The ARNG will continue to move forward on the ARI while also complying with the 2016 NDAA. The recommendation from the National Commission on the Future of the Army could have a significant potential impact on full ARI implementation.

ARMY NATIONAL GUARD AVIATION TRAINING SITES

The Eastern, Western, Fixed-Wing, and High-Altitude ARNG aviation training sites (AATs) continued to support ARNG aviation training requirements as well as augment the Army's overall training capacity to meet both surge and sustainment training needs. The AATs are indispensable partners in the Army Total Army School System (TASS). During FY15, the AATs trained 699 aviators and 615 enlisted crew members (including professional military education), while performing 13,539 flight hours in support of training courses.

The Eastern AATs, at Fort Indiantown Gap, Pennsylvania, focuses on utility and cargo aircraft training. In FY15, the Western AATs, at Marana, Arizona, continued to focus its capabilities in the UH-60 and UH-72A training. The Western AATs began conducting all UH-72A training for the Army starting second quarter FY15. However, with preparation for implementation of the ARI, the Western AATs began training instructors for the UH-72 as the primary trainer for initial entry students at the U.S. Army Aviation Center of Excellence at Fort Rucker, Alabama.

The High-Altitude AATs, at Gypsum, Colorado, conducts rotary-wing mountain flying and power management training for aviators of all Army components, as well as for the U.S. Coast Guard and other Services, and other Nations. This training has proven especially beneficial for those rotary-wing aircrews deploying to Afghanistan and is a critical risk-reduction measure for aviators assigned there.

As Army flight training requirements evolve, the AATs deliver a flexible and responsive training capability for the aviation enterprise that both supplements and complements the Aviation Center of Excellence at Fort Rucker, Alabama.

THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP

The ARNG aviation maintenance program delivers sustainment-level maintenance in support of ARNG aviation aircraft via four regionally-aligned Theater Aviation Sustainment Maintenance Groups (TASMGs). The TASMGs deliver aviation maintenance support to the state Army Aviation Support Facilities (AASFs) through the repair and return (R&R) program and the repairable management (RM) program for aircraft and aircraft components. In addition to functioning as the regional aviation repair parts Supply Support Activity (SSA), and central repair parts funds management sites, the TASMG also performs back-up field-level maintenance, airframe and component repair, stripping/painting operations, and battle/crash-damage assessment and repair.

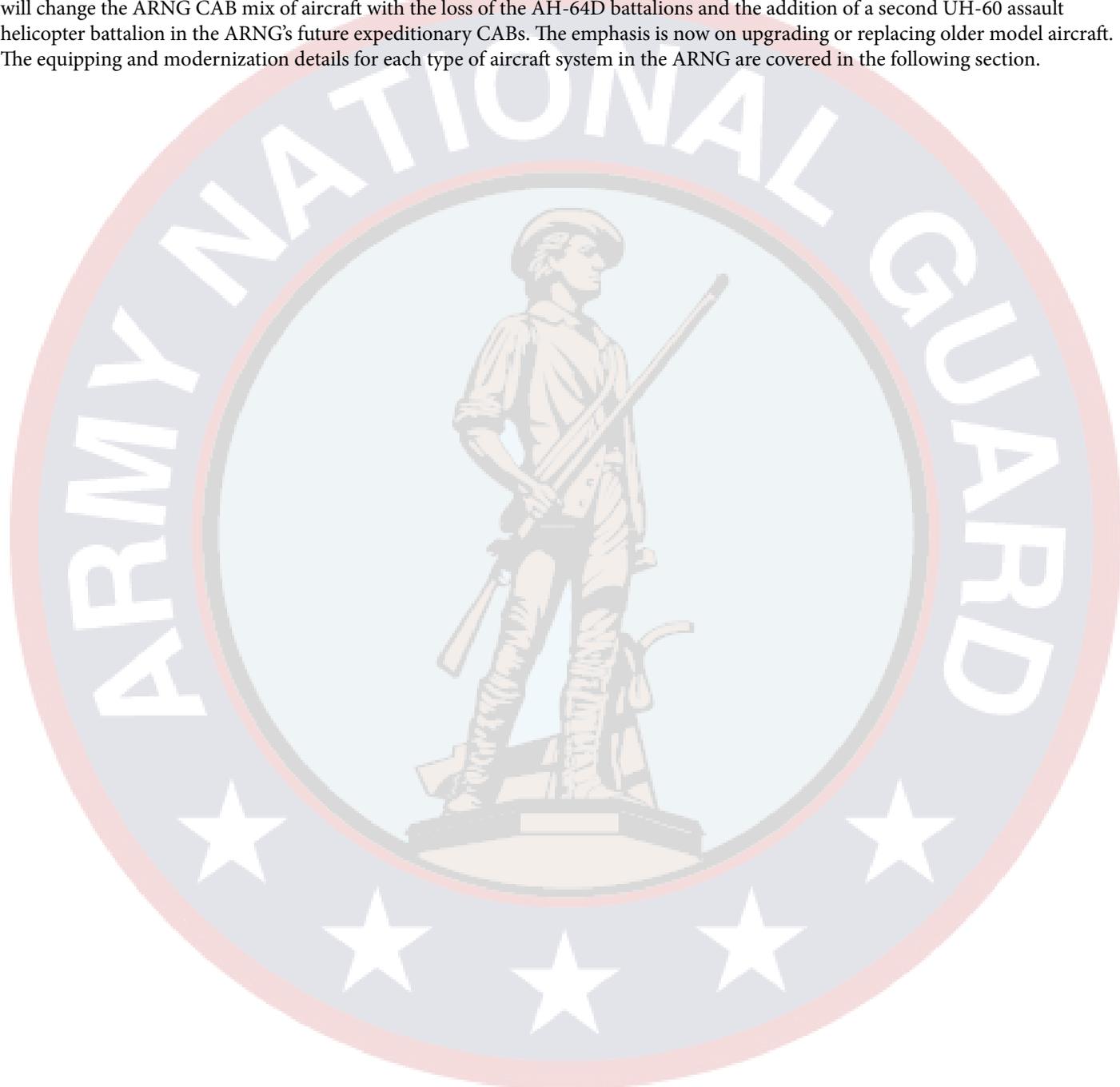
In FY15, the TASMGs collectively managed the requisition, removal, installation, and disposition of more than \$309M in Class IX repair parts. The TASMGs continue to prove themselves as cost-efficient organizations through an innovative supply management system that puts excess and unaccounted repair parts back into the supply chain. In FY15, through the judicious execution of a \$80M depot-level sustainment budget, the TASMGs realized an estimated \$133M 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 OCO support on a rotational basis.

ARMY NATIONAL GUARD AVIATION SUPPORT FACILITIES

The ARNG aviation community supported operational and domestic missions from 105 aviation support, training, and maintenance facilities. In FY15, \$106M was funded for MILCON for new aviation facility projects to meet aviation training, maintenance, and mission requirements. Two aviation support facility projects are under construction in Kapolei, Hawaii and Kankakee, Illinois. Two Readiness Centers that will house aviation units are located in Helena, Montana, and Kankakee, Illinois. An aircraft storage building is at Whiteman Air Force Base, Missouri. Additionally, an aviation maintenance training facility is under construction at Fort Indiantown Gap, Pennsylvania.

ARMY NATIONAL GUARD AVIATION MODERNIZATION

Army National Guard aviation units generally mirror the Active Component's organizational structure and have benefited from a strong modernization program. The eight ARNG divisional CABs, four TABs, and the Air Cavalry Squadrons (ACs) are fully interoperable members of the Army aviation team, with nearly 100 percent fill of all aircraft. The ARI, which was approved in FY15, will change the ARNG CAB mix of aircraft with the loss of the AH-64D battalions and the addition of a second UH-60 assault helicopter battalion in the ARNG's future expeditionary CABs. The emphasis is now on upgrading or replacing older model aircraft. The equipping and modernization details for each type of aircraft system in the ARNG are covered in the following section.



ROTARY-WING AIRCRAFT



UH-72A Lakota

The ARNG has a total of 212 UH-72A helicopters per the Army-approved fielding plan. The UH-72A helicopter is a commercial off-the-shelf EC-145 with a mission profile that includes reconnaissance, observation, air transport, MEDEVAC, and aerial command and control plus overseas operations in permissive environments. Of the 212 Lakota aircraft, 144 are assigned to the three security and support (S&S) companies in each of the six S&S battalions at 24 aircraft per battalion. A total of 48 UH-72A MEDEVAC-configured aircraft are assigned to equip the fourth flight company (at eight per company) of the six S&S battalions. An additional 20 aircraft are incorporated within the ARNG AATS program. A total of 107 of the S&S aircraft have been retrofitted with a Mission Equipment Package (MEP) consisting of the following: electro optical/infrared sensor, searchlight, moving map display, cockpit screens, cabin operator screen, digital video recorder, and data downlink. The MEP cost is approximately \$1.5M per aircraft. These UH-72A aircraft in the ARNG's six S&S battalions play a significant and continuing role in meeting the Nation's homeland security and defense requirements by providing support to civil authorities.



AH-64A/D Apache/Longbow

Although the draft NDAA 2016 directs a delay in additional AH-64 transfers from the ARNG to the Active Army, the ARNG is planning to resume divestiture of legacy AH-64D Longbow Apache Block I aircraft beginning in April 2016. If fully implemented, ARI directs that all ARNG AH-64s will transfer to the Active Component, leaving no ARNG Apache capability. Of the 192 authorized AH-64Ds, the ARNG has 173 AH-64Ds, including 56 Block I and 117 Block II aircraft as of the end of FY15. However, the 2015 NDAA allowed for the transfer of 48 AH-64D Block II Apaches from October 2015 to March 2016 as a part of the ARI.



OH-58D Kiowa

At the end of FY15, the ARNG maintained 26 of its authorized 30 OH-58D aircraft. The ARNG deployed 15 aircraft to RC-South in support of 16th CAB/OEF. All deployed aircraft and ARNG personnel returned in the first quarter of FY15. The ARNG divested 17 OH-58D aircraft in November 2015. The OH-58D divested the remainder by December 31, 2015 as a part of the ARI.



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

The ARNG concludes FY15 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 899 H-60 helicopters (584 UH-60 utility and 315 HH-60 MEDEVAC). By the end of FY15, the ARNG was at 839 of 899. The Department of the Army is retiring older UH-60As, 109 UH-60As have already retired with another 40 in FY16. Replacing the Guard fleet with the more modern UH-60L and UH/HH-60M models is a top priority. Currently, the scheduled conversion will result in 280 H-60Ms fielded by FY19. Approximately 400 of the remaining H-60s will be H-60Ls, which will leave roughly 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 FY15. The ARNG HH-60 fill, the new MEDEVAC company design conversion, should also be complete by FY17.



CH-47F/CH-47D Chinook

At the end of FY15, the ARNG maintained authorization of 165 CH-47 aircraft (89 CH-47F and 76 CH-47D). Fielding continues with cascade of CH-47F Multi-Year Contract I aircraft from the Active Army. ARNG is scheduled to achieve a CH-47F pure fleet no later than FY18. In FY15, the ARNG successfully deployed one CH-47F helicopter unit in support of Operation Inherent Resolve (OIR).

UNMANNED AIRCRAFT SYSTEMS



RQ-11B Raven

The RQ-11B Raven Small Unmanned Aircraft System has been fielded at 687 out of 982 air vehicles. The Raven System is still being fielded and sustained. A certain number of the Raven Systems are being upgraded with a new gimballed payload. In the FY18/19 timeframe both the Raven and the Puma will go through a frequency upgrade retrofit. The upgraded systems (Raven, Puma, and a Short Range Micro) will be redistributed based on the new capability production document basis of issue plan. The ARNG is continuing to field the Raven to support military police companies, engineer companies (sapper), and selected other units. Due to an Army programmatic freeze, driven primarily by recovery of systems from Afghanistan, the ARNG did not receive any additional RQ-11Bs in FY15.



RQ-7B Shadow

A total of 32 RQ-7B (v1) Shadow Tactical Unmanned Aircraft System (TUAS) equipment systems have been successfully fielded to the ARNG and are equipping 28 BCTs, two SFGs, and the ARNG UAS Flight Center at Camp Shelby, Mississippi. All 32 of these TUAS sets are scheduled to be replaced between FY15 and FY19 with the upgraded Shadow RQ-7B (v2) sets with Tactical Common Data Link and Universal Ground Control Station. Four RQ-7B (v2) sets have been fielded along with three One Station Remote Video Terminals and one awaiting. Five sets are scheduled for fielding in FY16.



MQ-1C Gray Eagle

The large MQ-1C Gray Eagle (Extended Range Multi-Purpose Unmanned Aircraft System) is a division-level asset that currently will not be fielded to the eight ARNG divisions due to Army funding and equipment shortages. The Army will form all "Gray Eagle" units in the Active Component; however, when any ARNG CAB deploys to a theater where Gray Eagle capabilities are required, the Army will provide that "Gray Eagle" company.



One Station Remote Video Terminal

During FY15, three units within the ARNG received their initial issue of the most modern (-50) version of the One Station Remote Video Terminal (OSRVT), which includes the Rover-6 capability. The remainder of the 1,019 systems designated for the ARNG started fielding in mid-FY15 and extend through FY18. The OSRVT is capable of providing commanders on the ground with imagery taken from unmanned air vehicles, robotic systems, and traditional reconnaissance, surveillance, and target acquisition platforms. It delivers improved situational awareness through receipt of full motion video, imagery, and telemetry data from a variety of unmanned platforms, robotic systems, and manned sensor payloads. This increased situational awareness allows commanders to avoid mission disruptions and aborts caused by improvised explosive devices, unexploded ordnance emplacements, ambushes, or any like-combat hazard, and aids in battle damage assessment and tactical unit maneuvering with greater speed and precision while avoiding enemy strengths.

OPERATIONAL SUPPORT AIRLIFT AGENCY

The mission of Operational Support Airlift Agency (OSAA) has been to provide leadership, command and control, direction, and guidance for the ARNG's fixed-wing community. This includes providing safety, training, standardization, readiness, maintenance, and resourcing oversight for 80 separate units and the approximately 700 personnel assigned or attached to OSAA, Operational Support Airlift (OSA) Command (OSACOM) and its Regional Flight Centers (RFCs), and the 52 OSA Detachments.

The OSACOM consists of a battalion-size headquarters and four RFCs, which are located respectively at Fort Belvoir, Virginia; Fort Hood, Texas; Joint Base Lewis-McChord, Washington; and Joint Base Elmendorf-Richardson, Alaska. The OSACOM flies throughout the United States and around the world in support of the DoD and other departments and agencies. On a daily basis, OSA flight detachments and RFCs support official travelers to meet worldwide mission requirements.

In FY16 OSAA/OSACOM will undergo a significant reorganization. General Order 2015-004 assigns OSAA and OSACOM to the US Army Air Operations Group and OSAA is redesignated Operational Support Airlift-Activity (OSA-A). HQDA will publish a final Execution Order further defining this new relationship, command and control and other related fixed wing actions to include supplemental OSA TDAs for the ARNG and future AC, Title 10 AGR Military Intelligence TDAs. Another significant aspect of the OSA reorganization is that 47 of the 52 ARNG OSA Flight Detachments will convert from a TDA to an MTOE design of six OSA MTOE companies that are stationed across 47 states and territories. The remaining five OSA TDA detachments will not convert to MTOE and continue to operate in the pre-conversion TDA design.

FIXED WING AIRCRAFT

C-12U Huron



The C-12U Huron is a twin engine turboprop passenger airplane capable of transporting up to eight personnel for high-priority missions. There are 57 C-12s (45 C-12Us) in the ARNG inventory, with 7 deployed in support of combat operations as of September 2015. 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 non-standard Army aircraft, is a twin engine turboprop passenger airplane capable of transporting up to 14 personnel for high-priority missions. There are 11 C-26s in the ARNG inventory that fly missions similar to the C-12 when stateside; when deployed overseas, as are two C-26s, these aircraft fly combat support and service support missions.

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 OSA missions, transporting critical DoD leadership and personnel in a time-sensitive and efficient manner.

NON-STANDARD MISSION SUPPORT

The non-standard fixed-wing ARNG mission is Task Force ODIN–Afghanistan (TF ODIN-A). Equipped with King Air 300 (KA300) Medium Altitude Reconnaissance and Surveillance System aircraft, TF ODIN-A crews have played a major role in delivering on-the-spot intelligence, in real time, to Soldiers on the ground, including improvised explosive device locations and entry and exit routes to villages.

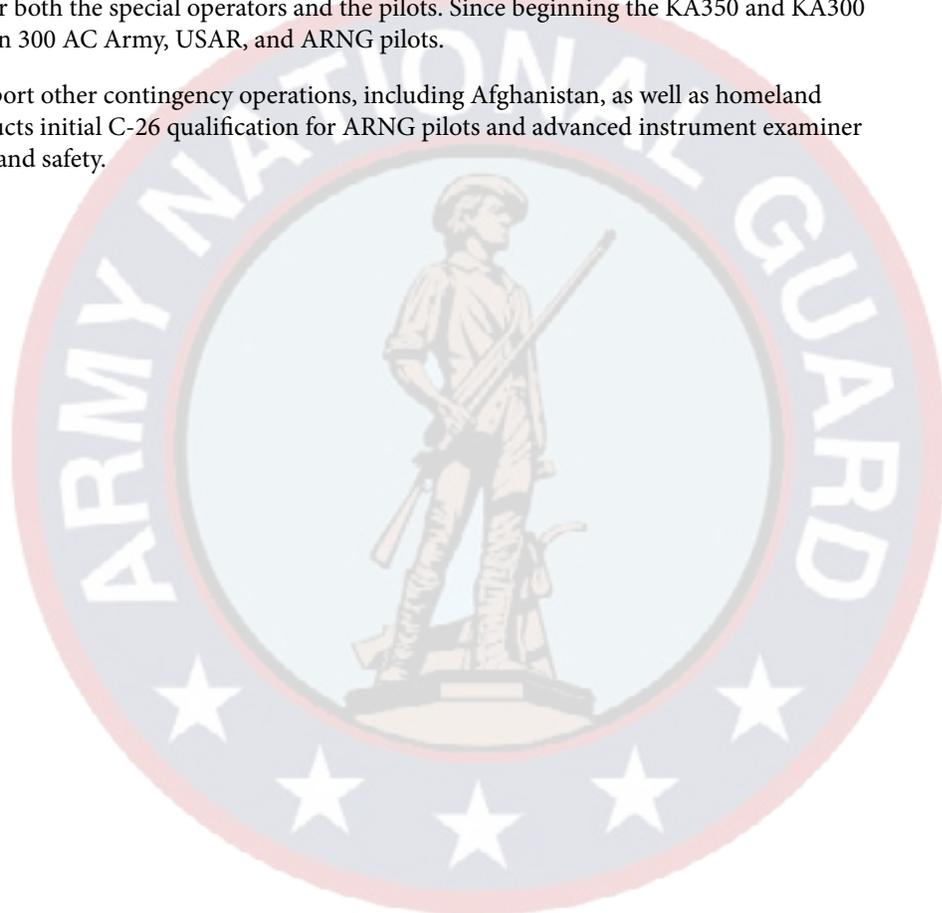
In addition to supporting various operational missions throughout the United States, OSAA aircraft transported much-needed supplies and personnel during the annual Operation Beyond the Horizon and other humanitarian requirements throughout the U.S. Southern Command's Area of Responsibility. These aircraft were instrumental in supporting U.S. Southern Command's operations in Guantanamo Bay, Guatemala, Colombia, and other locations throughout Central and South America. OSAA developed a habitual relationship with Joint Inter-Agency Task Force South and conducted multiple State Department-directed U.S. Embassy support missions throughout South and Central America as well as the Caribbean.

ARNG FIXED WING AVIATION SITE

The Fixed Wing Army National Guard Aviation Training Site (FWAATS), at Bridgeport, West Virginia, conducts fixed-wing training on the C-12, C-26 and KA-300 aircraft. The FWAATS continued training qualifications for Aerial Sensor Operators (ASOs) in support of the ongoing Observe, Detect, Identify, and Neutralize (ODIN) mission in Afghanistan in FY15. The FWAATS is a U.S. Army Training and Doctrine Command-approved Learning Institution of Excellence. The FWAATS works closely with the OSAA as the proponent for all fixed-wing operations, training, and standardization issues and with the ARNG aviation and safety division to improve training and unit readiness for all ARNG fixed-wing units. The FWAATS responded to the increasing need for Special Electronic Mission Aircraft (SEMA) pilot training by continuing to qualify pilots in the KA300 and KA350 aircraft to deploy in support of Task Force (TF) ODIN in FY15. TF ODIN pilots received initial qualification and special mission training, and select pilots received advanced instrument examiner training, instructor qualification, and standardization training.

The FWAATS also conducts mission rehearsal training exercises for the ODIN ASOs, where ASOs train as a part of their deploying aircrews. The pilots gain experience using in-country tactics, techniques, and procedures, and focus on crew coordination and team building. This training includes the special operations forces that will be operating as the ground forces during real-world missions, thus creating realistic and efficient training for both the special operators and the pilots. Since beginning the KA350 and KA300 training, the FWAATS has qualified more than 300 AC Army, USAR, and ARNG pilots.

The FWAATS C-26 section continued to support other contingency operations, including Afghanistan, as well as homeland defense/DSCA missions. The FWAATS conducts initial C-26 qualification for ARNG pilots and advanced instrument examiner qualifications in support C-26 unit readiness and safety.





TRAINING READINESS

The ARNG must be trained for current operational environments and domestic support. The ARNG prepares its Leaders and Soldiers through Leader development and realistic collective training. The mission of the ARNG's training division is to plan, develop strategies, and provide the resources to execute programs in support of the ARNG training strategy. These programs provide for individual and collective training in live, virtual, and constructive training environments. The ARNG's goal is to achieve readiness for executing the ARNG's federal and state missions.

Over the course of its 379-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 Active Component (AC) counterparts, ready to mobilize with AC forces for federal missions worldwide.

MISSION COMMAND TRAINING SUPPORT PROGRAM

The ARNG Mission Command Training Support Program (MCTSP) provides mission command (MC) information systems training to staffs (battalion and above) in a simulated decisive action training environment. Mission command training produces trained information systems operators and an agile, empowered staff in order to achieve the unit's Army Force Generation (ARFORGEN) aim points. Training is provided at a unit's home station or at one of five ARNG mission training complexes (MTC). Mission training complexes are located at Camp Atterbury, Indiana; Camp Dodge, Iowa; Fort Indiantown Gap, Pennsylvania; Gowen Field, Idaho; and Fort Leavenworth, Kansas.

The ARNG is required to provide MC training support for 143 ARNG units (brigade and above) and 167 "double A" (AA) designated battalions. Each MTC serves a designated region based on unit density but can support other MTCs to provide "surge" capacity when needed. Each MTC provides mobile training teams and constructive simulations to support MC unit staff development. Training events range in scope from the military decision-making process at the battalion staff level to various collective staff events, leading up to division warfighter exercises (WFX).

In FY15, MCTSP executed 395 staff exercises (STAFFEXs), 107 integrated STAFFEXs, 47 command post exercises, and 7 field training exercises. Approximately 60,000 Soldiers were trained while executing \$79.2M in support of 3,275 collective training events performed at the unit's home station, local training area or one of the five MTCs.

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) and company-level proficiency (maneuver and live-fire) for functional/multi-functional brigades. The XCTC program fulfills training requirements as directed by the ARFORGEN model and the Army training strategy, assisting brigade commanders in utilizing their mission essential task lists to develop training that will certify platoon- and company-level proficiency. The XCTC currently is the only program available to the ARNG capable of training a brigade-sized organization in a 15- or 21-day timeframe at the low level of funding currently available.

In FY15, XCTC rotations were conducted at Camp Ripley, Minnesota; Fort Chaffee, Arkansas; Fort Sill, Oklahoma; Fort Drum, New York; Camp Shelby, Mississippi, and Camp Grayling, Michigan. Four infantry BCTs, two armored BCTs, five functional/multi-functional brigades, and six active duty battalions received training, resulting in 196 ARNG companies and 17,100 ARNG Soldiers trained. In FY15, XCTC executed \$39.3M in OPTEMPO funding.

A Soldier from Missouri National Guard, 35th Engineer Brigade, clears an obstacle during last year's Best Warrior Competition held at Camp Gruber in Braggs, Oklahoma. (Photo courtesy of the Camp Gruber Public Affairs Office.)

THE ARMY NATIONAL GUARD WARRIOR TRAINING CENTER

The Army National Guard Warrior Training Center (WTC) is located on 43 acres at Camp Butler in the Harmony Church area of Fort Benning. The WTC consists of 100 personnel (Title 10 Active Guard Reserve, Title 10 Active Duty for operation support, Title 5 civilian personnel, and contractor support). The ARNG WTC trains over 5,000 Soldiers annually in critical functional and special skills, which include the Ranger Training Assessment, Air Assault, Pathfinder, Rappel Master, Bradley Training Assessment, Vehicle Crew Evaluator, Basic and Tactical Combatives courses, Master Fitness, Abrams Training Assessment, and Senior Gunner Courses. The WTC improves commanders' readiness by providing the ARNG units with highly skilled and qualified personnel imbued with the warrior ethos.

In addition to training Soldiers in critical and special skills, WTC also conducts a rigorous train-up for the ARNG Best Ranger Competition, Gainey Cup (best scout squad), Sullivan Cup (best tank crew), and Sniper Competition teams. Formed originally in 1994 as an organization designed solely to prepare potential U.S. Army Ranger Course students from the ARNG, the WTC has since grown to include three training companies and a headquarters and headquarters company. With the creation of the Maneuver Center of Excellence and the merging of the United States Army Infantry and Armor schools at Fort Benning, Georgia, the WTC added a new training company in 2010 to train ARNG Soldiers needed skills to improve readiness in armored formations. The WTC is at the forefront with integration in the One Army School System and a training strategy in support of the ARFORGEN training cycle.

Alpha Company conducts the Ranger Training Assessment, Master Fitness, Basic and Tactical Combatives courses and Best Ranger Competition train-up. While conducting a review of the WTC in 2015, the Chief of Staff of the Army lauded the Ranger Training Assessment Course as the "premier Pre-Ranger Course" of the U.S. Army.

Bravo Company conducts the Air Assault, Pathfinder, and Rappel Master courses. These skills prove mission-critical, especially in non-contiguous, mountainous environments such as Afghanistan.

Charlie Company conducts multiple courses with respect to the Bradley Fighting Vehicle and Abrams platforms including the Bradley Training Assessment Course, Vehicle Crew Evaluator Course, Abrams Training Assessment Course, and the Senior Gunner Course. Additionally, Charlie Company trains Soldiers on new equipment using small arms simulators as well as preparing them for Gainey and Sullivan Cup competitions. The simulation team also conducts government testing and fielding for the Tabletop Full Fidelity Trainers, Advanced Bradley Fully Interactive Skills Trainer, the Fire Arms Training System, Individual Gunnery Trainer, and Conduct of Fire Trainer.

The WTC Best Ranger Competition (BRC) training simulates and prepares ARNG BRC teams in the many challenges they will face in the BRC. In the last two years, the ARNG has consistently finished second in a field of 50 total teams. The WTC offers a challenging, three-week training program, which provides sniper teams realistic training such as engaging known and unknown distance targets up to 1,700 meters, moving targets, and training scenarios at night and limited visibility as well as other marksmanship training. Recently, the WTC took first and "Top Gun" honors in the Winston P. Wilson sniper competition and consistently has top finishes in the International Sniper Competition at Fort Benning.

TRAINING SUPPORT

The ARNG training support branch manages Training Support System (TSS) operation and maintenance funding in support of two major programs: Range and Training Land Program (RTLTP) and Soldier Training Support Program (STSP). The RTLTP funding supports two functions: range operations and maintenance and integrated training area management (ITAM). The TSS funding totaled \$75.3M in FY15 for range maintenance and operations, training and support, training support center operations, and minor (under \$750,000) construction projects. The RTLTP executed \$43.6M to sustain and operate ARNG weapons ranges.

This included funding \$3.1M for operational projects and \$10.5M for construction support. The ITAM program executed \$14M to repair, reconfigure, and sustain 1.3 million acres of training land on 61 different training sites in 40 states. The STSP executed \$9M to provide contractor and aviation support at 12 ARNG training support centers and flight facilities. In addition to the construction of three training support facilities at a cost of \$2.3M, the STSP program executed \$8.9M to maintain all fielded training aids, devices, and simulators. 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.

Table 2
Training Year 2015 Schedule

TRAINING YEAR 2015 SCHEDULE

Rotation Number	State	Unit	Dates	Location
XCTC 15-01 RD: Mahana	MN NE	1/34 th ABCT 67 th BfSB 196 th MEB	28 May - 17 June BWfX 16 - 25 April	Camp Ripley, MN
XCTC 15-02 RD: Sarver	AR	39 th IBCT	30 May - 19 June BWfX 20 - 24 June	Fort Chaffee, AR
XCTC 15-03 RD: Carlson	OK NM	45 th IBCT 111 th MEB	30 May - 19 June BWfX 1 - 5 June	Fort Sill, OK
XCTC 15-04 RD: Homung	NY MA	27 th IBCT 26 th MEB	11 - 31 July BWfX 27 -31 July	Fort Drum, NY
XCTC 15-05 RD: Norton	MS AL	155 th ABCT 142 nd BfSB	25 July - 18 August	Camp Shelby, MS
XCTC 15-06 RD: Rennebaum	OH SD	37 th IBCT	8 - 28 August BWfX 12-21 August	Camp Grayling, MI

Note: <http://www.xctc.org> website, 2015 rotation schedule.

INDIVIDUAL TRAINING

The ARNG individual training branch (ARNG-TRI) manages funding and allocation for duty military occupational specialty qualification (DMOSQ) training; professional military education (PME) for non-commissioned officers through the Non-commissioned Officer Education System; PME for commissioned officers through the Officer Education System; and functional courses for ARNG Soldiers. The ARNG-TRI also directs individual training transformation activities such as the One Army School System initiative. It also manages the ATRRS on behalf of the DARNG. The Directorate plans, programs, budgets, and executes funding for the states, 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 FY14, the initial skills (DMOSQ) program, designed to provide initial skills qualification in alignment with a Soldier's MOS, was funded at \$229.6M. However, due to sequestration, the initial skills program was only funded at \$126M in FY15-16 funding will face the same constraints as FY15. Funding for PME, just like individual training, is affected by sequestration. In FY14, PME was funded at \$224.1M; however, in FY15 PME was funded at only \$123.6M and FY16 funding will face similar constraints as FY15.

COMBAT TRAINING CENTER PROGRAM

The Combat Training Center (CTC) program is the Army's premier collective training platform. Unit rotations through the CTC program are critical for preparing leaders and Soldiers to succeed in actual combat and other complex operations. Units become proficient in unified land operations by stressing realistic, sustained, multi-echelon, and fully integrated collective combat training in a decisive action training environment. Training opportunities funded through the CTC program allow the ARNG to meet requirements in accordance with the Army Total Force Policy and the Army Training Strategy. The program successfully executed \$64.3M in pay and allowances, enabling 70 units and two ARNG BCTs to participate in exercises at the National Training Center, Fort Irwin, California and Joint Readiness Training Center, Fort Polk, Louisiana.

Training opportunities funded through the CTC program allow the ARNG to meet requirements in accordance with the Army Total Force Policy and the Army Training Strategy. The program successfully executed \$64.3M in pay and allowances, enabling 70 units and two ARNG BCTs to participate in exercises at the National Training Center, Fort Irwin, California and Joint Readiness Training Center, Fort Polk, Louisiana.

Army National Guard units conduct WFXs as part of the Chief of the Staff of the Army's intent for a multi-component simulated exercise program. The WFXs allow combatant commanders to leverage their regionally-aligned corps and division relationships.



The Army National Guard Professional Education Center, Camp Robinson, Little Rock, Arkansas. (Photo courtesy of the Arkansas National Guard.)

In FY15, the ARNG executed two division WFXs with two ARNG divisions as the primary training audience, and three additional division WFXs with 14 ARNG brigades, five AC brigades, and two theater sustainment commands, consisting of 17,020 Soldiers and support staff. All ARNG divisions and BCTs in ARFORGEN training year two and deployable functional and multifunctional brigades in training year three are scheduled for their respective WFXs, with the purpose of building readiness of staff and units in the execution of current Army warfighting doctrine.

In FY15 the 2nd Battalion, 34th Infantry BCT (2/34 IBCT) conducted a Joint Readiness Training Center rotation, training more than 5,000 ARNG Soldiers. The 116th Armor BCT (116 ABCT) conducted a National Training Center rotation, training more than 4,500 ARNG Soldiers. Rotations like these are critical to ensuring that the ARNG remains a combat-ready and interoperable force.

PROFESSIONAL EDUCATION CENTER

The ARNG Professional Education Center (PEC) is the National Guard's accredited Institution of Excellence. Located near Little Rock, Arkansas, on Camp Robinson, the PEC has been a full-service training and conferencing facility since it was founded in 1974.

The PEC is the designated proponent for ARNG-specific training, primarily for full-time ARNG personnel of the states, territories and the District of Columbia. The PEC is comprised of six training centers and more than 400 staff members including military, Department of the Army civilians, state personnel, and contractors.

The PEC instructs more than 20,000 students annually, through resident courses, distance learning, and mobile training teams. Additionally, the PEC hosts nearly 5,000 conference attendees annually from the ARNG, USAR, AC Army, DoD, and state and federal agencies.

The PEC's mission is to generate readiness by developing and delivering Training and Doctrine Command (TRADOC) accredited training. This is accomplished by offering courses in organizational readiness, strength maintenance, resource management, human resources and unit readiness, information technology, and installations, logistics, and environmental training.

THE ARNG DISTRIBUTED LEARNING PROGRAM

The ARNG distributed learning (DL) program creates content, provides access, and enables delivery of online training to enhance the readiness of Soldiers, civilians, and units throughout the ARNG. The DL program provides ARNG leaders with alternate methods to conduct training, which enables flexible scheduling and expanded opportunities for training. The DL program also provides ARNG trainers with access to ready-made online instructional content, which frees their time for other duties while increasing the scope of available training.

The ARNG DL program is part of the Army DL program and the Army Training Support System. The Army funds the DL program through the Training Program Executive Group. During FY15, the DL program received \$21M of OMNG funding for state-level operations, \$9.1M of OMNG for federal-level operations and creation of content, and \$2.9M of other procurement Army funding for technical refresh of ARNG DL classroom equipment. The DL program also successfully competed for \$9.52M in FY15 ARNG NAREA funds for modernization of fixed DL classrooms and fielding of mobile DL classrooms.

Content: The DL Program creates online learning products that address ARNG-specific training requirements for Soldiers and civilians. During FY15, the DL program revised five interactive multimedia online courses, totaling 44 instructional hours, to update the underlying software so the courses could operate in new and projected technical environments. The DL program also produced seven new interactive multimedia online courses, totaling 48 instructional hours.

Access: The DL program provides ARNG Soldiers and civilians with access to ARNG-specific online learning through GuardU, the ARNG online learning portal, which is hosted on the Army's Enterprise Lifelong Learning Center. GuardU uses the Blackboard Learn course management software to provide access to DL content, which includes interactive multimedia and instructor-led training. During FY15, GuardU increased its catalog from 158 courses to 184 courses. More than 22,000 users enrolled in GuardU courses during FY15, bringing total enrollments since its launch in May 2011 to more than 98,000.

Delivery: The DL program enables delivery of online learning for Soldiers, civilians, and units through a nationwide network of ARNG DL classrooms. The DL classrooms support military training, enhance mission command, and provide shared use for Joint, interagency, intergovernmental, and community activities at the point of need, at or near ARNG unit home stations. Today's DL classrooms continue the legacy of the National Guard distance learning regional demonstration project established by Congress in Public Law 103-335 (DoD Appropriations Act, 1995) and the nationwide DL project authorized by Congress in Public Law 104-61 (DoD Appropriations Act, 1996).

At the end of FY15, the DL program had 350 ARNG DL classrooms nationwide, comprised of 298 fixed DL classrooms and 52 mobile DL classrooms, with at least one DL classroom in every state and territory. The states reported more than one million instances of individual attendance in DL classrooms during FY15, totaling more than 407,000 hours of utilization—maintaining a stable upward trend of attendance and utilization since FY12. More than 80 percent of the attendance and utilization of DL classrooms was attributed to military training, with about 15 percent attributed to mission command and 5 percent attributed to shared use. The U.S. Military Entrance Processing Command conducted online entrance examinations of more than 55,000 applicants nationwide in ARNG DL classrooms during FY15. In another example of shared use, the State of Washington provided DL classrooms for the training of federal and state firefighters to fight wildfires in the Pacific Northwest during the summer of 2015.

Most fixed and mobile DL classrooms today have networked computer workstations, with audio/video presentation and video teletraining capabilities. But leaders and trainers from the states have reported that video teletraining has diminished in importance since the mid-1990s when the DL classrooms were originally designed. In response to the states, the DL program will use FY15 NGREA funds during FY16 to field 22 mobile DL classroom-lites, which are mobile DL classrooms without the audio/video and video-teletraining equipment. The DL program will use the remaining FY15 NGREA funds to replace more than 1,600 end-of-life workstations and refresh the technology in 62 fixed DL classrooms to modern digital equipment.

SMTC Senior Instructor MSG Burton, role-plays a potential recruit as part of a training evaluation exercise for the ARNG Non-Career Recruiter Course. The training technology allows an instructor to call a recruiter-in-training in a mock-up office, while being observed in real-time on the computer monitor. *(Photo courtesy of the Arkansas National Guard.)*



INTELLIGENCE AND SECURITY PROGRAMS

The ARNG possesses the largest density of Military Intelligence (MI) professionals of any of the Department of Defense's Reserve Components. The Intelligence and Security Directorate is responsible for the manning, training, and equipping of ARNG MI units and personnel. The Intelligence and Security Office, also referred to as G2, is part of the staff section that manages MI training opportunities designed to improve the operational readiness of intelligence units and Soldiers by enhancing and sustaining the perishable skills of intelligence personnel.

Military Intelligence - 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 the Combatant Commanders' 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. MI in the ARNG is a key partner in supporting the intelligence requirements for the RAF.

FOUNDRY INTELLIGENCE TRAINING PROGRAM

The Foundry Intelligence Training Program provides an avenue to keep Army MI Soldiers trained and ready to provide support to deploying and engaged units. Through this program, 9,967 MI Soldiers sustained and enhanced perishable analytical and technical MI skills. In FY15, \$3.6M in Foundry funds supported more than 140 training opportunities that directly supported 1,200 Soldiers. These training events provided MI Soldiers the knowledge needed to fuse intelligence and provide threat analysis to the Combatant Commanders and National Defense Agencies through the Federated Intelligence Program. The ARNG Federated Intelligence Program uses MI Soldiers to support the critical MI mission requirements of the Combatant Commanders. Foundry enables training for MI Soldiers to participate in the Federated Intelligence Program during inactive duty and annual training providing real-world support to current operations. Additionally, Foundry training opportunities ensure continuous engagement of ARNG MI Soldiers in preparation for brigade and division collective training exercises. In an effort to fill intelligence gaps, Foundry keeps the intelligence professional engaged to prevent atrophy of perishable skills.

ARMY LANGUAGE PROGRAM

The Army Language Program (TALP) funds foreign language sustainment and enhancement training for the ARNG's MI linguists. The program enables MI linguists to maintain mission-critical language skills and supports ARNG unit readiness thus contributing to successful global operations in the 21st century's complex environment. In FY15, \$7.1M in TALP funds trained 2,974 Soldiers across 26 states by ensuring access to a rich variety of training opportunities, including: immersion training for 42 ARNG linguists at the Joint Base Lewis-McChord Language and Culture Center; a growing number of classes (from 55 to 71 courses in FY15) at the Georgia and Utah Language Training Centers; inactive duty training in 28 language labs at the state level; 30 ARNG linguists enrolled in the National Security Agency's National Cryptologic School; and 10 ARNG linguists participated in the Reach Language Support Program.

ARMY COUNTER-INTELLIGENCE PROGRAM

Army Counterintelligence Program funds the Army National Guard's Threat Awareness and Reporting Program (TARP). TARP is a statutory and regulatory requirement to ensure personnel understand and report potential threats from foreign intelligence and international terrorists to include the impact on Insider Threat to the Army. The Chief, National Guard Bureau is responsible for ensuring that 100 percent of all ARNG personnel receive an annual TARP briefing. In FY15, \$450K funded TARP support to all 54 states, territories and the District of Columbia.

The G2 activated Counterintelligence Liaison Agents (CI LNA) to assist the state G2/J2 in improving state compliance with statutory and regulatory TARP requirements. In FY15, CI LNAs coordinated TARP briefer certification for 119 ARNG Soldiers who were then able to provide TARP training to their respective states. There are now 613 certified TARP briefers within the ARNG and, as a result, 116,520 Soldiers received annual TARP briefings. CI LNAs conducted TARP assessment visits to 42 of the 54 states, territories and the District of Columbia. During these visits, the CI LNAs facilitated Senior Executive TARP briefings to state leadership, Special Threat Awareness Training to ARNG Soldiers with enhanced CI vulnerability, and provided a detailed report matrix to leaders for state TARP performance.

ARMY SECURITY PROGRAMS

The Command Security Program enabled the Army National Guard to reduce vulnerabilities in eight security areas: personnel security, information security, industrial security, communications security, special access programs/sensitive activities, security education training and awareness, sensitive compartmented information, and foreign disclosure. The program executed \$153,000 for the development of security courses at the Lavern E. Weber Professional Education Center, located at Camp Robinson in North Little Rock, Arkansas. These training courses address ARNG-specific functions regarding the implementation of multiple state security programs. Additionally, centrally managed training workshops and mobile training teams for security professionals across the Army National Guard conducted training to maintain employee proficiency in personnel, information, and industrial security programs.

In FY15, the program provided \$761,000 to 28 states to fund the Special Security Officer/Representative positions necessary to manage ARNG Sensitive Compartmentalized Information Facilities. An additional \$70,000 was provided to upgrade intrusion detection systems for installations in Idaho and Vermont.





FOLK

FOLK

SOLDIER READINESS

The ARNG stands ready to respond to the full spectrum of global and domestic security and humanitarian contingencies. This diverse mission set requires a fully manned, well-trained, and ready force. 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 levels. The Man-Train-Develop-Support approach to Soldier readiness ensures the ARNG is comprised of high-quality, fully trained, personally motivated, and confidently supported Citizen-Soldiers.

MANNING THE FORCE

The ARNG's Man-the-Force objective is to acquire and retain the best talent the nation has to offer. This is done through a steady supply of qualified new entrants and the retention of Soldiers who are agile, responsible, tailorable, and capable of responding to any mission, anywhere, anytime.

In FY15 the ARNG end strength was reduced from 354,200 to 350,200. The ARNG achieved 99.9 percent of the Congressionally authorized end strength ceiling made possible through the retention of non-expiration of term of service losses and achieving 100.16 percent reenlistment mission.

The recruiting and retention philosophy of the ARNG focuses on building a partnership among the recruiting and retention commands and units to meet end strength goals (Tables 3, 4 and 5). This year's success is attributed to the diligence and hard work of the ARNG's recruiting and retention enterprise. The ARNG Strength Maintenance Enterprise is an all-volunteer team staffed by highly motivated recruiting professionals serving under both Title 10 and Title 32 of the U.S.C. and stretched across all 54 states, territories and the District of Columbia. Unlike the general recruiting efforts of the Active Component and other Services, ARNG recruiters recruit to specific unit vacancies in every state and territory. Retention and attrition management are tailored to the unique needs of units in more than 2,600 communities across the United States, Guam, Puerto Rico, and the Virgin Islands.

Table 3
ARNG Enlistment

ARNG ENLISTMENT

	FY14 Goal	FY14 Actual	FY15 Goal	FY15 Actual
Army National Guard	47,900	46,658	46,600	42,317

Table 4
ARNG End Strength

ARNG END STRENGTH

	FY13	FY14	FY15
Goal	358,200	354,200	350,200
Actual	357,735	354,072	350,023
Percent Delta	99.87%	99.96%	99.95%

Table 5
ARNG Retention

ARNG RETENTION

	FY13 Actual	FY14 Actual	FY15 Goal	FY15 Actual
Army National Guard	51,117	43,272	35,626	35,683

Data Source: 2015 National Defense Authorization Act for FY 2015 Reserve Component Management System, G1 Portal, September 30, 2015.

The Pennsylvania National Guard's 28th Infantry Division and its brigades participated in physical training March 20, 2015. The training involved carrying water jugs, ammo cans, and liters up a steep trail towards Second Mountain Hawk Watch. The training was meant to replicate the division's historic World War II movement along the Kall Trail in Germany. (Photo by SSG Matt Jones, Pennsylvania National Guard.)

ADVERTISING AND MARKETING

The ARNG's highly successful FY15 national advertising and marketing campaigns posture the ARNG to meet future recruiting and retention and end-strength goals. The ARNG executed \$97.05M for marketing and advertising in FY15.

In recent years, the ARNG's recruitment marketing efforts focused on centrally managed national branding programs that have contributed significantly to increasing the ARNG's brand recognition across a broad segment of the American public.

Faced with rapidly declining marketing budgets, the challenge became finding the most effective ways to turn limited marketing dollars into programs that sustain the ARNG brand with the American public, while generating quality leads that fill the ARNG's ranks with the best Soldiers America has to offer. In this fiscally constrained environment, the ARNG must effectively steward its programs, finding innovative and cost-effective ways of doing business to get the best return on investment.

The ARNG's goal is to continue funding high-performing national advertising and localized state marketing efforts to the fullest extent possible. Therefore, the ARNG set out to revitalize various national marketing programs with the intent to better serve the states and ensure the ARNG continues to utilize the three tenants of recruiting: accessions, retention, and attrition in order to meet end strength goals.

Additionally, the ARNG strives to increase awareness and consideration of Service by communicating the unique benefits the ARNG has to offer through engagements between local recruiters and qualified prospects.

All 54 states, territories and the District of Columbia have the opportunity to leverage national-level marketing and advertising campaigns to reach specific local target markets. These programs are instrumental in increasing brand awareness, lead generation, and school entry vehicles. The ARNG Strength Maintenance division directly supports these efforts and strives to complement state-driven programs geared specifically toward distinct and local target markets.

Bonuses and Incentives

Bonuses and incentives are critical in maintaining a cost-effective operational force. The ARNG utilizes bonuses and incentives to recruit non-prior service, prior service, and transitioning Active Duty personnel and to retain current ARNG Soldiers. This recruitment and retention ensures the ARNG is meeting end strength goals with the right skillsets and experience to maximize total readiness.

The Prior Service Enlistment Bonus (PSEB) offers financial incentives to qualified applicants from other Services seeking to enlist in critical ARNG skill vacancies. Qualifying prior-service Soldiers can receive a bonus amount of up to \$30,000 for enlisting into designated critical skills. Reenlistment bonuses incentivize trained ARNG Soldiers who are reaching their Expiration of Term of Service (ETS) date, to continue serving in their qualified Military Occupational Specialty (MOS), further reducing the need to increase training budgets. In FY15, bonuses and incentives utilized \$70M to preserve experience in ARNG formations and achieve overall end-strength objectives.

The ARNG recruits and retains health professionals by offering incentives that can be tailored to these professionals. In FY15, ARNG offered stipends during school and residency, as well as loan repayment up to \$240,000 and bonuses up to \$25,000.

The ARNG's Guard Incentive Management System (GIMS) features increased management controls, user-friendly features, and automated tools to ensure bonuses and education programs are awarded accurately. The application prioritizes incentives based on each unit's need to support improved readiness, adds enhanced budgeting controls, and increases ARNG program guidance and direction through robust reporting.

TRAINING THE FORCE

Initial Entry Training

Initial Entry Training (IET) encompasses all training individuals receive as they transition from civilian to Soldier. Army National Guard recruits participate in up to 36 unit training assemblies (UTAs) in the Recruit Sustainment Program (RSP) before attending basic combat training. The RSP prepares a newly enlisted Soldier for the rigors of basic combat training.

Basic combat training consists of a 10-week, intensive course that trains Soldiers in fundamental tasks of the profession. This is followed by an additional 6- to 52-week Advanced Individual Training (AIT), necessary for Soldiers to obtain their assigned MOS qualification. A variation of this process is One Stop Unit Training (OSUT), in which a Soldier will attend all training at the same military installation. The basic combat training installations are: Fort Jackson, South Carolina; Fort Benning, Georgia; Fort Leonard Wood, Missouri; and Fort Sill, Oklahoma. Advanced Individual Training installations are specialty-branch specific and located across the United States. In FY15, the ARNG executed \$49M in RSP and \$502M to fill basic combat training slots and OSUT slots, as well as to send Soldiers to AIT.

Newly commissioned officers in the ARNG attend a 14- to 52-week Basic Officer Leader Course (BOLC) to become qualified in their respective specialties. Basic Officer Leader Course installations are branch-specific and located across the United States. In FY15, the ARNG executed \$61M to send commissioned officers to their respective BOLCs.

Inactive Duty Training

Inactive Duty Training (IDT) is the ARNG's foundational training platform, enabling ARNG units to support local and federal missions. Soldiers attend IDT on "drill weekends" (typically one weekend a month) to train on individual, crew, and section-level tasks in order to prepare for collective-level training in full-spectrum operations, at company-, battalion-, and brigade-sized operations. The foundation of IDT is the UTA, with a typical drill weekend consisting of four UTAs.

In addition, IDT supports other training missions with additional training periods, additional flight training periods, jump proficiency training periods for airborne Soldiers, and civil disturbance training in support of local and state missions. Soldiers attend training in a variety of locations from readiness centers within their communities to training facilities co-located on active duty installations. The IDT program executed \$1.714B in FY15.



SPC Angela Warden of the Texas National Guard's Forward Support Company, 1st Battalion, 143rd Infantry Regiment (Airborne), provides security on the airfield after unloading from a C-17 "Globemaster" during a training mission at North Texas Regional Airport, March 28, 2015.
(Photo by SSG Mark Scovell.)

DEVELOPING THE FORCE

The ARNG encourages Soldiers to be lifelong learners and provides a number of resources to help Soldiers identify and achieve their civilian education goals and objectives. Often, those goals may be more achievable than expected because many military courses and specialties can be credited toward a degree.

Joint Services Transcript

The Joint Services Transcript (JST) is an academically accepted document approved by the American Council on Education (ACE) to validate a Service member's military occupational experience and training along with the corresponding ACE college credit recommendations. Soldiers interested in obtaining an academic credential should first go to the JST website available at: <https://jst.doded.mil/smart/signIn.do>, to download their JST and see how much college credit ACE has recommended for their military training.

Federal Tuition Assistance

Federal tuition assistance helps ARNG members achieve education goals and develops a more competent and professional force. Assistance is available at a rate of 100 percent of tuition costs up to a cap of \$250 per semester hour, up to 16 semester hours per year. In FY15, 19,504 Soldiers were enrolled in more than 69,416 courses in pursuit of higher education at a cost of \$41.9M. This assistance continues to be a strong symbol of the ARNG's commitment to both professional and personal development.

GI Bill

The GI Bill is an entitlement earned by ARNG Soldiers to help pay expenses related to pursuing a college degree. The ARNG has six GI Bill programs available, and each has its own eligibility criteria and payment structure. The programs are: Montgomery GI Bill–Active Duty (MGIB-AD), Montgomery GI Bill–Selected Reserve (MGIB-SR), MGIB-Kicker, Reserve Educational Assistance Program (REAP), Post-9/11 GI Bill, and Post-9/11 GI Bill Transfer of Entitlement Benefits (TEB). Army National Guard Soldiers may receive up to 36 months of benefit payments from any one GI Bill program and a lifetime maximum of 48 months by combining two or more programs.

Table 6
ARNG GI Bill Benefits

ARNG GI BILL BENEFITS

Program	Authority	Eligibility	Benefits (Full-Time)
MGIB-SR	Title 10, U.S.C. § 16131	<ul style="list-style-type: none"> 6-year commitment in ARNG High School diploma or equivalent IET completion 	\$368/month
MGIB-SR Kicker	Title 10, U.S.C. § 16131(i)	<ul style="list-style-type: none"> 6-year commitment in ARNG Commit to serve in a critical MOS or UIC Qualify for MGIB-SR or MGIB-AD 	\$200/month (enlisted) \$350/month (officer)
MGIB-AD	Title 38, U.S.C. § 3001	<ul style="list-style-type: none"> Serve 3 years on AD or AGR (100%) Serve minimum of 2 years on AD or AGR (80%) 	\$1,789/month (3+ years of AD) \$1,454/month (2+ years of AD)
REAP	Title 10, U.S.C. § 16161	<ul style="list-style-type: none"> Serve at least 90 continuous days in support of a contingency operation Payment based on longest single deployment 	90 days – \$716/month 1 year – \$1,073/month 2+ years – \$1,431/month
Post-9/11	Title 38, U.S.C. § 3301	<ul style="list-style-type: none"> Serve in a qualifying duty status for at least 90 days or three months after September 10, 2001 Payment tier (40%-100%) based on aggregate months of qualifying duty 	(Prorated by payment tier) *In-state tuition and fees, up to \$21,085/year *Books and supplies payment of up to \$1,000/year *Monthly housing stipend, based on BAH of E5 with dependents at school's zip code
TEB	Title 38, U.S.C. §3319	<ul style="list-style-type: none"> Serve 6 years and agree to serve an additional 4 years Qualify for Post 9/11 	Dependents receive payment at Soldier's tier level. Spouses can use immediately; children can use after Soldier completes 10 years.

Menu: The ARNG spent \$2.5M in FY14 to manage and administer these GI Bill programs.

SUPPORTING THE FORCE

Full-Time Support Personnel: Active Guard Reserve and Military Technicians

The ARNG full-time support (FTS) programs are comprised of Active Guard Reserve military personnel and civilian Dual Status and Non-Dual Status military technicians. The ARNG FTS programs are career status active service programs established by law and codified in the USC. Full-time support personnel are critical to the foundation readiness of the ARNG. They are responsible statutorily for performing organizing, administrative, recruiting, training, maintenance, and operational duties for the select reserve. In FY15, 31,385 AGRs and 28,810 military technicians directly enabled the ARNG to support the full spectrum of operations both stateside and abroad.

Personnel Systems

The ARNG was the first Army organization to launch Increment I, Release One “Soldier Record Brief” of the Integrated Personnel and Pay System–Army (IPPS-A). By FY18, IPPS-A will begin to replace existing ARNG personnel systems. Transitioning 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. When fully deployed in 2020, IPPS-A will replace more than 40 legacy personnel and pay systems in the Army, ARNG, and USAR. The developed system will provide a self-service capability that allows Service members to view personal information 24 hours a day and access the system from anywhere in the world through a secure log-in. IPPS-A will revolutionize the way the Army manages all military personnel around the globe.

The ARNG IPPS-A program was funded a total of \$3.65M to document program requirements, create interface specifications, map data, perform business process reengineering, and prepare training and testing plans. The ARNG added additional resources, to a total of \$3.95M, in order to support the IPPS-A program to meet the requirements for FY15, which provided support to all 54 states, territories and the District of Columbia in the areas of data migration, testing, training, change management, and deployment. The supplementary funding was a necessity to assist in identifying errors and omissions when converting data from the legacy system 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. The ARNG executed \$2.5M in this process. In FY15, a total of 220 engineering change proposals were completed to include data and file updates. The releases were fielded to all the states, territories and the District of Columbia. The changes improved data quality and personnel readiness and positively impacted 14 other systems they interface with across the Army, ARNG, and other agencies.

As of December 4, 2015, Defense Secretary Ash Carter has opened up all military occupations to women, but in 2012, 1LT Tara Robertson took command of the Minnesota National Guard’s 849th Mobility Augmentation Company. She was the first woman to command the previously all-male unit. She was awarded a Bronze Star Medal for her service in Afghanistan. *(Photo courtesy of the Minnesota National Guard.)*



The Data Governance, Enterprise Architecture, and Portfolio Management Team executed \$699,000 to implement the Organizational Execution Plan for covered and non-covered ARNG human resource management business systems. This included completing the following items for each system:

- Core Data center migration analysis
- Development of DoDAF-compliant artifacts including SV-1s, SV-4s, and SV-6s
- Risk Management Framework transition from DoD Information Assurance Certification and Accreditation Process
- Business Enterprise Architecture
- Records Management Surveys
- Federal Information Security Management Act Compliance
- Army Portfolio Management Solution Data Validation

In addition, the team:

- Provided monthly support for ARNG G1 IT initiatives through the IT Governance Steering Committee and the HRM Domain working groups in support of ARNG G1 system owners
- Completed the re-accreditation of the only system due during FY15 (Interactive Personnel Electronic Records Management System or iPERMS)
- Completed annual review of the System Functionality Descriptions for all ARNG G1 systems
- Reduced the number of ARNG Human Resource Management domain systems from 16 to 15
- Completed analysis for development of “future state” ARNG boards



Texas Army National Guard Soldiers pose for a photo for the Purple Heart ceremony at the Warrior and Family Support Center's Purple Heart Garden, September 24, 2015. From left, MG William L. Smith, SGT Michael Cantu, SPC James Burkett, SSG Guadalupe Chapa, COL Mark Swofford, Texas Governor, Greg Abbott and SPC Jose Romo, seated. (Photo by Robert Shields.)

Line of Duty and Incapacitation Pay

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 in an authorized duty status. Soldiers who are wounded, injured, or ill must be given every opportunity to return to full duty. Line of Duty (LOD) investigations determine whether Soldiers are eligible for certain benefits. Statutes governing these benefits generally require that disabling injuries or death be Service-connected. The Department of Veterans Affairs makes its own determinations with respect to LOD.

Army National Guard Soldiers incapacitated in LOD are entitled to medical and dental care until they qualify to return to full military duty or no longer demonstrate a loss of earned civilian income, if applicable. Incapacitation pay (INCAP Pay) will continue so long as the conditions warranting it exist and the approving authority determines that, in the interest of fairness and equity, the payment should continue. If the resulting incapacitation cannot be materially improved by further treatment, the Soldier is placed in the Integrated Disability Evaluation System (IDES).

In FY15, the ARNG executed \$22.5M in LOD/INCAP payments to eligible ARNG Soldiers in the 54 states, territories and the District of Columbia. The program approved more than 18,000 INCAP claims and settled more than 630 INCAP claims, ensuring Soldiers received their benefits in a timely manner and helped facilitate a successful recovery and/or transition. The payments are provided to Soldiers who incur an injury, illness, or disease while performing in an authorized duty status. In December 2013, the Secretary of the Army granted approval to the ARNG to return Soldiers up to 179 days to Active Duty to receive medical care for low-risk, low-acuity illness or injuries. The Reserve Component Managed Care (RCMC) pilot program has reduced the ARNG's quantity of Soldiers eligible to receive INCAP Pay, thereby saving the ARNG \$1.4M in INCAP Pay. The RCMC pilot program was recently extended by the Secretary of the Army until September 30, 2018. The projected savings could reach \$5M by the end of FY17.





FAMILY READINESS

The Soldier and Family Support division supports the ARNG strategic initiative of balanced readiness. As part of balanced readiness, one of the Director's goals is "Ready Guard Soldiers and Families." In FY15, the Soldier and Family Support division obligated more than \$231M to fund services supporting Soldiers and Families. The Soldier and Family Support division skillfully oversees these funds in order to improve and sustain family readiness for every ARNG Soldier, Civilian, and Family member.

RESILIENCE AND RISK REDUCTION PROGRAMS

Army National Guard resilience and risk reduction programs consist of resilience training, suicide prevention, the Substance Abuse Program (SAP), and Sexual Harassment/Assault Response and Prevention (SHARP). In order to maintain resilient communities, the Soldier and Family Support division offers strength-based, positive psychology tools to aid Soldiers, Leaders, and Families. These tools, in coordination with resilience training and distribution of information, provide the ability for Soldiers and Families to thrive in the face of challenges and recover from adversity.

GUARD RESILIENCE TRAINING

The Comprehensive Soldier and Family Fitness initiative produces a Total Army team of physically healthy and psychologically strong Soldiers, Civilians, and Families. Resilience and total fitness enables Soldiers, Families, and Army Civilians to thrive in the face of adversity. The Global Assessment Tool, which Soldiers complete annually, measures and tracks 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. FY15 also saw the introduction of teen resilience; the ARNG conducted a pilot in 19 states and are preparing to release the curriculum to the entire Nation in FY16. In FY15, the ARNG obligated \$3.45M for the resilience program, which trained 865 MRTs and 601 Resilience Trainer Assistants and resourced two MRT training centers. To date, the ARNG has filled 1,908 of the 2,292 Unit Status Report (USR) reportable companies and trained 6014 MRTs since the inception of the program in November 2009.

SUICIDE PREVENTION

In FY15, the ARNG Suicide Prevention Program executed \$17M. The Suicide Prevention Program continued to emphasize training, metrics development, and data collection efforts to better evaluate its program. A national conference was held at the PEC in Little Rock, Arkansas, bringing in representatives from every state, territory, and the District of Columbia. The conference focused on developing evidence-based metrics nested within the Department of the Army's Ready and Resilient Campaign Strategic Objectives, setting evaluation frameworks for state best practices to be evaluated in 2016.

The ARNG funded 56 contract Suicide Prevention Program Managers (SPPMs) to lead states' suicide prevention efforts, train Soldiers how to intervene in a suicide crisis situation, and track all suicide-related data. Due to the success of the SPPMs, the ARNG plans to continue the contract for another period of performance.

The ARNG has continued to fund training down to the company level. An additional 31,642 Soldiers were trained in Ask, Care Escort-Suicide Intervention (ACE-SI). The ACE-SI is a four-hour class that provides junior leaders and first-line leaders additional training in suicide intervention. To date, 540 Soldiers have attended the Applied Suicide Intervention Skills Training (ASIST)-Train the Trainer, instructing 8,447 of their battle buddies in the intensive, 16-hour course. Gatekeepers are trained in ASIST to recognize someone in crisis, intervene to keep him or her safe, and help the Service member find assistance in his or her time of need. The goal in FY16 is to train 10,000 additional personnel in ASIST and ACE-SI.

SGT Christopher Stewart, 1-114th Infantry, New Jersey Army National Guard, holds his daughter at Joint Base McGuire-Dix-Lakehurst, New Jersey, May 18, 2015. The nearly 450 Citizen-Soldiers returned home from a nearly year-long deployment in support of Operation Enduring Freedom. (Photo by MSgt Mark C. Olsen, U.S. Air National Guard.)

SUBSTANCE ABUSE PROGRAM

The ARNG Substance Abuse Program provides risk reduction, prevention, drug deterrence through drug testing, and resources for rehabilitation services, designed to achieve and maintain resilience and personnel readiness. In FY15, the ARNG executed the second option year for its Substance Abuse Services Initiative (SASI) national contract, worth \$13.7M. The contract provides 143 Alcohol and Drug Control Officers (ADCOs) and Prevention Coordinators (PCs) positions to the 54 states, territories and the District of Columbia. Additionally, each state, territory and the District of Columbia has one Drug Testing Coordinator (DTC). States and territories also received funding for drug testing supplies and shipping. Allocation of these

funds was based on assigned end strength. In FY15, more than 135,000 ARNG Soldiers completed the Unit Risk Inventory and more than 3,900 ARNG Soldiers completed the Reintegration Unit Risk Inventory. These surveys assist commanders in identifying high-risk behaviors and aid in targeted education and early intervention strategies that directly contribute to increased ARNG readiness and retention. The goal in FY16 is to continue the national SASI contract to provide states with contract personnel to conduct Unit Risk Inventories for risk mitigation, conduct the required prevention education, and refer to assessments and services for those Soldiers in need.

SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION

The ARNG SHARP program continues to reinforce the Total Army's commitment to eliminating incidents of sexual harassment and assault through education, training, disciplinary action, and victim-centered response services.

In FY15, the ARNG SHARP program retained allocation for a full-time Sexual Assault Response Coordinator (SARC) and a Victim Advocate Coordinator (VAC) for each state, territory and the District of Columbia in accordance with the NDAA of 2012. In addition to the FTS personnel, the ARNG has trained more than 2,900 Collateral Duty SARCs and VACs at the

brigade, battalion, and lower levels. The ARNG's ultimate goal is to have all trained SHARP personnel certified by the DoD Sexual Assault Advocate Certification Program. Currently, the ARNG has 3,411 trained SHARP personnel certified to DoD standards. Furthermore, the ARNG established an 80-hour SHARP Program Mobile Training Team (MTT). The MTT consists of two Army National Guardsmen certified by the Department of the Army SHARP Academy, who traveled as instructors to nine states, training more than 225 National Guard Soldiers in FY15. In FY15, the ARNG obligated \$6.3M for the ARNG SHARP program.

FAMILY PROGRAMS

Ready and resilient Families provide the support and strength that many Soldiers depend on to accomplish their missions. The ARNG supports Family readiness and resilience through an array of support and capabilities delivered at the unit and state levels, often in partnership with community-level service providers. In FY15, Family programs obligated \$76M. Army National Guard Family Assistance Centers (FACs) in 396 communities within the 54 states, territories and the District of Columbia provide information, resource, and referral assistance to geographically dispersed Soldiers and their Families, connecting them to federal, state, and local resources available to meet their needs throughout the Soldier lifecycle.

Family Assistance Center services include, but are not limited to:

- Defense Enrollment Eligibility Reporting System (DEERS) enrollment and issuance of DoD identification cards
- TRICARE and military medical benefits education
- Emergency financial services
- Legal information and referral
- Crisis intervention and referral
- Community information and referral

FACs address a broad array of issues from geographically dispersed members of all military services (not just the ARNG).

In FY15, the FACs addressed more than 46,060 cases (a decrease of 18 percent from FY14) and more than 2.6 million queries (a decrease of 23.7 percent from FY14).

Beginning in FY14, National Guard Family Programs in states began the process to achieve program accreditation through the Council on Accreditation with Kansas serving as a pilot state. During FY15, over 25 states began the accreditation process. As of September 30, 2015, the National Guard Family Programs in 12 states have achieved accreditation. Another 15 states are in another phase of the accreditation process (self-study through completed site visit) with the goal of achieving accreditation within the 3 to 6 months. During FY16, 15 states will begin the accreditation process. By FY17, the National Guard Family Program in all 54 states, territories and the District of Columbia will have the opportunity to participate in the accreditation process in order to meet the DoD requirement.

Family Readiness Support Assistants (FRSAs), located at the Joint Forces Headquarters and Brigade Commands, provided administrative and logistical support to commanders, strengthening unit Family readiness programs. In addition, FRSAs provided resilience and Family readiness group training to ARNG Families and statutory volunteers. During FY15, the ARNG maintained 251 FRSAs within the states, territories and the District of Columbia.

CHILD AND YOUTH PROGRAMS

During FY15, 19 states piloted the Comprehensive Soldier and Family Fitness (CSF2) Teen Resilience Curriculum. More than 1,100 ARNG youth, ages 11 to 18 years, received a two-hour Resilience Workshop, which targeted key resilience modules of “Hunt the Good Stuff,” “Goal Setting” and “Activating Event/Thoughts/Consequences.” Additionally, more than 400 youth received all or part of the 14 resilience skills over the course of the year within the “Full Curriculum” group. The response was overwhelmingly positive, and the ARNG will field the Teen Resilience Curriculum in all 54 states, territories and the District of Columbia during FY16.

The ARNG Child and Youth Program provided more than 1,800 community-based childcare spaces, in addition to conducting 1,915 youth events for more than 66,055 youth participants. Valuable community partnerships help to multiply Child and Youth Program capabilities, given limited staff and geographic dispersion. Programming focuses on connecting

ARNG youth with each other to build their network of peer support, providing meaningful and age-appropriate youth development training and leadership opportunities, and engaging youth service learning projects that help to build life skills and connect the community to military youth. The ARNG was able to conduct joint services events, supporting military children from the Air National Guard and other components, through the support of community partners and the Army’s Operation Military Kids. All 54 states, territories and the District of Columbia have established a State Teen Council, which provides valuable “youth voice” input to state and national future program needs and activities. The ARNG Child and Youth Programs could not be successful without the tireless dedication of the over 8,095 adult and youth volunteers who donated 179,430.5 hours during FY15. Volunteers fill a variety of roles including, but not limited to, administrative, social media, marketing, hands-on support at youth events, and logistical support.

YELLOW RIBBON REINTEGRATION PROGRAM

The ARNG Yellow Ribbon Reintegration Program (YRRP) educates Soldiers and Family members on outreach services in a relaxing venue throughout the deployment cycle. The ARNG conducts pre-deployment, during-deployment, and post-deployment YRRP events/activities. In accordance with Public Law 110-181 (NDAA 2008) and DoD Instruction 1342.28, YRRP events/activities are aimed at those Service members ordered to Active Duty or full-time operational support, other than for training, in the Continental United States (CONUS) or outside CONUS, for 90 consecutive days, as well as their Families/designated individuals (DIs).

The YRRP events/activities provide Service members and their Families/DIs with information and resources that can assist them

in understanding their benefits, knowing how to access those benefits, becoming familiar with resource providers in their communities, and/or overcoming the challenges of being deployed. The events/activities focus on providing education and ensuring the readiness of Service members and their Families/DIs; i.e., information on medical and dental care, behavioral health care, counterdrug programs, stress reduction, employment and education opportunities, and strengthening personal relationships. The ARNG obligated \$24.1M in FY15 for the Yellow Ribbon Reintegration Program, and projects a \$29M requirement in FY16.

EMPLOYMENT OUTREACH

The ARNG Employment Outreach Program services the 54 states, territories and the District of Columbia with employment resources for use in their individual employment programs, which aid Service members and their Families in obtaining gainful employment. The Employment Outreach Program continues to provide services to all stakeholders with resources by obtaining and maintaining strong working relationships with Veteran Service Organizations (VSOs), non-profit organizations, and national corporations and continuing to share best practices between the states and territories. This includes the establishment of the National Guard Employment Network (NGEN), which provides a network for Service members and their Families to connect directly with employment resources, service providers, and employers. Resources are leveraged through memorandums of understanding between the National Guard and non-profit

organizations to promote readiness, resilience, and retention among Service members and their Families.

The Chief, NGB published the Strategic Planning Guidance 2014-2020 on November 22, 2013 to outline major objective 2-1, and The Army Transition Campaign Plan, published June 18, 2014, outlines Career Readiness Standards that must be achieved during a Soldier’s Life Cycle.

- Improve Soldier employment readiness by providing employment and education opportunities to develop and retain high-quality personnel.
- The ARNG executed \$2.4M in FY15 and projects requirements of \$15.4M in FY16 for Career Readiness Standards.

SURVIVOR SERVICES

The ARNG supports the survivor needs of Soldiers and their Families through its cooperative effort with Parent Services, Veteran Service Organizations (VSOs), the Casualty and Mortuary Affairs Operations Center (CMAOC), and the Casualty Assistance Centers (CACs).

The ARNG Survivor Outreach Services (SOS) team is a critical piece of the “one” Army program. Regardless of Soldier’s Army component, duty status, location, or manner of death, SOS Support Coordinators and Financial Counselors provide dedicated outreach and support for as long as surviving Family members desire.

The ARNG, USAR, and AC Families are served by the closest SOS office. Army National Guard SOS Support Coordinators are a key component of the SOS team, servicing 65 percent of the total Survivor population, with SOS Support Coordinators in 51 of the 54 states, territories and the District of Columbia. The SOS program obligated more than \$9M to the SOS contract, which included 109 SOS coordinators. The ARNG SOS Support Coordinators assisted over 43,450 surviving Family members in FY15.

The ARNG renders military funeral honors (MFHs) for all eligible Veterans when requested by the next of kin or authorized representative. The survivor services contract provides 57 contracted state MFH coordinators who facilitate the requests and support for MFH training, administrative, and logistical functions. These state coordinators synchronize funeral honors by coordinating all aspects of service, including the Family, MFH team, funeral directors, and VSOs. The ARNG MFH program supported 83 percent of military funeral honors for the Army and 10 percent of funeral honors for all Services combined. In FY15, the ARNG MFH program obligated \$64M, performing more than 118,000 honors. These costs include Soldier pay, allowances, training, and operating costs.

ARMY WOUNDED WARRIOR—ELIGIBILITY AND ENROLLMENT

The Army Wounded Warrior Program (AW2) is the official U.S. Army program that assists and advocates for severely wounded, ill and injured Soldiers, Veterans, and their Families, wherever they are located. AW2 provides support and advice during medical treatment, rehabilitation and beyond to facilitate a Soldier’s return to duty or their transition to a civilian community as a Veteran. The Army Wounded Warrior Program is “Building Paths to Independence” for our Wounded Warriors. The ARNG had over 590 Soldiers in the Wounded Warrior Transition Units (WTU) and 233 WTU Cadre supporting multiple locations at the end of 2015.

To be eligible for the AW2 program a Soldier must meet the following criteria:

- Suffer from wounds, injuries or illness incurred in the line of duty after September 10, 2001 in support of Overseas Contingency Operations
- Receive or are expected to receive at least a 30 percent rating from the Integrated Disability Evaluation System (IDES) for one of the conditions listed below:
 - Severe Loss of Vision / Blindness
 - Loss of Limb
 - Spinal Cord Injury
 - Severe Paralysis
 - Permanent Disfigurement
 - Severe Hearing Loss / Deafness
 - Severe Burns
 - Severe Traumatic Brain Injury (TBI)
 - Post Traumatic Stress Disorder (PTSD)
 - Fatal / Incurable Disease with Limited Life Expectancy

OR
- Receive a 30 percent disability rating for any other combat-related condition

OR
- Receive a combined 50 percent IDES rating for any other combat or combat-related condition



Soldiers in the Military Funeral Honors Program in the North Carolina National Guard rendered their services in late May 2015, at the Salisbury National Cemetery to honor a retired fallen Guardsman. This service is one of thousands that the Military Funeral Honors program provides to military service members, active and retired alike, who live in North Carolina. (Photo by SGT Leticia Samuels, Public Affairs.)



MEDICAL READINESS

The ARNG Office of the Chief Surgeon is dedicated to improving Soldier health and fitness. In keeping with 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 be available for deployment. 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:

1. 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.
2. 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 in each battalion.
3. Train and equip a medical force that supports full-spectrum and defense support to civil authorities operations.

Individual Soldier medical readiness is critical to building and maintaining a ready 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.

MEDICAL READINESS

Individual Soldier medical readiness is critical to build and maintain a ready and relevant operational force. The National Guard has made great strides in leveraging leadership, best practices, and innovation to build efficiencies in how the ARNG uses funding and to improve the accuracy in how the ARNG accounts for each Soldier in order to increase medical readiness and manage its non-deployable force. The ARNG executed approximately \$74M under the Reserve Health Readiness Program and national contracts, with an additional \$91M in local contracts executed at the state level. As an outcome, the percentage of ARNG Soldiers categorized as medically ready is the highest it has ever been. Only 41 percent of ARNG Soldiers were considered fully medically ready in 2007; today 86.6 percent of the National Guard is Medical Readiness Category (MRC) 1 & 2 which is defined as medically ready per Army Regulation 40-501.

68W CERTIFICATION PROGRAM

The ARNG's Health Care Specialist (68W) program is funded from training resources distributed annually throughout the states. The states ensure their 68W Soldiers stay updated with the latest changes in emergency medicine by ensuring they complete the National Registry of Emergency Medical Technician (NREMT) recertification training. ARNG Health Care Specialist Soldiers must complete 72 hours of continuing medical education training bi-annually in order to maintain their NREMT license and specialty qualification. Although recertification occurs once every two years, the ARNG Surgeon's office monitors the program annually. This continuous monitoring has paid great dividends. In FY15, the ARNG achieved a recertification percentage of 98.7 percent.

The majority of training, however, can be conducted at the Soldier's home station and many states internally train their Soldiers in order to maintain the readiness of their Soldier medics.

FLIGHT PARAMEDIC PROGRAM

The Flight Paramedic Initiative [Critical Care–National Registry Paramedic (CC-NRP)] aims to do three major things:

- Significantly improve ARNG’s pre-hospitalization trauma and critical care transport ability in support of its wartime poly-trauma patient transport mission.
- Increase interoperability with civilian medical counterparts by enhancing the ARNG’s ability to integrate planning and response efforts with local, state, and domestic operations partners.
- Create opportunities for Service members to earn civilian occupational credentials and licenses in support of the DoD Military Credentialing and Licensing Task Force, which was established three years prior at the direction of President Obama.

Army National Guard leadership supports the Flight Paramedic Initiative and acknowledges that the training of flight medics to the level of CC-NRP—or flight paramedics—will result in a quantum leap in the ARNG’s ability to field and sustain a highly deployable and operationally ready force of flight paramedics capable of responding to both wartime and domestic critical care transport requirements.

By the end of FY17, the ARNG will comprise 53 percent of the Army’s MEDEVAC capability. The ability to train and certify ARNG flight paramedics will ultimately determine the success of this flight and critical care paramedic program. The primary challenge for the ARNG is the pay and allowances (a cost not encountered by the Active Component or USAR) cost associated with sending Soldiers to school. FY16 is the first year the CC-NRP program was included in the Program Objective Memorandum but may continue to face funding challenges in the event of a Continuing Resolution. Also, issues with formal reporting results in the program competing with all state individual training requirements for prioritization.

The ARNG anticipates an enduring financial commitment of roughly \$6M to propagate a trained and ready CC-NRP population. All school funding requirements are provided by U.S. Army Medical Department Center and School while the only requirement for the ARNG is pay and allowances. Leveraging available OCO funds will assist deploying states in sending Soldiers to school.

CASE MANAGEMENT

The ARNG medical case management contract has been instrumental in the ARNG reaching new record-setting medical readiness levels. In June 2015, the \$42M per year case management contract was decentralized, resulting in an annual savings of \$15M. There are approximately 350 case management personnel across all states, territories and the District of Columbia in support of medical readiness for the ARNG. Case managers, with the help of their care coordinators, have improved the medical readiness of the ARNG over the past two years and improved ARNG readiness from 60.4 percent in 2011 to 86.6 percent as of September 29, 2015. During FY15, these professionals have closed nearly 60,000 medical cases in the e-Case system decreasing the total number of Soldiers with a MRC3B rating, which allows commands to better plan for training and deployments. The six key elements identified for monitoring to achieve this goal are as follows: PHA, duty-limiting/non-deployable conditions, dental readiness, immunization status, medical readiness laboratory tests, and individual medical equipment. Case management is involved in every key issue listed in the DoD Instruction 6025.19 except for the maintenance of individual medical equipment. It is the intent of the DoD to preserve the cohesion of the ARNG’s medical readiness.



A flight medic with Charlie Company, Vermont Army National Guard 3rd Battalion, 126th Aviation Regiment Air Ambulance, lowers from a Black Hawk helicopter on a jungle penetrator during MEDEVAC training at Camp Ethan Allen Training Site, August 1, 2015, Jericho, Vermont. (Photo by SSG Nathan Rivard.)

The National Guard Bureau's top consideration is to maintain a total force that is able to rapidly respond to and endure against threats and incidents at home and abroad, which requires a strong, agile fighting force. As the largest part of the Reserve Component, the National Guard must continue to maintain medical readiness in order to maintain its combat capabilities and also remain a critical part of the national defense team. The ARNG's current medical readiness status, which directly correlates to the case management of ARNG Soldiers, cannot endure a break in contract service.

CENTRALIZED CREDENTIALING AND PRIVILEGING

The Military Health System Human Capital Strategic Plan for 2008-2013 established the goal to define and deploy a common credentialing and privileging system across the Military Services. These strategic plans also established goals for ensuring information is accessible to military health system leaders at all levels to promote informed decision making.

The ARNG centralized credentialing/privileging contract was initiated to address inconsistencies in the credentialing/privileging requirements. The ARNG is the first force component to leverage public/private partnerships, leading technology solutions, and world-class customer service for the centralized credentialing and provider management process. The ARNG's centralized credentialing project has standardized the quality of credentials information for ARNG providers, improved soldier readiness, and enhanced visibility of aggregate force capabilities for command-level decision making. The \$1.2M spent on this contract provides continual credentialing and privileging for approximately 2,000 ARNG healthcare providers.

Implementation of a two-to-four-year plan to build a permanent, sustainable, and enduring behavioral health federal force will begin in FY16. The DARNG remains committed to providing the best quality of behavioral health care for our Citizen-Soldiers.

BEHAVIORAL HEALTH PROGRAM

The National Guard Psychological Health Program has at least one licensed behavioral health counselor in each state, territory and the District of Columbia. The mission of the ARNG Psychological Health Program is to deliver a comprehensive, joint Psychological Health Program that provides and maintains high-quality psychological health services for National Guard members and their families.

From October 2014 to September 2015, ARNG clinicians provided informal behavioral health consultations to 34,802 Soldiers and served 74,775 Soldiers through group education and information venues. Army National Guard clinicians have intervened with 693 Soldiers, mitigating emergency situations of self-directed violence ideation by ensuring crisis assessment and management for behavioral health stabilization. They assessed 2,852 soldiers as early intervention cases and 1,179 clinical cases for crisis intervention or clinical referral at a cost of approximately \$13.4M. In this fiscal year there have been three main categories of service: assessment and referral, consultation, and professional education and training. Additionally, clinicians have acted as subject matter experts to senior leaders, medical personnel, and family program staff in 42,812 consultations, of which 27 percent were for leaders and 28 percent were for military medical personnel in a referral process.

Furthermore, counselors provided psychological first aid or consultation response to the units involved in the Florida aviation incident; Missouri and Maryland municipal unrest; and other state and local situations. Feedback from Soldiers remains consistent: behavioral health training and services have greatly enhanced their quality of life and helped decrease stigma related to seeking help. These clinicians continue to build community capacity through partnerships leveraging a broad spectrum of services for ARNG Soldiers and their Families.

MEDICAL ELECTRONIC DATA CARE HISTORY AND READINESS TRACKING

The Medical Electronic Data for Care History and Readiness Tracking (MEDCHART) modules have significantly contributed to the ARNG's improvement in its overall medical readiness from below 60 percent in FY10 to its current level of 86.6 percent.

The MEDCHART suite of medical IT applications, documents, reports, and tracks Soldier medical information throughout the Soldier's career. Applications include: accession waivers (Medical Applications Tracking System); medical records (HRR—Health Readiness Record); dental exams (DENCLASS); occupational health exams; LOD determinations; case management; and the Medical Readiness Reporting (MRR) module. MEDCHART has significantly improved operating efficiency in the ARNG, by decreasing medical waiver processing times, increasing processing of Line of Duty determinations, and saving tremendous costs

in Incapacitation Pay, tracking the recovery of Soldiers, monitoring Technician health, and providing real-time oversight of medical readiness by commands and medical leadership (DenClass and MRR) for the Soldiers of the ARNG.

PREVENTIVE MEDICINE

The 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, consultation services, and financial resources to the states and territories. The branch's mission is carried out through administration of the ARNG occupational health, industrial hygiene, and health promotion programs. In addition, the branch professionally advises ARNG leadership on public health, emergency preparedness, clinical preventive medicine, and occupational and environmental medicine. Topic areas include: seasonal and pandemic influenza, emerging diseases/medical threats, immunizations, and Soldier exposures to various occupational, environmental, and deployment-related health hazards. Recent examples include long-term and ongoing heavy metal abatement at ARNG indoor firing ranges, introduction of novel occupational health and medical surveillance data storage and analysis tools, and tracking implications of the Ebola virus outbreak in West Africa.

INFLUENZA VACCINE IMMUNIZATION PROGRAM

Influenza is a seasonal contagious respiratory illness that can be unpredictable, debilitating, and even lethal, and therefore can affect military force readiness and mission. Influenza infects approximately 5 to 20 percent of the U.S. population each year, resulting in excess of 200,000 hospitalizations and 35,000 deaths. Annual vaccination is the primary method of preventing influenza and its complications. The Office of the Chief Surgeon, ARNG provided \$2.82M for approximately 294,100 doses of influenza vaccine for distribution to the states, territories and the District of Columbia for the 2015-2016 influenza season. The ARNG's goal is to vaccinate nearly 100 percent of its force prior to the start of the influenza peak season.

OCCUPATIONAL HEALTH PROGRAM

Occupational health (OH) programs ensure Title 32 military technicians are protected from occupational hazards. Approximately 13,850 of the 26,615 Title 32 military technicians routinely encounter occupational hazards while performing ground and air equipment maintenance, and during domestic and contingency operations. In FY15, OH programs executed approximately \$3.8M for OH medical surveillance and training programs to ensure health and safety of the ARNG full-time workforce as mandated by the Occupational Safety and Health Act, Public Law 91-596 and Executive Order 12196. These programs include respiratory protection, hearing and vision conservation, medical surveillance for potential radiation exposures, hazard communication, injury and illness case management, return to work programs, epidemiology, health promotion, and automated external defibrillator maintenance. The FY15 decrease in funding of these programs has contributed to a 1.2 percent increase in workers' compensation medical costs in FY15 compared to previous years.

INDUSTRIAL HYGIENE

The ARNG industrial hygiene (IH) program executed approximately \$2.4M in FY15 to survey more than 350 facilities for potential health hazards, address worker concerns, and evaluate proposed designs for new ARNG maintenance facilities. In comparison, the ARNG IH program executed approximately \$6M, surveying more than 800 ARNG facilities in FY14. The 60 percent decrease in funding and consequent decrease in the number of surveyed facilities has resulted in only 7 percent of ARNG facilities required by law receiving an IH survey in FY15. The funding decrease also restricted the ability to calibrate IH survey equipment, which, in turn, limited further the ability to conduct IH surveys. The program was executed by eight ARNG industrial hygienists, select state-level industrial hygiene technicians, and qualified IH survey contractors. In addition to identifying and quantifying potential hazards, recommendations were provided to safety, OH, maintenance supervisors, and facility maintenance offices for corrective actions and medical surveillance decisions.

These recommendations protect the health of ARNG technicians, their Families, and community members, and fulfill the statutory requirement to provide a safe and healthy workplace for ARNG technicians. Also, in an effort to reduce hazardous exposures through effective training, the ARNG industrial hygienists developed a training module in FY15, which has been adopted by TRADOC for inclusion in the Army mechanics schoolhouse training. The module will also be used to train ARNG maintenance shop personnel at the completion of each facility IH survey.

HEALTH PROMOTION

“Guard Your Health” is the name of an award-winning ARNG Disease/Injury Prevention, Risk Reduction, and Suicide Prevention Outreach Program.¹ The program enables ARNG leaders to execute the provisions of Army Regulation 600-63, Army Health Promotion, and the operational guidance of the Total Army Ready and Resilient Campaign Plan with an overarching goal to educate and compel ARNG Soldiers and their Families to adopt healthy behaviors. Using multimedia platforms, including social media, the program engages widely dispersed ARNG Soldiers where they live and work with actionable health information. These engagements drive users to the website for tools and resources. Since its launch in December 2012, Guard Your Health social media content has been viewed and shared 23.7 million times and the website averages 25,500 visits per month. In addition to health topic information from alcohol and drug use to women’s health issues, the website provides 20 health tools. Unique to the website is the Guard Life portal and the ARNG Solider-to-ARNG Soldier Personal Stories portal. In conjunction with other medical readiness initiatives, the Guard Your Health Program contributed to a four-year increase in ARNG Soldier medical readiness from 60.4 percent to 86.6 percent.

1. “Guard Your Health” website has won multiple (to date, a total of 19) Health Promotion industry awards. Website for awards: <http://www.guardyourhealth.com/awards/>

Soldiers from the Royal Cambodian Armed Forces work with U.S. Soldiers from the Idaho Army National Guard to move a simulated patient from a gurney to a stretcher in preparation for transport aboard a medical evacuation helicopter. (Photo by SSG Chris McCullough, U.S. Army Pacific Public Affairs.)





LOGISTICS READINESS

Over the past 14 years of war, the ARNG has improved logistics readiness, installation management, and its environmental programs in order to provide support to the ARNG as an operational force. 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, territory and the District of Columbia to ensure valuable resources are used in accordance with all applicable laws and regulations and that policies are implemented through national directives.

OPERATIONS TEMPO

The ground operations tempo (OPTEMPO) program consists of funds provided by the Department of the Army specifically for collective unit training and those day-to-day activities that directly relate to collective unit training. The collective training is prescribed in the ARFORGEN model. Funding for ground OPTEMPO includes direct costs (fuel and repair parts), which are tied directly to the training strategy, and indirect costs (Soldier support items, stock-funded secondary items, tools, medical supplies, specialized protective clothing, and office supplies), which are tied to force structure and directly support collective unit training. Also included in indirect costs are contractual services supporting field training exercises and inactive duty training (IDT) travel to include command inspection, staff travel, and cost of commercial transportation for Soldier movement in those cases where organizational transportation is not available or practical.

Historically, the Army and the ARNG have not been funded at 100 percent of ground OPTEMPO requirements. In FY15, the ARNG was funded at 68.1 percent of the critical requirement by the Department of the Army, allowing the ARNG to train to slightly below the platoon level of training. It is essential that sufficient ground OPTEMPO funding is provided to prepare units to meet their training requirements. Utilization of these limited funds within their programmed purpose underpins our ability to function as an operational force.

DEPOT MAINTENANCE

The ARNG depot maintenance program provides for depot-level repair and overhaul of communications and electronics equipment, missile systems, tactical wheeled vehicles, and combat vehicles. Additionally, it funds ARNG test, measurement, and diagnostic equipment calibration. In FY15, the program received \$108.6M in funding for the ARNG's surface depot maintenance requirement of \$280.6M; this equates to a 38.7 percent funding rate.

Depot maintenance funding for FY15 allowed for the overhaul of 133 tactical vehicles, 74 pieces of engineer equipment, 42 semi-trailers, 44 small arms, and 438 pieces of communications equipment. The program continued to address equipment readiness issues with the M113 family of vehicles, M109A6 self-propelled howitzers, and the M997 Ambulance. 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. If allowed to proceed, this will result in deferral of depot maintenance to an unacceptable level.

RESET

The Department of the Army defines reset as a set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future mission. Reset reverses the effects of combat stress on equipment. Reset is further defined for all the Services in a memorandum from the Deputy Under Secretary of Defense for Logistics and Materiel Readiness, "Resetting the Force and Depot Maintenance Capacity and Utilization," dated January 26, 2007.

A Soldier from the 192nd Brigade Support Battalion of the Puerto Rico National Guard fills a Hippo water-tank, June 19, 2015 at Toa Baja, Puerto Rico to support the potable water distribution in zones of the island affected by drought conditions. (Photo by SGT Alexis Velez, Public Affairs Officer, Puerto Rico National Guard.)

The Army works jointly with the ARNG to refine equipment requirements, specifically for critical dual use (CDU) equipment (equipment usable in both state and federal missions), and to ensure states, territories and the District of Columbia maintain adequate levels of capability to protect American lives and property throughout a catastrophic event. Units execute reset strategies to sustain adequate readiness levels for both training and potential mobilizations and/or deployments.

In FY15, the ARNG received \$39M in OMA funds to support Home Station Field Level Reset activities. The ARNG Home Station Field Level Reset program successfully reset 248 Separate Reporting Units (SRUs), with one Heavy Brigade Combat Team (HBCT) and 80 SRUs still remaining in Reset. Equipment items reset in FY15 totaled more than 116,395 pieces of equipment.

EQUIPMENT ON HAND & EQUIPMENT AVAILABILITY

Efforts by Congress to modernize the Total Army have resulted in dramatic increases to modernized equipment on hand (EOH) across all Army components and have brought the ARNG equipment nearly in line with the Active Duty inventory. This is critical to ensure interoperability among all three components and meet the Secretary of the Army's and Chief of Staff of the Army's strategic vision of obtaining and utilizing the "right mix" of AC/RC units to meet federal missions—and being ready to do so quickly. The ARNG is keeping legacy series high mobility multipurpose wheeled vehicles (HMMWVs) in the inventory to fill requirements and prevent capability gaps while experiencing shortages in modern HMMWVs no longer being procured. The funding the Congress provided to the ARNG in FY13, FY14, and FY15 as part of a multi-year program to modernize the rapidly aging HMMWV fleet is being used to fund updates to the older HMMWVs. These newly upgraded HMMWVs will have a positive effect on ARNG equipment readiness, which was evident as early as FY15 when the first of these vehicles returned to the donor units.

Improvements in communications capability will be realized through the fielding of equipment such as the simple key loader (SKL), being used to fill critical shortages in communications equipment. This will bring the ARNG to 60 percent fill (the maximum fill objective); during FY15, the ARNG fill has increased to 52.6 percent with additional deliveries pending. The SKL is used for communications equipment that provides the capability for secure transmissions and is replacing outdated technology. The Single Channel Ground and Airborne Radio System (SINCGARS) radio transmitter "swap" program completed the issue of newer more modern E and F models to replace older, legacy A and D models, which significantly improves interoperability.

MODERNIZATION

In June 2013, adjustments were made to modernization "cut" levels of several equipment items, resulting in the ARNG's overall EOH modernization percentage increasing from 70 to 85 percent. Consequently, as of June 2015, the ARNG's overall EOH modernization percentage increased to 91 percent, exactly in line with the percentage of equipment on hand versus equipment authorized.

ORGANIZATIONAL CLOTHING & INDIVIDUAL EQUIPMENT

Organizational clothing and individual equipment (OCIE) includes personal protective items such as the advanced combat helmet, body armor, and enhanced small arms protective inserts, plus Soldier resilience 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. Programmed funds are intended for sustainment of the Soldier kit and are not expected to cover the burden of modernization. The OCIE program received \$80.1M in FY16. Although the Army will transition (through sustainment) to operation camouflage pattern OCIE, the funding has been projected to continue to reduce over the next few years due to anticipated program budget cuts.

GLOBAL COMBAT SUPPORT SYSTEM-ARMY & GENERAL FUND ENTERPRISE BUSINESS SYSTEM INTERFACE

Global Combat Support System-Army (GCSS-A) is a single system that interfaces with General Fund Enterprise Business System (GFEBS) and contains the functionality associated with the business areas of supply, maintenance, property, and tactical finance. The GCSS-Army is an integrated multi-component system where users with access and permissions can log in and perform their missions regardless of their location.

The ARNG participated as a financial expert with the GCSS-A deployment team and is establishing joint memoranda between directorates to clarify operations. The GFEBS and GCSS-A are interfaced to make funds available at funds centers that normally are only available in the GFEBS/GCSS-A environment. The GCSS-A status of funds, asset activity, cost data, and trial balance data will be sent to GFEBS for consolidated reporting.

SSG Terry Boulanger, mechanic, 131st Engineer Company, Vermont Army National Guard, lifts a bulldozer to remove the front blade for repairs at Camp Moussa Diom, Bargny, Senegal, February 20, 2015. The 131st Engineer Company was in Senegal to build a humanitarian land mine detection training range with the Senegalese armed forces during their annual training. Senegal is one of Vermont's state partners in the Partnership Program. (Photo by SSG Nathan Rivard.)





FACILITY READINESS

Located in more than 2,500 communities, the ARNG is the most dispersed component of the military services. In many towns and cities ARNG facilities provide the only military presence and resource, with the ARNG serving as the most visible link between hometown America and the Nation's armed forces.

Army National Guard facilities are crucial to our nation's defense. These facilities are where our Soldiers assemble, and where state and federal response missions are staged. In order to effectively meet foreign and domestic threats, the facilities need to be adequately sized, correctly configured, and strategically located. To accomplish this end, the ARNG employs an overarching strategy for facilities investment. This overarching strategy is derived from the Army's Facility Investment Strategy (FIS), which consists of four main tenets: sustaining required facilities, disposing of excess facilities, improving existing facility quality, and building out critical facility shortfalls.

Continuously plagued by deficits in financial resources to address military construction (MILCON) and sustainment, restoration, and modernization (SRM), the ARNG is challenged to bring into balance readiness and modernization. As the ARNG has transformed from a strategic reserve to a full-spectrum operational force, the risk of sending insufficiently trained and underequipped Soldiers into harm's way has heightened the potential of this occurring if facilities are left unaddressed. Local Readiness Centers (formerly known as armories) are considered the base of the ARNG operational platform, which is critical to developing and delivering a combat-ready force by providing a base for training, communication, logistics storage, and administrative activities.

Recognizing the value of the ARNG to the nation and the need for a comprehensive analysis of its critical infrastructure challenges, the Senate Armed Services Committee (SASC) Report 111-201 (on June 4, 2010) directed the Secretary of the Army (who further delegated it to the ARNG) the requirement to complete a three-year study on ARNG facilities. The ARNG titled this study the Reserve Center Transformation Master Plan (RCTMP) and completed it in January 2015. This innovative initiative looked at ways to change the old narrative from simply investing in more readiness centers to a newer one of investing in mission readiness. Utilizing traditional facility metrics of facility condition index, space requirements (C score) and functional score (F score), which purely focused on facility-centric criteria and omitted operational requirements, the RCTMP linked facility investments to mission effectiveness by evaluating resource decision-making in terms of operational readiness, time, and cost. The study further presented the need for 600 facility divestitures and 650 facility consolidations. Due to MILCON funding constraints, facility divestiture and consolidation activities were unable to occur, straining the existing real property inventory and exacerbating facility deficiencies.

FACILITIES ARMY NATIONAL GUARD OPERATIONS AND MAINTENANCE

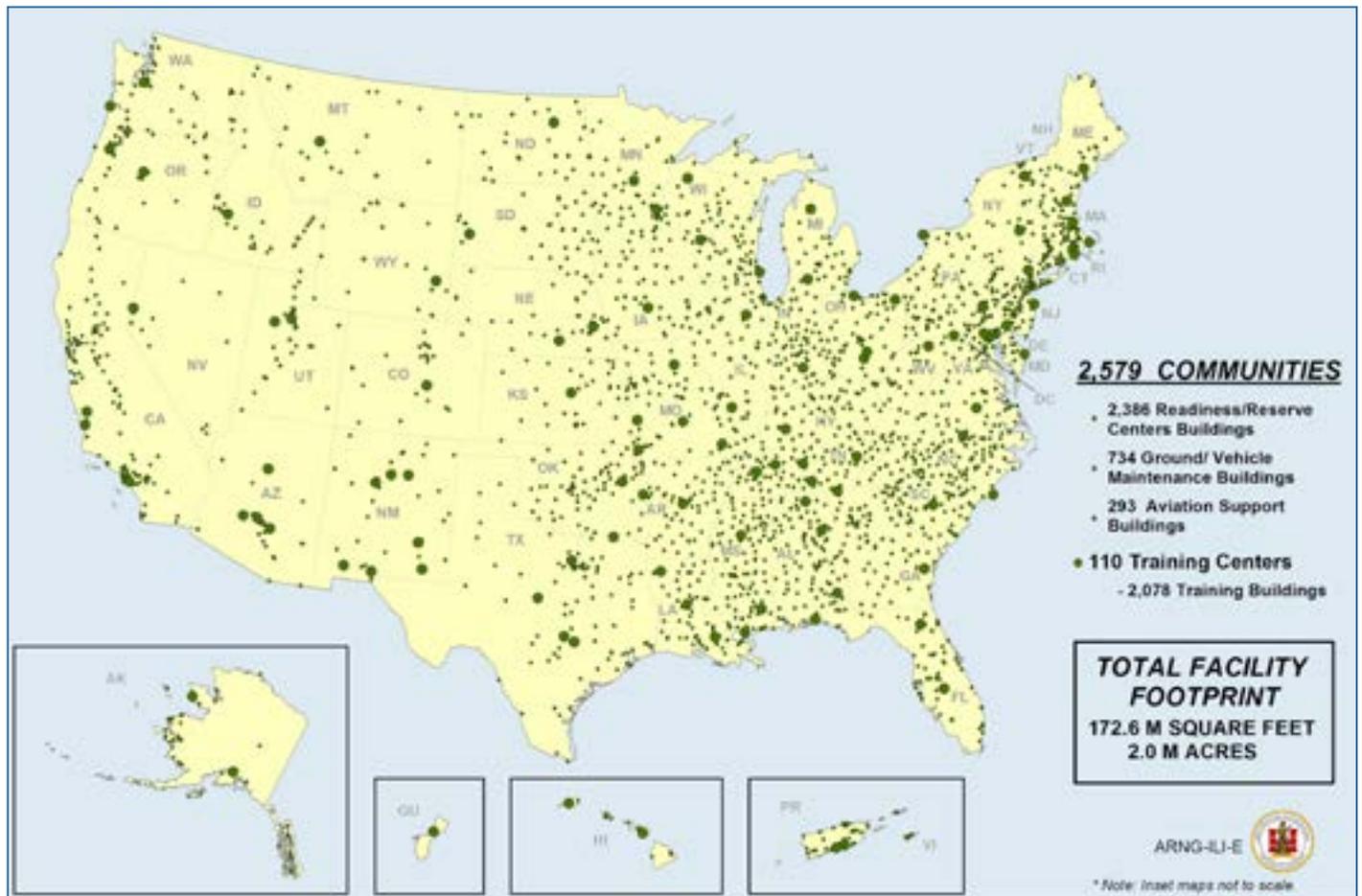
The facilities operation and maintenance (O&M) program provided installation support functions, base operating support (BOS), and SRM. The ARNG executed approximately \$588M for SRM projects in FY15. An additional \$349.8M was executed in BOS (e.g., public works and municipal activities) to keep 25,952 buildings in more than 2,500 communities functioning.

In addition to routine facility sustainment, priority SRM projects include addressing life, health, and safety conditions (LHS) and act of nature (AON) damage. The AON damage project requirements are resourced with available O&M funding, averaging approximately \$12M per year for the last several years. The LHS projects consist primarily of electrical and fire suppression system repair and critical upgrades in existing facilities.

These projects can be large and costly, ranging from several hundred thousand to a few million dollars each. In today's constrained funding environment, states must apply most of their available resources to these types of projects at mission-critical facilities. This results in minimal resources for facility modernization to accommodate mission functionality. Army National Guard leaders remain committed to addressing LHS conditions and AON damage projects expeditiously.

The new Maine National Guard's recently opened Brunswick Readiness Center, located on the former Naval Air Station, officially opened September 12, 2015. The Readiness Center is home to approximately 200 Soldiers from the 133rd Engineer Battalion headquarters, the Forward Support Company, and the 1035th Survey and Design Team. (Photo courtesy of the Maine National Guard.)

Figure 13
FY15 ARNG Footprint



Data Source: Planning Resource for Infrastructure Development and Evaluation (PRIDE).

REAL PROPERTY ACCOUNTABILITY AND MASTER PLANNING

The ARNG is accountable for more than 100,000 individual buildings and structures with a replacement value of \$46B. The ARNG accounts for this property by usage, condition, quantity, and acquisition cost. This inventory includes both state-owned real property as well as Army-owned property and some leased facilities. Typical ARNG facilities include readiness centers, vehicle maintenance buildings, aviation hangars, and maintenance buildings, barracks for Soldiers during training exercises, and a variety of training ranges, including training facilities for urban warfare.

Continuing in FY15, the ARNG is actively pursuing the cost associated with leased facilities and only using leases as a temporary facility solution. The ARNG real property inventory forms the basis for decisions on repairs and replacement of existing facilities. This inventory is used by DoD to determine the sustainment requirement necessary to maintain the facilities in the proper readiness condition. The states also fund a share of the sustainment costs for readiness centers.

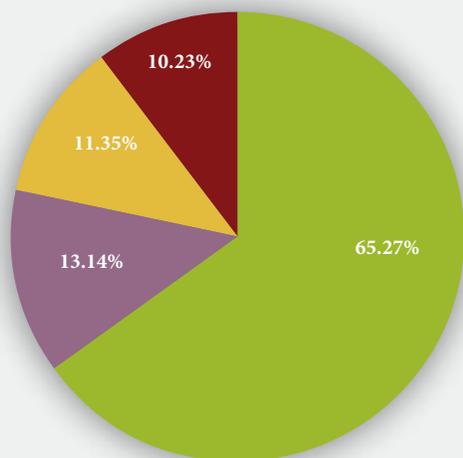
Each state maintains a comprehensive master planning program to determine the necessary facilities footprint to support the ARNG mission for future years. Additionally, master planning identifies necessary expansion or renovation and project locations where new facilities are most advantageous to meet the ARNG's mission. This includes coordination with the Reserve Components of all Services to ensure maximum space utilization of joint-use facilities throughout all of DoD.

MILITARY CONSTRUCTION, ARMY NATIONAL GUARD

The ARNG Readiness Centers are bastions of support not only to their assigned Soldiers but also to the communities in which they are based. These facilities have brought communities together, both in peace times and in times of war and disaster. The ARNG distributed FY15 MILCON, National Guard (MCNG) major construction funding of \$102.6M across six projects in six states. In addition there was funding of \$13.7M utilized for unspecified minor construction and \$17.6M for planning and design (Table 7).

The ARNG awarded contracts for five of the six appropriated projects with an execution rate of 95.1 percent for FY15. The one project not awarded in FY15 is forecasted to award in the first quarter of FY16. The ARNG utilized MCNG funding to replace or modernize three readiness centers (including two National Guard Readiness Centers and one Joint Force Headquarters) and two ground maintenance facilities.

Figure 14
Military Construction, ARNG



MILITARY CONSTRUCTION, ARMY NATIONAL GUARD

FY15 Programs	Total (\$M)	Percent
Readiness Centers	\$87.4	65.3%
Planning & Design	\$17.6	13.1%
Vehicle Maintenance	\$15.2	11.4%
Minor Construction	\$13.7	10.2%
Total	\$133.9	100.00%

Notes:
 • MCNG, ARNG, Public Law 113-76, January 17, 2014.
 • Numbers in pie chart may not sum due to rounding.

Table 7
FY15 Major and Minor Construction Projects Approved by HQDA

FY15 MAJOR AND MINOR CONSTRUCTION PROJECTS APPROVED BY HQDA

State	Installation	Project Title	FY15 MCNG Funds (\$K)
Major Construction Projects			
ME	Augusta	National Guard Reserve Center	\$ 32.00
MD	Havre De Grace	National Guard Readiness Center	\$ 12.40
MT	Helena	National Guard Readiness Center Add/Alt	\$ 38.00
NM	Alamogordo	Readiness Center Add/Alt	\$ 5.00
ND	Valley City	National Guard Vehicle Maintenance Shop	\$ 10.80
VT	North Hyde Park	National Guard Vehicle Maintenance Shop	\$ 4.40
ARNG	Various	Planning and Design	\$ 17.60
ARNG	Various	*Unspecified Minor Construction (See Projects Below)	\$ 13.72
Total			\$ 133.92
**Unspecified Minor Construction Projects			
AZ	Marana	Water/Supply Treatment Building	\$ 2.00
FL	West Palm Beach	Organizational Vehicle Parking, Paved	\$ 2.00
IL	Peoria	Access Control Building	\$ 2.00
IN	Shelbyville	Vehicle Storage Building, Installation	\$ 1.57
MA	Bourne	Water Well, Non-Potable	\$ 2.00
MI	Grayling	Ammunition Hut, Installation	\$ 1.20
PA	Annville	Tactical Unmanned Aerial Vehicle Hangar Addition	\$ 1.95
PA	Fort Mifflin, Philadelphia	National Guard Readiness Center	\$ 2.00
TN	Milan	Sanitary Sewer	\$ 1.61
*Total			\$ 16.33

* Unspecified Minor Construction Projects were funded at \$13.72M in FY15 with \$2.6M prior year construction bid savings for a total of \$16.3M.

** Per 10 USC Section 2805, Unspecified Minor Construction projects are approved by the Deputy Assistant Secretary of the Army for Installations, Housing, and Partnerships. Once approved, written notification is then sent to the Congressional Armed Services and Appropriations Committees with project justification and cost estimate information.



ENVIRONMENTAL READINESS

The ARNG Environmental Program ensures the states, territories and the District of Columbia have the manpower and programmatic requirements necessary to achieve, evaluate, and sustain compliance with appropriate federal, state, and local environmental laws, Executive Orders, DoD Directives, and other regulations. These resources enable the ARNG to protect human health and safety, while reducing total cost to the Army through environmental compliance, conservation, and pollution prevention. To maintain mission capability and environmental stewardship for FY15, the ARNG Environmental Program executed \$86M in environmental compliance, executed \$32M in environmental cleanup initiatives, and obligated more than \$23.7M for protecting military mission from encroachment on installations. The ARNG uses environmental quality data to develop the funding requirements for the planning, programming, budgeting, and execution (PPBE) process. In the ARNG, Status Tool for the Environmental Program (STEP) is utilized to ensure environmental requirements are accurately captured and reported.

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 focused on meeting critical environmental, legal, and regulatory requirements to ensure operational readiness and accepted risk by deferring projects to later years.

Environmental risks associated with reduced compliance-related cleanup funding include the potential for an increase in the spread of toxic substances into ecological receptors such as ponds, lakes, and aquifers. It can also hamper any new sites eligible for site remediation and cleanup at locations determined in need of action by the federal or state environmental agencies. In addition to deteriorating cleanup efforts, reduced funding increased the likelihood of not meeting U.S. Environmental Protection Agency requirements and timelines, thus exposing the ARNG to legal and financial liabilities.

Regardless of a fiscally constrained environment, the ARNG must continue to execute the same level of requirements. Therefore, the ARNG adopted a risk-based modeling approach for environmental site assessments in order to focus efforts on installations that require additional scrutiny. FY15 fiscal constraints reduced the number of sites ARNG personnel could assess, thus increasing the risk for a Notice of Violation (NOV) from state regulators. Despite these funding limitations, the ARNG received a relatively low number of penalties from state regulators. In FY15, the ARNG underwent 84 total inspections and received only five NOVs. None of the received NOVs resulted in fees or penalties.

Title 10, U.S.C. 2684a authorizes DoD to enter into agreements with non-federal governments or private organizations to limit encroachments and other constraints on military training, testing, and operations by establishing buffers around installations. The ARNG accomplishes this authorization through the Army Compatible Use Buffer (ACUB) program. To date, the ARNG ACUB program has protected more than 87,000 acres of land adjacent to critical ARNG training installations. By leveraging partner support, the ARNG has been successful in protecting these parcels at a cost-share of only \$65.5M. In FY15, the ARNG ACUB protected an additional 9,538 acres near military installations at a cost of \$14.5M. Establishing buffer areas around ARNG installations limits the effects of encroachment and maximizes land use inside the installation that can be used to support the installation's mission. For example, in FY15 the ARNG ACUB program took a large step forward with efforts to permanently protect the East Army Aviation Training Site (EAATS) at Fort Indiantown Gap (FTIG). The City of Harrisburg worked with FTIG and partners to come to terms on the sale of a conservation easement that permanently protects this critical parcel. In FY15, the ARNG was able to enter into new partnerships to support FY16 efforts at Camp Williams, Utah; Fort Harrison/Limestone Hills, Montana; and Camp Rilea, Oregon.

Pursuant to 40 CFR 1500, the National Environmental Policy Act, the ARNG Environmental Program provides environmental support to military construction projects to improve training facilities and training land for many of the ARNG states and territories. In FY15, the ARNG Environmental Program completed 21 environmental assessments to support new equipment fieldings and military construction projects valued at more than \$97M.

Operational Range Assessments are an important tool used in the ARNG Environmental Program to assess whether munitions constituents (primarily metals and explosives) present at training ranges are migrating off ranges at concentrations that pose an unacceptable risk to human health or the environment. In FY15, the ARNG invested \$633,000 of compliance cleanup funds to support cleanup efforts at training ranges in Colorado, Illinois, Indiana, Maine, North Dakota, and South Dakota.

The ARNG has continued remedial investigations for Non-DoD, Non-Operational Defense Sites (NDNODS). While the estimated cost-to-complete restoration of all of the 157 sites is approximately \$153M, funding restrictions prohibit the ARNG from completing all of the sites at once. Sites are prioritized using a risk-based protocol; remedial investigations will be initiated upon availability of funds. Currently the ARNG is working on 18 of these sites. While cleanup of these sites is an ongoing process that can take anywhere from one to 15 years, the ARNG cooperates with state and local regulators to restore these sites.

In FY15, the ARNG Environmental Program was once again recognized by the Secretary of the Army and DoD for its environmental stewardship efforts. The Secretary of the Army Environmental Awards recognize success in aligning environmental stewardship and sustainability with the organization's critical mission. States, teams, and individuals are recognized in natural resource conservation, cultural resource management, environmental quality, sustainability, and environmental restoration categories. Recipients serve as role models and remind citizens how crucial environmental stewardship and sustainability can be to Army readiness. FY15 winning accomplishments include streamlined compliance with historic property requirements and exceptional historic preservation projects, creative approaches to eliminate or reduce land-use constraints, and development of environmentally friendly replacement chemicals and improved designs for handheld fire extinguishers in Army rotary wing aircraft. They also include exemplary environmental management systems and compliance assurance programs, decreased costs and an innovative treatment process for an environmental restoration project, and reducing conflicts between conservation and training goals via the ACUB program, as well as reduced energy usage and increased and improved recycling programs.

The following are recipients of the FY15 Secretary of the Army Environmental Awards:

- Natural Resource Conservation (Large Installation): Camp Blanding (Florida ARNG)
- Environmental Quality (Industrial Installation): Missouri ARNG
- Sustainability (Non-industrial Installation): Fort Indiantown Gap (Pennsylvania ARNG)
- Sustainability (Team): Minnesota ARNG
- Camp Murray (Washington ARNG) and Oregon ARNG were named runners-up in the Environmental Restoration and Sustainability (Non-industrial Installation) categories.

These recipients went on to compete with other DoD organizations for the FY15 DoD Environmental Awards competition. The Florida ARNG at Camp Blanding received the DoD Natural Resource Conservation Award and the Minnesota ARNG received the Sustainability Team Award.



SUSTAINABILITY READINESS

The ARNG Sustainability Program promotes good stewardship and proper management of energy, water, and waste in order to keep the ARNG capable and ready in the face of a changing world. Sustainability supports current and future mission requirements by employing resource efficiency and new technology. Enhancing energy and water security and managing waste systematically are operationally necessary, financially prudent, and essential to mission accomplishment.

The ARNG energy and water services were funded at \$121.9M in FY15. However, electricity, heating, water, and waste services cost the ARNG \$144.7M. Use of the OMB's rate of inflation, changes in real property inventory, and climate conditions have affected program modeling and continue to lead to annual unfunded requirements in utility programs. Energy and water SRM projects were funded at \$3.11M in FY15. This funded a total of two energy projects (both in energy security). The ARNG water infrastructure program was not funded in FY15.

The ARNG is working with the U.S. Army Corps of Engineers to install 1,182 advanced meters in 551 facilities as well as integrate 654 installed advanced meters into a central meter data management system in order to monitor real-time energy and water consumption. Meter installations are 99 percent complete, with the remaining installations completed by November 2015. These meters are connected to an enterprise system where the energy managers, up through HQDA, can have near-time visibility of a facility's electric, water, and natural gas consumption. The advanced meters were 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 identifying and improving use patterns, the ARNG can proactively reduce costs and save resources.

The ARNG in all 54 states, territories and the District of Columbia is working toward net zero—i.e., striving to balance resource consumption with generation or renewal of resources, within overall state energy, water, and waste goals. At the close of FY15, 26 states had up-to-date comprehensive energy plans and/or water plans. Many states reduced energy consumption through facility improvements such as lighting upgrades; heating, ventilating, and air conditioning retrofits; and building envelope improvements. In addition to technical upgrade projects that improve efficiency, the ARNG employs awareness campaigns to improve individual accountability and reduce resource consumption.

Notable state sustainability efforts are ongoing in Michigan, Oregon, and Texas. This year, Michigan ARNG is developing three wind funnel systems at Camp Grayling and Fort Custer. Each wind funnel has three generators and each system has a production capacity of up to 250 kilowatts (kW). Oregon ARNG is implementing a wave energy converter (WEC) pilot project at Camp Rilea. Oregon was chosen in 2003 as the most promising location in the nation for wave energy because of a unique blend of abundant wave energy resources, coastal grid infrastructure, coastal population centers, and industry and academic expertise. The Texas Military Forces is exploring the possibility of developing Atmospheric Water Generation (AWG) technology projects at Camp Swift. Currently in use in Spain, Qatar, Panama, and other countries around the world, AWG technology is based on the principle of dehumidifying air to produce high-quality water with low mineralization that meets hygienic conditions. The technology produces water in climates with temperatures ranging from 41 to 131 degrees Fahrenheit with relative humidity limits of 20 to 99 percent. A mobile AWG unit, which costs around \$300,000 to purchase, produces up to 2,220 gallons a day. A stationary AWG 250 unit costs approximately \$15,000 and produces up to 69 gallons a day.

At the close of FY15, 23 states have Qualified Recycling Programs. These programs pay for themselves through recycling revenue. Any revenue not needed for recycling operations is used to grow the recycling program, invest in sustainability and environmental programs, or provide military welfare and recreation activities.

To supplement appropriated funds, the ARNG continues to look for grants, partnerships, and other resources that may help the states pursue new and innovative projects. Several partnerships that are developing are with the Department of Energy, the Office of the Assistant Secretary of the Army, the Corps of Engineers and other military components, such as the Army Reserve and the Air Guard.

The ARNG is anticipating future risks and related costs associated with damage to ARNG installations due to severe weather and environmental changes associated with climate change. In FY15, the ARNG conducted screening-level coastal climate change vulnerability assessments for 610 sites in 54 states, territories and the District of Columbia. This assessment is the initial stage in understanding how climate change will affect its assets and infrastructure.



TECHNOLOGICAL READINESS

GUARDNET — “FIGHTING AMERICA’S WARS”

For the fourth consecutive year, the ARNG Chief Information Office (CIO)/G6 has maintained its network reliability at 100 percent for all ARNG Soldiers. The ARNG continues to modernize the tactical and strategic ARNG information technology (IT) network infrastructure, called GuardNet, to industry standards and DoD/Army requirements, while at the same time introducing process improvement throughout the execution of our \$30M base support budget. Continuous service improvement projects improved the network’s efficiency and effectiveness while both reducing costs and enhancing end-user experiences.

The ARNG CIO/G6 increased end-user capabilities through the migration of Office 2013 and leveraging the Defense Information Systems Agency’s newly deployed Defense Collaboration Services for web conferencing and collaboration. These services save time and money by eliminating the requirement for a service request to the Army Enterprise Service Desk. The ARNG G6 Enterprise Information Technology Service Management (ITSM) team was able to reduce licensing costs by more than \$7.4M over the next 5 years by implementing new technologies, enhancing existing capabilities and maturing existing processes. The ITSM team on-boarded 12 states to the Enterprise Service Desk application, bringing the total number of states they directly support to 21. In recognition of these outstanding achievements, the team was named the 2015 DoD CIO Annual Awards Program Winner.

The ARNG CIO/G6 increased network efficiencies by decommissioning a little-used application, saving \$250,000 in software renewal costs. In order to identify further savings, the CIO/G6 also conducted an external audit of network automation policies, which led to removing over 1,500 duplicative entries, reducing our management burden and increasing our security posture.



Mr. Terry Halvorsen, DoD CIO presented the Annual Award for Cyber and IT Excellence to the ARNG CIO G6 Team for outstanding performance in 2015. (Photo courtesy of the Department of Defense/Pentagon.)



The award certificate reads:

The Army National Guard Enterprise IT Service Management Team implemented new functionality added enhanced technology, introduced matured processes, and increased efficiencies and capabilities, while providing the states and enterprise cost savings with the same level of personnel. With the team’s solutions and services, the states avoided funding hardware, license, maintenance, and support costs by migrating from six different tools used across individual states. State personnel now have capabilities allowing them to capture and document IT service management incidents and requests, and execute those actions with their states. At the enterprise level, the team reduced licensing costs by over \$7.4M over the next 5 years. The team’s enhanced solutions and services now support 21 states with over 66,000 users across 7 time zones. These accomplishments reflect great credit on the Army National Guard Enterprise IT Service Management Team, the National Guard Bureau and the Department of Defense.

Opposite: SPC Cody Leasor, Missouri National Guard, assigned to Headquarters and Headquarters Company, 35th Engineer Brigade, takes a knee during a virtual training simulation at Fort Leonard Wood, Missouri on June 16, 2015. Soldiers used motion tracking equipment and realistic weapons to perform simulated foot patrols and clear buildings. (Photo by PFC Samantha J. Whitehead, U.S. Army.)

INFORMATION TECHNOLOGY TRAINING CENTER—“A STATE AND FEDERAL FORCE”

The Information Technology Training Center (ITTC) is the ARNG’s training facility for all DoD Directive 8570 training. Located at the ARNG Professional Education Center in Camp Robinson, Arkansas, the ITTC offers more than 20 courses related to IT. The courses meet all requirements outlined in DoD 8570.01M for information assurance technical, information assurance management, as well as the computing environment requirements.

The ITTC began classes more than 10 years ago serving, on average, 1,100 students from across the entire ARNG. Course offerings include the CompTia A+, Network+ and Security+; Cisco CCNA, CCNP, Security; Microsoft SCCM, Server, SharePoint; ISC2 CISSP, and CEH. The ITTC also offers a few operational courses supporting communications security and cryptographic key management.

During FY15, the average commercial cost per course from the ITTC catalogue was over \$3,500 per student. The average actual cost realized per student at the ITTC for FY15 was approximately \$2,200. The cost savings realized by the ARNG by utilizing ITTC for mandatory DoD 8570 training versus commercial providers is approximately \$1.6M annually.

ARMORY AS A DOCKING STATION—“A STATE AND FEDERAL FORCE”

In FY15, the ARNG CIO/G6 secured \$6.2M in National Guard and Reserve Equipment Appropriation funding for Armory as a Docking Station (AaaDS). The AaaDS concept allows commanders to use mission command systems (MCS) during individual and collective training. This will enable Soldiers to stay proficient in the operation and maintenance of these highly technical platforms and it will enable commanders and staffs to hone their command and control skills. Combat-ready units will be able to connect their devices into the local readiness centers and train as if they were dispersed across the battlefield. They will utilize the existing nationwide ARNG computer network, GuardNet, for this training as opposed to the current method of connecting via the costly and limited satellite communications network. The ARNG currently spends approximately \$4,000¹ for a single satellite communications network training mission on a drill weekend and conducts an average of 650¹ missions per year for a total cost of \$2.6M per year. The AaaDS concept will not eliminate the need for the satellite communications network, but it will dramatically reduce the reliance on this method. The anticipated cost savings by moving 75 percent of these missions from the satellite network to AaaDS will be \$2M per year.

The ARNG also assisted the Virginia ARNG’s 29th Infantry Division (ID) and the Colorado ARNG’s 169th Field Artillery Brigade (FAB) in utilizing AaaDS to train approximately 400 Soldiers on MCS across GuardNet in preparation for their upcoming warfighter exercise. The warfighter exercise is a two-week command and control exercise to test and evaluate a unit’s reaction and methods of battle pertaining to its management and execution abilities, through a virtual battlefield. During the August 2015 drill weekend, the staffs of the two units were able to collaborate and share products virtually over Microsoft SharePoint and the Command Post of the Future platforms. The 169th FAB was able to receive combat simulations from the 29th ID and respond with virtual indirect fire missions, just as they would on a real battlefield. This virtual connection enabled the units to train as if they were co-located, but saved \$21,000 in personnel travel and equipment shipping costs for this single weekend event. If every brigade in the ARNG were to conduct one of these events, it would cost approximately \$600,000 annually. The AaaDS will eliminate this cost while at the same time dramatically improving combat readiness. The ARNG will finalize the AaaDS equipment package and begin fielding to more units across the country in FY16.

1. Figures reported by FORSCOM by way of the Army Centralized Army Service Request System (ACAS), <https://acas.army.mil/>

ARMY NATIONAL GUARD APPLICATION MIGRATION TO CORE DATA CENTER—ORGANIZATION OF THE ARMY NATIONAL GUARD DIRECTORATE

The Information Management System (IMS) Division led the ARNG's participation and response to the Army CIO's EXORD 209-11, the Army Data Center Consolidation Plan, in responding to an OMB Federal Data Center Consolidation Initiative. Through the aggressive efforts, the application hosting footprint was reduced through virtualization of applications in the ARNG Installation Processing Node (IPN) and 56.41 percent² of the ARNG applications were decommissioned through the system rationalization and optimization process. These accomplishments reduced the operations, maintenance, and training costs.

The DoD and Army issued memorandums that directed all enterprise applications and systems providing enterprise services (hereafter referred to as enterprise applications) to be migrated to the designated Core Data Center no later than the end of FY18. This policy applies to all NGB enterprise applications currently in use, under development, or to be developed in the future that support users across installation boundaries from fixed-site facilities.

To support the referenced memorandum and EXORD, the ARNG participated in the on-boarding process offered by the Army Application Migration Business Office (AAMBO). The ARNG receives a free Rough Order of Magnitude (ROM) cost estimate outlining various hosting alternatives for each application submitted. The ROM serves as a baseline for ARNG applications migration Cost Benefit Analysis.

In accordance with ARNG-IMZ Memorandum, dated May 7, 2015 and effective immediately, all enterprise applications currently hosted in or targeted for migration to the ARNG IPN are required to work with ARNG-IMS and AAMBO to obtain a hosting alternative ROM for their application. There were 24 applications within the ARNG application inventory that were identified as candidates for migration. The exempt applications consisted of applications that are used within the installation boundaries, applications that are scheduled to be subsumed/retired in the future, and applications that are hosted on isolated training networks.

In 2015, 16 application migration assessment requests were submitted to AAMBO for evaluation and ROMs were received for six of the ARNG applications. The process of evaluating the ROM alternatives has been initiated and is being supported by the IMS-D sponsored Capability Assessment Pilot Project, which will support the business case analysis that is required if the application owner cannot follow one of the AAMBO hosting alternative contained in the ROM.

VIRTUAL DESKTOP INFRASTRUCTURE—ORGANIZATION OF THE ARMY NATIONAL GUARD DIRECTORATE

As part of the FY15 ARNG Green Initiative, the National Capital Region Directorate of Information Management began transitioning the ARNG directorate users at Arlington Hall Station (AHS) from physical workstations to a Virtual Desktop Infrastructure (VDI). The VDI replaces physical desktops with a secure, virtual workspace that is delivered on demand. The Green Initiative projected savings is over 231 megawatt hours per year through the use of low-power terminals versus conventional information systems. Further, data integrity and system security are more easily managed and controlled through the VDI platform. During FY15, over 1,750 AHS users were converted to this VDI platform.

2. Source is the fourth quarter FY15 monthly ADCCP monthly status report.

REGIONAL CYBER CENTER-NATIONAL GUARD DESIGNATION— “BUILDING GLOBAL AND DOMESTIC PARTNERSHIPS PROTECTING THE HOMELAND”

In March, the ARNG's Network Operations Support Center was officially re-designated as the Regional Cyber Center-National Guard (RCC-NG). The Army has seven other RCCs located strategically across the globe and RCC-NG became the eighth. Each RCC is a cohesive organization that seamlessly builds, operates, and defends cyberspace within their assigned geographic areas and is able to synchronize offensive and defensive cyberspace operations in support of geographic commanders.

The RCC-NG's mission is to operate, maintain, and defend the single accredited theater mission command network (GuardNet) for the CNGB. This network supports operational readiness, business operations, generating force activities, and force projection in support of the federal government and for state domestic response with our mission partners. The three main focus areas of the RCC-NG are:

- Engage daily with the states and territories as partners in enterprise service delivery.
- Strive to meet or exceed expectations by offering solutions that provide direct benefit while considering potential impact to resources.
- Navigate the evolving service delivery approaches in DoD and industry in a manner that continues to meet ARNG mission requirements while leveraging best practices to reduce costs, increase capabilities, and sustain or improve service levels, while enforcing the integrity of GuardNet.

RESERVE COMPONENT AUTOMATION SYSTEMS: YESTERDAY, TODAY, AND TOMORROW—“A STATE AND FEDERAL FORCE”

Whether in peacetime, mobilization or natural disaster, the Reserve Component Automation Systems (RCAS) is the reliable resource for accomplishing unit mobilization planning, pre-deployment training, and day-to-day unit administration. As an enterprise information solution, the RCAS serves as a vital link between the Active and Reserve Army components, leveraging authoritative data, resources, distance learning, and distributive technology.

First explicitly funded by Congress in December 1987, the RCAS provides integrated web-based software solutions and services that support decision-making needs of all commanders, staffs, and functional managers responsible for Army RC forces in maintaining mobilization, safety, personnel, and force authorization requirements. The RCAS software suite increases productivity without compromising data accuracy or integrity. In addition to software solutions, the RCAS is also the conduit for Other Procurement-Army (OPA) funds, for sustaining telecommunications infrastructure within the 54 states, territories and the District of Columbia. Reserve Component Automation Systems remain committed to providing high-quality sustainment and enterprise service solutions in support of our Nation's Citizen-Soldiers. As the RCAS continues to evolve, it is also proving critically effective in maintaining ARNG mission command in the homeland, both administrative and during domestic emergency response operations.

Today, 18 years later, RCAS is, and remains, a relevant and vital program for the ARNG of the 54 states, territories and the District of Columbia.



Louisiana National Guard LTC Henry T. Capello, Chief Communications Officer, conducting training for the Cyber Defense Incident Response Team (CDIRT). To practice looking for potential security breaches during training, members of the Louisiana Army and Air National Guard who are on the CDIRT log onto computers formatted to duplicate common operating systems and website platforms and look for unusual activity that may indicate that a hacker is actively compromising a state website. (Photo by SPC Garrett Dipuma.)

GUARD KNOWLEDGE ONLINE AND WEB SERVICES HOSTED PUBLIC SITES

ARNG G6 Web Services Branch (IMS-W) offers two service offerings utilizing a SharePoint platform—the ARNG hosted public sites and the Guard Knowledge Online (GKO) Collaborative Portal. The public websites and collaboration portal are provided at no cost to the users at the NGB, ARNG, and ANG, as well as to state Guardsman and civilians across all states, territories and the District of Columbia. Both environments are currently funded and managed by ARNG G6. GKO and the public-facing websites reside on the GUARDNET XXI Network and are hosted in the NGB IPN.

In April, the public website infrastructure migrated all 22 sites from Microsoft Office SharePoint 2010 to SharePoint 2013. Since the migration to the new technology, 23 additional public-facing websites have been requested, created, and published. There are currently 45 public sites utilizing SharePoint 2013, an increase primarily due to the modernized functionality and features.

Guard Knowledge Online is a Common-Access-Card-protected web portal used for information management, and collaboration is scheduled to migrate from SharePoint 2010 to SharePoint 2013 in FY16. This modernized technology will allow GKO to be used as the National Guard's primary knowledge management tool, adding modernized functionality and increased security, including: improved search capabilities, updates to social network features, improved analytics capabilities, and upgrades in document management. This secure web portal has grown exponentially in both the number of users and amount of scalable technology since 2004 and currently hosts 108 websites used for collaboration of information and resources by the 54 states, territories and the District of Columbia, and NGB. In FY15, GKO Collaborative Portal was used during frequent Defense Support to Civil Authority (DSCA) missions, National Security Special Events (NSSEs), and training in notional exercises to collaborate with interagency partners.

In compliance with the Federal Data Center Consolidation Initiative (FDCCI) and the Army's IT modernization investment strategy, all enterprise applications including GKO and the public sites infrastructure are currently undergoing an assessment to determine the migration approach, which may include cloud hosting. Based on the outcome of the assessment and subsequent business case analysis, the aforementioned SharePoint applications may move from the ARNG IPN to a cloud environment.

ARMY NATIONAL GUARD ENTERPRISE ARCHITECTURE FRAMEWORK AND TRANSFORMATION—“PROTECTING THE HOMELAND”

The ARNG Enterprise Architecture Framework (ARNG-EAF) supports the strategic planning, business transformation, IT portfolio management, and fiscal accountability processes for the ARNG. It became a part of vital agile decision-making processes within ARNG to support a wide range of critical initiatives under the increasingly constrained fiscal environment, including the Joint Information Environment, Federal Information Security Management Act, Federal Data Center Consolidation and Army Application Migration to Core Data Center initiatives, and IT Capital Planning and Investment Control.

The ARNG-EAF is a living information environment, undergoing continuous updates along with the transformation of the ARNG's plans, operation changes, and IT innovations. The critical parts of ARNG-EAF include artifact management, repository management, and architectural tool to allow ARNG users to share architecture knowledge.

In 2015, the ARNG-EAF published hundreds of models that comply with DoD Architecture Framework (DoDAF) guidance and specifications but also meet the timely need and fit for purposes of requestors across the ARNG Directorate. Notably, the innovative ARNG survey-based process is utilized to provide continuous updates on 40 models spanning 13 information systems that directly support the ARNG Human Resource Directorate (G1) systems consolidation to IPPS-A. Additionally, the ARNG-EAF supported DoDAF-compliant modeling requirements for DoD Information Assurance Certification and Accreditation Process compliance and DoD Investment Review Board certifications for ARNG information systems.

In 2015, with ARNG-EAT, ARNG-IMS-D supplied timely information to meet the IT reporting requirements and numerous data inputs, especially for the Army Application Migration Process tool to initiate the ROM cost estimate process.

Table 8
Technology Commodity
Buys/Divestiture Strategy

**TECHNOLOGY COMMODITY
BUYS/DIVESTITURE STRATEGY**

Technology Commodity Buys (Divestiture Strategy)
Installation Processing Node
Personnel Efficiencies: 5 (Reductions) (~\$1M)
NCR Directorate of Information Management
Personnel Efficiencies: 12 (Reductions) (~\$2M)
Virtual Desktop Interface Fielding (~\$5.1M savings/avoidance for FY15)
Life-Cycle replacement (\$2.7M/yr)
Contract / Architecture / Network Restructuring saves (~\$1.5M/yr)
Reduction of electricity requirements (\$273K/yr)
Reduction of cooling costs (\$696K/yr)
Reduced workstation inventory (87.5%)
Information Technology IV&V
Personnel Efficiencies: 4 (Reductions) (~800,000)
DoD Information Assurance Certification and Accreditation Process
Personnel Efficiencies: 1 (Reduction) (~250,000)



Members of the Virginia National Guard gather around a laptop computer during a practical exercise as part of the U.S. Northern Command-sponsored training courses, June 8, 2015, in Sandston, Virginia. (Photo by CPT Andrew J. Czaplicki, Virginia Guard Public Affairs.)





EQUIPPING READINESS

As U.S. forces move away from large OCOs in Iraq and Afghanistan, the after effects of more than a decade of war are becoming more apparent. The ARNG continues to manage equipping readiness by prioritizing limited resources in accordance with guidance provided by Army leadership and strategic documents at the national, DoD, and Army levels. Extensive EOH data analysis and the maturation of long-term equipping management initiatives that provide data much faster and more accurately than ever before allow the ARNG to better monitor equipment readiness and continually identify opportunities for improvement.

The ARNG administers resources to field trained and equipped personnel able to execute federal and domestic missions. In 2011, Modified Table of Organization and Equipment (MTOE) EOH was at 77 percent. At the end of FY15, MTOE EOH was up to 93 percent. The current MTOE critical dual use (CDU) EOH is 92 percent. Congress' continued support of Army procurement and the Army's continued utilization of the ARNG as an operational force have resulted in significant improvements to the ARNG equipment posture and increased EOH, CDU equipment, and overall modernization levels.

EQUIPMENT MODERNIZATION SUCCESS

As a direct result of the resourcing and legal authorities that Congress dedicated to equipping, manning, and training the ARNG as an operational force over the past decade, the ARNG is now at a historically high level of equipment readiness and modernization. The investment made to maintain the ARNG as an operational force is relatively modest. That said, the investment has more than paid for itself in added responsiveness, flexibility, and readiness.

The Army defines equipment modernization as the procurement or modification of “a piece of equipment (component, sub-system, system) to fill a capability gap or replace it due to obsolescence. Continuous or incremental modernization allows us to fill capability gaps through the indefinite service life of our platforms” (Army Equipment Modernization Strategy, March 4, 2013).

The Army often refers to equipment modernization in terms of wartime requirements, which may portray a higher level of RC modernization than what is defined. While the RC may have the right *quantity* of equipment to go to war, it may not have the right quality of equipment. The Army's tiered modification system delineates “modern equipment” and “most modern equipment” and then aggregates into a single “modern equipment” level for wartime requirements.

The ARNG EOH percentage for end of FY15 is 92 percent. This percentage reflects the Army's potential “go-to-war” levels, meaning this equipment will be available for use in combat anywhere in the world. Not all of this “go-to-war” equipment is considered the most modern and capable equipment the Army has and as such increases risk to Soldiers using it.

A modified version of modernized equipment on hand (MEOH) is used to measure the Army's modernization progress. This MEOH excludes older substitutes and shows the modern inventory against requirements. Using the MEOH methodology, the FY15 MEOH percentage for the ARNG is 91 percent. The MEOH allows the Army to measure the equipping quality of the force over time at the aggregate and component levels. The MEOH methodology clearly indicates Reserve forces have less modern equipment than the AC.

FY15 AND FY16 FUNDING PROFILE

The cumulative effect of sequestration will challenge the Army to consistently and predictably provide equipment to the ARNG. Currently, the ARNG is programmed to receive approximately \$7B in FY17 through FY19 in future years' base funding (an overall increase of previous years); these figures include \$1.89B in FY17, \$2.23B in FY18, and \$2.4B in FY19. These figures include the Army equipment procurement appropriation accounts and do not include pay and allowances or research and development and are subject to change with the FY17 President's Budget submission.

PREVIOUS CONGRESSIONAL APPROPRIATIONS FOR ARMY NATIONAL GUARD EQUIPMENT FUNDING

National Guard and Reserve Equipment Appropriation (NGREA) funding has been used to successfully mitigate key ARNG shortfalls in equipment and modernization efforts. These purchases support the ARNG's priority funding areas. The FY14 ARNG NGREA funding has allowed the investment of more than \$175.6M in aviation, engineering, and logistics systems. In addition, \$17.4M of NGREA funding was used to procure systems that enhance HD and DSCA capabilities. The ARNG also has invested \$80.6M of NGREA for the procurement of simulators and training systems that support both individual and collective training.

ARNG FY15 NGREA funding has allowed the investment of more than \$284.7M in aviation, communications, domestic operations, joint force headquarters, logistics, maintenance, and transportation systems that enhance HD and DSCA missions. The ARNG has also invested \$130.3M of NGREA funding for the procurement of simulators and training systems that support both individual and collective training. 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.



The California National Guard's 40th Military Police Company, headquartered in Bell, California, convoys up north to Camp Roberts in Humvees to conduct unit individual weapons qualification with the M9 pistol and the M16 rifle. (Photo by SGT Sergio Soto.)

Table 9

FY14 NGREA Base Buy List

Procurement Description	Base Amount (\$M)
AVIATION: Civilian Communication Package A-KIT/B-Kit; Hydraulic Rescue Hoist Ground Support Equipment with Magnetic Inspection System (UH-60); Display Unit Upgrade (Day Heads Up Display); Display Unit Upgrade (Day Heads Up Display); Blade Folding System (UH-72A); Forward Looking Infrared Radar (FLIR) Upgrade (A-Kit and B-Kit) (UH-60); Internal Auxiliary Fuel Tank System (A-Kit and B-Kit) (UH-60); Settling Protectors (UH-72A); Water Purification Kit (UH-72A); Aviation Ground Power Unit 2860-A (UH-72A); Rescue Hoist; Mission Equipment Package (UH-72A); Training Enhancement Seats (UH-72A)	\$71.58
COMMUNICATIONS: Routers - (GuardNet Modernization); Routers - (Armory as a Docking Station); Telephony Enterprise Session Controllers Package (Enterprise Voice over IP (VoIP) Telephony); Network Access Control (GuardNet Security Modernization); Cyber Training Range Configuration; Virtual Machine End Devices (Virtual Desktop Environment)	\$21.91
DOMESTIC OPERATIONS: Radiological Back Pack Detection Monitoring System; Lightweight Inflatable Decon System (LIDS); Medical Telemetry System (WMD-CST/HRF/CERFP)	\$17.44
ENGINEERING: Heavy Crane, Type II; 7-Man Combat Raiding Craft with 1 motor each; Engineer Equipment Set; Urban Operations Squad Kit; Hydraulic Electric Pneumatic Petroleum Operate Equipment; Engineer Equipment Set; Urban Operations Platoon Kit; 15-Man Combat Assault Craft with 2 motors each; Instrument Set, Reconnaissance & Surveying (ENFIRE AN/TKQ-5); Portable Concrete Mixer; Special Operations Forces Demolition Kit; M303	\$97.38
INTELLIGENCE: SCIF Systems	\$9.00
LOGISTICS: Assault Kitchen; Multi-Temp Refrigerated Container System	\$6.72
MAINTENANCE: Maintenance Support Device	\$2.21
TRAINING: Engagement Skills Trainer Technology Refresh; Fixed and Mobile Distributed Learning Classroom Computers; Call For Fire (CFF); Modular-Small Arms Training System (8 Lane); Mobile Distributed Learning Classroom; Deployable Force-on-Force Instrumented Range System (FLEXTRAIN); Common Driver Trainer (CDT) System and Upgrades	\$47.39
TRAINING/AVIATION: Non-Rated Crew Member Manned Module (NCM3); Shadow Crew Trainer Upgrade; Universal Mission Simulator; Synthetic Flight Simulator (UH-72A); Transportable Blackhawk Operations Simulator (TBOS) (UH-60M)	\$33.16
TRANSPORTATION: Engineering Change Proposal (ECP)/Freight/Tarps and Bows (FMTV)	\$1.00

Table 10

FY15 NGREA Base Buy List

Procurement Description	Base Amount (\$M)
AVIATION: Deployment Support Kit; Civilian Communication Package A-KIT/B-Kit; Display Unit Upgrade (Day Heads Up Display); Water Purification Kit (UH-72A); Forward Looking Infrared Radar (FLIR) Upgrade (A-Kit and B-Kit) (UH-60); Blade Folding System (UH-72A); Internal Auxiliary Fuel Tank System (A-Kit and B-Kit) (UH-60); Aviation Ground Power Unit; Gimbaled Raven Upgrade	\$83.68
COMMUNICATIONS: GuardNet Modernization; Armory as a Docking Station; Virtual Machine End Devices; Information Technology Center Classroom Modernization; Information Technology Center Computing Infrastructure Modernization	\$3.92
DOMESTIC OPERATIONS: Detector Kit, Multi-Gas; Chemical Detectors; Gamma Spectrometer; Survey Computers; Robotics Sensor Integration; Instantaneous Bio-analyzer and Collector; Radiological Detector, High-Resolution w/ Mapping; Radiac Set	\$30.73
JOINT FORCE HEADQUARTERS: SCIF Systems; Technical Surveillance Counter-Measures Equipment Set	\$9.80
LOGISTICS: Assault Kitchen	\$4.20
MAINTENANCE: Maintenance Support Device	\$2.16
TRAINING: Mobile Distributed Learning Classroom; Operator Driver Simulator (ODS) Upgrade; Transportable Blackhawk Operations Simulator; Non-Rated Crew Member Manned Module; Synthetic Flight Simulator; Stryker RWS-TTT Crew Trainer Upgrades; Mobile-Close Combat Tactical Trainer Upgrade; Multi-Purpose Range Complex Target System Upgrade; Containerized Range System (Modularized Small Arms Range); Virtual Convoy Operations Trainer (VCOT C3) upgrade	\$130.25
TRANSPORTATION: Truck Cargo, Heavy PLS Transporter RECAP; Truck Ambulance, HMMWV; Truck Utility, ECV TOW/ITAS Carrier, RECAP	\$150.26

FUNDING FOR NEW AND DISPLACED EQUIPMENT TRAINING

New equipment training (NET)/displaced equipment training (DET) funding in support of procurement and transfers is dependent on the quantity of new equipment scheduled for fielding to the ARNG. The ARNG received \$27.1M in FY15 and \$21.9M in FY16 in funding for NET/DET training events and activities. These amounts are down from \$37.4M in FY14. Any further reduction to ARNG NET/DET funding levels will significantly increase risk in the ARNG's ability to perform its mission.

EQUIPMENT ON HAND

The ARNG equipping posture, or "EOH Dashboard" is published semi-annually, generally in June and December. It reports equipment data and measures the actual number of items on hand compared to the number of items authorized. As of June 2015, the ARNG had 92 percent of MTOE authorized equipment and 92 percent of CDU equipment with 89 and 90 percent available respectively to the governors. The primary reasons a piece of equipment is not available to a governor are that it either is in transit or is currently being used on a Title 10 mission, such as a mobilization.

The MEOH versus requirements list outlined in the National Dashboard identifies capabilities required by the ARNG for modernization and/or filling shortfalls of equipment in support of federal and state missions. The list includes 11 categories (in alphabetical order) that contain CDU equipment that the ARNG continues to focus filling equipment shortages and/or modernization efforts within. The list identifies ARNG category areas that should be given additional and special attention; these areas include aircraft, battle command, and combat mobility.

Table 11
National Dashboard

Equipment On-hand		Current Status of Critical Dual Use Equipment			
Overall MTOE Equipment: 92%		E-10	MTOE EOH	MTOE AVAIL	
Overall CDU MTOE Equipment: 92%		Aviation	93%	89%	
Current Equipment Available for Domestic Operations		CBRN	96%	88%	
	MTOE 89%	Cmd & Control	57%	56%	
Critical Dual Use Equipment - MTOE 90%		Engineering	90%	90%	
		Logistics	90%	89%	
		Maintenance	92%	91%	
		Medical	99%	97%	
		Security	99%	96%	
		Communications	92%	91%	
		Transportation	98%	97%	
Projected ARNG MTOE EOH Dec 2016 92%		CDU FY 14-15 List			
Projected ARNG MTOE Critical Dual Use EOH Dec 2016 92%					
Equipment deliveries Mar 2015 - Dec 2016 are 53.5K pieces, including:		Modernized Equipment On-Hand vs Requirements			
Category	Sum of Quantity	Category	Modern PCT	NOT Modern PCT	Total OH
Air Defense	52	Air Defense	88%	0%	88%
Aviation	127	Aircraft	66%	0%	66%
Combat Service Support	18	Battle Command	75%	2%	77%
Command and Control	34	CBT Mobility	77%	0%	77%
Fire Support	565	CBT Vehicle & Strike	92%	0%	92%
Intelligence and Electronic Warfare	386	Field Log	88%	0%	88%
Maneuver	46	Force Protection	98%	0%	98%
Medical	8,964	Medical Field Systems	86%	0%	86%
Mobility	1,408	Other	77%	0%	77%
Nuclear Biological and Chemical	2,155	Soldier Systems/Weapons	96%	0%	96%
Other	636	Trucks	90%	8%	98%
Soldier	37,246	National Total OH	91%	1%	92%
Transportation	1,905				
Basis of Projections - O/H Inventory: 15MAY15; Requirements: FY15 MTOE requirements from Dec 2013 SACS File; Distributions: Mar 15 - Dec 16.		Equipping Posture Updated Semiannually Current Status - O/H Inventory: 15MAY15 includes substitutes and modernized replacement Modern Equipment is Mod Level >= Mod Level Cut in SECOP from AE2S Apr 15 LINS Requirements: Dec 2013 SACS File.			

The ARNG continues to manage available resources effectively to support both federal and state missions. As operations in Southwest Asia draw down, there is an expected and corresponding decrease in the number of ARNG units mobilizing for federal missions overseas, as well as a decrease in the demand for units to mobilize with their MTOE equipment. It is essential the ARNG continues to maintain the level of equipment readiness it has achieved in order to fulfill its missions both at home and abroad. Congress' continued support of Army procurement enables the ARNG to be more capable to support the Nation in domestic and overseas missions.



Virginia National Guard Soldiers from Cedar Bluff based with the 1033rd Engineer Company, 276th Engineer Battalion, use dual-usage engineering equipment to remove snow February 25, 2015, in Lee County, Virginia. (Photo by CPT Andrew J. Czaplicki, Virginia Guard Public Affairs.)

Table 12
Significant Major Item Shortages

Significant Major Item Shortages					
Nomenclature	Total Req'd	# Items Short	*Item Cost (\$M)	*Total Shortage Cost (\$M)	Rationale/Justification
Rotary Medium Cargo (H-60M) Modernization	826	556	varies	\$4,513.60	Equipment on hand (EOH) with substitutes is 100%. U.S. Army modernized H-60 fleet composition will be a combination of H-60M and H-60V aircraft. The Army Acquisition Objective for COMPO 2 is 432 H-60M and 417 H-60V (849 total). The projected dates for H-60A divestiture and H-60M buyout will be FY25 and FY27, respectively.
Assured Mobility	19,079	3,022	varies	\$200.00	This category includes Countermine, Fire Fighting, EOD and Bridging Systems. Family of Boats and Motors (FoBaM), Bridging systems and OPS Kits are critical needs to support CDU requirements for homeland security. The current on-hand equipment is aging and requires modernization and the current HQDA G-8 fielding plan does not replace equipment to mission readiness until FY32. The total shortage cost in this table reflects the cost of modernizing the existing equipment.
Chemical and Biological Protective Shelter (CBPS)	293	287	varies	\$251.00	The NBC Force Protection Budget Operating System (BOS) consists of systems to support chemical, biological, radiological, and nuclear activities. Current on hand 6 M8 series. The deliveries of four systems for ARNG were projected for FY14, but did not happen.
Semitrailer: Flatbed 34-ton & 25-ton	5,084	1,070	\$0.17	\$185.12	The ARNG is short both 34-ton and 25-ton semitrailers. Both fleets also consist of 20-year-old to 40-year-old systems. The ARNG requires a contract to procure new and add to the existing 34-ton and 25-ton semitrailer fleets. The Tactical Wheeled Vehicle (TWV) Reduction Study V will reduce prime mover requirements, but the reduction will not reduce trailer transport mobility requirements for maneuver units. There is not an Army contract to purchase trailers.
High Mobility Multipurpose Wheeled Vehicle (HMMWV) Ambulance Recapitalization	1,762	381	\$0.33	\$126.87	The ARNG used NGREA funding to purchase the 500 ambulance shortfall. By June 2015, the ARNG will achieve 100% of the ambulance requirement. Unfortunately, over 70% of the ground ambulance fleet is over 20 years old and requires recapitalization to extend their service life. Ground ambulances are critical assets to the ARNG's operational and domestic missions. The Army's Tactical Wheeled Vehicle Modernization Strategy standard is to modernize the fleet to 50% through vehicle recapitalization. The total shortage cost in this table reflects the cost of modernizing the existing ARNG HMMWV ambulances to 50% and IAW the Army Modernization Strategy.
Load Handling System Compatible Water Tank Rack (HIPPO)	1,344	882	\$0.13	\$116.28	The HIPPO replaces the legacy semitrailer-mounted fabric tank (SMFT). The HIPPO is a 2,000 gallon potable water tank that enhances and expedites the delivery of bulk potable water into the division and brigade areas, and the operational and domestic missions requirements. It provides the Army with the capability to receive, store, and distribute potable water utilizing tactical trucks. The total shortage cost in this table reflects the cost of modernizing the ARNG existing potable water systems.
Palletized Loading System (PLS)	2,381	470	\$0.36	\$169.20	Recapitalization is the current strategy to modernize this fleet. The RECAP program scheduled to go under contract in November 2015 will allow us to RECAP M1074 PLS systems to M1075 systems. Goal is to RECAP enough to reach 50% modernized IAW with the Army Modernization Strategy.
Construction Engineer Equipment	11,281	1,692	varies	\$82.00	This category includes the Heavy Crane, Dozers, Graders, Hydraulic Excavator, Water Well Drill Systems and various types of compaction rollers that are critically under-filled or being filled at a rate that will never achieve ARNG modernization standards. This portfolio is unique in that the Army as a whole is a very minor portion of the vendor's business. The lengthening of fielding directly impacts ARNG modernization efforts. This portfolio has relied upon NGREA funding to improve modernization goals. The Army's Brigade Engineer Battalion Force Design Update will double the amount of engineers in each of its BCIs.
Assault Kitchen (AK)	994	435	\$0.05	\$22.84	The Assault Kitchen (AK) replaces the current legacy company-level field kitchens. The AK is a highly mobile field-feeding platform that effectively meets the nutritional requirements of the forward deployed troops and the operational and domestic missions requirements while reducing the field logistical footprint. The total shortage cost in this table reflects the cost of modernizing the ARNG existing field-feeding systems.
Multi-Temperature Refrigerated Container System (MTRCS)	467	139	\$0.14	\$19.46	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. The ARNG invested NGREA funds previously and will consider future NGREA investments when the new MTRCS Contract is finalized.
Warfighter Information Network Terrestrial (WIN-T) (Increment II) LINS: C18291, J05001, B67234	0	0	\$4.73	\$0.00	Provides on-the-move capability and a mobile infrastructure by employing military and commercial satellite connectivity and line-of-sight (terrestrial) radios and antennas to achieve end-to-end connectivity and dynamic networking operations. It also introduces networking radios and enhances Network Operations (NetOps) for network planning and monitoring. Soldiers can utilize applications for maneuver, fires and intelligence from inside vehicles, enabling commanders to make decisions on-the-move rather than being tied down to a fixed command post and ensuring effective and unpredictable offensive and defensive operations. This will enable effective C2 between numerous domestic operations within the highly fluid environment created by natural disasters/civil disturbances.
Assault Breacher Vehicle (ABV) LIN: A05001	30	12	\$4.50	\$54.00	Recommend the Combat Dozer Blade (CDB) version. It would serve as a CDU piece as it is equipped to clear obstacles and to do earth moving tasks such as: preparing defensive positions; breaching defensive earthworks; filling trenches, craters, and anti-tank ditches; preparing ground for launching bridges; clearing rubble, debris, and urban road blocks; and ground leveling and route opening. This would provide capabilities relative to both operational and natural disaster requirements.
Joint Light Tactical Vehicle (JLTV) LINS: Z05179, Z05253, Z05304, Z05282	0	0	\$0.25	\$0.00	The JLTV gives greater crew protection providing NG troops with greater survivability in operational environments while also providing reliable modernized troop movement capabilities. It also will facilitate wide-ranging Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) capabilities to enhance the utility and optimize overall system performance. The JLTV will ultimately give the ability to scale and evolve as operating environments change, allowing the mobility often necessary in domestic emergency situations.

PORTFOLIOS

The equipment items in each of the following portfolios are not an all-inclusive ARNG equipment shortage list but are groupings of those shortages most critical to the ARNG for FY17. These systems fulfill the Army's combat, combat support, and combat service support missions. Portfolio narratives are provided below.



Maneuver Portfolio

The maneuver (ground) portfolio contains families of combat systems including Stryker and Bradley Fighting Vehicles, Abrams Tanks, and HERCULES Recovery Vehicles. Army National Guard Armored and Stryker BCTs have a FY17 projected rate of fill of 100 percent of authorized portfolio vehicles. While HERCULES and the most modern tank and Bradley variants are planned for full modernization, the bulk of the ARNG tank and Bradley fleet is planned to receive only limited engineering change proposal or field modernization upgrades. Army National Guard leaders are concerned this may lead to training, sustainment, and interoperability challenges.



Soldier Portfolio

The Soldier portfolio includes individual and crew-served weapons, night vision, thermal weapons sights, mortars, improved target acquisition systems, common remotely operated weapon stations, robotics and other weapon support items. This portfolio enables Soldiers to gain and maintain overmatch against current and potential adversaries. Portfolio priorities include reducing Soldier load to improve performance and overmatch capabilities. Full funding is planned to fill remaining shortages and continue to modernize the Soldier portfolio systems. EOH remains strong, with emphasis on modernization and correction of the Army Authorization Document System documentation.



Air and Missile Defense Portfolio

Air and missile defense (AMD) provides the Army and Combatant Commanders with a flexible, adaptive, and integrated AMD force capable of enabling defeat of a full range of aerial threats across unified land operations.

Today, ARNG AMD, ground-based midcourse defense (GMD), and space units support the National Capital Region's Integrated Air Defense System, which defends our Nation's capital, and GMD systems deployed in Alaska, Colorado, and California to deter and defeat intercontinental ballistic missile attacks on our homeland. Both AC and ARNG AMD units are called 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 continues to improve and integrate AMD systems into the Joint Ballistic Missile Defense System architecture.



Aviation Portfolio

The aviation portfolio includes all ARNG fixed-wing, rotary-wing, unmanned aircraft systems, aviation training aids, devices, simulators and simulations, and aviation ground support equipment. CH 47D modernization to CH 47F is fully funded and should be complete, via transfers, by FY18. Army UH 60A divestment is scheduled for FY25 with UH-60M (Utility)/HH 60M (MEDEVAC) buyout forecast for FY28. UH-60V production is currently scheduled to begin in 2018 with the first being delivered to the ARNG in 2019. The ARNG AH 64D fleet will be Block II-pure in FY17. Common aviation tool sets are being fielded to the ARNG and the rest of the Army to modernize existing maintenance equipment and fill shortages. The ARNG is being fielded the Shadow V2 upgrades from FY15 to FY19 to increase UAS performance and capabilities. The Aviation Combined Arms Tactical Trainer will require UH 60V, Manned/Unmanned-Teaming (MUM-T), and UH 72A upgrades as those programs are modernized.



Fires Indirect Portfolio

The Fires (Indirect) Portfolio consists of all fire support and related systems. Firing platforms (cannons/howitzers/rockets) will be fully fielded per the BCT 2020 construct with modernization efforts continuing into the next decade (on par with the AC). Targeting device fielding and modernization continues to lag the AC but will improve during this period as new systems begin and complete fielding, and as force structure changes permit the lateral transfer of items from inactivating and converting structure. The key readiness challenge for this portfolio remains to be sensors, specifically the legacy Firefinder radars. The Q-36 radars are fully fielded and will modernize fully by FY16; Q-37s should reach full fielding and modernization as the Q-53 achieves full materiel release and begins fielding. Army National Guard formations plan to begin receiving Q-53s in FY17 with fielding continuing into 2021.



Mission Command Portfolio

The mission command portfolio consists of the Army digital C2, communication, computer, and intelligence systems. Joint Capabilities Release–Blue Force Tracker (JCR-BFT) is the key situational awareness and C2 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 JCR-BFT Tactical Operations Center system and a vehicular mounted system are currently being fielded to the ARNG. This number is significantly lower than MTOE authorizations and is the Army's 70 to 80 percent solution to fielding the force with this system. We have experienced improvements in mission command modernization and readiness; however, we have concerns about future fielding due to budget reductions. Reductions in mission command may negatively affect the ARNG in procurement of Warfighter Information Network-Tactical (WIN-T) Increment 2 and Capability Set equipment. More importantly, this could affect the ARNG operability and communication with other ARNG units and units in different components.



Nuclear, Biological, and Chemical Force Protection Portfolio

The Nuclear, Biological, and Chemical (NBC) Force Protection Portfolio consists of systems to support chemical, biological, radiological, and nuclear activities. NBC Reconnaissance Vehicle will be fielded to Army Acquisition Objective (AAO) (77 of 77) by the end of FY16. The portfolio has a significant shortfall relative to the Chemical/Biological Protective Shelter (CBPS). The CBPS is a CDU item used for homeland response missions which consists of two configurations the M8 and M8E1. ARNG CBPS requirement is six model number M8 systems and 271 model number M8E1 systems; however, the AAO caps the ARNG M8E1 requirement at 211. The CBPS M8E1 system is tentatively set to start fielding 4th Quarter FY17 and be completed by FY19.



Intelligence and Electronic Warfare Portfolio

The intelligence and electronic warfare (IEW) portfolio consists of systems to support military intelligence and electronic warfare activities. The Prophet is a ground-based tactical signals intelligence/electronic warfare system capable of searching and monitoring the radio frequency spectrum, performing signal intercept, direction finding, and reporting operationally relevant information. Each system comprises one control vehicle and three sensors. There is a PROPHET Spiral 1 shortfall. Cascade of systems is behind due to PROPHET Enhanced systems being pushed to the AC. The ARNG has 11 control vehicles and 29 sensors and is tentatively scheduled to receive five systems (five control vehicles and 15 sensors) in FY16. There is also a trainer-funding issue (no funds to support trainers for the three-week displaced equipment training). This is currently being staffed by HQDA. There is a geospatial workstation (GWS): D11498 shortfall. This system is replacing the Digital Topographical System, D10281. The problem is the recovery of the older systems and rebuilding them to GWS capability. Currently the ARNG has 67 percent (144 of 216) on hand with 32 systems projected for FY16.



Mobility Portfolio

This portfolio provides the ARNG with a versatile mix of capabilities enabling Engineer formations to support the range of military operations to include Homeland Response and Domestic Support to Civil Authorities. The ARNG currently has 74 percent of the total Army Engineer Force Structure. This portfolio includes counter explosive hazard, construction, bridging, mobility, counter mobility, mines and munitions, engineer support systems and protection-specific Remote and Autonomous Systems ground systems. The portfolio strategy is to invest in a set of capabilities to assure mobility across the battle space. The near-term priority is to focus on science and technology investment on developing U.S. compliant Family of Scatterable Mines and modernizing route clearance vehicles. The mid-term priority shifts to fielding tactical bridging, U.S. compliant munitions, and modernization of armored blade capability. The Family of Boats and Motors are currently under contract with fielding tentatively scheduled for FY18–22.



Combat Service Support Sustainment Portfolio

The combat service support (CSS) sustainment portfolio consists of medical, fuel, water, maintenance, and field feeding equipment. The sustainment portfolio equipment systems are not high-cost items, and the ARNG has improved both its EOH levels and equipment modernization levels utilizing NGREA funding. The sustainment portfolio equipment is critical to both combat and domestic missions. The modernized assault kitchens (AKs) replace the current legacy company-level field kitchens. The AK is a highly mobile field-feeding platform that effectively meets the nutritional requirements of the forward deployed troops and the operational and domestic mission's requirements while reducing the field logistical footprint. Significant Army and NGREA funds have contributed to ARNG increasing AK assets and modernization levels.



CSS Transportation Portfolio

The CSS transportation portfolio consists of light tactical vehicles, medium tactical vehicles (MTV), heavy tactical vehicles, mine-resistant ambush-protected vehicles, and tactical cargo trailers. Significant Army and NGREA funds have contributed to ARNG increasing transportation assets and modernization levels. The Army's future tactical wheeled vehicle strategy is to sustain and recapitalize most families of vehicles through FY16.

High mobility multipurpose wheeled vehicles (HMMWVs) are critical C2 and transportation assets during domestic operations. The HMMWV fleet consists of 53 percent up-armored HMMWVs, which is the most modern HMMWV in the Army. Ground ambulances are critical assets to the ARNG's federal and state missions. Modernizing the ambulance fleet remains a high priority for the ARNG. The ARNG is purchasing 503 HMMWV ground ambulances with FY10 NGREA funding, and 106 HMMWV ground ambulances with FY15 NGREA funding. The NGREA funding combined with directed Congressional funding since 2013 will result in the ARNG achieving 100 percent of its ambulance requirement and a 60 percent modernized ambulance fleet. The ARNG's MTV fleet is at 100 percent fill with a 65 percent modernization level of the Army's most modern up-armored family of MTVs (FMTV). NGREA funding was a significant factor in the ARNG's unprecedented MTV modernization. The first generation FMTVs are approaching 16 years of service life.

The Army has a key decision point in FY16 to implement a legacy FMTV recapitalization or replacement strategy. Adequate funding beyond FY16 will be critical to ensure the ARNG's MTV modernization levels.

The Army and the ARNG have significant 34-ton and 25-ton semitrailer shortfalls. Although the Army is exploring multiple solutions including commercial off-the-shelf options, the Army-wide semitrailer shortfall has not been resolved. The palletized loading system (PLS) is in sustainment and no new procurement has been planned. The new PLS recapitalization contract enables the ARNG to modernize existing PLS assets with upgraded operational and protection capabilities.

FY17 ARMY NATIONAL GUARD EQUIPMENT MODERNIZATION/SHORTFALL LIST

The ARNG's Equipment Modernization/Shortfall Category List identifies ARNG capability areas that should be given additional and special attention. The list identifies 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.

The Equipment Modernization/Shortfall Category List is a direct result of the shortfalls in the Army Program Objective Memorandum funding. This source, combined with NGRE funding, directly affects the ARNG's ability to perform federal and domestic missions. Providing additional procurement capabilities (funding and sources) for items identified on this list will positively impact ARNG unit capabilities and readiness.

ACHIEVING TRANSPARENCY WITHIN THE ARMY'S PROCUREMENT PROCESS

The Army has shown steady transparency improvements toward achieving National Guard equipment certification. With regard to financial traceability, the ARNG has confidence in the level of fidelity the Army has provided to date. However, this effort has not provided the capability to certify delivery of equipment. The certification of materiel delivery requires 100 percent confidence that an item was received by a unit and can be traced back to an appropriation.

Table 13

FY17 Army National Guard Equipment Modernization/Shortfall Category List

ARNG Top Equipment Modernization/Shortfall Category List						
Category	FY17 Authorization	Authorization Value (\$M)	FY17 On Hand	On Hand Value (\$M)	FY17 Shortage	Shortage Value (\$M)
AIR DEFENSE	942	\$467.1	719	\$286.2	223	\$180.9
AIRCRAFT	1,914	\$2,144.9	1,000	\$1,531.9	914	\$613.0
AVIATION	17,576	\$1,943.5	11,975	\$811.8	5,601	\$1,131.7
BATTLE COMMAND C2	71,064	\$1,190.8	52,398	\$773.6	18,666	\$417.2
BATTLESPACE AWARENESS	310	\$50.5	261	\$42.2	49	\$8.4
BATTLE COMMAND TRANSPORT NETWORKS	191,342	\$1,833.5	141,510	\$143.1	49,832	\$1,690.4
COMBAT MOBILITY	11,771	\$602.8	9,375	\$233.7	2,396	\$369.1
FIELD LOG	79,467	\$1,735.7	56,654	\$1,421.2	22,813	\$314.5
FORCE PROTECTION	325,439	\$871.5	321,981	\$639.5	3,458	\$232.0
GENERAL ENGINEERING	8,691	\$242.8	6,882	\$150.9	1,809	\$91.9
MANEUVER COMBAT VEHICLES	430	\$160.9	421	\$157.5	9	\$3.4
MANEUVER SYSTEMS	1,553	\$65.2	1,100	\$39.0	453	\$26.3
MEDICAL FIELD SYSTEMS	13,622	\$46.3	10,433	\$36.7	3,189	\$9.6
SOLDIER SYSTEMS	337,248	\$3,156.4	314,818	\$2,462.5	22,430	\$693.9
SOLDIER WEAPONS	24,421	\$77.4	23,643	\$69.2	778	\$8.1
STRIKE	4,043	\$1,086.1	3,266	\$862.7	777	\$223.4
SUPPORT SYSTEMS	90,476	\$848.5	36,515	\$398.6	53,961	\$449.9
TRAILERS	12,149	\$611.8	10,044	\$522.6	2,105	\$89.2
TRUCKS	24,198	\$5,613.7	20,630	\$4,655.2	3,568	\$958.5
Grand Total	1,216,656	\$22,749.5	1,023,625	\$15,238.1	193,031	\$7,511.4

Refinement of the transparency process was approved by the Secretary of the Army on February 25, 2015 (Army Directive 2015-13) to identify roles and responsibilities for transparency stakeholders. He appointed the Assistant Secretary of the Army for Acquisitions, Logistics and Technology to serve as the secretariat and overall Army policy lead for transparency.

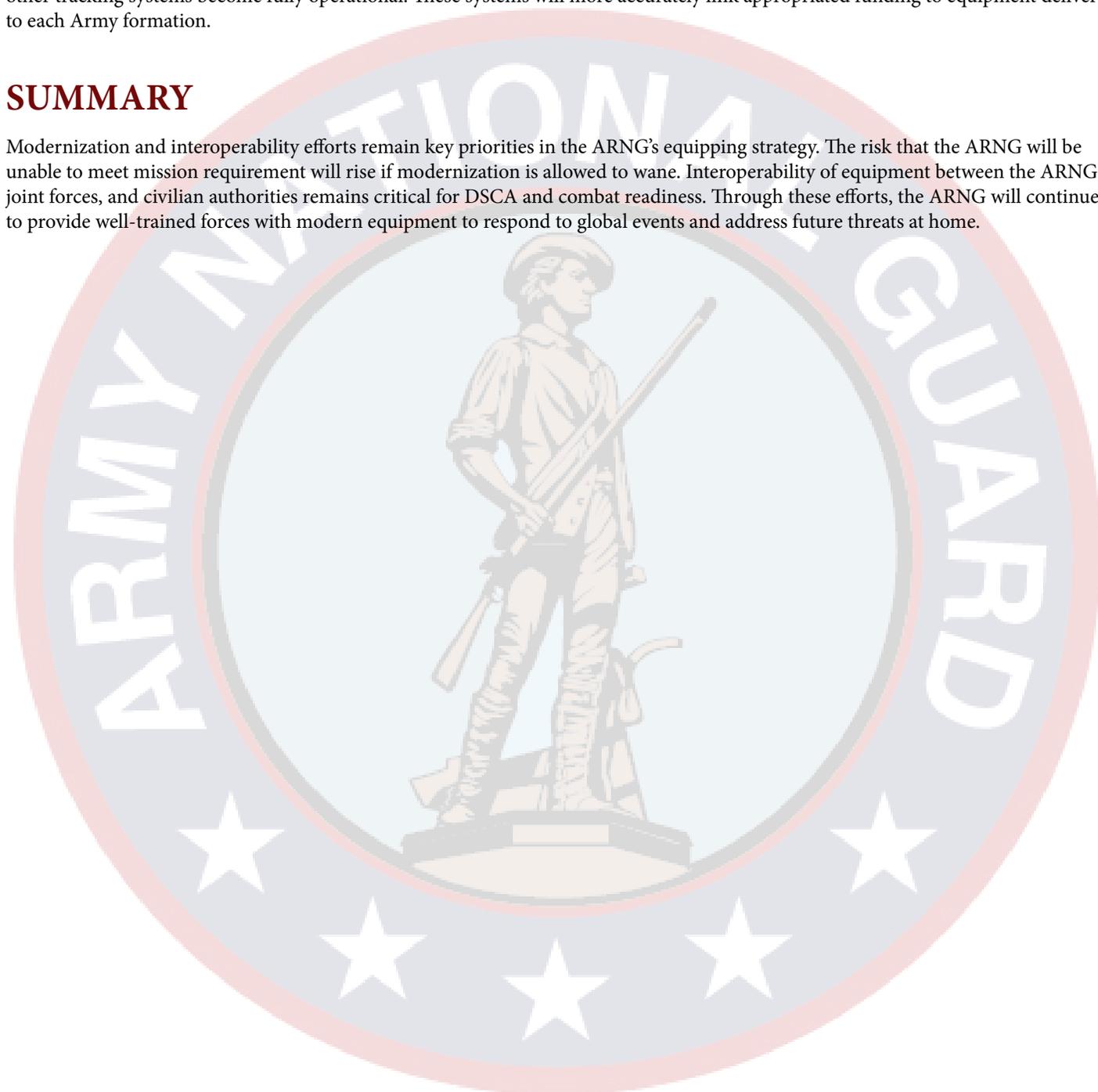
The Army will continue to oversee proposed changes, as well as improve business processes and data collection through web-based applications. The intent is to simplify the transparency process and to achieve full transparency through the incorporation of item unique identification (IUID) as part of GCSS-A, which is projected to reach full operability in FY17. It is believed that once IUID is fully implemented, it and GCSS-A capabilities will allow the Army to attain full auditable traceability as required by Congress.

Despite the significant progress, the ARNG remains unable to assess delivered quantities against those that were due in, as required by Congress. The ARNG must have the ability to systematically validate and audit delivery data by year of appropriation.

The Army is working toward full transparency and is on track to attain this through the IUID coding and increased fidelity with budget justification documents. By the end of FY17, the Army expects a significant improvement in transparency when IUID and other tracking systems become fully operational. These systems will more accurately link appropriated funding to equipment delivery to each Army formation.

SUMMARY

Modernization and interoperability efforts remain key priorities in the ARNG's equipping strategy. The risk that the ARNG will be unable to meet mission requirement will rise if modernization is allowed to wane. Interoperability of equipment between the ARNG, joint forces, and civilian authorities remains critical for DSCA and combat readiness. Through these efforts, the ARNG will continue to provide well-trained forces with modern equipment to respond to global events and address future threats at home.

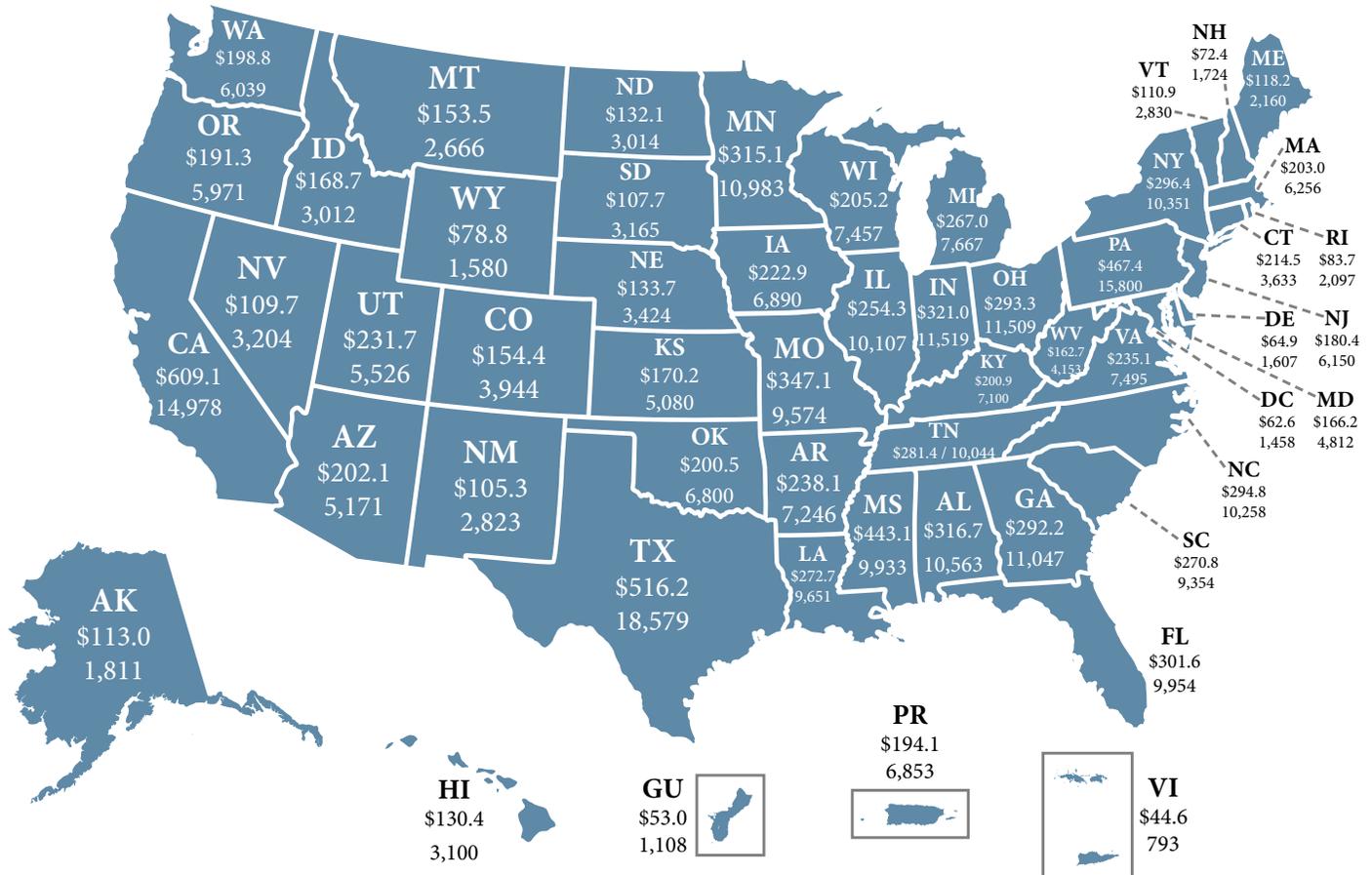




STATE SUMMARIES

Figure 15
FY15 Funding (\$M) and Assigned End Strength

FY15 FUNDING (\$M) AND ASSIGNED END STRENGTH



- Notes:
- FY15 state funding amount is comprised of OMNG, NGPA, AGR Pay and the FY15 MCNG funds.
 - FY15 End Strength numbers for the ARNG are the assigned number of Soldiers with a corresponding force structure allowance per state as of September 30, 2015.

The ARNG federal appropriation supports the maintenance of trained and ready units of the ARNG in the states, 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 TAG in each state, typically 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, with a notable exception for 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; Title 32, U.S.C. (Militia Code primarily referring to federally funded but state-controlled use of National Guard forces); and Title 10, U.S.C. (Armed Forces—primarily referring to the federally funded, federally controlled use of military forces, including National Guard).

SSG Angelica Leal, California Army National Guard, helps nail lumber into a new roof along with fellow Soldiers of the 851st Vertical Engineer Company, June 29, 2015. SSG Leal and 30 other members of 851st worked together with Soldiers from the Croatian Army to repair and rebuild a roof on a damaged community center. (Photo by TSgt Lynette Olivares.)

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 or territory. The President of 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 Title 32, U.S.C. 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 IDT or annual training. 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. The authority to use Title 32 in this way reposes with the Secretary of Defense.

TITLE 10 STATUS

Title 10, U.S.C., 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 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 one million personnel for no more than 24 consecutive months.

Presidential Reserve Call Up

Presidential reserve call up requires presidential notification to Congress—limited to 200,000 personnel for 365 days.

New Mobilization Authorities

Congress enacted a new authority in the 2012 NDAA 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.

In addition, a relatively new authority under Title 10, U.S.C., Section 12304 (a) & (b), enacted as part of the 2012 NDAA, 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.

Table 14
ARNG Duty Status Comparison

ARNG DUTY STATUS COMPARISON

	State Active Duty	Title 32, U.S.C.	Title 10, U.S.C.
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 for Training
Discipline	State Military Law	State Military Law	Federal Military Law
Support Law Enforcement	Yes	Yes	No, Except with Specific Authority

STATE SUMMARIES

Each of the states, territories and the District of Columbia provided a brief storyboard for federal missions, defense support of civil authorities, and key efforts and impacts that occurred in FY15.

Each summary identifies: The Adjutant General (TAG), ARNG Chief of Staff (CoS) (or Land Component Commander, Chief of the Joint Staff (CJS), Director of the Joint Staff (DJS)), United States Property and Fiscal Officer (USPFO), end strength, full-time support, state partnership affiliation, major commands, and funding.

The Adjutant General or USPFO may be ARNG or Air National Guard (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 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 (typically the state governor). The District of Columbia National Guard is led by a commanding general appointed by the Secretary of the Army.

Director of the Joint Staff

Director of the Joint Staff (DJS) JFHQ-state joint staff; and such separate offices as may be prescribed by the TAG, coordinates actions of the state's Army and Air staffs in order to accomplish the TAG's objectives for the National Guard. In this position, the DJS is responsible for strategic planning and coordination of support to Active Duty and federalized reserve component forces.

Army National Guard Chief of Staff

The ARNG CoS is the leader of the state's ARNG 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 or her staff.

United States Property and Fiscal Officer

The USPFO, a federal agent serving in Title 10, U.S.C. status in each of the states, 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 internal controls are in place and executed.

End Strength

The ARNG is authorized 350,200 Soldiers by Congress, with a corresponding force structure allowance. By definition, end strength represents the projected or authorized total number of Soldiers for a given year.

Full-Time Support (Authorized)

Full-time support, also referred to as full-time manning, is comprised of military technicians serving at the state level and the authorized 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 Obligations

The funding represents a combined total of the three appropriations for the ARNG: National Guard Personnel, Army (NGPA, 2060), Operations and Maintenance, Army National Guard (OMNG, 2065), and Military Construction, Army National Guard (MCNG, 2085) that were obligated from October 1, 2014 to September 30, 2015. National Guard Personnel, Army and OMNG figures include both base and OCO, as well as counterdrug funding. This total also includes the AGR NGPA funding, centrally managed by the ARNG. Active Guard Reserve pay is managed in the Open Allotment account and is sourced by the Full Time Support Management Control System. The state totals represent payroll for AGRs in the state for FY15, including FICA, Medicare and RPA contributions. Active Guard Reserves assigned to NGB are not included in the state summaries. Military Construction information provided is for awarded military construction projects in FY15. This is a five-year appropriation and not all projects are awarded (funded) in the first year of the appropriation. Several states were awarded either major construction or unspecified minor military construction in FY15 and funding are included in the state amount (Table 7, pg. 75). The combined numbers are rounded and may not sum due to rounding.

State Partnership Program

The SPP (a Department of State program) is in its 23rd year of successfully building relationships that today include 70 unique security partnerships involving 74 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.

Major Commands

This lists the ARNG units commanded by officers in the rank of colonel or general and shows each unit's insignia/patch, as listed by the U.S. Army Center of Military History's Heraldry Office. Some major commands may be omitted due to shifts in force structure.

Federal Missions

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, territory and the District of Columbia provided information relevant for activities in FY15, including recent deployments, major missions, SPP exchanges, facilities improvement and new construction, outstanding Soldiers awards, and resource impacts.

SGT Beau Branch (left) and SPC Matthew Deal (right), of the Mississippi National Guard, prepare the mobile tower system for nighttime airfield operations at Al Asad Air Base, Iraq, July 22, 2015. (Photo by CPT William Baxter, US Army.)



Federal Missions

An Oregon Army National Guard Soldier engages with local Afghan children during a visit to a park in Paghman, Afghanistan, Oct. 2, 2014. *(Photo by CPT Leslie Reed.)*



Defense Support of Civil Authorities

Members of the Oregon National Guard conduct wildfire cleanup operations at the Grizzly Bear Complex Fire near Elgin, Oregon, September 3, 2015. *(Photo by Jason van Mourik, Oregon Military Department Public Affairs.)*

Key Efforts and Impacts

CPT Alan J. Roehrich, of the North Dakota Army National Guard's 164th Regional Training Institute, assists BG Awal Nagnimi, Chief of Defense Forces for Benin in firing an M16 rifle at the Guard's Camp Grafton Training Center, near Devils Lake, North Dakota, May 3, 2015. The M16 is fitted with a training simulator called an "Ultimate Training Munition" that fires a paintball-type round for training. *(Photo by Jonathan Haugen, North Dakota National Guard.)*



FY15 STATE SUMMARY REVIEWS

In 1875, Daniel Chester French created the Minute Man Statue of a farmer-turned-soldier to honor those who fought for our country's independence. The Minute Man Statue was cast using cannons from the Civil War. The sculpture sits on the west side of the Concord River in Concord, Massachusetts. *(Photo courtesy of the National Guard.)*





TAG: MG Perry G. Smith
ARNG CoS: COL Brian B. Barrontine
USPFO: COL Darrell L. Butters

End Strength: 10,563
Full-Time Support: 1,698

State Partnership:
 Romania

MAJOR COMMANDS

- | | | |
|--|---|--|
|  Joint Force Headquarters |  62nd Troop Command |  226th Maneuver Enhancement Brigade |
|  167th Theater Sustainment Command |  31st Chemical Brigade |  200th Leader Regiment |
|  142nd Battlefield Surveillance Brigade |  20th Special Forces Group |  Fort McClellan Training Site |
|  122nd Troop Command |  135th ESC* |  279th Army Field Support Brigade |

FEDERAL MISSIONS:

- Deployed 689 Soldiers to Afghanistan, Iraq, Kosovo, Uganda, Bahrain, and Kuwait in support of OEF. Other mobilizations included the Horn of Africa and Sinai.
- A Company, 1st BN, 20th SFG (A) returned from a successful deployment to Iraq.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Executed over 1,500 man-days in support of civil authorities for 3 state-declared winter storm emergencies and the Selma to Montgomery 50th Anniversary Celebration.
- Conducted 93 civic action projects, including static equipment displays, parades, recruitment, and ROTC support.
- 46th CST conducted 16 full-scale exercises, 9 standby missions, and 3 no-notice response missions.

KEY EFFORTS AND IMPACTS:

- Executed \$4.3M in support of subsistence and sustainment clothing for Soldiers.
- Fielded 978 pieces of modern equipment totaling nearly \$99M, including 336 pieces of dual use items.
- Celebrated the 23rd anniversary of the State Partnership Program with Romania and executed 11 engagements. 700 Soldiers participated in 2 overseas training exercises in Romania: Operations Resolute Castle and Red Dragon.
- Completed 24 SRM projects at various facilities for \$12.6M.

* Expeditionary Sustainment Command

FY15 Funding: \$316.7M



TAG: BG Laurel J. Hummel
ARNG CoS: COL Joel T. Gilbert
USPFO: Col Michael J. Williams

End Strength: 1,811
Full-Time Support: 683

State Partnership:
 Mongolia

MAJOR COMMANDS

- | | | |
|---|--|--|
|  Joint Force Headquarters |  297th Battlefield Surveillance Brigade |  38th Troop Command |
|  207th Regional Training Institute | | |

FEDERAL MISSIONS:

- 49th Ground Based Missile Defense Battalion continued to operate the Midcourse Defense Fire Control system and secure the Missile Defense Complex at Fort Greely. The mission defends against limited Inter-Continental Ballistic Missile threats to the United States and allies.
- Deployed Soldiers to Afghanistan and Kosovo in support of OEF and Joint Guardian.
- HHC, 297th Battlefield Surveillance Brigade conducted ODT in Mongolia for Khaan Quest 2015, a multinational peacekeeping exercise with 22 nations hosted by the Mongolian Armed Forces.
- 49th Personnel Detachment conducted ODT in Australia for Talisman Sabre 2015. Soldiers served in combined joint reception cells at theater gateways throughout Australia and conducted accountability of more than 18,000 U.S. personnel.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- AK Army Aviation conducted over 131 flight hours performing 1,108 bucket drops with 878,200 gallons of water to help fight the Willow, Kenai, and Bethel wildfires. Additionally, AK Aviation transported passengers and cargo in support of the POTUS visit and provided transportation for the SECVA visit to Kotzebue and Point Hope.
- A platoon of 42 Soldiers from the 297th MP Company trained with the Anchorage Police Department as a quick reaction force for President Obama's historic visit to Alaska and during the 2015 Conference on Global Leadership in the Arctic hosted by the Department of State in Anchorage.
- The AKARNG, in cooperation with ALCOM, FEMA, and NORTHCOM continued to refine the catastrophic earthquake response plan for the state.

KEY EFFORTS AND IMPACTS:

- NGB and USPACOM selected an Alaska Army Guard officer to serve as the Bilateral Affairs Officer and Chief of Defense Cooperation to the U.S. Embassy in Mongolia.
- Began the transition of the 297th Battlefield Surveillance Brigade to a Regional Support Group and an Infantry Battalion, as the U.S. Army opted to eliminate the Battlefield Surveillance Brigade force structure from its Active and Reserves formations.
- The AKARNG is actively working to maintain readiness in a resource-constrained environment for homeland security and wartime readiness.
- Coordinated with Mongolia and Alaska's Division of Emergency Management to develop Mongolia's emergency response plan.

FY15 Funding: \$113.0M



ARIZONA

TAG: Maj Gen Michael T. McGuire
ARNG LCC*: BG John E. Hoefert
ARNG CoS: COL Leonard H. Dyer
USPFO: COL Amy F. Cook

End Strength: 5,171
Full-Time Support: 1,228

State Partnership:
 Kazakhstan

MAJOR COMMANDS



Joint Forces Headquarters



198th Regional Support Group



215th Regional Training Institute



158th Maneuver Enhancement Brigade



98th Aviation Troop Command/
Western ARNG Aviation Training Site



Arizona Training Centers

FEDERAL MISSIONS:

- Welcomed home 15 Soldiers from 153rd Brigade Support Battalion who supported Special Operations Command in Afghanistan.
- Welcomed home 20 Soldiers from 123rd Mobile Public Affairs Detachment who returned from Guantanamo Naval Base.
- Mobilized 56 Soldiers of Detachment 1, B Company 640th Aviation Support Battalion and 45 Soldiers from Fox Company, 1168th Aviation Support Battalion in support of Operation Inherent Resolve.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 98th Aviation Troop Command provided 10 days of airlift support and 158 Maneuver Enhancement Brigade acted as the Joint Task Force under the Joint Staff in support of Super Bowl XLIX.
- Provided UH-60 aviation support for search and rescue missions.
- Fielded more than \$103M of equipment from the Department of the Army with direct support capability to local-, state-, and federal-level agencies.
- Operation Phalanx supported law enforcement seizure of 25,506 pounds of marijuana and apprehension of 1,247 undocumented aliens, 369 missions, with over 1,800 flight hours.

KEY EFFORTS AND IMPACTS:

- 1-285th Attack Reconnaissance Battalion established cooperative agreement with Active Army's 2-13th Aviation Regiment to provide realistic manned and unmanned training opportunities with unmanned aerial systems and Apache AH-64D helicopters; more than 75 flight hours that mimic real-time combat situations executed since inception.
- 1285th Attack Reconnaissance Battalion conducted live-fire exercise with 66th Weapons Squadron from Nellis AFB during the Battalion's rotation at the NTC** in Fort Irwin, CA.
- Conducted 17 exchanges with Kazakhstan, focused on training, logistics, and human resources functions and independent peace-keeping operations for an exercise in Germany.

*Land Component Commander
**National Training Center

FY15 Funding: \$202.1M



ARKANSAS

TAG: Maj Gen Mark H. Berry
ARNG CoS: COL Christopher S. Stanger
USPFO: COL Bradley J. Cox

End Strength: 7,246
Full-Time Support: 1,213

State Partnership:
 Guatemala

MAJOR COMMANDS



Joint Force Headquarters



87th Troop Command



National Guard Marksmanship Training Center



39th Infantry Brigade Combat Team



142nd Field Artillery Brigade



Robinson Joint Maneuver Training Center



77th Theater Aviation Brigade



233rd Regional Training Institute



Fort Chaffee Joint Maneuver Training Center

FEDERAL MISSIONS:

- Mobilized 50 Soldiers from 2-238th Medical Evacuation Company to provide sustained medical evacuation coverage and emergency transport for OEF.
- Conducted demobilization operations for 112 Soldiers from 216th Military Police Company, which provided security and training in Parwan, Afghanistan for OEF, and 159 Soldiers from 1038th Engineer Company, which provided horizontal engineering in Kuwait and surrounding areas.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Conducted 84 DSCA and State Active Duty missions, including 44 winter storm support missions during 3 named storms; 19 Chemical, Biological, Radiological, and Nuclear missions; 7 missions to provide water to local jurisdictions; and 6 aviation support requests.
- Provided logistical support and planning for the Arkansas Prescription Drug Takeback resulting in the disposal of 19 tons of prescription drugs.
- Supported 12 separate operations totaling 86 missions in 4 states yielding the seizure of over \$50M in drugs, weapons, vehicles, and cash.

KEY EFFORTS AND IMPACTS:

- Broke ground on new Scout Reconnaissance Gunnery Complex with Infantry Platoon Battle Course at Fort Chaffee and repurposed 7 non-demographically viable readiness centers back to local communities in accordance with the Reserve Component Transformation Master Plan.
- Despite execution difficulties due to funding uncertainty and restrictions within Congressional guidance, met all statutory and mission essential funding requirements for the ARARNG while continuing to advance efforts in support of the goal of an Unqualified DoD Audit Report.

FY15 Funding: \$238.1M



TAG: MG David S. Baldwin
ARNG CoS: COL Jeffrey D. Smiley
USPFO: COL Terence P. Sullivan

End Strength: 14,978
Full-Time Support: 2,308

State Partnership:
 Ukraine
 Nigeria

MAJOR COMMANDS

- | | | |
|--|---|---|
|  Joint Force Headquarters |  79th Infantry Brigade Combat Team |  224th Sustainment Brigade |
|  40th Infantry Division |  100th Troop Command |  1106th TASMGM* |
|  40th Combat Aviation Brigade |  115th Regional Support Group |  Medical Command |
|  49th Military Police Brigade |  223rd Regional Training Institute |  Special Operations Detachment-North |

- | FEDERAL MISSIONS: | DEFENSE SUPPORT OF CIVIL AUTHORITIES: | KEY EFFORTS AND IMPACTS: |
|---|---|--|
| <ul style="list-style-type: none"> Deployed 1,203 Soldiers in support of operations in Afghanistan, Iraq, Kuwait, Guantanamo Bay, Kyrgyzstan, Kosovo, and Africa. Redeployed 224 Soldiers from 7 different commands who supported intelligence, aviation, advisory, law enforcement, and chaplaincy missions overseas. Deployed more than 349 Service members in support of international training missions including Yudh Abhyas, Ulchi Freedom Guardian, Key Resolve, Cobra Gold, Balikatan, JMRC Rotation Support, and Yama Sakura. | <ul style="list-style-type: none"> Conducted 57 missions including 11 Search and Rescue. CST 9th and 95th conducted 14 Joint Hazard Assessment Teams missions. California Office of Emergency Services requested fire support for 14 missions from the California Military Department. Provided aviation support for 13 fires in northern California. Executed 1,021 man hours deploying 2 task forces supporting 2,777 water bucket drops for a total of 2,856,270 gallons of water on California wildland fires. | <ul style="list-style-type: none"> Managed an excess equipment reduction from 1,585 pieces worth \$30M to 1,255 pieces worth \$12.3M. Completed Leadership in Energy and Environmental Design Gold project and California Readiness Center Transformation Master Plan while assisting NGB in identifying sustainment funding requirements for Readiness Centers. Executed \$14.8M in SRM projects. Completed California Network Modernization (Fiber) to 50% of armories; increasing bandwidth by 170% at no additional cost. |

FY15 Funding: \$609.1M

*Theater Aviation Sustainment Maintenance Group



TAG: Maj Gen H. Michael Edwards
ARNG CoS: COL Angela Stowell
USPFO: COL Leon L. Harrell III

End Strength: 3,944
Full-Time Support: 831

State Partnership:
 Slovenia
 Jordan

MAJOR COMMANDS

- | | | |
|--|--|--|
|  Joint Force Headquarters |  100th Ground Missile Defense Brigade |  169th Field Artillery Brigade |
|  89th Troop Command |  168th Regional Training Institute |  COARNG NORTHCOM Mobilization Element |

- | FEDERAL MISSIONS: | DEFENSE SUPPORT OF CIVIL AUTHORITIES: | KEY EFFORTS AND IMPACTS: |
|---|--|---|
| <ul style="list-style-type: none"> Deployed 305 personnel to support training in 10 countries including Germany, Ukraine, Slovenia, and Jordan across EUCOM, CENTCOM, PACOM, and AFRICOM. Deployed 7 Soldiers in support of Operation Joint Guardian-Kosovo Force, deployed 133 Soldiers in support of OEF-Guantanamo Bay Naval Station, and deployed 196 Soldiers to various locations in support of Operation Inherent Resolve. Redeployed 219 Aviation, Space, and Special Forces personnel from OEF-Afghanistan and OEF-GITMO. | <ul style="list-style-type: none"> Army Aviation assets conducted over 30 SAR missions saving dozens of lives. Provided aviation support to WAARNG's wildfire efforts. Provided WMD-CST support to the World Alpine Ski Championship, X-Games, and Pro-Cycling Challenge. | <ul style="list-style-type: none"> Completed construction on \$55M 168th Regional Training Institute, \$47M Centennial Training site, and \$4M Tactical Unmanned Aerial System facility. COARNG senior leadership attended the 70th anniversary of COARNG Soldiers liberation of Dachau Concentration Camp. Executed "Connect Colorado" events to strengthen Army Guard rapport with local community, civilian leadership, and first responders. |

FY15 Funding: \$154.4M



CONNECTICUT

TAG: Maj Gen Thaddeus J. Martin

ARNG CoS: COL Michael E. Wiczorek

USPFO: COL Michael J. Tuohy

End Strength: 3,633

Full-Time Support: 768

State Partnership:



Uruguay

MAJOR COMMANDS



Joint Force Headquarters



143rd Regional Support Group



169th Regional Training Institute



85th Troop Command



1109th TASMG*

FEDERAL MISSIONS:

- 9 Soldiers from 242nd Engineer Construction Management Detachment and 9 Soldiers from Detachment 6 (Operational Support Airlift Command) returned from deployments in support of OEF.
- Mobilized and deployed 3 units and 177 Soldiers to Afghanistan, Guantanamo Bay, and Kosovo.
- On very limited notice, organized, trained, and deployed a 35-Soldier element of the 143rd Regional Support Group to provide command, control, and administrative support to operations on a base in Afghanistan in support of NATO's Resolute Support Mission.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Deployed 14th Civil Support Team (WMD) and 928th Military Police Detachment (Working Dogs) to 40 in-state missions in support of the Department of Homeland Security, including over 200 hours of support to the Transportation Security Administration and assisted with security operations at the U.S. Open, Boston Marathon, and City of Boston July 4th events.
- Provided rotary-wing aviation support to the USCG to transport construction materials to Great Gull Island for the U.S. Fish and Wildlife Service to rebuild endangered species habitats damaged by Superstorm Sandy.
- Supported more than 180 community events and programs conducted throughout the state's 169 municipalities.

KEY EFFORTS AND IMPACTS:

- Hosted the second consecutive Inauguration of Connecticut Governor, Dannel P. Malloy at the William A. O'Neill Armory in Hartford.
- Hosted a key leader engagement exchange with top officials from the Uruguayan Armed Forces in support of the State Partnership Program. The exchange included the Chief of National Defense, the Commanders of the Army and Navy, and the Defense Attaché to the United States and included meetings and tours with state and military leadership.
- Completed a shoreline stabilization project at Camp Niantic, reinforcing a coastline battered by storms over the last decade and improving drainage.

*Theater Aviation Sustainment Maintenance Group

FY15 Funding: \$214.5M



DELAWARE

TAG: MG Francis D. Vavala

ARNG CoS: COL Albert Citro

USPFO: COL Joseph Bartel

End Strength: 1,607

Full-Time Support: 380

State Partnership:



Trinidad and Tobago

MAJOR COMMANDS



Joint Force Headquarters



72nd Troop Command



193rd Regional Training Institute



261st Signal Brigade

FEDERAL MISSIONS:

- Welcomed home 20 members from Detachment 1, F Company, 1-126th Aviation on July 11, 2015 from service in the Middle East. Headquartered in New Castle, the Soldiers are part of an aeromedical evacuation unit.
- Deployed 7 Soldiers from Detachment 7, Operational Support Airlift Agency to Djibouti to transport personnel and supplies to remote locations in support of Joint United States African Command operations.
- The DEARNG Computer Network Defense Team participated in Cyber Shield 2015. Focused on developing Industrial Control Systems, as well as Supervisory Control and Data Acquisition defense scenarios. The main effort is to prepare ARNG units for cyber incidents and conduct cyber operations.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Conducted a statewide exercise, Operation Cyclone, with all DEARNG units, Delaware Air Guard, U.S. Naval Reserve, and state and local first responders. The exercise was in response to a theoretical tornado that swept through New Castle County.
- Activated 150 Soldiers in support of a visit by the POTUS to attend the funeral of MAJ Joseph R. "Beau" Biden, III. Biden served as a Judge Advocate General Officer in the Delaware National Guard and was the former State Attorney General.
- Sent a team of 4 Soldiers to the Winston P. Wilson Marksmanship Competition. Two Delaware Army National Guardsmen placed in the Chief's 50 and the team placed 3rd in the Infantry Team Match.

KEY EFFORTS AND IMPACTS:

- Opened a new \$5M school building for the 193rd Regional Training Institute at the Bethany Beach Training Site.
- Conducted 12 State Partnership exchanges with Trinidad and Tobago. Exchanges included emergency management, engineering, security, and public affairs.
- Celebrated the 360th anniversary/birthday of the Delaware National Guard at Fort Christina, the site where the Delaware militia first mustered.

FY15 Funding: \$64.9M

DISTRICT OF COLUMBIA



CG*: MG Errol R. Schwartz
ARNG CoS: COL Aaron R. Dean II
USPFO: COL Helen E. Rogers

End Strength: 1,458
Full-Time Support: 310

State Partnership:
 Jamaica

MAJOR COMMANDS

Joint Forces Headquarters

260th Regional Training Institute

Mobilization Augmentation Command

74th Troop Command

FEDERAL MISSIONS:

- Welcomed home first rotation of 35 Soldiers from 275th MP Company at Camp Arifjan, Kuwait; deployed second rotation of 35 soldiers to Camp Arifjan.
- Deployed 6 Soldiers as individual augmentees in support of OEF.
- Food service specialists from 104th Maintenance Company, 273rd and 276th MP Companies, 275th MP Guard Company, and 547th Transportation Company provided daily meals for over 500 Soldiers during a training exercise near JB-MDL.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Provided 60 Soldiers in support of The Concert for Valor.
- Provided 200 Soldiers and 33 vehicles to support city police and fire during snowstorms.
- Provided 150 Soldiers in support of Fourth of July ceremonies on the National Mall.
- Provided 250 Soldiers in support of the Papal visit to Washington, D.C.

KEY EFFORTS AND IMPACTS:

- Fielded more than \$22M in operational and training equipment.
- Graduated 80 Cadets from the Capital Guardian Youth ChalleNGe Academy.
- Conducted multiple partnership events with Jamaica, including subject matter expert exchanges for medical support, vehicle maintenance, and military police.
- Conducted multiple exercises with District emergency response and interagency partners.
- Participated in Sovereign Guardian 2015 with 125 Soldiers.

**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.*

FY15 Funding: \$62.6M

FLORIDA



TAG: MG Michael A. Calhoun
ARNG CoS: COL Mike Canzoneri
USPFO: COL Gregory Cardenas

End Strength: 9,954
Full-Time Support: 1,478

State Partnership:
 Guyana
 Venezuela
 RSS*

MAJOR COMMANDS

Joint Force Headquarters

53rd Infantry Brigade Combat Team

164th Air Defense Artillery Brigade

Camp Blanding Joint Training Center

83rd Troop Command

211th Regional Training Institute

50th Regional Support Group

FEDERAL MISSIONS:

- Mobilized 944 Soldiers in support of operations in Bahrain, Africa, Kuwait, Afghanistan, and the Horn of Africa.
- Hosted the Military Reserve Exchange Program NATO-101 course providing training on security requirements and cultural awareness for participants in 2015 U.S./UK Exchange Program.
- Conducted the pilot emergency operations course in coordination with HQDA G34 and Installation Management Command to a worldwide audience.
- Conducted 13 ODT events for 9 different units in 4 COCOMs.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Participated in Cyber Shield, Operation Integration, Vibrant Response, and the U.S. Army Corps of Engineer Hurricane Table Top Exercise 2015.
- Counterdrug team assisted in the arrest of 479 suspected criminals and seizures totaling over 67,324 pounds of illegal drugs, valued at approximately \$575.2M.
- Hosted the Dual Status Commander Course Table Top Exercise and the DoD Chief Information Officer Senior Engineer Working Group.

KEY EFFORTS AND IMPACTS:

- Florida Governor Rick Scott declared a state of emergency and activated more than 30 National Guardsmen in support of Tropical Storm Erika, which threatened southern Florida in August 2015.
- Camp Blanding Joint Training Center received the Secretary of the Army Environmental Award Natural Resources Conservation—Large Installation.
- 211th Regiment achieved the Institution of Excellence Award. The Regional Training Site Maintenance earned their 5th "Institute of Excellence" rating for years 2004, 2007, 2010, 2012, and 2015.

FY15 Funding: \$301.6M

**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

TAG: BG Joseph Jarrard
ARNG CoS: COL Randall Simmons
USPFO: COL Thomas Blackstock

End Strength: 11,047
Full-Time Support: 1,487

State Partnership:
 Georgia

MAJOR COMMANDS

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

FEDERAL MISSIONS:

- Deployed and redeployed 596 Soldiers to the CENTCOM AOR, representing all major subordinate commands.
- 345 Soldiers participated in ODT missions in Jordan, Canada, South Korea, Gabon, Italy, Germany, and Georgia to promote partnership between the U.S. and the host country.
- 506 Soldiers from 9 units participated in 8 separate CTC rotations at NTC, JRTC, JMRC, and WFX providing high end Mission Essential Task training opportunities that cannot be replicated at the home station.
- Awarded 179 SRM projects across federal and state facilities for \$22.8M (\$21.4M federal/\$1.4M state).

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- The Counterdrug Task Force continues to perform as one of the most successful National Guard Counterdrug Task Forces in the country assisting in more than \$731M in drug-related seizures and the arrest of 1,648 drug related suspects.
- 4th WMD CST conducted 47 standby missions and 32 assist-training missions to the state and nation, mitigating potential hazards and securing the safety of citizens.

KEY EFFORTS AND IMPACTS:

- Finished as the largest National Guard state for enlisted accessions with 1,641 accessions and 1,468 new enlistments. Exceeded the mission in enlisted recruiting and commissioned officer accessions.
- Continued to conduct the only Physical Readiness Annual Training (PRAT) program, which provides extensive physical fitness training, as well as combat life saver certification and leadership development training. Of the 357 PRAT program graduates in FY15, 47 have reenlisted, 50 were promoted, and over 54% have passed the APFT. Retention of these Soldiers represents cost savings between \$3M and \$9M.

FY15 Funding: \$292.2M



GUAM

TAG: BG Roderick R. Leon Guerrero
ARNG CoS: COL Robert A. Crisostomo
USPFO: COL Norman P. Limtiaco

End Strength: 1,108
Full-Time Support: 266

State Partnership:
 Philippines

MAJOR COMMANDS

-  Joint Force Headquarters
-  105th Troop Command
-  203rd Regional Training Institute

FEDERAL MISSIONS:

- Participated in 12 events with our state partner, Republic of the Philippines. The events included combat lifesaver courses (CLCs) and numerous subject matter expert exchanges. The CLC events are attended by commands all across the Philippines.
- In conjunction with the Defense Threat Reduction Agency, the GUARNG trained alongside key offices in the Philippines in support of Humanitarian Assistance and Disaster Response exercises. These events are conducted to improve capacity and capabilities in our partner country.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Participated in relief efforts after Typhoon Dolphin in May. Relief efforts included traffic control and debris clean up.
- 94th CST-WMD responded to 4 reports of suspicious substances, 2 suspicious packages, and 2 incidents of hazardous material discovery sites. The hazardous material discovery included 1 response to Saipan, CNMI.
- 94th CST supported 4 missions in support of National Security Special Events (NSSEs) and Local Security Special Events (LSSEs). NSSE standby missions included the 2015 World Games in Los Angeles and the Papal visit in Philadelphia. Supported 2 LSSE missions in Guam.

KEY EFFORTS AND IMPACTS:

- Activated the state's first ever aviation unit, D Company, 1-224th Aviation Regiment; received 2 UH-72 Lakotas in June.
- Completed the GUARNG Assembly Hall project in October. This \$8.5M project serves as a venue for assembly of several units to include processing of Soldiers for deployment, training, briefings, and ceremonies. This state-of-the-art facility will also serve as an emergency operations center in the event of future disasters or other contingencies as needed.
- Received approximately \$2.7M to complete several minor construction and renovation projects at both GUARNG compounds, Barrigada Readiness Center, and Fort Juan Muna.

FY15 Funding: \$53.0M

HAWAII



TAG: Maj Gen Arthur “Joe” Logan
ARNG CoS: COL Robert W. Leshner
USPFO: COL Edward K. Chun-Fat, Jr.

End Strength: 3,100
Full-Time Support: 590

State Partnership:
 Indonesia
 Philippines

MAJOR COMMANDS



Joint Force Headquarters



103rd Troop Command



298th Regional Training Institute



29th Infantry Brigade Combat Team

FEDERAL MISSIONS:

- One Field Artillery SFC deployed to Jordan in support of OIR providing air-support mission planning with the 4th Battlefield Coordination Detachment.
- Conducted exercise Tiger Balm 2015 in Singapore in conjunction with the Singapore Armed Forces.
- Provided personnel in support of Global Peace Operations Initiative in Malaysia for medical training and partnership exchanges.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Detachment 1, Company A, 3rd Battalion 140th Aviation Regiment continued providing UH-72 Lakota support to Task Force Liberty, Southwest Border Mission in Texas.
- Conducted domestic response exercise Vigilant Guard 2015 involving multiple states, agencies, and federal and state military personnel.
- Responded to relief efforts for Hurricane Ana on the Big Island.

KEY EFFORTS AND IMPACTS:

- Rated top 2 overall in the nation for Medical Readiness Classification 1 and 2.
- Rated top Recruit Sustainment Program in the Nation.
- Rated 2nd in the nation for total reenlistment mission percent.
- In conjunction with Guam National Guard, opened first of 2 classrooms at a school in San Remigio, Philippines.

FY15 Funding: \$130.4M

IDAHO



TAG: Maj Gen Gary L. Saylor
ARNG CoS: COL Michael J. Garshak
USPFO: COL David M. Dahle

End Strength: 3,012
Full-Time Support: 870

State Partnership:
 Cambodia

MAJOR COMMANDS



Joint Force Headquarters



204th Regional Training Institute



Orchard Combat Training Center



116th Cavalry Brigade Combat Team

FEDERAL MISSIONS:

- 15 Soldiers deployed on T10 rotations supporting Active Duty missions and NGB.
- 94 Soldiers participated in Angkor Sentinel 2015 with the Royal Cambodian Army, providing training on Human Aid and Disaster Relief.
- State Partnership Program with Cambodia deployed 5 Soldiers to exchange best practices in Logistics, CBRN, and Medical First Response.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 101st CST trained over 800 first responders and public officials on unit capabilities, conducted 13 Joint Training Exercises, and provided CBRN detection capability to enhance security at 20 high-profile Idaho events.
- Aviation Group completed 5 search and rescue missions, 4 fire suppression missions with a UH-60 Firehawk, and 16 civil support events with local and federal agencies using 29 aircrafts for a total of 91.3 flight hours.
- Conducted 211 community relation events.

KEY EFFORTS AND IMPACTS:

- Over 85% of the Soldiers supported the August NTC rotation 15-09 at Fort Irwin, CA.
- 116th Cavalry Brigade Combat Team conducted NTC rotation command with over 5,500 Soldiers participating from 17 states; this included Aviation Task Force support from 1-183rd ARB who deployed 12 AH-64D and 5 UH-60 aircraft.
- Executed over \$10M in military construction and in SRM of readiness centers and training facilities at Orchard Combat Training Center.

FY15 Funding: \$168.7M



ILLINOIS

TAG: MG Richard J. Hayes Jr.
ARNG CoS: COL Joseph J. Schweickert
USPFO: COL Eric K. Little

End Strength: 10,107
Full-Time Support: 1,367

State Partnership:
 Poland

MAJOR COMMANDS

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

FEDERAL MISSIONS:

- 102 Soldiers deployed in support of OEF to Afghanistan and Kuwait.
- Continued co-deployments to Afghanistan with Polish land forces, supporting 2 Bilateral Embedded Staff Teams in support of the International Security Assistance Force. Marked the 15th co-deployment with Poland.
- 650 Soldiers participated in overseas training exercises in FY15, a 50 percent increase from the previous year. This overseas training spanned the world from Eager Lion in Turkey to Beyond the Horizon in Panama.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 5th CST conducted 39 operational support missions including ten high-risk law enforcement search warrants on suspected clandestine laboratories, and three missions supporting the FBI. 5th CST also provided support to special security events including the 200th Anniversary of President Abraham Lincoln's funeral procession, the NFL Draft, the Boston and Chicago Marathons, and the NHL championship.
- Provided aviation assets and personnel in support of U.S. Customs and Border Patrol along the U.S.-Mexican border.
- Counterdrug Operations supported 865 narcotics arrests, \$576.2M in drug seizures, and \$49.9M in non-drug seizures.

KEY EFFORTS AND IMPACTS:

- Continued construction on \$53M Army Aviation Support Facility and a new Readiness Center in Kankakee.
- Completed over 14 major SRM projects, totaling more than \$18M across the state. These investments in infrastructure added critical operational space, resulting in greater efficiency in building systems.
- Purchasing and Contracting (P&C) exceeded all 5 critical small business metric goals, with the highest levels in service-disabled Veteran-owned, woman-owned, and HUBZone. 550 of the 752 contracts released from P&C were small businesses (81.36%), with nearly \$18M of the \$22M in funding going to the aforementioned businesses.

FY15 Funding: \$254.3M



INDIANA

TAG: MG Courtney P. Carr
CJS*: BG Ronald A. Westfall
USPFO: COL Paul Wolfley

End Strength: 11,519
Full-Time Support: 1,588

State Partnership:
 Slovakia

MAJOR COMMANDS

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

FEDERAL MISSIONS:

- Deployed 4 units and redeployed 1 unit totaling 438 Soldiers to Afghanistan and Guantanamo Bay, Cuba providing force protection, security, and aviation support.
- 38th Infantry Division and the 138th Quarter Master Company maintained alert level readiness fulfilling their command and control CBRN response element in the event of a CBRN attack.
- Prepared 4 units totaling 276 Soldiers for future deployment requirements in Germany, Kuwait, Kosovo, Qatar, and Cuba.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 19th CERFP participated alongside Israel and other national and state partners in the Israel-Indiana National Guard United Front 15 exercise conducted at the Atterbury-Muscatatuck Center for Complex Operations.
- 53rd CST conducted 1 response and 65 standby missions in support of FBI and local responders. Assisted with World Meeting of Families and Papal Visit in Philadelphia and the Special Olympics World Games in Los Angeles.
- Indiana Counterdrug supported over 1,100 seizures and arrests resulting in the seizure of over \$201M in drugs and non-drug assets, 196 weapons, and 311 arrests in support of local, state, and federal law enforcement agencies.

KEY EFFORTS AND IMPACTS:

- Atterbury-Muscatatuck hosted 2 Division Warfighter exercises and the USNORTHCOM Vibrant Response 15 CPX.
- Conducted 25 training exchanges (Slovakia-20, United Kingdom-4, and Israel-1).
- 119 INARNG Soldiers participated in Slovak Shield exercise September 12-26, 2015.
- 75 Slovak Armed Forces Soldiers visited Indiana September 14-23, 2015. Conducted familiarization activities and shared best practices.
- 212 INNG Soldiers and Airmen conducted numerous events in Slovakia. This is the largest overall participation of INNG Soldiers and Airmen to conduct events in Slovakia in the 21-year partnership.

FY15 Funding: \$321.0M

*Chief of the Joint Staff



TAG: MG Timothy E. Orr
ARNG CoS: COL Michael G. Amundson
USPFO: COL Allen L. Meyer

End Strength: 6,890
Full-Time Support: 1,161

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:

- 10 Soldiers with Detachment 34 Operational Support Airlift Command returned from a 6-month deployment to OEF, where they provided aviation support in the CENTCOM theater of operation.
- Approximately 60 Soldiers from C Company, 2nd Battalion, 147th Aviation returned from a 1-year deployment to OEF, where they flew more than 800 combat flight hours and provided rotary wing aviation support throughout the CENTCOM theater of operations. The unit also earned the U.S. Army Aviation Safety Excellence Award.
- Approximately 40 Soldiers of B Company, 248th Aviation Support Battalion returned from a 1-year tour to Kosovo, where they executed aviation maintenance support missions.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Soldiers assigned to 186th MP Company validated their National Guard Reaction Force mission. The training scenario had elements of the 186th MP Company mobilizing to augment the Iowa State Patrol in providing security to a vaccine research and production facility during a pandemic flu outbreak. Approximately 150 personnel participated in the training event, along with law enforcement personnel from the Iowa Department of Public Safety.
- 671st Troop Command executed an emergency communications interoperability exercise, which brought together more than 20 federal, state, and local emergency response agencies to ensure interoperability of communications systems during a large-scale natural disaster or domestic emergency.

KEY EFFORTS AND IMPACTS:

- More than 2,000 Soldiers from the 2nd IBCT, 34th Infantry Division, and supporting units participated in the JRTC rotation at Fort Polk, Louisiana in July and August. The 2nd IBCT conducted rigorous, realistic, and relevant multi-echelon, joint and combined arms during the intensive exercise, which is designed to hone the execution of battlefield tasks.
- Completed approximately \$8.5M in renovation projects including S-60 Readiness Center, M-3 and M-8 Classroom complexes, and Combined Support Maintenance Shop at Camp Dodge and the Sioux City Readiness Center. With the completion of these projects, every IAARNG Readiness Center has been remodeled, refurbished, or built new within the past 20 years. The IAARNG also dedicated a new, \$2.7M Urban Assault Course at Camp Dodge, which will be utilized extensively by both military and law enforcement agencies.

FY15 Funding: \$222.9M



TAG: MG Lee E. Tafanelli
ARNG CoS: COL Roger D. Murdock
USPFO: COL Alan K. Soldan

End Strength: 5,080
Full-Time Support: 941

State Partnership:
 Armenia

MAJOR COMMANDS

-  Joint Force Headquarters
-  35th Infantry Division
-  130th Field Artillery Brigade

-  69th Troop Command
-  287th Sustainment Brigade

-  235th Regional Training Institute
-  635th Regional Support Group

FEDERAL MISSIONS:

- Deployed Soldiers from Company D, 2nd Battalion, 135th Aviation Regiment to Kuwait to provide aircraft maintenance in support of Task Force Spartan Shield.
- Deployed 24 Soldiers from the 35th Infantry Division in support of the NATO mission in Kosovo and the EUFOR mission in Bosnia.
- 26 Soldiers and 16 Airmen conducted humanitarian and civic assistance in Yerevan, Armenia by constructing an elderly institution, an emergency operations center, and a hospital.
- 9 Soldiers assisted the Armenian peacekeeping units during a field training exercise assisting in their preparation for a NATO Combat Readiness Evaluation.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 420 Soldiers from 1st Battalion, 161st Field Artillery Regiment conducted civil disturbance training with state and local partners.
- 73rd CST conducted 4 operational response missions and 12 operational sweep and standby missions in support of the FBI, Kansas Department of Health and Environment, Kansas Fire Marshal, local Fire and Police Departments, and the 190th Air Refueling Wing.
- 73rd CST conducted 10 Personal Protective Equipment training events for civilian medical providers. Provided guidance on proper procedures to handle equipment and wearing appropriate protection.

KEY EFFORTS AND IMPACTS:

- Inactivated Battery E (Target Acquisition), 161st Field Artillery.
- 2nd Battalion, 130th Field Artillery conducted HIMARS live fire exercise at Fort Riley with fire direction orders coming from 60 miles away at the Great Plains Joint Training Center.
- 235th Regional Training Institute conducted their first culinary class at the new Culinary Center of Excellence located in Salina. Soldiers from across the nation will attend classes at the center to become Army food service specialists.

FY15 Funding: \$170.2M



KENTUCKY

TAG: Maj Gen Edward W. Tonini
ARNG CoS: BG Benjamin F. Adams III
USPFO: COL Brian Wertzler

End Strength: 7,100
Full-Time Support: 1,103

State Partnership:
 Ecuador
 Djibouti

MAJOR COMMANDS

 Joint Force Headquarters

 63rd Theater Aviation Brigade Command

 138th Field Artillery Brigade

 149th Maneuver Enhancement Brigade

 75th Troop Command

 238th Regional Training Institute

FEDERAL MISSIONS:

- CTC Deployments: 577th Sapper Company to JRTC, 2123rd Transportation Company to JRTC and NTC, 2113th Transportation Company to JRTC, 201st Engineer Headquarters and Headquarters Company to Warfighter Exercise, and 206th Forward Support Company to National Sustainment Training Center.
- Deployed 441st Engineer Company to Hohenfels, Germany to conduct a Troop Construction Mission for the Joint Multinational Readiness Center.
- Mobilized the following units: 1163rd AMRC to Afghanistan, both B/351 Aviation and 2-147th Aviation to Kuwait, and 20th Special Forces Group to various locations.
- Activated a Multi-Role Bridge Company consisting of 185 Soldiers in northern Kentucky.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Provided support for 198 missions to civilian agencies including the Kentucky Derby, Thunder over Louisville, festivals, parades, and other community events.
- Provided emergency support to 4 emergency presidential directives; 2 related to winter storms and 2 related to floods.
- Conducted 547 military funerals honors throughout the commonwealth.

KEY EFFORTS AND IMPACTS:

- Signed a new state partnership agreement with Republic of Djibouti.
- 1-149th Infantry Battalion was selected for the Kerwin-Reckord Award for best Maneuver Unit and 1123rd Sapper Company was selected for the Itschner Award for best Engineer Unit.
- 299th Chemical Company received the Supply Excellence Award for Region III and is competing nationally.
- FMS Jackson placed second for the Region III Army Award for Maintenance Excellence and is now competing nationally.
- Performed ribbon cutting on new Army Aviation Support Facility in Frankfort and newly renovated Brigade Headquarters in Louisville.

FY15 Funding: \$200.9M



LOUISIANA

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

End Strength: 9,651
Full-Time Support: 1,463

State Partnership:
 Belize
 Haiti

MAJOR COMMANDS

 Joint Force Headquarters

 139th Regional Support Group

 256th Infantry Brigade Combat Team

 61st Troop Command

 225th Engineer Brigade

 199th Regional Training Institute

 State Aviation Command

 204th Theater Airfield Operations Group

FEDERAL MISSIONS:

- 158 Soldiers from engineer, transportation, military police, and aviation units supported deployments to Afghanistan, Guantanamo Bay, Kosovo, and Kuwait.
- 199th Leadership Regiment trained approximately 1,700 Soldiers from over 27 states in Army-standard courses for military occupational skill qualification, non-commissioned officer education school, multiple specialty courses, and officer candidate school.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Activated 200 Soldiers in support of state emergencies to provide engineer assessment teams, engineer work teams, levee patrols, parish liaison operations, transportation support, and logistics support during Red River flooding.
- Provided bulk water assets to Joint Emergency Services Training Center (Louisiana State Police) and Jean Lafitte National Park.
- 62nd CST provided support for Jazz Fest, Mardi Gras, and BCS Sugar Bowl in New Orleans; all LSU home football games in Baton Rouge; Papal visit in Philadelphia; and multiple sites throughout Louisiana in support of local officials to test and identify unknown substances.

KEY EFFORTS AND IMPACTS:

- Completed Tactical Unmanned Aerial Support Operations Center at Fort Polk.
- Completed construction on the Air Traffic Control Tower at Hammond Regional Airport, the Waste Water Treatment Facility at Camp Minden, and the Regional Support Staging Area in Rosedale.
- Began project to convert the acquired J. Levy Dabadie Correctional Center into the Dabadie Training Facility at Camp Beauregard.
- Conducted 16 events with Belize and 22 events with Haiti focusing on disaster response, leadership development, border security, and medical response. Also conducted ODT mission in Haiti to conduct training and complete emergency response preparedness.

FY15 Funding: \$272.7M



TAG: Brig Gen Gerard F. Bolduc
ARNG CoS: COL Michael R. McLaughlin
USPFO: COL Donald O. Lagace, Jr.

End Strength: 2,160
Full-Time Support: 483

State Partnership:
 Montenegro

MAJOR COMMANDS

 Joint Force Headquarters
 240th Regional Training Institute

 52nd Troop Command

 120th Regional Support Group

FEDERAL MISSIONS:

- 240th Regiment, Regional Training Institute awarded accreditation and “Institution of Excellence” designation by TRADOC.
- 224th Aviation supported Department of Homeland Security Southwest Border Mission.
- Company B, 3rd Battalion, 172nd Infantry Regiment (Mountain) and 185th Engineer Support Company regionally aligned forces with PACOM.
- 136th Engineer Company from Skowhegan and Lewiston trained with 2nd Infantry Division, 3rd Stryker Brigade Combat Team during their NTC rotation in September 2015.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Counterdrug Task Force assisted law enforcement’s seizure of \$3.1M in illicit drugs, \$498K in drug trade cash, and 36,320 doses of heroin.
- Provided engineer support to Massachusetts to remove record snow in a declared emergency.
- 11th CST deployed to support the Papal visit and U.S. Open PGA Tournament.
- Constructed public school athletic fields and Boy Scout camp facilities.

KEY EFFORTS AND IMPACTS:

- Completed 65,000 sq. ft. Armed Forces Reserve Center (\$22.3M) and 52,000 sq. ft. Aviation Readiness Center (\$15.8M). Construction started on 107,000 sq. ft. Joint Force Headquarters (\$32M).
- Executed \$3.75M of 5-year \$14M Maine-funded bond for state-owned readiness center renovations and repairs. From the same \$14M bond, initiated the purchase of 6,000 acres for additional training land at cost of \$3M.
- Received “2015 Best in Nation” NGB Award for environmental stewardship.
- MEARNG conducted over 1,000 funeral honors ceremonies.
- Participated in 15 state partnership events and facilitated support that Maine Emergency Management Agency provided to Montenegro for disaster preparedness planning.

FY15 Funding: \$118.2M



TAG: MG Linda Singh
ARNG CoS: COL Adam R. Flasch
USPFO: COL Mark A. Tracy

End Strength: 4,812
Full-Time Support: 810

State Partnership:
 Estonia
 Bosnia and Herzegovina

MAJOR COMMANDS

 Joint Force Headquarters

 58th Expeditionary Military Intelligence Brigade (E-MIB)

 70th Regional Training Institute

 29th Combat Aviation Brigade

 58th Troop Command

 1100th TASMGM*

FEDERAL MISSIONS:

- Deployed 31 Soldiers to Afghanistan and Kuwait in support of OEF and Horn of Africa.
- Successfully transformed the 58th Battlefield Surveillance Brigade into the 58th Expeditionary Military Intelligence Brigade.
- Maryland achieved a “Green” in the overall Unit Status Report in executing 5 federal mobilizations/deployments.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Deployed more than 2,600 Soldiers to the streets of Baltimore for a week to control civil unrest in support of local law enforcement.
- Conducted 105 civic action projects, including static equipment displays, parades, and recruiting events.
- 32nd CST conducted 15 exercises and 15 standby missions, several were for multiple days.

KEY EFFORTS AND IMPACTS:

- Executed 3 MILCON projects for \$31.7M, which will enhance the ability to support federal and state missions and improve the quality of life for the Soldiers assigned to the Dundalk, La Plata, and Westminster Readiness Centers.
- Selected to receive this year’s Department of Defense Red Ribbon Award for our Substance Abuse Program.
- Conducted 54 State Partnership Program events, 21 with Estonia and 28 with Bosnia and Herzegovina, and 5 planning conferences.

FY15 Funding: \$166.2M

*Theater Aviation Sustainment Maintenance Group



MASSACHUSETTS

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

End Strength: 6,256
Full-Time Support: 945

State Partnership:



MAJOR COMMANDS

Joint Force Headquarters

51st Troop Command

101st Regional Training Institute

26th Maneuver Enhancement Brigade

79th Troop Command

151st Regional Support Group

FEDERAL MISSIONS:

- Deployed 300 Soldiers to Afghanistan from 379th Engineer Company, F Company and Detachment 12 (Operational Airlift Support) of 126th Aviation Battalion, and 182nd Medical Company.
- Deployed 50 Soldiers to Africa from the 20th Special Forces Group.
- Deployed more than 13,000 Soldiers worldwide since 9/11.
- Deployed approximately 30 Soldiers from the 51st Troop Command and 79th Troop Command to Tajikistan in support of CENTCOM's Regional Cooperation (RC). Regimental cooperation is the largest annual, multilateral command-post exercise held in conjunction with regional partners from Central and South Asia.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Provided civil support with 300 National Guard Soldiers and Airmen to local, state, and federal agencies during the Boston Marathon.
- Activated 800 Soldiers over a 25-day period during an unprecedented severe blizzard and 3 snowstorms that dropped a record 108.6 inches of snow in Boston. Performed 120 missions including snow removal, security, and high water rescue.
- Activated 1,500 Soldiers supporting over 150 missions including 5 major annual events including the Boston Marathon and July 4th "Esplanade" celebration, as well as a winter blizzard and snowstorms. Missions included security, explosive ordinance detection, logistics, engineering, aviation, and transportation.

KEY EFFORTS AND IMPACTS:

- Recommended by Chief, NGB and Commander, US AFRICOM, as the state to establish a new partnership with the Republic of Kenya under the State Partnership Program.
- The 26th Maneuver Enhancement Brigade successfully completed Warfighter Exercise 15-5 at Fort Hood in June. Missions included over 20 Reserve, Active, and National Guard units in support of a division-level virtual battlefield exercise. The exercise consisted of command and control procedures and improving information flow between higher commands, subordinate units, multi-national forces, and other government agencies for enhanced integration.

FY15 Funding: \$203.0M



MICHIGAN

TAG: MG Gregory J. Vadnais
ARNG CoS: COL Timothy Houchlei
USPFO: COL Stephen J. Ward

End Strength: 7,667
Full-Time Support: 1,288

State Partnership:



MAJOR COMMANDS

Joint Force Headquarters

63rd Troop Command

177th Regional Training Institute

46th Military Police Command

177th Military Police Brigade

272nd Regional Support Group

FEDERAL MISSIONS:

- Members of the MIARNG along with Coast Guard Special Response Team, Marines, and the Danish Military conducted Exercise Arctic Eagle, addressing defense of critical infrastructure within the Arctic Circle.
- Camp Grayling hosted eXportable Combat Training Capability rotation with more than 4,000 Soldiers from around the country participating.
- Exercise Northern Strike took place in August and validated the ability of MIARNG units to quickly mobilize and deploy in support of combat operations.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Hosted Exercise Northern Exposure, a major disaster relief exercise featuring more than 3,000 Guard members alongside first responders in 8 different training venues across Michigan.
- Completed the certification process to establish a Joint Disaster Area Response Team, providing another tool for the Governor to employ in the event of a natural disaster.
- Continued to serve as command and control for the Army National Guard's CBRN response element. Prepared to direct more than 5,000 Guard members in support of a catastrophic event.

KEY EFFORTS AND IMPACTS:

- Selected to host one of the first Cyber Protection Teams being established in the Department of Defense.
- 1-119th Field Artillery supported Summer Shield in Adazi, Latvia marking the first time the Latvia Land Forces fired an M777A2 howitzer, the first time an all-Latvian gun crew completed a fire mission, and the first time 1-119th Field Artillery fired a howitzer on European soil since World War II.
- Established a solar panel site at Fort Custer Training Center contributing to energy cost savings and played a role in the installation earning the National Guard Bureau's Environmental Security Award.

FY15 Funding: \$267.0M



TAG: MG Richard C. Nash
DJS*: BG Jon A. Jensen
USPFO: Col Mark A. Schutta

End Strength: 10,983
Full-Time Support: 1,430

State Partnership:
 Croatia

MAJOR COMMANDS

-  Joint Force Headquarters
-  34th Infantry Division
-  1/34th Armored Brigade Combat Team

-  84th Troop Command
-  34th Combat Aviation Brigade

-  347th Regional Support Group
-  175th Regional Training Institute

FEDERAL MISSIONS:

- 351 Soldiers deployed to Kuwait and Egypt in support of OEF, OIR, Operation Spartan Shield, and Multinational Force and Observers Sinai.
- 34th Combat Aviation Brigade, 2nd Battalion 147th Assault Helicopter Battalion, and 204th Area Support Medical Company returned from successful deployments to Kuwait and Egypt.
- Units from 34th Infantry Division's 1st Armored Brigade Combat Team conducted train-up in a Warfighter exercise and an eXportable Combat Training Capability exercise in preparation for their NTC rotation in 2016.

**Director of the Joint Staff*

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Hosted the Vigilant Guard 15-04 exercise bringing together more than 60 agencies and 2,000 personnel from local, state, tribal, and federal governments as well as the private sector to focus on all-hazard response and coordination. The National Guard provided more than 1,200 Soldiers and Airmen across more than 40 units in support of the exercise.
- Activated assets to support efforts to combat the avian influenza outbreak among poultry farmers.
- Responded to wildfires in Minnesota and Washington State.

KEY EFFORTS AND IMPACTS:

- Developed an automated Financial Liability Investigation of Property Loss (e-FLIPL) application to help eliminate errors and increase command visibility from initiation to completion. The ARNG plans to adopt the MNARNG e-FLIPL application as a national standard.
- Developed and launched nationally recognized Suicide Prevention video, curriculum, and campaign to increase awareness both within our ranks and in the community.
- Camp Ripley was awarded the DoD "Sustainability, Individual/Team" award for showing environmental leadership by completing sustainability action plans, launching a statewide program to reduce energy use, and investing in solar and geothermal energy to reduce fossil fuel usage.

FY15 Funding: \$315.1M



TAG: MG Augustus L. Collins
ARNG CoS: COL David O. Smith
USPFO: COL Craig S. Jones

End Strength: 9,933
Full-Time Support: 1,921

State Partnership:
 Bolivia
 Uzbekistan

MAJOR COMMANDS

-  Joint Force Headquarters
-  66th Troop Command
-  155th Armored Brigade Combat Team

-  184th ESC*
-  168th Engineer Brigade
-  185th Aviation Brigade

-  154th Regiment
-  1108th TASMG**
-  2/20th Special Forces Group

FEDERAL MISSIONS:

- Approximately 600 Soldiers deployed overseas to Europe and the Middle East.
- Members of the 185th Aviation Brigade, headquartered in Jackson, deployed to Kuwait and Iraq in support of Operations Spartan Shield and Inherent Resolve.
- Soldiers from the 1108th Aviation Group, headquartered in Gulfport, were mobilized for duty in Kuwait in support of OEF.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Members of the 47th CST, headquartered in Flowood, responded to approximately 40 unknown substance emergencies within Mississippi.
- Provided emergency response for the Columbia tornado on December 24, 2015 and 3 winter storms.
- Deployed air and ground assets to assist local and state agencies with 6 SAR missions.

KEY EFFORTS AND IMPACTS:

- 155th Armored Brigade Combat Team executed a successful eXportable Combat Training Capability exercise at Camp Shelby from July 19, 2015 to August 18, 2015.
- 2nd Battalion, 20th Special Forces Group and 185th Theater Aviation Brigade Soldiers supported the multi-state Emerald Warrior Special Forces training exercise in April in Gulfport.
- Established a Cyber Network Defense Team and collaborated with state agencies to develop a cyber awareness program.

**Expeditionary Sustainment Command*

***Theater Aviation Sustainment Maintenance Group*

FY15 Funding: \$443.1M



MISSOURI

TAG: MG Steve Danner
ARNG CoS: COL David Boyle
USPFO: COL James Jones

End Strength: 9,574
Full-Time Support: 1,549

State Partnership:
 Panama

MAJOR COMMANDS

 Joint Force Headquarters

 70th Troop Command

 140th Regional Training Institute

 35th Combat Aviation Brigade

 110th Maneuver Enhancement Brigade

 1107th TASMG*

 35th Engineer Brigade

FEDERAL MISSIONS:

- Deployed 481 Soldiers from military police, aviation, engineer, and medical units overseas to support Combatant Commanders.
- Provided aviation units to support U.S. Border Patrol along the Mexican border.
- Missouri's 7th CST and FEMA Region VII's Homeland Response Force received external evaluation and re-certification from U.S. Army North.
- Transportation units moved ammunition returning from overseas across U.S. in support of Army Sustainment Command's Operation Patriot Bandoleer.

*Theater Aviation Sustainment Maintenance Group

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Activated over 2,200 Soldiers in response to civil disturbances in the St. Louis metropolitan area between November and December 2015. Operated over 100 sites to free-up law enforcement. Despite the high situational risk, the operation ultimately resulted in no civilian, law enforcement, or military casualties.
- Participated in Vibrant Response exercise with state and federal agencies. The exercise simulated a major CBRN attack response in Missouri.
- Participated in Cyber Shield 2015 exercise sponsored by the NGB to train personnel to respond to cyber incidents and attacks.

KEY EFFORTS AND IMPACTS:

- Attained national leadership recognition for strength, personnel readiness, logistics management, property accountability, maintenance, environmental, and individual and unit performance, as documented through external inspections and numerous regional and national awards.
- Missouri's Aviation Classification Repair Activity Depot is universally recognized as the Nation's best and in FY15 saved the Department of the Army over \$54M in helicopter maintenance repair costs.
- Developed and initiated an Enhanced Resiliency Program to prepare at-risk Soldiers for better handling life crises; specifically employment, finances, relationships, and substance abuse.

FY15 Funding: \$347.1M



MONTANA

TAG: MG Matthew T. Quinn
ARNG CoS: BG Jeffrey E. Ireland
USPFO: Col Dean P. McLain

End Strength: 2,666
Full-Time Support: 575

State Partnership:
 Kyrgyz Republic

MAJOR COMMANDS

 Joint Force Headquarters

 95th Troop Command

 1889th Regional Support Group

 Training Center Headquarters

 208th Regional Training Institute

FEDERAL MISSIONS:

- Welcomed home 32 Soldiers from 143rd Military Police (Law and Order) Company from Afghanistan.
- Deployed 24 Soldiers from Detachment 2, Company B, 640th Aviation Support Battalion to Kuwait.
- Deployed 12 Soldiers from 190th Combat Sustainment Support Battalion Forward Logistics Element to Afghanistan.
- Deployed 7 Soldiers from Detachment 41, Operational Support Airlift Command to Afghanistan.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Supported statewide wildfire emergency, providing 2 ground fire crews and 5 helicopters. Helicopters dropped 2,276,176 gallons of water on fires around the state in partnership with the Montana Department of Natural Resources and Conservation.
- Sent HH-60M Blackhawk to rescue 3 hikers who were lost near West Yellowstone. The hikers were transported to receive medical care.
- Hosted an active shooter exercise with local, county, and state law enforcement agencies to build interoperability.
- Participated in mass casualty Multi-Agency Response Exercise in coordination with active duty Air Force, Red Cross, 2 local hospitals, and their ambulance services by providing Air Guard medics and Army Guard aeromedical evacuation.

KEY EFFORTS AND IMPACTS:

- Deployed 660 Soldiers from 1-163rd Combined Arms Battalion and 69 Soldiers from 1889th Regional Support Group to the NTC for the largest rotation of Montana Guardsmen in more than 15 years.
- Completed an \$11M new armory in Miles City, began construction on a \$26M new aviation readiness center in Helena, and began construction on a \$2.8M dining facility on Fort Harrison.
- Hosted a ceremony where a reproduction of the Congressional Gold Medal, awarded to the WWII-era First Special Service Force, was donated to the Montana National Guard.
- SFC Lawrence K. DeBoo, a member of the Blackfeet Nation, received the 2015 SAIGE Meritorious Service Award for significant recruiting achievements while also maintaining a heavy college course load.

FY15 Funding: \$153.5M



TAG: Maj Gen Daryl L. Bohac
ARNG CoS: COL Brett W. Andersen
USPFO: Col David D. Zwart

End Strength: 3,424
Full-Time Support: 764

State Partnership:
 Czech Republic

MAJOR COMMANDS

 Joint Force Headquarters

 67th Battlefield Surveillance Brigade

 209th Regional Training Institute

 92nd Troop Command

FEDERAL MISSIONS:

- Mobilized and deployed 45 Soldiers from 192nd Law and Order Detachment in support of Operation Freedom's Sentinel.
- Mobilized and deployed 94 Soldiers from 2-135th General Support Aviation Battalion in support of OEF and Operation Spartan Shield.
- Mobilized and deployed 10 Soldiers from 195th Forward Support Company (Special Operations, Airborne) in support of special operations units operating in the CENTCOM AOR.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Mobilized 2 pilots and a Lakota helicopter to conduct operations along the border in Texas.
- Mobilized 20 personnel and 10 vehicles to perform flood evacuation and traffic control points in support of flooding in DeWitt.
- Nebraska CERFP successfully conducted a military airlift of 203 Soldiers and Airmen to Puerto Rico to participate in Operation Borinqueneer Response 2015.
- 72nd CST conducted 5 standby missions including 2015 NCAA Division 1 Men's Basketball Tournament, 2015 Super Bowl, College World Series, World Games, and all University of Nebraska-Lincoln home football games.

KEY EFFORTS AND IMPACTS:

- Efficiently executed state and federal funds to rehabilitate an existing National Guard Armory into a new Nebraska National Guard Museum.
- Nebraska was awarded 3 national-level logistics awards, which included 2 Supply Excellence awards and a Maintenance award.
- Maximized the combination of state and federal funding to effectively contract for the execution of \$9.7M on 28 major and minor construction projects.
- Recognized as one of the nation's top performers with only 19 findings identified during the Operational Readiness Review conducted by the NGB Operational Review Program team in June 2015.

FY15 Funding: \$133.7M



TAG: Brig Gen William R. Burks
ARNG CoS: COL D. Rodger Waters
USPFO: COL Felix T. Castagnola III

End Strength: 3,204
Full-Time Support: 570

State Partnership:
 Tonga

MAJOR COMMANDS

 Joint Force Headquarters

 17th Sustainment Brigade

 991st Troop Command

 421st Regional Training Institute

FEDERAL MISSIONS:

- Mobilized a second iteration of 29 Soldiers from 72nd MP Company to provide transportation and security support for International Security Assistance Force (ISAF) and NATO officials in Afghanistan. 72nd also redeployed 29 Soldiers from its first iteration who completed the same support mission for ISAF and NATO.
- 45th Detachment, Operational Support Airlift, redeployed 12 Soldiers who completed their tour supporting OEF in Afghanistan. They provided reconnaissance and surveillance support for Task Force ODIN for 1 year after being extended while in the combat theater.
- 757th Combat Sustainment Support Battalion redeployed 50 Soldiers to end its yearlong mission in support of the Multinational Force and Observers in Sinai, Egypt.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- About 200 Soldiers from the 17th Sustainment Brigade, 140th Aviation Detachment, and 485th MP Company supported the 3-day Operation Vigilant Sentinel mission in Las Vegas.
- 92nd CST worked closely with the Las Vegas Metro All Hazards Regional multi-Agency Operations Response Team to support NASCAR, Professional Bull Riders Championships, National Finals Rodeo, Electric Daisy Carnival, and the Las Vegas Marathon.
- Nevada's CERFP team participated in Operation Vigilant Guard in Hilo, Hawaii, where the team trained side by side with the U.S. Air Force and ARNG units from Arizona, California, Hawaii, Oregon, and Utah with the goal to refine response procedures in the wake of natural and manmade disasters.

KEY EFFORTS AND IMPACTS:

- Officials from Nevada made 10 trips to Tonga under the auspice of the state partnership program. Nevada Guard Airmen and Soldiers exchanged information on topics relevant to both the island nation and the Silver State. Nevada also hosted dignitaries from Tonga, Nauru, and Papua New Guinea in September to attend the Nevada National Guard's Diversity Day event in Reno.
- 1-189th Aviation and 1-168th MEDEVAC supported wildfire operations in northern California, sending 18 Soldiers, 1 UH-60 Black hawk, 1 CH-47 Chinook, and delivered more than 13,600 gallons of water and fire retardant on the Valley Fire in Middletown, CA and the Lumpkin Fire in Oroville, CA.
- SPC Michael Knight and SGT Kyle Stephens were nominated for the Soldier's Medal by the Arizona National Guard. The 2 Nevada National Guard Soldiers saved a man from a fiery car accident while serving on active duty orders in Arizona.

FY15 Funding: \$109.7M



NEW HAMPSHIRE

TAG: Maj Gen William N. Reddel III
ARNG CoS: COL William T. Conway
USPFO: COL Luis N. Maldonado

End Strength: 1,724
Full-Time Support: 390

State Partnership:
 El Salvador

MAJOR COMMANDS

-  Joint Force Headquarters
-  54th Troop Command

 197th Field Artillery Brigade

 195th Regional Training Institute

FEDERAL MISSIONS:

- Operations Support Airlift Detachment 18 completed a 9-month deployment in support of OEF. Provided transportation to high level military, government officials, and foreign nationals. Delivered more than 50 tons of cargo including hundreds of critical repair parts to aviation units based in Iraq and Afghanistan.
- 3-197th Field Artillery Regiment and 744th Forward Support Company deployed to CENTCOM AOR in support of Operation Spartan Shield providing artillery-focused training engagements with allied nations in the region.
- Supported AFRICOM with individual mobilizations to Congo and aviator support to El Salvador mission in Mali.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 12th CST supported 48 state and regional assist missions, along with 65 training missions and 12 exercises.
- State aviation responded to 5 NH Fish & Game SAR missions and conducted 1 wildfire suppression mission.
- Hosted hands-on military orientation training for more than 40 civilian medical providers to spread awareness of Mild Traumatic Brain Injury Indicators.

KEY EFFORTS AND IMPACTS:

- Broke ground on \$1.6M Littleton Readiness Center. The 4,500-sq. ft. addition will provide classroom, administrative, and storage space while also adding a female latrine and locker room.
- First ARNG state to field the Global Combat Support System-Army.
- C Company, 3-172nd Mountain Infantry completed an MIBT exercise with 86th IBCT. Focused on unit readiness, leader development, collective unit training, and strengthening partnerships between the Active and Reserve Component.
- 197th Field Artillery Brigade completed Warfighter exercise at Camp Atterbury. Warfighter provides realistic and complex scenarios through a virtual battlefield to prepare units to win on the modern battlefield.

FY15 Funding: \$72.4M



NEW JERSEY

TAG: Brig Gen Michael Cunniff
ARNG CoS: COL Christopher Perron
USPFO: COL Angelo Capolupo

End Strength: 6,150
Full-Time Support: 970

State Partnership:
 Albania

MAJOR COMMANDS

-  Joint Force Headquarters
-  50th Infantry Brigade Combat Team

 57th Troop Command

 42nd Regional Support Group

 254th Regional Training Institute

 Joint Training and Training Development Center

FEDERAL MISSIONS:

- 328th MP Company trained at Fort Bliss for 6 weeks prior to deploying to Cuba to provide security at Guantanamo Bay.
- Soldiers from the 50th IBCT-MET deployed to Kuwait and Jordan in support of OEF.
- 450 Soldiers from 114th Infantry returned home from supporting OEF. The unit conducted mission planning and security for facilities, control points, perimeter towers and radar sites.
- OSACOM Detachment 19 deployed to Southwest Asia providing priority, short notice transportation of personnel and cargo.
- Military Advisor Team of 12 Soldiers and one airman were honored by the NJ Lieutenant Governor for supporting and mentoring Afghan Soldiers.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 2-113th Infantry participated in Homeland Emergency Response Force training at JB-MDL. The exercise involved local, state, and federal agencies, demonstrated response to the catastrophic collapse of a large building.
- 21st WMD-CST kicked off a no-notice evaluation exercise at Joint Base McGuire Dix Lakehurst. The no-notice training is part of strict validation process to train and certify CSTs.
- Provided critical mission support to interagency partners during the Papal visit in Philadelphia.

KEY EFFORTS AND IMPACTS:

- Opened a new \$43M Army Aviation Support Facility.
- Conducted departmental-wide suicide stand down in support of mental health awareness.
- 3-112th Field Artillery received new digitized M119A3 and M777A2 howitzers, which allows crews to fire more precisely on target.
- Two female officers became the state's first women to serve as Field Artillery leaders.
- 113th Infantry participated in Trident Juncture exercise with the Albanian Armed Forces.

FY15 Funding: \$180.4M

NEW MEXICO



TAG: Brig Gen Andrew E. Salas
ARNG CoS: COL Ken Nava
USPFO: COL Jose R. Rael

End Strength: 2,823
Full-Time Support: 599

State Partnership:
 Costa Rica

MAJOR COMMANDS



Joint Force Headquarters



93rd Troop Command



515th Regional Training Institute



111th Maneuver Enhancement Brigade

FEDERAL MISSIONS:

- 38 Soldiers from C Company, 1-171 MEDEVAC deployed to Kuwait in support of OEF.
- Soldiers of 126th MP Company completed refresher training for the RQ-11 Raven Unmanned Aerial Vehicle in desert conditions. RQ-11 Raven provides the unit with aerial reconnaissance and surveillance capabilities without putting Soldiers into harm's way.
- Soldiers from 1st Battalion, 200th Infantry completed successful annual training in June at Dona Ana Range Camp. The battalion conducted unit and individual wartime training exercises providing an opportunity for Soldiers to improve their skills in infantry tactics and weapons and mortar firing.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- The 64th CST (WMD) continued their working relationship with local first responders to ensure readiness for a potential HAZMAT event. Conducted HAZMAT training for 20 personnel.
- The 64th CST responded to 1 HAZMAT incident in Taos, which resulted in a successful response.
- The NM aviation units responded to 4 SARs, 1 airlift, 1 recovery, and 2 MEDEVAC missions.
- 64th CST supported Albuquerque International Balloon Fiesta, Amigo Airshow, Vigilant Guard exercise in Utah, and 3 in-state exercises.

KEY EFFORTS AND IMPACTS:

- Hosted a ceremony honoring the 73rd anniversary of the surrender of Bataan in the Pacific theater of World War II at the Bataan Building in Santa Fe.
- Supported 62 Employer Support of the Guard and Reserve (ESGR) events. Maintained 172 New Mexico ESGR volunteers; retention of these volunteers facilitated 342 signed Statements of Support in FY15.
- SSG Jose Fuentes was selected as the 2015 Noncommissioned Officer of the Year and SPC Everett Autrey was named as the 2015 Soldier of the Year for the New Mexico Army National Guard. Both Soldiers were chosen for their respective honors following 3 grueling days at the state's Best Warrior Competition.

FY15 Funding: \$105.3M

NEW YORK



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

End Strength: 10,351
Full-Time Support: 1,489

State Partnership:
 Republic of South Africa

MAJOR COMMANDS



Joint Force Headquarters



153rd Troop Command



369th Sustainment Brigade



42nd Infantry Division



53rd Troop Command



106th Regional Training Institute



42nd Combat Aviation Brigade



27th Infantry Brigade Combat Team

FEDERAL MISSIONS:

- 298 Soldiers from 133rd Quartermaster Company, 1569th Transportation Company, 53rd Digital Liaison Detachment, and the 4th and 37th Finance Detachment deployed to Afghanistan.
- 115 Soldiers from 42nd Infantry Division and 102nd MP Company deployed to Guantanamo Bay.
- 8,750 Guardsmen conducted annual training focused on individual and collective combat, combat support, and combat service support skills, while 1,084 attended required military schools.
- Continued partnership with South African National Defense Force through continued leadership visits to include USARAF Leader Development Conference in August and South African Defense Committee in October 2015.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- 500 Service members conducted daily Homeland Security Missions at critical transportation infrastructure nodes in New York City.
- Conducted 9 Civil Support Operations utilizing 1,500 Service members to include Buffalo lake effect storm in November 2014, New York City snowstorm in January 2015, and Catskill wildfire in May 2015.
- Provided a task force of 23 Service members to conduct instruction to the citizens of New York regarding emergency preparedness—trained more than 25,000 citizens.
- The 2nd and 24th WMD-CSTs conducted 2 response missions for civil authorities, 99 standby missions, 17 assist missions, and 8 training events to include support for the United Nations General Assembly and the Papal visit to New York City.

KEY EFFORTS AND IMPACTS:

- 42nd Infantry Division acted as division headquarters for first multi-echelon integrated brigade training conducted by First Army Division East at Fort Drum in June 2015.
- In July, the 27th Infantry Brigade Combat Team conducted a headquarters Warfighter exercise and 3-week annual training at Fort Drum to prepare for 2016 JRTC rotation.
- NYARNG continued work on \$43.1M rehabilitation of the Harlem Armory in New York City and awarded \$18.7M contract for new Consolidated Maintenance Shop at Camp Smith Training Site in the Hudson Valley.

FY15 Funding: \$296.4M



NORTH CAROLINA

TAG: MG Gregory A. Lusk
ARNG CJS*: COL Clifford Wilkins
USPFO: COL Peter Versfeld

End Strength: 10,258
Full-Time Support: 1,620

State Partnership:



MAJOR COMMANDS

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

FEDERAL MISSIONS:

- NCARNG deployed over 950 Soldiers in support of OEF, Inherent Resolve, and Joint Guardian Kosovo Force.
- 1-120th Infantry Battalion deployed to Jordan in support of USARCENT.
- 1450th Transportation Company deployed to Kuwait in support of logistical operations.
- 638th Aviation Support Battalion deployed to Kuwait providing maintenance on Apache Attack Helicopters.
- 1113th Field Artillery, Alpha Company deployed to Bahrain in support of USARCENT.
- HHC 30th ABCT-Military Engagement Team, deployed to Kuwait to develop strong partnerships and unity in the region.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- The 42nd CST conducted 25 standby and 32 assist missions including, ACC Football Championship, Boston Marathon, Coca-Cola 600, Patriot Fox Air Movement (C-17 exercise, AC/RC Air Force), 2015 World Games Los Angeles, Papal visit, and UN General Assembly in New York City.
- Completed 8 SAD missions with 140 Service members in support of Winter Storms Remus and Octavia, as well as an 11-week long mission in support of NCNG recruiting storefront security Operation Minuteman Guardian.
- Emergency Management's Helicopter Aquatic Rescue Team performed training missions in the mountains of NC and flew more than 160 hours during all phases of training with the state's emergency management partners.

KEY EFFORTS AND IMPACTS:

- Completed 21 designs and contracted construction projects for armories, totaling over \$7.9M in state and federal funding.
- Conducted over 60 engagements with Botswana and Moldova. Focused on humanitarian mine action, Special Forces operations, and Peacekeeping operations with Moldova, and intel, logistics, and the African Military Education Program with Botswana.
- Conducted live-fire mortar platoon exercise with Moldova Infantry Soldiers.
- Conducted 4 engagements with Tanzania including medicine, disaster preparedness, and counter illicit trafficking.

*Chief of the Joint Staff

FY15 Funding: \$294.8M



NORTH DAKOTA

TAG: MG David Sprynczynatyk
ARNG CoS: COL Jerry Anderson
USPFO: COL David Thiele

End Strength: 3,014
Full-Time Support: 743

State Partnership:



MAJOR COMMANDS

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

FEDERAL MISSIONS:

- 231 Brigade Support Battalion Logistics Support Element returned from a yearlong logistical operations mission in support of CENTCOM.
- 814 Medical Company (Area Support) returned from Afghanistan after providing medical assistance in support of OEF.
- C Company, 2-285 Helicopter Assault Battalion returned from a yearlong mission providing rotary-wing support in Kosovo.
- 1-112th Aviation Battalion provided support to Southwest Border mission.
- Deployed 5 Soldiers including a commander and a senior military representative of NATO to Sarajevo, Bosnia.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- C Company, 2-285th Helicopter Assault Battalion operated Blackhawk helicopters for two days in support of local wildfire suppression efforts, dropping over 121,000 gallons of water.
- Members of the 81 CST provided support to the National Park Service at Mount Rushmore for the 75th Anniversary of the Sturgis Motorcycle Rally, performed WMD monitoring during the Boston Marathon and the Papal visit in Philadelphia, and assisted Kansas CST during the SpongeBob SquarePants 400 NASCAR race in Kansas City.
- 81 CST supported the 2015 NCAA Regional Hockey Tournament in Fargo by placing and monitoring remote sensing equipment and conducting random patrols to provide early warning of potential HAZMAT incident.

KEY EFFORTS AND IMPACTS:

- Hosted senior officials from Benin and Togo and the U.S. embassies of those countries.
- Celebrated 11 years of state partnership with Ghana; participated in 19 events (15 in Ghana, 3 in North Dakota, and 1 in Italy), including 3 disaster preparedness events.
- 116 Public Affairs Detachment participated in EUCOM exercise Sabre Strike 15.
- 957 Engineer Company participated in exercise Maple Resolve at the Canadian Maneuver Training Center in Alberta, Canada.
- HHC/136 CSSB and 426 Signal Company participated in NTC rotation 15-08 at Fort Irwin.
- Broke ground on 231 Brigade Support Battalion Vehicle Maintenance Shop facility.

FY15 Funding: \$132.1M



TAG: Maj Gen Mark E. Bartman
ARNG CoS: COL Randal O. Shears
USPFO: COL John P. Dernberger

End Strength: 11,509
Full-Time Support: 1,493

State Partnership:



MAJOR COMMANDS

- Joint Force Headquarters
- 73rd Troop Command
- 37th Infantry Brigade Combat Team

- 16th Engineer Brigade
- 371st Sustainment Brigade

- 174th Air Defense Artillery Brigade
- 147th Regional Training Institute

FEDERAL MISSIONS:

- Deployed 153 Soldiers from 1-137th Aviation Regiment to Kuwait.
- Deployed 22 Soldiers to Italy for ODT.
- Deployed 15 Soldiers from the 2nd Battalion, 174th Air Defense Artillery Regiment to the Czech Republic for ODT.
- Deployed 2 Soldiers to the United Kingdom for ODT.
- Deployed 16 Soldiers from 196 Mobile Public Affairs Detachment to Guatemala for ODT.
- 157 Soldiers from 1194 Engineer Company (Vertical) returned from a successful deployment.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Provided 331 personnel to train and deploy in response to a potential civil disturbance in Cleveland.
- Conducted interagency planning and coordination for a potential Ebola outbreak. 52nd CST conducted an exercise in which they transported a simulated Ebola sample.
- Counter-drug Criminal Analyst support contributed to over \$43M in drug and drug-related seizures, which include money and contraband within the borders of Ohio.
- Exercised the deployment of Unmanned Aircraft System in support of domestic operations.
- Provided 2 personnel to support the Southwest Border mission.

KEY EFFORTS AND IMPACTS:

- Executed 51 SRM projects in 23 different locations, totaling over \$11.5M in federal and \$4.3M in state investment.
- Executed 422 routine, recurring, and unscheduled maintenance projects/services totaling over \$2.3M in federal and state investment.
- Sent an Airman and 3 Soldiers to Hungary to discuss the fundamentals of cyber defense and provided instruction in incident response actions in the event of a cyber attack.
- Sent an Airman and a Soldier to Serbia to discuss cyber security exercise planning in preparation for a cyber security exercise next year.
- Performed military funeral honors services to 4,793 qualifying Veterans.

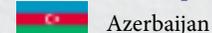
FY15 Funding: \$293.3M



TAG: MG Robbie L. Asher
DJS*: COL Jon M. Harrison
USPFO: COL Curtis D. Arnold

End Strength: 6,800
Full-Time Support: 1,041

State Partnership:



MAJOR COMMANDS

- Joint Force Headquarters
- 45th Infantry Brigade Combat Team

- 45th Field Artillery Brigade
- 90th Troop Command

- 189th Regional Training Institute
- Camp Gruber Training Center

FEDERAL MISSIONS:

- 74 Soldiers from Battery B, 1st Battalion, 158th Field Artillery and Battery B, 171st Field Artillery (Target Acquisition Battery) returned from deployment after providing indirect fire support to protect friendly forces in Combined Joint Operations Area-Afghanistan.
- 834th General Support Aviation Battalion deployed 26 personnel to Kuwait to provide immediate maintenance to 185th Combat Aviation Brigade.
- Aviation, Combat Support, and Transportation units received notification of future deployments for Operations Spartan Shield, Inherent Resolve, and Kosovo Peacekeeping Force.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Conducted more than a dozen missions including air rescue, SAR, cattle hay drops, and general support to civil authorities during devastating flooding in southeastern Oklahoma in May 2015.
- Assisted state and local authorities after a landslide closed portions of Interstate 35 by providing survey operations and water support to nearby communities.
- Aviation units flew multiple wildfire suppression missions throughout the fire season in 5 different counties across the state.

KEY EFFORTS AND IMPACTS:

- The Employment Coordination Program supported more than 18 job fairs, resulting in approximately 170 Soldiers finding employment.
- Completed 75% of the \$27.5M Operational Training Center at Camp Gruber.
- Finished a \$4.9M modernization project of the Readiness Center at the aviation support complex in Tulsa.
- Completed a \$3.1M revitalization project of the Readiness Center at the aviation support complex in Lexington.

FY15 Funding: \$200.5M

**Director of the Joint Staff*



OREGON

TAG: Maj Gen Michael E. Stencel
ARNG CoS: COL Christian F. Rees
USPFO: COL William J. Schutz

End Strength: 5,971
Full-Time Support: 961

State Partnership:
 Bangladesh
 Vietnam

MAJOR COMMANDS

 Joint Force Headquarters

 41st Infantry Brigade Combat Team

 82nd Troop Command

 249th Regional Training Institute

FEDERAL MISSIONS:

- Approximately 900 Soldiers from 41st Infantry Brigade Combat Team returned from Afghanistan.
- Approximately 180 Soldiers from 234th Engineer Company returned from Kuwait.
- Charlie Company, 7-158th Aviation provided a Forward Support Medical Team for the Canadian Armed Forces' annual Maple Resolve exercise in Alberta, conducted 17 training missions, 9 emergency medical evacuations, and logged more than 120 flight hours.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Helicopters dropped more than 400,000 gallons of water in support of firefighting efforts for 5 separate wildfires throughout the state.
- Approximately 280 Soldiers were activated to assist ground crews with wildfire cleanup operations at the Canyon Creek Complex and Grizzly Bear Complex in eastern Oregon.
- Helicopters flew 17 SAR missions to assist civil authorities with locating and rescuing lost or injured citizens throughout the state.

KEY EFFORTS AND IMPACTS:

- More than 700 Soldiers from 3rd Battalion, 116th Cavalry Regiment (Combined Arms), and 1186th MP Company participated in force-on-force combat and maneuver battle simulation training at the NTC at Fort Irwin, California.
- Continued collaboration with USPACOM stakeholders through the state partnership program, including 9 separate engagements (4 with Bangladesh and 5 with Vietnam), focusing on areas of humanitarian assistance and disaster response.
- CBRNE Enhanced Response Force Package participated in regional, multi-state disaster response exercises including Vigilant Guard Hawaii and Pathfinder Minuteman.

FY15 Funding: \$191.3M



PENNSYLVANIA

TAG: MG James R. Joseph
ARNG CoS: COL Mark Schindler
USPFO: COL James Cassarella

End Strength: 15,800
Full-Time Support: 2,431

State Partnership:
 Lithuania

MAJOR COMMANDS

 Joint Force Headquarters

 28th Combat Aviation Brigade

 213th Regional Support Group

 28th Infantry Division

 55/28th Armored Brigade Combat Team

 166th Regional Training Institute

 2/28th Infantry Brigade Combat Team

 56/28th Stryker Brigade Combat Team

 Eastern ARNG Aviation Training Site

FEDERAL MISSIONS:

- Deployed 45 Soldiers from 213th Human Resources Company to provide continued base operating support to OEF in Kuwait and Afghanistan. Deployed 25 Soldiers from 828th Finance Detachment to Afghanistan in support of OEF.
- Deployed 9 Soldiers and 2 UH-72 aircraft to Texas in support of the Southwest Border mission.
- 28th Infantry Division and 213th Regional Support Group sent more than 100 Soldiers to support Saber Strike 2015 Command Post Exercise (CPX), Field Training Exercise in Lithuania, and NATO Trident Juncture CPX in Norway and Spain.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Supported a National Security Special Event (NSSE), World Meeting of Families and Papal visit with more than 6,000 National Guardsmen and Title 10 military forces in Philadelphia. This was the largest NSSE event in the history of the United States.
- Responded to Winter Storm Juno with more than 172 Soldiers and Airmen completing more than 10 missions and providing relief to citizens.

KEY EFFORTS AND IMPACTS:

- Completed 18 exchanges and exercises with Lithuania involving 82 Soldiers, including the transport of 2 Stryker Platoons to the Baltics and 1 Lithuanian platoon to Pennsylvania.
- Began construction on the Aviation Maintenance Instructional Building at Fort Indiantown Gap estimated at 85,000 sq. ft. for \$40M.
- Initiated Fort Indiantown Gap's Army Compatible Use Buffer program and secured \$4.8M in Readiness and Environmental Protection Integration funding to facilitate a conservation easement, which will protect the Clarks Creek Valley and safeguard aviation-training operations, which transit the airspace over Clarks Creek.

FY15 Funding: \$467.4M

PUERTO RICO



TAG: BG Marta Carcana
ARNG CoS: COL Carlos R. Martinez
USPFO: COL Suzanne Valentin

End Strength: 6,853
Full-Time Support: 1,015

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 157 personnel and equipment from 1010th Engineer Company (Horizontal) to Kuwait in support of CENTCOM.
- Deployed 62 personnel from 225th MP Company to Soto Cano Air Base, Honduras.
- Deployed 215th Fire Fighting Team as part of Security Cooperation Opportunity Unit Training; conducted training in Dominican Republic, Honduras, and Belize in support of USSOUTHCOM.
- Supported U.S.-Colombian Action Plan events for USSOUTHCOM in the Dominican Republic.
- Provided ODT program rotations to support missions in Honduras, Guatemala, Germany, and Dominican Republic.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Activated Soldiers in support of the Puerto Rico Water Authority to distribute potable water in order to mitigate the impact of the severe drought affecting the island.
- Continued active participation in “Bringing Health to our People,” a medical exercise designed to provide medical support to the population of the 78 municipalities on the island.
- Supported Puerto Rico Fire Department and Department of Natural Resources to mitigate forest fires in the municipality of Gurabo.

KEY EFFORTS AND IMPACTS:

- Continued construction of the new Joint Forces Headquarters complex at Fort Buchanan, encompassing 74,129 sq. ft. at a cost of \$16.8M, as part of the infrastructure improvement plan.
- Completed and occupied a new readiness center at Camp Santiago Joint Maneuver Training Center, encompassing 9,257 sq. ft. at a cost of \$3M, for the 1600th Explosive Ordnance Disposal Company.
- Completed the planning and contracting phases of a new battalion-level readiness center in the municipality of Gurabo, under the Military Construction Cooperative Agreement, encompassing 56,248 sq. ft. at a cost of \$20M.

FY15 Funding: \$194.1M

RHODE ISLAND



TAG: BG Christopher P. Callahan
ARNG CoS: COL Robert J. Hayden IV
USPFO: COL Paul R. Leveille

End Strength: 2,097
Full-Time Support: 460

State Partnership:
 Bahamas

MAJOR COMMANDS

 Joint Force Headquarters
 243rd Regional Training Institute

 56th Troop Command

 43rd Military Police Brigade

FEDERAL MISSIONS:

- Redeployed 30 Soldiers from F Company, 1-126th Aviation Battalion from Kuwait and 36 Soldiers from Special Operations Detachment-Global from their tour in Afghanistan.
- Mobilized and deployed 6 augmentees worldwide in support of various Combatant Commanders, including support to OEF.
- Mobilized 14 augmentees to locations within CONUS supporting various missions and commands for the Pentagon, NGB, Special Operations Command, SOUTHCOM, and the National Sustainment Training Center at Camp Atterbury.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Coordinated and executed defense support to over 130 events conducted throughout the state including Color Guards, Army Band, static displays of military equipment, participation in parades, speakers, and other civic engagements.
- Activated more than 200 Guardsmen in response to Winter Storm Juno in January.
- Coordinated and planned the 75th Gubernatorial Inauguration that included a color guard, master of ceremonies, cannon salute, security, and escorts.

KEY EFFORTS AND IMPACTS:

- Received new military equipment, to include vehicles, weapon systems, communications systems, and battlefield tracking systems in excess of \$13.5M.
- Construction was completed on a new 63,000 sq. ft. USPFO-RI facility located at Camp Fogarty at a cost of approximately \$20M. This new facility will greatly enhance the capabilities and operational readiness of the Guard.
- Initiated fielding of GCSS-Army. This system replaced legacy systems and will provide commanders real time logistics and finance accountability of all property with a total value exceeding \$325M.
- The 32nd annual parachute competition known internationally as “Leapfest” included approximately 50 U.S. and international parachute teams, further enhancing Rhode Island’s commitment to allied nations and partners.

FY15 Funding: \$83.7M



SOUTH CAROLINA

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

End Strength: 9,354
Full-Time Support: 1,545

State Partnership:
 Colombia

MAJOR COMMANDS

 Joint Force Headquarters

 59th Troop Command

 59th Aviation Troop Command

 218th Maneuver Enhancement Brigade

 228th Signal Brigade

 263rd Army Air and Missile Defense Command

 Medical Command

 218th Regional Training Institute

FEDERAL MISSIONS:

- In January, 263rd Army Air Missile Defense Command returned from a year-long homeland defense mission supporting U.S. Army North and North American Aerospace Defense Command in the National Capitol Region.
- In February, 351st Combat Support Battalion and 151st Signal Battalion deployed to Kuwait.
- Deployed more than 18,000 Guardsmen over the past 14 years in support of the Global War on Terrorism. In December, for the first time since 9/11, all units were home and not deployed to a combat zone.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Supported statewide historic flood response early October 2015 with over 3,700 Guard members; saved 28 lives with SC Helicopter Aquatic Rescue Team, conducted over 3,000 high water transports, purified over 1.8M gallons of water, and transported 92,000 Red Cross meals and MREs, among other missions.
- 43rd CST supported 6 real-world responses, including white-powder and chemical exposure. Conducted more than 85 standby missions and over 20 assist missions. 43rd was recognized as the most operational CST in the Nation.

KEY EFFORTS AND IMPACTS:

- Conducted multiple engagements with state partner Colombia to include helicopter maintenance, ground vehicle and equipment maintenance, humanitarian assistance and disaster relief, rule of law, and senior leader engagements.
- Conducted Vigilant Guard, a statewide exercise testing coordination efforts for a simulated category 3 hurricane, held March 3-12, 2015. More than 2,000 Guard members and 5,000 community partners participated. Recognized for highest level of community support in history of exercises.
- Actively pursued selection as one of the 10 Cyber Protection Teams the Army National Guard plans to stand up over the next 3 fiscal years.

FY15 Funding: \$270.8M



SOUTH DAKOTA

TAG: MG Tim Reisch
ARNG CoS: COL Bill Freidel
USPFO: COL Terry Ommen

End Strength: 3,165
Full-Time Support: 609

State Partnership:
 Suriname

MAJOR COMMANDS

 Joint Force Headquarters

 196th Maneuver Enhancement Brigade

 109th Regional Support Group

 196th Regional Training Institute

FEDERAL MISSIONS:

- 162 Soldiers from 1742nd Transportation Company returned from deployment to Afghanistan where they provided transportation, logistics, and base retrograde support.
- 158 Soldiers from 155th Engineer Company deployed to Kuwait to provide construction, repair, and maintenance of vertical infrastructures and facilities.
- 6 Soldiers from Detachment 48, Operational Support Airlift Command, deployed to Afghanistan to provide aerial surveillance in support of ground commanders in the field.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Activated 25 Service members with equipment to provide road clearing and debris clean up during tornado recovery operations in Delmont.
- Activated 10 Soldiers with equipment for 2 separate missions to provide aerial hoist and medical evacuation support for injured hikers in Black Hills National Forest and Badlands National Park.
- Activated 51 Soldiers with equipment to provide fire suppression support with Black Hawk helicopters during Sheep Draw and Cold Brook fires.
- Supported state civil authorities with 9 mission assignments and 113 personnel for a total of 206 man-days.

KEY EFFORTS AND IMPACTS:

- Hosted the 31st annual Golden Coyote training exercise and provided 2,600 Service members (from 35 units representing 12 states and 3 allied Nations) with relevant training opportunities in support of overseas contingency operations and homeland defense missions.
- 14 units received the Superior Unit award for outstanding achievement in the areas of personnel, training, and readiness.
- 153rd Engineer Battalion received the MG Milton A. Reckord Trophy for a second straight year as the most outstanding ARNG battalion, achieving the highest standards for training and readiness.
- Strengthened state partnership with Suriname with 32 personnel participating in 12 events and exchanges.

FY15 Funding: \$107.7M

TENNESSEE



TAG: MG Terry “Max” Haston
ARNG CoS: COL Eric Goslowsky
USPFO: COL Patricia M. Jones

End Strength: 10,044
Full-Time Support: 1,602

State Partnership:
 Bulgaria

MAJOR COMMANDS



Joint Force Headquarters



30th Troop Command



194th Engineer Brigade



278th Armored Cavalry Regiment



117th Regional Training Institute



230th Sustainment Brigade

FEDERAL MISSIONS:

- Over 1,000 Soldiers from Tennessee and Alabama participated in Resolute Castle 15, a subset of a larger NATO exercise Atlantic Resolve held in Europe. Soldiers from 194th Engineer Brigade trained with Bulgarian and Romanian partners by constructing new training areas and improving infrastructure.
- More than 100 Soldiers from 269th MP Company attended pre-deployment training at Fort Bliss, before deploying for 400 days to Afghanistan in support of OEF.
- Deployed 45th CST to Blount County when a sheared axle punctured a CSX rail car carrying hazardous materials. The 45th assisted local officials conducting 24-hour operations for more than 3 days.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Deployed more than 100 Soldiers from 267th and 269th MP Companies, 212th Engineer Company, and 777th Maintenance Company to assist in recovery operations following severe winter storms in middle and east Tennessee.
- Conducted more than 150 civic action projects, including color guards, static equipment displays, parades, recruitment, and ROTC support.
- 45th CST conducted 2 response missions and 15 standby missions.

KEY EFFORTS AND IMPACTS:

- Moved 1-230th Air Cavalry Squadron Headquarters from Volunteer Training Site-Smyrna to Nashville's Joint Base Berry Field, utilizing state of the art hanger facilities left vacant by BRAC in 2005.
- Took steps to increase security of National Guard facilities and storefront recruiting locations following the deadly shootings at a Chattanooga strip mall recruiting station and readiness center.
- Assisted in finding employment for more than 3,500 Soldiers and Airmen through the Job Connection Education Program and Tennessee's Paychecks for Patriots incentive.

FY15 Funding: \$281.4M

TEXAS



TAG: Maj Gen John F. Nichols
ARNG CoS: COL Darrell W. Dement
USPFO: COL Elizabeth H. Hines

End Strength: 18,579
Full-Time Support: 2,503

State Partnership:
 Chile
 Czech Republic

MAJOR COMMANDS



Joint Force Headquarters



56/36th Infantry Brigade Combat Team



176th Engineer Brigade



71st Troop Command



72/36th Infantry Brigade Combat Team



71st Battlefield Surveillance Brigade



36th Infantry Division



36th Sustainment Brigade



136th Regional Training Institute



36th Combat Aviation Brigade



136th Maneuver Enhancement Brigade



71st Information Operations Group

FEDERAL MISSIONS:

- 1-112th Cavalry Regiment deployed approximately 450 Soldiers to the Sinai Peninsula to man observation posts and conduct presence patrols to ensure stability within the region.
- 136th Expeditionary Signal Battalion deployed approximately 200 Soldiers to Kuwait Area of Operations to support worldwide communication capabilities.
- 442nd Engineer Company deployed approximately 100 Soldiers to Afghanistan to conduct route reconnaissance and explosive hazard clearance along lines of communication.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Mobilized 378 Soldiers to support a statewide flood event that included 54 missions and 132 rescues and evacuations.
- Conducted wildfire suppression operations in support of Texas A&M Forest Service. Utilized 12 helicopters and 46 Soldiers to suppress 7 wildfires.
- 6th CST responded to 96 training and response missions requested by the state.

KEY EFFORTS AND IMPACTS:

- Participated in 4 CTC missions (2-NTC and 2-JRTC), increasing unit and Soldier readiness.
- Completed 83 overseas training missions in support of RAF Combatant Commands and 26 State Partnership Program exchanges.
- Sustained state mobilization followed by phased drawdown of 1,000 Service members in support of Southwest Border Operations.
- Facilitated the 8/28 Commanders Conference, National Commission on the Future of the Army, and the Executive Leadership Development Program.

FY15 Funding: \$516.2M



UTAH

TAG: MG Jefferson S. Burton
ARNG CoS: COL Milada A. Copeland
USPFO: COL Lawrence A. Schmidt

End Strength: 5,526
Full-Time Support: 1,143

State Partnership:
 Morocco

MAJOR COMMANDS

 Joint Force Headquarters

 97th Troop Command

 65th Field Artillery Brigade

 19th Special Forces Group

 97th Aviation Troop Command

 204th Maneuver Enhancement Brigade

 300th Military Intelligence Brigade

 640th Regional Training Institute

FEDERAL MISSIONS:

- 42 Soldiers from the 300th Military Intelligence Brigade deployed to Afghanistan, Kuwait, and Iraq in support of OIR and OEF. Provided Counter Intelligence and language capabilities in support of multiple units down range.
- 129 Soldiers from 19th Special Forces Group deployed to Afghanistan and Bahrain in support of OEF. Conducted multiple operations to support the war fight and augment special operations forces in theater.
- 8 personnel from 128th Mobile Public Affairs Detachment returned home from a successful deployment to Afghanistan. Provided support to 4th Infantry Division and 1st Cavalry Division.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Participated in Vigilant Guard and several tabletop exercises with state, county, and local authorities.
- 28 personnel on SAD status and the 2-211th Aviation Battalion responded to 4 fire suppression requests. Crews dropped roughly 56,000 gallons of water in support of firefighting efforts.
- Unprecedented floods washed out roads in southern Utah resulting in 13 fatalities. 45 Guardsmen on SAD status assisted civilian authorities with a SAR mission for 6 days.
- Homeland Response Force (HRF) developed "Maghreb Mantlet", an event designed to exercise domestic operations mission in support of a Moroccan exchange. Additionally, HRF conducted 3 tabletop exercises involving more than 500 Soldiers and state, county, and local authorities.

KEY EFFORTS AND IMPACTS:

- Celebrated the 12th anniversary of the State Partnership Program with Morocco. Executed 35 events with the Moroccans resulting in UTARNG participation in 65% of the U.S./Morocco engagements for the year.
- Over 700 Soldiers participated in 131 overseas exercises, training events, and international exchanges in 37 countries around the world.
- Provided support in every COCOM and ASCC area around the globe.
- Hosted the ARNG Best Warrior Competition and National Command Sergeant Major (CSM) workshop at Camp W. G. Williams.
- The 640th Regional Training Institute Regiment received the TRADOC Institute of Excellence award.

FY15 Funding: \$231.7M



VERMONT

TAG: Maj Gen Steven A. Cray
DJS*: BG Mark Lovejoy
USPFO: COL John Abeling

End Strength: 2,830
Full-Time Support: 565

State Partnership:
 Macedonia
 Senegal

MAJOR COMMANDS

 Joint Force Headquarters

 124th Regional Training Institute

 Garrison Support Command

 86th Infantry Brigade Combat Team (MTN)

FEDERAL MISSIONS:

- 86th IBCT (Mountain) participated in a FORSCOM-led proof of concept for the Multi-Echelon Integrated Brigade Training event at Fort Drum.
- 124th RTI maintained its 100% TRADOC accreditation rating and taught mountaineering, leadership, signal, and cross cultural influencing courses to over 1,000 students from around the country.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Conducted 13 aviation SAR support missions for Vermont State Police involving lost hikers, skiers, and elderly persons. Conducted 1 explosive ordnance disposal mission. 15th CST assisted the Vermont State Police with analysis on entry into 4 clandestine drug labs.
- Supported Massachusetts EMAC in February with the 131 Engineer Company to remove snow from the Boston area.
- Participated with VT DEMHS in Civil Military Emergency Planning events with the government of Macedonia, and participated in Pandemic planning events in Senegal.
- 124th RTI and Garrison Support Command participated in international partnerships to include supporting Service member education and humanitarian de-mining in Senegal and Macedonia.

KEY EFFORTS AND IMPACTS:

- 86th IBCT (Mountain) was the only ARNG IBCT to successfully complete all requirements for an entire ARFORGEN cycle.
- Continued to build upon a strong support for Macedonia and Senegal and maintain the trilateral agreement.
- The Army Mountain Warfare School continued to partner with several Army and DoD organizations and serves as executive agent for military mountaineering within the Army.
- Spearheaded state partnerships with Macedonia and Senegal with 165 personnel participating in 65 events and exercises.

*Director of the Joint Staff

FY15 Funding: \$110.9M



TAG: BG Deborah Y. Howell
ARNG CoS: COL Linda A. Cills
USPFO: COL Deborah V. Lobbenmeier

End Strength: 793
Full-Time Support: 258

State Partnership:
 RSS*

MAJOR COMMANDS

 Joint Force Headquarters

 VIARNG Medical Command

 210th Regional Training Institute

FEDERAL MISSIONS:

- 661st MP Company returned from Afghanistan in May after a 7-month Law and Order mission in support of the geographic combatant commander and in which they assumed all law enforcement responsibilities on the Kandahar Air Field.
- Members of the 786th Combat Sustainment Support Battalion have been preparing for deployment to the CENTCOM AOR in early FY16 where they will provide support operations.

* *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. This state partnership is in conjunction with the Florida National Guard.*

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Hosted its 3rd annual all hazard coordination workshop with participants from local government agencies, federal partners from FEMA, NGB, and USNORTHCOM as well as ARNG partners from WV and SC. The 2-day conference allowed an opportunity to review capabilities and challenges, identify the most dangerous and most likely threats to the territory, and discuss assistance to the territory should it be impacted by disaster.
- Conducted 3rd Operation Forward Guardian exercise, focused on a pandemic event. More than 500 Soldiers and Airmen participated with 190 being moved across 40 miles of ocean via ferry. Key objective was to rehearse the integration of external resources arriving to supplement the territory's efforts in response to a catastrophic event.

KEY EFFORTS AND IMPACTS:

- Conducted a record number of State Partnership Program exchanges in the SOUTHCOM AOR with the RSS in support of the COCOMs Theater Campaign Plan. Provided training in disaster management, NCO leadership, urban SAR, and medical readiness.
- 23rd WMD-CST deployed team members to CONUS in support of the Boston Marathon and the Papal visit. Additionally, 23rd provided air monitoring and hazardous material sweep of all potential venues in support of two VPOTUS visits to St. Croix; inaugural ceremony events in support of the Governor; the world famous St. Thomas Carnival; the Agriculture and Food Fair Festival on the island of St. Croix; and provided support for CNGB's visit in August 2015.

FY15 Funding: \$44.6M



TAG: MG Timothy P. Williams
ARNG CoS: COL Jeffrey N. Hice
USPFO: COL Marie M. Mahoney

End Strength: 7,495
Full-Time Support: 1,149

State Partnership:
 Tajikistan

MAJOR COMMANDS

 Joint Force Headquarters

 329th Regional Support Group

 183rd Regional Training Institute

 29th Infantry Division

 116th Infantry Brigade Combat Team

 Fort Pickett Maneuver Training Center

 91st Troop Command

FEDERAL MISSIONS:

- Deployed 10 Soldiers from 29th Infantry Division and 456 Soldiers from 3-116th Infantry Battalion in support of OIR in Qatar.
- Deployed 22 individual mobilizers to Saudi Arabia, Camp Lemonier, Djibouti, Kosovo, Afghanistan, Arifjan, Kuwait, Manila, Philippines, and Minhad Airbase United Arab Emirates in support of various specialized mission requirements.
- Conducted pre-mobilization training for 229th MP Company for their support role in Cuba.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Provided Charlottesville Readiness Center as a staging area, in support of the City of Charlottesville, during SAR operations for a missing college student in October.
- Activated more than 80 personnel in response to Winter Storm Octavia in January.
- Activated more than 180 personnel in response to Winter Storm Pandora in February.
- Provided equipment to Maryland National Guard in support of Baltimore civil disturbance response operations in April and May.
- Provided four Liaison Officers in support of the Fairfax County EOC during the 2015 World Police and Fire Games, June 26-July 5, 2015.

KEY EFFORTS AND IMPACTS:

- Participated in 17 missions supported by 46 Soldiers partnering with Tajikistan through the state partnership program to include training on leadership development, collective peace-keeping operations, and CBRNE defense.
- Broke ground on the first phase of a \$1.4M multipurpose training facility at Camp Pendleton in Virginia Beach.
- Completed construction of a new \$2.1M, 488-kilowatt solar array at Fort Pickett.

FY15 Funding: \$235.1M



WASHINGTON

TAG: MG Bret Daugherty
ARNG CoS: COL Jeff Sabatine
USPFO: COL Alan Dorow

End Strength: 6,039
Full-Time Support: 1,035

State Partnership:
 Thailand

MAJOR COMMANDS

 Joint Force Headquarters

 56th Information Operations Group

 96th Troop Command

 66th Theater Aviation Command

 81st Armored Brigade Combat Team

 205th Regional Training Institute

FEDERAL MISSIONS:

- Received confirmation in July that 81st BCT would officially convert from an Armored BCT to a Stryker BCT, the second in the nation.
- A Company 119th Special Forces left for a 9-month deployment in support of operations in Afghanistan.
- Detachment 1, B Company, 351st Aviation Maintenance deployed to Kuwait for 9 months in support of continued operations in the region.
- Soldiers from 176th Engineer Company traveled to Thailand to continue construction projects as part of the annual Cobra Gold Exercises.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Activated more than 1,500 Guardsmen to support Washington State Department of Natural Resources (DNR) during the worst wildfire season in state history. From August 14, 2015 to September 30, 2015 assisted DNR on 17 fires spread across the state.
- More than 1,000 Guardsmen participated in Exercise Evergreen Tremor, an exercise to rehearse the WANG's Cascadia subduction zone earthquake plan.
- 10th CST traveled to Boston for July Fourth, assisting MANG with WMD scanning.
- In July 2015, Blackhawk crew successfully rescued 3 missing teenage hikers near Yakima. This was the first Blackhawk SAR mission conducted by WANG.

KEY EFFORTS AND IMPACTS:

- Broke ground on the new Pierce County Readiness Center, which is projected to be completed in FY17.
- Redesignated 81st Brigade Special Troops Battalion to 898th Brigade Engineer Battalion, marking a return for the 898th after being de-flagged in 2005.
- Conducted more than 125 community outreach events in communities across the state, including a fly over of Century Link Field during a nationally televised Seattle Seahawks game.

FY15 Funding: \$198.8M



WEST VIRGINIA

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

End Strength: 4,153
Full-Time Support: 795

State Partnership:
 Peru

MAJOR COMMANDS

 Joint Force Headquarters

 111th Engineer Brigade

 Joint Interagency Training Education Center

 77th Brigade Troop Command

 197th Regional Training Institute

FEDERAL MISSIONS:

- 1092nd Engineer Battalion supported SOCAFRICA FLINTLOCK Exercise for 60 days to construct base camp facilities and support operational requirements in the N'Djamena region of Chad.
- 111th Engineer Brigade supported SOUTHCOM with aviation support from Detachment 28 OSA for 45 days in Columbia. Additionally, 111th provided contracting support to SOUTHCOM and Peru for Humanitarian Assistance Program construction projects.
- 1-150th CAV participated in Operation Common Effort 2015, a multinational event in which WVARNG Soldiers trained the Moldovan Army on individual and crew-served weapons.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- JITEC CBRNE Battalion conducted 5 Homeland Response Force external evaluations and 7 CERFP external evaluations via mobile evaluation teams, training and evaluating approximately 4,264 National Guard Service members.
- JITEC CBRNE Battalion conducted 9 basic search and extraction courses and 7 search and extraction courses at the Center for National Response, training 399 CERFP Service members.
- JITEC CBRNE Battalion conducted 9 WMD Command Post courses via MTT, training 186 National Guard Service members.
- JITEC CBRNE Battalion assisted with 8 Special Focus Exercises via MTT.

KEY EFFORTS AND IMPACTS:

- Opened 3 new Reserve Centers in Morgantown, Fairmont, and Moorefield and will open a fourth, Logan Reserve Center, this month.
- Provided support for many community activities such as Bridge Day, The Greenbrier Classic PGA Tournament, Special Olympics Summer Games, and West Virginia University home football games.
- Conducted a Peruvian leadership engagement with 10 Peruvian BDE and BN leaders at Camp Dawson for 1 week to provide information and techniques related to disaster response training and preparation.
- SGT Robert Cunningham of 119th Engineer Company won the National Guard NCO of the Year Award for 2015.
- Conducted 2 iterations of Ridge Runner, a joint effort with Active Component Special Operations Forces in which SF Soldiers trained in unique training venues reinforcing irregular warfare tactics.

FY15 Funding: \$162.7M



TAG: Maj Gen Donald P. Dunbar
ARNG CoS: COL John Schroeder
USPFO: COL John Van De Loop

End Strength: 7,457
Full-Time Support: 1,115

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 95 Soldiers from 950th Engineer Company to conduct a route clearance and force protection mission in Afghanistan.
- 65 Soldiers of 32nd Military Engagement Team and Base Defense Operations Center returned from Kuwait and Jordan after engaging regional military leaders and helping ramp up support for expanded U.S. military operations in CENTCOM.
- More than 160 Soldiers from 829th Engineer Company returned from Afghanistan after tearing down military bases and reclaiming materials in Afghanistan as part of the larger drawdown of coalition forces.
- Approximately 30 Soldiers from 2-135th Aviation deployed to Kuwait on a MEDEVAC mission in support of Operations Spartan Shield and Inherent Resolve.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Called over 800 Soldiers and Airmen to SAD with the National Guard Reaction Force in response to a request for assistance from the Milwaukee County Sheriff.
- Wisconsin CERFP activated a team to conduct decontamination operations for vehicles and equipment entering and exiting the site of H5N2 Avian Flu outbreak for nearly 1 month.
- Established and trained 3 Joint Healthcare Assistance Teams to augment hospitals and medical professionals in Wisconsin in the event of an Ebola virus outbreak.
- Wisconsin CERFP spearheaded the implementation of single day CERFP element inspection and certification. NGB ultimately adopted Wisconsin's SOP as the national standard.

KEY EFFORTS AND IMPACTS:

- Formed a 66-member Divisional Multi-Component Unit with 101st Airborne Division, which will fully integrate WIARNG Soldiers into the division's headquarters.
- 132nd Brigade Support Battalion's food service section was named the Army National Guard's best food service section in the 2014 Phillip A. Connelly Awards Program.
- The Wisconsin Employment Resource Connection program has helped more than 1,000 Service members, Veterans, and spouses successfully find employment, dropping the WIARNG's overall unemployment rate from 10.1% in 2012 to 3.7% in 2015—well below both the state and national averages.
- Placed 1st in the Army Communities of Excellence program Gold Division.

FY15 Funding: \$205.2M



TAG: MG K. Luke Reiner
ARNG CoS: COL Jesse Kirchmeier
USPFO: COL Timothy L. Sheppard

End Strength: 1,580
Full-Time Support: 426

State Partnership:
 Tunisia

MAJOR COMMANDS

Joint Force Headquarters
 94th Troop Command

115th Field Artillery Brigade

213th Regional Training Institute

FEDERAL MISSIONS:

- In support of OEF, 2-300th Field Artillery deployed 33 Soldiers to Afghanistan in September for a 7-month High Mobility Artillery Rocket System support mission. This deployment falls under Operation Enduring Freedom's follow-on efforts known as Operation Freedom's Sentinel. Wyoming's Soldiers will assist in the counterterrorism mission against the remnants of Al-Qaeda.

DEFENSE SUPPORT OF CIVIL AUTHORITIES:

- Completed 3 DSCA exercises with first responders in Wyoming counties to enhance partnerships and coordination prior to emergencies occurring.
- On June 12, Soldiers were placed on SAD by Governor Matthew H. Mead in response to a flash flood in Wyoming's least populated county, Niobrara. The small town of Lusk was completely flooded and U.S. Highway 85 was washed out.
- Provided 2 aircrafts and crews under EMAC to support Washington wildfire fighting efforts and conducted 2 SAR missions for a total of 144.6 flight hours.

KEY EFFORTS AND IMPACTS:

- Planned and prepared for restructuring and re-stationing of many of its units due to the pending changes in field artillery brigade support battalion structure, loss of the 1041st Multi-role Bridge Company, and addition of C/1-297th Infantry Company.
- Completed construction on a \$13.5M 42,842 sq. ft. readiness center located in Afton. The new structure replaced a building from 1957 with 19,000 sq. ft. and provides modern community facilities for use in times of natural disaster and state emergencies.
- Camp Guernsey had its second busiest year of air operations with more than 11,500 air movements; May and June broke all previous monthly records.

FY15 Funding: \$78.8M

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 Title 31, U.S.C., Section 351(d).

The statements have been prepared from the official accounting records of the entity—maintained in GFEBBS and STANFINS, 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 comprises 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 Changes in Net Position—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

2015

1. ASSETS (Note 2)

A. Intragovernmental:

1. Fund Balance with Treasury (Note 3)	\$	5,715,897,651
2. Investments (Note 4)		0
3. Accounts Receivable (Note 5)		35,874,804
4. Other Assets (Note 6)		16,355,459
5. Total Intragovernmental Assets	\$	<u>5,768,127,914</u>

B. Cash and Other Monetary Assets (Note 7)	\$	131,524
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C. Accounts Receivable, Net (Note 5)		40,963,081
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D. Loans Receivable (Note 8)		0
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E. Inventory and Related Property, Net (Note 9)		0
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F. General Property, Plant and Equipment, Net (Note 10)		3,155,538,752
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G. Investments (Note 4)		0
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H. Other Assets (Note 6)		<u>312,698,646</u>
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2. TOTAL ASSETS	\$	<u>9,277,459,917</u>
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3. STEWARDSHIP PROPERTY, PLANT & EQUIPMENT (Note 10)

4. LIABILITIES (Note 11)

A. Intragovernmental:	\$	(147,542,656)
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1. Accounts Payable (Note 12)		0
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2. Debt (Note 13)		0
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3. Other Liabilities (Notes 15 & 16)		42,927,772
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4. Total Intragovernmental Liabilities	\$	<u>(104,614,885)</u>
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B. Accounts Payable (Note 12)	\$	307,069,546
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C. Military Retirement and Other Federal Employment Benefits (Note 17)		219,592,194
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D. Environmental and Disposal Liabilities (Note 14)		0
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E. Loan Guarantee Liability (Note 8)		0
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F. Other Liabilities (Notes 15 & 16)		<u>689,699,567</u>
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5. TOTAL LIABILITIES	\$	<u>1,111,746,422</u>
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6. COMMITMENTS AND CONTINGENCIES (NOTE 16)

7. NET POSITION

A. Unexpended Appropriations - Earmarked Funds (Note 23)	\$	0
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B. Unexpended Appropriations - Other Funds		5,560,080,878
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C. Cumulative Results of Operations - Earmarked Funds		0
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D. Cumulative Results of Operations - Other Funds		<u>2,605,632,618</u>
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8. TOTAL NET POSITION		<u>8,165,713,495</u>
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9. TOTAL LIABILITIES AND NET POSITION	\$	<u>9,277,459,917</u>
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Note: Financial statements may not sum due to rounding.

1. B. Cash and Monetary Assets: Amount represents unmatched disbursements which will be corrected at the end of 1st quarter FY16.

CONSOLIDATED STATEMENT OF NET COST

Army General Fund - Army National Guard

As of September 30

2015

1. PROGRAM COSTS

A. Gross Costs	\$	15,619,510,050
Military Personnel		8,642,653,658
Operations, Readiness & Support.....		6,466,324,064
Family Housing & Military Construction		<u>510,532,328</u>
B. (Less: Earned Revenue)		(117,119,078)
C. Net Cost before Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits		
Retirement Benefits	\$	<u>15,502,390,972</u>
D. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits		0
E. Net Program Costs Including Assumption Changes	\$	15,502,390,972
F. Costs Not Assigned to Programs		0
G. (Less: Earned Revenues) Not Attributed to Programs		<u>0</u>
2. NET COST OF OPERATIONS	\$	<u><u>15,502,390,972</u></u>



CONSOLIDATED STATEMENT OF CHANGES IN NET POSITION

Army General Fund - Army National Guard

As of September 30

2015

CUMULATIVE RESULTS OF OPERATIONS

1. Beginning Balances	\$	2,588,972,661
2. Prior Period Adjustments		
Changes in accounting principles (+/-)		0
Corrections of errors (+/-)		0
3. Beginning Balances, as adjusted (Includes Funds from Dedicated Collections - See Note 23)	\$	2,588,972,66
4. Budgetary Financing Sources:		
A. Other adjustments (recessions, etc.).....		0
B. Appropriations used	\$	15,443,916,526
C. Nonexchange revenue		(143,425)
D. Donations and forfeitures of cash and cash equivalents.....		0
E. Transfers-in/out without reimbursement		89,000,000
F. Other budgetary financing sources		0
5. Other Financing Sources:		
G. Donations and forfeitures of property		0
H. Transfers-in/out without reimbursement (+/-)		0
I. Imputed financing from costs absorbed by others		(53,163)
J. Other (+/-)		(13,669,009)
6. Total Financing Sources (Includes Funds from Dedicated Collections - See Note 23)	\$	15,519,050,929
7. Net Cost of Operations (+/-) (Includes Funds from Dedicated Collections - See Note 23) ..	\$	15,502,390,972
8. NET Change		16,659,956
9. Cumulative Results of Operations (Includes Funds from Dedicated Collections - See Note 23) \$		2,605,632,618

UNEXPENDED APPROPRIATIONS

10. Beginning Balances (Includes Funds from Dedicated Collections - See Note 23)	\$	6,190,659,185
11. Prior Period Adjustments:		
Changes in accounting principles (+/-)		0
Corrections of errors (+/-)		0
12. Beginning Balances, as adjusted	\$	6,190,659,185
13. Budgetary Financing Sources:		
K. Appropriations received.....	\$	14,895,007,000
L. Appropriations transfers-in/out		228,744,160
M. Other adjustments (recessions, etc.)		(310,412,941)
N. Appropriations used		(15,443,916,526)
14. Total Budgetary Financing Sources (Includes Funds from Dedicated Collections - See Note 23)	\$	(630,578,308)
15. Unexpended Appropriations (Includes Funds from Dedicated Collections - See Note 23)		5,560,080,878
16. Net Position	\$	8,165,713,495

Note: Financial statements may not sum due to rounding.

COMBINED STATEMENT OF BUDGETARY RESOURCES

Army General Fund - Army National Guard

As of September 30

2015

BUDGETARY FINANCING ACCOUNTS

BUDGETARY RESOURCES:

Unobligated balance, brought forward, October 1	\$	1,614,868,563
Unobligated balance, brought forward, October 1, as adjusted		1,614,868,563
Recoveries of prior year unpaid obligations		1,232,282,584
Other changes in unobligated balance (+/-)		(221,124,941)
Unobligated balance from prior year budget authority, net		2,626,026,206
Appropriations (discretionary and mandatory)		15,123,463,160
Spending Authority from offsetting collections		101,024,577
Total Budgetary Resources	\$	17,850,513,943

Status of Budgetary Resources:	\$	16,102,067,024
Obligations incurred		
Unobligated balance, end of year		
Apportioned		367,247,829
Unapportioned		1,381,199,090
Total unobligated balance, end of year		1,748,446,919
Total Budgetary Resources	\$	17,850,513,943

Change in Obligated Balance:

Unpaid obligations:

Unpaid obligations, brought forward, October 1	\$	4,899,430,215
Obligations incurred		16,102,067,024
Outlays (gross) (-)		(15,779,000,499)
Recoveries of prior year unpaid obligations (-)		(1,232,282,584)
Unpaid obligations, end of year		3,990,214,156

Uncollected payments:

Uncollected customer payments from federal sources, brought forward, October 1 (-) ...		(64,063,233)
Change in uncollected customer payments from federal sources (+/-)		41,299,809
Uncollected customer payments from federal sources, end of year (-)		(22,763,425)
Obligated balance, start of year, (+/-)		4,835,366,982
Obligated balance, end of year (+/-)	\$	3,967,450,732

Budget Authorities and Outlays, Net:

Budget authority, gross (discretionary and mandatory)	\$	15,224,487,737
Actual offsetting collections (discretionary and mandatory) (-)		(142,324,386)
Change in uncollected customer payments from federal sources (discretionary and mandatory) (+/-)		41,299,809
Budget authority, net (discretionary and mandatory)	\$	15,123,463,160
Outlays, gross (discretionary and mandatory)		15,779,000,499
Actual offsetting collections (discretionary and mandatory) (-)		(142,324,386)
Outlays, net (discretionary and mandatory)		15,636,676,113
Agency Outlays, net (discretionary and mandatory)	\$	15,636,676,113

Note: Budget authority adjustments may not reconcile based on unobligated balances.

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, the territories of Guam, Puerto Rico, 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 14 auditor-identified financial statement material weaknesses: (1) Financial Management Systems, (2) Accounting Adjustments, (3) Intra-governmental Eliminations, (4) Abnormal Account Balances, (5) Accounts Receivable, (6) Inventory and Related Property, (7) Property, Plant, and Equipment, (8) Accounts Payable, (9) Environmental Liabilities, (10) Statement of Net Cost, (11) SBR, (12) Reconciliation of Net Cost of Operations to Budget, (13) Fund Balance with Treasury (FBWT) and (14) Contingency Payment Audit Trails. Known and unknown material weakness impacts the ARNG to have report-accurate financial information.

Fiscal year (FY) 2015 represents the 18th 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 FY15, 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 Retiree Health Fund Contributions, National Guard Personnel, Army
21 * 2020 Operation and Maintenance, Army
21 * 2035 Other Procurement, Army
21 * 2040 Research Development Test & Evaluation 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 for 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 back 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 throughout the 379-year history 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 obligations 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 Department of the 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 Department of the Treasury does not allocate such costs to the 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 Department of the Treasury on check issues, interagency transfers, and deposits. In addition, the DFAS centers submit reports to the Treasury Department, by appropriation, on collections received and disbursements issued. The Department of the Treasury then records this information to the appropriation FBWT account maintained in the Treasury Department'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-2011-04.pdf>.

1. L. Direct Loans and Loan Guarantees

The ARNG does not have any direct Loans and Loan 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 SFFAS 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 FY15, 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 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 (i.e., 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 federal 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 collectibility 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 Department of the 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	2015
1. Intragovernmental Assets	
A. Fund Balance with Treasury	\$ 0
B. Accounts Receivable	0
C. Other Assets	0
D. Total Intragovernmental Assets	<u>\$ 0</u>
2. Nonfederal Assets	
A. Cash and Other Monetary Assets	\$ 0
B. Accounts Receivable	837,923
C. Other Assets	0
D. Total Nonfederal Assets	<u>\$ 837,923</u>
3. Total Nonentity Assets	<u>\$ 837,923</u>
4. Total Entity Assets	<u>\$ 9,276,621,994</u>
5. Total Assets	<u>\$ 9,277,459,917</u>

NOTE 3. FUND BALANCE WITH TREASURY

As of September 30	2015
1. Fund Balances	
A. Appropriated Funds	\$ 5,715,897,651
B. Revolving Funds	0
C. Trust Funds	0
D. Special Funds	0
E. Other Fund Types	0
F. Total Fund Balances	<u>\$ 5,715,897,651</u>
2. Fund Balances Per Treasury Versus Agency	
A. Fund Balance per Treasury	\$ 0
B. Fund Balance per Agency	<u>5,715,897,651</u>
3. Reconciling Amount	<u>\$ (5,715,897,651)</u>

Status of Fund Balance with Treasury

1. Unobligated Balance	
A. Available	\$ 367,247,829
B. Unavailable	1,381,199,090
2. Obligated Balance not yet Disbursed	\$ 3,990,214,156
3. Non-budgetary FBWT	0
4. Non-FBWT Budgetary Accounts	<u>\$ (22,763,425)</u>
5. Total	<u>\$ 5,715,897,651</u>

NOTE 4. INVESTMENTS

The Army National Guard does not engage in any type of investment activity.

Note: Financial statements may not sum due to rounding.

NOTE 5. ACCOUNTS RECEIVABLE

As of September 30

2015

	Gross Amount Due	Allowance For Estimated Uncollectibles	Accounts Receivable, Net
1. Intragovernmental Receivables	\$ 35,874,804	N/A	\$ 35,874,804
2. Nonfederal Receivables (from the Public)	\$ 47,295,612	\$ (6,332,531)	\$ 40,963,081
3. Total Accounts Receivable	<u>\$ 83,170,416</u>	<u>\$ (6,332,531)</u>	<u>\$ 76,837,885</u>

NOTE 6. OTHER ASSETS

As of September 30

2015

1. Intragovernmental Other Assets		
A. Advances and Prepayments	\$	16,355,459
B. Other Assets		<u>0</u>
C. Total Intragovernmental Other Assets	\$	16,355,459
2. Nonfederal Other Assets		
A. Outstanding Contract Financing Payments	\$	0
B. Advances and Prepayments		312,698,646
C. Other Assets (with the Public)		<u>0</u>
D. Total Nonfederal Other Assets	\$	312,698,646
3. Total Other Assets	\$	<u>329,054,106</u>

NOTE 7. CASH AND OTHER MONETARY ASSETS

As of September 30

2015

1. Cash	\$	131,524
2. Foreign Currency		0
3. Other Monetary Assets		<u>0</u>
4. Total Cash, Foreign Currency, and Other Monetary Assets	\$	<u>131,524</u>

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

2015

	Depreciation/ Amortization Method	Service Life	Acquisition Value	(Accumulated Depreciation/ Amortization)	Net Book Value
1. Major Asset Classes					
A. Land	N/A	N/A	\$ 60,971,024	N/A	\$ 60,971,024
B. Buildings, Structures, and Facilities	S/L	20 or 40	4,880,863,574	\$ (2,024,815,685)	2,856,047,890
C. Leasehold Improvements	S/L	Lease Term	2,852,181	(848,488)	2,003,693
D. Software	S/L	2-5 or 10	0	0	0
E. General Equipment	S/L	Various	72,964,453	47,692,615	120,657,068
F. Assets Under Capital Lease	S/L	Lease Term	0	0	0
G. Construction-in-Progress	N/A	N/A	115,859,077	N/A	115,859,077
H. Other			0	0	0
I. Total General PP&E			\$ 5,133,510,310	\$ (1,977,971,558)	\$ 3,155,538,752

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

2015

1. Intragovernmental Liabilities		
A. Accounts Payable	\$	0
B. Debt		0
C. Other		40,938,881
D. Total Intragovernmental Liabilities	\$	40,938,881
2. Nonfederal Liabilities		
A. Accounts Payable	\$	6,130,620
B. Military Retirement and Other Federal Employment Benefits		219,592,194
C. Environmental and Disposal Liabilities		0
D. Other Liabilities		308,120,290
E. Total Nonfederal Liabilities	\$	533,843,103
3. Total Liabilities Not Covered by Budgetary Resources	\$	574,781,984
4. Total Liabilities Covered by Budgetary Resources	\$	536,964,438
5. Total Liabilities	\$	1,111,746,422

NOTE 12. ACCOUNTS PAYABLE

As of September 30

2015

	Accounts Payable	Interest, Penalties, and Administrative Fees	Total
1. Intragovernmental Payables	\$ (147,542,656)	N/A	\$ (147,542,656)
2. Nonfederal Payables (to the Public)	\$ 307,071,085	\$ 1,539	\$ 307,069,546
3. Total	\$ 159,528,429	\$ 1,539	\$ 159,526,890

Note: Financial statements may not sum due to rounding.

NOTE 13. DEBT

The Army National Guard has no reported debt in 2015.

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

2015

	Current Liability	Noncurrent Liability	Total
1. Intragovernmental			
A. Advances from Others.....	\$ 1,150,968	\$ 0	\$ 1,150,968
B. Deposit Funds and Suspense Account Liabilities.....	0	0	0
C. Disbursing Officer Cash	0	0	0
D. Judgment Fund Liabilities	0	0	0
E. FECA Reimbursement to the Department of Labor	18,343,009	22,595,872	40,938,881
F. Custodial Liabilities.....	0	837,923	837,923
G. Employer Contribution and Payroll Taxes Payable.....	0	0	0
H. Other Liabilities	0	0	0
I. Total Intragovernmental Other Liabilities.....	\$ 19,493,976	\$ 23,433,795	\$ 42,927,772
2. Nonfederal			
A. Accrued Funded Payroll and Benefits	\$ 305,516,052	\$ 0	\$ 305,516,052
B. Advances from Others	4,612,045	0	4,612,045
C. Deferred Credits.....	0	0	0
D. Deposit Funds and Suspense Accounts.....	(603,694)	0	(603,694)
E. Temporary Early Retirement Authority.....	0	0	0
F. Nonenvironmental Disposal Liabilities.....			
1. Military Equipment (Nonnuclear)	0	0	0
2. Excess/Obsolete Structures.....	0	0	0
3. Conventional Munitions Disposal.....	0	0	0
G. Accrued Unfunded Annual Leave	308,120,290	0	308,120,290
H. Capital Lease Liability	0	0	0
I. Contract Holdbacks.....	246,251	0	246,251
J. Employer Contribution and Payroll Taxes Payable.....	71,808,623	0	71,808,623
K. Contingent Liabilities	0	0	0
L. Other Liabilities	0	0	0
M. Total Nonfederal Other Liabilities	\$ 689,699,567	\$ 0	\$ 689,699,567
3. Total Other Liabilities	\$ 709,193,544	\$ 23,433,795	\$ 732,627,339

Capital Lease Liabilities

The Army National Guard has no Capital Lease Liabilities.

NOTE 16. COMMITMENTS AND CONTINGENCIES

The Army National Guard has no commitments and contingencies.

NOTE 17. MILITARY RETIREMENT AND OTHER FEDERAL EMPLOYEE BENEFITS

As of September 30

2015

	Liabilities	(Less: Assets Available to Pay Benefits)	Unfunded Liabilities
1. Pension and Health Benefits			
A. Military Retirement Pensions	\$ 0	\$ 0	\$ 0
B. Military Pre Medicare-Eligible Retiree Health Benefits	0	0	0
C. Military Medicare-Eligible Retiree Health Benefits.....	0	0	0
D. Total Pension and Health Benefits	\$ 0	\$ 0	\$ 0
2. Other Benefits			
A. FECA	\$ 219,592,194	\$ 0	\$ 219,592,194
B. Voluntary Separation Incentive Programs	0	0	0
C. DoD Education Benefits Fund.....	0	0	0
D. Other	0	0	0
E. Total Other Benefits.....	\$ 219,592,194	\$ 0	\$ 219,592,194
3. Total Military Retirement and Other Federal Employment Benefits	\$ 219,592,194	\$ 0	\$ 219,592,194

NOTE 18. GENERAL DISCLOSURES RELATED TO THE STATEMENT OF NET COST

As of September 30

2015

Military Retirement Benefits

1. Gross Cost

A. Intragovernmental Cost	\$ 0
B. Nonfederal Cost	0
C. Total Cost	<u>\$ 0</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue	<u>\$ 0</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....

\$ 0

Total Net Cost

<u>\$ 0</u>

Civil Works

1. Gross Cost

A. Intragovernmental Cost	\$ 0
B. Nonfederal Cost	0
C. Total Cost	<u>\$ 0</u>

2. Earned Revenue

A. Intragovernmental Revenue	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue	<u>\$ 0</u>

3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits

\$ 0

Total Net Cost

<u>\$ 0</u>

Note: Financial statements may not sum due to rounding.

NOTE 18. GENERAL DISCLOSURES RELATED TO THE STATEMENT OF NET COST, CONT.

As of September 30 2015

Military Personnel

1. Gross Cost	
A. Intragovernmental Cost.....	\$ 2,851,797,853
B. Nonfederal Cost	5,790,855,805
C. Total Cost	<u>\$ 8,642,653,658</u>
2. Earned Revenue	
A. Intragovernmental Revenue.....	\$ (24,921,605)
B. Nonfederal Revenue	0
C. Total Revenue.....	<u>\$ (24,921,605)</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....	<u>\$ 0</u>
Total Net Cost.....	<u>\$ 8,617,732,053</u>

Operations, Readiness & Support

1. Gross Cost	
A. Intragovernmental Cost.....	\$ 1,126,729,258
B. Nonfederal Cost	5,339,594,807
C. Total Cost	<u>\$ 6,466,324,064</u>
2. Earned Revenue	
A. Intragovernmental Revenue.....	\$ (59,509,648)
B. Nonfederal Revenue	(32,687,825)
C. Total Revenue.....	<u>\$ (92,197,473)</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....	<u>\$ 0</u>
Total Net Cost.....	<u>\$ 6,374,126,591</u>

Procurement

1. Gross Cost	
A. Intragovernmental Cost.....	\$ 0
B. Nonfederal Cost	0
C. Total Cost	<u>\$ 0</u>
2. Earned Revenue	
A. Intragovernmental Revenue.....	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue.....	<u>\$ 0</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....	<u>\$ 0</u>
Total Net Cost.....	<u>\$ 0</u>

Research, Development, Test & Evaluation

1. Gross Cost	
A. Intragovernmental Cost.....	\$ 0
B. Nonfederal Cost	0
C. Total Cost	<u>\$ 0</u>
2. Earned Revenue	
A. Intragovernmental Revenue.....	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue.....	<u>\$ 0</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....	<u>\$ 0</u>
Total Net Cost.....	<u>\$ 0</u>

NOTE 18. GENERAL DISCLOSURES RELATED TO THE STATEMENT OF NET COST, CONT.

As of September 30	2015
Family Housing & Military Construction	
1. Gross Cost	
A. Intragovernmental Cost.....	\$ 7,473,517
B. Nonfederal Cost	503,058,811
C. Total Cost	<u>\$ 510,532,328</u>
2. Earned Revenue	
A. Intragovernmental Revenue.....	\$ 0
B. Nonfederal Revenue	0
C. Total Revenue.....	<u>\$ 0</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....	<u>\$ 0</u>
Total Net Cost.....	<u>\$ 510,532,328</u>
Consolidated	
1. Gross Cost	
A. Intragovernmental Cost.....	\$ 3,986,000,627
B. Nonfederal Cost	11,633,509,423
C. Total Cost	<u>\$ 15,619,510,050</u>
2. Earned Revenue	
A. Intragovernmental Revenue.....	\$ (84,431,253)
B. Nonfederal Revenue	(32,687,825)
C. Total Revenue.....	<u>\$ (117,119,078)</u>
3. Losses/(Gains) from Actuarial Assumption Changes for Military Retirement Benefits.....	<u>\$ 0</u>
4. Costs Not Assigned to Programs	<u>\$ 0</u>
5. (Less: Earned Revenues) Not Attributed to Programs	<u>\$ 0</u>
Total Net Cost.....	<u>\$ 15,502,390,972</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 Position.

NOTE 20. DISCLOSURES RELATED TO THE STATEMENT OF BUDGETARY RESOURCES

As of September 30	2015
1. Net Amount of Budgetary Resources Obligated for Undelivered Orders at the End of the Period.....	<u>\$ 3,788,301,066</u>
2. Available Borrowing and Contract Authority at the End of the Period	<u>0</u>

Note: Financial statements may not sum due to rounding.

NOTE 21. RECONCILIATION OF NET COST OF OPERATIONS TO BUDGET

As of September 30

2015

Resources Used to Finance Activities:

Budgetary Resources Obligated:

1. Obligations incurred.....	\$	16,102,067,024
2. Less: Spending authority from offsetting collections and recoveries (-)		(1,333,307,161)
3. Obligations net of offsetting collections and recoveries	\$	14,768,759,863
4. Less: Offsetting receipts (-)		0
5. Net obligations	\$	14,768,759,863

Other Resources:

6. Donations and forfeitures of property	\$	0
7. Transfers in/out without reimbursement (+/-)		0
8. Imputed financing from costs absorbed by others		(53,163)
9. Other (+/-)		(13,669,009)
10. Net other resources used to finance activities.....	\$	(13,722,172)
11. Total resources used to finance activities.....	\$	14,755,037,690

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 (-)	\$	809,522,532
B. Unfilled Customer Orders		(43,320,781)
13. Resources that fund expenses recognized in prior Periods (-)		(36,276,705)
14. Budgetary offsetting collections and receipts that do not affect Net Cost of Operations		0
15. Resources that finance the acquisition of assets (-)		0
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
B. Other (+/-).....		13,669,009
17. Total resources used to finance items not part of the Net Cost of Operations	\$	743,594,055
18. Total resources used to finance the Net Cost of Operations	\$	15,498,631,746

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	\$	0
20. Increase in environmental and disposal liability		0
21. Upward/Downward reestimates of credit subsidy expense (+/-)		0
22. Increase in exchange revenue receivable from the public (-)		506,694
23. Other (+/-)		3,553,998
24. Total components of Net Cost of Operations that will Require or Generate Resources in future Periods	\$	4,060,692

Components not Requiring or Generating Resources:

25. Depreciation and amortization	\$	(246,119)
26. Revaluation of assets or liabilities (+/-)		0
27. Other (+/-)		
A. Trust Fund Exchange Revenue.....		0
B. Cost of Goods Sold		0
C. Operating Material and Supplies Used		0
D. Other		(55,347)
28. Total Components of Net Cost of Operations that will not Require or Generate Resources	\$	(301,465)
29. Total components of Net Cost of Operations that will not Require or Generate Resources in the current period.....	\$	3,759,227
30. Net Cost of Operations	\$	15,502,390,972

Note: Financial statements may not sum due to rounding.

NOTE 22. DISCLOSURES RELATED TO INCIDENTAL CUSTODIAL COLLECTIONS

The Army National Guard has no funds from dedicated collections in 2015.

NOTE 23. FUNDS FROM DEDICATED COLLECTIONS

The Army National Guard has no disclosures related to incidental custodial collections.

NOTE 24. FIDUCIARY ACTIVITIES

The Army National Guard has 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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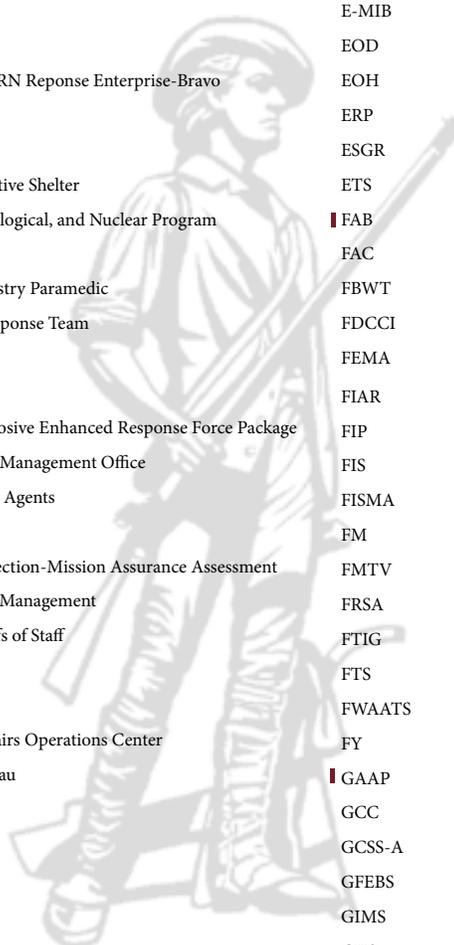
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C. Acronyms

AaaDS	Armory as a Docking Station	AHS	Arlington Hall Station
AAMBO	Army Application Migration Business Office	AIT	Advanced Individual Training
AAO	Army Acquisition Objective	AK	Assault Kitchen
AASF	Army Aviation Support Facility	AMD	Air and Missile Defense
AATS	Army National Guard Aviation Training Site	AMO	Acquisition Management Office
ABCA	American, British, Canadian, Australian and New Zealand Armies Program	ANG	Air National Guard
AC	Active Component	AON	Act of Nature
ACE-SI	Ask, Care, Escort-Suicide Intervention	APMO	Acquisition Program Management Office
ACS	Air Cavalry Squadron	AR	Audit Readiness
ACUB	Army Compatible Use Buffer	ARI	Aviation Restructure Initiative
ADCCP	Army Data Center Consolidation Plan	ARNG	Army National Guard
ADCO	Alcohol and Drug Control Officer	ARNG-EAF	Army National Guard Enterprise Architecture Framework
AEFRP	Army Emergency First Responder Program	ARNG-TRI	Army National Guard Individual Training Branch
AFORGEN	Army Force Generation	ARPRINT	Army Program for Individual Training
AFR	Annual Financial Report	ASA(FM&C)	Assistant Secretary of the Army (Financial Management and Comptroller)
AGR	Active Guard Reserve	ASCC	Army Service Component Command

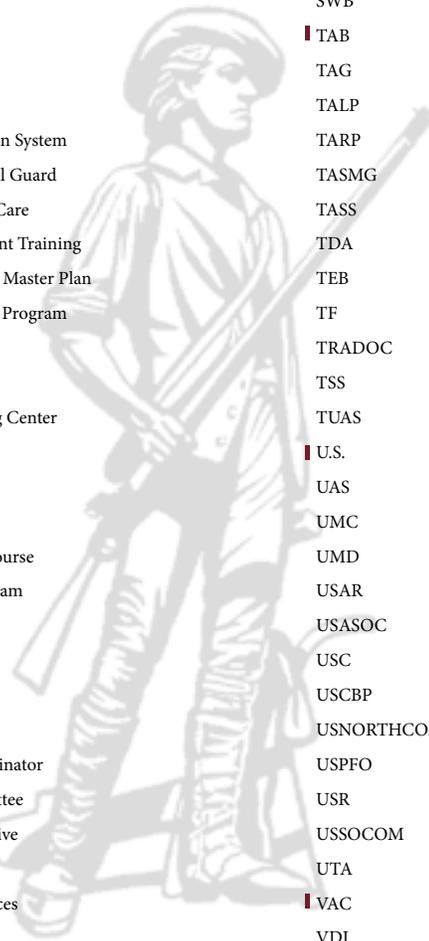
Note: ■ Designates beginning of alphabetical letters.

ASIST	Applied Suicide Intervention Skills Training	DL	Distributed Learning
ASO	Aerial Sensor Operator	DMOSQ	Duty Military Occupational Specialty Qualification
AT	Annual Training	DNR	Department of Natural Resources
ATAC	Abrams Training Assessment Course	DoD	Department of Defense
ATRRS	Army Training Requirements and Resources System	DoDAF	Department of Defense Architecture Framework
AVN	Aviation	DSCA	Defense Support of Civil Authorities
AW2	Army Wounded Warrior Program	DTC	Drug Testing Coordinator
BAH	Basic Allowance for Housing	E&C	Existence and Completeness
BCT	Brigade Combat Team	EAATS	East Army Aviation Training Site
BG	Brigadier General	EDW	Enterprise Data Warehouse
BOLC	Basic Officer Leader Course	ELA	Enterprise License Agreement
BOS	Base Operating System	EM	Emergency Management
BRC	Best Ranger Competition	E-MIB	Expeditionary Military Intelligence Brigade
C2	Command and Control	EOD	Explosive Ordnance Disposal
C2CRE-B	Command and Control CBRN Reponse Enterprise-Bravo	EOH	Equipment On Hand
CAB	Combat Aviation Brigade	ERP	Enterprise Resource Planning
CAC	Casualty Assistance Center	ESGR	Employer Support of the Guard and Reserve
CBPS	Chemical/Biological Protective Shelter	ETS	Expiration of Term of Service
CBRN	Chemical, Biological, Radiological, and Nuclear Program	FAB	Field Artillery Brigade
CCDR	Combatant Commander	FAC	Family Assistance Center
CC-NRP	Critical Care-National Registry Paramedic	FBWT	Fund Balance with Treasury
CDIRT	Cyber Defense Incident Response Team	FDCCI	Federal Data Center Consolidation Initiative
CDP	Counterdrug Program	FEMA	Federal Emergency Management Agency
CDU	Critical Dual Use	FIAR	Financial Improvement Audit Readiness
CERFP	CBRN and High Yield Explosive Enhanced Response Force Package	FIP	Financial Improvement Plan
CFMO	Construction and Facilities Management Office	FIS	Facility Investment Strategy
CI-LNA	Counterintelligence Liaison Agents	FISMA	Federal Information Security Management Act
CIO	Chief Information Office	FM	Financial Management
CIP-MAA	Critical Infrastructure Protection-Mission Assurance Assessment	FMTV	Family of Medium Tactical Vehicles
CIRM	Critical Infrastructure Risk Management	FRSA	Family Readiness Support Assistant
CJCS	Chairman of the Joint Chiefs of Staff	FTIG	Fort Indiantown Gap
CJS	Chief of the Joint Staff	FTS	Full-Time Support
CLC	Combat Lifesaver Course	FWAATS	Fixed-Wing Army National Guard Aviation Training Site
CMAOC	Casualty and Mortuary Affairs Operations Center	FY	Fiscal Year
CNGB	Chief, National Guard Bureau	GAAP	Generally Accepted Accounting Principles
COCOM	Combatant Command	GCC	Geographical Combatant Command
COL	Colonel	GCSS-A	Global Combat Support System-Army
CONUS	Continental United States	GFEBs	General Fund Enterprise Business System
CoS	Chief of Staff	GIMS	Guard Incentive Management System
CPX	Command Post Exercise	GKO	Guard Knowledge Online
CRE	CBRN Response Enterprise	GMD	Ground-based Midcourse Defense
CSF2	Comprehensive Soldier and Family Fitness	GPS	Goals, Plans, Success
CSM	Command Sergeant Major	GS	General Schedule
CSS	Combat Service Support	GWS	Geospatial Workstation
CST	Civil Support Team	HBCT	Heavy Brigade Combat Team
CTC	Combat Training Center	HD	Homeland Defense
CWO	Chief Warrant Officer	HHC	Headquarters and Headquarters Company
DA	Department of the Army	HMMWV	High Mobility Multipurpose Wheeled Vehicle
DANG	Director, Air National Guard	HQ	Headquarters
DARNG	Director of the ARNG	HQDA	Headquarters, Department of the Army
DEERS	Defense Enrollment Eligibility Reporting System	HRF	Homeland Response Force
DET	Displaced Equipment Training	IAVA	Information Assurance Vulnerability Alert
DI	Designated Individual	IBCT	Infantry Brigade Combat Team
DJS	Director of the Joint Staff	ICA	Internal Control Administrator



ID	Infantry Division	MRT	Master Resilience Trainer
IDES	Integrated Disability Evaluation System	MS	Mission Support
IDT	Inactive Duty Training	MSG	Master Sergeant
IET	Initial Entry Training	MTC	Mission Training Complex
IH	Industrial Hygiene	MTN	Mountain
IMS	Information Management System	MTOE	Modified Table of Organization and Equipment
INCAP	Incapacitation	MTRCS	Multi-Temperature Refrigerated Container System
INF	Infantry	MTT	Mobile Training Team
IPA	Independent Public Accounting	MTV	Medium Tactical Vehicle
iPERMS	Interactive Personnel Electronic Records Management System	MWD	Military Working Dog
IPN	Installation Processing Node	NATO	North Atlantic Treaty Organization
IPPS-A	Integrated Personnel and Pay System-Army	NBC	Nuclear, Biological, and Chemical
IRT	Innovative Readiness Training	NCO	Non-Commissioned Officer
ISAF	International Security Assistance Force	NDA	National Defense Authorization Act
IT	Information Technology	NDNODS	Non-DoD, Non-Operational Defense Sites
ITAM	Integrated Training Area Management	NET	New Equipment Training
ITSM	Information Technology Service Management	NGB	National Guard Bureau
ITTC	Information Technology Training Center	NGPA	National Guard Personnel, Army
IUID	Item Unique Identification	NGREA	National Guard and Reserve Equipment Appropriation
JCR-BFT	Joint Capabilities Release-Blue Force Tracker	NORAD	North American Aerospace Defense Command
JCS	Joint Chiefs of Staff	NOV	Notice of Violation
JEP	Joint Exercise Program	NREMT	National Registry for Emergency Medical Technicians
JFHQ	Joint Force Headquarters	NSSE	National Security Special Events
JITEC	Joint Interagency Training and Education Center	NTC	National Training Center
JMRC	Joint Multinational Readiness Center	O&M	Operation and Maintenance
KA300	King Air 300	OASA(FM&C)	Office of the Assistant Secretary of the Army (Financial Management and Comptroller)
KFOR	Kosovo Forces	OCIE	Organizational Clothing and Individual Equipment
LHS	Life, Health, and Safety	OCO	Overseas Contingency Operations
LOD	Line of Duty	OCONUS	Outside the Continental United States
LTC	Lieutenant Colonel	OCS	Officer Candidate School
LTG	Lieutenant General	OCTC	Orchard Combat Training Center
MAJ	Major	ODIN	Observe, Detect, Identify, and Neutralize
MC	Mission Command	ODT	Overseas Deployment Training
MCNG	Military Construction, Army National Guard	OEF	Operation Enduring Freedom
MCTSP	Mission Command Training Support Program	OH	Occupational Health
MEB	Maneuver Enhancement Brigade	OIF	Operation Iraqi Freedom
MEDCHART	Medical Electronic Data Care History and Readiness Tracking	OIR	Operation Inherent Resolve
MEDEVAC	Medical Evacuation	OM&S	Operating Materials & Supplies
MEOH	Modernized Equipment on Hand	OMA	Operation and Maintenance, Army
MEP	Mission Equipment Package	OMB	Office of Management and Budget
MERHC	Medicare Eligible Retiree Health Fund Contribution	OMNG	Operation and Maintenance, Army National Guard
METL	Mission Essential Task List	OMS	Operational Mission Support
MFH	Military Funeral Honors	OPA	Other Procurement, Army
MG	Major General	OPSEC	Operations Security
MGIB-AD	Montgomery GI Bill-Active Duty	OPTEMPO	Operations Tempo
MGIB-SR	Montgomery GI Bill-Select Reserve	OSA	Operational Support Airlift
MI	Military Intelligence	OSAA	Operational Support Airlift Agency
MIBT	Multi-echelon Integrated Brigade Training	OSACOM	Operational Support Airlift Command
MICP	Managers' Internal Control Program	OSD	Office of the Secretary of Defense
MILCON	Military Construction	OSHA	Occupational Safety and Health Administration
MOS	Military Occupational Specialty	OSRVT	One Station Remote Video Terminal
MP	Military Police	OSUT	One Stop Unit Training
MRC	Medical Readiness Category	OUSD(C)	Office of the Under Secretary of Defense (Comptroller)
MRR	Medical Readiness Reporting		

PACOM	Pacific Command	SOS	Survivor Outreach Service
PC	Prevention Coordinator	SPP	State Partnership Program
PEC	Professional Education Center	SPPM	Suicide Prevention Program Manager
PLS	Palletized Loading System	SRM	Sustainment, Restoration, and Modernization
PME	Professional Military Education	SRO	Senior Responsible Officials
POTUS	President of the United States	SRU	Separate Reporting Unit
PP&E	Property, Plant, and Equipment	SSA	Supply Support Activity
PPBE	Planning, Programming, Budgeting, and Execution	STAFFEX	Staff Exercise
PRAT	Physical Readiness Annual Training	STANFINS	Standard Finance System
PRIDE	Planning Resource for Infrastructure Development and Evaluation	STEP	Status Tool for the Environmental Program
PS	Physical Security	STSP	Soldier Training Support Program
PVT	Private	SUAS	Small Unmanned Aircraft System
R&M	Restoration and Modernization	SWB	Southwest Border
R&R	Repair and Return	TAB	Theater Aviation Brigade
RAF	Regionally Aligned Force	TAG	The Adjutant General
RC	Reserve Component	TALP	The Army Language Program
RCAS	Reserve Component Automation System	TARP	Threat Awareness and Reporting Program
RCC-NG	Regional Cyber Center-National Guard	TASMG	Theater Aviation Sustainment Maintenance Group
RCMC	Reserve Component Managed Care	TASS	Total Army School System
RCST	Reserve Component Sustainment Training	TDA	Table of Distribution and Allowance
RCTMP	Reserve Center Transformation Master Plan	TEB	Transfer of Education Benefits
REAP	Reserve Educational Assistance Program	TF	Task Force
RFC	Regional Flight Center	TRADOC	Training and Doctrine Command
RM	Repairable Management	TSS	Training Support System
RMTC	Resource Management Training Center	TUAS	Tactical Unmanned Aircraft System
ROM	Rough Order of Magnitude	U.S.	United States
ROTC	Reserve Officer Training Corps	UAS	Unmanned Aircraft System
RSP	Recruit Sustainment Program	UMC	Unmatched Contributions
RTAC	Ranger Training Assessment Course	UMD	Unmatched Disbursements
RTLTP	Range and Training Land Program	USAR	United States Army Reserve
S&S	Security and Support	USASOC	United States Army Special Operations Command
SAD	State Active Duty	USC	United States Code
SAP	Substance Abuse Program	USCBP	United States Customs and Border Protection
SAR	Search and Rescue	USNORTHCOM	United States Northern Command
SARC	Sexual Assault Response Coordinator	USPFO	United States Property and Fiscal Officer
SASC	Senate Armed Services Committee	USR	Unit Status Report
SASI	Substance Abuse Service Initiative	USSOCOM	United States Special Operations Command
SAT	Senior Assessment Team	UTA	Unit Training Assembly
SBR	Statement of Budgetary Resources	VAC	Victim Advocate Coordinator
SCA	Security Cooperation Activity	VDI	Virtual Desktop Infrastructure
SECDEF	Secretary of Defense	VPOTUS	Vice President of the United States
SECVA	United States Secretary of Veterans Affairs	VSO	Veteran Service Organization
SEMA	Special Electronic Mission Aircraft	WEC	Wave Energy Converter
SF	Special Forces	WFX	Warfighter Exercise
SFC	Sergeant First Class	WMD-CST	Weapons of Mass Destruction-CST
SFFAS	Statement of Federal Financial Accounting Standards	WTC	Warrior Training Center
SFG	Special Forces Group	XCTC	eXportable Combat Training Capability
SGM	Sergeant Major	YRRP	Yellow Ribbon Reintegration Program
SGT	Sergeant		
SHARP	Sexual Harassment/Assault Response and Prevention		
SINGARS	Single Channel Ground and Airborne Radio System		
SOF	Special Operations Forces		



We are interested in your feedback regarding the content of this report.

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