

# Military Department

## *At a Glance*

**LIEUTENANT GENERAL THADDEUS J. MARTIN, *the Adjutant General***

**Brigadier General Mark A. Russo, *Assistant Adjutant General***

***Statutory authority – CGS Title 27***

***Central office – William A. O’Neill Armory, 360 Broad Street,  
Hartford, CT 06105-3706***

***Number of state employees – 115***

***Number of state full-time equivalent positions – 46***

***Recurring state operating expenses - \$6,979,579.00***

***Federal expenditure - \$278,500,998.00***

## **Mission**

***The Military Department is a unique dual-status agency, having both federal and state missions. The federal mission is to maintain properly trained and equipped National Guard units for prompt federalization in the event of war, domestic emergencies or other emergencies. The state mission is to coordinate, support and augment federal, state and local authorities in emergency response, to provide emergency response planning and to conduct community service programs.***

## **Statutory Responsibility**

Title 27 of the Connecticut General Statutes contains the Military Department’s statutory authority and responsibility. The Department’s principle public responsibilities are (1) to train, resource and coordinate state emergency response assets and (2) to plan for and protect citizens and their property in times of war, terrorism, invasion, rebellion, riot or disaster. The Military Department facilitates public safety during emergencies.

## **ORGANIZATION**

The Military Department is functionally divided into four components: the Military Department Headquarters, Connecticut Army National Guard (CTARNG), Connecticut Air National Guard (CTANG) and the Organized Militia. The Military Department employs 115 full-time state employees, utilizing just 46 full-time equivalent positions. The CTARNG is comprised of 2,821 traditional (part-time) Soldiers, 750 full-time federally employed Soldiers and 19 federal civilian employees, totaling 3,590 personnel. The CTANG is comprised of 814 traditional (part-time) Airmen, 321 full-time federally employed Airmen and four federal civilian technicians, totaling 1,139 personnel. The Organized Militia consists of 194 personnel.

## **Military Department**

### **Military Department Headquarters**

The Connecticut Military Department Headquarters is comprised of The Adjutant General (TAG) and Assistant Adjutant General (AAG). They are appointed by the Governor of Connecticut. The Adjutant General

serves concurrently as Commander of the State National Guard. The Adjutant General is a federally recognized Major General billet. The Assistant Adjutant General serves in a Brigadier General billet. Both TAG and AAG are approved in their military rank by the Department of Defense (DoD).

TAG is the Commander of the National Guard and the Organized Militia. He commands the elements of the Military Department through the Joint Force Headquarters (JFHQ), located in the William A. O'Neill Armory in Hartford. TAG also oversees the civilian employees who provide administrative support to the military personnel of the Department.

The Military Department continues to focus on minority employment, with an established goal of mirroring state demographics. Minority members currently comprise 31% of the Connecticut National Guard (CTNG). The Guard places emphasis on recognizing minority accomplishments through national award submissions and continues to promote cultural awareness through hosting special emphasis events. The CTNG has developed a strong relationship with the Defense Equal Opportunity Management Institute, utilizing professionals in the field of Equal Opportunity/Human Relations to provide "hands-on" training to its senior leadership and representatives. The CTNG has pursued an aggressive training program designed to educate Soldiers and Airmen on the prevention of sexual assault.

The Military Department is committed to conducting military operations in an environmentally friendly manner. The Military Department has received several hundred thousand dollars from the federal government to conduct site evaluations and remediation activities at sites statewide to ensure the cleanest standards are achieved and maintained. The Integrated Natural and Cultural Resources Management Plans both received a five-year update in Calendar Year (CY) 2006. The Military Department will continue to perform its mission while looking for new ways to reduce pollution generating activities and to preserve and enhance all of its valuable training lands.

### **State Fiscal/Administrative Office**

The state Fiscal/Administrative Office provides a full range of support for the Connecticut Military Department's state requirements. In carrying out this mission, the Fiscal/Administrative Office performs budgeting, general fund accounting, grant accounting, accounts receivable and payable functions, purchasing, contract administration, grants administration, asset management, personnel and payroll support to state employees, payroll support to all Organized Militia and National Guard members on State Active Duty (SAD), and all payments associated with the Military Funeral Honors program, Military Family Relief Fund and Combat Zone Bonus programs. The office also provides and accounts for state funds and all state-owned property. It procures equipment and pays for operations and maintenance of buildings and equipment.

The Human Resources section is responsible for providing recruitment, classification, record maintenance, labor relations, workmen's compensation, career benefits counseling and payroll services for all state employees of the Department. Additionally, it provides payroll services in support of the Organized Militia and CTNG SAD missions, the Military Family Relief Fund and Combat Zone Bonus payments.

The Accounts Payable section is responsible for paying the bills of the Connecticut Military Department, and for accurate accounting of the funds provided by the state for operation of the Department.

The Purchasing and Contracting Section makes all of the major purchases (\$1,000 or more) for the Military Department, solicits and awards contracts of various sizes for a wide range of goods and services, awards and administers intermediate-scale/high profile construction projects such as facility repair, restoration and improvement. This section also procures equipment and manages the state Purchase Card Program.

The Federal Grants Section administers the State-Federal Cooperative Agreements, and seeks reimbursement of expenses from the Department of the Army (DA) through the United States Property and Fiscal Office

(USPFO) for services rendered in support of the CTNG. Additionally it provides budgeting and account maintenance services to various federal program managers in the CTNG.

The Asset Management Section maintains accountability of all state property, both real and personal, in the care, custody and control of TAG. It prepares lease documents and Memorandums of Agreement or Memorandums of Understanding for the use of the Department's facilities by other agencies and the public. The section also manages the agency fleet of service and support vehicles.

### **Joint Force Headquarters (JFHQs)**

The JFHQs is comprised of five staff sections that report to TAG through the Director of the Joint Staff. Each staff section is responsible for a specific function of the CTNG.

### **Military Personnel Office J-1**

The G-1 is the staff section responsible for personnel readiness and for all allied human resource actions for Soldiers assigned to the CTARNG. These actions include processing evaluation reports, promotion and reduction actions, management of strength and accountability actions, mobilization and demobilization actions, casualty assistance and notification, medical management and a myriad of other related personnel actions. Further, the G-1 encompasses the state Education Services office, responsible for all education services for assigned Soldiers and the state Family Program office, responsible for supporting the families of Soldiers, especially those that are deployed. They now oversee a significant amount of contractor support personnel dedicated to providing deployment cycle support for those units deploying to Iraq and Afghanistan.

During CY-11, G-1 provided deployment support to 90 Service Members mobilized in support of the Global War on Terror (GWOT). During that same period, G-1 provided timely and effective redeployment support to 152 Soldiers after completion of their missions in support of the GWOT. An additional 731 Soldiers were provided support in preparation for mobilization. CY-11 also saw the continuation and expansion of the Yellow Ribbon Program (YRP), designed to support Soldiers and families before, during and after deployment. A total of 1,418 Soldiers and family members were serviced through the YRP in CY-11. Additionally, the G-1 conducted 18 Casualty Operations (CASOPS) missions: one of the missions were casualty notification specific, 14 of the missions were casualty assistance specific, and three of the missions involved casualty notification and casualty assistance actions. Support provided from this office for mobilizing and demobilizing Soldiers included Soldier Readiness Processing (SRP), mobilization station support, family readiness group support, transition assistance, military and civilian education and career counseling, chaplain support and support in conjunction with the Employer Support of the Guard and Reserve (ESGR).

The G-1 processed 1,275 Noncommissioned Officer Evaluation Reports (NCOERs), 478 Officer Evaluation Reports (OERs) and published 4,072 personnel orders. Our state Personnel Security manager processed 240 military and 19 civilian investigations for security clearances and managed 3,500 active clearances, access levels and verifications for passwords. Further, the office conducted 19 Officer Federal Recognition Boards, 11 DA Mandatory Promotion Boards, a Senior Service College Board, an Intermediate Level Education Board, an Active Service Member Board, a Selective Retention Board, and a state Promotion Consideration Board. The G-1 also prepared and boarded hundreds of Noncommissioned Officers for promotion and other personnel actions. The G-1 processed several hundred awards, including 46 Meritorious Service Medals and 12 Army Commendation Medals. Additionally, the Education Services office transitioned Federal Tuition Assistance to the GoArmyEducation.com platform this Fiscal Year (FY) 2012 and utilized \$646,238.78 in federal funding. The Education Office assumed incentive budget manager duties and distributed \$1,553,481.80 in Soldier Bonus's funded by National Guard Bureau (NGB) for the purpose of retention. G-1 also developed and implemented a Yellow Ribbon Reintegration Program (YRRP) for Connecticut that cares for all deploying and returning members of the military who call Connecticut home.

## **Medical Management**

The Medical Management section's medical management processes continue to indicate improvement of medical readiness. The Medical Management section has eight permanent, five contract and eleven temporary Active Duty for Operational Support (ADOS) employees. Its annual budget is \$1,223,520.00. With the annual Periodic Health Assessments, SRP for mobilization and reverse SRPs of more than 3,750 Soldiers, we continue to see the Medical Readiness Classification rate improve. Presently, the CTARNG is at 75.5%, which indicates 75.5% of our population can be ready to mobilize in a 72 hour period (medically). The Medical Management section continues to track Soldiers who remain on active duty for injuries sustained during wartime. The section coordinated another very successful year of seasonal flu immunization, reaching 92.2% compliance (both DA and NGBs goal).

## **Service Member and Family Support Center**

The mission of the Service Member and Family Support Center is to establish and facilitate ongoing communication, involvement, support and recognition between National Guard families and the National Guard in a partnership that promotes the best interests of both. The Service Member and Family Support Center has four permanent, 20 contract and five ADOS employees. Its annual budget is \$879,818.00.

The Service Member and Family Support Center provides services to military members and their families, of any branch, during periods of peace and war. The Service Member and Family Support Center is comprised of the Family Program office, which combines aggressive outreach methods with education and support groups to deliver a wide variety of service options to the client; the Child and Youth Program, which works to empower military youth and educate Connecticut's education system on the effects of deployment; the YRRP, which places particular emphasis on preparing Service Members and their families for the stresses associated with separation, deployment, and reintegration by holding one-day seminars that help to educate Service Members and families on the resources available to assist them and connecting members to service providers before, during and after deployments; the Military and Family Life Consultant Program for both adults and children, which offers free and confidential counseling to Service Members and their families; a Personal Financial Consultant to help with an array of services from smart budgeting to financial assistance; a Military OneSource Consultant whose program provides resources and support to Service Members and their families anywhere in the world; and a Survivor Outreach Specialist who works directly with the survivors of our fallen to ensure they continue to receive the necessary support services.

Augmenting the paid staff of the Service Member and Family Support Center are a corps of committed volunteers and outside agencies who assist in providing emotional and recreational support to military families statewide. All volunteers are trained by the Agency to ensure quality service.

The Service Member and Family Support Center manages Operation Embracing Lonely Families (Operation E.L.F.). This program was created in 2003 to provide holiday assistance to the families of deployed Connecticut Service Members. The Service Member and Family Support Center also runs Breakfast with the Easter Bunny, an annual Easter breakfast and egg hunt enjoyed by more than 600 service members and their families in 2012.

## **Employer Support of the Guard and Reserve (ESGR)**

The mission of ESGR is to gain and maintain employer support for Guard and Reserve service by recognizing outstanding support, increasing awareness of the law and resolving conflict through mediation.

ESGR is a volunteer-centric organization. It is a staff group within the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD/RA), which is in itself a part of the Office of the Secretary of Defense. Its

54 Field Committees are located in every state, territory and in Europe.

ESGR was established in 1972 to promote cooperation and understanding between Reserve Component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. It is the lead DoD organization for this mission under DoD Directive 1250.1.

Scope and Responsibilities for 2011-2012 include: Participation in every unit mobilization and demobilization exercise providing specific Uniformed Services Employment and Reemployment Rights Act (USERRA) information to National Guard and Reserve members; conducting a proactive regional BossLift program, escorting local employers to locations in Connecticut and other military installations in the United States directed at promoting a deeper understanding and appreciation of the role of the National Guard and Reserve; encouraging partnerships with state and regional business and professional organizations and other Veterans Service Organizations (VSOs) and volunteer groups; assisting Service Members in finding employment through the Employment Initiative Program and partnership with the Employer Partnership Organization; assisting dozens of Service Members through the Ombudsman program in preventing, resolving and reducing employer and/or employee problems and misunderstandings that result from National Guard or Reserve membership, training or duty requirements through information services and informal mediation; actively recruiting to develop volunteers promoting ESGR. Educating National Guard and Reserve members and their employers on USERRA has resulted in a strong and viable committee.

Achievements for 2011-2012 include: 5,192 Service Members briefed about USERRA, 805 employers briefed about USERRA, one BossLift coordinated, 183 Statements of Support signed by Connecticut employers, one Pro Patria Award, 81 Patriot Awards and 15 Above and Beyond Awards presented to Connecticut employers for their support of the Guard and Reserve and a total of 1040 man-hours from volunteers.

Employers, Service Members and volunteers can learn more about ESGR at [www.esgr.mil](http://www.esgr.mil) and the Connecticut committee at <http://www.facebook.com/#!/pages/Connecticut-Employer-Support-of-the-Guard-and-Reserve/207154129297861>

### **Military Funeral Honors (MFH) Program**

The mission of the MFH Program is to render professional military funeral honors, in accordance with service tradition, to all eligible veterans when requested by an authorized family member.

Pursuant to §578 of Public Law 106-65 and Paragraph 1491, Chapter 75 of Title 10, the Secretary of Defense shall ensure that, upon request, a funeral honors detail is provided for the funeral of any veteran. Under Connecticut General Statutes 27-76 and 27-103, TAG is required to furnish an honor guard detail at the funerals of deceased veterans who served in the Armed Forces of the United States or who died while serving as a member of the National Guard or any other veteran as defined by State Statute.

The MFH Program was relocated on February 15, 2011 to the Waterbury Armory from its previous location in the William A. O'Neill Armory in Hartford. All operations are coordinated out of the Waterbury Armory with the exception of CASOPS. The MFH office in the Waterbury Armory is operated by an ADOS Officer and a civilian contractor. One Active Guard/Reserve (AGR) Soldier remained in William O'Neill Armory to perform duties of CASOPS. In addition, twelve ADOS Soldiers perform MFH in accordance with military regulations. Approximately 150 part-time Soldiers assist in the duties of MFH. They are supported by approximately 260 members of Connecticut's Veteran Service Organizations (VSOs). The VSOs provide the three-person firing details during the MFH service and are compensated out of the state budget. There are twelve firing details located throughout Connecticut. Connecticut averages approximately 3,000 MFH each year.

On October 1, 2010 CTNG Regulation 37-106 was revised and published as General Order 2010-1. The document not only offers clarification to recent state and national changes in MFH regulations, it strengthens the bond between the VSOs and the Military Department.

Five CTNG Service Members have attended the Professional Education Center (PEC), Little Rock, Arkansas, for MFH Training. The course is a “Train-the-Trainer” course, which keeps our teams trained to high professional standards. The goal of this training program is to ensure that veterans across the country receive the same ceremony. Upon return from PEC, the graduates conduct training for other Connecticut Soldiers.

The MFH Program also assists with the Honorable Transfer (from airport to funeral home) of the remains of Army Soldiers Killed In Action (KIA) or who die while in service, provides casket guards, pall bearers and participate as firing party members and flag folding detail members at the funerals of these Soldiers when they are interred in Connecticut.

### **Director, Joint Staff**

#### **Directorate of Joint Operations, Plans, Training and Exercises (J-3, 5, 7)**

#### **Directorate of Operations (J-3)**

#### **Director of Military Support (DOMS) (J-33)**

The DOMS J-33 is responsible for operating a 24-hour a day, seven-day a week state-level Joint Operations Center (JOC). The JOC provides Situational Awareness (SA) to senior leaders, plans and resources Community Support and Special Event Operations, coordinates and facilitates the deployment of the 14<sup>th</sup> Civil Support Team-Weapons of Mass Destruction (CST-WMD) unit and monitors threat information and conducts information operations as required. The DOMS J-33 is also responsible for the oversight and mission planning for the Homeland Response Force - Security Element and National Guard Response Force which are currently being validated.

The DOMS J-33 participated in numerous state operations, throughout the year, including Planning, Preparation and Response for Tropical Storm Irene and Winter Storm Alfred coordinating the call-up of a thousand Soldiers and Airmen in response to both historic storms. Soldiers and Airmen of the CTNG provided life sustaining commodities distribution, critical roadway clearance and emergency power generation support to over 90 Connecticut municipalities in each incident. The section also began establishing an Airspace Coordination Cell to deconflict the airspace over the state during an emergency. We have worked with the US Air Force Civil Air Patrol (CAP) to provide real time SA of storm damage through use of their airframe mounted Geospatial Information Interoperability Exploitation - Portable (GIIEP) system.

To better prepare for responding to large scale emergencies, the section also established policy and procedures for requesting assistance from the DoD. The CTNG has two trained Dual Status Commanders and another about to be certified. These senior Guard officers are qualified to assume command of Title 10 forces sent to the state by US Northern Command (NORTHCOM) and US Army North. Our training program includes collaboration with our habitual partners at US NORTHCOM. In addition, the section conducts continuous liaison and coordination with other Federal agencies, such as Federal Emergency Management Agency (FEMA), Federal Bureau of Investigations (FBI), Drug Enforcement Agency (DEA), Department of Homeland Security (DHS) and Immigration and Customs Enforcement (ICE). The DOMS J-33 also conducts many interactions with Department of Emergency Services and Public Protection (DESPP), Department of Public Health (DPH) and Connecticut State Police (CSP) on the state side.

The section also participates in the NGBs Hurricane Council, CT DESPP/Department of Emergency Management and Homeland Security (DEMHS) Coordinating Council, and the Public Safety Interoperability Communications Committee. The section is also a major partner in the Governor’s Emergency Planning and Preparedness Initiative (EPPI). We prepared testimony for the two storm panel that met following Winter

Storm Alfred. These many interactions support our continuing goal to ensure that we are prepared to respond to the needs of the citizens of Connecticut when called upon.

The DOMS J-33 again provided planning, coordination and support to the Connecticut State Veteran's Day Parade in Hartford, Connecticut Day at the Eastern States Exposition and OPSAIL 2012. Our staff coordinated the support of more than 188 Memorial Day activities with multiple marching units, Color Guards, Firing Squads, vehicles, speakers and aviation flyovers. In addition, through our Community Actions Committee we supported our citizens with 177 Community Support actions, allowed the use of National Guard facilities 54 times, and entertained our citizens with the 102nd Army Band on numerous occasions, throughout the state.

### **Joint Activities Branch Counterdrug Task Force**

The CTNGs Counterdrug Task Force provided more than \$1.6 million in federal support to Connecticut's drug interdiction and drug demand-reduction activities. The Counterdrug Task Force is joint and consists of 18 full-time Soldiers and Airmen on Title 32 Full Time National Guard Counterdrug (FTNGCD) orders.

In 1988, Congress created the National Guard Counterdrug Program to allow state National Guard units throughout the country to provide assistance in the war on drugs. This federally funded initiative authorized Connecticut to establish its Counterdrug Program. The mission of the CTNG Counterdrug Task Force is to provide counterdrug support to local, state and federal Law Enforcement Agencies (LEAs) for the purpose of drug interdiction, and to support Community Based Organizations (CBOs), including educational institutions, in the education of adults and youth on the negative effects of drug use.

Our goal is to assist in reducing the distribution, trafficking and manufacture of illegal drugs, to assist in reducing drug related crimes and to increase public awareness of the harmful effects of drug abuse. We accomplish this by working with our partner LEAs and CBOs to ensure the safety, security, and prosperity of Connecticut's citizens and do our part to reduce the size of the illegal drug market in Connecticut, depriving transnational organized crime (TOC) networks of revenue while helping more of our citizens break the cycle of drug abuse and reducing the adverse consequences to our communities.

Our Criminal Analysts support law enforcement officers at the CSP Statewide Narcotics Task Force, DEA, ICE and the FBI. Our support to investigations at these agencies resulted in the seizure of 316 pounds of cocaine, 58 pounds of heroin, 475 pounds of marijuana, 72 weapons and \$3,320,132 worth of currency.

Our Drug Demand Reduction program, Stay on Track (SOT), provided anti-drug and good decision making lessons and skills to 3,850 middle school students in grades six through eight in 15 middle schools located in eleven towns. SOT offers an evidence based, innovative, fun and comprehensive approach to substance abuse prevention. Special emphasis is given to tobacco, club drugs, hallucinogens, alcohol, prescription drugs, marijuana and inhalants. SOT is much more than a substance abuse program, providing lessons on health, decision-making, goal-setting, communication skills, interpersonal relations and media influences.

The CTNG Task Force partnered with the DEA, CSP and local police departments in support of National Prescription Drug Take Back Day. This event provided a venue for citizens of Connecticut to remove 7,406 pounds of potentially dangerous prescription drugs, particularly controlled substances, from their medicine cabinets and safely dispose of them. This is the fourth time we have partnered with DEA and Connecticut LEAs to assist our fellow citizens. The total of amount of unneeded prescription drugs removed to date is 22,934 pounds.

The CTNG Counterdrug Task Force partnered with the CSP to host a Drug Endangered Children conference at Camp Niantic. Representatives from Parole and Probation, the Department of Children and Families, DEMHS, Chief State's Attorney, Department of Energy and Environmental Protection (DEEP) and the DPH

attended. The purpose of the conference was show the attendees the signs and effects on children of a drug environment created by their parents and to give them techniques to help these children.

Our Joint Substance Abuse and Testing Program and our Prevention Treatment and Outreach Program benefit our Soldiers and Airmen. These programs help to identify Soldiers and Airmen with substance abuse problems and seek treatment programs to rehabilitate them to a healthier lifestyle.

In addition, the Counterdrug Task Force coordinated the distribution and accountability of millions of dollars' worth of excess military property to state and local LEAs through the DoD 1033 program.

### **Critical Infrastructure Protection Team**

The CTNG Critical Infrastructure Protection (CIP) Team conducts assessments of critical infrastructure and key resources to help to develop protection strategies. The team conducts all-hazard, vulnerability assessments on DHS Tier II sites in accordance with Presidential Directive 7 and the National Infrastructure Protection Plan (NIPP).

The Defense Authorization Act of 2005 modified Title 32 of the United States Code to allow for an enhanced operational role of National Guard forces in assessing and protecting the nation's critical infrastructure. This change to the United States Code leveraged the Guard's unique strength as a member of DoD while at the same time embedded in local communities.

Connecticut's joint CIP Team is manned with one Air National Guard Officer and one Army National Guard Non-Commissioned Officer. Their roles are: Team Leader (TL) and Physical Security Planner (PSP). They conduct vulnerability assessments nationwide Critical Infrastructure and Key Resources (CI/KR) as assigned by the DHS. They also participate in the design of new National Guard facilities by reviewing force protection requirements.

The CIP Team's accomplishments during the year include: 5 DHS missions (13 separate facilities), 22 vulnerability assessments of CTNG facilities, a vulnerability assessment in support of the CTNG Family Day, and a vulnerability assessment of Fort Trumbull in support of OpSail 2012. Highlights of this year were vulnerability assessments of the New Orleans Superdome in support of the Super Bowl in January 2013 and the San Diego Zoo.

### **Antiterrorism and Force Protection Section**

The CTNGs Antiterrorism and Force Protection (ATFP) Section provided more than \$1.1 million in federal support to Connecticut's ATFP activities. The ATFP Section is joint and consists of two full-time federal technicians and three federally contract support personnel.

The purpose of the CTNGs ATFP program is to protect our Soldiers, Airmen, civilian employees and family members as well as our property, and facilities against terrorism. The program seeks to deter or limit the effects of terrorist acts by providing guidance, timely threat information and training. The ATFP section accomplishes its mission by conducting internal compliance inspections of our units, disseminating Suspicious Activities Reports (SARs) to our Soldiers and Airmen to keep them alert to threat activities and by verifying the physical security of our facilities.

The section conducts quarterly training meetings and Table Top Exercises. They support the Connecticut Terrorism Intelligence Center (CTIC) with manpower and advice and Millstone with security coordination.

The highlight of the year for the section was participating in the FBI's Render Safe exercise. The Render Safe Program is the process by which the FBI renders a terrorist Weapon of Mass Destruction (WMD) safe. In

the event of a real world WMD incident in Connecticut, the CTNG along with local and state LEAs and first responders will play a key role rendering the device safe.

#### **Directorate of Logistics (DOL) J-4**

The J-4 provides logistics management in the areas of supply, equipment management, transportation, maintenance, logistics automation and logistics mobilization support to the State of Connecticut Military Department.

J-4 ensures that all personnel assigned to the CTARNG are properly equipped and fed; that all equipment is maintained and accounted for in accordance with established DA Directives; and that all units are properly resourced to perform their state or federal missions, including Defense Support to Civilian Authority (DSCA) or Homeland Defense (HLD) missions within the state.

During the year, the Directorate provided logistics expertise, equipping guidance, traffic management and logistics sustainment to subordinate units in support of the extensive recovery efforts in the wake of Tropical Storm Irene and Winter Storm Alfred. The J-4 also provided focused logistics support to CTARNG units that deployed in support of Operation Enduring Freedom (OEF) and Operation New Dawn (OND). Directorate personnel managed the extensive deployment logistics requirements for numerous deploying units. The directorate also ensures that all returning equipment is accounted for and enrolled into a RESET maintenance program, to guarantee that all equipment is fully mission capable to support future state, federal and training requirements.

The Directorate conducts an aggressive unit assistance and inspection program. Teams spend time with units throughout the year to teach best practices and promote compliance with established supply and property accountability procedures. The assistance visits are often, but not always, associated with upcoming unit inspections.

The Directorate launched an aggressive excess management plan that has reduced the amount of excess military equipment to well-below the national standard of .5%. This effort is ongoing and has produced tremendous results in the past year.

The J-4 logistics section manages an annual clothing budget of \$200,000, an annual food service budget of \$1,018,000 and an annual General Services Administration (GSA) budget of \$162,700. The Directorate's surface maintenance section operates seven field maintenance shops across the state, one Unit Training Equipment Shop (UTES) located in East Lyme, and the Combined Surface Maintenance Shop (CSMS) located in Windsor Locks. The current repair parts annual operating budget managed by the maintenance section is \$1,789,770.

#### **Directorate of Joint Plans and International Affairs (J-5)**

The J-5 is charged with the mission to develop and coordinate the TAGs strategic policy, plans, initiatives and concepts related to federal and state homeland security, civil support missions, international relations and selected other activities.

The Directorate coordinated with various state departments to review and update the State Debris Removal Plan and the State National Incident Management System (NIMS) Implementation Plan. In addition, the section is updating the Continuity of Operations (COOP) plan.

The J-5 also manages the State Partnership Program (SPP) with our partner country, Uruguay. One event was sponsored this year. The event conducted in Uruguay was an Aviation Subject Matter Expert (SME)

element visit in April to discuss areas of mutual interest with the Uruguayan Military Forces. There are a total of six events planned for next year. All the events conducted continue to further the exchange between our two cultures with the focus on our ability to support our citizens in a time of need, as well as U.S. Southern Command's strategy for the region.

### **Directorate of Joint Training, Exercises and Force Management (J-7)**

The Directorate of Joint Training, Exercises and Force Management (J-7), is the principle staff agency for matters pertaining to development of the Joint Staff through education, training, operational plans and assessments. The J-7 conducts interagency coordination to develop training plans and conduct exercises ensuring the CTNG is able to fully execute its DSCA mission.

The J-7 has scheduled and conducted joint training, to include the Joint Staff Training Course integrating both CTARNG and CTANG senior staff level members in a DSCA training exercise. Joint training also included the Joint Operation Center (JOC) 101 course centered on fully developing emergency management proficiency. Joint training events are conducted utilizing the Joint Training Information System (JTIMS) and Defense Readiness Reporting System (DRRS), in an effort to fully implement all phases of the Joint Training System.

Additionally, the J-7 has a key role in the operation of the New England Disaster Training Center (NEDTC), a premier training facility designed to bring local, state and federal agencies together to train and exercise interagency disaster preparedness. Highlights of this facility include a rubble pile and newly acquired rail tank car. Recent training at NEDTC included the Disaster Medical Assistance Team (DMAT) Mobile Hospital and the CT Urban Search and Rescue (USAR) Team.

CTNGs Joint Staff integrated with the State of Connecticut as they participated in National Level Exercises (NLE) 12, a congressionally mandated preparedness exercise designed to educate and prepare participants for potential catastrophic events. Connecticut's Joint Staff also integrated with Rhode Island as they conducted Exercise Vigilant Guard. Vigilant Guard tested the National Guard as the first military responder in support of the Governor and the state's emergency management agency.

A formal strategic planning process for the Joint Force Headquarters was completed, solidifying CTARNG and CTANG exercise and training participation. The training priority is the development and implementation of directorate-level long range plans, a synchronized, cross-directorate effort to ensure all CTNG resources and processes are mutually supported. The result is a comprehensive strategic plan that will sustain the CTNG as a ready and relevant force. The strategic plan, which is reviewed annually, represents a vision to balance the CTNG requirements with capabilities to fulfill both our state and federal missions.

### **Construction and Facilities Management Office (CFMO)**

The CTARNG is engaged in a facility transformation program, moving CTNG forces from antiquated, single purpose state armories into multipurpose, federally funded, joint-service Armed Forces Reserve Centers (AFRC), Readiness Centers and Field Maintenance Shops (FMS). These modern military facilities are designed to support state and federal armed force requirements for national defense, homeland security and disaster response. Well-maintained and capable facilities enable Soldiers and Airmen to work and train effectively and efficiently, while attracting new recruits and creating a positive relationship within the surrounding community. The CTARNG must do all it can to acquire and maintain its mission-essential facilities that provide for the training, safety and health of the force.

Our vision is to have at least one 25 acre joint installation in each of the eight counties in Connecticut. We will rehabilitate existing facilities that are less than 25 years old and existing facilities over 50 years old will be

replaced with new construction. The CTNG is committed to providing state-of-the-art installations and training sites from which to deploy our forces and take care of their families.

Our long-range objective is to continue to move toward Joint Readiness Centers and Maintenance Facilities. Land acquisition in the northwestern and northeastern corners of the state will prove critical toward this effort. We look to maintain sites with sufficient land areas in close proximity to major highways and training areas. These objectives provide the capability for expansion to accommodate new and changing missions.

The CMFO consists of six departments modeled on life-cycle management of the facilities: Plans and Programs, Resource Management, Environmental Management, Design and Project Management, Construction Supervision and Maintenance Management.

The CFMO receives congressionally approved federal funding for military construction (MILCON) through the Future Years Defense Program (FYDP) and MILCON appropriations. Currently there are three major construction projects programmed on the FYDP. The first is an aviation readiness center, which will consolidate units from Enfield and Windsor Locks: Windsor Locks Readiness Center (WLRC) (FY-11/\$29 million). The second is an equipment maintenance replacement facility for the dilapidated facilities on the grounds of Camp Hartell, Windsor Locks: Combined Service Maintenance Shop (CSMS) (FY-13/ \$32 million). The third project is a ready building to house the 14<sup>th</sup> CST- WMD: Windsor Locks Ready Building (FY-16/ \$11 million). These projects represent a significant insertion of construction funding into the Connecticut economy and positive impact on employment in the construction trades.

The following MILCON projects were completed or are in construction or design for the 2011-2012 period: Regional Training Institute (RTI) at Camp Niantic (\$32 million) construction complete; the WLRC, (Design-Build) in construction, and the CSMS, (Design- Build) will be seeking bid authority in late 2012.

The Base Realignment and Closure Act (BRAC) of 2005 mandated consolidation and construction of two joint facilities for the CTARNG and Army Reserve units located in Connecticut. The Middletown ARFC broke ground in 2010 and was completed in July 2011. For the CTNG, this project closed state property in Putnam, Manchester and Bristol and a federal lease property in Newington. The Army Reserve has closed facilities in New Haven and Middletown. A second AFRC is now in construction in Danbury (FY-11/\$33 million) with a completion date of July 2013. This facility will replace/close state facilities in Norwalk and Naugatuck.

In the Minor Construction Program, the CFMO completed more than 50 Sustainment, Restoration and Modernization projects in federal FY 2011-2012. With matching bond funds from the State of Connecticut, the CFMO completed a number of projects including energy efficiency and boiler replacement as well as roofing, paving and other exterior projects that extend the life of our existing facilities. These improvements advance the quality of life and mobilization capabilities for CTARNG Citizen Soldiers, as well as meeting health and life safety needs that arise due to the age of the facilities.

## **Aviation Operations**

The Army Aviation Support Facility (AASF), located at Bradley International Airport in Windsor Locks, Connecticut provides a full range of rotary-wing and fixed-wing aviation support to the CTNG. The AASF, assigned personnel, and supported units stand ready to perform a wide variety of aviation missions at both the state and federal level. The AASF is located in two hangars with associated support buildings on 37 acres on the northeast corner of Bradley International Airport. The AASF is home to 13 Army Aviation units. Construction of a 100,000 square foot facility to house all Army Aviation units and Soldiers is currently underway at the AASF in Windsor Locks.

The AASF provides training, maintenance, and logistics support to approximately 300 CTNG Aviation Soldiers in their respective military skill sets. These skill sets encompass all facets of Army aviation, to include

aircraft maintenance and repair, fuel handlers, aviators and air crewmembers. Extensive aircraft maintenance, logistics and training operations are conducted on a regular basis at or based out of the AASF.

The AASF assigned aircraft consists of six CH-47F Chinook heavy helicopters capable of lifting 33 passengers and/or cargo totaling 26,000 pounds, five UH-60A/L Black Hawk utility helicopters capable of carrying 11 passengers or 8,000 pounds of cargo, two C-23B turboprop airplanes capable of carrying up to 18 passengers, and one C-12U Huron turboprop airplane capable of carrying up to eight passengers and cargo.

During Training Year (TY) 2012, the AASF supported the execution of more than 2,000 flight hours in support of state and federal missions. Additionally, the AASF provided support in the form of air movement of personnel and equipment in support of the global war on terror (GWOT), air assault training, joint training exercises, air movement support to state and federal agencies such as the Department of Environmental Protection, Department of Homeland Security, United States Coast Guard, United States Air Force, United States Army, United States Military Academy at West Point, the Governor's Office, the Office of the President of the United States, and passenger operations.

Aerial firefighting operations: Both the CH-47F Chinooks and UH-60A Black Hawks provide the State of Connecticut and the nation with a robust firefighting capability. CTNG Aviation has dedicated time and aircraft flight hours to the training of additional aircrews in the ability to support this type of mission. The CTNG has been prepared for aerial firefighting due to RED FLAG warnings in the state, as needed. Both our CH-47F Chinooks and UH-60A/L Black Hawks stand prepared for aerial firefighting capability with 2,000 and 600 gallon water buckets, respectively.

The AASF has asserted a great effort in the preparation of supported units and their aircraft for deployments in support of the GWOT. In October 2012, 59 Soldiers from B 2-104<sup>th</sup> Aviation will be mobilized in support of Operation Enduring Freedom in Afghanistan. After an extensive post mobilization train-up period at Ft. Hood Texas, the unit will deploy and provide air assault and resupply capability.

The AASF and supported units continue an outstanding track record in aviation safety that spans more than 30 years. The CTARNG Aviation Program is one of few in the nation to receive the Distinguished Aviation Safety Award from NGB for over 30 years without a Class A or B (major) aviation accident or mishap.

### **State Safety Office**

The State Safety Office (SO) plans, manages and administers the safety program for the CTARNG in accordance with program and policy guidance established by the DA and NGB. The SO advises TAG, commanders of subordinate units, directors and other key staff on appropriate safety measures and alternative courses of action to achieve critical mission goals with a minimum risk to people and property. The SO also develops and issues safety guidelines for training activities and for other activities, which impact directly or indirectly on military readiness throughout the CTARNG.

The SO consists of a Safety Manager and Safety Specialist, plus part-time Safety Officers. The SOs annual budget is approximately \$100,000. The SO works closely with the Occupational Health Office to mitigate hazards in the workplace and monitor workforce health.

The Safety Manager identifies specific safety problems and formulates appropriate control measures through the use of the Army Composite Risk Management System. The Safety Specialist ensures compliance with the Occupational Safety and Health Administration (OSHA) regulations to include the conduct of surveys and inspections of work sites and storage areas such as ammunition, chemical and radiation storage facilities, warehouses, motor pools and repair and maintenance facilities. He recommends measures to maintain required levels of safety.

In addition, the Safety Manager is trained to assist the FMO in the design review phase of new facilities in order to ensure the proper Life Safety Codes are incorporated. Particular attention is paid to the National Fire Protection Association (NFPA) and National Electric Codes (NEC), which are incorporated by reference into the OSHA Standard.

The Safety Manager also develops and conducts a comprehensive safety education program. He creates and publishes safety training materials to educate our forces in the identification and mitigation of hazards that could reasonably be expected to occur in the conduct of operations. The SO manages an overall program effort to reduce off-duty and on-duty accidents, particularly the prevention of traffic accidents involving Service Members in military and privately owned vehicles, as well as on motorcycles.

The SO is integral in pre-accident planning and post-accident investigation. The SO is prepared to work closely with first responders and incident commanders to control accident sites and mitigate the risks inherent to those sites.

The Safety Specialist conducted extensive training in hazard identification and mitigation. He also provides personal protective equipment to aviation and ground maintenance personnel as well as motorcycle operators.

Safety emphasis for the upcoming year includes the facilitation of motorcycle safety courses to promote safe riding practices, privately-owned vehicle safety, and off-duty personal safety.

## **Inspector General**

The Office of the Inspector General (IG) serves as an extension of the eyes, ears, voice and conscience of TAG, providing a continuing assessment on the state of the economy, efficiency, discipline, training, morale, esprit de corps and combat readiness of the Command. The IG leads and promotes an inspection program that provides a full-service evaluation of operational, administrative and logistical effectiveness per applicable statutes and regulations. The IG provides assistance and attempts to resolve all matters at the lowest level, and properly conducts inquiries into complaints and thoroughly investigates allegations of impropriety while being accurate, impartial, fair and steadfast in the course of all duties.

With an emphasis on inspections and the leadership approach of working with the Chain of Command to solve Soldier/Airmen issues, the CTNG continues to have a low rate of assistance requests and highly regarded inspection programs. The IG aggressively coordinated the Organizational Inspection Program, which integrated command, staff, and IG inspections throughout the command. The IG also leveraged numerous internal and external audits, staff assistance visits, management control mechanisms, and oversight functions to ensure the CTNG is compliance based organization.

During the past year, the IG and JFHQ Inspection Team executed eight successful Subsequent Command Inspections on the following CTARNG units: JFHQ - Headquarters and Headquarters Detachment, Training Site Detachment, Medical Detachment, Recruiting and Retention Battalion, 85th Troop Command, 143<sup>rd</sup> Area Support Group, 1109<sup>th</sup> Theater Aviation Sustainment Maintenance Group, and 169<sup>th</sup> Regional Training Institute. Within the CTANG, the Wing IG led the Commanders' Inspection Program and provided the Commander a status of the readiness, efficiency, state of discipline, and resources within the Wing. The Wing also successfully completed two Operational Readiness Exercises, which evaluated the organization's capability to perform their assigned mission. In summary, the benefit of a robust inspection program is a Command that proactively identifies unit issues and trends, provides an accurate picture of combat readiness, and provides Leaders a management tool to prioritize resources.

## **Recruiting & Retention Battalion (RRB)**

The RRB is responsible for strength maintenance by enlisting quality men and women into the CTARNG.

Additionally, working in tandem with unit commanders, the RRB assists in retaining those Soldiers already in the CTARNG. The retention rate for this FY is 116% currently. The RRB enjoyed a particularly successful 2011, accessing 608 Soldiers and Officers into the CTARNG. In 2012 the RRB has accessed 435 Soldiers and Officers to date en route to 700 this FY. This year, they are projected to surpass their officer accession mission by 26 officers. Over the past three years, the RRB has increased the total End Strength of the CTARNG by more than 300 Soldiers.

The RRB staff is stationed throughout the State of Connecticut in National Guard armories, facilities and storefront recruiting offices. The RRB annual budget is \$1,868,800. The RRB supports all unit deployment send off and welcome home ceremonies, numerous community events to include Memorial Day parades and Veteran's commemorations and countless public service visits to schools and universities throughout the state.

The RRB has completed its transformation to the newest Battalion structure in the CTARNG including the Enlisted Strength Maintenance Company consisting of Recruiting and Retention NCOs as well as a Recruit Sustainment Program (RSP) for newly enlisted Soldiers. This year the RSP has maintained its accreditation certificate from the NGB. The program has significantly improved the ship rate to Basic Training, and has maintained a 92% ship rate this FY. The RRB's RSP has improved its national ranking 10 spots to 12 out of the 54 States and Territories.

### **Connecticut Training Center (CTC)**

The CTC includes three installations: East Haven Rifle Range (EHRR), Stones Ranch Military Reservation (SRMR) and Camp Niantic. The mission of the CTC is to command, operate and manage the resources at the three sites in order to set the conditions for excellence in training. Assigned missions are accomplished and year-round customer service is provided through administrative, engineering, logistical, training and operational support to CTARNG units, as well as other DoD and state agencies.

During the past year the CTC supported all CTARNG units, as well as elements from the US Army Reserve, US Marine Corps Reserve, US Navy, US Coast Guard, FBI, Connecticut State Police, and other federal and state agencies.

The CTC operated as a staging area for hundreds of out of state power and tree crews responding to Tropical Storm Irene clearing/power restoration efforts.

Construction was completed on a new 83,000 square-foot Regional Training Institute (RTI) at Camp Niantic, and approximately 23,000 square feet of 70+ year old wooden structures were demolished.

During the year, more than 110,000 personnel rotated through the CTC, accomplishing training, administrative, medical and logistics functions.

### **United States Property and Fiscal Office (USPFO)**

Pursuant to Title 32, US Code, the USPFO oversees federal funding and equipment supplied to the CTNG. In carrying out this mission, USPFO pays all National Guard personnel in the state, provides and accounts for funds and property, orders equipment and pays for operations and maintenance of buildings and equipment. The USPFO makes returns and reports on federal funds and property as required.

This year the federal government, through the DoD, has provided \$235,366,938 to the CTARNG and CTANG. Additionally the total value of federal property administered by the USPFO for both the CTARNG and CTANG is **\$638,054,654**.

<i>Federal Equipment and Supplies</i>	<b>ARMY</b>	<b>AIR</b>
Total Value	<b>\$561,319,526</b>	<b>\$76,735,128</b>
<i>Federal Expenditures</i>	<b>ARMY</b>	<b>AIR</b>
Construction	<b>\$31,603,400</b>	<b>\$883,928</b>
Pay & Allowances	<b>\$33,203,770</b>	<b>\$24,918,600</b>
Operations & Maintenance	<b><u>\$153,445,200</u></b>	<b><u>\$34,446,100</u></b>
Total	<b>\$218,252,370</b>	<b>\$60,248,628</b>

The Comptroller Division is responsible for paying the bills of the CTARNG, to include travel vouchers, civilian and military payrolls and government purchases. The Division is also responsible for accurate accounting of the funds provided to the state for operation of the CTARNG.

The Purchasing and Contracting Division makes all of the major federal purchases (\$2,500 or more) for the CTNG, solicits and awards contracts of all sizes for a wide range of goods and services, awards and administers large-scale/high profile National Guard projects such as facility construction and improvement and equipment procurement, manages Military Interdepartmental Purchase Requests (MIPR) and the Government Purchase Card Program (GPC), administers the State-Federal Cooperative Agreements, prepares Inter-Service and Intra-Government Service Agreements and Memorandums of Agreement or Memorandums of Understanding and supervises the Nonappropriated Fund (NAF) Contracting Officer.

The Transportation Division manages and directs the commercial traffic management programs for the CTARNG by providing technical traffic management advisory services, establishing operating requirements and formulating commercial traffic management programs and policies for the USPFO. The Transportation Division also works closely with the Defense Movement Coordinator (DMC) on preparation of commercial transportation portions of the Automated Unit Equipment List (AUEL). It uses and interprets DoD Joint Travel Regulations, Technical Manuals, and Department of Transportation (DOT) Regulations, Comptroller General Decisions and Code of Federal Regulations (CFR) 49 (Transportation) and 29 (OSHA/Hazard Management).

The mission of the Data Processing Center (DPC) is to support Production Services, Software Programming, Database Administration, Network Security and Systems Administration within a multi-user environment. DPC ensures the integrity and security of fiscal and property data, and manages data access and reliability controls. DPC has implemented upgrades to its computer infrastructure from an increase of data storage capacity to upgrades from legacy servers to virtual server technology. DPC continues to refine and upgrade its Continuity of Operations Plan (COOP). In addition DPC provides helpdesk support to the members of the CTARNG.

The Supply and Services Division of the USPFO consists of five branches that provide support to more than 3,500 Soldiers of the CTARNG. It manages distribution of supplies and equipment to all units of the CTARNG. The Material Management branch processes \$60 million annually allotted for acquisition of supplies, material and services. The Property Management Section (PM) maintains the accountability of more than \$561 million of major Army end items and equipment. The Ammo Supply Point (ASP) is responsible for the receipt, storage and issue of ammunition to CTARNG units and out-of-state units training at Camp Niantic and Stone Ranch Military Reservation. The Connecticut Supply Depot (CSD) is responsible for shipment and delivery of excess equipment and ammunition to agencies outside Connecticut, and provides transportation support to unit mobilization and demobilization operations. The Budget Analysis Branch manages all supply and services funds. This Branch administers an automated accounting program (IMAP), which serves as the checkbook for all unit supply requisitions, providing oversight of a \$60 million budget. The Central Issuing Facility (CIF) section located with the CSD at Camp Hartell is responsible for the receipt, storage, issue and turn in of Organizational Clothing and Individual Equipment (OCIE) providing CTARNG Soldiers with all required personal equipment, which significantly reduces shelf-stock inventory requirements at unit level.

The Internal Review (IR) Division is an independent appraisal activity serving the USPFO and TAG. It

provides a full array of internal review services to the commanders and staff of the CTARNG and CTANG in accordance with Generally Accepted Government Audit Standards (GAGAS) issued by the Comptroller General of the United States. The IR Division is an integral part of TAGs system of internal controls and serves to assist managers in effectively discharging their stewardship responsibilities. The IR Division conducts functional area internal reviews and audits to determine accountability; compliance with regulations; the extent to which organizations are using their resources economically and efficiently; and whether they achieve desired results in a cost effective manner. The IR Division auditors are vigilant during internal reviews and audits in identifying suspected fraud, waste, mismanagement or improper/illegal acts involving federal resources. The IR Division also serves as the audit focal point for all external audit agencies.

## **CONNECTICUT ARMY NATIONAL GUARD**

The CTARNG consists of four major commands with 47 units stationed in 18 state readiness centers, two Army aviation facilities and five training facilities. The CTARNG is comprised of 2,821 traditional (part-time) Soldiers, 750 full-time federally employed Soldiers and 19 federal civilian employees, totaling 3,590 personnel. The CTARNG comprises 68 percent of the Military Department's personnel strength and provides more than \$218 million of federal funding to the state annually. The CTARNG also possesses more than \$561 million in federal equipment and supplies.

### **143<sup>rd</sup> Support Group (Regional) (RSG)**

The 143<sup>rd</sup> RSG is a brigade-level command tasked with providing properly manned, equipped and organized units to protect life, property and the preservation of peace, order and public safety in military support to civil authorities for disaster response, humanitarian relief, civil disturbance and homeland defense. The 143<sup>rd</sup> RSG, when activated for federal service, provides contingency and expeditionary base operations support, with responsibilities for managing facilities, providing administrative and logistical support of Soldier services, and ensuring the security of personnel and facilities on a base camp. The RSG provides mission command (MC) of assigned units during homeland security (HLS), homeland defense (HLD), and civil support (CS) missions within the United States, to include managing the reception, staging, onward movement, and integration (RSOI) of supporting forces. When not deployed, the 143<sup>rd</sup> RSG provides Command and Control for training, readiness, and mobilization oversight of assigned forces.

The 143<sup>rd</sup> RSG is the Major Subordinate Command (MSC) Headquarters for the 192<sup>nd</sup> Multifunctional Engineer Battalion, 118<sup>th</sup> Multifunctional Medical Battalion, 1<sup>st</sup> Battalion/169<sup>th</sup> Aviation Regiment and the 143<sup>rd</sup> Combat Sustainment Support Battalion (CSSB), totaling 1,468 Soldiers. The 143<sup>rd</sup> RSG and subordinate units are located in 10 armories or facilities throughout Connecticut. The 143<sup>rd</sup> RSG has 87 Active Guard Reserve (AGR) Soldiers to ensure continuous operations for payroll, training support and logistics support and five state Military Department caretakers assigned to maintain its facilities.

The 143<sup>rd</sup> RSG Headquarters is authorized 84 Soldiers. The 143<sup>rd</sup> RSG has executed the deployment of two units in the past year: a Medical Company and an Engineer Fire Fighting Detachment, both currently serving in Afghanistan. The 143<sup>rd</sup> RSG in cooperation with the J-1 and Family Program Office conducted multiple Yellow Ribbon Reintegration Program (YRRP) Events to support the upcoming mobilization of four units (totaling 420 Soldiers). The 143<sup>rd</sup> RSG conducted Mission Command Operations in support of two emergency operations in the past year. During both Tropical Storm Irene and Winter Storm Alfred, the 143<sup>rd</sup> RSG units provided Commodities Distribution at Rentschler Airfield, Engineer Clearance Teams, Aerial Support, Civilian Evacuation Teams and Power Generation to support many affected communities.

The 192<sup>nd</sup> Multifunctional Engineer Battalion commands a Multi-Role Bridge Company, Equipment Support Engineer Company, two Fire Fighter Detachments and a Well Drilling Detachment. Soldiers from the Battalion provided Engineer Assessment Teams and Route Clearance support to many communities during both Tropical Storm Irene and Winter Storm Alfred. The Battalion began the pre-mobilization training and validation for the

248<sup>th</sup> Engineer Company for an OEF mission in Bahrain. The Battalion successfully mobilized the 246<sup>th</sup> Engineer Detachment (Fire Fighting) for current service in Afghanistan and demobilized twelve Soldiers who returned from deployment supporting The Kosovo Force (KFOR). The unit's mission in Kosovo was to provide key senior staff members in Multinational Battle Group East and NATO Headquarters across the Balkans.

The 118<sup>th</sup> Multifunctional Medical Battalion commands its Headquarters Company, a Medical Ambulance Company, and a Medical Area Support Company. The Battalion supported many communities during both Tropical Storm Irene and Winter Storm Alfred, where they provided skilled medics to support the RSG Task Force operations. In February 2012, the Battalion and the 141<sup>st</sup> Medical Company conducted a Mass Casualty training exercise with Hartford Hospital. This training improved the abilities of both these organizations to respond to such an event and enhanced their interoperability. The Battalion successfully mobilized the 142<sup>nd</sup> Medical Company - currently deployed to Afghanistan.

The 1<sup>st</sup> Battalion/169<sup>th</sup> Aviation Regiment commands its Headquarters Company, a Forward Support Company, an Air Assault Company equipped with five UH-60 Black Hawk helicopters, an Aviation Maintenance Company and a Detachment of a Cargo Company that operates five CH-47F Chinook helicopters. The CH-47 fleet contains the newest versions of the aircraft in the entire Army National Guard. The Battalion began the pre-mobilization training and validation for C Company 3-142<sup>nd</sup> Aviation for a mission in support of OND. This mission was recently curtailed. The Battalion has executed pre-mobilization training for 59 Soldiers of B Company 2-104<sup>th</sup> Aviation who will deploy with their CH-47 Chinook Helicopters to Afghanistan. The Battalion provided vital aerial reconnaissance capabilities during both Tropical Storm Irene and Winter Storm Alfred. Their Forward Support Company provided power generation and fuel sustainment for a number of critical installations across the state.

The 143<sup>rd</sup> Combat Sustainment Support Battalion (CSSB) commands its Headquarters Company, the 1048<sup>th</sup> Transportation Company, the 130<sup>th</sup> Public Affairs Detachment and the 102<sup>nd</sup> Army Band. The Battalion led the Commodities Distribution missions during both Tropical Storm Irene and Winter Storm Alfred. From their base at Rentschler Airfield, the CSSB received, processed and distributed tons of key relief supplies during both events. The Battalion has conducted the pre-mobilization training and validation for the 1048<sup>th</sup> Transportation Company for an OEF mission in Afghanistan. The Battalion has commenced its own pre-mobilization training and validation for a deployment next year to Kuwait.

## **85<sup>th</sup> Troop Command (Trp Cmd)**

The 85<sup>th</sup> Trp Cmd is the Brigade-level headquarters for the 1<sup>st</sup> Battalion-102<sup>d</sup> Infantry Regiment (1-102<sup>d</sup> IN Regt) (Mountain); 192<sup>d</sup> Military Police Battalion (MP BN) and the 14<sup>th</sup> Civil Support Team-Weapons of Mass Destruction (CST-WMD). There are 1,310 Soldiers and four Airmen assigned to the 85<sup>th</sup> Trp Cmd.

The federal mission of the 85<sup>th</sup> Trp Cmd is to field a force trained to the Army Standard that can mobilize, achieve Mission Essential Task List (METL) proficiency and successfully deploy and re-deploy. The state mission is to provide units manned, equipped, organized and trained to function in the protection of life, property and the preservation of peace, order and public safety in military support to civil authorities for disaster response, humanitarian relief, civil disturbance and homeland defense.

In CY-11, the 85<sup>th</sup> Trp Cmd continued to prepare and deploy three units in support of OEF, the federal mission: the 143<sup>d</sup> MP Company and the 928<sup>th</sup> and 11<sup>th</sup> Military Working Dog (MWD) Detachments. In late August 2011, the 85<sup>th</sup> Trp Cmd was called up to support the state following Tropical Storm Irene. Members of the Troop Command assisted in evacuations, road/debris clearance, and supporting the state wide food and water distribution center operations. Two months later, the Troop Command was again activated to support the state when an early snowstorm struck in late October 2011. The soldiers participated in the same mission sets as they did with Tropical Storm Irene.

Over the past year, the 1-102d IN Regt has conducted squad and crew level validation in line with the Army Force Generation Model (ARFORGEN) Training Year 1 (TY-1). During annual training the BN conducted multiple live fire training lanes including shoot house and enter and clear a room. Mounted gunnery, TOW gunnery and mortar live fire training was also conducted to validate crews and specialty platoon. This training

will set the stage for the battalion to take part in a Brigade consolidated platoon external evaluation training exercise in FY-13. The Battalion has continued to maintain an emphasis on mountain operations sending nearly 100 soldiers to the Army Mountain Warfare School this year. In addition to training for the Battalion's federal mission, the 1-102d IN Regt supported state operations during Tropical Storm Irene and the October snow storm activating more than 200 Soldiers in state active duty (SAD) status.

The 192<sup>d</sup> MP BN is an Interment/Resettlement Battalion Headquarters that is designed to provide command and control to a Detainee Operations/Civilian Internee Interment Facility or a Displaced Civilian Resettlement Facility in any environment worldwide. The Headquarters Company has been training to conduct Annual Training at Fort Leavenworth. The Soldiers will work inside the United States Disciplinary Barracks at Fort Leavenworth, KS shadowing their active duty counterparts. The 192<sup>d</sup> MP BN is the higher headquarters of the 143<sup>d</sup> MP Company in West Hartford, the 643<sup>d</sup> MP Company in Westbrook and 928<sup>th</sup> MWD Detachment in Newtown.

The 143<sup>d</sup> MP Company is a Combat Support Company designed to provide all Military Police functions for an Area Commander. The unit received their Mobilization Order to support OEF in 2011. The 143<sup>d</sup> has been training throughout 2012 in preparation for mobilization in August 2012.

The 643<sup>d</sup> MP Company is an Interment/Resettlement Company designed to manage compounds within an Enemy Prisoner of War/Civilian Internee Internment Facility, or a Displaced Civilian Resettlement Facility. The Company has been assigned the FEMA Region 1 mission to provide security for the Homeland Response Force (HRF) and also serves as the CTNG Response Force NGRF). The 643<sup>d</sup> will conduct its NGRF and HRF validation exercises in July and August, and will be certified to implement the HRF security mission as required until relieved next year.

The 928<sup>th</sup> Military Working Dog (MWD) Detachment is responsible for the only two MWD units in the Army National Guard inventory, which are the 11<sup>th</sup> MP MWD Explosive (EXPL) and 119<sup>th</sup> MP MWD Narcotic (NARC) dog teams. The handlers/dogs have provided support to the Transportation Security Agency (TSA) and the Coast Guard at ferry terminals conducting explosives or narcotics detection. The handlers/dogs have also trained with and provided support to the State Police and the US Secret Service, most notably to Air Force One. The 928<sup>th</sup> and the 11<sup>th</sup> were recently deployed in support of OEF.

The 14<sup>th</sup> CST-WMD is a joint unit consisting of 22 AGR Soldiers and Airmen. The 14<sup>th</sup> CST-WMDs mission, on order of TAG, is to deploy to an area of operation, and support civil authorities at a domestic chemical, biological, radiological, nuclear or high-yield explosive (CBRNE) incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures and assisting with appropriate requests for additional state support. The 14<sup>th</sup> CST-WMD is an integral part of the Connecticut Military Department's preparedness to CBRNE hazards. The 14<sup>th</sup> CST-WMD led this effort by conducting more than 2400 hours of CBRNE specific preparedness exercises, meetings, seminars and briefings to various local, state, regional and federal entities. Some of these entities include the FBI WMD Coordinator, Environmental Protection Agency (EPA), TSA, United States Coast Guard (USCG), Naval Submarine Base Emergency Coordinator, Connecticut State Police, Connecticut Department Energy and Environmental Protection (CT DEEP), CT Department of Public Health (CTDPH), Department of Energy (DOE), University of Connecticut, Connecticut Fire Academy, and regional Hazmat Teams. The 14<sup>th</sup> CST-WMD provided more than 300 hours of assistance to the TSA and Connecticut State Police while conducting Visual Intermodal Prevention and Response (VIPR) missions on the Connecticut rail lines, bus terminals, airports and ferry ports in addition to supporting the USCG on several ship boarding missions. The 14<sup>th</sup> CST-WMD conducted more than 2800 hours of CBRNE specific training, supported regional CSTs in New England, while providing 24-7 on-call CBRNE SME statewide coverage. In July 2011, the 14<sup>th</sup> CST-WMD participated in a multi agency exercise conducted on the UCONN campus incorporating Municipal and State agencies. In August 2011, the 14<sup>th</sup> CST-WMD successfully passed its 4th Army-North Training Proficiency Evaluation (TPE). This evaluation validated the unit as fully trained and mission capable. In September 2011, the 14<sup>th</sup> CST-WMD

participated in relief efforts in support of Tropical Storm Irene as well as supporting operations during Winter Storm Alfred in October.

We are proud of the service and sacrifice of our Soldiers and Airmen.

### **1109<sup>th</sup> Theater Aviation Sustainment Maintenance - Group (TASM-G)**

With more than 300 full-time military and civilian employees, the 1109<sup>th</sup> TASM-G (formerly known as the 1109<sup>th</sup> AVCRAD) provides limited aviation depot maintenance, back-up aviation intermediate maintenance (AVIM), and back-up aviation unit maintenance (AVUM) for Army National Guard aviation assets in the 14 northeast states and the District of Columbia, to include 72 aviation units stationed at 23 AASFs with more than 300 helicopters. While deployed, the mission of the 1109<sup>th</sup> TASM-G is to operate the Theater Aviation Maintenance Program (TAMP). The TAMP is a centrally coordinated theater aviation logistics program. Specific missions include depot maintenance, back-up AVIM, back-up AVUM, provide tailored maintenance contact teams throughout the theater, perform battle damage assessment and recovery (BDAR) of aircraft and components, evacuation of retrograde Class IX (repair parts) and aircraft and operation of the Theater Class IX (Repair Parts) Supply Support Activity (SSA).

During FY-11, the 1109<sup>th</sup> TASM-G completed the following maintenance actions on various aircraft and components: 125 aircraft repaired on site or on the road, 2,605 components repaired onsite. Working with Aviation & Missile Command's UH-60 Program Manager's office and in partnership with Sikorsky Aircraft, the 1109<sup>th</sup> TASM-G repaired an additional 140 UH-60M aircraft in support of the Army National Guard, Army Reserve and Active Army.

The 1109<sup>th</sup> TASM-G has an award winning environmental program. Over the past 15 years the organization has reduced annual hazardous waste from 600,000 lbs to 160,000 lbs. In FY-11 through the development and implementation of Green products and processes, an additional 120,000 lbs will be eliminated taking the organization from classification as a large quantity generator to a small quantity generator. The organization is implementing an Environmental Management System (eMS) to address the remaining 40,000 lbs and advance ongoing Energy Conservation, and Recycling initiatives. This FY an upgrade facility lighting that will significantly reduce electric consumption was completed. The facility annually partners with local fire and police departments to test emergency response plans. This year's exercises included a hazardous waste spill and an emergency extraction from a confined space.

The 1109<sup>th</sup> TASM-G continues to spearhead an Equal Opportunity (EO)/Diversity Council that meets on a quarterly basis. This council was established to increase organizational awareness of current EO/Diversity issues and collectively work to eliminate barriers, providing an environment free of discrimination and harassment. The council also maintains a focus on valuing the unique attributes that all Soldiers bring to the team, working to contribute to mission readiness. Successful council initiatives include the design and maintenance of an information board titled "Diversity is our Strength!," researching and implementing progressive EO training initiatives, hosting events in celebration of cultural diversity, publishing informative newsletter articles to include posting them on the units' web page and supporting special emphasis programs.

The 1109<sup>th</sup> TASM-G has maintained ISO 9001-2008 certification since May 2007. This certification is required by the Army Material Command (AMC) in order for the unit to participate in the National Maintenance Program (NMP). As an NMP provider, the 1109<sup>th</sup> TASM-G repairs specified components to the highest available standard. These items support the U.S. Army and Army National Guard worldwide. The unit was additionally certified AS 9110 in September 2009. This internationally recognized aerospace quality standard has enabled the organization to partner with original equipment manufacturers, including Connecticut's own Sikorsky Aircraft Corporation. This partnership creates jobs, training opportunities, and expanded support capability to all of the DoD UH-60 Black Hawk Fleet.

## **169<sup>th</sup> Regiment (Regt) (Leader)**

The 169<sup>th</sup> Regiment is a component of the One Army School System (OASS) that provides regionalized training in support of the northeast region at Camp Niantic, Niantic, Connecticut. Additionally, the 169<sup>th</sup> functions as the Subject Matter Expert (SME) for the Basic Military Police 31B Military Occupational Specialty – Transition (MOS-T) course for the entire ARNG. The MP SME mission is a national responsibility through NGB, with coordinating authority to all states and Territories with an MP MOS-T training mission. The SME coordinates directly with the U.S. Army Military Police School (USAMPS) at Fort Leonard Wood, Missouri. Soldiers from the Army National Guard, US Navy, Active Duty Component, and U.S. Army Reserve have participated in multiple professional military education courses within the scope of the 169<sup>th</sup> Regt.

The Regt consists of a Headquarters, 1<sup>st</sup> Battalion Officer Candidate School/Warrant Officer Candidate School (OCS/WOCS), 2<sup>nd</sup> Battalion (Modular Training) and 3<sup>rd</sup> Battalion (Military Police Training). The annual budget for the operation of the Regiment is approximately \$900,000. The Regiment employs a staff of 12 full-time guardsmen and expands to 60 officers and noncommissioned officers during monthly drills. The Regiment provides expertise with planning, resourcing, and executing a wide spectrum of high quality training for all three components of the US Army, under the direction of TAG.

1<sup>st</sup> Battalion, 169<sup>th</sup> Regt (OCS/WOCS) conducts OCS and WOCS for the northeast region. The 1<sup>st</sup> Battalion is the regional command and control element for both OCS and WOCS. The 1<sup>st</sup> Battalion additionally teaches the Platoon Trainer Qualification Course, and Tactical Certification Course. The OCS/WOCS Battalion conducts a two-week annual training for the northeast region at Camp Niantic, training 100-170 students from New York, New Jersey and the six New England states. The CT OCS Program graduated six candidates this year, and the CT WOCS program graduated six students.

2<sup>nd</sup> Battalion, 169<sup>th</sup> Regt (Modular Training) provides Health Care Specialist 68W Military Occupational Specialty – Transition (MOS-T) training (Combat Medic), Emergency Medical Technician Basic (EMT-B), 68W Sustainment, Combat Lifesaver Course (CLC), Army Basic Instructor Course (ABIC), Small Group Instructor Training Course (SGITC), Small Arms Simulations Course, and Quick Reaction Force (QRF) training. In addition to meeting its extensive training mission, the Battalion continues to support mobilizing units with stand up courses for units on an as-needed basis. The 2<sup>nd</sup> Battalion has graduated more than 450 students this year.

3<sup>rd</sup> Battalion, 169<sup>th</sup> Regt (Military Police Training) provides regionalized Basic Military Police 31B Military Occupational Specialty – Transition (MOS-T). The 3<sup>rd</sup> Battalion is the regional command and control element for Basic Military Police course for seven subordinate companies. This year the 3<sup>rd</sup> Battalions received the additional mission of teaching 31B Advanced Leadership Course (ALC). This course will provide mandatory professional military education and leadership to NCO's throughout the country. The 3<sup>rd</sup> Battalion graduated 62 Basic Military Policemen during this year.

## **CONNECTICUT AIR NATIONAL GUARD (CTANG)**

The CTANG consists of a Headquarters element and the 103<sup>rd</sup> Airlift Wing (AW) known as the 'Flying Yankees'. Sub-organizations to the Wing include the 103<sup>d</sup> Air and Space Operations Group (AOG), Maintenance Group, Operations Group, Mission Support Group and Medical Group, all located in East Granby, and the 103<sup>d</sup> Air Control Squadron (ACS), known as 'Yankee Watch' based in Orange.

The CTANG brought in more than \$60 million in federal funding to the state in FY-12, \$24.9 million of which was in federal military and civilian salaries. In addition, the CTANG manages more than \$76.7 million in federal equipment and supplies and occupies and maintains 41 facilities. The CTANG facilities are sited on

170 acres of state and federal land.

Since the release of the BRAC list in May of 2005, the CTANG transformation continues to evolve and thrive with its C-21 bridge mission to the C-27J Spartan aircraft, Consolidated Repair Facility (CRF) and AOG. The CRF, AOG and the first phase of the Aircraft Maintenance Hangar construction have been completed with the \$35 million in federal funding received for the facilities construction and renovation. A comprehensive Base Master Plan for the facilities in East Granby has been developed in concert with NGB Headquarters in Washington D.C., outlining the many capital improvements planned to accommodate the new missions.

CTANG men and women continue to support the ongoing GWOT, participating in Expeditionary Combat Support (ECS) missions globally. Many ECS career fields in the CTANG are still in high demand and the units will continue to be tasked to provide personnel and equipment on a rotational basis as part of our federal mission.

In our state role, we have increased capabilities to support homeland defense and emergency response requirements. One such capability is the Joint Incident Site Communications Capability (JISCC). This system provides incident site communication capability to support local emergency responder and on-site command and control. This system includes radio communication, web, e-mail, voice connectivity and video teleconference using satellite reach-back services. It has been deployed in support of the CST regional state exercises as well as to Washington, D.C. in support of the presidential inauguration. This capability is maintained by the 103<sup>rd</sup> Air and Space Operations Group's Air Communications Squadron, but is also supported by communications experts from the 103<sup>rd</sup> Communications Flight, the 103<sup>rd</sup> ACS, and Soldiers from the CTARNG.

### **103<sup>rd</sup> Airlift Wing (AW)**

From June 2011 to July 2012, the 103<sup>rd</sup> AW deployed more than 100 Airmen both within and outside the continental United States in support of ONE, OEF, OND, Operation Odyssey Dawn (OOD) and Operation Unified Protector. Flying Yankee Airmen saw service in Iraq, Afghanistan, Qatar, United Arab Emirates, Germany, Algeria, Spain, Puerto Rico, Italy and the United States. In addition to supporting their federal wartime tasking overseas, the Wing provided critical support to the state in response to natural disasters. Twice last year (following Tropical Storm Irene and again after Winter Storm Alfred), the Governor called on the CTANG to provide personnel and equipment for vehicle escort, route clearing, generator support, security operations, and commodities distribution. Over 350 airmen from the 103d AW participated in these DSCA missions.

The Wing's C-21 transport aircraft mission provides high-priority passenger airlift, counterdrug and homeland security support and medical evacuation. The Flying Yankees took over maintenance and began flying missions in support of the Joint Operational Support Airlift Center (JOSAC) on October 1, 2007. The C-21 mission was meant bridge the gap from the previous A-10 mission to the C-27J airlift mission that the unit was supposed to acquire in the 2013 timeframe. The Air Force FY-13 budget submission has cast doubt on that plan, as it called for "divesting" the C-27J program entirely. In its place, the Air Force plans to base ten MC-12W aircraft at the 103d AW. The aircraft would arrive in FY-15 and support the ISR mission. Congress has raised some serious questions concerning the Air Force's FY-13 budget proposal and, at this time, it is uncertain whether the C-27J program will be restored or the MC-12W represents the future for the 103<sup>rd</sup> AWs flying mission.

During the year, the unit continued to support JOSAC with VIP Airlift missions, the NGB with Mission Ready Airlift (MRA) missions and, locally, the CTARNG with Wounded Warrior Support missions. The unit flew approximately 2,500 flying hours in the previous fiscal year, ending September 30, 2011. The unit has also filled an increasing demand for Air Defense Support, providing Adversary Air for the Northeast Area Air Defense Sector (NEADS), Massachusetts Air National Guard F-15's, New Jersey Air National Guard F-16's,

and Vermont Air National Guard F-16's.

### **103<sup>rd</sup> Air and Space Operations Group (AOG)**

The mission of the 103<sup>rd</sup> AOG is to provide augmentation forces to the Air Forces Central Combined Air and Space Operations Center (CAOC), whose area of responsibility is within Southwest Asia. The 103<sup>rd</sup> AOG supplies seasoned experts in the areas of command and control, intelligence, surveillance, reconnaissance and communications. These Airmen facilitate planning, execution and assessment of Air and Space Operations.

Over \$7 million in renovations to the 103<sup>rd</sup> AOG's facilities at the Bradley Air National Guard (ANG) Base were completed September 2011. The enhanced state of the art structure accommodates this mission with high-tech equipment required to train our Airmen. The \$3.5 million tailored 'Falconer' equipment suite enables the 103<sup>rd</sup> AOG to achieve and maintain its operational capability.

In March of 2012, the unit reached a milestone providing almost three consecutive years of non-stop coverage at the CAOC, located at Al Udeid Air Base, Qatar in direct support of operations in the Southwest Asia Theater of Operations. The 103<sup>rd</sup> AOG has deployed over 100 Airmen to Southwest Asia and other locations in support of operations over the skies of Iraq, Afghanistan and Libya and around the globe in direct support of major operations and exercises.

In November 2011, the 103<sup>rd</sup> AOG received notification of a mission change requirement reducing our manning by 42 authorizations. In April 2012, the 103<sup>rd</sup> AOG again received notification of additional mission change requirements, with expectation the 103<sup>rd</sup> AOG would be de-established March 2013, eliminating the remaining 151 manning authorizations. The organizational changes announced April 2012 were part of greater DoD restructuring recommendation submitted to congress. As of this date, the recommendations are yet to receive approval. The current status of the 103<sup>rd</sup> AOG is to continue training and augment forces to the Air Forces Central CAOC, in addition to, providing skilled personnel for manning shortfalls across the CTANG domain.

The unit can also use elements of the same equipment and facilities to provide the state with additional command and control capabilities, if required. The unit stands ready to answer the call and enhance our state's ability to respond to civil emergencies and natural disasters.

### **103<sup>rd</sup> Maintenance Group Centralized Repair Facility (CRF)**

Tasked with overhaul and repair of TF34-100A engines, 103<sup>rd</sup> CRF has expanded capability and currently supports four operational ANG and one active duty A-10 fighter aircraft unit. The CRF began supporting the fourth ANG unit in FY-12, fulfilling all BRAC requirements to become operational. The Bradley ANG CRF continues to support deployed guard and active-duty units in the Area of Responsibility (AOR) by providing spare engines directly to the war fighter in the theatre of operation while continuing to fulfill BRAC directed commitments at home.

Support and production capability continue to improve and expand at the CRF. Displaced technician personnel were aggressively cross trained from other career fields due to the departure of the A-10 aircraft. The CRF produced and shipped more than 141 TF-34 engines to date at an average cost of \$1.3 million and a total of \$183.3 million since November 2007. The FY-09 capability was 24 engines annually. FY-10 capability was in excess of 30 engines. FY-11 capacity was 33 engines and the CRF expects to produce 44-46 engines in FY-12. These accomplishments were no small feat considering CRF personnel worked at a diminished capability due to relocating production in a temporary facility for half of FY-10 and most of FY-11 while the new CRF was undergoing a \$9 million expansion. Construction of a second test cell facility was completed October 2011 and will be fully operational shortly with the addition of a TF-34 engine adapter and control room. CRF capability is expected to increase production to 45-50 TF34 engines annually beginning FY-13.

The CRF is well positioned with highly skilled personnel and the new facilities necessary to support and maintain more modern aircraft engines in the future such as the Pratt & Whitney F135 or General Electric F136 engines for the Joint Strike Fighter (F-35) aircraft.

### **103<sup>rd</sup> Air Control Squadron (ACS)**

The 103<sup>rd</sup> ACS is a Low Density/High Demand organization subject to frequent deployment within the Combat Air Forces. The state mission of the 103<sup>rd</sup> ACS is to assist state Command Authority in times of emergency by providing equipment and personnel as needed and directed by the Governor and TAG. The 103<sup>rd</sup> ACS is a Control and Reporting Center (CRC), responsible to the Air Operations Center (AOC) for providing the critical ground Command and Control (C2), Theater Air Defense (TAD) and Air Tasking Order (ATO) execution capability for the Joint Force Air Component Commander (JFACC). It provides tactical level execution as an Air Force (AF) element of the Theater Air Control System (TACS) and supports the Joint/Combined Aerospace Operations Center, the senior element of the TACS, by maintaining positive control of theater airspace and functions as a critical battle management, weapons control, data link, surveillance, and identification node. The CRC is augmented by, and shares collateral responsibility for, this mission with the airborne elements of the TACS; the Airborne Warning and Control System (AWACS) and Joint Surveillance Target Attack Radar System (JSTARS) aircraft. The 103<sup>rd</sup> ACS has deployed in support of OEF, ONE, OND, participated in numerous large scale tactical training exercises, and presently has 80-plus personnel deployed in support of OEF and will return to Connecticut in December 2012. This will be the squadron's fourth partial mobilization and sixth contingency deployment since September 11, 2001. The 103<sup>rd</sup> ACS is located in Orange, Connecticut on 21 acres with five primary buildings totaling 60,965 square feet. Major equipment available for state emergency includes over 50 tactical vehicles, 27 diesel generators, and a robust tactical communications capability able to provide voice and data services.

### **ORGANIZED MILITIA**

The Connecticut Organized Militia consists of four company-sized units, two companies of the Governor's Foot Guard and two companies of the Governor's Horse Guard. Their combined strength is 194 militia members. The Organized Militia may be called upon to augment the state's military force structure during emergencies with administrative and logistical support.