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# MINNESOTA NATIONAL GUARD

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2018 Annual Report | 2019 Objectives

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Pictured right: Maj. Gen. Jon Jensen marches in a parade on Military Appreciation Day at the Minnesota State Fair. (Photo by Tech. Sgt. Paul Santikko)

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# FROM THE ADJUTANT GENERAL

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MAJOR GENERAL JON JENSEN  
31ST ADJUTANT GENERAL  
MINNESOTA NATIONAL GUARD



TO THE CITIZENS OF MINNESOTA:

*I'm proud to submit this annual report for the Minnesota National Guard and Minnesota Department of Military Affairs for the period of Jan. 1, 2018-Dec. 31, 2018. Inside, you'll find a summary of the accomplishments made by our more than 13,000 soldiers and airmen at home and abroad in the last year.*

*The Minnesota National Guard was honored to assist the city of Minneapolis this year in ensuring the safety and security of residents and visitors during Super Bowl LII. Minnesota Guardsmen worked alongside law enforcement officers from across the state conducting security and traffic control. Our Guardsmen also assisted residents in North Carolina and Florida this year in the aftermath of Hurricanes Florence and Michael.*

*The Soldiers and Airmen of the Minnesota National Guard continue to deploy around the world alongside our active duty counterparts. In 2018, more than 1,300 Soldiers and Airmen from the Minnesota National Guard deployed overseas to support ongoing contingency operations.*

*Just as important as our mission to support our state and nation, is our commitment to the communities in which we serve. Our Guardsmen serve at 61 facilities in 58 communities across Minnesota; they live in all the areas in between. As members of the community, we strive to be good stewards and good neighbors.*

*Demand for National Guard forces continues to be high as the U.S. engages in military operations around the globe. Maintaining readiness to support these operations will continue to be our number one focus.*

*As we go into 2019, your support for the Minnesota National Guard remains critical. The demands on our Soldiers and Airmen will continue to increase and our families and employers will bear the burden. Thank you for all you do to allow us to accomplish our mission.*

MY VERY BEST REGARDS,

A handwritten signature in black ink, appearing to read "Jon Jensen".

MAJOR GENERAL JON JENSEN, MINNESOTA NATIONAL GUARD ADJUTANT GENERAL





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## VISION & PRIORITIES

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### VISION

Citizen-Soldiers and Airmen capable of fighting our nation's wars, protecting our country and responding to our state's emergencies, while remaining the most trusted institution in Minnesota.

### PRIORITIES

Our bottom line responsibility is to be ready to fight our nation's wars and win. Everything we do supports and is connected to our primary responsibility. Each service member must be competent in his or her assigned duties. We all are responsible, each Soldier and Airman, to maintain baseline physical, administrative, medical and dental requirements.

**Pictured above:** Minnesota National Guard Soldiers conduct a color guard detail at Lakes Jam, June 22, 2018. (Photo by Staff. Sgt. Anthony Housey)

**Pictured right:** Soldiers from the 2nd Battalion, 135th Infantry conduct training at Camp Ripley, May 5, 2018. (Photo by Sgt. Luther Talks)

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# PEOPLE FIRST

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In the Minnesota National Guard, our people truly are our most important resources. Without our Soldiers, Airmen and civilian employees, our organization would not be able to consistently meet our state and federal missions. Each of our more than 13,000 members are valuable and contribute to the success of the organization.

We take pride in our efforts to promote diversity and inclusion within our force. The percentage of individuals in our organization who identify as ethnic minority continues to be in line with or above the demographic representation of Minnesota.

In 2018, the Minnesota National Guard hosted its fourth annual leadership development event to promote diversity and inclusion throughout the organization. More than 300 members of the Minnesota Army and Air National Guard attended the 2018 Women's Leadership Forum at Boston Scientific in September. The event focused on encouraging all members to join the conversation and promote an inclusive climate.

This year, the Minnesota National Guard worked with Lavender Magazine, a LGBTQ publication in Minnesota, to highlight diverse individuals within our organization and reach out to the LGBTQ population in Minnesota.

The Minnesota National Guard has led the way in recruiting by consistently meeting recruiting goals for the last 18 years. In 2018, 1,550 individuals enlisted into the Minnesota Army National Guard.

In addition to meeting our recruiting goals, we are bringing in young people who represent the best that Minnesota has to offer. This year, 32 of our young Soldiers were named honor graduates in Basic Combat Training and nine held the honor of distinguished honor graduate. In Advanced Individual Training, 58 Minnesota Soldiers earned the title of honor graduate and 26 distinguished honor graduate.

Not only do we consistently man our units each year, but we also ensure the Soldiers and Airmen in our formations maintain their personal readiness. The Minnesota Army National Guard is currently ranked ninth in the nation for medical readiness. As of November 2018, 90.68 percent of the Minnesota Army National Guard is medically deployable.

Our Soldiers and Airmen are dedicated to our three enduring missions: responding to our state during times of disaster or crisis, supporting global operations as a branch of the U.S. military and maintaining positive relationships with the communities in which we serve.

At the request of the city of Minneapolis, the Minnesota National Guard provided more than 400 Guardsmen to support security operations for Super Bowl LII earlier this year. The Guardsmen provided direct support to and worked alongside law enforcement officers from across the state to ensure a safe experience for residents and visitors attending Super Bowl festivities.

Locally, the Minnesota National Guard provided relief to stranded motorists during severe weather in early 2018 by opening armories in Clay, Steele and Rock counties. The armories provided temporary shelter for travelers when roads were unpassable.

In August, the Minnesota National Guard's 34th Expeditionary Combat Aviation Brigade provided support to Beltrami county, Minnesota, for wildfire suppression. A UH-60 Black Hawk and a CH-47 Chinook helicopter conducted water bucket operations, helping to contain the fire.

In 2018, the Minnesota National Guard also supported domestic response operations for Hurricane Florence and Hurricane Michael. One CH-47 Chinook helicopter and a crew of five flew eight missions in North Carolina, transporting personnel and equipment in support of Hurricane Florence response efforts in September. Additionally, the Minnesota National Guard sent more than \$36,428 in medical supplies from our medical warehouse at Camp Ripley to the North Carolina Army National Guard for use in response efforts. In October, the Minnesota National Guard sent one CH-47 Chinook helicopter and a crew of six to Florida to assist with Hurricane Michael response.

Our Soldiers and Airmen supported operations around the world this year. More than 900 Soldiers from nine units and more than 500 Airmen deployed in support of operations in the Middle East alongside our active duty counterparts. An additional 700 Soldiers are scheduled to deploy in the coming year.







## LEADER DEVELOPMENT

The Minnesota National Guard is committed to growing leaders at all levels who are trained and ready for the challenge of fighting and winning our nation's wars. We offer our Service members opportunities for development beginning at the lowest ranks through the entirety of their careers.

The Minnesota National Guard ensures junior level leaders are trained to progress and succeed as required at the next higher level. This includes military education for their next level of responsibility and evaluation and mentorship through the Army and Air Force evaluation systems.

At the junior level, we lay the foundation for leadership. We focus on goal setting and career management to set our young leaders on a path toward achievement. We encourage junior leaders to seek out mentorship and outline career options that broaden their experience. Through our junior enlisted and officer councils, we provide young leaders an outlet to collaborate with their peers and provide feedback on issues that impact the force.

The Minnesota National Guard ensures mid-level leaders are enrolled in the education they need to progress to the next level in the organization. We provide our mid-grade officers and non-commissioned officers with timely and honest feedback and mentoring through our evaluation systems to ensure they are ready for higher leadership positions within our organization.

At the mid-grade level, we encourage opportunities to develop diverse skillsets that leaders can use to enhance our organization. We seek outside professional development training in soft skills such as emotional intelligence, communication and problem solving. We encourage our mid-level leaders to participate in engagements within the community and professional development opportunities in the corporate and private sectors.

The Minnesota National Guard encourages senior leaders to attend advanced military education courses in line with their military duties and position. We expect senior leaders to be engaged in mentoring and developing subordinates. Our senior leaders also engage in mentorship through their involvement in special emphasis councils and making connections that promote relationships with our partners in government and business.

Throughout our organization we encourage and foster diversity and inclusion, with a goal of growing diverse leaders through our ranks into the highest positions of leadership. To do this, we take deliberate actions to reach out to populations in the community that are underrepresented in our formation. As with all our members, our ultimate goal is to ensure they stay in our organization so their diverse skills and experiences have a lasting impact on our force.

**Pictured above:** Senior enlisted leaders from the Minnesota Army and Air National Guard gather at Camp Ripley for the Joint Senior Enlisted Leaders conference, Jan. 29, 2018. (Photo by Cpl. Hugo Wong-Cardona)

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# ORGANIZATIONAL SAFETY & SECURITY

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The Minnesota National Guard is continuously making security upgrades and improvements to its facilities and infrastructure to ensure the safety of the Guardsmen who serve in our organization. We maintain detailed plans and conduct training to ensure we are ready to respond to any potential threats to safety.

On the cyber front, the Minnesota National Guard continues to expand and improve its capabilities to maintain and defend Department of Defense networks, as well as provide subject matter experts who collaborate with government and industry experts to improve information security and protect critical infrastructure at all levels.

The Minnesota National Guard has one of 11 Cyber Protection Teams in the Army National Guard. As we work to incorporate this new infrastructure into our organization, we will benefit from the advanced and highly-specialized skillsets these cyber warriors bring to the state of Minnesota. Already, our Cyber Protection Team is conducting training with other state agencies to determine ways the Minnesota National Guard could assist in the event of a cyber emergency impacting state networks.

In May, the Minnesota National Guard participated in Cyber Shield 2018, a National Guard Bureau exercise that involved specialized training as well as simulated exercises to test the ability of information technology specialists to solve problems and secure networks. In the Cyber Defense NetWars Challenge, a Minnesota team placed first out of 30 teams. The defensive cyber team partnered with Xcel Energy during a simulation to defend their notional network and assisted them in producing a risk management plan for their cyber operations.

The Minnesota National Guard's collaboration with our state partner, Croatia, in technical cyber training is in its seventh year. In 2018, for the first time as part of this ongoing training, participants conducted a cyber exercise to put into practice the cyber defense skills taught in the class.

Information technology specialists from the Minnesota Army and Air National Guard attended the 2018 Croatia Cyber Security Symposium which brought together academic leaders from the University of

Minnesota and University of Zagreb, as well as leaders in industry from General Mills to provide current, relevant instruction for the protection of critical infrastructure.

In 2018, the Minnesota Army National Guard made a switch to the resilience training that has been taught to Soldiers for nearly a decade. In its place the Minnesota Army National Guard is conducting Ready and Resilient training that focuses on a streamlined curriculum meant to make the training more accessible and relatable to Soldiers at the lowest levels.

The new program pushes resilience training down to the squad level, with the squad leader in charge of leading discussions on topics like relationships, risky behavior and overall wellness. Squad leaders are provided a booklet to help guide discussion and encouraged to tailor the training to issues identified in the unit risk inventory.

The new training is part of a larger focus to identify and mitigate mental health issues across the force. The Minnesota Army National Guard has trained suicide intervention officers, resilience trainers and victim advocates in every unit across the state.

The Minnesota National Guard also focused on educating the force on its sexual assault prevention and response program in the last year. We hosted nationally-recognized speaker Johnnetta McSwain, who spoke to our Soldiers and Airmen about overcoming adversity. Our sexual assault response coordinators participated in events in the community, educating stakeholders about military sexual trauma.

In our efforts to decrease the number of sexual assaults and mental health crises within our organization, the adjutant general tasked the force to document and learn from each case in which our Guardsmen are in crisis or at risk. Lessons learned from these cases are shared without identifying data quarterly to our leadership to ensure that we can provide a better outcome for Guardsmen in the future.

**Pictured below:** A Soldier from the 84th Troop Command works alongside a Bloomington police officer while providing security during Super Bowl LII. (Photo by Sgt. Luther Talks)





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# FISCAL & PROPERTY RESPONSIBILITY

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Our path to sustainability is laid out in our readiness center master transformation plan, a 30-year comprehensive plan to provide operations and training facilities that adequately support the readiness, training requirements and mission objectives of the service members and units of the Minnesota Army National Guard. We strive to do this in the most cost-efficient manner possible, while ensuring we maintain a robust presence in communities across the state of Minnesota.

Currently, 41 percent of Minnesota's National Guard armories are rated poor or failing based on our facility condition index. As funding becomes available, the Minnesota National Guard is addressing, by priority, facilities that need to be renovated in order to ensure our Soldiers and Airmen have the appropriate space and facilities to complete our mission.

The Minnesota National Guard prides itself as a leader in promoting energy, water and waste conservation and reduction practices. We build our new facilities and renovate our existing facilities with Leadership in Energy and Environmental Design, or LEED, standards in mind.

In 2018, the Camp Ripley environmental office won the Cultural Resources Management Team award for large installation at the National Guard Bureau, Army and Department of Defense levels. Also in 2018, the Environmental Protection Agency selected the Minnesota Army National Guard as the Federal Green Challenge award winner in the leadership category for fiscal year 2017.

The Minnesota Army National Guard continues to add renewable energy sources to its portfolio, with electric and thermal systems and renewable energy credits accounting for nearly 18 percent of our organization's total energy consumption in the last fiscal year.

The Minnesota National Guard is four years into its energy efficiency challenge. Results for fiscal year 2017 showed an overall reduction in energy use of 4.23 percent. Fifty-one percent of participating facilities are meeting or exceeding the reduction goal of three percent or greater. Between 2014 and 2017 the Minnesota National Guard had

a \$546,626 cumulative cost savings due to this program that focuses on teaching and implementing environmentally-responsible behavior. Through programs like the federal Sentinel Landscape and Army Compatible Use Buffer, the Minnesota National Guard and Camp Ripley are working with the state of Minnesota and local landowners to find solutions and easements that limit encroachment and allow for land and nature conservation, while preserving the training capabilities at Camp Ripley Training Center.

Not only are we environmentally conscious, but the Minnesota National Guard also strives to be fiscally responsible with the funds we receive from the state and federal government. Our internal review division of the U.S. Property and Fiscal Office has a team of certified public accountants who conduct comprehensive, independent audits of our organizational policies, programs, systems and procedures.

These audits ensure we are meeting all required measurements and standards. They help us identify significant trends and critical problems in our organization and provide recommendations to help us continually improve. We share this information, as well as our best practices, with other states' National Guards and our higher headquarters.

The Minnesota National Guard achieves and maintains required resourcing levels through its Resource Management Division, which directs and coordinates budget management, finance and accounting services and payroll processing. The division provides staff coordination, administration and technical guidance for activities relating to operating programs and budget execution. They also provide professional financial management advice and assistance as required.

Effective management and administration of the organization's budget and resources ensures that the Minnesota National Guard is on the right track to produce a highly-trained, battle-ready force to support missions across Minnesota and around the world.

**Pictured below:** Master Sgt. Justin Laney, 133rd Civil Engineer Squadron, assists in building homes for Navajo veterans in Gallup, N.M., July 24, 2018. (Photo by Tech. Sgt. Austen R. Adriaens)







## COMMUNICATE & PARTNER

The Minnesota National Guard values the support of Minnesota communities, specifically through the Beyond the Yellow Ribbon program, which provides resources and assistance to service members, veterans and their families in Minnesota. These networks of dedicated volunteers are invaluable to Minnesota's military families.

We currently recognize 90 Yellow Ribbon communities in Minnesota, as well as 65 Yellow Ribbon Companies. Our Guardsmen work closely with the networks in the communities they serve to build relationships and connect to organizations that provide resources to service members and veterans.

In addition to our members, we are also dedicated to taking care of the families of those who serve in the Minnesota National Guard. In 2018, the Building Healthy Military Communities program conducted a rapid needs assessment in Minnesota to better understand the unique challenges faced by geographically-dispersed service members and their families that may impact their readiness.

The Minnesota National Guard Child and Youth Programs served 3,157 youth and teens in 2018. The program hosts events that build resilience and strengthen bonds in military families.

As an organization with members who serve in communities across the state, we strive to be involved in and contribute to the communities in which we serve. We do this through dedicated outreach to local civic groups, schools, organizations and agencies to highlight the mission of the Minnesota National Guard. We also participate in events that strengthen our ties to diverse communities.

The Minnesota National Guard works closely with other Minnesota state agencies to best serve the people of Minnesota during disasters or emergencies. This includes providing resources at Camp Ripley for multiple state agencies to conduct training, including the Minnesota

Department of Homeland Security and Emergency Management, Minnesota Department of Transportation, Minnesota State Patrol and Minnesota Department of Natural Resources.

The Minnesota National Guard has been partnered with Croatia for more than 20 years as part of the National Guard State Partnership Program. In this capacity, the Minnesota National Guard participates in several training events and engagements that meet both of our nations' defense security goals.

As part of our security cooperation partnership support plan for Croatia, we plan to focus on events in the future with an emphasis on cyber security, disaster preparedness and support to civilian authorities. Our goal is to enhance U.S. European Command's ability to establish and maintain enduring relationships that improve long-term security cooperation and expand partnership capacity.

Our enduring relationship with Norway continues to flourish through the annual Norwegian Reciprocal Troop Exchange. In June of 2018, the Minnesota National Guard and Norwegian Home Guard conducted the 45th exchange, and only the second to take place during the summer months. The exchange combines training and cultural and social events to strengthen ties between the two nations. The Norwegian Reciprocal Troop Exchange began in 1974 to promote goodwill and build military readiness.

The Minnesota National Guard communicates with the public through many different outlets, including social media. In 2018, the Minnesota National Guard updated and relaunched its web presence at <http://MinnesotaNationalGuard.ng.mil>. Updated news, unit information and resource information, as well as this document and past years' annual reports, can be found on our new page. You can also follow us on Facebook, Twitter, Instagram and YouTube.

**Pictured above:** Soldiers and Airmen from the Minnesota National Guard pose for a photo during the 2018 Women's Leadership Forum at Boston Scientific, Sept. 29, 2018. (Photo by Sgt. Luther Talks)





PEOPLE FIRST

## Minnesota Guardsman Inspires New Generation of Leaders

Story and photos by Sgt. Sebastian Nemec

The hiss of a milk steamer, the clanking of plates and silverware and the sounds of music over speakers mixed with conversations create a symphony in a local coffee shop in south Minneapolis.

Customers in the south Minneapolis coffee shop sit with their fingers on keyboards, pencils to sketchbooks or in the company of another. Spc. Najma Yusuf is the former with her computer, notebook and college textbook next to a specialty coffee, studying before heading to campus.

Yusuf is a young, ambitious Soldier in the Minnesota National Guard. She is a chemical, biological, radiological and nuclear specialist with the 434th Chemical Company out of Red Wing, Minnesota, with almost three years of service.

She epitomizes what it looks like to be a young Citizen-Soldier.

Yusuf enlisted when she was 17 years old. After attending initial entry training, she returned home to Minneapolis. Shortly after, she began taking classes at North Hennepin Community College where she is studying sociology and political science.

Yusuf is a part-time student, Soldier and bank teller. She works at Wells Fargo and loves it. She is able to live, serve and work in her own community in south Minneapolis.

In her own words, she describes herself as just a regular girl. By her actions, Yusuf is anything but average.

Almost three years after joining the Minnesota National Guard, Yusuf has stepped up in her unit. She serves as the vice president of her unit's junior leadership council. She has a passion for helping others, specifically amplifying the voices of others who may not be as loud due to position or ability.

"For me to stand up there and show that I am the face of my unit, it makes me feel really proud," Yusuf said. "I always try to find leadership opportunities wherever I can find them."

As a black, Somali and Muslim Soldier, Yusuf has also taken on an educator role.

Beginning in Basic Combat Training, she has used her diverse voice to help bridge gaps in cultural understanding, creating honest dialogue about inclusion and acceptance.



**“Being in the military  
makes me feel  
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what you want to do.**

- Spc. Najma Yusuf, 434rd Chemical Company

“I used to be really afraid of speaking out, if I don’t speak up I won’t help educate them. So that’s one thing. Because if they’re uneducated they’ll continue to do things that they do.”

Minnesota’s population is growing more diverse, and the Minnesota National Guard is starting to reflect that. With social media, people post their stories, photos and videos for potentially millions of people to see. This may scare some people, but it can actually be a great way to give representation and voice to diverse communities.

Yusuf posts about being in the Minnesota National Guard mixed in with posts about her daily life. This has made her a role model to those who couldn’t see themselves serving, because of their race, ethnicity, religion or gender. People message her on platforms like Instagram and ask how they can join.

“The first thing I say is, are you really serious about this?” she said. “It’s a commitment you have to make.”

As one of the first Somali women to serve in the Minnesota National Guard, Yusuf is an example to young girls with similar aspirations.

“It makes me feel like a role model and I really like it,” she said.

“Just because women serving is not culturally accepted, don’t let what people have to say stop you from what you want to do. Along with a lot of support comes a lot of hate.”

Much of the support Yusuf receives comes from her family in the Minnesota National Guard, she said. During Ramadan, a sacred month in Islam that involves fasting from sunrise to sunset, she was nervous about attending drill because it involved more time in the field and at the range at Camp Ripley. She doesn’t wear her headscarf every day, but during the month of Ramadan it was something that was important to her. This would be the first time her unit would see her wearing it.

“At first I was a little scared, but I think that honestly, it’s something that I’m proud of, so I’m not really afraid of it anymore,” she said. “And a lot of my colleagues, they respect it, and they honor everything that I stand for, so that’s something that I really appreciated about them.”





## LEADER DEVELOPMENT

### A Chaplain's Journey of Personal Growth

Story and photos by Tech. Sgt. Amy Lovgren

Leadership can occur at different levels and at different ranks within an organization. Leaders inspire, guide and influence those around them. Chaplain (Capt.) Keith Beckwith, 133rd Chaplain Corps, is committed to leaving his organization better than he found it by developing the next generation of Airmen.

Beckwith started his military career when he enlisted in the U.S. Army as an avionics mechanic right after high school. Between active duty and later as a member of the Minnesota Army National Guard, his career sent him to Germany, Desert Storm, a humanitarian mission to Guatemala and most recently the Kyrgyzstan. During his collective 30 years in the United States Army, the Minnesota Army National Guard and his current assignment in the Minnesota Air National Guard, he has been afforded a plethora of opportunities to be developed as a leader and to assist in developing others.

Beckwith developed his leadership capabilities primarily through mentoring others. He firmly believes effective mentorship is important to a person's growth and as a leader.

"Throughout my career I have had many mentors here on base and outside of my career field," said Beckwith. "The reason for this is so that I may gain an outside perspective on problems and solutions, direct guidance and support and connect with other people, not just in my career field. I really believe this broadens me as a leader."

To be successful, Beckwith seeks out opportunities to grow professionally which engenders a level of passion that he gives back to his peers.

**“Throughout my career, I’ve had mentors here on base, and outside of my career field ... I really believe this broadens me as a leader.”**

- Capt. Keith Beckwith, Chaplain



“I took advantage of the leadership development course, at the 133rd Airlift Wing, that focused on 360 degree feedback,” said Beckwith. “It is a powerful tool because it’s a resource that is given to peers, superiors and subordinates. You are rated on a number of categories, such as professionalism, character, leadership, self-awareness and other categories. This is a beneficial tool to see where you are personally, and where others rate you.”

That passion is noted by others who see his hard work and determination and admire the way he mentors others.

“Chaplain Beckwith really embraces leadership and spiritual development and works hard at it,” said Chaplain (Lt. Col.) Daniel Pulju, 133rd Chaplain Corps. Pulju noted that Beckwith is always looking for ways to develop others.

Beckwith saw each of the opportunities as an important tool for personal and professional development. Being committed to leaving a place better than he finds it has made him the best leader that he can be, first as a non-commissioned officer and now as an officer.

“He is not done yet,” said Pulju. “As long as he continues to be engaged and working hard at it, he will be successful.”





## ORGANIZATIONAL SAFETY & SECURITY

**“My favorite part of the Cyber Protection Team has got to be the camaraderie I have with my peers. It’s a really good learning experience and good people to be around.”**

**- Spc. Dustin Kimmes, Mission Protection Team member**



## Cyber Protection Team Keeps Minnesotans Safe

Story by Sgt. Sydney Mariette, Photos by Sgt. Luther Talks

The Minnesota National Guard is preparing for emerging cyber security threats by establishing a Cyber Protection Team. The team's mission is to provide the Department of Defense with capabilities to defend information networks through vulnerability assessments, penetration tests and discovery and counter infiltration scenarios at both the federal and state level.

The Cyber Protection Team aligns with the Minnesota National Guard's emphasis on strengthening organizational safety and security, providing a workplace that is cyber-aware so as to execute sound practices that mitigate cyber-based threats. The unit is comprised of six separate teams: leadership, support, readiness, mission protection, cyber threat emulation and the discovery and counter infiltration team.

The mission protection team got its first member on the books with Spc. Dustin Kimmes in October 2017. Already trained as an intelligence analyst with the Minnesota National Guard, Kimmes only had to spend four weeks at an Introduction to Cyber course to make him the first fully-qualified team member.

"There are a total of 11 Cyber Protection Teams in the Army National Guard," said Lt. Col. Daniel Cunningham, the 177th Cyber Protection Team, 91st Cyber Brigade team leader. "We all belong to the 91st Cyber Brigade."

Minnesota is one of four Army National Guard states to have a complete Cyber Protection Team with 39 positions, said Cunningham. The other states with complete teams are California, Georgia and Virginia. The remaining seven Cyber Protection Teams in the Army National Guard are split between multiple states. Cyber is a low-density Military Occupational Specialty, along with paralegal, chaplain and logistics positions, which are necessary to mission success but require fewer Soldiers in those roles.

Cyber is a challenging field to recruit for because of the 48-week Advanced Individual Training and additional schools that are required to be fully qualified. The Minnesota Cyber Protection Team is still looking to fill positions to complete their 39-person team.

On-the-job experience helps bridge the gap for eligible applicants, which is one reason Kimmes is a unique and highly-valued member of the team. As a full-time Information Technology Security employee for Fairview Health Services and a Cyber Operations student at the University of Arizona, Kimmes is well-versed in both information technology and cyber security.



"Not all intel analysts that you're going to find have an IT background," said Cunningham. "So having both of those skill sets is really good. It's been impressive having him on the team."

The Cyber Protection Team has also benefited Kimmes by combining his military service and his passion for cyber.

"I've always had an interest in cyber security," said Kimmes. "I joined a startup doing cyber security when I was in college and just fell in love with it. My favorite part of the Cyber Protection Team has got to be the camaraderie I have with my peers. It's a really good learning experience and good people to be around."

Looking toward the future, the Cyber Protection Team plans to fill their remaining positions, get Soldiers fully qualified and prepare for cyber exercises such as the Cyber Yankee Exercise in 2020, a regional cyber exercise that focuses on defensive cyber tactics.



## FISCAL & PROPERTY RESPONSIBILITY



### A Friendly Challenge Saves Thousands in Utility Costs

Story by Sgt. Sydney Mariette, Photos by Sgt. Sebastian Nemec

The Minnesota National Guard's environmental programs office is housed in humble brick and mortar at Camp Ripley Training Center, just to the left as you enter the main entrance. It's a simple office building, with winding cubicle mazes and the distant hum of office noises. However, what the average visitor might not realize is that this office is responsible for significant energy and cost savings for the Minnesota National Guard.

Lori Ruff, the environmental sustainability program manager, is responsible for some of these savings. Four years ago, she helped to enact an initiative that would save the Minnesota National Guard money and energy with the simple actions of education and awareness.

"The Energy Efficiency Challenge is a behavioral program that specifically looks at energy use in our facilities," said Ruff. "We're in our fourth year right now of the Energy Efficiency Challenge and we've saved almost \$600,000 dollars in utility costs so far."

The savings come from educating the end-user - the Soldier, Airman or civilian employee - about energy conservation and how

simple acts like turning off lights when you leave a room can make a lasting impact. From there, the facility manager tracks their building's energy consumption, reports the findings and creates best practices to continue the decline of energy waste.

In 2018, the Minnesota National Guard was awarded the Federal Green Challenge from the Environmental Protection Agency for its initiative with the Energy Efficiency Challenge.

"The Energy Efficiency Challenge was seen as a great success as far as the Soldiers and the end-user in the facilities taking that leadership role on and influencing others and being able to have such a great impact and have so much savings," said Ruff. "That over half a million dollars has been saved is quite a big deal, just from being more aware of the way you are using electricity and energy."

Ruff says that the environmental program's initiatives have seen continued success over the years because of support from leadership.

"The support for sustainability comes from the bottom up," said





**“We’re in our fourth year right now of the Energy Efficiency Challenge and we’ve saved almost \$600,000 dollars in utility costs so far.”**

- Lori Ruff, Environmental Sustainability Program Manager

Ruff. “That we have support from the end-users, the Soldiers out there every day, but also all the way to the top level with the adjutant general and our other leaders is the reason we are able to be so successful with our sustainability program in Minnesota.”

The Minnesota National Guard places fiscal and property responsibility as one of their top priorities because a sustainable and energy efficient organization keeps our members training in resilient facilities.

“Soldiers need a realistic training environment to train in,” said Jay Brezinka, environmental program manager for the Minnesota National Guard. “And if we don’t provide that realistic training, it’s very hard for the end-user to meet their mission.”

Sustainability is something that gives Soldiers the ability to train and support the mission.







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## COMMUNICATE AND PARTNER

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### National Guard Employers Key to Unit Success

Story by Staff Sgt. Danielle Tharaldson, Photos by Tech. Sgt. Lynette Hoke

The 148th Fighter Wing of Duluth, Minnesota, partnered with the 185th Air Refueling Wing of Sioux City, Iowa, and Employer Support of the Guard and Reserve for their 'Boss Lift' event held in appreciation and recognition of employers of the unit's members.

The Boss Lift is intended to foster greater understanding of what National Guard and Reserve members do while at weekend training or deployed away from their civilian jobs.

"We really appreciate all of the employers that support our Guardsmen," said Col. Troy Havener, 148th Fighter Wing vice commander. "Especially in a year where we have served our country with so many of our Guardsmen being deployed and away from their work place."

Eighteen employers representing 15 businesses participated in the event in September 2018.

The employers had the opportunity to learn about the 148th from wing leadership. They were given tours of the operations and maintenance buildings, flightline and fire hall while being able to ask questions to learn more about what their Airmen do while on military duty.

In addition to the employers, 24 spouses of service members boarded a KC135 "Stratotanker" to view in-air refueling of the unit's F-16s to gain better understanding of the wing's mission.

"The 148th has been flying fighters for over the past 70 years," said Col. Christopher Blomquist, 148th Fighter Wing commander. "We

are more engaged today than we have ever been. We're busier than we were during Vietnam, Korea or the World Wars. We have more people deployed to more places, more often than ever. Thank you for your support. We truly couldn't do what we do without you."

The event provided Guard members in the unit an opportunity to invite representatives they feel have supported them throughout their military career for a chance to understand what they do.

Tom Peterson, a terminal supervisor at Enbridge of Superior, Wisconsin, was nominated by 148th member Matt Hayes. Peterson recalled not being sure how employing a veteran would affect his workgroup, because some people don't understand how the military operates – they just see that an employee is gone.

Peterson believes he can go back to Enbridge and share this experience to give more perspective. He said the highlights of the experience included networking and meeting all the different employers, observing the professionalism and respect at all levels and seeing all who support our troops in the area. It gave him an even greater respect for is employees after seeing the responsibilities taken on at the base than even before.

"I have a whole new appreciation of being an employer of a National Guard member because I now see the dedication and expertise they have and what they can help us with," said Peterson. "I would absolutely hire more veterans. I see it as they're trained professionals who understand how leadership and procedures work."





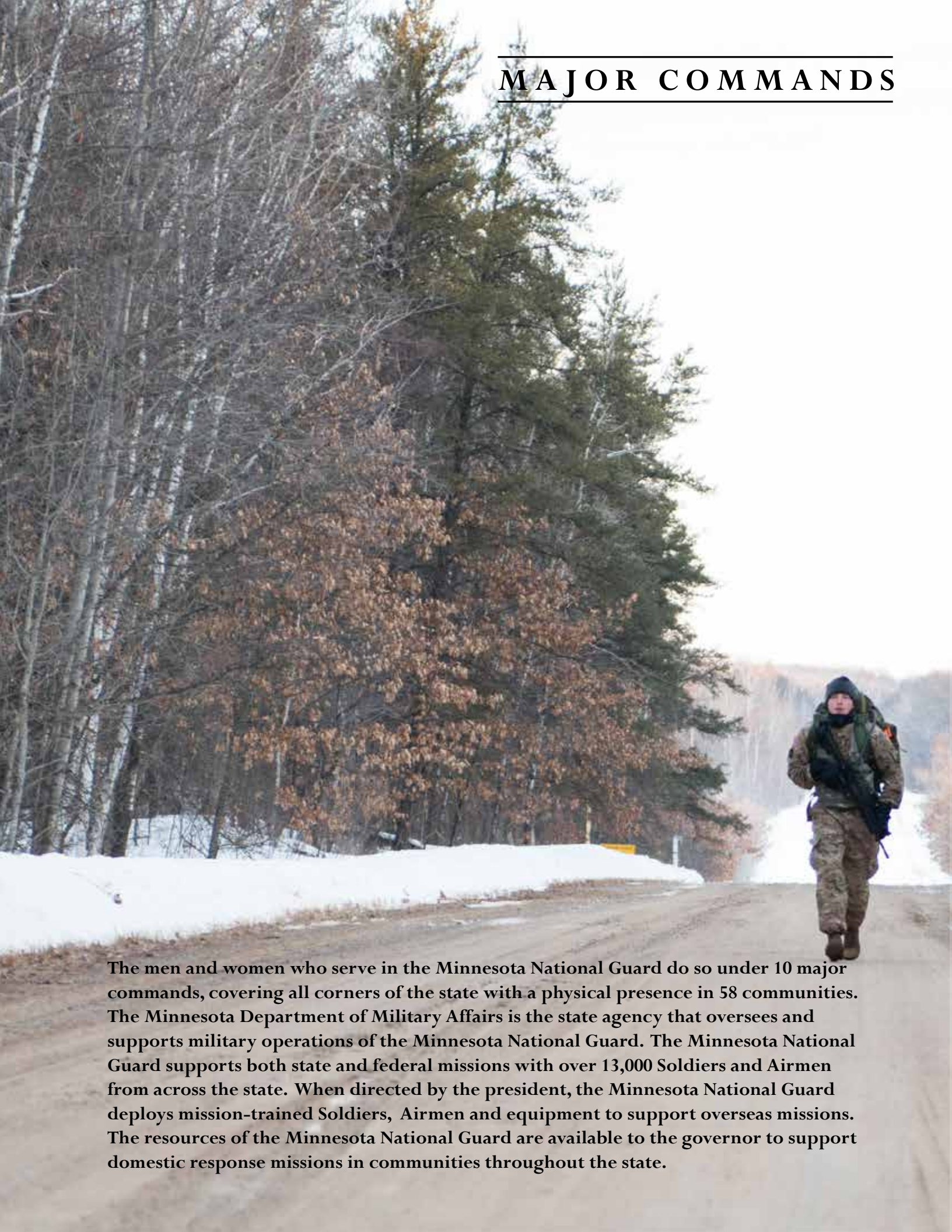
**“I have a whole new appreciation of being an employer of a National Guard member because I now see the dedication and expertise they have and what they can help us with. I would absolutely hire more veterans.”**

**- Tom Peterson, Enbridge supervisor**





# MAJOR COMMANDS

A full-page background image showing a soldier in camouflage gear running on a dirt road. The road is flanked by snow-covered ground and a dense forest of trees with some autumn-colored leaves. The sky is overcast.

The men and women who serve in the Minnesota National Guard do so under 10 major commands, covering all corners of the state with a physical presence in 58 communities. The Minnesota Department of Military Affairs is the state agency that oversees and supports military operations of the Minnesota National Guard. The Minnesota National Guard supports both state and federal missions with over 13,000 Soldiers and Airmen from across the state. When directed by the president, the Minnesota National Guard deploys mission-trained Soldiers, Airmen and equipment to support overseas missions. The resources of the Minnesota National Guard are available to the governor to support domestic response missions in communities throughout the state.



**JFHQ**



St. Paul

Joint Force Headquarters  
[MinnesotaNationalGuard.ng.mil/jfhq](https://MinnesotaNationalGuard.ng.mil/jfhq)

**34ID**



Rosemount

34th Red Bull Infantry Division  
[MinnesotaNationalGuard.ng.mil/34id](https://MinnesotaNationalGuard.ng.mil/34id)

**34ECAB**



St. Paul

34th Expeditionary  
Combat Aviation Brigade  
[MinnesotaNationalGuard.ng.mil/34cab](https://MinnesotaNationalGuard.ng.mil/34cab)

**1ABCT**



Bloomington

1st Armored Brigade Combat Team  
[MinnesotaNationalGuard.ng.mil/1abct](https://MinnesotaNationalGuard.ng.mil/1abct)

**347RSG**



Brooklyn Park

347th Regional Support Group  
[MinnesotaNationalGuard.ng.mil/347rsg](https://MinnesotaNationalGuard.ng.mil/347rsg)

**84TC**



Cambridge

84th Troop Command  
[MinnesotaNationalGuard.ng.mil/84trc](https://MinnesotaNationalGuard.ng.mil/84trc)

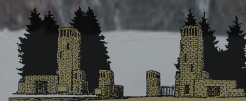
**175RTI**



Camp Ripley

175th Regional Training Institute  
[MinnesotaNationalGuard.ng.mil/175rti](https://MinnesotaNationalGuard.ng.mil/175rti)

**CRTC**



Camp Ripley

Camp Ripley Training Center  
[MinnesotaNationalGuard.ng.mil/crtc](https://MinnesotaNationalGuard.ng.mil/crtc)

**133AW**



St. Paul

133rd Airlift Wing  
[133aw.af.mil](https://133aw.af.mil)

**148FW**



Duluth

148th Fighter Wing  
[148fw.af.mil](https://148fw.af.mil)





## JFHQ MISSION

Located in St. Paul, the Minnesota National Guard's Joint Force Headquarters is a joint Army and Air National Guard unit tasked to oversee operations for all state National Guard forces. Joint Force Headquarters coordinates military support at the request of the governor in the event of a disaster or state emergency. The Joint Force Headquarters can also provide a dual-status commander, specially qualified to command state and federal forces operating in Minnesota or the region.

## 2018 ACCOMPLISHMENTS

In 2018, the Minnesota National Guard's Joint Force Headquarters provided command and control over National Guard forces supporting local law enforcement during Super Bowl LII held in February at U.S. Bank Stadium in Minneapolis. The Minnesota National Guard's involvement in the Super Bowl was part of a coordinated plan between local, state and federal agencies to ensure the safety of residents and visitors during one of the world's most highly-spectated events.

Minnesota Guardsmen provided security support, working alongside law enforcement officers from throughout the state. The Minnesota National Guard joined 40 federal agencies and 60 police departments in a massive collaboration, supporting the Minneapolis Police Department as the lead agency for security.

Also in 2018, the Joint Force Headquarters was reorganized to better align with operational requirements. By creating a section of individuals dedicated to domestic operations response, the organization is better equipped to not only respond to emergencies, but also to dedicate time and resources to building relationships and conducting training with interagency partners.

The domestic operations section will be solely focused on ensuring the organization is prepared to provide support to civil authorities when needed.

The Joint Force Headquarters also restored the Organizational Inspection Program, which ensures all major subordinate commands are in compliance with U.S. Army regulations. The OIP integrates command inspections, staff inspections, inspector





COMMANDER  
Maj. Gen. Jon Jensen

ENLISTED LEADER  
Command Sgt. Maj.  
Douglas Wortham

UNIT STRENGTH  
620 Soldiers & Airmen



## JOINT FORCE HEADQUARTERS

general inspections, external inspections and audits from the Joint Force Headquarters through the battalion level. The inspections serve to identify trends and provide recommendations to help the Minnesota National Guard achieve the goals outlined in its campaign plan.

**Pictured left:** Maj. Gen. Jon Jensen, the Adjutant General of the Minnesota National Guard, speaks to leaders at the Joint Senior Enlisted Leader conference at Camp Ripley in January 2018. (Photo by Cpl. Hugo Wong-Cardona)

### 2019 OBJECTIVES

With the deployment of the 34th Infantry Division in 2018, the Joint Force Headquarters assumed the temporary responsibility as the higher command to the units assigned to the division. In this role the Joint Force Headquarters will provide higher command support to subordinate units of the 34th Infantry Division. In 2019, the Joint Force Headquarters will continue in this role, providing exercise control and higher command for the 1st Armored Brigade Combat Team, 34th Infantry Division during their brigade warfighter exercise at Camp Ripley and eXportable Combat Training Capability (XCTC) exercise at Fort Hood, Texas.



## 34th ID MISSION

The Rosemount-based 34th Red Bull Infantry Division provides training and readiness oversight for ten National Guard brigades with a total of more than 23,000 Soldiers across Minnesota and eight other states. In Minnesota, the 34ID includes the 1st Armored Brigade Combat Team, 34th Expeditionary Combat Aviation Brigade, 84th Troop Command and the 347th Regional Support Group.

## 2018 ACCOMPLISHMENTS

The Red Bulls spent 2018 preparing for a deployment to Kuwait where the division headquarters is providing command and control of Task Force Spartan, which protects U.S. national interests through presence and partnership in the U.S. Central Command area of operation.

In addition to ensuring individual readiness, the division conducted several command post exercises at Camp Ripley in early 2018 to prepare its staff for a division warfighter exercise.

In April, the 34th Red Bull Infantry Division Band underwent an organizational readiness evaluation, earning a success rating in mission performance and mission support.

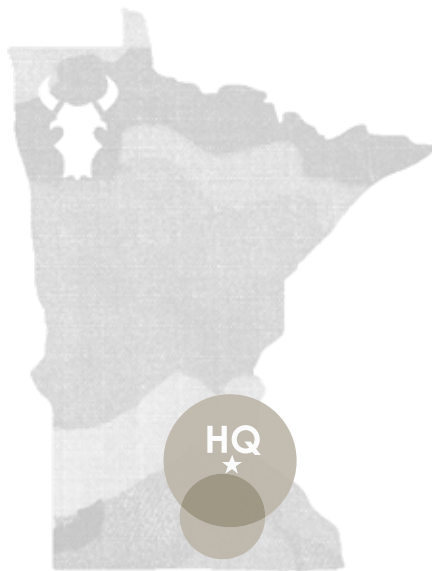
In June, the division participated in a warfighter exercise at Camp Atterbury, Indiana, that validated the systems they use and tested their abilities to maneuver assets in battle. The exercise required the transport of large numbers of troops and equipment, using 89 railcars, 280 tractor-trailers and nearly 50 buses.

Throughout the rest of the summer the Red Bulls continued their focus on individual and collective training to ensure the unit was operationally functional and Soldiers were mission-ready. The division completed Regionally Aligned Forces training at Camp Ripley, which is designed to train and assess Soldiers prior to deployment to the Middle East on basic soldiering skills and provide familiarization of cultural and religious norms. Completing this training at Camp Ripley helped to minimize the time the Soldiers had to spend away from their families for mobilization training.

In all, Soldiers from the 34th Infantry Division served between 45-50 training days in 2018 prior to mobilization in order to ensure the division was fully trained and ready for deployment.

On Sept. 20, families, friends and the local community honored the Soldiers of the 34th Red Bull Infantry Division during a deployment ceremony at the historic Roy Wilkins Auditorium in St. Paul. Volunteers from Serving our Troops prepared and served a steak dinner for the Soldiers and their families.





COMMANDER  
**Maj. Gen. Benjamin Corell**

ENLISTED LEADER  
**Command Sgt. Maj.  
Joseph Hjelmstad**

UNIT STRENGTH  
**912 Soldiers**



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## 34th RED BULL INFANTRY DIVISION

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The more than 600 Soldiers then departed for Fort Hood, Texas, where they spent time conducting additional training before deploying to Camp Arifjan, Kuwait. The division assumed responsibility for mission command and control of Task Force Spartan from the Pennsylvania National Guard's 28th Infantry Division during a transfer of authority ceremony, Nov. 12. They are currently responsible for command and control of nearly 10,000 Soldiers from subordinate brigades conducting theater security operations in the Middle East.

In October, the Minnesota National Guard broke ground on a new headquarters building for the 34th Infantry Division, which will be located on existing property at the Arden Hills Army Training Site. The \$40 million, 135,000 sq. ft. building is expected to be completed in about two years and will house Soldiers from several units making up the division headquarters.

### 2019 OBJECTIVES

In 2019, the division headquarters will continue its mission as part of Operation Spartan Shield, returning home in the early fall.

**Pictured left:** Surrounded by concertina wire and a secure entrance control point, Soldiers of the 34th Red Bull ID prepare to conduct a warfighter exercise at Indiana's Camp Atterbury, June 1, 2018. (Photo by Sgt. William Boecker)



## 34th ECAB MISSION

The St. Paul-based 34th Expeditionary Combat Aviation Brigade is an Army National Guard unit that supports the 34th Infantry Division and the state of Minnesota by providing aviation capabilities – both UH-60 Black Hawk and CH-47 Chinook helicopters – for federal and state missions.

## 2018 ACCOMPLISHMENTS

The 34th ECAB started 2018 with a new name, the Red Devils, along with a new logo. The name “Red Devils” has historical meaning to the unit dating back to WWII. The Germans gave the 34th ID a nickname that translates to either “Red Bulls,” as adopted by the 34th ID, or “Red Devils,” to which the 34th ECAB chose to pay homage.

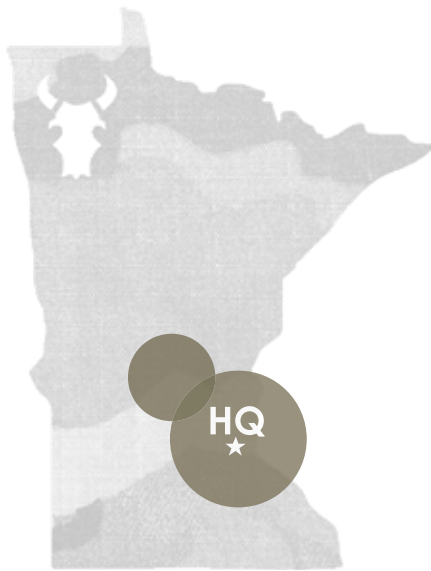
In March, the 834th Aviation Support Battalion went to the Sustainment Training Center at Camp Dodge, Iowa. There Soldiers conducted collective training on the latest generation of equipment, current doctrine and logistics enabler systems that support the aviation brigade.

Starting in April, Company B, 834th ASB provided aviation maintenance support to 1-189th General Support Aviation Battalion at the Joint Readiness Training Center in Fort Polk, Louisiana. The 26 Soldiers maintained CH-47 Chinook and UH-60 Black Hawk helicopters, ensuring a safe and productive JRTC rotation.

In May, the 2-147th Assault Helicopter Battalion collaborated with multiple states’ aviation units at the National Training Center in Fort Irwin, California. As part of Task Force Ragnar, 384 Soldiers and Airmen supported the Tennessee National Guard’s 278th Armored Cavalry Regiment with aviation capabilities.

In June, the 34th ECAB Headquarters participated in the 34th Infantry Division’s warfighter exercise, validating command post operations through a virtual battlefield. Soldiers were challenged to take decisive action when conducting mission command in a high intensity and complex operating environment. The 34th ECAB Headquarters synchronously integrated aviation operations into the ground unit’s scheme of maneuver.





COMMANDER  
Col. Gregory Fix

ENLISTED LEADER  
Command Sgt. Maj.  
Mitchell Hellkamp

UNIT STRENGTH  
1,204 Soldiers



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## 34<sup>th</sup> EXPEDITIONARY COMBAT AVIATION BRIGADE

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Also in June, 52 Soldiers from Company C, 2-211th General Support Aviation Battalion deployed to Kuwait in support of Operation Spartan Shield and Operation Inherent Resolve to provide medical evacuation support as part of a battalion aviation task force. The Soldiers are expected to return in May 2019.

**Pictured left:** A Soldier guards a simulated downed aircraft site during a National Training Center rotation at Fort Irwin, California, May 16, 2018. (Photo by Capt. Katherine Zins)

In September, Soldiers from Company B, 2-211th General Support Aviation Battalion supported hurricane response efforts for Hurricane Michael in Florida and Hurricane Florence in South Carolina. The Soldiers used their CH-47 Chinook helicopters to transport personnel and equipment in support of relief efforts.

### 2019 OBJECTIVES

In 2019, the ECAB has several key training events to accomplish as they prepare for a deployment in the fall of 2019. The Soldiers will deploy in support of Operation Spartan Shield and Operation Inherent Resolve to provide aviation capabilities to the region. The brigade previously deployed to the region from 2014-2015.



## 1st ABCT MISSION

The Bloomington-based 1st Armored Brigade Combat Team of the 34th Infantry Division consists of eight major subordinate commands. More than 5,200 Soldiers make up the brigade's combined arms, armor, cavalry, infantry, artillery, engineer and brigade support battalions, constituting more than half of the Minnesota Army National Guard's total force structure.

## 2018 ACCOMPLISHMENTS

In June, the brigade headquarters supported the 34th Infantry Division's warfighter exercise at Camp Atterbury, Indiana, as a subordinate unit, and in the process conducted a command post exercise to maintain the proficiency of the brigade staff. The brigade will build upon this knowledge as they prepare for a brigade warfighter exercise in 2019, an eXportable Combat Training Capability (XCTC) exercise in 2019 and a National Training Center rotation in 2020.

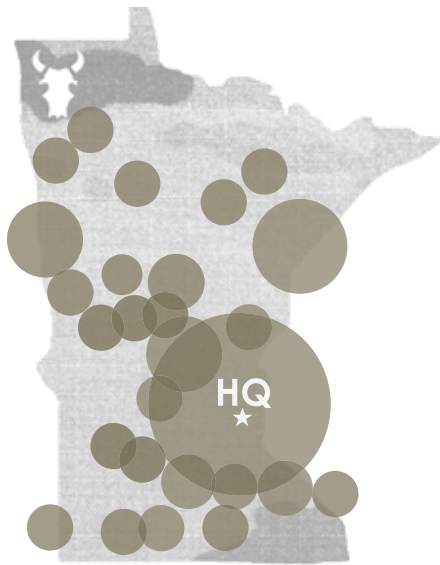
The Ohio-based 1st Battalion, 145th Armor Regiment, along with an engineer company from the 334th Brigade Engineer Battalion, supported the 116th Armored Brigade Combat Team from the Idaho National Guard during an XCTC exercise in June at the Orchard

Combat Training Center in Boise, Idaho. The 1-145 AR acted as the opposing force to simulate a near-peer adversary during the unit's training. The engineer company from the 334th BEB emplaced 14 total obstacles, using 12,000 meters of concertina wire, barbed wire and inert minefields adding to the training value for the Soldiers involved in the exercise. A company from the 134th Brigade Support Battalion provided sustainment support for the Minnesota and Ohio units during the rotation.

Soldiers from the 1st Squadron, 94th Cavalry supported the North Carolina National Guard's 30th Armored Brigade Combat Team's XCTC exercise in August at Fort Bliss, Texas, acting as the opposing force for the brigade. An engineer company from the 334th BEB conducted obstacle emplacement and engineer support for the rotation.

Soldiers from the 2nd Battalion, 135th Infantry participated in the 2nd Infantry Brigade Combat Team, 34th Infantry Division's warfighter exercise in April at Camp Dodge and prepares for the XCTC exercise in 2019. The 2-135th maintains an aligned for training relationship with the Iowa-based 2nd Infantry Brigade Combat Team, 34th Infantry Division.





COMMANDER  
Col. Timothy Kemp

ENLISTED LEADER  
Command Sgt. Maj.  
Marcus Erickson

UNIT STRENGTH  
5,284 Soldiers



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## 1<sup>st</sup> ARMORED BRIGADE COMBAT TEAM

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### 2019 OBJECTIVES

In 2019, the 1/34 ABCT will complete a brigade warfighter exercise at Camp Ripley in May in preparation for an XCTC exercise at Fort Hood, Texas, in August. The exercise will include Soldiers from the entire brigade, including the 1-145th Armor Regiment from Ohio, as well as enablers from four other states.

The rail load operation to move the equipment from Minnesota to Texas will be the brigade's largest rail movement in recent history.

**Pictured left:** Soldiers from 2nd Battalion, 135th Infantry conduct air assault operations at Camp Ripley, May 5, 2018. (Photo by Sgt. Luther Talks)



## 347th RSG MISSION

The mission of the 347th Regional Support Group is to deploy to provide life support and command and control of base operations. The unit's responsibilities include leading the reception, staging, onward movement and integration of supporting forces, managing facilities, and providing administrative, medical and logistical support for troop services on a base camp. The brigade's ten companies provide support for units during homeland security, homeland defense and other civil support missions.

## 2018 ACCOMPLISHMENTS

The 347th RSG had a busy year in 2018 with several units deploying. In January, 11 Soldiers from the 147th Human Resources Company deployed to the Middle East. A five-soldier personnel services team provided administrative support to the Special Operations Joint Task Force headquartered in Kuwait. Six Soldiers served in Afghanistan as part of a casualty liaison team. Both units returned to Minnesota in November 2018.

The personnel services team ensured human resource needs, to include mail, awards and finance operations for more than 5,000 members of the special operations units across five geographical locations. The casualty liaison team tracked and assisted with patients from four branches of the U.S. military, contractors, coalition forces and host-nation civilians through hospitals in Bagram and Kandahar, Afghanistan.

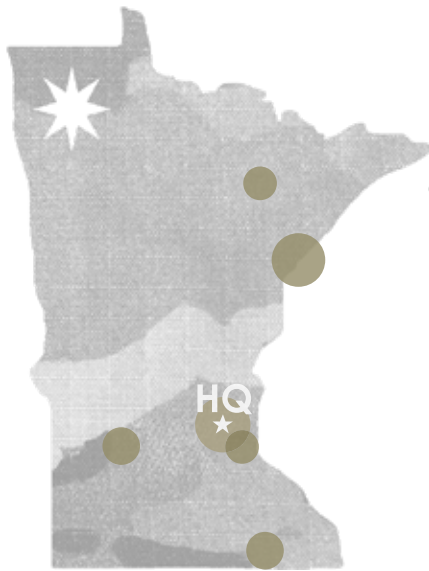
In March, the 347th Headquarters and Headquarters Company sent 39 personnel to Kuwait to assist in base operations support at Camp Arifjan and Camp Buehring. The Soldiers were chosen for their unique skillsets to support Area Support Group Kuwait with the onward movement of troops throughout the U.S. Central Command area of operations and in its partnership with the host nation of Kuwait. The Soldiers returned to Minnesota in December.

In June, 25 Soldiers from the 147th Financial Management Support Detachment deployed to Kuwait to provide financial management support for those deployed overseas including check cashing, military pay support and contractor payment support while ensuring accountability of U.S. funds. The Soldiers are expected to return in the spring of 2019.

In September, a team of six Soldiers from the 147th Human Resources Company mobilized to Afghanistan to follow the unit's first casualty liaison team. The 147th HRC will rotate two additional teams through this mission in the next two years.

The 347th RSG's 204th Medical Company Area Support, 224th Transportation Company and 147th Human Resources Company have been identified as Focused Readiness Units. Soldiers from these units completed expeditionary deployment readiness exercises in 2018 to ensure their ability to rapidly deploy to support contingency operations around the world.





COMMANDER  
Col. Stephen Schemenauer

ENLISTED LEADER  
Command Sgt. Maj.  
Juan Esquivel

UNIT STRENGTH  
941 Soldiers



## 347th REGIONAL SUPPORT GROUP

The 347th welcomed a new unit to its command this year. The 434th Support Maintenance Company is based at Camp Ripley and will provide maintenance support to units of the Minnesota National Guard.

The 114th Transportation Company added a heavy equipment transport platoon this year, a unique capability to Minnesota that will provide for the transport of larger military vehicles to include the Abrams tanks and Bradley fighting vehicles.

### 2019 OBJECTIVES

In 2019, the RSG will welcome home those who are currently deployed and send off three additional groups of Soldiers. The 247th Financial Management Support Detachment will deploy in January to Kuwait. The 147th Human Resources Company will send a third casualty liaison team to Afghanistan in May. The 1904th Acquisition Team will deploy to Afghanistan in July to provide contracting support.

**Pictured left:** Soldiers from Headquarters and Headquarters Company, 347th Regional Support Group pose for a photo at the start of their deployment to Camp Arifjan, Kuwait. (Courtesy photo)



## 84th TC MISSION

The 84th Troop Command, headquartered in Cambridge, maintains control of field artillery, military police, engineer and civil support forces, providing a force capable of performing a wide variety of missions. A specialized command with a unique mission, the 84th Troop Command maintains traditional training standards to remain ready to support federal missions in addition to being challenged with the responsibility of conducting domestic operations throughout the state.

## 2018 ACCOMPLISHMENTS

The 84th Troop Command was tasked to assist local law enforcement with security efforts during Super Bowl LII in early 2018. At the request of the city of Minneapolis and the approval of Minnesota Governor Mark Dayton, approximately 400 Soldiers from the 1st Battalion, 151st Field Artillery and 34th Military Police Company joined law enforcement officers from 60 police departments from across the state in missions ranging from static security, vehicle security escorts, logistics support and traffic control.

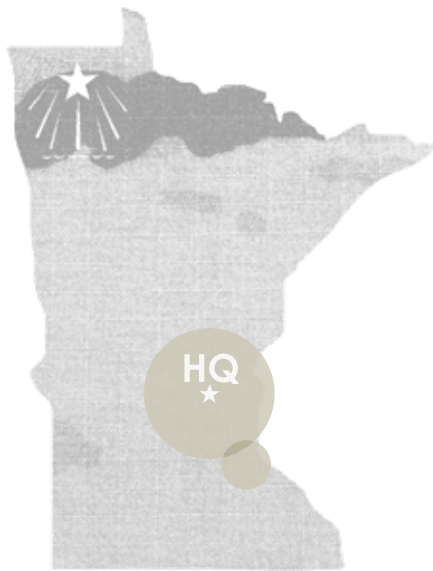
In 2018, the Camp Ripley-based 851st Vertical Engineer Company deployed to conduct engineer support missions in Kuwait and in

support of units stationed throughout the U.S. Central Command area of operations. The unit is expected to return to Minnesota in the spring of 2019. The 851st Family Readiness Group was recognized in 2018 as the FRG of the year.

The 55th Civil Support Team was externally evaluated by U.S. Army North in 2018 to maintain its proficiency and validate its ability to execute real world missions. The unit was assessed and validated to continue its mission of supporting interagency partners in response to chemical, biological, radiological and nuclear incidents. In a separate administrative inspection, the 55th CST was found over 99 percent compliant on over 1,000 individually-inspected items.

More than 200 Soldiers and Airmen from the Minnesota National Guard Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package (CERFP) were evaluated in April 2018 by the Joint Interagency Training and Education Center at Volk Field, Wisconsin. The unit was assessed on its ability to conduct command and control, communications, search and extraction, decontamination and medical triage in the event of a large-scale CBRN incident. The CERFP is evaluated every three years and was again validated as fully trained.





**COMMANDER**  
**Col. Brian Pfarr**

**ENLISTED LEADER**  
**Command Sgt. Maj.**  
**Stephen Whitehead**

**UNIT STRENGTH**  
**1,759 Soldiers**



## 84th TROOP COMMAND

The 84th Troop Command's 850th Horizontal Engineer Company, Headquarters Company, 682nd Engineer Battalion, C Battery, 1-194th Field Artillery and 34th Military Police Company were identified as focused readiness units and completed additional readiness requirements in 2018 to ensure their ability to rapidly deploy to support contingency operations around the world.

**Pictured left:** Soldiers with the Minnesota Army National Guard are working with local law enforcement to provide traffic control during Super Bowl LII in Minneapolis, Minn., Jan. 27, 2018. (Photo by Sgt. Luther Talks)

### 2019 OBJECTIVES

In 2019, the 434th Chemical Company will provide support to the 1st Armored Brigade Combat Team, 34th Infantry Division during its eXportable Combat Training Capability exercise at Fort Hood, Texas. The 850th Horizontal Engineer and 851st Vertical Engineer Companies will undergo a restructuring of their capabilities. The 850th Engineer Company will gain carpenters and electricians and the 851st will gain heavy equipment operators so the units have more flexibility and can perform a wider variety of missions.



## 175th RTI MISSION

The Camp Ripley-based 175th Regiment Regional Training Institute provides combat arms, Military Occupational Specialty and leadership training to the U.S. Army to prepare Soldiers and units for deployment at maximum combat readiness levels.

## 2018 ACCOMPLISHMENTS

Each year hundreds of Soldiers from both the reserve and active components travel to Camp Ripley to attend one of more than 30 courses offered by the 175th RTI. The institute ensures the courses offered meet requirements for all components, drawing students from across the country and supporting the One Army School System.

The courses offered at the 175th RTI qualify Soldiers as infantrymen, cavalry scouts, wheeled vehicle mechanics and tracked vehicle repairers. The 175th RTI also offers Advanced Leader Courses for several Military Occupational Specialties, Maneuver Senior Leader Course Phases I and II and more than 10 functional courses. The institute also contributes to the commissioned ranks by offering Phases I and II of Officer Candidate School and Phase II of Warrant Officer Candidate School.

In 2018, the 175th RTI and its subordinate battalions were rated fully accredited through the U.S. Army Training and Doctrine Command with an overall assessment of 97.2 percent, ensuring the RTI maintains compliance in all areas of the Army Enterprise Accreditation Standards.

The 175th Regional Training Institute conducted 40 courses in 2018, graduating 744 Soldiers with a graduation rate of 93.7 percent.

The 1st Battalion (Warrant/Officer Candidate School) conducted OCS Phase I training for 104 candidates from Illinois, Indiana, Michigan and Wisconsin. The Minnesota National Guard graduated nine warrant officers from WOCS Class 18-001 and 22 officers from OCS Class 62.

The Regional Training Site-Maintenance sent three instructors to Croatia in June to conduct a coordination and planning workshop for future equipment maintenance and vehicle recovery training to be conducted as part of the National Guard State Partnership Program. In addition, seven Croatian soldiers attended the H8 ASI Wheel Recovery course at Camp Ripley, July 26- Aug 10. The course trains students to operate and maintain recovery vehicles and to use standard procedures to rig and recover wheeled vehicles.





COMMANDER  
Col. Brian Bobo

ENLISTED LEADER  
Command Sgt. Maj.  
Robert Klinkner

UNIT STRENGTH  
89 Soldiers



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## 175<sup>th</sup> REGIONAL TRAINING INSTITUTE

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The Regional Training Site-Maintenance also conducted two Recovery Vehicle Familiarization Courses for the Air Force in June and September.

**Pictured left:** Croatian Army Support Command soldiers from the Logistics Doctrine Training Center take part in a four-week vehicle recovery and maintenance course at by the 175th RTI at Camp Ripley in August 2018. (Photo by Staff Sgt. Anthony Housey)

### 2019 OBJECTIVES

In 2019, the RTI is moving forward with the One Army School System, conducting courses with more students from the active duty and Army Reserve than ever before. The RTI will continue to focus on instructor development and certification to meet the needs of the organization and provide the best possible instruction to the future leaders of America.

The regiment will continue to expand the capabilities of Officer Candidate School by building upon the success of the officer prep academy, to include additional training weekends in conjunction with the Recruiting and Retention Battalion.

The RTI will also focus on continuing to build and recruit the best and brightest Soldiers from across the state to become instructors and cadre for the various courses. The regiment will focus on creating well-rounded leaders with additional training opportunities through the State Partnership Program and interagency training.



## CRTC MISSION

Camp Ripley, located near Little Falls, Minnesota, is a 53,000-acre regional training center hosting numerous ranges and state-of-the-art facilities to support the training requirements of military and civilian agencies. In addition to providing resources enabling customers to train in a realistic environment, CRTC remains committed to environmentally-sound stewardship throughout Central Minnesota to include its 18 miles of undeveloped Mississippi River shoreline.

## 2018 ACCOMPLISHMENTS

During the 2018 training year, Camp Ripley facilitated over 383,000 man-days of military training and 56,000 training man-days for local and state interagency partners.

In 2018, Camp Ripley was again recognized with the Department of Defense Environmental Award, this time for its cultural resource management. Camp Ripley conducted a multi-year, installation-wide survey of its more than 300 archaeological sites and partnered with the Leech Lake Band Heritage Sites to inventory significant historic and prehistoric sites.

The Minnesota National Guard strives to protect the wildlife found throughout its training areas. Camp Ripley released a second golden eagle into the wild in February to study its migratory

patterns. The first golden eagle, named Ripley, was tracked as the most northern breeding golden eagle and makes the flight from Camp Ripley to places above the Arctic Circle every year. The Camp Ripley environmental office is also conducting a study of its deer population by collaring and tracking the animals' movements.

Several improvements were made to Camp Ripley to enhance the accommodations for personnel who are training on post. The Camp Ripley Viking Club reopened with new management in April to provide an entertainment alternative for service members and customers. Camp Ripley is also in the process of building additional lodging facilities to phase out the existing "tin huts" that lack temperature controls. Several "long houses" will be built over the coming years to increase the year-round lodging capacity for Camp Ripley customers.

Camp Ripley is committed to maintaining a positive relationship with the surrounding community. In 2018, Camp Ripley again took part in the Little Falls Day of Caring and hosted Earth Day events. Camp Ripley also continues to work with local residents who are interested in the Sentinel Landscape program, offering an open house this year to explain the program to potential participants.

Minnesota's Military Mental Health Coalition hosted its annual conference at Camp Ripley in May. The location allows the coalition





**SENIOR COMMANDER**  
**Brig. Gen. Lowell Kruse**

**ENLISTED LEADER**  
**Command Sgt. Maj.**  
**Matt Erickson**

**COMMANDER**  
**Col. Brian Melton**

**UNIT STRENGTH**  
**758 Soldiers, Airmen**  
**& Civilians**



## CAMP RIPLEY TRAINING CENTER

to reach mental health care providers in central Minnesota and share best practices regarding mental healthcare for military members and veterans.

In 2018, Camp Ripley played an important role in facilitating the training of the 34th Red Bull Infantry Division prior to their mobilization in support of Operation Spartan Shield. The division conducted several command post exercises at Camp Ripley in preparation for their division warfighter exercise at Camp Atterbury, Indiana, in May.

### 2019 OBJECTIVES

In 2019, Camp Ripley will host the Minnesota-based 1st Armored Brigade Combat Team, 34th Infantry Division, as well as the Iowa-based 2nd Armored Brigade Combat Team, for their warfighter exercises. Camp Ripley will also provide assistance for the 1/34th ABCT as they transport their equipment to Fort Hood, Texas, next year in what will be the largest rail load operation in the brigade's recent history.

**Pictured left:** M2 Bradley crews of the 1/34th ABCT train on Camp Ripley's East Range adapting fire and maneuver as part of their annual gunnery skills tables. (Photo by Staff Sgt. Anthony Housey)



## 133rd AW MISSION

The 133rd Airlift Wing is a Minnesota Air National Guard flying wing headquartered at the Minneapolis-St. Paul International Airport. Utilizing the C-130 H3 Hercules, the wing provides the U.S. Air Force with tactical airlift capability to transport troops, cargo and medical patients across the globe in addition to providing the citizens of Minnesota with domestic operations and disaster response support.

## 2018 ACCOMPLISHMENTS

In 2018, Airmen of the 133rd Airlift Wing focused on training and assessing their readiness after deploying more than 800 personnel to 15 countries in 2017. The wing participated in several training exercises that provided valuable experience to build the core competencies of its Airmen. Many of those exercises also had a humanitarian focus that allowed the Airmen to provide support to local communities.

In 2018, the 210th Engineering Installation Squadron, along with Service members from across the Department of Defense, installed communications infrastructure at the U.S. Strategic Command Headquarters at Offutt Air Force Base in Nebraska. The Airmen assisted in installing 1,780 communication racks, 103,000 connections, 4,000 strands of fiber optics and 400 miles of copper cabling, saving tax payers nearly \$250 million.

Airmen from the 133rd spent the first months of 2018 conducting intensive training leading up to their readiness exercise. Despite losing precious training time due to the government shutdown in January, the Wing pulled together to complete several key individual training requirements.

In May, approximately 300 Airmen participated in a readiness exercise at the Alpena Combat Readiness Training Center in Michigan. The exercise was designed to test the wing's capabilities to set up operations at an unfamiliar location. The 133rd Air Wing was the first Air Mobility Command unit to do a fly-away exercise as part of their mid-point assessment.

In June, the 109th Airlift Squadron participated in Pacific Angel, a mission which enables the U.S. to sustain the relationships built with the people of Timor-Leste and other multinational partners in the Indo-Pacific region.

In July, the 133rd Civil Engineer Squadron conducted innovative readiness training with the Naval Mobile Construction Battalion 22 and in partnership with the Southwest Indian Foundation to help construct homes for Navajo Veterans in Gallup, New Mexico.

The 133rd Security Forces Squadron participated in Beyond the Horizon in El Salvador during the summer to provide security for over 2,000 U.S. and host nation exercise participants.





**COMMANDER**  
**Col. Daniel Gabrielli**

**ENLISTED LEADER**  
**Command Chief Master Sgt.**  
**Lance Burg**

**UNIT STRENGTH**  
**1,217 Airmen**



## **133rd AIRLIFT WING**

In September, Airmen from the 109th Airlift Squadron transported 10 tons of equipment and cargo in support of Hurricane Florence, providing critical mobility support to relief efforts.

The 109th Airlift Squadron and 109th Aeromedical Evacuation Squadron also participated in Angels of the Andes in Colombia in September, partnering with 10 countries in the region to provide airlift, airdrop and aeromedical evacuation in an exercise scenario.

### **2019 OBJECTIVES**

In 2019, the 133rd Airlift Wing will support several Air Expeditionary Forces and Reserve Component Period deployments, as well as deployments for training around the world to continue to maintain a high level of readiness.

**Pictured left:** U.S. Air Force Staff Sgt. Marina Getchell, a crew chief with the 133rd Aircraft Maintenance Squadron, marshals in a C-130 Hercules pilot in Yuma, Ariz., Feb. 28, 2018. (Photo by Tech. Sgt. Austen R. Adriaens)



## 148th FW MISSION

The 148th Fighter Wing headquartered in Duluth operates the F-16C Block 50 Fighting Falcon to provide air sovereignty at home and abroad. The full wing structure, which includes headquarters, communications, logistics, civil engineer, maintenance and security sections, is comprised of Airmen prepared to rapidly respond to support federal and state missions and community needs. The Duluth-based unit is one of only two Air National Guard wings tasked to provide Suppression of Enemy Air Defense (SEAD) support for the nation. The 148th Fighter Wing remains the seventh-largest employer in Duluth, employing more than 1,000 Airmen and maintaining 22 airplanes.

## 2018 ACCOMPLISHMENTS

In 2018, the 148th Fighter Wing supported the deployments of 500 Airmen, or nearly half of the unit's strength, across the world and at home in the United States for 90 to 180 days at a time. Approximately 300 of those Airmen were deployed overseas to an undisclosed location, assigned to the 407th Air Expeditionary Group, serving as part of Combined Joint Task Force Operation Inherent Resolve. While deployed, the 148th Fighter Wing conducted 600 combat sorties, flew 3,500 hours and conducted 21 airstrikes with 21,750 pounds of ordnance.

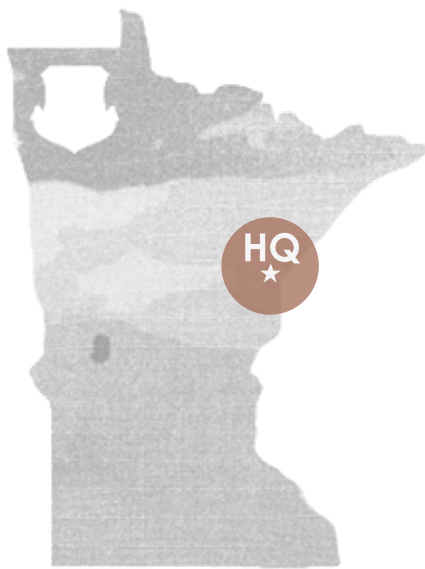
At the beginning of 2018, the 148th Fighter Wing was called upon to provide airspace security during Super Bowl LII in Minneapolis. Aircraft from the 148th Fighter Wing patrolled the air space above U.S. Bank Stadium in Minneapolis to enforce a temporary flight restriction in the area, ensuring the safety of Super Bowl attendees from above.

In July, members of the 148th Fighter Wing traveled to Alberta, Canada, to participate in the Cold Lake Air show celebrating the 60th anniversary of the North American Aerospace Defense Command. The show featured a commemorative three-ship formation flyby featuring the Canadian CF-18 Hornet, and the American F-15C Eagle and F-16 Viper.

In September, the 148th Fighter Wing celebrated its 70th anniversary and honored its deployers with a welcome home parade and family day in Duluth. The unit was organized as the 179th Fighter Squadron on Sept. 17, 1948.

In 2018, the 148th continued its service to the community, participating in community events on Memorial Day and Veterans Day, assisting with the Duluth Entertainment Convention Center Thanksgiving meal and volunteering with the STARBASE program at the base which provides STEM education to local school children.





**COMMANDER**  
**Col. Christopher Blomquist**

**ENLISTED LEADER**  
**Command Chief Master Sgt.**  
**Lisa Erikson**

**UNIT STRENGTH**  
**1,062 Airmen**



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## 148th FIGHTER WING

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### 2019 OBJECTIVES

In 2019, the 148th will again advocate for the stationing of the F-35 aircraft in Duluth in order to ensure the wing remains up to date and relevant as the Air Force grows from 312 operational squadrons to 386 operational squadrons.

The 148th Fighter Wing will also participate in the Combat Archer exercise at Tyndall Air Force Base in 2019, as well as conduct training exercises with their Croatian counterparts in Italy.

**Pictured left:** 148th Fighter Wing pilots and jets return to Duluth, Minnesota, after a deployment to Southwest Asia, July 20, 2018. (Photo by Master Sgt. Ralph Kapustka)

# DEPARTMENT OF MILITARY AFFAIRS



COMMISSIONER  
Maj. Gen. Jon Jensen

UNIT STRENGTH  
470 State Employees

## DMA MISSION

The Minnesota Department of Military Affairs is the state agency that oversees and supports the military operations of the National Guard when it is operating under the authority of Title 32, United States Code.

The Department of Military Affairs employs over 470 state employees to provide critical operational services and resources at Camp Ripley, Duluth, St. Cloud, St. Paul and at 61 facilities located around the state. These critical services include security, fire-fighting, roads and grounds, engineering, contracting, maintenance and administrative support to units and members of the National Guard. The services provided by DMA state employees ensure a stable employment base as a backbone to support National Guard operations.

Salary, benefits and support for over 430 of the state employees are reimbursed with federal funds through various service agreements with the National Guard Bureau. This type of reimbursement agreement is typical for National Guard operations. State employee reimbursement can range from 50 to 100 percent funding, depending on the service provided, state funding provides the balance.

The Department of Military Affairs is committed to increasing the number of diverse and disabled employees in the state workforce with new hiring practices and procedures outlined in the agency's affirmative action plan. Currently, over 28 percent of DMA employees are veterans, 22 percent are female, six percent are racially diverse and three percent have disabilities. Our goal is that our workforce will reflect Minnesota's diverse population at all levels of the organization.

DMA added approximately 20 new state employees in 2018 to the facility and maintenance office to complete in-house design work that was previously contracted out. These positions include architects, engineers and project managers. This new approach has saved the agency significant costs, decreased the time needed for project design and created many new jobs at Camp Ripley. In addition, some contracting staff were converted from state funding to federal reimbursement funding.



# MINNESOTA'S 2019 ELECTED LEADERSHIP



**Governor  
Tim  
Walz**



**Lieutenant  
Governor  
Peggy  
Flanagan**



**Attorney  
General  
Keith  
Ellison**



**State  
Auditor  
Julie  
Blaha**



**Secretary  
of State  
Steve  
Simon**

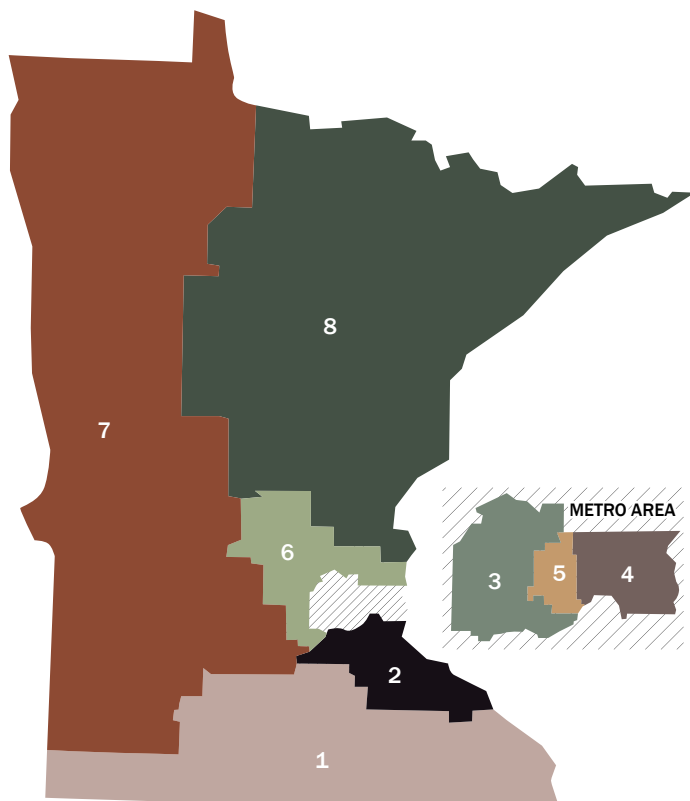


**Senator  
Amy  
Klobuchar**



**Senator  
Tina  
Smith**

## CONGRESSIONAL DISTRICT MAP



**Representative  
Jim  
Hagedorn  
(Dist 1)**



**Representative  
Angie  
Craig  
(Dist 2)**



**Representative  
Dean  
Phillips  
(Dist 3)**



**Representative  
Betty  
McCollum  
(Dist 4)**



**Representative  
Ilhan  
Omar  
(Dist 5)**



**Representative  
Tom  
Emmer  
(Dist 6)**



**Representative  
Collin  
Peterson  
(Dist 7)**



**Representative  
Pete  
Stauber  
(Dist 8)**



## LEGISLATIVE OBJECTIVES

### FEDERAL

The 2018 National Defense Authorization Act includes clarification by Congress that state-owned National Guard military installations are qualified to receive funding via the Readiness and Environmental Protection Integration (REPI) program. This clarification allows state-owned installations, including Camp Ripley, to continue to work with land owners to protect lands surrounding the installation from development that would impede military training as part of the Army Compatible Use Buffer (ACUB) program.

FY19 NDAA language requires U.S. Army and U.S. Air Force service secretaries to review and report to Congress in the event the officer promotion process is unduly delayed, helping to ensure that deserving officers receive their promotions in a timely manner.

An appropriation of \$8 million in military construction funds for the construction of a firing range at the 148th Fighter Wing in Duluth was authorized which will provide the ability to train and keep airmen current on their duty weapons.

The policy requiring ARNG soldiers to wait for one year after their return from advanced individual training (AIT) to utilize their federal tuition assistance benefit (unlike their active duty counterparts) was eliminated, allowing soldiers to access this benefit immediately upon return from AIT.

### STATE

Six of eight state bonding requests for armory projects were funded for a total of \$12.9 million (plus matching federal funds) including:

- St. Cloud Armory renovation (\$4.4 million)
- Wadena Armory renovation (\$2.1 million)
- Grand Rapids Armory renovation (\$2.1 million)
- Brainerd Armory renovation (\$4.1 million)

**Pictured above:** Minnesota Governor Mark Dayton gives his last State of the State address at the Capitol building in St. Paul, March 14, 2018. (Photo by Master Sgt. Blair Heusdens)



# LEGISLATIVE ACCOMPLISHMENTS

## FEDERAL

The Minnesota National Guard (MNNG) supports efforts to correct the benefit disparities that exist under 12304(b), a federal mobilization authority created in the fiscal 2012 National Defense Authorization Act that makes it easier for the Pentagon to utilize the Guard and Reserve. Currently, active service under 12304(b) does not qualify service members for early receipt of retirement payments unlike other similar mobilization authorities.

The MNNG intends to grow fulltime or maintain force structure. Current force structure organizes and equips the organization to respond to natural disasters, provide assistance to local law enforcement, or assist during a domestic emergency. The Guard's major commands, including the two air wings, are positioned to meet the governor's state requirements through ten essential capabilities, including cyber response, for homeland readiness.

The MNNG seeks TRICARE Reserve Select eligibility for its full-time dual status technician workforce to improve readiness and continuity of health care benefits before and after deployments commensurate with the access drill-status Guardsmen have to the healthcare benefit.

Continued funding to complete modernization of both phases of AMP on our aircraft, to ensure the avionics in the current C-130H Hercules fleet meet the 2020 world-wide Air Traffic Control deadline, as well as keep focus on advocacy for the congressional add of new 3.5 engines and the NP2000 eight-bladed prop.

Convert to C-130J Super Hercules to capitalize with the model currently fielded in active duty Air Force for longevity of 133 AW mission, increased cargo hauling and fuel efficiency/range capabilities for national and state support.

Continued congressional support and funding for the Advanced Turbine Engine Army Maintenance (ATEAM) M1 tank engine and transmission rebuild program as an efficient and cost effective way to keep MN ARNG's combat fleet of M1 tanks in a higher state of readiness, utilizing the formally established program with a proven track record of reducing maintenance backlog and repair wait times while saving repair costs.

Continued funding of the High Mobility Multipurpose Wheeled Vehicle

(HMMWV) Modernization program to keep the ARNG's rapidly aging HMMWV fleet functional is critical for our training, domestic operations and wartime missions.

2018 NDAA increased authorization of O/M funded UMMC to \$2 million, but required the Service Secretary advanced approval UMMC for any project over \$750k, which is out of step with past NDAA UMMC authorizations. Propose and support updated language in the 2020 NDAA that would change the requirement for Service Secretary to approve, in advance, all UMMC which costs more than \$750k and replace with language requiring prior approval for projects more than \$2M to align amounts with local operations and maintenance expenditure approval authority.

The MNNG opposes efforts to consolidate management of the ACUB program under the U.S. Army Corps of Engineers. The Camp Ripley environmental team has set the standard across the Department of Defense in its cooperation with state and local entities to achieve mutually beneficial objectives for compatible land use and environmental stewardship.

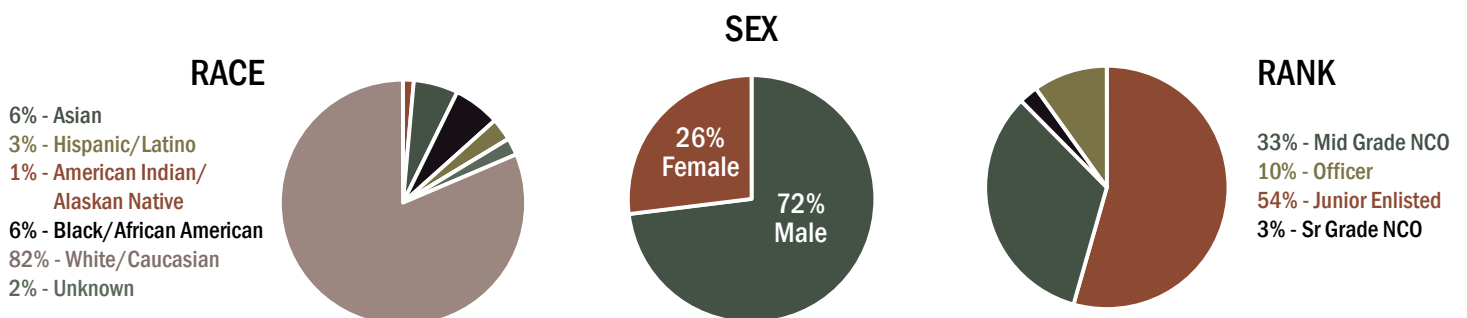
## STATE

State Incentives Budget Increase: request an annual general fund increase in 2020 and 2021 to sustain the agency's current State Enlistment and Retention programs for service members in order to continue to attract and retain high-quality members in the MNNG.

Beyond the Yellow Ribbon program funding: request a general fund increase in 2020 and 2021 to sustain the agency's current reintegration programs to support service members and their families throughout the entire deployment cycle.

Runway 3/21 Extension in Duluth: the extension of the 3/21 runway from 5,600 feet to 8,000 feet will provides an important safety buffer in the event the other runway becomes unusable. It is standard practice to have \$500M worth of aircraft airborne that can only land on 9/27 without a suitable alternate runway; this dual use airfield benefits both civilian/commercial and military users with positive economic impact to the Duluth area.

# STATE TUITION REIMBURSEMENT DEMOGRAPHICS



## MINNESOTA NATIONAL GUARD TOTALS



Assigned Personnel | **13,149**

Federal Tuition Assistance  
(persons per unit) | **1,035**



Federal Master Cooperative Agreement  
(dollars) | **\$64,354,581**

State Impact  
(dollars) | **\$15,993,526**

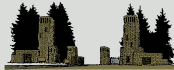


Federal Impact  
(dollars) | **\$431,052,625**



Federal Tuition Assistance  
(dollars) | **\$2,482,202**

State Tuition Assistance  
(persons per unit) | **1,555**



State Tuition Assistance  
(dollars) | **\$8,981,125**



**TOTAL IMPACT | \$516,146,254**

**IMPACT PER TROOP | \$39,254**



**FEDERAL FUNDING | 96.5%**

**STATE FUNDING | 3.5%**

*\*Note: Financial figures are based on the state fiscal year ending June 30 and the federal fiscal year ending Sept. 30.*

**Federal Impact | Master Cooperative Agreement:** Indirect federal funding that reimburses state expenses for services and goods paid for using state general funds in accordance with an agreement between the adjutant general and the chief of the National Guard Bureau. These funds are accounted for separately from the agency's budget.

**State Impact:** Services and purchases and that are paid for using funds appropriated by the Legislature to the Department of Military Affairs in the State General Fund,

including the state share of maintenance costs for facilities jointly supported by the federal and state governments.

**Federal Impact:** Direct federal funding of operations and maintenance, Employer Support of the Guard and Reserve, federal technician salaries, active guard and reserve salaries and pay to service members for military training.

**Federal Tuition Assistance:** This is a federal benefit. Figures are based on average tuition assistance per student, by unit.

**State Tuition Reimbursement:** is a state incentive provided to service members and their families to reimburse costs for tuition. It becomes available after all federal tuition benefits have been used. Figures reflect the location of the service member's unit.

**Federal Impact | Master Construction Cooperative Agreement:** Direct federal construction funding.



	Assigned Personnel									
	Congressional District				Federal Tuition Assistance			Federal Master Cooperative		
	State District				(persons per unit)			Agreement (dollars)		
					State Impact (dollars)			Federal Impact (dollars)		
Albert Lea	94	1	27A	10	\$54,339	\$52,784	\$2,436,998	10	\$25,480	\$66,107
Alexandria	119	7	08B	9	\$32,925	\$27,081	\$3,085,136	6	\$22,731	\$34,913
Anoka	170	6	35A	20	\$31,558	\$31,619	\$4,407,337	32	\$61,572	\$144,328
Appleton	57	7	20A	5	\$71,028	\$51,520	\$1,477,754	2	\$16,385	\$6,701
Arden Hills	741	4	42A	91	\$1,000,771	\$199,237	\$19,210,804	87	\$198,140	\$558,560
Austin	125	1	27B	15	\$45,228	\$44,369	\$3,240,689	13	\$40,897	\$51,161
Bemidji	105	7	05A	8	\$174,622	\$59,768	\$2,722,179	7	\$20,950	\$39,810
Bloomington	258	3	50B	30	\$79,143	\$85,589	\$6,688,782	30	\$65,017	\$178,257
Brainerd	128	8	10A	11	\$92,292	\$75,020	\$3,318,466	21	\$21,794	\$81,712
Brooklyn Park	168	3	36B	25	\$2,467,813	\$2,308,409	\$4,355,486	30	\$36,653	\$211,651
Cambridge	222	8	32A	26	\$91,100	\$93,012	\$5,755,464	25	\$57,828	\$117,119
Chisholm	143	8	06A	2	\$26,31	\$25,842	\$3,707,348	13	\$2,333	\$43,261
Cloquet	109	8	11A	11	\$37,831	\$36,324	\$2,825,881	12	\$30,457	\$82,206
Cottage Grove	202	2	54A	31	\$134,008	\$96,051	\$5,236,953	37	\$87,541	\$259,464
Crookston	101	7	01B	15	\$34,199	\$34,215	\$2,618,478	8	\$45,361	\$32,129
Detroit Lakes	71	7	04B	5	\$1,177,221	\$1,040,381	\$1,840,711	5	\$13,878	\$15,737
Duluth	415	8	03B	29	\$61,310	\$61,678	\$10,759,088	43	\$79,645	\$236,136
Duluth (Air Base)	1,062	8	03B	0	\$5,684,491	\$400,841	\$76,133,413	161	\$0	\$1,019,821
Fairmont	113	1	23A	9	\$533,468	\$488,347	\$2,929,583	8	\$21,285	\$24,430
Faribault	258	1	24B	13	\$109,073	\$173,130	\$6,688,782	26	\$31,516	\$123,984
Fergus Falls	81	7	08A	5	\$21,319	\$21,351	\$2,099,966	7	\$13,628	\$16,840
Grand Rapids	82	8	05B	5	\$23,772	\$23,216	\$2,125,892	7	\$16,177	\$26,539
Hastings	54	2	21A	3	\$39,962	\$39,929	\$1,399,978	6	\$10,399	\$40,012
Hibbing	115	8	06A	2	\$55,001	\$28,152	\$2,981,434	6	\$6,468	\$28,869
Hutchinson	84	7	18B	3	\$40,727	\$40,790	\$2,177,743	8	\$7,750	\$26,250
Inver Grove Heights	145	2	52B	16	\$40,693	\$42,933	\$3,759,199	17	\$34,175	\$95,660
Jackson	112	1	23A	11	\$276,262	\$236,465	\$2,903,657	14	\$33,644	\$69,660
Litchfield	133	7	18A	16	\$146,497	\$20,574	\$3,448,093	14	\$45,366	\$66,817
Little Falls (Camp Ripley)	1323	8	09B	55	\$35,313,861	\$3,108,006	\$34,299,453	105	\$127,284	\$557,674
Long Prairie	0	7	09B	0	\$64	\$64	\$0	0	\$0	\$0
Luverne	68	1	22A	6	\$17,222	\$15,730	\$1,762,935	6	\$17,310	\$21,533
Madison	82	7	16A	14	\$48,300	\$61,993	\$2,125,892	13	\$34,684	\$55,128
Mankato	180	1	19B	38	\$181,887	\$151,961	\$4,666,592	38	\$97,333	\$208,271
Marshall	87	7	16A	8	\$32,250	\$33,876	\$2,255,520	11	\$26,465	\$55,646
Minneapolis	166	5	60A	18	\$103,892	\$103,615	\$4,303,635	23	\$36,405	\$123,045
Mpls/St Paul (Air Base)	1,217	5	63B	0	\$2,817,478	\$532,982	\$73,938,512	192	\$0	\$1,243,498
Montevideo	100	7	17A	14	\$149,399	\$132,598	\$2,592,551	15	\$39,410	\$71,571
Monticello	173	6	29B	22	\$2,893	\$4,111	\$4,485,114	18	\$44,491	\$56,473
Moorhead	203	7	04A	33	\$66,517	\$65,117	\$5,262,879	21	\$88,042	\$107,458
Morris	64	7	12A	7	\$29,351	\$49,719	\$1,659,233	8	\$20,622	\$30,633
New Ulm	114	1	16B	14	\$57,657	\$30,938	\$2,955,508	14	\$35,179	\$101,114
Olivia	58	7	17A	6	\$24,165	\$25,855	\$1,503,680	7	\$17,144	\$23,134
Ortonville	85	7	12A	8	\$42,406	\$42,699	\$2,203,669	3	\$20,822	\$21,995
Owatonna	81	1	24A	8	\$65,928	\$30,685	\$2,099,966	12	\$21,904	\$63,633
Pine City	121	8	11B	8	\$29,838	\$28,991	\$3,136,987	12	\$22,701	\$47,989
Pipestone	62	7	22A	7	\$28,328	\$25,829	\$1,607,382	4	\$22,531	\$61,709
Red Wing	103	2	21A	17	\$22,781	\$23,452	\$2,670,328	10	\$28,580	\$57,509
Redwood Falls	59	7	16B	7	\$36,663	\$36,988	\$1,529,605	4	\$13,447	\$19,813
Rochester	153	1	26A	16	\$360,721	\$45,442	\$3,966,603	14	\$38,133	\$64,660
Rosemount	598	2	57B	59	\$662,169	\$566,352	\$15,503,456	80	\$106,355	\$454,011
Roseville	0	4	66A	0	\$4,651	\$66,065	\$0	0	\$0	\$0
Sauk Centre	77	6	14B	7	\$18,379	\$18,379	\$1,996,264	7	\$6,923	\$33,416
Saint Cloud	436	7	15B	37	\$1,359,690	\$79,993	\$11,303,523	45	\$89,837	\$263,490
Saint James	75	1	23B	9	\$39,593	\$39,593	\$1,944,413	8	\$22,665	\$30,123
Saint Paul (& East St. Paul)	903	4	65B	80	\$7,458,682	\$4,416,616	\$23,410,737	121	\$182,160	\$862,203
Saint Peter	69	1	19A	8	\$101,500	\$79,276	\$1,788,860	10	\$25,575	\$36,018
Stillwater	414	6	39B	51	\$969,374	\$136,105	\$10,733,162	45	\$123,135	\$238,585
Thief River Falls	70	7	01A	6	\$27,339	\$27,419	\$1,814,786	4	\$15,948	\$58,962
Wadena	90	8	09A	5	\$23,590	\$24,089	\$2,333,296	6	\$10,655	\$36,371
West St Paul	165	2	52A	23	\$19,472	\$19,471	\$4,277,709	29	\$50,096	\$176,194
Willmar	88	7	17B	2	\$1,617,706	\$97,144	\$2,281,445	1	\$4,000	\$3,088
Winona	166	1	28A	16	\$37,867	\$33,746	\$4,303,635	14	\$45,294	\$98,048



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For more information about the MINNESOTA NATIONAL GUARD, please visit  
**[www.MinnesotaNationalGuard.ng.mil](http://www.MinnesotaNationalGuard.ng.mil)**