

Minnesota National Guard

2011 Annual Report
and
2012 Objectives



From the Adjutant General



President Barack Obama speaks with Maj. Gen. Nash as he steps off Air Force One on the ramp of the 133rd Airlift Wing at the Minneapolis-St. Paul International Airport on August 30, 2011.



Maj. Gen. Nash escorts the Commander-In-Chief of the Minnesota National Guard, Gov. Mark Dayton, at his inauguration ceremony Jan. 3, 2011 at the Landmark Center in St. Paul, Minn.



Maj. Gen. Nash escorted Norway's King Harald V and Queen Sonja on Oct. 17, 2011 during their official trip to Minnesota.

To the Citizens of Minnesota –

2011 marked a decade of sustained war for our state and nation. As I complete my first full year as Minnesota's Adjutant General, I can assure you that you can be proud of the Citizen-Soldiers and -Airmen of the Minnesota National Guard.

Since 9/11, more than 25,000 from our formation have answered the call to serve in harm's way. In fact, the greatest single number of deployed forces – nearly 3,100 Guardsmen and women – were on federal duty at once in 2011, the largest number performing military missions outside of Minnesota at one time in the last decade.

2011 was a year of many significant anniversaries: the 375th anniversary of the National Guard; the 90th anniversary of the 109th Aero Squadron; the 70th anniversary of Pearl Harbor, and the 10th anniversary of 9/11.

On the 150th anniversary of the First Minnesota Volunteer Infantry's entry in the Civil War, we saw 2,700 Soldiers from the 1st Brigade Combat Team – the direct unit descendants of the First Minnesota – muster at Ft. Snelling to begin their important mission in support of Operation New Dawn. The 1st Brigade, and all Minnesota Army and Air Guard units who have served in Iraq and Kuwait, can hold their heads high knowing that all U.S. forces left Iraq with success and honor in 2011.

Our Citizen-Soldiers and -Airmen also performed admirably in Afghanistan throughout 2011, undertaking important missions such as training the Afghan Army and Police; flying medical evacuations; partnering with our Croatian allies and deploying Minnesota's first Agribusiness Development Team to assist Afghan farmers in building a sustainable future.

In addition to our federal missions, our Citizen-Soldiers and -Airmen responded to assist local authorities in the Red River Valley flooding, North Minneapolis tornado, northern Minnesota wild fires, as well as out-of-state domestic assistance in Minot, N.D. and Pierre, S.D.

As we move into 2012, the Minnesota National Guard is preparing to reintegrate our returning troops, and ensure that our Yellow Ribbon Networks are strong. We are placing a special emphasis on linking returning Servicemembers with employers.

I am confident that 2012 will bring advancement in the readiness of Soldiers and Airmen in both federal and state missions; our units will continue to be disciplined, properly trained and well-led; and that our Servicemembers and their families are assured that the leaders of the Minnesota National Guard care for their well-being and are prepared to assist them.

Regards,

Major General Richard C. Nash
Minnesota National Guard
The Adjutant General

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Three priorities focus our efforts on providing ready military units:



First, we must field a **competent, ready force**. We will accomplish this by achieving and maintaining the required personnel, equipment, training and resourcing levels that ensure our success. Additionally, we must value and maintain our international partnerships.



Second, the Minnesota National Guard must achieve and maintain an **optimal force structure** for our organization. We will continually assess and evaluate the right mix of people and equipment to leverage our capabilities while balancing the ideal composition for current and anticipated missions. In achieving the optimal force structure, we will maintain the capabilities of our two Air National Guard wings: the 133rd Airlift Wing and the 148th Fighter Wing.



The third priority is to mitigate the emerging threats in the area of **cyber security and response**. At our level, the focus is coordinating efforts to assist civil authorities in the event of a large-scale failure of, or an attack on, one of Minnesota's many vital systems. We must defend the Minnesota National Guard network and be able to assist civil authorities in the event that an essential system is degraded. The Minnesota National Guard is committed to partnering with federal, state and local agencies in order to mitigate cyber-events from occurring, while ensuring continuity of government operations.

Three priorities focus our efforts on integrating our relationships:



First, we will develop a **sustainable infrastructure**. The Minnesota National Guard operates in 63 communities throughout our state and it is crucial that we optimize the physical capabilities at each location. This enables us to facilitate our mission requirements while enhancing partnerships throughout the communities in which we serve. Looking ahead, it is of utmost importance that we continue to build our environmental programs and improve the sustainability of our facilities. Deliberate efforts to reduce energy consumption, effectively manage natural resources and minimize waste streams are important so that we ensure our ability to sustain our capabilities into the future and remain good stewards of our limited resources and the environment.



Second, the ultimate objective of Beyond the Yellow Ribbon is to improve the **wellness and resiliency of Servicemembers, their employers and military family members**. We will do this by building and maintaining partnerships with civilian and governmental agencies and leveraging those relationships in providing the best service, training and support to our Servicemembers and military families. Finally, we will increase the military Servicemember's and family's awareness of federal, state and local resources available to them during periods of deployment and reintegration.



The final priority is the Minnesota National Guard's commitment to **diversify the force**. We are committed to fostering an environment that truly represents the demographics of the communities in which we serve. We must reflect those whom we lead.

"The Minnesota National Guard's enduring goal is to provide agile and resilient Citizen-Soldiers and -Airmen to fulfill any federal, state and community demand. To reach the enduring goal, the Minnesota National Guard must be successful in two key areas: first, we must provide ready military units whenever and wherever needed. Second, we must simultaneously integrate our relationships with the mutual needs and requirements of our many important stakeholders."**"**

2011 Competent, Ready Force Accomplishments

The Minnesota National Guard has nearly 14,000 Citizen-Soldiers and -Airmen capable of responding to a federal, state or community requirement.

Joint Force Headquarters 2011



The Minnesota National Guard Joint Force Headquarters is a joint Army and Air National Guard command headquartered in St. Paul. In 2011, the Joint Force Headquarters welcomed back two Operational Mentoring and Liaison Teams (OMLTs) who – paired with our Croatian State Partnership Program team – trained the Afghan military and police forces on tactics, techniques and procedures which will enable them to provide security independently for their nation. Another OMLT group deployed to continue this vital mission.

Additionally, the Joint Force Headquarters fielded Minnesota's first Agribusiness Development Team (ADT). ADTs provide administrative support, advice, informational resources, and sustainable agricultural solutions and practices, leading to increased stability and improved opportunities for Afghanistan's re-emerging agribusiness realm.

Domestic Operations 2011



In 2011, the Minnesota National Guard played an important role in Domestic Operations. Coordinating with the Minnesota Department of Homeland Security and Emergency Management, the Minnesota National Guard was called upon numerous times, including the Rock County winter storm response; three spring floods; South Dakota flood support; two North Dakota flood responses; two wild fires; a missing person search and recovery in Duluth; and the North Minneapolis tornado. More than 1,000 Soldiers and Airmen were activated to support civilian authorities.

The 55th Civil Support Team (CST) assisted local, state and federal agencies on 14 occasions in 2011, including a high-profile mission supporting the Minnesota Department of Health involving a confirmed case of inhalation Anthrax. The 55th CST provides a highly specialized capability to identify, assess, advise and assist in the detection and analysis of Weapons of Mass Destruction.

Camp Ripley Training Center 2011



Camp Ripley is a 53,000-acre regional training facility for our military, federal, state, local and civilian communities. The facilities, ranges and natural resources were utilized in 2011 for important support efforts such as military deployment ceremonies and a "Welcome Home" event for Vietnam veterans, as well as community outreach events like fishing contests, motorcycle tribute rides, and an open house. In addition to being a critical factor in the successful pre-mobilization training for numerous military units, Camp Ripley served as a training location for the Minnesota Department of Public Safety, the Minnesota Department of Natural Resources, and the Minnesota Department of Transportation. Camp Ripley continues to develop its already strong community partnerships through Morrison and Crow Wing County Beyond the Yellow Ribbon Networks, a well-established Citizens Committee, the Army Compatible Use Buffer program and a strategic marketing plan.

2012 Competent, Ready Force Objectives

Joint Force Headquarters 2012

Joint Force Headquarters will continue to be in support of federal military operations in 2012. In addition to welcoming home the Soldiers of the OMLT and the ADT, Joint Force Headquarters is preparing for the possibility of other small, specialized deployments in support of operations abroad.

Joint Force Headquarters is also responsible for maintaining Minnesota's important international relationships. The National Guard's international initiatives directly support national security and national military strategies by helping to foster democracy, encouraging market economies, promoting regional cooperation and stability, and providing opportunities for National Guard Soldiers and Airmen – as well as civilian members from their communities – to interact with and learn from other nations and cultures. The Minnesota National Guard currently participates in a broad range of strategic security cooperation activities with Canada, Croatia and Norway.



Domestic Operations 2012

The Minnesota National Guard stands ready to support local, state and federal partners in 2012. Three statewide quick reaction forces; one ready reaction force; a Domestic All-hazard Response Team; and a chemical, biological, radiological, nuclear or high-yield explosive unit will continue to train and be ready for any eventuality.

Additional training exercises will better prepare the Minnesota National Guard to be ready to host a major interagency exercise in 2015. The program, called Vigilant Guard, is sponsored by United States Northern Command in conjunction with the National Guard Bureau, and provides the National Guard an opportunity to improve cooperation and relationships with regional civilian, military and federal partners in preparation for emergencies and catastrophic events.



Camp Ripley Training Center 2012

In 2012, Camp Ripley is preparing for heavy use by military units from around the state and nation, including troops from Ill., Iowa, S.D., Wyo., N.D. and Ga.

Many new facilities will open to customer use during 2012, including the State Emergency Management Training Center and the Morale, Welfare, and Recreation Conference Center. Major construction in 2012 includes the Unmanned Aerial Systems facility, Multi-purpose Machine Gun range, and a Field Maintenance Shop at Arden Hills Army Training Site.

With the near completion of the State Emergency Management Training Center and final implementation of the Combined Arms Collective Training Facility the capabilities for large-scale military and federal, state, local civilian agency emergency management and brigade-level exercises will increase.



"The Minnesota National Guard's strong relationships with Canada, Croatia and Norway are an important component of international security, stability and prosperity."

- Brig. Gen. Robert Cayton, Air Component Commander, Minnesota Air National Guard

2011 Competent, Ready Force Accomplishments

In 2011, nearly 3,100 Minnesota National Guard Citizen-Soldiers and -Airmen were deployed simultaneously in support of operations overseas. This was the largest number of Minnesota National Guard men and women performing military missions outside of the state at one time during the last decade.

34th Infantry Division 2011



The 34th Red Bull Infantry Division, based in Rosemount, oversees the training and operations of four brigades in Minnesota, and is aligned for training with five additional brigades. Combined, the division represents 23,000 Citizen-Soldiers in units stationed across eight different states. In April, the division headquarters was an important part of U.S. European Command's exercise in Germany called Austere Challenge. During this exercise, the Red Bulls, along with military forces from all branches of the U.S. military and the nations of France, Germany, Great Britain and Poland practiced the essential procedures required for joint, coalition military operations.

At home, the division served as the regional Domestic All-Hazard Response Team, capable of deploying throughout the U.S. to assist with command and control of military forces during a natural disaster or homeland security incident. They developed Yellow Ribbon Networks in 45 of 62 Red Bull cities.

1st Brigade Combat Team 2011



The 1st Brigade Combat Team of the 34th Infantry Division is an Army National Guard brigade headquartered in Bloomington, Minn. In 2011, the 1st Brigade participated in an exchange with the Croatian Armed Forces; deployed a communications cell and military intelligence unit to Afghanistan in support of the 45th Brigade Combat Team of the Oklahoma National Guard; a team of specialists to train the Afghan National Army; and more than 2,700 Citizen-Soldiers to Kuwait in support of Operation New Dawn.

The mission in Kuwait is the largest deployment of Minnesota Guardsmen since World War II, and the brigade played a significant role. The brigade's mission includes base management, convoy security, reaction forces, and management of specialized units from the Army, Navy and Coast Guard. The brigade drove 1.35 million miles and escorted 25,970 trucks during 480 missions prior to the last U.S. military convoy departing Iraq.

34th Combat Aviation Brigade 2011



The St. Paul-based 34th Combat Aviation Brigade is an Army National Guard brigade that supports the 34th Infantry Division and the State of Minnesota by providing aviation assets for federal and state missions. In 2011, the St. Cloud based B Co., 2-211th General Support Aviation Battalion (GSAB) returned from a combat tour in Iraq, providing CH-47 "Chinook" helicopter heavy lift capability during the drawdown of U.S. military forces. The St. Cloud-based C Co., 1-171 GSAB deployed to Afghanistan to support UH-60 "Blackhawk" medical evacuation. The St. Paul-based A Co., 2-147th Aviation Regiment deployed to Kuwait to enhance the aviation capability of U.S. Central Command.

The 34th CAB executed Emergency Management Assistance Compacts with both N.D. and S.D. by providing lift and hoist capability during Missouri River Valley flooding. In Minnesota, 34th CAB helicopters dropped more than a half million gallons of water during two wildland fire suppression efforts.

2012 Competent, Ready Force Objectives

34th Infantry Division 2012

In 2012, the 34th Red Bull Infantry Division will capitalize on the lessons learned during previous international exercises and this year turn attention to the Pacific region. The Red Bulls will participate in Yama Sakura, an annual U.S./Japan bilateral exercise hosted by the Japanese Ground Self-Defense Forces and U.S. Army Pacific. Yama Sakura is a full-spectrum operations exercise focused on the defense of Japan.

In order to keep their skills sharp, the division will continue to seek out opportunities to participate in these international exercises in order to sustain the relationships developed with U.S. military and international partners. With nearly 3,000 Citizen-Soldiers returning from duty in both Kuwait and Afghanistan, the division will continue to encourage Yellow Ribbon Networks to expand throughout Minnesota. A high priority for many returning Citizen-Soldiers will be obtaining meaningful employment.



1st Brigade Combat Team 2012

The primary focus for the 1st Brigade Combat Team in 2012 is the successful completion of assigned missions for Operation New Dawn, Operation Enduring Freedom and missions assigned to our Soldiers remaining in Minnesota.

As they prepare to return from current deployments, the brigade will shift its efforts from combat operations to the Beyond the Yellow Ribbon reintegration process, and will work with families, employers and communities to ensure a positive and safe return. The Minnesota National Guard Deployment Cycle Support Operations team is collaborating with the brigade to orchestrate one of the single biggest reintegration training experiences to date. Plans include localizing 30-Day and 60-Day events for the purpose of including new Yellow Ribbon Networks and utilizing local resources and providers for each event.



34th Combat Aviation Brigade 2012

The 34th Combat Aviation Brigade will continue to be prepared for both federal and state missions in 2012. In addition to the return and reintegration of the three deployed companies, the 34th Combat Aviation Brigade is scheduled to deploy the St. Cloud-based C Co., 2nd Regiment, 211th General Support Aviation Battalion for a medical evacuation mission in Afghanistan.

In 2012, the brigade will transition to an upgraded CH-47 enhancing the performance and avionics in the dual-rotor helicopter. In addition to continued equipment enhancements and Soldier readiness training, the brigade will simultaneously prepare for state missions, such as fire, flood and missing persons support to civil authorities. The brigade will also develop partnerships with the Yellow Ribbon Networks in South St. Paul, St. Cloud and Hastings, and work closely with other communities to obtain Yellow Ribbon status.



"The 34th Red Bull Infantry Division stands ready to deploy our Citizen-Soldiers every day, whether at home or abroad, to recover from natural disasters or to defend our freedom."

2011 Competent, Ready Force Accomplishments

By the order of the Governor, the Minnesota National Guard can be deployed within Minnesota to assist local authorities with natural disasters or homeland security missions.

347th Regional Support Group 2011



The 347th Regional Support Group is an Army National Guard brigade headquartered in Roseville that supports combatant commanders and the State of Minnesota with a variety of specialized units. In 2011, the Roseville-based 147th Human Resource Company deployed to provide administrative and postal support to Kuwait and Afghanistan. Additionally, 347th Regional Support Group Soldiers obtained practical experience by participating in human resource and finance exercises during Austere Challenge in Germany and stateside.

In Minnesota, the Stillwater-based 34th Military Police Company serves as a Quick Reaction Force unit, and regularly participates in drills and scenarios that ensure their readiness in the event that civil authorities require the Minnesota National Guard for a natural disaster or homeland security mission. Also in 2011, the 347th Regional Support Group welcomed the establishment of the 224th Transportation Company, co-located in Austin and Olivia.

84th Troop Command 2011



The Minneapolis-based 84th Troop Command provides essential field artillery, chemical and engineering capabilities for both federal and state missions. In 2011, the 682nd Engineer Battalion conducted major construction operations at Camp Ripley and with the Boy Scouts of America in Beckley, W. Va.; and cross-trained with the Croatian Army Engineers in Croatia. In addition to construction projects, the 682nd Engineer Battalion successfully completed a rotation at the National Maintenance Training Center at Camp Dodge, Iowa. The 1st Battalion, 151st Field Artillery upgraded to new M777A2 Howitzers.

They oversee the Minnesota National Guard's Chemical, Biological, Radiological, Nuclear and High Yield Explosive unit. These Soldiers and Airmen successfully participated in the Vigilant Guard exercise at Volk Field, Wis., validating their ability to assist public safety officials in a natural disaster or homeland defense requirement. Additionally, the 682nd and 1-151st supported flood responses.

175th Regiment (Regional Training Institute) 2011



The Camp Ripley-based 175th Regiment provides training for Army National Guard, Army Reserve, and the Active Component Army in order to prepare Soldiers and units for deployment at maximum combat readiness levels.

In 2011, more than 800 military students graduated from a variety of courses. The 175th Regiment provided essential just-in-time air conditioner maintenance training prior to the deployment of two Minnesota National Guard units, enabling the deployed Soldiers to sustain their living conditions in desert environments.

As a Camp Ripley tenant, the 175th Regiment is a member of the Morrison County Beyond the Yellow Ribbon Steering Committee. The unit also assists with various services needed by deployed Servicemembers and families.

2012 Competent, Ready Force Objectives

347th Regional Support Group 2012

In 2012, the 347th Regional Support Group (RSG) will welcome home the Soldiers of the 147th Human Resource Company from deployment, and focus attention on the scheduled upcoming missions for the Roseville-based 147th Finance Detachment and the Monticello-based 257th Military Police Company. The 347th Regional Support Group will continue to develop important technical skills by participating in three major exercises, as well as being trained on the process of receiving and processing incoming military forces.

The 347th RSG is expected to receive specialized equipment – container handling units, new trailers and 5-ton trucks. Soldiers will utilize weekend drill assemblies to ensure they are trained and prepared to field these items during a state or federal activation. The 347th RSG will focus on advancing the solid relationships established with the Suburban Ramsey County Yellow Ribbon Network, Habitat for Humanity community partnership and the Monticello Yellow Ribbon Network.



84th Troop Command 2012

The 84th Troop Command will continue to be engaged in 2012. The 682nd Engineer Battalion will continue to train and prepare to be ready in the event that they are selected for a future mobilization.

The 1st Battalion, 151st Field Artillery Battalion will qualify all units on their new M777A2 howitzers. In addition to weapon systems proficiency, the 1st Battalion, 151st Field Artillery will take on the responsibility of serving as a Rapid Reaction Force in preparation for possible floods, winter storms, or civil disturbances.

In order to sustain a long term Beyond the Yellow Ribbon vision, all seven communities from the field artillery area of operation are on course to deliver services that improve the wellness and resiliency of their Servicemembers and military family members. Montevideo and Marshall were given Yellow Ribbon status and two more communities are expecting to be awarded this designation.



175th Regiment (Regional Training Institute) 2012

The priorities of the 175th Regiment in 2012 include earning a "Center of Excellence" designation through Army Training and Doctrine Command accreditation process. As always, the Regional Training Institute will conduct professional education and training resulting in competent, ready Soldiers.

In 2012, the 175th Regiment will receive three M3 Bradley Fighting Vehicles that will expand the capability to train Soldiers on specialized skills. In addition to federal training, the 175th Regional Training Institute will also facilitate state Quick Reaction Force training, a state communications course, an Equal Opportunity Leader course and Resiliency Training Assistor training.

Community connections will continue to be fostered through membership on the Morrison County Yellow Ribbon Steering Committee and Camp Ripley Citizen's Committee.

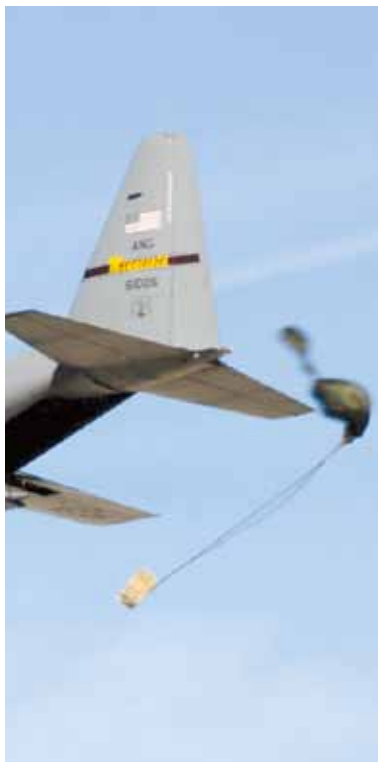


"It's commonly stated that less than one percent of Americans serve in the military today, and few citizens have a connection to someone in the military. Your Guard is different. We aren't isolated from the American people; we are a part of you – right here in Minnesota – and in more than 60 communities throughout the state."

2011 Competent, Ready Force Accomplishments

Established in 1921, the Minnesota Air National Guard's 109th Observation Squadron was the first federally-recognized flying unit in the National Guard.

133rd Airlift Wing 2011



The 133rd Airlift Wing is a Minnesota Air National Guard wing headquartered in St. Paul that operates eight C-130 "Hercules" cargo aircraft. The 133rd Airlift Wing provides the U.S. Air Force with tactical airlift of troops, cargo and medical patients and expeditionary combat support in communications, security forces and civil engineering anywhere in the world. Additionally, the 133rd Airlift Wing is prepared to support the State of Minnesota with Airmen capable of assisting in a broad spectrum of disasters. During 2011, the wing deployed 528 Airmen to 17 countries, serving in support of U.S. operations worldwide, including humanitarian missions to Africa, Honduras and Indonesia.

2011 marked the 90th anniversary of the 1921 decision to make Minnesota's 109th Aero Squadron the first federally-recognized National Guard flying unit in the country. To commemorate the heritage of the Minnesota Air National Guard, the wing hosted an Air Expo, welcoming upwards of 15,000 members of the community to the base to celebrate.

The 133rd Airlift Wing is on the leading edge of environmental initiatives with the completion of a sustainable aircraft de-icing pad during the summer of 2011.

During 2011, the wing was presented with the Air Force Outstanding Unit Award for the eighth time – this prestigious award is given only to the top 10 percent of Air Force units.

148th Fighter Wing 2011



The 148th Fighter Wing is a Minnesota Air National Guard wing headquartered in Duluth that operates the F-16CM "Fighting Falcon." The 148th Fighter Wing provides the U.S. Air Force with Suppression of Enemy Air Defense and Aerospace Control; additionally, the 148th Fighter Wing is prepared to support the State of Minnesota with Airmen capable of assisting in a disaster.

During 2011, the wing focused its efforts on a major aircraft conversion from the Block 25 F-16C to the Block 50 F-16CM. This conversion process included sending pilots and aircraft maintainers to technical schools, completing extensive acceptance inspections on all 20 new F-16s and accomplishing multiple flying training deployments to Nellis Air Force Base, Nev., Luke Air Force Base, Ariz. and Tyndall Air Force Base, Fla.

The "Bulldogs" of the 148th continued their legacy of excellence by being the first Air Force unit to receive the U.S. Occupational Safety and Health Administration's prestigious Voluntary Protection Program "Star Status" recertification. Members of the wing continued to improve proficiency, and were awarded certification of the Precision Measurement Equipment Laboratory.

In addition to supporting numerous overseas deployment taskings in 2011, the 148th Fighter Wing was engaged in support of local authorities for state active duty, including communications support for flood responses, logistics support to the Pagami Creek fire, and a search and recovery mission in St. Louis County.

2012 Competent, Ready Force Objectives

133rd Airlift Wing 2012

In 2012, the 133rd Airlift Wing end strength is expected to remain 1,200, or 104 percent of authorized strength. According to Col. Greg Haase, 133rd Airlift Wing commander, the top priority of the wing is to "provide a first-class national and community resource through Airmen who are resilient, adaptable, genuine, comfortable with uncertainty and dedicated to missions that add value."

Other top priorities include preparing all units within the wing to successfully execute and excel at multiple higher headquarters inspections in 2012, institutionalizing programs that fulfill the immediate and long-term needs of our Airmen and families and maintaining required levels of readiness in personnel, programs and equipment to ensure we are fully capable to protect life, preserve property and support and defend the constitution.

During 2012, the wing anticipates deploying 460 Airmen from various specialties including aircrew, aeromedical evacuation, aircraft maintenance, civil engineering, communications and firefighting. The 133rd Airlift Wing will also participate in multiple training exercises in 2012 to maintain readiness, including accident response exercises with civilian agencies.

The 133rd Airlift Wing will continue to expand its capabilities and skills to secure legitimate missions in cyber and space and will pursue becoming an "Active Associate" wing. The wing will strive to create an optimal force capable of leading diverse groups, creating efficiencies within programs and innovating new techniques to meet the needs of the state and nation.



148th Fighter Wing 2012

The 148th Fighter Wing mission is to provide ready Airmen to defeat America's enemies and rapidly respond to state and community needs.

In 2012, the 148th Fighter Wing plans to complete its conversion to the upgraded Block 50 F-16 with deployment to the Red Flag combat training exercise at Nellis Air Force Base, Nev. The deployment will mark the end of an extremely successful two-year conversion process and allow the wing to declare "full capability" in the Suppression of Enemy Air Defense mission.

The 148th will continue its efforts to become an "Active Associate" wing; an initiative to have active duty Air Force personnel work and train on the 148th Fighter Wing campus.

The wing will carry on its legacy of excellence with strong performance in multiple higher headquarters inspections to include an Air Force Vulnerability Assessment, Air Combat Command Health Services Inspection, Information Assurance Assessment, and a no-notice North American Aerospace Defense Command (NORAD) Alert Force Evaluation.

In 2012 the 148th Fighter Wing anticipates the deployment of Airmen from various specialties to include aircraft maintenance, logistics readiness, civil engineering, operations and services.



"The Minnesota Air National Guard will continue to pursue 'Active Associate' partnerships at the 148th Fighter Wing and the 133rd Airlift Wing. By hosting active component U.S. Air Force Airmen, the taxpayer would realize a tremendous cost savings, and the flying units would improve mission readiness."

2011 Optimal Force Structure Accomplishments

Maintaining optimal force structure is the art of ensuring that the balance of the right units, in the right locations, at the right time is properly maintained.

Active Associate



The 148th Fighter Wing is working with military, federal and local officials on a new initiative to obtain an "Active Associate" designation. This program assigns active duty Air Force personnel to National Guard air bases and enables active duty Airmen to work side-by-side with National Guard Airmen in order to learn from their experience and expertise.

New Transportation Company



The communities of Austin and Olivia are home to the newest unit in the Minnesota National Guard – the 224th Transportation Company. This 166-person unit specializes in ground transportation using both cargo trucks and tractor-trailers, and will be a valuable asset for both federal and state missions.

Agribusiness Development Team



Minnesota fielded its first Agribusiness Development Team to Afghanistan in 2011. This type of unit structure is unique to the National Guard, and capitalizes on the strengths of Minnesota Citizen-Soldiers with backgrounds and expertise in various sectors of the agribusiness field.

Fiscal Stewardship



Showcasing the commitment to ensure that our financial resources are dedicated to the most efficient equipment and processes, the Camp Ripley-based U.S. Property and Fiscal Office conducted 43 internal reviews that resulted in a savings of more than \$2.9 million in fiscal year 2011.

Military Construction Projects



Five major military construction projects were awarded in 2011: Arden Hills Field Maintenance Shop (\$25M, 98,000 square feet); an Unmanned Aerial Systems Facility (\$3.3M, 11,000 square feet); Infantry Squad Battle Course (\$2.1M); Addition to the Civil Support Team facility (\$1.7M); and an Urban Assault Course (\$1.5M).

Groundbreaking of State Emergency Management Center



The \$4.4M 21,000 square foot facility at Camp Ripley is a partnership with the Minnesota Department of Public Safety. Leveraging funds from both the federal and state governments, state emergency management personnel will have a facility in which to train on homeland defense practices, while military personnel will have a specialized classroom on defeating improvised explosive devices.

2012 Optimal Force Structure Objectives

2012 Objectives

The Minnesota National Guard must achieve and maintain what we call an “optimal force structure” in 2012. In short, this means preparing and organizing the right people with the right training and the right equipment to accomplish the job.

Doing this requires that we begin with the missions that we have received or are anticipated to receive in the future from our state and from the federal government. We know that these missions usually involve non-contingency missions such as support to local communities in times of emergency here in Minnesota, as well as supporting wartime requirements around the globe.

The Minnesota National Guard is considered a primary component of the U.S. Army and U.S. Air Force. Generally speaking, we know this means that we will need to maintain what are called the “Essential 11” capabilities in our organization structure - Command and Control, Medical, Communications, Logistics, Transportation, Engineer, Civil Support Teams, Maintenance, Security, Aviation and Cyber.

One of our most important goals in maintaining these capabilities in 2012 is to retain our two Air National Guard wings: the 133rd Airlift Wing in the Twin Cities and the 148th Fighter Wing in Duluth.

One of the key components to do this is through the “Active Associate” program in which active duty Air Force personnel would work and train on the 148th Fighter Wing base and to institutionalize programs that create resilient Airmen ready to meet or exceed all state and federal requests and missions.

We will assess and evaluate the number of personnel required, what skills they need to have, how we should organize them, and what equipment they should possess to accomplish the assigned missions.

We will conduct any necessary restructuring actions that enhance readiness and best support our domestic and overseas missions. Like any effective organization, we will prioritize our needs. “Optimal” force structure means seeking and obtaining efficiency in our efforts as well, so our assessment includes a hard look at how we can integrate with Minnesota government agencies (such as the Department of Veteran Affairs, Department of Health, and Department of Employment and Economic Development) and national-level government agencies (such as U.S. Northern Command).

Lastly, maintaining an optimal force structure requires that we consider the implications of our assessments. In 2012 we must continue to strive to find ways to provide proper care for the Soldiers, Airmen, civilians and families that sacrifice to serve our state and nation. That care includes making sure they are provided the kind of medical care that combat veterans and their families require, that they have a proper place to train and maintain their equipment, and that their employment in the private sector is rendered secure while they serve all of us.



“The ‘Essential 11’ capabilities that the Minnesota National Guard can provide are Command and Control, Medical, Communications, Logistics, Transportation, Engineer, Civil Support Teams, Maintenance, Security, Aviation, and Cyber security and response.”

2011 Cyber Security and Response Accomplishments

Cyber security and response measures are growing in strategic importance as other nations, terrorists and criminals increase their capabilities and the frequency of their attacks on Department of Defense and other critical networks in Minnesota.

Understanding the Emerging Cyber Security and Response Issue



On a national scale, cyber security vulnerabilities in government and critical infrastructure are a potential risk to security, public safety, and economic prosperity. The Minnesota National Guard has begun coordinating efforts to assist civil authorities in the event of a large-scale failure of – or an attack on – one of Minnesota’s many vital automation systems.

Community Visits



Minnesota Adjutant General Maj. Gen. Richard Nash, accompanied by senior Minnesota National Guard staff, visited eight cities throughout 2011 to discuss issues of importance with community leaders. Local public safety officials, education representatives and business leaders specifically discussed cyber security and potential Minnesota National Guard responses.

Internal Network Security



Minnesota was selected as one of four National Guard Regional Data Centers throughout the nation. Partnering with the State of Minnesota’s Office of Enterprise Technology, the Minnesota National Guard is working to establish a quality Data Center Facility in St. Paul in order to leverage – among other topics – statewide efforts on cyber security and response.

Remote Communications Platforms



In the event of an interruption of communication capability across Minnesota, civilian emergency officials will rely on the Minnesota National Guard to assist in facilitating communications. In 2011, the Minnesota National Guard employed multiple Remote Communications Platforms and retransmission antennas during the spring Red River flooding.

Critical Infrastructure



In conjunction with government and private institutions, Minnesota National Guard leaders toured vital Minnesota infrastructure relating to the electricity grid, financial sector, and transportation networks that sustain our way of life.

Support to Continuity of Operations



The Minnesota National Guard installed a new uninterruptible power system, which now provides the capability for a usable central location for federal and state servers in case of a large-scale failure, or attack on, one of Minnesota many vital automation systems.

2012 Cyber Security and Response Objectives

2012 Objectives

The internet and wireless communication environment known as “cyberspace” is a defining feature of modern life. The interconnectedness of this environment, which allows governments, businesses, and individuals to interact, socialize and organize world-wide, is incredibly vulnerable to manipulation or attack.

From 2000 to 2010 global internet usage increased from 360 million to over 2 billion people. The wealth and strength of the United States make us a prime target for cyber attacks. Cyber warfare is attractive to our adversaries because significant threats may be posed at very low cost, attack origins may be impossible to trace, and deterrence is difficult.

The Minnesota National Guard’s cyberspace focus is to prepare for attacks that affect Minnesota’s critical infrastructure, a mission which we call “Cyber Response.” We have three objectives: 1) develop capabilities that maintain and defend our communication network; 2) develop capabilities that maintain command and control during an attack; and 3) develop an integrated capability with other Minnesota government agencies.

In 2012, we will continue to work with the Department of Defense as we develop our cyber response capabilities. There are three specific areas of concern: 1) theft or exploitation of data; 2) disruption or denial of access or service that affects the availability of networks, information, or network-enabled resources; and 3) destructive action including corruption, manipulation, or direct activity that threatens to destroy or degrade networks or connected systems.

We will conduct training exercises that reduce the risks posed to our cyberspace capabilities in Minnesota. Each quarter we will work with state agencies to test our collective statewide emergency response plan.

Second, we will conduct an annual Minnesota-wide Communication Training Course with a practical exercise. Our goal is to conduct one of these in 2012, but if the exercise identifies critical shortfalls we will work with inter-agency partners to conduct another.

Lastly, we will participate in a cyber response training exercise called “Cyber Storm” in Minnesota that will be run by external observer/controllers (non-Minnesotans) with the goal of ensuring that Minnesota’s state networks are prepared for cyber attacks and have a recovery plan.

We will develop our capabilities while protecting and respecting the principles of privacy and civil liberties, free expression, and innovation that have made cyberspace an integral part of U.S. prosperity and security.

Continued interagency engagement and collective self-defense will greatly serve to strengthen cyberspace for the benefit of all.



The Minnesota National Guard is committed to partnering with federal, state and local agencies in order to mitigate a cyber event from occurring in the first place while ensuring continuity of operations in all cases.”

2011 Sustainable Infrastructure Accomplishments

It is incumbent on all Minnesota National Guard Soldiers and Airmen to be responsible stewards of our resources, whether financial or environmental.

Arden Hills Field Maintenance Shop Groundbreaking



Scheduled to be completed in spring 2013, the 98,000 square foot maintenance facility will achieve the standards of the Silver Certification of the U.S. Green Building Council's Leadership in Energy Environmental Design program. The facility will garner a 30 percent energy efficiency increase over the current building, and will feature solar panels, energy-efficient equipment, bio-retention basins and an underground extension for a future geothermal heat source.

New De-icing Pad



The St. Paul-based 133rd Airlift Wing inaugurated a new aircraft de-icing pad, ensuring that the chemical glycol used in the process does not enter the storm water systems. Any run-off from the deicing process now is now diverted to a 5,000-gallon underground storage tank, where it is either recycled or sent off-site for further treatment.

Wind Turbine Power Generation



The Duluth-based 148th Fighter Wing installed wind turbines capable of producing 1.5 kilowatts per generator in a 30 mile per hour wind. The initiative is part of a greater effort of reducing base energy consumption by 30 percent between 2003 and 2013.

The unit is one of the first to use this type of wind inverter technology to supplement electrical usage.

Red Wing Armory Re-Dedication



After nearly a year-long renovation, and a \$2.2M investment, the Red Wing National Guard Armory was re-opened. Numerous features were integrated to reduce energy consumption.

The remodeled armory supports the Minnesota Adjutant General's enduring goal of developing sustainable infrastructures.

Army Compatible Use Buffer



Much of Camp Ripley is surrounded by agricultural land and National Guard leaders would like to keep it that way. The Army Compatible Use Buffer program established a buffer area around Camp Ripley to limit effects of encroachment and maximize land inside the installation that can be used to support the installation's mission. Trained and ready Soldiers require land for maneuvers, live fire, testing and other operations while supporting federal environmental regulations.

Geothermal Energy



Camp Ripley continues to seek environmentally sustainable infrastructure, and has begun utilizing geothermal energy. The base retrofitted three 9,000 square foot housing units from forced air furnaces to geothermal units. This system enables water to be warmed underground during the winter and cooled during the summer. The system is projected to last up to 100 years and save 45 percent of the energy used in conventional heating and cooling systems.

2012 Sustainable Infrastructure Objectives

2012 Objectives

The essence of the Minnesota National Guard is that our Citizen-Soldiers and -Airmen train and support Minnesotans by physically operating within communities statewide. We accomplish this through the operation of dozens of armories and training sites that exist in 63 communities across the state, most notably the two Air National Guard bases and Camp Ripley.

The resulting partnerships, networking, and preparedness of Minnesota's emergency response personnel and government officials are what make the National Guard so unique and personally valuable to our State - we know our Soldiers and Airmen, because "they" are "us." If our mission is to support Minnesota in its time of need, then we must sustain our 63 facilities. We call this objective "Sustainable Infrastructure," and achieving it is critical to the long-term success of the Minnesota National Guard.

Naturally, funding is a critical component to achieving sustainable infrastructure, and it is our goal to ensure that we assess and prioritize our needs. Each quarter we will track the mission support functionality and quality of each facility, as well as continue to look for ways to create facility-use partnerships with local governments and communities. Our intent is not only to determine needs, but also to identify deficiencies in order to serve as good stewards of the resources provided to us.

Another major objective for this goal is to maximize the use and compatibility of Camp Ripley with its surrounding communities. By purchasing land around the greater Camp Ripley area, we can ensure training land for future use without hindering conservation land or the populace areas around its 53,000 acres of training land.

Looking ahead, we can see that achieving sustainable infrastructure must include environmental awareness and deliberate action. By a series of measures, we will improve our energy efficiency to reduce net output of greenhouse gas emissions to zero - also known as "net zero." We have four objectives to help us meet this goal.

Under our first objective, we will seek to decrease facility energy consumption by 3 percent in 2012.

Second, each quarter we will track and monitor solid waste disposal and divert 50 percent solid waste (through recycling and re-use) by 2015 to ensure compliance with federal and Army program goals. This is an aggressive plan, but we think it can be met through training and supervision of our employees on what solid waste is and where it should go.

Third, we will participate in state and federal conservation programs and report our progress for 2012. "Leadership, Energy and Environmental Design" and "Sustainable Buildings-2030-Building, Benchmarks, and Beyond" are two programs that will ensure we meet state and federal standards.

Lastly, in order to improve our efficiencies to net-zero, we must have partners outside the Minnesota National Guard, so each year the Facility Management Office will form partnerships with at least two sustainability partners in Minnesota.



“We are always encouraging our people to look at new ideas, new initiatives and new technologies that will advance the Minnesota National Guard's infrastructure and result in the greatest possible benefit for the taxpayer.”

- Chief Warrant Officer Peter Panos, Command Chief Warrant Officer

2011 Financial Impact

Pay and Expenditures

	Districts		Pay and Expenditures	
	Federal	State	Federal	State
Albert Lea	1	27A	\$976,823.53	\$62,653.76
Alexandria	7	11A	\$1,071,170.10	\$40,628.62
Anoka	6	48B	\$1,368,572.76	\$43,562.54
Appleton	7	20A	\$1,213,505.98	\$32,923.02
Austin	1	27B	\$939,412.24	\$53,855.65
Bemidji	7	04A	\$842,340.15	\$77,564.88
Bloomington	3	40B	\$32,706,676.47	\$101,964.17
Brainerd	8	12A	\$4,096,270.45	\$56,322.24
Brooklyn Park	3	47B	\$1,648,697.05	\$110,294.09
Cambridge	8	17A	\$1,252,511.16	\$117,557.51
Chisholm	8	05B	\$406,638.39	\$49,811.62
Cloquet	8	08A	\$1,021,009.75	\$50,596.69
Cottage Grove	2	57A	\$5,841,086.86	\$113,794.96
Crookston	7	01B	\$895,654.56	\$65,744.13
Detroit Lakes	7	09B	\$432,725.36	\$36,972.07
Duluth	8	06B	\$4,497,947.87	\$82,259.80
Duluth (Air Base)	8	06B	\$68,926,208.00	\$414,176.00
East St. Paul	4	67A	\$1,403,539.40	\$45,981.65
Fairmont	1	24A	\$42,788.98	\$44,850.25
Faribault	2	26B	\$970,813.88	\$157,294.27
Fergus Falls	7	10A	\$203,850.14	\$34,188.80
Grand Rapids	8	03B	\$588,201.98	\$39,352.82
Hastings	2	57B	\$882,327.21	\$15,405.79
Hibbing	8	05B	\$1,038,745.00	\$61,156.20
Hutchinson	7	18A	\$1,647,448.28	\$44,169.64
Inver Grove Heights	2	39B	\$1,799,078.34	\$93,609.84
Jackson	1	22B	\$1,011,031.61	\$43,947.88
Litchfield	7	18B	\$878,634.27	\$30,964.30
Little Falls (Camp Ripley)	8	12B	\$45,489,979.95	\$1,674,641.91
Long Prairie	7	11B	\$343,864.51	\$27,021.72
Luverne	1	22A	\$40,516.88	\$29,975.00
Madison	7	20A	\$677,210.62	\$31,688.21
Mankato	1	23B	\$2,766,906.07	\$116,462.30
Marshall	7	21A	\$920,708.87	\$45,430.02
Minneapolis	5	59A	\$799,669.37	\$110,688.58
Mpls/St. Paul (Air Base)	5	63B	\$57,632,778.00	\$517,815.00
Montevideo	7	20B	\$1,188,101.85	\$95,804.24
Monticello	6	19A	\$1,536,241.62	\$9,282.62
Moorhead	7	09A	\$2,487,188.16	\$93,585.55
Morris	7	11A	\$668,511.49	\$54,788.01
New Brighton	4	50B	\$561,079.07	\$0.00
New Ulm	1	21B	\$1,894,677.18	\$50,920.63
Northfield	2	25B	\$635,391.23	\$62,168.35

Pay and Expenditures

	Districts		Pay and Expenditures	
	Federal	State	Federal	State
Olivia	7	20B	\$356,407.53	\$51,075.55
Ortonville	7	20A	\$180,715.79	\$49,417.12
Owatonna	1	26A	\$113,608.33	\$49,990.97
Pine City	8	08B	\$949,257.75	\$31,918.06
Pipestone	1	22A	\$933,913.99	\$28,358.08
Red Wing	2	28A	\$446,243.09	\$21,486.29
Redwood Falls	7	21A	\$163,517.52	\$34,625.85
Rochester	1	30A	\$1,163,232.85	\$102,977.18
Rosemount	2	37B	\$22,700,984.66	\$162,326.81
Roseville	4	54A	\$6,644,789.54	\$121,372.08
Sauk Centre	7	13A	\$851,912.95	\$26,978.61
St. Cloud	6	15B	\$6,210,018.20	\$60,907.49
St. James	1	24A	\$72,661.15	\$37,235.01
St. Paul (Cedar St.)	4	65B	\$96,990,243.41	\$14,971,693.46
St. Peter	1	23A	\$1,122,121.22	\$42,505.37
Stillwater	6	56A	\$1,541,396.30	\$37,246.78
Thief River Falls	7	01A	\$277,910.00	\$33,441.67
Wadena	7/8	10B	\$786,961.27	\$50,075.19
West St. Paul	4	39A	\$1,487,857.33	\$36,210.88
Willmar	7	13B	\$2,361,364.22	\$30,574.99
Winona	1	31A	\$994,910.56	\$28,313.23
TOTAL			\$402,596,562.30	\$21,050,606.00

Federal Expenditures**\$402,596,562****95%****State Expenditures****\$21,050,606****5%**

“Looking ahead, it is of utmost importance that we continue to build our environmental programs and improve the sustainability of our facilities. Deliberate efforts to reduce energy consumption, effectively manage natural resources and minimize waste streams are important so that we ensure our ability to sustain our capabilities into the future and be good stewards of our limited resources and the environment.”

2011 Yellow Ribbon Accomplishments

Beyond the Yellow Ribbon is a comprehensive program that creates awareness for the purpose of connecting Servicemembers and their families with community support, training, services and resources.

Yellow Ribbon Recognition Program



Minnesota's Yellow Ribbon Recognition Program recognizes communities, counties and companies who unite key areas to create a comprehensive network that connects and coordinates agencies, organizations, resources and employers for the purpose of proactively supporting Servicemembers and military families. In 2011, the Minnesota National Guard partnered with communities, counties and companies to establish more than 90 Yellow Ribbon Networks.

Resilience, Risk Reduction and Suicide Prevention



Established a Resilience, Risk Reduction and Suicide Prevention program that encourages Citizen-Soldiers and -Airmen to seek help, as well as training units on the importance of recognizing risk factors and taking action to assist Servicemembers experiencing challenges. As part of this program, 30 Master Resiliency Trainers have been trained, among the highest number trained in the nation.

Family Preparation Academies



The Minnesota National Guard conducted 23 Family Preparation Academies for more than 4,200 Servicemembers and 6,200 family members. These one-day gatherings train Servicemembers, spouses, parents, significant others and children to address the effects of combat, operational stress and other issues prior to a deployment, and equip them to build resiliency against the effects of combat operational stress.

Minnesota State Fair



August brought the first-ever "Military Appreciation Day" to the Minnesota State Fair. The Minnesota National Guard coordinated more than 30 booths staffed by various agencies in support of military families. Several Yellow Ribbon Networks were represented to connect with military families all throughout Minnesota.

Serving Our Troops



The St. Paul-based civic group "Serving Our Troops" has done it again, showing their support for the Minnesota National Guard. One hundred volunteers traveled to Ft. McCoy, Wis. to serve more than 5,500 steak dinners to Soldiers and families of the 1st Brigade Combat Team, 34th Infantry Division. In 2012, the group plans on visiting Kuwait to facilitate another special "dinner with family."

Minnesota Military Radio



Entering its second year on the air, "Minnesota Military Radio" is a joint public affairs radio program produced by the Minnesota National Guard and the Minnesota Department of Veterans Affairs. Hosted by Tom Lyons, and airing each Sunday morning at 7 a.m. on Twin Cities News Talk 1130; the one-hour program features topics of interests to current Servicemembers, families and veterans. All shows are available at MinnesotaMilitaryRadio.com.

2012 Yellow Ribbon Objectives

Improve the Wellness and Resiliency of our Servicemembers and Military Family Members

In 2012, the Minnesota National Guard will continue to educate Servicemembers and their families on the important issues of resiliency, risk reduction and suicide prevention. During monthly training assemblies, we will train our Servicemembers in resiliency and self-awareness. When the Soldier or Airman is not on military duty, we will utilize our Yellow Ribbon Networks as a resource for families to help the Servicemember face difficult relationship, mental health, substance abuse, unemployment, financial or legal issues.

We will promote resiliency training through Master Resilience Trainers, individuals specially trained to advise unit commanders on the tactics and action steps that result in fewer suicides. We will promote awareness and educate our Servicemembers to not only be self-aware, but also cognizant of the programs available and how to utilize those resources.

Staff will focus on resiliency in 2012: Military Family Life Counselors, trained to assist Servicemembers and families; federally-funded Embedded Mental Health Providers, available for unit commanders throughout the state; and a full time Preventative Treatment and Outreach Officer, focused on ensuring substance abuse issues are adequately addressed.

We will continue our progress and continue to be engaged at every level while continuing to lead by example and remain committed to our Servicemember's well being.



Increase Awareness of Local, State and Federal Resources During Deployment and Reintegration

In 2012 the Minnesota National Guard will continue to expand our Yellow Ribbon Networks. Doing so will ensure that our Servicemembers, their families and their employers will continue to receive the face-to-face support and awareness of the resources available to them.

We will continue to execute the internal programs designed to educate Servicemembers and families on the resources available to them through Family Preparation Academies, Family Readiness Academies and reintegration events. The Family Preparation Academies help families and their Servicemembers get ready for deployment through seminars, classes and access to service providers available all at one location. The Family Readiness Academies continue to assist the families during deployment with gatherings designed to bridge concerns that occur during the separation. Finally, the reintegration events focus on reuniting the Servicemember and families through facilitated sessions on such topics as resume building, family dynamics and overcoming relationship turmoil caused by deployment.

Another successful program that will be continued in 2012 is "Strong Bonds," a retreat led by Minnesota National Guard chaplains that teaches Servicemembers and their spouses tools for maintaining their relationships.

Finally, 2012 will see a renewed effort to link federal, state and local employment programs and resources with the Servicemembers who need them.



"Our objectives are to improve the wellness and resiliency of our Servicemembers and their family members, build and leverage Yellow Ribbon Networks which are locally accessible, meet the needs of our Servicemembers and military family members, and increase awareness of local, state and federal resources."

2011 Yellow Ribbon Accomplishments

By delivering a series of formal Yellow Ribbon training events and providing an opportunity for Minnesotans to support Servicemembers and their families, Beyond the Yellow Ribbon is united to bring Servicemembers all the way home.

Employer Support of the Guard and Reserve



ESGR's mission is to gain and maintain employer support for Guard and Reserve member's service by recognizing support, increase awareness of the law and resolve employment conflicts through mediation. The Minn. ESGR team tracked 85 Outreach Events, 4,401 Committee Volunteer hours, 572 Statements of Support, 342 Patriot Awards, 30 Above and Beyond Awards, three Pro-Patria Awards and a Freedom Award for 3M. These efforts assisted 11,246 Servicemembers and 3,011 employers.

Family Assistance Centers



Nearly 98,000 cases of outreach and referral were documented at Minnesota's 14 Family Assistance Centers (FACs) that are geographically located throughout the state. FACs are completely confidential and provide referrals for grants, home maintenance, health benefits and youth and family programs. The local FAC is also the main entry to local Yellow Ribbon Networks.

Employment Task Force



A team that includes the Minn. National Guard, Minn. Department of Veterans Affairs, Minn. Department of Employment and Economic Development, ESGR, Minn. State Colleges and Universities System, Minn. Department of Revenue, Minn. Assistance Council for Veterans, Minn. Department of Labor and Industry, Army Reserves, with representation from the National Guard Bureau, spent much of 2011 developing a synchronized plan of action for all Servicemembers looking for employment.

Interfaith Dialogue



The Minnesota National Guard Chaplain Corps participated in meetings with the major religious leaders of Minnesota in an attempt to foster good relationships with our community. As we seek to better serve the citizens of Minnesota, the state chaplain, Col. John Morris, met with Somali, Karen, Roman Catholic, Jewish, Muslim and Protestant leaders and nine religious leaders were invited to Ft. McCoy, Wis. to observe the training of the 1st Brigade Combat Team prior to its combat deployment.

Senior Advisory Task Force



Implemented in 2011, this board is comprised of leading citizens representing various civilian disciplines to advise the Adjutant General on topics impacting the strategy of the Minnesota National Guard and its service to the nation, state, communities, and citizens. Their first meetings included discussion about how the Minnesota National Guard can improve organizational diversity, cyber security and response, and supporting the state during a cyber event.

Minnesota Sports Partnerships



The Minnesota National Guard is very proud of its ongoing partnerships with Minnesota's professional and collegiate sports franchises.

The Minnesota Twins, Vikings, Lynx, Timberwolves, Wild and St. Paul Saints honor Servicemembers and their families through Military Appreciation Nights and other promotions throughout the season.

2012 Yellow Ribbon Objectives

Veteran Employment Initiatives

The greatest challenge facing Minnesota National Guard Citizen-Soldiers and -Airmen in 2012 is the same as most Minnesotans: employment.

In a fall 2011 survey of the 2,700 Minnesota National Guard Citizen-Soldiers with the 1st Brigade Combat Team stationed in Kuwait, a daunting 28 percent of that deployed force acknowledged that they would be facing employment challenges when they return home in the spring 2012.

Despite the education and experience levels of Minnesota veterans, more than 12 percent of our veteran population is unemployed. Army National Guard Citizen-Soldiers have an unemployment rate of 16.4 percent with a total of 18 percent of the women in the Minnesota National Guard without full-time employment. Compare these figures to the 5.9 percent overall unemployment (as of Dec. 31, 2011) rate for all Minnesotans.

With these high numbers of unemployed Servicemembers and veterans, the Employment Task Force, created in 2011, will be very important going into 2012. The group – representing state agencies, veterans groups and the National Guard – will continue to meet biweekly to develop a plan for unemployed Servicemembers and veterans.

In 2012, the Minnesota National Guard will work closely with several state and federal departments and agencies to ensure that employers know the benefits that a military employee can bring to their organizations.



Yellow Ribbon Communities

A Yellow Ribbon Community unites all areas within a community to create a comprehensive network that involves our Family Assistance Centers and connects and coordinates agencies, organizations, resources and employers for the purpose of proactively supporting Servicemembers and military families.

In 2012, the Minnesota National Guard will continue to reach out to cities, towns, counties, companies and other organizations that strive to earn this designation.

Yellow Ribbon Cities inducted in 2011: Albert Lea, Cottage Grove, Eagan, Grand Rapids, Hibbing / Chisholm, Inver Grove Heights, Lower St. Croix Valley (Afton, Lakeland, Lakeland Shores, Lake St. Croix Beach, St. Mary's Point), Marshall, Owatonna and Winona Region (Goodview, Lewiston, Minnesota City, Rollingstone, St. Charles, Utica, Winona and Winona County), Pine City, Plymouth, Richfield and Rosemount.

Yellow Ribbon Companies/Organizations inducted in 2011: Best Buy, Cliff's Natural Resources, DHS/CBP, Inver Hills Community College, Metropolitan Council, Minneapolis Hiring Center and Thomson Reuters.

Three Yellow Ribbon Counties and their cities were inducted in 2011: 1) Jackson County, which includes Alpha, Heron Lake, Jackson, Lakefield, Okabena and Wilder. 2) Martin County, which includes Ceylon, Dunnell, Fairmont, Granada, Northrop, Ormsby, Sherburn, Trimont, Truman and Welcome. 3) Watonwan County, which includes Butterfield, Darfur, La Salle, Lewisville, Madelia, Odin and St. James.



"It is important that we thank the families, communities and employers of Minnesota. They have sacrificed – along with our Citizen-Soldiers and -Airmen – and are an important reason the Minnesota National Guard is such a viable and valuable resource to our state and nation."

2011 Diversity Accomplishments

The Minnesota National Guard is committed to building and sustaining an organizational climate in which people of diverse backgrounds, cultures, races, religions, and ethnicities are fully included, valued and respected. The challenges in Minnesota will be met by a Minnesota National Guard that is comprised of diverse Citizen-Soldiers and -Airmen.

Mobilizing Diverse Population in Support of Minnesota



The U.S. Armed Forces represent the best example of meritocracy in America. The Minnesota National Guard leverages that reputation to build a stronger diverse population in our state. The 2011 focus on diversity resulted in the enlistment of 446 ethnically diverse men and women. The diversity of Minnesota Army National Guard Soldiers is 8.3 percent, just below the state diversity demographic of 9 percent.

Climate Survey



This year's survey was administered to all Servicemembers and members of the civilian workforce for the Army National Guard and the 133rd Airlift Wing. 45 percent of the force completed the survey. See the survey results: MinnesotaNationalGuard.org/eeo_policy. In the Minnesota Army National Guard, 7.1% of officers and 9.4% of enlisted Soldiers are in the minority; and in the Minnesota Air National Guard, 1% of the officers and 6% of the enlisted Airmen are in the minority.

Involvement in Diverse Communities



The Minnesota National Guard was connected to a variety of events that showcased diversity, such as the Minnesota Vikings Diversity Education Day; the Minnesota Hmong Soccer Tournament; participation in the Minneapolis Martin Luther King Jr. Breakfast; Juneteenth Celebration; Rondo Day; Cinco de Mayo and Mexican Independence Day.

Senior Enlisted Advisor



Command Sgt. Maj. Cindy Kallberg, a combat veteran with more than 26 years of service, assumed responsibility as the Senior Enlisted Advisor to the Adjutant General on Oct. 1. She has led Soldiers in both Kosovo and Iraq and now has the distinction of being the first female to serve as the most senior enlisted leader in the history of the Minnesota National Guard.

Internal Equal Opportunity Processes



The Equal Opportunity (EO) office administered solid internal processes for addressing Equal Opportunity concerns among employees. Dispute and Mediation training resulted in zero formal complaints for the seventh consecutive year. In 2011, the Minnesota National Guard trained 33 new EO counselors and 44 EO leaders.

Diversity Awards



Col. John Morris, Minnesota National Guard State Chaplain, received the 2011 Winds of Change award at the Multicultural Forum on Workplace Diversity. Morris' extensive work with Servicemembers from all branches and their families was also a key factor in his selection for the award. Additionally, the Minnesota Army National Guard's Recruiting and Retention Battalion was honored with a National Guard Bureau award for exceptional diversity recruiting practices.

2012 Diversity Objectives

2012 Objectives

The Minnesota National Guard will strive to match the ever-changing demographics of our state. Drawing from the data from both the 2010 census and projected 2020 results, we will benchmark our success against a snapshot of the Minnesota National Guard as of Oct. 1, 2011. Increasing diversity among our members, in terms of race, ethnicity and gender will maximize our potential as an organization. Leadership will lead and emphasize diversity at every level.

To accomplish this in 2012 we will focus on obtaining diversity in three tiers of our organization: first-term enlistments; mid-grade Servicemembers and senior leadership.

In 2012 recruiting for the Army and Air National Guard will increase diversity among first-term enlistments by reaching out to our diverse communities.

We will actively recruit from a large pool of qualified candidates who can subsequently be retained and promoted to all levels of our organization as their careers progress.

Our plan for 2012 is to participate in ethnic celebrations and advertise our many educational benefits to students attending high schools and universities across Minnesota. We will pay particular attention to specific racial or ethnic organizations that meet our strategic objectives.

Another avenue for attracting racial or ethnic members is by empowering recruiters from the same racial or ethnic groups we are looking to connect with. Finally, the use of financial incentives will be used to attract qualified applicants regardless of race or gender.

Maximizing the use of non gender-specific job positions for qualified female candidates will increase their presence and opportunity as well.

Another goal for 2012 is to increase diversity among mid-grade officers and sergeants. Having a large pool of diverse first-term enlistments will be essential in achieving this objective, but other initiatives are required to ensure continued success. It must begin with career development programs implemented at all levels of command.

These programs will help Servicemembers envision and develop plans for their future service, providing them with the tools to successfully manage their career. Actively seeking accessions from out-of-state and similarly advertising vacancies will provide additional options to gain experienced Soldiers and Airmen.

The Minnesota National Guard will also work to increase the diversity among senior leadership. While methods such as mentorship and incentives are similar to the other objectives, this level also entails more specialized approaches including unique training opportunities and organizational exchanges.

Corporate diversity training is another means of focusing the attention of leadership on diversity by bringing in outside organizations to conduct training and idea-sharing. Individuals will be offered specialized development opportunities to encourage rank progression and retention.



“Working with Maj. Gen. Rick Nash and national-level leaders we are refining our vision, priorities and goals to align diversity with the Minnesota National Guard mission. The strength of the Guard is our diversity!**”**

- Command Sgt. Maj. Cindy Kallberg, Senior Enlisted Advisor

2011 Legislative Accomplishments

State:

- In partnership with the Minnesota Department of Public Safety, the Emergency Management Training Center (\$4.4M, 21,000 square feet) was constructed at Camp Ripley.
- Two renovations of armories were completed: Hastings (\$2.3M) and Red Wing (\$2.2M).
- The design for the multi-agency Emergency Vehicle Operations Course at Camp Ripley (\$5.4M) was awarded, in preparation for a June 2012 construction start.
- A successful visit by the Duluth Military Affairs Committee to Washington, D.C., led by Lt. Gov. Prettner Solon, informed military and congressional leaders about the importance of an "Active Associate."
- Awarded \$3M for State Benefit Program to sustain one-time funding from last biennium for additional cost of enlistment benefits.
- Established an "Interagency Employment Working Group"— facilitated by the Minnesota National Guard's Deployment Cycle Support team — that meets biweekly with interagency partners from the Department of Employment and Economic Development, Minnesota State Colleges and Universities, Minnesota Department of Veterans Affairs, the Department of Revenue and County Veteran Service Officers.
- More than 20 leaders from Minnesota Building Trades participated in a site visit to the 133rd Airlift Wing, 148th Fighter Wing and Camp Ripley to be oriented on how to contribute to establishing sustainable networks of support for our military Servicemembers and their families.
- Funding for design (\$1.8M) was appropriated for the construction of an addition to the Education Complex at Camp Ripley.
- The Minnesota National Guard engaged its international, domestic, and business community partners to set the conditions for future trade discussions between Minnesota-based organizations and southern Iraq entrepreneurs. Iraqi delegates participated in a successful trade visit meeting with international trade representatives from the Minnesota Department of Employment and Economic Development, the Minnesota Department of Agriculture, congressional leaders, and local business.

Federal:

- Numerous military construction projects were completed in 2011: Arden Hills "Grow The Army" facility (\$14.4M, 60,412 square feet); Camp Ripley Combined Arms Collective Training Facility (\$10.85M, 43.5 acres); 133rd Airlift Wing STARBASE Education Center renovation (\$2.1M); 133rd Airlift Wing de-icing pad (\$1.2M); 133rd Airlift Wing hangar, shops and maintenance facilities repairs (\$7M); a fuel storage facility at the 148th Fighter Wing (\$15M) and security, safety, and parking upgrades at the 148th Fighter Wing (\$1.7M).
- Five major military construction projects were awarded in 2011: Arden Hills Field Maintenance Shop (\$25M, 98,000 square feet); an Unmanned Aerial Systems Facility (\$3.3M, 11,000 square feet); Infantry Squad Battle Course (\$2.1M); addition to the Civil Support Team facility (\$1.7M); and an Urban Assault Course (\$1.5M).

"In 2011, I was impressed with the state and federal elected official participation in a wide range of events that directly supported the Citizen-Soldiers and -Airmen of Minnesota National Guard, their families, employers and communities."

- Maj. Gen. Rick Nash, The Adjutant General

Gov. Mark Dayton



Gov. Dayton presided over proclamation ceremonies of Yellow Ribbon Communities throughout Minnesota. These networks are vital to ensuring returning Servicemembers are reintegrated.

Sen. Amy Klobuchar



Sen. Klobuchar attended the Minnesota ESGR Banquet and discussed with Chief of the National Guard Bureau Craig McKinley the importance of hiring today's veterans.

Sen. Al Franken



Sen. Franken observed first-hand the Citizen-Soldiers and -Airmen called up to support local authorities during the northern Minnesota wild fires.

Rep. Tim Walz
1st District



Rep. Walz, a former Command Sergeant Major in the Minnesota National Guard, addressed the 106th National Guard Association of Minnesota Conference in Rochester.

Rep. John Kline
2nd District



Rep. Kline, a member of the House Armed Services Committee, traveled throughout the 2nd District to discuss flood mitigation efforts, which included a response from the Minn. National Guard.

Rep. Erik Paulsen
3rd District



Rep. Paulsen cooked steaks for Soldiers and families of the Bloomington-based 1st Brigade Combat Team at the "Serving Our Troops" meal in Ft. McCoy, Wis.

2012 Legislative Objectives

State:

- Employment for returning veterans will be an important issue, as more than 3,000 Minnesota National Guard Servicemembers are returning from overseas in 2012. Partnerships with state, local and private enterprise will be essential to get them back to work.
- Resiliency, risk reduction and suicide prevention efforts must be enhanced through the appropriate state agencies – the Minnesota Department of Health and Minnesota Department of Human Services – in order to provide Servicemembers and their families assistance.
- Asset preservation of the 63 armories throughout Minnesota is a key priority for 2012. In order for the maximum age of armory roofs to be less than 25 years, we must fund the replacement of five roofs per biennium.
- Continued investment in physical improvements of facilities statewide in order to achieve maximum environmental and energy savings.

Federal:

- In fiscal year 2012, appropriated military construction funds will be applied to a Multi-Purpose Machine Gun Range at Camp Ripley (\$8.0M). This vital training range will enhance the readiness of our units.
- In 2012, Congress will evaluate Army projects that are programmed in the fiscal year 2013-14 Future Year Defense Plan (FYDP). The Minnesota National Guard will continue to educate and inform the congressional delegation on the importance of funding three fiscal year 2013 Army projects – a Scout Reconnaissance Range at Camp Ripley (\$17M), a Readiness Center in Arden Hills (\$17.1M), and a Convoy Live Fire Range at Camp Ripley (\$3M) – as well as one fiscal year 2014 Army project: a Readiness Center in Stillwater (\$19.5M).
- Work to obtain military construction appropriations for projects in fiscal year 2016 or sooner: a renovation of flight simulator facility at 133rd Airlift Wing in St. Paul (\$1.9M); a Qualification Training Range at Camp Ripley (\$6M); and a Modified Record Fire Range at Camp Ripley (\$5M).
- In 2012, Congress will evaluate Air Force projects that are programmed in the fiscal year 2013-14 FYDP, and the Minnesota National Guard will establish the framework for a Load Crew Training & Weapon Release Shop at the 148th Fighter Wing in Duluth (\$8M), fulfilling a critical mission requirement currently 6,000 square feet under authorization. Additionally, we will continue to establish construction documents in support of an Unspecified Minor Military Construction appropriation project to construct two munitions storage igloos required due to aircraft conversion at the 148th Fighter Wing in Duluth (\$1.6M).
- Begin the process to obtain military construction appropriations in support of consolidation for renovation and addition to the Central Logistics Readiness Squadron and Supply facility at the 148th Fighter Wing in Duluth (\$8M). This project will consolidate five dislocated functions into one location in support of the wing's long-range construction plan.
- Move forward on fiscal year 2012-13 sustainment, restoration and modernization projects to renovate fire, electrical and mechanical systems for a 133rd Airlift Wing hangar (\$4.5M); repair the aging water distribution system at the 133rd Airlift Wing (\$4.1M); renovate the Operations building at the 148th Fighter Wing to accommodate new requirements due to aircraft conversion (\$2.3M).
- Continue to inform the Minnesota congressional delegation about the benefits of establishing an "Active Associate" wing at both the 148th Fighter Wing and the 133rd Airlift Wing. These relationships will result in significant cost reductions and enhanced readiness.
- Establish the conditions for the Minnesota Air National Guard to obtain a unit capable of combating the emerging cyber threat.
- Explore opportunities of acquiring a U.S. Department of Agriculture Forest Service Modular Airborne Fire Fighting System (MAFFS) used by the 133rd Airlift Wing. MAFFS provide mutual support at the direction of the Governor against wildland firefighting in the state and nation.
- Sustained funding for Beyond the Yellow Ribbon resiliency and reintegration programs.
- Federal support requested to use available government agencies and resources to reduce administrative obstacles for Chemical Dependency/ Substance Abuse providers and facilities to become TRICARE health plan approved/credentialed.

Rep. Betty McCollum
4th District



Rep. McCollum presented a proclamation of support to the Citizen-Soldiers of the 1st Brigade Combat Team, 34th Infantry Division, prior to their deployment to Kuwait.

Rep. Keith Ellison
5th District



Rep. Ellison and Maj. Gen. Nash co-presented an "Interfaith Dialogue" discussion at the Univ. of St. Thomas and addressed the role of religion in foreign policy.

Rep. Michele Bachmann
6th District



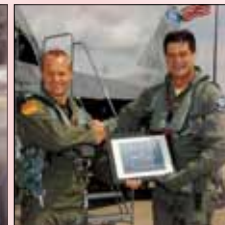
Rep. Bachmann ensured support to Minnesota Soldiers, Airmen and their families through legislation, and ensuring representation at deployment ceremonies and events.

Rep. Collin Peterson
7th District



Rep. Peterson visited Minnesota National Guard Soldiers and Airmen as they executed the emergency response with local authorities during Red River Valley flooding.

Rep. Chip Cravaack
8th District



Rep. Cravaack, a former Naval Aviator, was engaged in exploring the "Active Associate" opportunity for the 148th Fighter Wing, as well as continued improvements at Camp Ripley.

Sec. of State Mark Ritchie



Minnesota Secretary of State Mark Ritchie was instrumental in commemorating the 150th anniversary of the Minnesota National Guard's involvement in the Civil War.

War in Iraq

March 19, 2003 - December 15, 2011

The Minnesota National Guard has played a significant role in the war in Iraq. Since 2003, more than 8,000 Minnesota National Guard Citizen-Soldiers and -Airmen have been deployed to Iraq in support of Operation Iraqi Freedom and Operation New Dawn.

Through the professionalism of the Servicemembers and support of their hometown communities, employers, and families, the Minnesota National Guard completed all missions in Iraq with success and honor.

Minnesota National Guard in Iraq

- More than 8,000 Minnesota National Guard Citizen-Soldiers and -Airmen deployed to Iraq from 2003 to 2011.
- Sixteen Minnesota National Guard Soldiers died in Iraq, and 79 earned Purple Heart Medals due to injuries received in combat.
- Sustained military operations in Iraq inspired the Minnesota National Guard to begin the Beyond the Yellow Ribbon program, a groundbreaking process to reintegrate returning Servicemembers back from deployments.
- The Minnesota National Guard's 1st Brigade Combat Team, 34th Infantry Division, was an important part of the 2007 "surge." As a result of the extension of their tour to 16 months in Iraq, and 22 months overall, the Red Bulls are recognized as having served the longest tour of duty in Iraq of any military unit, active or reserve.
- The Duluth-based 148th Fighter Wing expertly provided real-time surveillance for ground commanders using their Theater Aerial Reconnaissance System.
- St. Paul's 34th Combat Aviation Brigade was responsible for corps-level helicopter support from 2008-2009.
- In 2009-2010, the 34th Red Bull Infantry Division Headquarters provided command and control for 16,000 U.S. military Servicemembers operating in nine of Iraq's 18 provinces.
- With the prevalence of improvised explosive devices on the roadways in Iraq, the St. Paul-based 133rd Airlift Wing provided critical aerial transportation of people, equipment and materiel throughout the region.

