

MINNESOTA NATIONAL GUARD 2008 ANNUAL REPORT



THE NEW NORMAL

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2008 REFLECTIONS

The Minnesota National Guard Joint Force Headquarters is located on the Capitol Complex in St. Paul.



Governor Tim Pawlenty is the Commander-in-Chief of the Minnesota National Guard.
www.governor.state.mn.us



Major General Larry Shellito is the Adjutant General of Minnesota and is responsible for more than 13,800 Soldiers and Airmen.
www.minnesotanationalguard.org/tag

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To the Citizens of Minnesota:

In 2008, your Minnesota National Guard served the state and nation in unprecedented ways abroad and at home. We did so by serving on the front lines of the Global War on Terror, as peacekeepers in a new independent nation and at home by changing a long-held paradigm about caring for our Soldiers, Airmen and their families.

The Minnesota National Guard demonstrated its capability overseas by supporting both Operation Iraqi Freedom and Operation Enduring Freedom. We also supported the NATO peacekeeping mission in Kosovo.

At home, in addition to our traditional support of state and counties for blizzard relief and missing person searches, the Minnesota National Guard served as the lead military command during the 2008 Republican National Convention (RNC). More than 1,700 Servicemembers from all branches of the armed services operated under the command and control of the Minnesota National Guard to support U.S. Secret Service security requirements at the RNC.

Over the last eight years, the National Guard's responsibilities have expanded from a strategic reserve to an operational force. Employers, communities and elected officials have offered support for this "New Normal" to ensure our Citizen-Soldiers, -Airmen and their families can meet the challenges faced during deployments and transitions back to civilian life.

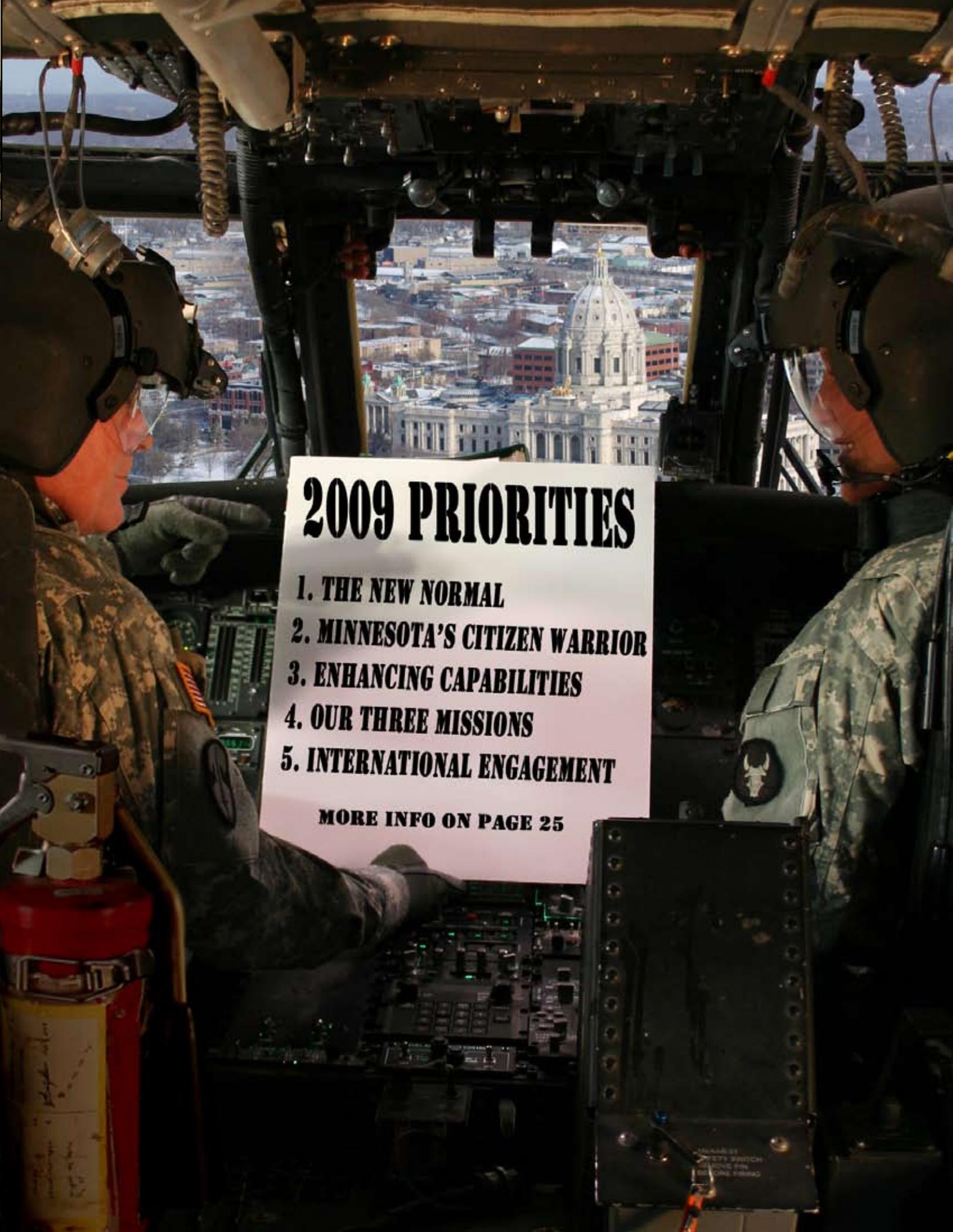
We look ahead to 2009 as an opportunity to enhance our capabilities while still performing our core missions. We continue to prepare for deployments in support of our federal mission and homeland defense. We also anticipate strengthening our cooperative relationship with United States Northern Command as it works to refine its priorities and relationships with other agencies.

While times may be challenging, there is one thing Minnesota can count on – the Minnesota National Guard. One has to look no further than the newly dedicated Fallen Heroes Memorial at the Bloomington Armory to fully understand the commitment and sacrifice of our Minnesota Guardsmen.

I thank you for your continued support of the Minnesota National Guard.

Sincerely,

Larry W. Shellito
Major General, Minnesota Army National Guard
The Adjutant General

A photograph of two soldiers in military uniforms and helmets sitting in the cockpit of a helicopter. They are looking at a white sign held in front of them. The sign lists five priorities for 2009. In the background, through the cockpit windows, a cityscape is visible, featuring a prominent white domed building, likely the Minnesota State Capitol. The cockpit is filled with various instruments, controls, and equipment.

2009 PRIORITIES

- 1. THE NEW NORMAL**
- 2. MINNESOTA'S CITIZEN WARRIOR**
- 3. ENHANCING CAPABILITIES**
- 4. OUR THREE MISSIONS**
- 5. INTERNATIONAL ENGAGEMENT**

MORE INFO ON PAGE 25



The Minnesota National Guard's response force prepares throughout the year.



JOINT FORCE HEADQUARTERS

The Joint Force Headquarters is an operational unit with an integrated Army and Air staff responsible for all administrative, personnel, intelligence, operational planning, logistics, civil-military affairs, information technology, legislative affairs, public information and financial functions for the Minnesota National Guard. In 2008, the Joint Force Headquarters modeled its leadership for the nation by serving as the commanding force for all military units operating in Minnesota in support of Republican National Convention security.

www.minnesotanationalguard.org/jfhq

CAMP RIPLEY TRAINING CENTER



As the premiere regional training center, Camp Ripley's 53,000 acres continue to balance the needs of military and civilian users. The facilities, ranges and natural resources provide an ideal training environment for military, federal, state and local agencies. In 2008, Camp Ripley hosted more than 400,000 military personnel visits and 78,000 civilian training visits. Improvements will continue in 2009, including completion of the first National Guard Combined Arms Collective Training Facility.

www.minnesotanationalguard.org/camp_ripley

HOMELAND SECURITY

The Minnesota National Guard is prepared to respond and assist federal, state and local authorities in a wide range of homeland security scenarios. In 2008, the Minnesota National Guard provided homeland security capabilities in support of the Republican National Convention. At the request of the U.S. Secret Service, the Minnesota National Guard deployed the 55th Civil Support Team, a rapid reaction force, and the CERF-P (Chemical, Biological, Radiological, Nuclear and High Yield Explosive Enhanced Response Force) Package.

www.minnesotanationalguard.org





In 2008, the two Minnesota Air Guard flying wings flew more than 400 combat missions.

148TH FIGHTER WING

More than 700 Airmen from the Duluth-based 148th Fighter Wing deployed to six different countries in 2008. An Air Force Outstanding Unit Award recipient, the 148th Fighter Wing was placed on a short-notice deployment to Alaska in January 2008 to patrol the northern skies. Also, more than 300 Airmen were called to serve in Iraq as members of an Air Expeditionary Force responsible for high-altitude reconnaissance and aerial support of ground forces. In Minnesota, the 148th Fighter Wing was responsible for enforcing the Federal Aviation Administration's temporary flight restrictions during the Republican National Convention. F-16 "Fighting Falcon" pilots and crews are on 24-hour alert to provide air sovereignty for the United States.



www.148fw.ang.af.mil



133RD AIRLIFT WING

Located at the Minneapolis-St. Paul International Airport, the 133rd Airlift Wing deployed 864 Airmen to 15 different countries in 2008. Flying the C-130 "Hercules," the Wing operated more than 2,400 hours, transported 4,278 passengers, and hauled 824 tons of cargo. The U.S. Air Force awarded the 133rd Airlift Wing the prestigious Outstanding Unit Award for the seventh time in recognition for the exceptional performance of all 1,280 Airmen. At home, the wing provided the facilities, infrastructure and security for a variety of federal agencies in support of the Republican National Convention. Additionally, the wing contributed to the success of Operation Jump Start and also had crews on stand-by to support hurricane relief.

www.133aw.ang.af.mil



Soldiers from C Co., 2nd General Support Aviation Battalion, 211th Aviation Regiment salute before departing for Iraq.

34TH RED BULL INFANTRY DIVISION

The Rosemount-based 34th Red Bull Infantry Division oversees the training and operations of eight National Guard brigades in six different states. Altogether, there are nearly 25,000 Soldiers affiliated with the 34th Infantry Division. In 2008, the “Red Bulls” announced they will deploy to Iraq and operate in eight of Iraq’s 18 provinces. During this one-year mission, scheduled to begin in February 2009, the 34th Infantry Division will provide the leadership, command, control and in-depth staff analysis for a 16,000-person multinational division. The unit will have a direct partnership with more than 40,000 Iraqi Security Forces, which include the Iraqi Army, the Iraqi Police and the Iraqi Department of Border Enforcement.



www.TheRedBulls.org

1ST BRIGADE COMBAT TEAM



In 2008, members of the Bloomington-based 1st Brigade Combat Team completed the process of reintegration back into civilian life through the *Beyond the Yellow Ribbon* program. The brigade also worked to reorganize itself after a record setting, 22-month deployment away from home. In addition, the brigade fielded new combat systems, including upgraded Abrams Tanks, Mortar Fire Control Systems, unmanned aerial vehicles and new self-propelled howitzers.

www.minnesotanationalguard.org/1bct

34TH COMBAT AVIATION BRIGADE



The 34th Combat Aviation Brigade, headquartered in St. Paul, deployed more than 700 Soldiers in May to Iraq. The brigade headquarters, along with Soldiers of the 834th Aviation Support Battalion are leading a task force of more than 100 aircraft from 11 National Guard states and the active Army. The St. Paul-based C Co., 2nd General Support Aviation Battalion, 211th Aviation Regiment and the Little Falls-based F Co., 1st General Support Aviation Battalion, 189th Aviation Regiment are also serving in Operation Iraqi Freedom.

www.TaskForce34.org



Minnesota Army National Guard Soldiers are locked and loaded in a guard tower at Joint Base Balad, Iraq.

84TH TROOP COMMAND



The Minneapolis-based 84th Troop Command was the ground force command element for National Guard units during the 2008 Republican National Convention. More than 600 Soldiers provided critical security support in the Twin Cities. In 2008, two 84th Troop Command units, the Litchfield-based 849th Mobility Augmentation Company and the Little Falls-based 851st Vertical Engineer Company, returned from essential missions in support of Operation Iraqi Freedom.

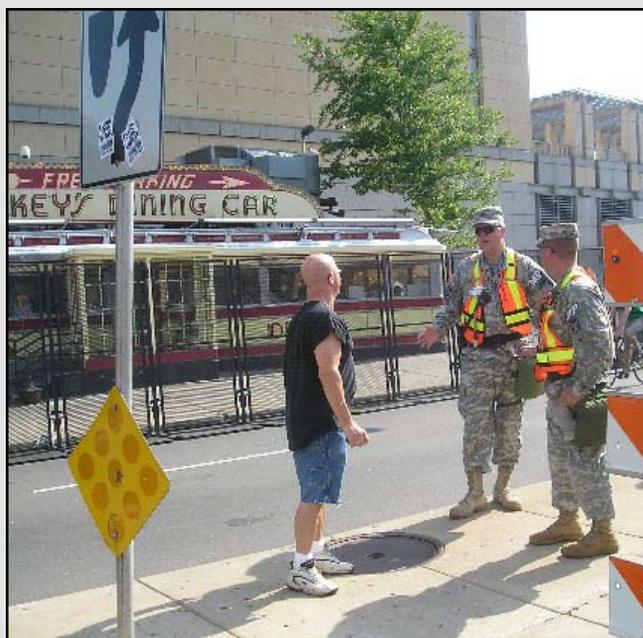
www.minnesotanationalguard.org/84tc

175TH REGIMENT



The 175th Regiment serves as the Regional Training Institute for Army, Army Reserve and Army National Guard Soldiers. Using innovative training techniques, the Camp Ripley-based unit trained more than 800 Soldiers in a variety of military, leadership and technical skills in 2008. Through the 175th Regiment, 43 officers and 10 warrant officers earned their commissions.

www.minnesotanationalguard.org/175rti



347TH REGIONAL SUPPORT GROUP

Headquartered in Roseville, the 347th Regional Support Group provides specialized capabilities such as military police, personnel, medical, finance and human resources. Three 347th Regional Support Group units returned from successful combat assignments in 2008: the 147th Personnel Services Battalion, the 247th Finance Detachment and the 347th Personnel Services Detachment. During the Republican National Convention, the 347th was responsible for providing the logistics support for the 1,700-person military task force. In November 2008, the 347th Regional Support Group activated the 147th Human Resource Company, a new unit responsible for Soldier reception, replacement, return-to-duty, rest-and-recuperation and redeployment. In 2009, the unit expects to deactivate the 147th Personnel Services Battalion and the 347th Personnel Services Detachment.

www.minnesotanationalguard.org/rsg



HISTORY

Minnesota National Guard Soldiers muster at Camp Lakeview, near Lake Pepin, in 1900.

SESQUICENTENNIAL



150 YEARS
of STATEHOOD
1858 - 2008

Minnesota celebrated the 150th anniversary of statehood May 11, 2008. The “Pioneer Guard” was established in 1856 – two years before Minnesota became the 32nd state. In honor of the rich contribution to state history, the Minnesota National Guard played a prominent role in the official Sesquicentennial ceremony. During the celebration, the crowd that gathered at the State Capitol observed an F-16 flyover, a color guard representing all Army and Air Guard units and live video satellite remarks from the senior deployed Minnesota commander in Iraq.

www.mn150years.org

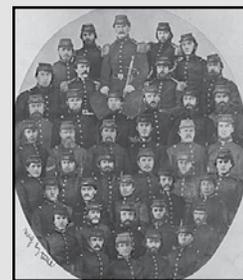


MINNESOTA GUARD MILESTONES

In 1856, when the Pioneer Guard was established, every man in Minnesota of military age was automatically included.



The First Minnesota Infantry Regiment was the first militia unit in the nation to respond to President Lincoln’s call for troops in April 1861.



The Minnesota National Guard’s 13th Volunteer Regiment was the first to volunteer for service in the Philippines and Cuba during the Spanish-American War of 1898.



The 109th Observation Squadron of the Minnesota National Guard became the first Air National Guard unit in the country in 1921.

Minnesota National Guard units were called to break up picket lines of striking packing plant workers in South St. Paul in 1921, and again, in the 1934 Minneapolis truck drivers’ strike - the largest in state history.



In World War II, a tank company of the Minnesota National Guard from Brainerd was ordered to the Philippines in 1941 to shore up American defenses against Japan. They were pushed into the Bataan Peninsula and ultimately endured the Bataan Death March.

The 175th Field Artillery, as part of the 34th Red Bull Infantry Division, were among the first American troops deployed to Europe in January of 1942 and were credited with more combat days in Europe than any other division.



Minnesota National Guard troops have served in peacekeeping roles in the former Yugoslavia, including Bosnia and Kosovo.

After Sept. 11, 2001, the Guard provided airport security and the Duluth-based 148th Fighter Wing’s F-16s flew patrols for a longer period than any other air defense unit.



More than 2,600 members of the Minnesota National Guard, serving in the 1st Brigade Combat Team of the 34th Infantry Division, served longer in Operation Iraqi Freedom than any other military unit – 16 months.

www.minnesotanationalguard.org/history



The 148th Fighter Wing "Bulldogs" stand alert 24-hours a day to provide air sovereignty for the nation.

Minnesota paused in September 2008 to pay tribute to 60 years of excellence. Duluth's 148th Fighter Wing celebrated six decades of contributions to the nation, the state and the community.

Sept. 17, 1948: A group of 50 men mustered at the Duluth Municipal Airport to form a new National Guard unit - the 179th Fighter Squadron. The unit fell in on the F-51D "Mustang" and ultimately were called to serve in the Korean War.



The first muster of 148th Fighter Wing Airmen.

- In 1960, the unit began providing 24-hour air defense alert from Duluth. First operating the F-89J "Scorpion," then the F-102 "Deuce," and finally the F-101 "Voodoo," pilots and crews supported missions on a moment's notice.

- The unit was redesignated in 1976 as the 148th Tactical Reconnaissance Group. The Wing began to fly RF-4C "Phantom" in order to achieve the expanded mission of being able to deploy from Duluth in order to operate anywhere in the world.



Crews maintain an F-51 "Mustang."



The F-94 "Starfire" was the first jet flown by the 148th Fighter Wing.

- The mission changed again in 1983, as the F-4D "Phantom" enabled the Wing to provide air defense.
- Since 1990, the 148th Fighter Wing has been flying variations of the F-16 "Fighting Falcon." The unit has distinguished itself as a top-tier wing, capable of deploying anywhere in the world to provide air sovereignty and air defense.



The 148th Fighter Wing operated the F-4D "Phantom" from 1983 to 1990.

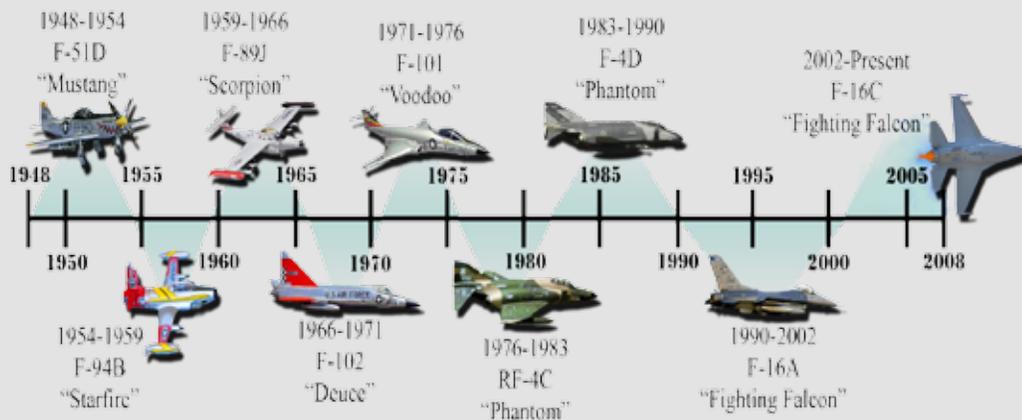
- Today, more than 1,000 Airmen of the five-time Outstanding Unit Award winning 148th Fighter Wing proudly serve throughout the world, and are ready to take on any mission on behalf of their state and nation.



While conducting air patrols in 2008, the 148th Fighter Wing was the first non-Alaskan F-16 National Guard unit to intercept a Russian Tu-95 "Bear" Bomber. (file photo)

www.148fw.ang.af.mil

60 YEARS OF FLIGHT





**JOINT TASK FORCE
RNC**

The Xcel Energy Center in St. Paul was the venue for the Republican National Convention.

At the direction of the Department of Homeland Security, the Minnesota National Guard was assigned the command of a 1,700-person military force to assist with security during the RNC.

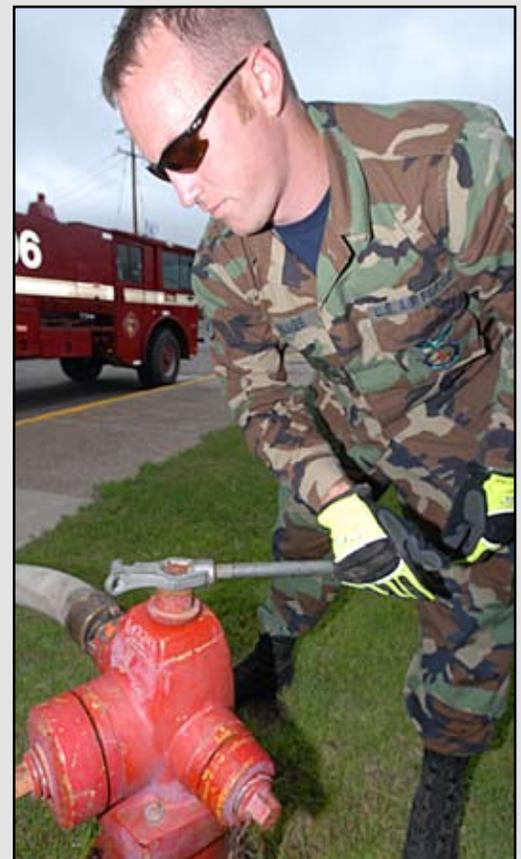
“I think it was important for the anarchists and the citizens of St. Paul to see the Guard standing there ... the Guard was there as a clear sign that the government was still there, and that we were still in control, and that chaos was not going to be allowed to continue downtown.”

**- John M. Harrington,
St. Paul Chief of Police**



Minnesota National Guard Soldiers stand ready in downtown St. Paul.

- When the 2008 Republican National Convention was declared a National Special Security Event, the Minnesota National Guard was directed to command a military joint task force that would assist with security around the Twin Cities.
- The 2008 Republican National Convention showcased the Minnesota National Guard’s capability to support civil authorities.
- With participation from all branches of military service, the Minnesota National Guard performed basic security functions to free up peace officers, allowing them to address higher level law enforcement tasks.
- The National Guard backed up civilian agencies when the situation required and was ready to stand up significant support in the event of a catastrophe.
- Four subordinate task forces provided various security functions: a Minnesota Guard ground security and support task force, an Army Guard aviation task force, a civil support task force and a federal capabilities task force.
- F-16s from the 148th Fighter Wing were assigned the duty of enforcing temporary flight restrictions established by the Federal Aviation Administration.



Minnesota Air National Guard Airmen were on duty in order to assist St. Paul firefighters.



Although a small group of self-described “anarchists” caused chaos in St. Paul, 10,000 citizens gathered to peacefully demonstrate their views on the policies of the RNC.



Soldiers were specially trained and available to assist with crowd control.

- A Rapid Reaction Force of 300 Soldiers from the Brainerd-based 1st Combined Arms Battalion, 194th Armor were specially trained and available to assist with crowd control at the request of the St. Paul Police Department.
- Minnesota National Guard Rapid Reaction Force Soldiers responded Sept. 1 when small bands of demonstrators began using violent tactics, such as dropping tire spikes on highways, breaking windows, setting dumpsters on fire and attempting to blockade routes to the convention.
- With the St. Paul Police Department and its partners fully engaged, National Guard troops responded to a request for assistance at 2:30 p.m. Sept. 1. Within an hour, Soldiers were securing the Wabasha Street Bridge in order to free up officers to restore peace throughout the city.



Aviators and crews were on stand-by to provide aerial transportation to military forces throughout the RNC.



More than 260 Minnesota National Guard Soldiers provided security at 14 critical sites throughout the Twin Cities during the RNC.

“DUAL HAT” COMMANDER

Joint Task Force RNC had a dual status unified command structure with one commander for both federal and state military forces. Brig. Gen. Joe Kelly, the assistant adjutant general of the Minnesota National Guard, was the “Dual Hat” commander.

This dual status command provided all military forces with one common operating picture which greatly contributed to a safe and secure environment for the Republican National Convention.



Brig. Gen. Joe Kelly (standing) receives a brief from Joint Task Force - RNC staff.



PEOPLE

Lt. Col. Bob Inress speaks with a Bataan Death March survivor at the 11th Annual Bataan Memorial Death March in Brainerd, Minn.

The strength of the Minnesota National Guard is not its tanks, aircraft or howitzers. Our most powerful asset is our Citizen-Soldiers and -Airmen who patriotically serve their nation, their state and their community.

NATURALIZED CITIZEN-SOLDIERS



Two 247th Finance Detachment Soldiers have become naturalized U.S. citizens. Spc. James Idoko (above), a native of Nigeria, completed his U.S. citizenship test upon arrival at the Roseville Armory.

“This is a good country - people have struggled to make it better and will continue to fight to make it better.”

- Spc. James Idoko, 247th Finance Specialist

Spc. Moses Nyumah (below), originally from Liberia, took the oath of citizenship while serving in Iraq.



- The Minnesota National Guard Personnel Directorate implemented the first Lean Six Sigma process improvement initiatives with impressive results. Pay discrepancies were reduced, junior promotions were timelier, benefits were accelerated to Servicemembers and opportunities for advancement were better communicated.

- While deployed to Iraq, the 2nd Assault Helicopter Battalion, 147th Aviation Regiment reenlisted 99 Soldiers and paid out more than \$1 million in bonuses.

- 133rd Airlift Wing recruiters Tech. Sgt. Tom Gangi and Tech. Sgt. Bob Gindorff were awarded the Air National Guard Director’s Challenge award for achieving more than 135 percent of their recruiting goal.

- Minnesota Army National Guard recruiters far exceeded their established goal of recruiting 1,467 Soldiers – 2,132 new people joined the Minnesota Army National Guard in 2008.

- Col. David Hamlar of the 133rd Airlift Wing was named “Air National Guard Flight Surgeon of the Year.”

- Two media outlets embedded with the Minnesota National Guard in 2008 and reported on activities in both Iraq and Afghanistan.



Pfc. Benjamin Sackett returns on leave from Iraq and surprises his pen pal, 6th grader Katie Mischel, at Vista View Elementary School in Burnsville.

- For the second year in a row, the U.S. Property and Fiscal Office Internal Review Division was recognized by the National Guard Bureau with a Four Star Award of Excellence. Additionally, the Institute of Internal Auditors recognized the Internal Review Division for mastering industry standards.

A SECOND CHANCE



Iraqi patient Lamyaa Kareem (left) and her mother Shanan Hassan were hosted by Maj. Johanna Clyborne of the 34th Infantry Division for nine weeks while Lamyaa recovered from surgery coordinated by Minnesota National Guard medical professionals.



Scott Mills was selected to serve as the Command Sergeant Major of the Minnesota National Guard. He is the first Minnesota senior leader to establish his own Facebook page in order to communicate directly with Soldiers.

www.minnesotanationalguard.org/csm



TECHNOLOGY AND LOGISTICS

The 133rd Airlift Wing Air Base was the logistics hub for the Republican National Convention.

The Minnesota National Guard's logistics and technology teams set a new standard in 2008, coordinating complex operations at home and abroad.



Students from Central High School in St. Paul, Minn., participate in a live video teleconference with Soldiers of the 2nd Assault Helicopter Battalion, 147th Aviation Regiment from Joint Base Balad, Iraq. The Minnesota National Guard coordinated 16,900 hours of video teleconferencing in 2008.

- The Minnesota National Guard logistics team was awarded the 2008 Deployment Excellence Award in recognition of exceptional management of the deployment process.
- The U.S. Property and Fiscal Office data processing section increased secure network storage by 600 percent in order to safeguard data and upgrade financial reporting.
- The 133rd Logistics Readiness Squadron Fuels Team was awarded the Best Fuels Flight of the Year Award by the Air National Guard.



Senior Airman Collin Brandon, 210th Engineer Installation Squadron, reaches into his tool bag for bolts to fasten on a new ground to air transmit receiver site, at McConnell Air Force Base, Kan.



148th Fighter Wing mechanic Staff Sgt. George Suonvieri adjusts a Theater Airborne Reconnaissance System pod at Joint Base Balad, Iraq.

- The Minnesota National Guard coordinated a video teleconference so that survivors and family members of the Interstate 35W bridge collapse could view the congressional hearings.
- More than 55,000 people utilized Minnesota National Guard Distance Learning classrooms in 2008.



1st Lt. Jeffrey Nilsen (left) was awarded U.S. Army Transportation Officer of the Year, Chief Warrant Officer Daniel Woo was awarded U.S. Army Transportation Warrant Officer of the Year.

- 133rd Airlift Wing maintenance crews achieved an 83.3 percent fully mission capable rate, compared to the Air Force average of 74 percent.
- The Minnesota National Guard's Logistics Directorate managed more than \$1 billion in equipment in 2008.
- The Minnesota National Guard fielded a variety of new equipment in 2008, including 150 medium-to-heavy vehicles, 150 light-wheeled vehicles, advanced satellite capability, FM communications systems and advanced individual Soldier equipment.



Camp Ripley's maintenance management center repaired and reissued more than 350 wheeled vehicles, 95 tracked vehicles and more than 2,000 radios.



THE
NEW
NORMAL

34th Combat Aviation Brigade Soldiers salute during their departure ceremony at Ft. Sill, Okla.

Since Sept. 11th, 2001, the role of the National Guard has changed from a strategic reserve to an operational force. Ensuring that the challenges that our Soldiers and Airmen, their families, and their employers face are addressed is part of the “New Normal.”

FROM A STRATEGIC RESERVE TO AN OPERATIONAL FORCE

The National Guard provides operational capabilities and strategic depth to meet the nation’s defense requirements across the full spectrum of conflict. While these roles are not new, the degree to which the military services have relied upon the National Guard has changed. Today, the Department of Defense is asking much more of its National Guardsmen. Now, Airmen or Soldiers might deploy three or four times over the course of a career. This is a different type of commitment based on different expectations from Servicemembers, their families and employers.



Minnesota Air National Guard firefighters train in Iraq in December.

CREATING A RELEVANT NETWORK FOR FAMILIES

More than 10,000 Servicemembers and their families attended *Beyond the Yellow Ribbon* training events in 2008. New initiatives such as Family Preparation Academies and Family Readiness Planning Conferences prepare Servicemembers and their families for upcoming deployments. These events establish the link between family readiness groups, family assistance groups, service providers, and communities prior to deployment.



Staff Sgt. Contrina Lamm reunites with family after a yearlong deployment.

RECOGNIZING THE SACRIFICE OF OUR EMPLOYERS



The 1st Battalion, 151st Field Artillery Regiment hosts employers of Minnesota Army National Guard Soldiers at Camp Ripley.

Understanding and support from employers is a key component to the success of the Minnesota National Guard. In 2008, more than 1,100 employers signed “statements of support” distributed by the Minnesota Chapter of the Employer Support of the Guard and Reserve (ESGR). Employers are routinely recognized as patriots by their Citizen-Soldiers or -Airmen, and the Minnesota National Guard is committed to keeping employers informed.

ENVIRONMENTAL INITIATIVES



The 133rd Airlift Wing constructed the first-ever Air National Guard-funded Rain Garden. This esthetically pleasing water pollution prevention tool absorbs up to 2 ½ inches of rainfall so that runoff does not enter storm sewers.

- The Minnesota National Guard recycled 3,000 tons of concrete and 80,000 tons of gravel in 2008. The reclaimed materials were used for road and trail construction at Camp Ripley.



Protecting animal life is one of the reasons Camp Ripley’s Environmental Program earned 1st Place for the National Guard’s Natural Resources Conservation Award.

www.minnesotationalguard.org/camp_ripley



Maintenance crews at the 148th Fighter Wing keep the F-16C "Fighting Falcon" in the air.



Assistant Secretary of the Air Force William Anderson (far right), and Assistant Secretary of Labor for OSHA Edwin Foulke (far left), present the 148th with its Star rating.

HIGHEST SAFETY AWARD EVER IN THE AIR FORCE

The 148th Fighter Wing was the first unit in the Air Force to be awarded "Star Status" in the Occupational Health and Safety Administration's (OSHA) Voluntary Protection Program. The Star Status recognizes excellence in safety and health management systems, sustained safety performance and employee protection beyond OSHA standards. Col. Mark Johnson, commander of the 148th Fighter Wing, stated that this recognition "is a validation of all 148th members working together for a common goal – to ensure the safety of all its members and families."

FIRST MINNESOTAN TO EARN DISTINGUISHED FLYING CROSS SINCE WWII

Sgt. Dan Young of the St. Paul-based 2nd Assault Helicopter Battalion, 147th Aviation Regiment, became the first Minnesotan to receive the Distinguished Flying Cross for heroism in combat since World War II. On the night of March 25, 2008, Young, a Blackhawk crew chief, was supporting an air assault mission when an urgent requirement for medical evacuation occurred. He and the aircrew were able to guide the assault force to the landing zone while simultaneously maneuvering the aircraft through numerous hazards, including enemy fire. Young assisted with the medical evacuation to several wounded Soldiers.



Retired Maj. Gen. Rick Erlandson presents Sgt. Young with his award in December.

BOTH MINNESOTA FLYING WINGS ACHIEVE OUTSTANDING UNIT AWARDS BY U.S. AIR FORCE

Both the 133rd Airlift Wing and the 148th Fighter Wing were awarded Outstanding Unit Awards by the U.S. Air Force. The recognition is earned by Air Force units that perform exceptionally meritorious U.S. service, accomplish specific acts of outstanding achievement, excel in combat operations against an armed enemy or conduct with distinction military operations in a hostile environment. Less than 10 percent of Air Force units receive this honor.



Outstanding Unit Award:
133rd AW: October 2005 to September 2007
148th FW: November 2005 to October 2007



MINNESOTA RECRUITERS SMASH GOALS

Minnesotans continued to join the Minnesota National Guard in record numbers. Both Air Wings ended 2008 well above required manning levels, and the Minnesota Army National Guard recruited 2,137 Soldiers in 2008, smashing the established goal of 1,467. The Minnesota Army National Guard was a national leader in the "Active First" program, an enlistment option where Soldiers serve on active duty before returning to their hometown National Guard unit.

MINNESOTA'S "BEYOND THE YELLOW RIBBON" GOES NATIONAL

Minnesota's innovative *Beyond The Yellow Ribbon* reintegration program is helping Minnesota Servicemembers transition from warrior to citizen after a deployment. In 2008, *Beyond The Yellow Ribbon* received \$439 million in federal funding and is the national model for pre-deployment, deployment, demobilization and post-deployment reintegration training for Servicemembers.



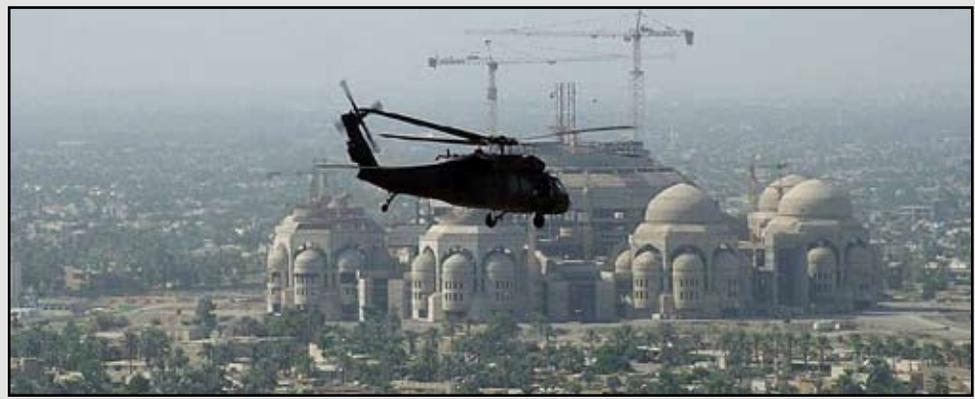
Servicemembers and their families attend a reintegration workshop.



FEDERAL MISSION

More than 1,000 Minnesota Army and Air National Guard troops deployed overseas in 2008.

IRAQ

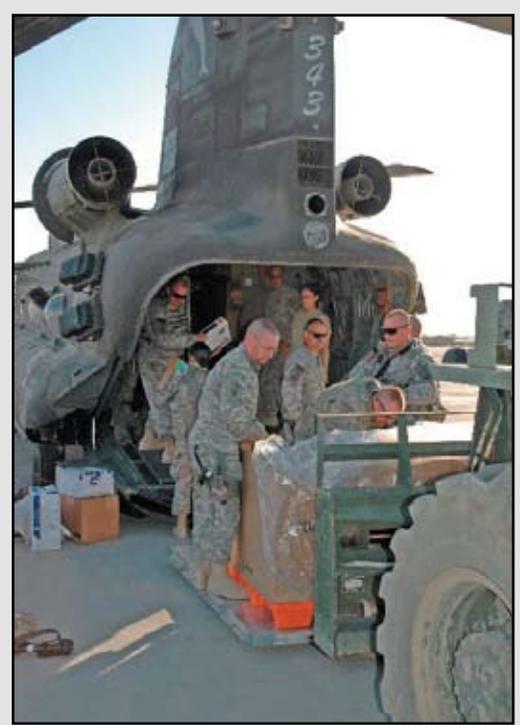


The Minnesota National Guard flies a patrol over Iraq.

- The St. Paul-based 2nd Assault Helicopter Battalion, 147th Aviation Regiment returned in July 2008 from a one-year deployment to Balad. The unit flew more than 2,000 missions and 19,500 flight hours, transporting 1.9 million pounds of cargo and 80,000 passengers.
- Ninety-four Soldiers from the Litchfield-based 849th Mobility Augmentation Company coordinated renovation and construction projects totaling \$1.5 million.
- The 155 Soldiers of the 851st Vertical Engineer Company, based in Little Falls, returned from Iraq after constructing more than 250,000 square feet of living space and office buildings, as well as construction of combat outposts.
- From the Roseville-based 247th Finance Detachment, 23 Soldiers distributed more than \$9 million in cash, commercial vendor transactions and military pay.
- From the Roseville-based 347th Personnel Services Detachment, 44 Soldiers managed the Central Command pass program and supported an estimated 25,000 Servicemembers from Qatar and Kuwait.
- The Duluth-based 148th Fighter Wing deployed 320 Airmen to Balad to ensure air superiority for Coalition forces.
- The St. Paul-based 34th Combat Aviation Brigade deployed 700 Soldiers in July 2008 and is responsible for the command and control of 2,400 Soldiers with National Guard units from 11 states and an active duty unit.
- 834th Aviation Support Battalion Soldiers from St. Paul provide support for more than 100 aircraft of Task Force 34.
- Forty Soldiers from the Little Falls-based F Co., 1st General Support Aviation Battalion, 189th Aviation Regiment deployed in July to provide air traffic control.
- The Duluth-based St. Paul-based C Co., 2nd General Support Aviation Battalion, 211th Aviation Regiment deployed to Iraq in July to provide medical evacuation support to U.S. Marines.



The 148th Fighter Wing (above) provides air superiority over Iraq.



147th Personnel Services Battalion Soldiers unload mail at Bagram Airbase in Afghanistan.

- Thirty-two Soldiers of the Roseville-based 147th Personnel Services Battalion returned from Afghanistan in February 2008, credited with providing administrative, human resource, and postal support for a 27,000-person task force.

AFGHANISTAN

- More than 300 Airmen of the 133rd Airlift Wing deployed to Afghanistan to provide critical aerial transportation of personnel, equipment and cargo.



Master Sgt. Josh Meister, Loadmaster with the 133rd Airlift Wing, waits on the flightline for a C-130 "Hercules" at an airbase near Herat.

The 2nd Assault Helicopter Battalion, 147th Aviation Regiment flew more than 2,000 combat missions in Iraq.



Minnesota Commander-in-Chief Gov. Tim Pawlenty visits Soldiers in Kosovo.

- More than 400 Soldiers from the Mankato-based 2nd Battalion, 135th Infantry Regiment were responsible for peacekeeping in Kosovo. During the Minnesotans' tour, Kosovo declared its independence.

- Soldiers deployed from the towns of Winona, Mankato, Austin, Albert Lea, Rochester, Owatonna and West St. Paul.

KOSOVO



Photos by the Associated Press

The Minnesota National Guard kept the peace during the Kosovo declaration of independence Feb. 17, 2008.



NORWAY

Minnesota and Norway celebrated the 35th Anniversary of the Reciprocal Troop Exchange, the longest-running such exchange in the nation.



Maj. Gen. Larry Shellito (center), adjutant general of Minnesota, and Maj. Gen. Bernt Brovold (right), chief of staff of the Norwegian Home Guard, visit with Soldiers during the troop exchange. Below, Minnesota National Guard troops go ski-joring behind a Norwegian tracked vehicle (left), and also stand in a closing formation with the Norwegian Home Guard (right).



CROATIA



Ambassador of the Republic of Croatia to the U. S., Kolinda Graber-Kitarović, speaks to the international press corps from the governor's reception room in June.

- The 10-year partnership between Minnesota and Croatia has culminated with Croatia's membership in NATO.



Master Cpl. Ray Zivkow gets a nice view of Minnesota during a training mission in preparation for a Canadian deployment.

CANADA

- In preparation for an upcoming Canadian Armed Forces deployment, Minnesota Army National Guard aviators conducted pilot and maintenance training for their Canadian counterparts.

- Forty Airmen of the 133rd Airlift Wing deployed to Cold Lake, Alberta, to construct a 3,200 square-foot building and repair 1.5 miles of road.

STATESIDE

The 148th Fighter Wing returned from Hickam Air Force Base, Hawaii, in January 2008 after a three-month Air Sovereignty Alert mission. Upon return to Duluth, the Wing was immediately deployed domestically again, this time to Elmendorf Air Force Base, Alaska.



A crew chief guides aircraft in Alaska.



The Minnesota National Guard CERF-P was on call during the Republican National Convention.

At the direction of the governor, the Minnesota National Guard has the capability to assist local law enforcement in the event of a homeland security incident, a natural disaster or other emergencies.

DISASTER PREPAREDNESS



Members of the Minnesota National Guard CERF-P team go through a training exercise.

The Minnesota National Guard CERF-P - *Chemical, Biological, Radiological, Nuclear and High Yield Explosive Enhanced Response Force Package* - stands ready to respond to homeland security emergencies.

BLIZZARD



A Soldier with C Co., 2nd Battalion, 135th Infantry Regiment clears the entrance to the Owatonna armory for travelers who were unable to use Interstate 90.

The Owatonna Armory was among the National Guard facilities opened to assist stranded travelers during a January 2008 blizzard.

SEARCH AND RECOVERY

Soldiers from the 2nd Assault Helicopter Battalion, 147th Aviation Regiment assisted in a mission to provide search and recovery for a missing person off the shoreline of Lake Mille Lacs Nov. 16-22.

Just four months earlier, the Soldiers of this unit had returned from a year-long deployment in Iraq. The Soldiers were able

“It felt good to be home, flying missions, supporting the people of Minnesota.”

- Staff Sgt. Duane Gendreu,
Crew Chief

to rapidly refocus from combat operations to assisting local authorities.

After a week of searching, the efforts were suspended due to water temperature and deteriorating conditions that made any recovery unlikely. After working with the Minnesota National Guard, Mille Lacs Sheriff Brent Lingren stated, “I’m grateful for the assistance and appreciate the professionalism of all involved.”



A Minnesota National Guard Soldier equipped for search and recovery looks out from a UH-60 “Blackhawk” helicopter during a search and recovery mission.

133rd Airlift Wing firefighters conduct training at the St. Paul Fire Department's burn tower.

More than 1,300 Minnesota National Guard Soldiers and Airmen deployed in support of Operation Iraqi Freedom or Operation Enduring Freedom in 2008.

- The 2nd Battalion, 175th Regiment's Cavalry Scout training curriculum was the first program of its kind to receive 100 percent accreditation by the Army, resulting in its selection as a pilot program for future training techniques by the U.S. Army Armor School.
- The 133rd Airlift Wing opened a new 33,000 square-foot Composite Maintenance Facility.
- The Minnesota National Guard counterdrug programs were presented at 91 schools, safety camps and other community events.
- Camp Ripley's Soldier Readiness Processing Center screened and certified more than 4,800 Soldiers for mobilization.
- Minnesota National Guard counterdrug aviators provided training to 15 law enforcement agencies on how to integrate UH-60 "Blackhawk" helicopters in operations.
- Minnesota Army National Guard Aviation flew more than 650 hours in the CH-47 "Chinook" and more than 1,250 hours in the UH-60 "Blackhawk."



Sgt. Matt Harker of the 2nd General Support Aviation Battalion, 211th Aviation Regiment washes a UH-60 "Blackhawk" helicopter in Al Asad, Iraq.



Spc. Tyrus Farley and Sgt. Timothy Krouth from the 849th Mobility Augmentation Company clear and secure an area near Makasib, Iraq.

- The Minnesota National Guard was rated in the top 10 nationally for the percentage of enlisted Army Soldiers fully-trained in their Military Occupational Specialty.
- More than \$7.8 million will be invested in completing Camp Ripley's Improved Explosive Device training range in 2009.



Two 148th Fighter Wing Aerospace Medical Service specialists, Staff Sgt. Daisha McCuskey and Senior Airman Alexandria Olson, deployed on a four-month humanitarian tour aboard the Navy amphibious assault ship *USS Kearsarge*.

- The St. Paul-based 34th Combat Aviation Brigade was recognized as having the highest level of readiness of any previously-deployed National Guard Combat Aviation Brigade. An unprecedented 99.5 percent of Soldiers who reported to the mobilization station were eligible to deploy.

BUILDING IRAQ



Spc. Michael Passeretti

The 155 Soldiers from the Little Falls-based 851st Vertical Engineer Company applied their unique skills to construct more than 250,000 square feet of living and office space for military forces in Iraq. The unit of carpentry, electrical and plumbing specialists was responsible for constructing two combat outposts and substantially improving two

"My leaders allow me to do my job based on my 20 years of experience."

- Spc. Michael Passeretti, Military Carpenter and Civilian General Contractor

more in Baghdad's Sadr City. Many of these Citizen-Soldiers had civilian construction experience in Minnesota and returned to their careers with an even greater depth of experience.



**COMMUNITY
COVENANT**

More than 1,500 Soldiers and Airmen returned home to Minnesota after serving abroad in 2008.

Minnesotans take pride in their civic-minded and practical approach to important issues. Communities statewide ensured that our Servicemembers returned home to a welcoming environment in 2008.

MINNESOTA'S MILITARY FAMILY AND COMMUNITY COVENANT



Retired Maj. Gen. Harry Sieben, Minnesota's Civilian Aide to the Secretary of the Army, gives introductory remarks in the state Capitol rotunda at the June signing of Minnesota's Military Family and Community Covenant.



The Minnesota National Guard coordinated the "Minnesota Military Family and Community Covenant." This public commitment of support for Servicemembers and their families was signed by the Secretary of the Army Pete Geren; National Guard Bureau Chief Lt. Gen. H. Steven Blum; Minnesota Gov. Tim Pawlenty and other military and civic leaders from throughout Minnesota.

WARRIOR TO CITIZEN



John Healy volunteers in the first ever "Community Stand To" Jan. 12 at the Bloomington Army.

Created by the University of Minnesota's Humphrey Institute, "Warrior to Citizen" is a non-political civic call to action. This initiative is designed to bring communities together in order to assist troops when they transition home from war.

www.hhh.umn.edu

YELLOW RIBBON CITY: FARMINGTON



Civic leaders meet in St. Paul to commemorate Farmington status as first Yellow Ribbon City.

Farmington became the first "Yellow Ribbon City," a Minnesota National Guard campaign to empower communities and synchronize the efforts of civic leaders, key organizations, social services and employers in support of military families and Servicemembers.

www.ci.farmington.mn.us

BEYOND THE
YELLOW RIBBON

Minnesota's *Beyond the Yellow Ribbon* is now a federally-funded, national program.

Now a national model, Minnesota's pioneering reintegration program helped Servicemembers and their families. In 2008, 10,889 people participated in the program.



Col. Kevin Gerdes explains challenges of returning combat veterans to civic leaders in Burnsville.

- Solidified Family Preparation Academies and Family Readiness Planning Conferences to prepare families for upcoming deployments.
 - Expanded partnerships with the Veterans Administration, TriWest Insurance and behavioral health professionals to provide on-site support to Servicemembers at armories and during annual training at Camp Ripley.
 - The state's first Wounded Warrior Care Conference provided outreach and education to combat-injured Servicemembers and their families.
 - Military Life Consultants have expanded counseling and referral capabilities for youth, ages five and up.
 - Planned and conducted Minnesota's first Gold Star Family retreat. This outreach event was hosted for families of fallen Servicemembers in Operations Iraqi and Enduring Freedom. The program provided coping skills and acknowledged the merit of their sacrifice.
 - The *Beyond the Yellow Ribbon* communications plan was awarded a "Bronze Quill" award from the Minnesota Chapter of the International Association of Business Communicators.
 - In 2009, the Minnesota National Guard will conduct the first-ever *Beyond the Yellow Ribbon* Competencies Conference in order to improve the program for returning Servicemembers.
- www.minnesotanationalguard.org/btyr

DEPLOYMENT CYCLE SUPPORT



Maj. Barbara O'Reilly served with the 147th Personnel Services Battalion in Afghanistan during 2007 and 2008.

Maj. Barbara O'Reilly, chief of Deployment Cycle Support, who recently returned to her family after a year-long deployment to Afghanistan, knows the significance of the reintegration process after a deployment.

"The reintegration process is really important, not only to the Soldiers and the Guard, but to the United States as a whole. Soldiers are deploying and they are going to continue to deploy. Time didn't stop while they were gone, and reintegration can be a very difficult process. We want to make the transition as easy as possible for everyone involved."

"This job is about caring."

**- Maj. Barbara O'Reilly,
Deployment Cycle Support Chief**



Sgt. 1st Class Michael Couture arrives with his family at the Rochester Civic Center Aug. 23 for his 30-day reintegration event.



Spc. Johnathan Groeneweg, a chaplain assistant, leads a seminar for issues surrounding single Soldiers.

O'Reilly relies on her experience as a mother to help her with her job. "This job is about caring. It's a very nontraditional role for the military. It takes some of that extra nurturing stuff that comes from being a mother. It's really about being compassionate and willing to listen. So whether you get it from being a parent or just have it, it's needed with this job."

Need help now? Contact:
www.militaryonesource.com
or call 1-888-LINK-VET



COMMUNITIES

“Viktor” welcomes back Minnesota National Guard Soldiers during halftime of a Vikings football game at the Metrodome.

Minnesota National Guard Soldiers and Airmen are ready when requested by local leaders to be involved with their communities around the state.



Children from metropolitan school districts attend Starbase Minnesota at the 133rd Airlift Wing to participate in exercises that teach them applied math and science. www.starbasemn.org

• More than 21,000 acres around Camp Ripley were saved from future development as part of the Army Compatible Use Buffer program. Since the program’s inception, Camp Ripley has received \$10.7 million from the Department of Defense.

• Airmen of the 148th Fighter Wing dedicated more than 6,500 hours of community service to northeast Minnesota.

• Camp Ripley continues to establish partnerships with local, county and state agencies. In 2008, the Minnesota State Patrol announced that Camp Ripley will be the exclusive location for annual refresher training for all state troopers.

• Because of responsiveness of Employer Support of the Guard and Reserve (ESGR) committee members, employer complaints to the ESGR Ombudsman were down 22 percent.

www.esgr.org

HOUSEWARMING FOR WOUNDED WARRIOR



Sgt. Marcus Kuboy holds up the keys to his new home.

For Sgt. Marcus Kuboy, it was a long, heroic journey that brought him to his new home. “What a way to get a house,” joked Kuboy.

“When I joined the Army I didn’t want to be a hero. I wanted to help the guys who were going overseas,” he said.

“What a way to get a house.”

- Sgt. Marcus Kuboy, Wounded Warrior

Kuboy deployed to Iraq as a Minnesota Army National Guard medic in 2005. He was severely injured by an improvised explosive device while on patrol.

Homes For Our Troops, a non-profit organization that assists Servicemembers who return from deployment with serious disabilities, took action to say, “thank you” to Kuboy for his sacrifice. They built Kuboy a handicap-accessible home in Woodbury.

www.homesforourtroops.org



Serving Our Troops served meals simultaneously to 400 2nd Battalion, 135th Infantry Regiment Soldiers in Kosovo and 500 of their family members in Rochester June 1. 115 Soldiers were connected live by video teleconference to their families.

www.servingourtroops.com

2008 marked the official opening of the \$9.2 million Composite Maintenance Facility at the 133rd Airlift Wing.



63 TRAINING AREAS

add value to each community by providing armories, air bases, and local training areas to train more than 13,600 Soldiers and Airman from across the state. Armories host a variety of community events - from ceremonies to wedding receptions - the doors are open to serve the community 365 days a year.

FEDERAL EXPENDITURES

Army National Guard	\$231,423,065
Air National Guard	\$132,557,224
Total Federal Expenditures	\$363,980,289

STATE EXPENDITURES

Headquarters Operations	\$2,041,500
Enlistment Incentives	\$10,841,773
Army National Guard	\$4,678,233
Air National Guard	\$856,909
State Active Duty	\$318,465
Total State Expenditures	\$18,736,880

TOTAL EXPENDITURES

\$382,717,169



**FEDERAL
95.1%**

**STATE
4.9%**



**ECONOMIC
IMPACT**

There are 1.8 million square feet of space in Minnesota National Guard armories and 2.6 million square feet of training and housing buildings.

COMMUNITY	ASSIGNED PERSONNEL	FEDERAL PAY AND EXPENDITURES	STATE PAY AND EXPENDITURES
Albert Lea	105	\$237,891	\$40,128
Alexandria	116	\$475,482	\$27,301
Anoka	243	\$2,297,481	\$24,147
Appleton	187	\$1,448,408	\$30,349
Austin	132	\$338,212	\$23,792
Bemidji	118	\$726,579	\$32,728
Bloomington	545	\$5,502,778	\$56,858
Brainerd	148	\$1,531,054	\$47,065
Brooklyn Park	175	\$1,323,094	\$46,612
Cambridge	206	\$1,038,067	\$6,794
Chisholm	24	\$320,980	\$45,674
Cloquet	97	\$958,064	\$26,446
Cottage Grove	216	\$1,311,161	\$26,454
Crookston	61	\$507,013	\$30,481
Detroit Lakes	101	\$1,471,327	\$26,958
Duluth	462	\$2,546,737	\$54,592
Duluth (Air Base)	1,065	\$70,861,270	\$445,000
East Saint Paul	222	\$1,231,538	\$23,869
Fairmont	66	\$287,169	\$25,449
Faribault	20	\$378,989	\$13,091
Fergus Falls	79	\$452,968	\$21,685
Grand Rapids	75	\$427,074	\$22,179
Hastings	87	\$756,865	\$25,419
Hibbing	89	\$1,203,189	\$34,177
Hutchinson	102	\$514,986	\$33,769
Inver Grove Heights	237	\$3,425,024	\$58,238
Jackson	69	\$467,221	\$18,409
Litchfield	150	\$424,927	\$20,977
Little Falls	997	\$40,148,890	\$709,049
Long Prairie	96	\$414,958	\$19,639
Luverne	67	\$302,886	\$20,322
Madison	132	\$331,930	\$21,704
Mankato	203	\$1,226,753	\$70,959
Marshall	140	\$933,492	\$27,085
Minneapolis	71	\$1,590,396	\$77,140

The average age of Minnesota National Guard facilities is 42 years.

COMMUNITY	ASSIGNED PERSONNEL	FEDERAL PAY AND EXPENDITURES	STATE PAY AND EXPENDITURES
Minneapolis/Saint Paul (Air Base)	1,280	\$61,725,954	\$451,000
Montevideo	112	\$1,815,890	\$58,714
Monticello	201	\$1,567,739	\$655
Moorhead	215	\$2,307,323	\$38,1
Morris	110	\$331,460	\$17,645
New Brighton	31	\$2,601,319	\$0
New Ulm	108	\$1,991,921	\$28,670
Northfield	77	\$388,141	\$24,072
Olivia	14	\$491,012	\$19,056
Ortonville	12	\$384,548	\$29,328
Owatonna	67	\$244,521	\$29,184
Pine City	90	\$506,584	\$26,083
Pipestone	68	\$394,381	\$13,288
Red Wing	52	\$324,195	\$19,116
Redwood Falls	93	\$453,656	\$23,687
Rochester	131	\$823,711	\$21,256
Rosemount	864	\$14,528,190	\$134,98
Roseville	435	\$4,003,345	\$84,465
Sauk Centre	70	\$501,471	\$17,100
Saint Cloud	328	\$1,616,815	\$29,009
Saint James	80	\$337,780	\$17,120
Saint Paul	1,518	\$112,608,956	\$241,462
Saint Peter	75	\$662,286	\$23,040
Stillwater	229	\$1,722,852	\$34,660
Thief River Falls	103	\$439,437	\$21,965
Wadena	68	\$603,570	\$24,184
West Saint Paul	233	\$962,683	\$16,376
Willmar	193	\$1,891,456	\$20,333
Winona	104	\$364,241	\$23,941



LEGISLATIVE ACCOMPLISHMENTS

Military personnel who were temporarily or permanently out of state were eligible to vote in Minnesota elections by absentee ballot.

Minnesota's federal and state elected officials were passionate supporters of Minnesota's National Guard Soldiers, Airmen and families in 2008.



Gov. Tim Pawlenty meets with deployed Minnesota National Guard Soldiers in Kosovo.

STATE ACCOMPLISHMENTS

- \$75,000 in 2009 and \$35,000 in fiscal years 2010 and 2011 to establish and administer state enhancement to federal ESGR Program.
- Increased the Minnesota G.I. Bill from \$2,000 to \$3,000, which will facilitate year-round enrollment, including summer school.
- \$400,000 to The Department of Employment and Economic Development for the Military Reservist Economic Injury Loan program.
- Effective Jan. 1, 2009, the monthly tax credit for military service in a designated area increases from \$59 to \$120 per month.
- Tuition and Textbook Reimbursement program extended to include spouses of those who are eligible for benefits.
- State pool pays for unemployment insurance for replacement works of deployed Servicemembers.

FEDERAL ACCOMPLISHMENTS

- \$439 million to *Beyond the Yellow Ribbon* reintegration program.
- \$174 million designated to increase full-time strength.
- \$22.5 million to Counterdrug Program.
- \$15 million invested in "Grow the Army Facility" at Arden Hills.
- \$4.5 million for Duluth Air National Guard 148th Fighter Wing Fuel Facility.
- \$2.24 million for Minnesota Army National Guard Satellite multi-modal collaborative crisis and training network.
- \$1.5 million for a deicing pad at the 133rd Airlift Wing.
- \$1.3 million for National Guard helicopter civil band radio communication system.
- \$1.2 million for Camp Ripley Training Center aircraft rescue fighter vehicles.

CONGRESSIONAL DELEGATION



Sen. Norm Coleman visits the 148th Fighter Wing in support of the unit's upgrades in aircraft and mission.



Sen. Amy Klobuchar speaks during a Memorial Day celebration at Fort Snelling National Cemetery.



Rep. Tim Walz (1st District) hosts a panel to discuss how the Minnesota National Guard has ensured its returning troops get all the benefits they've earned.



Rep. John Kline (2nd District) meets with Minnesota National Guard Chaplain Lt. Col. John Morris to discuss reintegration.



Rep. Jim Ramstad (3rd District) meets with Minnesota Civil Air Patrol leaders.



Rep. Betty McCollum (4th District) takes an aerial tour of Guard facilities in a Minnesota National Guard UH-60 "Blackhawk" helicopter.



Rep. Keith Ellison (5th District) meets with Minnesota Soldiers in Afghanistan.



Rep. Michelle Bachman (6th District) talks with Sgt. Marcus Kuboy during a groundbreaking ceremony for his new home.



Rep. Collin Peterson (7th District) discuss issues concerning Veterans with Members of Veterans of Foreign Wars.



Rep. Jim Oberstar (8th District) represents both the Duluth Air Base and Camp Ripley.

THE NEW NORMAL:

Since Sept. 11, 2001, the role of the National Guard has changed dramatically from a strategic reserve to a key part of America's operational armed force. As we continue to serve the Nation around the world, we will improve and enhance the processes and partnerships of our *Beyond the Yellow Ribbon* program to educate and care for our Servicemembers, their families and communities. Addressing the challenges of multiple deployments is central to this program.

MINNESOTA'S CITIZEN WARRIOR:

We will continue our unprecedented personnel growth by maintaining our status as an organization worthy of membership, recruiting and retaining qualified Soldiers and Airmen. This will result in enhanced outreach into our communities and increased federal dollars into Minnesota's economy. We will maximize the opportunities for our citizens to join us by seeking new units and capabilities consistent not only with the needs of our nation, state, and communities, but also with the abilities and skills of our citizens. We will work to shape the future to ensure viable missions, units, capabilities and equipment for a relevant Minnesota National Guard for decades to come.

ENHANCING CAPABILITIES:

We will continue to lay groundwork for future facilities to meet our changing needs. In this, we will pay particular attention to identifying and leveraging new opportunities through technology, innovation, environmental stewardship, energy conservation and greater energy self-reliance.

OUR THREE MISSIONS:

Our federal mission, executing the Global War on Terror, will continue throughout the coming years. We will continue to deploy units in support of Operation Enduring Freedom and Operation Iraqi Freedom as well as other missions worldwide. We will continue to support the defense of the continental United States through our Air Sovereignty and Homeland Defense Missions. We will pursue partnerships to broaden and deepen our community relationships throughout the state and strengthen the role of Camp Ripley as the "State of Minnesota Education and Training Center."

INTERNATIONAL ENGAGEMENT:

In 2009, we will sustain and improve our existing international relationships with Canada, Croatia and Norway while exploring additional opportunities for partnership in South America. We will take our maturing relationship with Croatia to another level, partnering for the first time on a joint advisory mission in Afghanistan. We will strive to support a broader expansion of our relationships beyond military-to-military events and to facilitate greater civilian-to-civilian cooperation. We will continue to make a strategic impact consistent with America's interests.

MINNESOTA NATIONAL GUARD



NEVER FORGOTTEN

