

DEPARTMENT OF MILITARY AFFAIRS, 1999

GUIDE TO

MINNESOTA

*Department of
Military Affairs*

1999

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November 1998

Minnesota Department of Military Affairs

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ARNE H. CARLSON
GOVERNOR

STATE OF MINNESOTA

OFFICE OF THE GOVERNOR
130 STATE CAPITOL
SAINT PAUL 55155

Dear Commissioner:

Welcome to state government and to the Department of Military Affairs. This briefing book has been assembled to assist the incoming administration during this period of executive branch transition. We hope you will find it valuable.

You will see by the material contained in the attached briefing that the Department of Military Affairs has accomplished much during this important last decade of the century and also that there are many ideas for future service refinements.

Please feel free to call upon the resources of this administration as you begin to familiarize yourself with your new responsibilities.

I wish you much success.

Warmest regards,

A handwritten signature in black ink that reads "Arne H. Carlson".

ARNE H. CARLSON
Governor

DEPARTMENT OF MILITARY AFFAIRS

MINNESOTA ARMY AND AIR NATIONAL GUARD



OFFICE OF THE ADJUTANT GENERAL

VETERANS SERVICE BUILDING

STATE OF MINNESOTA

20 WEST 12TH STREET

ST. PAUL, MINNESOTA 55155-2098

To The Incoming Administration

As head of the Department of Military Affairs and military commander of the 12,000 men and women of the Minnesota Army and Air National Guard, I congratulate you on your election as our 38th Governor. As Governor, you also serve as the Commander-in-Chief of the Minnesota National Guard.

The Minnesota National Guard serves under your control, unless its units or individual soldiers and airmen are ordered to federal active duty by the President. In a federal role, the men and women of the Minnesota National Guard work alongside their active Army and Air Force colleagues.

Within the state, the 12,000 members of the Minnesota National Guard (approximately 1,800 are employed full time) are available to support law enforcement agencies during natural disasters and other emergencies. The National Guard has a sizable presence in 61 communities across the state, providing you with an extremely flexible response capability.

Beyond our primary federal and state "missions", the men and women of the Minnesota National Guard take great pride in the services we provide to our communities. Whether it is collaborating with the Departments of Corrections, Natural Resources and Public Safety, or forming partnerships with school districts, the Minnesota National Guard is constantly looking for ways to leverage our existing resources in a way that adds value to Minnesota.

Again, congratulations on your election. The men and women of the Minnesota National Guard are at your service. *"Always Ready, Always There!"*

Warmest Regards,

A handwritten signature in black ink, appearing to read "Eugene F. Andreotti", with a small star at the end of the signature.

EUGENE F. ANDREOTTI
The Adjutant General

Chapter 2 – Summary

History of the Department of Military Affairs

The Department of Military Affairs is a department of state government (M.S. 15.01). The department fulfills two roles as an agency of state government:

- It is the headquarters of the Minnesota Army and Air National Guard.
- It is an executive branch agency with all the incumbent responsibilities as an agency of state government.

M.S. 190.05, subd 5., states that The Department of Military Affairs "... is comprised of and includes the military forces of the state, the office of the Adjutant General, all military reservations, military installations, armories, air bases and facilities owned or controlled by the state for military purposes..." Minnesota Statutes, Chapters 190, 191, 192, 192A and 193, also known as the military code, pertain to the department of Military Affairs, the state militia, the national guard, discipline thereof, and facilities that support their activities. M.S. 190.09 states that "The Adjutant General shall be the chief of staff to the commander-in-chief (governor) and the administrative head of the military department, and as such acts in the capacity of a commissioner.

Vision, mission and goals

Our Vision

The department of military affairs will become increasingly relevant as an agency of state government, and the Minnesota National Guard will continue to be a quality militia force ready to meet the challenges of the 21st century.

Our Mission

The department provides vision and leadership to the Minnesota Army and Air National Guard so they can accomplish their mission, which is **"to recruit and train a military force capable of accomplishing the federal, state and community missions"**. Following is a brief description of the elements of this mission statement.

- The **federal mission** is to be prepared to respond to mobilization by the president as full partners with the active army and the active air force.

- The **state mission** is to assist local authorities in times of natural disaster or civil disorder at the direction of the governor.
- The **community mission** is to involve the department and the Minnesota National Guard in activities that add value to all communities in Minnesota.

Our Goals

- Maintain Army and Air National Guard strength at or above authorized levels.
- Maintain Army and Air Force readiness levels.
- Maintain current Army and Air National Guard training and administrative facilities to meet organizational requirements and community needs.
- Operate training and administrative facilities in an efficient and cost effective manner.
- Execute a long-range facility replacement program to meet organizational needs.
- Be available and ready to support local law enforcement authorities in emergencies when called to duty by the governor.
- Seek and participate in state and federal programs that add value to the community and enhance the profile of the National Guard throughout Minnesota

To assist the Minnesota National Guard in accomplishing their missions and goals, the department provides leadership and management in the following broad areas:

- Strength maintenance - incentives are available to attract (recruit) and retain members to meet authorized strength levels.
- Facilities Maintenance - Training and Community Centers and Air Bases for Army and Air National Guard administration, training and community based programs.
- Facility Utilization - state owned National Guard facilities are made available to other state agencies, units of government, other non-military organizations and citizens of Minnesota.

Key legislators and legislative committees

In the Senate

The key policy committee in the senate is the committee on **Governmental Operations and Veterans**. We have enjoyed an excellent relationship with committee members and their staff.

The key budget committee in the senate is the **Governmental Operations Budget Division**. We have worked closely with committee staff to better acquaint them with department programs and we enjoy an excellent relationship with them.

In the House

The key policy committee in the house is the committee on **General Legislation, Veterans Affairs & Elections**. We have an excellent relationship with committee members and their staff.

The key budget committee in the house is the **State Government Finance Division**. This committee has acted favorably on several key department issues in the last several years. We work well with committee staff and have increased their knowledge of department programs over the last 3 years.

Another key committee in the house is the **Governmental Operations Committee**. We have an excellent relationship with that committee and its staff. This committee has favorably acted on numerous key budget and policy issues referred to it by the policy and budget committees. These favorable actions, over the last several years, have been instrumental in the success of our agency and the Minnesota National Guard.

The key capital budget committee in the house is the **Capital Investments** committee. As an agency owning many facilities, we have always faced the challenges of capital expenditure versus operating budget expenditures. Our facilities are seeing increased use by non-military groups, which makes capital improvements an important investment for the state.

Key issues and constituencies

The key issues

□ **Maintaining the strength of the Minnesota National Guard:** The National Guard Enlistment Incentives program (M.S. 192.501) provides enlistment incentives (primarily reimbursement of educational costs) to attract young adults to join and stay in the National Guard. These incentives are the

cornerstone of our strength maintenance program. Changes enacted during the 1996 session significantly improved the department's flexibility in the application of the enlistment incentives program. To maintain our "competitive edge" with surrounding states, it has become apparent that appropriations need to be increased in this program to, at a minimum, allow us to reimburse post-secondary education costs at the statutorily authorized level. Additionally, future appropriations need to be **indexed** to increases in education costs. Changes should enhance the departments' progress towards our primary goal of maintaining Army and Air National Guard strength at or above nationally authorized levels.

□ **Maintenance of training facilities:** Most National Guard training, administrative and logistical facilities are constructed with a combination of federal, state and local funding. Once these facilities are constructed, repair and maintenance becomes the responsibility of the state. There is a significant **backlog of maintenance and repair** items for these facilities. During the most recent operating and capital budget cycles, progress has been made in obtaining additional dollars to reduce that backlog which is estimated in excess of \$20 million. The department is participating in a state wide facilities management group, sponsored by the Department of Administration. This group is comprised of facility managers who will provide technical information to appropriate legislative committees and staff to assist them in establishing a formula to determine the correct levels of funding necessary for facilities maintenance and repair.

□ **The shrinking federal defense dollar:** Two Air National Guard bases (Minneapolis and Duluth) and the Camp Ripley training installation receive federal dollars to support training facility costs. Funding for the Air National Guard is satisfactory. The Camp Ripley training site has experienced fluctuating levels of federal support in the last several years. Camp Ripley is vital to the National Guard and to the economy of central Minnesota. To offset this decline in federal dollars, and to maintain Camp Ripley as a viable facility, **we have made significant strides in seeking and obtaining other customers** to fully utilize the state and federal investment in the installation.

▪ The Department of Natural Resources has established Camp Ripley as the training headquarters for its enforcement personnel. It maintains a full-time presence at Camp Ripley.

- The State Patrol is constructing a new training academy adjacent to the Camp Ripley Education Center, which will also be utilized for training. This concept maximizes the use of existing state owned facilities and avoids the need for construction of duplicate facilities.
- The Department of Corrections is now utilizing portions of Camp Ripley for an adult minimum-security facility and a youth offender program.
- **Our increased commitment to the community:**In addition to the traditional role of the National Guard as a federal and state military force, one of the departments priorities is to utilize National Guard facilities and personnel to add value to Minnesota. The department is currently conducting a pilot program called Guard Our Youth. It opens 18 National Guard Training and Community Centers (commonly called armories) to youth recreational activities free of charge to the user. National Guard members are also involved in a federally funded Drug Demand Reduction Program. By conducting helicopter “fly-ins”, the Guard works in conjunction with existing community programs to serve as role-models and tell young people across the state about the dire consequences of drug. Air National Guard facilities are host to a youth science-mathematics-aviation educational program called STARBASE, which is currently federally funded.

Our customers – our constituents

The department’s primary customers or constituents are the approximate 12,000 members of the Army and Air National Guard. Other customers include the US Army and Air Force, county sheriffs, emergency management personnel, other state agencies, and members of Minnesota communities.

Boards, commissions and task forces

The Minnesota State Armory Building Commission (Minn. Stat. 193.142), chaired by The Adjutant General, is responsible for new armory construction. The commission has authority to:

- Acquire land (for construction) by lease, purchase, gift, or condemnation proceedings.
- Construct and equip new armories.
- Employ people to complete the commissions business.
- Contract and be contracted with.

- Borrow money and issue bonds - currently a \$7,000,000 aggregate limit.
- Use income to retire bonds.
- Pay expenses and operating costs of new armories.
- Lease armories to the state for military purposes.

Once the bonds are retired on a commission-owned facility, it is deeded to the state of Minnesota for continued military and community use.

Activity summary

The agency continues to perform its primary function of leading and directing the military organizational elements of the Minnesota Army and Air National Guard so that they may their military readiness.

The Air National Guard plays a significant role in the day to day operations of the U. S. Air Force. Both the Airlift Wing in the Twin Cities and the Fighter Wing in Duluth perform daily, real-world, missions, and are staffed and resourced accordingly. The 148th Fighter Wing has a detachment at Tyndall Air Force base in Florida where it uses its F-16 fighter aircraft to support the U.S. Armed Forces counter drug operation. C-130 aircraft from the 133rd Airlift Wing continue to fly numerous missions worldwide to such locations as, South and Central America, Europe, Guam, Iceland, and Saudi Arabia to mention a few.

The Army National Guard spends thousands of hours each year preparing for its federal mission. Much of this preparation takes place in Minnesota and other continental training locations. However, during the last year, Minnesota Army Guard units have trained in Central America, Germany, Bosnia, England, Greece, Italy and Norway.

The Minnesota National Guard has been selected by the State Department to develop a “partnership for peace” relationship with Croatia. A number of Minnesota National Guard staff officers and unit leaders have visited Croatia and members of the Croatian Ministry of Defense have visited Minnesota. The purpose of this partnership is to assist emerging nations develop principals of democracy including the citizen soldier concept.

The activity with the most impact on the citizens of Minnesota has been the extensive support provided to local authorities and citizens during times of natural disaster. Since January of 1997, the governor has called the Minnesota National Guard to state active duty 7 times for natural disaster relief and 5 times for search and rescue missions. The National Guard has successfully

performed just over 32,100 “man-days” in support of those 12 missions.

In addition to the efforts of soldiers and airmen to maintain their combat readiness on a part-time basis, the department also expends great effort in pursuing the priority projects that are listed below.

Priority projects

- ❑ Insure that the Minnesota Army and Air National Guard are each assigned a viable mission by the Department of Defense – on-going.
- ❑ Seek federal and/or state funds to construct a new department headquarters/training facility near the capitol complex – a 5-year project.
- ❑ Seek federal and/or state funds to construct training and community centers (armories) in Mankato and Stillwater – a 3-6 year project.
- ❑ Construct a new training and community center (armory) in Monticello by October of 1999 with \$1.1 million federal military construction dollars contain in the fiscal year 1999 defense appropriation bill.
- ❑ Seek change to state law to increase the bonding aggregate limit of the Minnesota State Armory Building Commission to \$20 million dollars complete by end of 1999 legislative session.
- ❑ Seek federal funding to complete Phase II of the Combined Support Maintenance Shop at Camp Ripley. This is a \$10 million project. \$250,000 is authorized in fiscal year 99 for design; balance sought in Fiscal Year 2000.
- ❑ Expand utilization of Camp Ripley by civilian agencies to maximize effective utilization of training facilities – on-going.
- ❑ Complete construction of the federally funded Civil Engineering facility at the Twin Cities Air National Guard base by the fall of 1999.
- ❑ Seek federal funding for a composite aircraft maintenance facility at the Twin Cities Air National Guard base.
- ❑ Seek new “mission aircraft” for the 148th Fighter Wing at the Duluth Air National Guard base.
- ❑ Seek opportunities to increase the agency’s contribution to the community by involvement in and expansion of community youth programs such as Guard Our Youth.

- ❑ Seek additional state appropriations in the 1999 legislative session to pay the statutorily authorized 75% tuition reimbursement level and, ultimately, seek authority and funding to provide 100% tuition reimbursement to Guard members.

Upcoming events/important dates

- ❑ Most units of the Minnesota Army and Air National Guard have completed their annual training periods for training year 1998. Most annual training periods occur in the summer months. Such scheduling eliminates most of the educational conflicts for many of National Guard members. Now units begin to focus on inactive duty training events at local Training and Community Centers the point toward the calendar year 1999 annual training cycle.
- ❑ Known overseas training scheduled for the some Army National Guard units are:
 - The 1-125th Field Artillery Battalion, headquartered in New Ulm – Norway, March 1999.
 - Elements of the Division Support Command from Bloomington and Minneapolis – Panama, February and March 1999.
 - An element from the 1-134th Forward Support Battalion, Cottage Grove – Honduras, April 1999.
- ❑ Known upcoming significant deployments for the Air National Guard are:
 - The 133rd Airlift Wing will participate in and support the "Big Drop" exercise in South Carolina in January of 1999. It will involve about 70 reserve and active component aircraft that will airdrop nearly 3000 soldiers and thousands of tons of equipment.
 - The 133rd Airlift Wing will continue to support the Central and South American embassy re-supply mission as it has done for years.
 - Approximately 300 personnel from the 133rd Airlift Wing will deploy to Volk Field, Wisconsin for a mobility exercise in June of 1999.
 - The 210th Engineering Installation Squadron from St. Paul will continue worldwide deployments installing Local Area Networks and other electronic or computer equipment.

- The 148th Fighter Wing provides aircraft and pilot support to operation Coronet Nighthawk, a counter-narcotics mission, based in Panama. This is in addition to their daily counter-narcotics alert activity at Tyndall Air Force Base in Florida.
 - The 148th Civil Engineer Squadron and Service Flight will train at several locations in Europe in the spring of 1999.
- The annual troop exchange with the Norwegian Home Guard in the winter of 1999.
 - We will invite the governor to visit Minnesota National soldiers and airmen while they participating in their annual training periods.

Strategic plans

- **Increase Army National Guard Organizational Structure:** Because of aggressive leadership and the success of the Army National Guard's recruiting and retention programs (relative to other states), Minnesota has been recognized, by the National Guard Bureau, as a state that will be successful in maintaining additional organizational structure. While other states have been losing military organizational structure, Minnesota has:
 - Retained an 858 member infantry battalion scheduled to have been eliminated from 7 Training and Community Center locations in Northwestern Minnesota.
 - Gained a 76-member military intelligence battalion and a 295-member aviation battalion from the Army Reserve structure.
 - Gained a 585-member air defense artillery battalion from the Indiana National Guard.

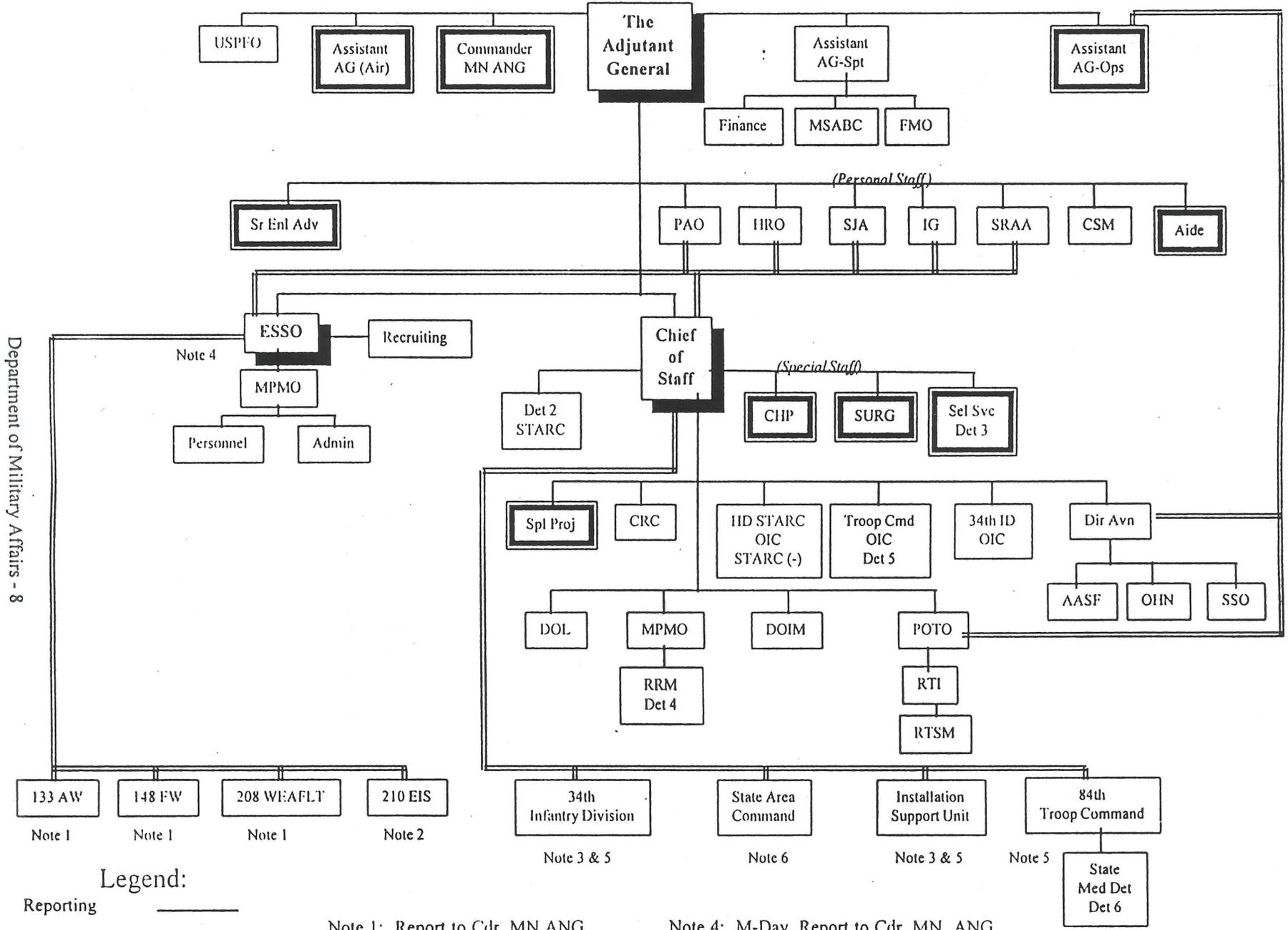
These force structure gains resulted in a direct, significant economic impact to Minnesota. These increases in force structure have saved or added full-time jobs in Minnesota and kept our Training and Community Center facilities open for training, emergency response and community use.

- **Enhancement of training facilities:** With this added force structure comes the need to support additional training requirements with adequate facilities. Unfortunately, federal funds for armory construction are not as available as they were five to ten years ago. The department is: 1) crowding new units into existing facilities, 2) seeking long term lease facilities; 3) seeking capital budget funding for new

armory facilities; and 4) seeking increased bonding authority for the Minnesota State Armory Building Commission. The department has made significant progress in reorganizing and streamlining its facilities maintenance program. It has also implemented employee safety training and awareness programs that have reduced the level of on-the-job injuries. Little progress has been made in providing an increased level of daily routine maintenance support in facilities.

- **Maximize the use of current and future facilities:** The federal and state governments have made significant investments in National Guard training and logistical facilities and associated infrastructure. The state continues to provide the operating and maintenance costs of these facilities located in 60 communities. The department's position is that those facilities should be made available to other agencies and members of the community when they are not being used for military training. This philosophy has resulted in numerous government and community partnerships, noted elsewhere in this document with significant cost savings to those agencies and groups.

Department of Military Affairs Organizational Chart



Department of Military Affairs - 8

Legend:

- Reporting
- Coordination
- M-Day Position

Note 1: Report to Cdr, MN ANG
 Note 2: Report to 133 AW
 Note 3: Report to TAG

Note 4: M-Day, Report to Cdr, MN ANG
 Note 5: Coordinates with AAG-OPS
 Note 6: Reports to AAG-SPT

Chapter 3 Budget and Personnel

The budget

The state budget

The department of Military Affairs receives just over \$10 million in annual general fund appropriation. During fiscal year 1999, the department will also receive \$37 million in federal reimbursement in support of federal construction programs. The fiscal year 1999 general fund budget is managed under the following program structure:

- **Maintenance of Training Facilities.** The FY 99 general fund appropriation for this budget program is \$7 million. Within the program are the following budget activities:
 - Armory Maintenance (there are 61)
 - Air Base Maintenance (Minneapolis & Duluth)
 - Camp Ripley/Holman Field
- **General Support.** The FY 99 general fund appropriation is \$2.53 million. Within the program are the following budget activities.
 - Administrative Services (payroll/personnel services)
 - Auxiliary Services
- **Enlistment Incentives.** The FY 99 general fund appropriation is \$2.67 million. This budget program provides tuition reimbursement and enlistment bonuses for members of the Minnesota National Guard.
- **Emergency Services** The FY 99 general fund appropriation for this budget program is \$75 thousand. Within this budget program is the following activity:
 - Military Support (to civil authorities)

Note: In the event costs of emergency assistance exceeds the appropriated amount, additional general fund dollars are requested from Department of Finance and provided. Depending upon the nature of the emergency and a federal declaration, reimbursement to the general fund is possible, e.g. nearly all of the general fund dollars expended for Flood Fight 97 were reimbursed by the federal government because of the Presidential disaster declaration.

- **Community Support.** The FY 99 general fund appropriation for this budget program is \$450 thousand. These dollars are not part of the department's budget base level. The "STARBASE Minnesota" activity receives no general fund dollars and is support totally by federal dollars as reimbursements for expenditures. Within this budget program are the following activities:

- STARBASE Minnesota
- Guard Our Youth
- Softskills Training

Note: STARBASE is an acronym for Science and Technology Academies Reinforcing Basic Aviation and Space Exploration.

The federal budget

Army National Guard

Federal funds support operating, training and logistical requirements of the Minnesota National Guards' federal mission. Funds are issued to the federal fiscal officer in two broad budget programs:

- National Guard Pay and Allowances (NGPA)- \$19.6 million. This is for pay and allowances for temporary full-time support pay, annual training, military education, and clothing and subsistence costs for enlisted personnel.
 - Operations and Maintenance of the Army National Guard (OMRANG) - \$43.5 million includes all operational support and full-time technician support pay.
- The federal dollars noted above are issued to and managed within the state. In addition to the "Minnesota managed" dollars, there are two additional categories of pay and allowances that are centrally management at the National Guard Bureau in Washington and dedicated to Minnesota guard members.
- Inactive Duty for Training (IDT) pay - \$23.5 million. This is for payment of all Army National Guard members performing weekend training duty.
 - Active Guard and Reserve pay and allowances - \$25.1 million. This is for pay and allowances of the active duty Army and Air National Guard personnel who support unit and organizational administration, training and logistics.

Air National Guard

The 133rd Airlift Wing received \$19 million in their fiscal year 1998. Those funds were applied in two basic areas:

- Base operations and maintenance - \$17.3 million.
- Military personnel pay and allowances - \$1.7 million.

The 148th Fighter Wing in Duluth received \$24.1 million in their fiscal year 1998. Those funds were applied in two basic areas.

- Base operations and maintenance - \$23.2 million.
- Military personnel pay and allowances - \$894 thousand.

Personnel overview

Full time support personnel

The department has a variety of full-time federal and state employees that perform leadership, administrative, training and logistical functions in support of our largely “part-time” National Guard force. This reflects the complexity of our agency and its dual purpose of insuring that:

- The National Guard meets its federal readiness standards, and
- Is available to support local authorities during state emergencies, and
- Its role as an agency of state government is fulfilled.

The following categories of full-time employees perform services for the Department of Military Affairs:

Federal employees - the are 1498

- **Excepted federal civil service** is the predominate class of employees in the department. These individuals must maintain National Guard membership to retain their civil service employment. There are 878 employees in this category.
- **Competitive federal civil service** employees are not required to be members of the National Guard. Their numbers are small and the Department of Defense is trying to phase this category of employee out of service to the National Guard. There are 45 employees in this category.
- **Active Guard-Reserve** employees are members of the National Guard in an active status similar to other

members of the armed forces on active duty. They can qualify for retirement after 20 years of service. There are 575 employees in this category.

- **Active Duty-Special Work** employees are traditional or part-time guard members who are called to duty to support specific projects. The number involved in this category fluctuates widely depending on available funds and mission requirements.

State Employees – there are 300

- **Civilian** employees with no requirement for National Guard membership. These employees are identical to employees in other state agencies. 66 of the 300 are in this category.
- **State military** employees are similar to the federal active guard-reserve employees in that National Guard membership is required. These positions are primarily department leadership and senior staff positions. There are 7 of these positions in the entire department.
- **Activity specific** employees who salaries and benefits are paid by the activity they support Camp Ripley training site, e.g. Department of Corrections liaison, troop housing employees. There are less than 5 total employees in this group.
- **Federally reimbursed civilian and state military** employees are employees of the state in all respects except that the federal government reimburses all or part of their salary and benefits. These individuals are employed primarily at Camp Ripley and the two Air National Guard bases. The majority of state employees, 204 of the 300, are in this category.

The part-time, traditional Guardsmen

The entire purpose of the Department of Military Affairs and all the full-time federal and state employees therein is to support the administrative, training and logistical needs of the part-time, traditional members of the Army and Air National Guard. Most of the nearly 1800 full-time employees of the department are also members of the National Guard and train, on weekends, as traditional members. They are included in the total strength of the Minnesota National Guard:

Total Army National Guard members	9601
Total Air National Guard members	2336
Total in the Minnesota National Guard	11,937

Chapter 4 – Description of Divisions

Department headquarters

The department headquarters is located in the Veterans Service Building in St. Paul. There are currently 108 employees in the headquarters: 88 are federal employees and the remaining 20 are state employees.

The Camp Ripley Military Reservation

The Camp Ripley Military Reservation is a 53,000 acre, state-owned, military training facility located 7 miles north of Little Falls. Its primary purpose is to provide facilities for training of domestic military organizations both reserve components and active forces. It has also been used by several foreign military organizations for training. In 1996, the legislature and the governor designated Camp Ripley as the "State of Minnesota Education and Training Center" to encourage use of its facilities by non-military organizations. Camp Ripley is also the Minnesota National Guards major logistical support center.

Facilities Management Office

The Facilities Management Office is located at Camp Ripley. It is responsible for the maintenance and repair of all state and federal Minnesota National Guard facilities. It is also responsible for implementation of the federal Real Property Maintenance Agreement, the federal military construction program (as it relates to Camp Ripley military training areas/facilities) and the National Guard environmental program. This office is staffed with a combination of federal and state employees.

The National Guard structure

Nearly all full-time employees of the department support Army and Air National Guard training and logistical facilities. These employees operate and maintain facilities that are dedicated primarily to the federal mission of the National Guard, although, most of the Training and Community Center facilities are also used as community centers.

The basic military structure of the Minnesota Army and Air National Guard is as follows:

Army National Guard

- ❑ The State Area Command is co-located with the department headquarters in the Veterans Service Building.
- ❑ The 34th Infantry Division headquarters is located in **Rosemount**.
- ❑ The Troop Command headquarters is located in **Roseville**.
- ❑ Brigade level headquarters are located in:
 - Stillwater** - HQ 1st Brigade
 - Bloomington** - HQ 34th Division Support Command
 - Brooklyn Park** - HQ 34th Division Artillery
 - Holman Field** – HQ Aviation Brigade
- ❑ Battalion level headquarters are located in:
 - St. Paul** - 147th Personnel Services Battalion
 - Inver Grove Heights** - 134th Signal Battalion
 - Rosemount** - 634th Military Intelligence Battalion
 - Roseville** - 147th Finance Battalion
 - Willmar** - 682d Engineer Battalion
 - Moorhead** - 2nd Battalion 136th Infantry
 - Mankato** - 2nd Battalion 135th Infantry
 - Brainerd** - 1st Battalion 194th Infantry
 - Duluth** - 1st Battalion 94th Armor
 - New Ulm** - 1st Battalion 125th Artillery
 - Montevideo** - 1st Battalion 151st Artillery
 - Minneapolis** - 134th Forward Support Battalion
 - Camp Ripley** - 434th Main Support Battalion and the 175th Regiment
 - Holman Field** – 2nd Battalion 147th Aviation
3rd Battalion 147th Aviation
- ❑ Smaller, unit level, elements are located in additional training and community center, (armories) throughout the state.

Air National Guard

- ❑ The 148th Fighter Wing and associated support units are located at the Air National Guard Base at the Duluth International Airport.
- ❑ The 133rd Airlift Wing and associated support units are located at the Air National Base adjacent to the Twin Cities International Airport.

