

**Agricultural Administration**

# **Herd Administration**

**Joint Force Headquarters  
Connecticut Military Department  
Hartford, Connecticut  
1 November 2023**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

CTMD General Order #2023-2 (Herd Administration) 1 November 2023

This revision, dated 1 November 2023

- Rescinds and supersedes CTMD General Order 2020-3, dated 1 December 2020
- Revises CTMD's procedures for horse acquisition, maintenance, and divestment
- Updates responsibilities of personnel charged with horse duties.
- Revises and renumbers existing required CTMD Forms.
- Publishes new required Forms.

1 November 2023

General Order 2023-2

Joint Force Headquarters  
Connecticut Military Department  
Hartford, Connecticut 06105-3795  
1 November 2023

General Order 2023-2

**AGRICULTURAL ADMINISTRATION  
HERD ADMINISTRATION**

**Summary.** The Adjutant General (TAG) issues this General Order (GO) to prescribe the processes for the administration of the Connecticut Military Department (CTMD) horse herds maintained at the First Company Governor's Horse Guard (1GHG) and the Second Company Governor's Horse Guard (2GHG) facilities, respectively located in Avon and Newtown. The two units are collectively referred to as the Governor's Horse Guard (GHG).

**Applicability.** This GO is applicable to the GHG units/members and CTMD state employees charged with duties involving CTMD horses and herd administration.

**Severability.** If any provision of this GO is determined to be illegal, in conflict with any law, Army regulation, labor contract, contrary to the intent of TAG, or otherwise deemed invalid, the remaining portion or portions shall be considered severable and enforced as if the GO did not contain the provision(s) held to be illegal or invalid. TAG may modify this GO with a Rapid Action Revision, which, when issued, is effective immediately and incorporated into this GO.

**Effective Date and Publication.** This GO, dated 1 November 2023, is effective upon execution by TAG. This GO rescinds and supersedes GO 2020-3 (Herd Administration), 1 December 2020. CTMD employees who perform duties identified herein and each GHG member must be familiar with this GO. This GO is available on the CTMD website.

**Supplementation.** Supplementation of this GO is prohibited without prior TAG approval.

**Proponent.** The proponent for this GO is Connecticut Military Department (CTMD) Military Administrative & Programs Officer (MAPO), Connecticut Military Department, 360 Broad Street – Room #113, Hartford, CT 06105, (860) 524-4968

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Adjutant General, ATTN: CTMD-OTAG, Governor William A. O'Neill State Armory, 360 Broad Street- Room #210, Hartford, CT 06105-3795.

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By order of TAG, GO 2023-2 is published as duly authorized by and in accordance with (IAW) CGS 27-20.

FRANCIS J. EVON, JR.  
Major General  
The Adjutant General

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## **Chapter 1 Acquisition of Horses**

### **1-1. Purpose.**

a. CTMD maintains horses for the two GHG companies (units). The primary purpose of the horses is to facilitate GHG ceremonial and civic activities.

b. The acquisition of horses and the integration of acquired horses into the existing herds is a regulated activity that requires CTMD leadership and supervision and requires the implementation by both CTMD State employees and members of the Governor's Guard units. Unless designated otherwise, the CTMD's agent for the care, custody and control of horses at each of the GHG facilities is the unit's State Agricultural Worker (SAW), a state employee. The unit commandant (CMDT), a member of the armed forces of the state, is responsible for the unit leadership and implementation of all GO's issued by TAG. The CMDT's agent for care and custody of the horses is the Unit Horse Officer (UHO), a member of the armed forces of the state.

c. "Employee" is a person who is hired by the CTMD in accordance with the CTMD Affirmative Action Plan (AAP) and who is governed as a state employee IAW the State Personnel Act (Chapter 67, Connecticut General Statutes (CGS)). A member of the armed forces of the state is not an employee.

d. "Member of the armed forces of the state" is defined by CGS Section 27-61. Such member serves in one of the following militia organizations: Connecticut National Guard, Governor's Guard, Connecticut State Guard, Connecticut State Guard Reserve. Such member is not an employee, is not hired in accordance with the CTMD AAP and is not governed by the State Personnel Act. Such member is governed in accordance with Title 27 (Armed Forces and Veterans), General Statutes of Connecticut, and is subject to a separate CTMD military policies, which are posed on the CTMD website at the URL: <https://portal.ct.gov/MIL/Human-Resources/Military-Department>. These military policies may be obtained by members on line or through their chain of command.

### **1-2. Horse Standards.**

a. Any horse considered for acquisition by the CTMD must meet the standards as provided within this GO. This GO provides governs the acquisition, evaluation, and integration of horses into GHG herds. This GO applies to both GHG units and is to be uniformly implemented.

b. Any horse considered for acquisition through a donation to the CTMD must have the potential to assimilate into the existing GHG herd. The considered horse must be capable of being trained to perform drill and ceremonies consistent with historical manuals and procedures of the US Cavalry.

c. The horse acquisition process will be documented utilizing CTMD Form 4-20 "Horse Evaluation Questionnaire." Other required forms for the evaluation and acquisition of a horse for CTMD are listed in APPENDIX 2.

### **1-3. Initiation of Procedure.**

a. The GHG unit CMDT must initiate the horse acquisition process by issuing a written request to TAG. This written request shall be sent to TAG through the MAPO and copy the SAW and FAS/FAS-D.

b. If approved, the CMDT or their appointed designee may begin to solicit donations. Such solicitation may be through official advertising, word of mouth, established relationships or any other means. The CMDT will ensure that no cost to the state will be incurred for the acquisition of a horse beyond a routine veterinary examination and reasonable transportation costs.

### **1-4 Horse Specifications.**

a. Breeds.

(1) The following breeds of horses are most desirable: quarter horse, quarter horse crossbreed, morgan horse, draft crossbreed, warmblood breed, and warmblood crossbreed.

(2) The following breeds will be considered if the prospect meets or exceeds all specifications: Arabian and thoroughbred.

(3) The following breeds will not be considered for acquisition: full draft breed, all gaited breeds including but not limited to saddle bred, standard bred, Tennessee walking horse, and Rocky Mountain horse.

b. Gender. Horses to be considered will only be geldings. Stallions and mares are strictly forbidden.

c. Age. Horses to be considered must be no younger than four (4) years of age and no older than fifteen (15) years of age.

d. Height.

(1) Horses to be considered will be between the height of fifteen (15) hands high and seventeen (17) hands high.

(2) Horses falling outside the height specifications will be considered only if they meet or exceed all horse specifications.

e. Colors and Markings.

(1) Horses to be considered will only be solid in color. These colors are black, bay, brown, chestnut, grulla, buckskin, and palomino.

(2) Gray or paint horses will not be considered.

(3) All variations of facial and leg markings are acceptable.

f. Temperament.

(1) Horses must be quiet and calm in nature, easy and enjoyable to work with, and safe in public settings.

(2) Horses will not have any history of biting, kicking, striking, or rearing.

g. Level of Training and Rideability.

(1) Horses must be proficient in the three (3) natural gaits of walk, trot, and canter and move in a calm manner.

(2) Horses must be naturally forward moving but not overly strong in the bridle or fast and hurried. Horses that are overly lazy and require excessive aiding to make move forward will not be considered.

(3) Horses must have a trot that is easy to sit for a long period of time. Horses with overly large strides or too much vertical movement or “spring” tend to be more difficult for troopers to manage and should be avoided.

(4) Green or un-started horses will not be considered. Long term riding projects will be avoided.

h. Overall health.

(1) Horses must have the appearance of good overall health.

(2) Horses must have no prior chronic lameness or ailments including, but not limited to, tendon or ligament injuries, navicular disease or a history of founder or laminitis.

(3) Horses must have good overall hoof quality. Horses that are barefoot are preferable. Horses with corrective shoeing will not be considered.

(4) Horses must have good overall body weight and maintain said weight without excessive feeding, special feeds or supplementation.

(5) Horses to be considered will be easy to maintain and must be able to live in a herd environment.

(6) Horses must be able to be turned out for twenty hours (24) a day and capable of eating pasture grass.

**1-5. Horse Profiles.**

a. The profile for horses will be determined by the current horse needs based on the ongoing evaluation of the composition of the current herd.

b. Determining factors for appropriate horses are the following.

(1) Horse Size. The size of horse that will be sought will be determined by the size of the current horses and current weight and body type of unit personnel.

(2) The level of training and rideability desired in a potential horse will be determined by the level of training and rideability of the current horses and the riding ability of unit personnel.

#### **1-6. Solicitation Process.**

a. The unit CMDT, UHO and SAW will ensure advertising and the solicitation for the acquisition of a new horse is conducted professionally. The process will be conducted using local horse periodicals (e.g., The Steed Read), local newspapers, by use of internet-based and social media horse-trade sites, unit events (open house and horse show), flyers, and word of mouth, within the horse industry. The CTMD GHG website may be used to solicit the donation of horses.

b. Responding to inquiries.

(1) The unit's point of contact (POC) for responding to potential horse donors will be the unit's Noncommissioned Officer (NCO) or unit's Officer with the greatest level of equine knowledge as well as knowledge of the unit's need regarding horses. Historically the POC has been the UHO or Stable Sergeant.

(2) The unit POC will provide potential horse donors with his or her telephone number and other relevant contact information for the unit.

(3) The POC must response to inquiries within 72 hours.

(4) Questions to be asked via telephone conversation to the potential donor about a horse may include but not limited to gender, age, breed, color, soundness, medical history, feed and diet, turnout, level of training, exposure to the public, and suggested rider skill level, and the type and frequency of work the horse has performed.

(5) The POC will provide to information to the potential donor, including an overview of the ninety (90) day trial evaluation, the horse's projected lifestyle at the facility, the horse's involvement in unit missions and activities and the retirement procedure (used when the unit will no longer has a use of the horse). The potential donor will be informed that several unit members of differing riding abilities will ride the horse as part of the horse site evaluation.

(6) If the POC determines that the horse may be a good prospect and the potential donor is willing to donate the horse to the CTMD, an appointment will be set to inspect the horse. The POC will obtain directions to the potential donor's site where the horse is located and contact information for the potential donor. Inquiries regarding tack usage and other special instructions will be made.



**1-7. Site-Visit Evaluation.**

a. The POC will provide the potential donor, or a designee thereof, a copy of CTMD Form 4-20 "Horse Evaluation Questionnaire." The form will be completed prior to the site-visit evaluation or during the site-visit evaluation.

b. Attendees. The UHO, SAW and one (1) to three (3) other subject matter experts of various riding abilities will conduct the site-visit evaluation. Each unit member or state employee will report their assessment and findings on CTMD Form 4-21 "Horse Site-Visit Evaluation." Members participating in the site visit evaluation must be on orders. State employees must be "on-the-clock." If after regular working hours, state employees must have permission from their supervisors to attend the site-visit evaluation and be authorized overtime or flextime.

c. The site-visit evaluation will be made of the horse's ground manners while tied/cross tied while being groomed and tacked up. The horse's behavior will be noted on the following criteria: ability for the horse to remain calm and content while standing, being groomed, and tacked up, while having his feet and having his ears handled and while being fly sprayed. While being saddled, signs of back soreness and adverse reaction to girthing and acceptance to bridling/ease of bridling will be noted. Other negative reactions throughout the handling process will be noted.

d. Riding the potential donated horse. It will be preferable to have the owner or a representative ride the horse first. Members of varying riding ability will ride the horse with the most proficient rider being the first to ride. The horse will be evaluated in all three (3) gaits of walk, trot, and canter in both directions.

e. At the walk the rider will evaluate the horse's ability to halt, stand still, move forward, and turn both right and left. The rider will also evaluate the horse's natural energy level and response to the aids.

f. At the trot the rider will evaluate the horse's willingness to turn and move forward obediently. The rider will evaluate the horse's natural level of movement and determine the ease at which a rider will be able to sit the trot for extended periods of time (ten (10) to fifteen (15) minutes). The rider will determine the ability to have good speed control and if the horse can move in good natural balance with a long neck.

g. At the canter the rider will evaluate the horse's ability to pick both correct leads and have good natural balance and tempo.

h. Throughout all rides, the horse's soundness will be evaluated.

i. Subsequent riders of lower riding ability will evaluate the horse's tolerance to riders of varying riding skill sets.

j. The discussion regarding the acceptance/rejection of the horse for trial will not take place in the presence of the potential donor unless there are immediate concerns and rejection is obvious.

k. The details of the ninety (90) day trial period and process by which the horse will be accepted/rejected will be reiterated.

#### **1-8. Decision to Continue to Trial Evaluation.**

a. The decision regarding acceptance/rejection will be based on the results of the horse's specifications and site-visit evaluations. The UHO and SAW shall discuss with the CMDT. The CMDT will decide whether to accept the horse for the trial period.

b. Decisions regarding accepting a horse for trial period will be fully deliberated.

c. The decision to accept a horse for the trial period will be made after all potential donated horses (if more than one) have been evaluated and discussed.

d. The decision process will be documented on CTMD Form 4-20 "Horse Evaluation Questionnaire" and forwarded to the CTMD MAPO and FAS/FAS-D. The horse will not be transferred to the unit until the CTMD FAS/FAS-D acknowledges that he or she has all required documentation, and the horse has been accessed into CORE-CT, the CTMD's property accountability database of record.

#### **1-9 Acceptance of Horse for Trial Evaluation.**

a. The horse will be accepted at the unit's facility for a trial evaluation upon acknowledgement of the CTMD FAS/FAS-D that all documentation has been received.

b. The potential donor will be notified that their horse will be accepted for a 90-day trial evaluation utilizing CTMD Form 4-22 "Trial-Period Acceptance Letter".

c. The CMDT will notify the MAPO of the incoming horse for trial. The MAPO will ensure the CTMD FAS/FAS-D has all required documentation.

d. The delivery/pick up of the horse will be scheduled with the potential donor by the UHO in coordination with the SAW during regular business hours.

e. The potential donor will sign all necessary paperwork acknowledging the terms of the 90-day trial evaluation.

#### **1-10 The Trial Evaluation.**

a. The trial evaluation for all potential donated horses begins the date the horse is delivered to the site. The UHO, SAW and unit CMDT will document the trial period using CTMD Forms 4-23, 4-24 and 4-25. The standard trial evaluation is 90 days. This time may be extended or curtailed based upon the decision of the CMDT. Under no circumstances will a trial evaluation be less than 60 days or more than 120 days. The quarantine period shall be documented in writing, maintained in the horse file, which shall note when the quarantine started, the date of the physical evaluation by the veterinarian, and date quarantine ended, validated by the CMDT's signature and date.

b. Upon arrival at the site, the trial horse will be quarantined for a minimum of fourteen (14) days without direct contact with existing herd. The trial horse will have separate turnout from the existing herd in a turnout area without shared fence lines. The SAW and FAS/FAS-D will obtain necessary horse records from the donor for the Horse File. The FAS/FAS-D will enter the horse into CORE-CT as CTMD property.

c. While in quarantine, the horse will have grooming equipment and tack not used by other horses.

d. While in quarantine, the trail horse will complete an entire physical examination conducted by the contract veterinarian, to include validation of Coggins and health history. The physician examination and other documentation provided by the veterinarian will be maintained permanently in the horse file.

e. Upon completion of the quarantine period, the trial horse will have contact with some unit horses through shared fence lines and adjoining stalls.

f. The trial horse will be introduced to a non-aggressive horse for initial turnout.

g. After a brief settling in period, on-site temperament evaluation will begin. This will include handling, grooming, round pen schooling, lunging, and riding by experienced riders only. Subsequent rides will expose the trial horse to riders of varying riding ability. Rides will also include exposure of the trial horse to riding in the company of existing horses. The trial horse will be ridden near other horses in both side by side and nose to tail loose drill formations. The trial horse's comfort level while ridden by numerous unit riders and in the company of other horses will be evaluated.

h. After an initial trial period, the trial horse will be ridden in troop drill at the rear of the formation with an experienced rider.

i. Subsequent training will include exposure to lances, flags and other expected distractions.

j. Throughout the trial evaluation, the UHO and SAW will document the progress of the horse utilizing CTMD Form 4-23 "UHO Assessment" and CTMD Form 4-24 "SAW Assessment," respectively.

### **1-11 Acceptance/Rejection of a Trial Horse.**

a. The UHO will make a favorable or unfavorable recommendation to the SAW.

(1) If the SAW makes a favorable recommendation, the UHO will provide concurrence or non-concurrence in writing to the CMDT.

(2) If the SAW makes a negative recommendation, the horse will no longer be considered.

b. Upon receipt of a favorable recommendation, the UHO will concur or non-concur in writing to the CMDT.

c. The CMDT may override favorable recommendations of UHO and SAW, but may not, under any circumstance, override the negative recommendation of the SAW.

d. Based on the Forms 4-23 and 4-24 and any discussion with the UHO and SAW, the CMDT will make the decision and record it on the Form 4-25. If the CMDT accepts the favorable recommendation of the UHO and the SAW, the CMDT shall send confirmation using CTMD FORM 4-25 to the MAPO and FAS/FAS-D that the unit is willing to accept the horse on a trial basis, which will be no less than 60 days but not to exceed 120 days.

e. The AAG will discuss the recommendations with TAG, who will in writing (e.g., email) inform the MAPO of the decision – to approve or disapprove the recommendation of the CMDT.

f. The MAPO will forward the decision to the FAS/FAS-D, who will complete any necessary procedures to ensure all property records are received by CTMD and that the horse is lawfully transferred as property from the horse donor to CTMD.

g. If the trial horse is rejected, the MAPO will inform the FAS/FAS-D, SAW and the unit CMDT. The unit CMDT will contact the potential donor and coordinate the return of the horse to the potential donor. Upon delivery, the donor will sign an acknowledgement of return of the horse using CTMD Form 4-34. The CTMD FAS/FAS-D will complete and sign the CTMD Form 4-27 “Horse Non-Acceptance Letter,” addressed to the potential donor and, once the horse is returned to the potential donor, remove the horse from CORE-CT.

h. If the trial horse is accepted, the donor will be notified by the CTMD FAS/FAS-D will complete the CTMD Form 4-26 “Horse Acceptance Letter,” and mail (with delivery confirmation) to the donor. A copy of the letter shall be provided to the MAPO and SAW.

**1-12 Required Documentation.** The forms listed in Appendix 2 are forms and records that must be maintained by the SAW in the official horse file. Both the SAW and the FAS/FAS-D shall maintain horse files. However, the SAW shall maintain the official horse file, which shall contain all required documentation and other records that are pertinent to maintaining the horse, including photographs, riding reports, limitation reports and veterinarian records. The SAW shall maintain the official property horse file for each horse, which shall span the period from trial evaluation (when horse is entered into CORE-CT) until the horse is returned to the custody of the donor, is otherwise retired or dies (when the horse is removed from CORE-CT). Once a horse is no longer in CORE-CT, the SAW will transfer the official horse file to the MAPO and the FAS/FAS-D will transfer the official horse property file to the MAPO. The MAPO will coordinate historical archiving and record retention with the Records Management Liaison Officer. Depending on the donation process, not all forms may be used. The contracted veterinarian evaluation and horse medical records/vaccinations are not CTMD standard forms but must be maintained in the official horse file.

Forms are available at <https://portal.ct.gov/MIL/Human-Resources/Agency-Forms>

**1-13. Duties and Responsibilities.**

a. CMDT. The CMDT has overall responsibility of overseeing the horse acquisition process from start to finish. The CMDT shall initiate the process, provide guidance and oversight throughout the process, and ultimately make the decision reject the horse or make a recommendation to TAG to accept the horse. The CMDT cannot override a negative recommendation of the SAW at any time through the process.

b. UHO. The UHO is the subject matter expert in evaluating the ability of the horse to meet the standards of the unit's mission. The UHO shall provide recommendations to the CMDT on the horse's ability to be trained in basic military cavalry drills. The UHO shall oversee the horse's training in these skills throughout the trial period.

c. SAW. The SAW has the day-to-day responsibility for the care of the horse, as well as all horses in the herd. The SAW is the only individual who can make the determination that the horse has successfully assimilated into the herd. The SAW will coordinate with the contract veterinarian to ensure that horse is medically sound and of good quality. The SAW will monitor the cost of caring for the horse during the trial period to ensure the horse is cost effective to meeting the unit's mission. The unit SAW will maintain the official horse file for each horse. (See Chapter 5)

d. State MAPO. The MAPO is TAG's representative who is accountable for supervising the administration of all Governor's Guard's Program. The MAPO is the proponent for this GO. The MAPO is the direct supervisor of the SAW. The MAPO is responsible for overseeing the horse acquisition process to ensure it is conducted IAW governing state policies, laws, and this GO. The MAPO is required to consult with the CTMD Staff Judge Advocate to ensure legal sufficiency of Governor's Guard operations, including the horse acquisition process. All (non-confidential) Governor's Guard correspondence to and from TAG shall be routed through the MAPO. All (non-confidential) routine Governor's Guard correspondence to and from other CTMD offices shall have a "copy furnished" to the MAPO. The MAPO will operate as a mediator in the event there any disagreements or disputes during the horse acquisition process. MAPO shall keep TAG and the Assistant Adjutant General (AAG) informed of all horse acquisitions and ensure proper written notation of horse acquisitions are documented in the notes of the monthly Militia CMDTs' Update Brief (MCUB).

e. Fiscal Administrative Officer (FAS) or Designee (FAS-D). The FAS/FAS-D shall be the CTMD's action officer for all property transactions concerning CTMD horses. The FAS/FAS-D shall be the official custodian of property records pertaining to the acquisition and divestment (by donation declination, retirement or death) of CTMD horses. The FAS/FAS-D will ensure that all appropriate state property databases are updated IAW state property regulations, policies and procedures. The FAS/FAS-D's property records are subject to review by the Office of the Auditors of Public Accounts. The FAS/FAS-D may require the SAW to provide horse records at any time to ensure adequate property records.

## **Chapter 2 Care of Horses**

### **2-1. Functions**

a. The SAW has primary responsibility for the care of the horses of the herd during regular business hours (Monday through Friday IAW the SAW's approved work schedule). Decisions regarding the care of a horse is the primary responsibility of the SAW in cooperation and coordination with the UHO.

b. The CMDT is responsible for routine care of the herd on weekends, holidays, and scheduled vacations of the SAW. The SAW will leave instructions for any non-routine care with the UHO no later than four hours prior to the end of the day prior to scheduled time off, to include weekends. The SAW must ensure that the UHO has received the instructions and must provide an opportunity for the UHO to ask questions. If the SAW cannot make contact with the UHO, the SAW must contact the MAPO, who will coordinate the necessary contact with the UHO. The CMDT will ensure a schedule is published in a timely manner IAW unit standard operating procedures (SOP).

c. If the SAW and the UHO cannot agree on the necessary horse care, the SAW or UHO will contact the MAPO, who will facilitate a consensus on the horse care issue.

d. The MAPO is responsible to ensure that horses are receiving adequate care. The MAPO shall ensure that communications and instructions concerning the care of horses are adequately conveyed by and between concerned parties, including the CMDT, UHO, SAW, TAG, AAG and FAS/FAS-D.

### **2-2. Routine Care.**

a. Routine care of the horses of the herd will be conducted IAW established unit SOP, which includes the following necessary information.

(1) Scheduled turnout

(2) Providing regular supply of food and water, including supplements

(3) Grooming, including cleaning of hooves, examining for scrapes, cuts, bruises or other injuries.

(4) Exercise, both mounted and unmounted

(5) Socialization

(6) Maintenance of the horse stalls

(7) Follow-up treatment of injuries and/or diseases IAW instructions from the contracted veterinarian, if necessary

b. Routine care requires a periodic inspection of the facilities, to include the buildings and premises to ensure gates fencing are secured to ensure herd safety. Pastures and trails need to be walked on a regular basis in order to identify possible hazards that could result in an injury to a horse and/or rider.

c. The SOP is developed by the UHO and reviewed by the SAW. If the SAW disagrees or objects to any portion of the SOP, the MAPO shall be contacted to act as an intermediary. The MAPO may request review by a disinterested third party.

d. The SOP will be reviewed every two years by the UHO and the SAW to identify changes that may be necessary and to identify efficiencies. If either the UHO or SAW object to any recommended change, the MAPO shall act as the intermediary. The MAP may request review by a disinterested third party.

e. Communication between the SAW and the UHO is essential for the success of the unit and the health of the horses. The SAW shall routinely inform the UHO of the following.

(1) Veterinary appointments. The SAW will inform the UHO of the date, time and purpose of all scheduled veterinary appointments no later than 14 days prior to the appointment. If an emergency appointment is required, the SAW and UHO will inform each other soon as it is scheduled. If the emergency appointment is necessary during the SAW's non-duty hours, the SAW will contact the MAPO for overtime approval.

(2) Farrier appointments. The UHO will provide the SAW with the date, time, location and length of all scheduled parades and events the horses will be participating. The SAW will schedule farrier appointments in order to ensure the horses are mission ready.

f. The SAW and UHO shall immediately report any disagreement concerning the SOP to the MAPO. The MAPO shall document the disagreement and seek resolution.

### **2-3. Purchasing Goods and Services**

a. The SAW is responsible for submitting all requests for goods and services for the care of the herd on form PC-1 "Requisition Form" to the MAPO. PC-1s need to be submitted no later than November 15<sup>th</sup> of each year for:

(1) veterinary services

(2) farrier services

(3) basic feed

(4) shavings

(5) hay

b. The total value of the PC-1s shall not exceed the allocated budget for agricultural services in accordance with the biennial budget, the public-private partnership, and other revenue sources.

c. Goods and services not procured through the state requisition system, such as donations or in-kind services, must be forwarded by the SAW to the MAPO. The MAPO will coordinate with the FAS/FAS-D to ensure state contracting regulations, procedures and policies are not violated. If necessary, the Staff Judge Advocate (SJA) will provide a review for legal sufficiency. Any donation or in-kind services to the state will be accepted by TAG in writing.

d. Goods, equipment and services to maintain and repair the facilities, buildings and grounds, will be purchased from the CTMD's facilities operations budget. The CMTD or the SAW will make a request to the appropriate state maintenance employee.

#### **2-4. Purchases for Horse Care.**

a. The CTMD shall execute and maintain purchase orders for the routine feeding and care of the horse herd. Such purchase orders will include, but not limited to:

(1) Veterinary Services

(2) Farrier Services

(3) Basic Feed

(4) Hay

(5) Shavings

b. Ninety days prior to the termination date of the purchase order, the SAW and the CMTD shall review existing purchase orders to recommend changes, additions or deletions for the next solicitation of goods or services. Their recommendations will be forwarded to the MAPO for quality control review, then forwarded to the Fiscal Office for processing.

c. Once the solicitation has been posted and open to receive bids, vendors may be made aware of the purchase requisition in order to ensure the process is as open, honest, fair and accessible.

d. When the process has closed and bids have been received, the Fiscal Office will forward all viable bids to the MAPO. The MAPO will obtain feedback from the SAW and the CMTD on each viable bid to assist in the determination of a preferred vendor. The MAPO will return the preferred bid to the state Fiscal Office.

e. When evaluating viable bids, the following will be considered.

(1) Cost – lower prices are preferred



- (2) Quality – higher quality products are preferred.
- (3) Reputation – vendor has history of providing goods or services on schedule.
- (4) Location – vendor location permit emergency or short notice deliveries.

## **2-5. Duties and Responsibilities.**

a. SAW. The SAW has primary responsibility for the health and welfare of all horses of the herd to provide daily care as well as to provide information and guidance to the CMDT, UHO and members of the company regarding the overall status of the herd. The SAW is CTMD's POC with the approved veterinarian. The SAW is responsible to maintain all individual horse files with veterinarian forms and notes. The SAW must inform the UHO about veterinarian visits and directives. The SAW must provide a timely update about any horse to the UHO upon discovery of an adverse health or welfare condition.

b. CMDT. The CMDT has the overall responsibility to ensure that the members of the unit are abiding by the SOP. The CMDT will enforce all safety regulations, policies and procedures.

c. UHO. The UHO will develop a riding plan for each horse to ensure they are exercised regularly in order to maintain proper strength and socialization skills. The UHO directly supervises the members of the unit while performing routine care and unit riding. The UHO will report to the SAW any health related issues identified in the course of regular activity. The UHO is the unit safety officer in regards to horse care and riding. As the safety officer, the UHO will enforce all safety standards to ensure the safety of the individual unit members as well as the horses.

d. Unit Members. Each unit member has the individual responsibility to obey the orders of superior-ranking members, all SOPs and to heed the guidance of the UHO when handling the horses. Each unit member must always comply with all safety standards and respect the horses with the utmost care. Each unit member has an obligation to report violations and unsafe actions immediately to the chain of command. Unit members have the responsibility to inspect and evaluate each horse before and after utilizing the horse and will report any issues to the UHO.

e. MAPO. The MAPO is TAG's representative who is directly accountable for supervising the administration of the Governor's Guard Program. The MAPO is the direct supervisor of the SAW. The MAPO is responsible for overseeing CTMD horse care to ensure it is conducted IAW governing state policies, laws and this GO. The MAPO is required to consult with the CTMD Staff Judge Advocate to ensure legal sufficiency of Governor's Guard operations, including matters relating to horse care. All (non-confidential) Governor's Guard correspondence to and from TAG should be routed through the MAPO. All (non-confidential) routine Governor's Guard correspondence to and from other CTMD offices should have a "copy furnished" to the MAPO. The MAPO will operate as a mediator in the event there are any disagreements or disputes during the horse acquisition process. The MAPO is required to report program deficiencies to TAG and to

make recommendations for resolving reported deficiencies. The MAPO is the custodian of all state funds for the units of the Governor's Guards. The MAPO will act as a quality control reviewer for all requisitions sent by the SAW or the unit CMTD. The MAPO oversees all requisitions to ensure Governor's Guard requirements are filled in a timely manner. The MAPO will monitor all state purchase orders related to horse care to ensure the vendors are meeting the requirements of the contract and make modifications when contracts are up for renewal. The MAPO oversees the SAW's proper production and maintenance of CTMD standard forms and other records. The MAPO must ensure that non-standard veterinarian forms are generated and maintained in a manner that provides CTMD's Fiscal Office the ability to efficiency process invoices and identify the veterinarian services by horse name and unit. Invoices must specify the name of the horse for which veterinarian, farrier and other services are being performed. MAPO shall keep TAG and the AAG informed of horse-care issues and ensure proper written notation of horse-care issues are documented in the notes and records of the monthly MCUB.

f. FAS/FAS-D. The FAS/FAS-D will ensure that all property maintained by CTMD for the Governor's Guards, including horses, are processed IAW state policies, laws and this GO. The FAS/FAS-D serves as TAG's representative for property accountability and management. The FAS/FAS-D must ensure all property records and other CTMD forms are maintained IAW state policies and this GO.

g. Fiscal Office. The CTMD Fiscal Office, under the supervision of the CTMD Fiscal Administrative Manager (FAM), is responsible to ensure that all requisitions for goods and services are processed IAW state purchasing regulations, policies, laws, and this GO. The Fiscal Office will review all purchase requests and act as the agency's liaison with the Department of Administrative Services to ensure purchasing is executed IAW state purchasing procedures.

h. Facilities Management Office. The facilities management office, supervised by the Construction and Facilities Management Officer (CFMO), is responsible for the maintenance and care of the buildings, structures, and premises. The Facilities Management Office will perform all routine maintenance, groundskeeping and minor repairs. The CFMO may permit certain projects to be performed by unit members. Any such authorization must be requested by the CMTD and approved in writing by the CFMO. The CFMO initiate the contracting process for major repairs and improvements.

### **Chapter 3**

#### **Retirement of Horses**

**3-1. Reasons for Retirement.** The following list are reasons the CTMD will take into consideration when deciding to retire a horse.

- a. Horse can no longer meet the mission requirements of the CTMD.
- b. The annual cost of the horse has become excessive compared to the average individual cost of the horses in the herd.

- c. Terminal illness or permanent injury as determined by the contract veterinarian.
- d. Budget constraints require a reduction in the size of the herd.
- e. Other compelling desiderata.

### **3-2. Process for Retirement.**

a. Horses as state property are exempt from the property disposal process as outlined in the state property control manual since the horses are considered livestock and not personal property or equipment.

b. The retirement process is initiated once one or more horses meet one of the criteria in paragraph 3-1. The MAPO will contact the FAS/FAS-D and the unit CMTD in writing with the name of the horse to be retired from the herd, along with the reasons. A timeline will be provided to the CMTD to coordinate with the SAW and the FAS/FAS-D to execute a retirement plan.

c. Unless the horse has died or is in a condition that requires euthanasia, the following order of precedence will be utilized for retirement of the horse.

(1) Return to Donor. Regardless of the length of time the state owned the horse, the FAS/FAS-D will attempt to contact the person/entity that donated the horse to the state. An offer to return the horse with a suspense date of ten (10) business days to make a decision. If the horse donor accepts the offer to return the horse, the FAS/FAS-D will make all arrangements to transfer ownership of the horse. The FAS/FAS-D must coordinate with the MAPO and the SAW to ensure the date/time that the horse will be removed from the CTMD facility. For the offer to return, offer acknowledgement and return acknowledgement and transfer of custody use CTMD Forms 4-28, 4-29 and 4-30, 4-34 respectively.

(2) Horse auction. The MAPO shall initiate the process to divest of the horse by using a public auction. The FAS/FAS-D shall have the responsibility to ensure the auction is conducted fairly, publicly and in a manner that will best provide a fair and impartial process for retiring CTMD horses. See Form 4-33 (Horse Auction Instructions). The FAS/FAS-D will coordinate an announcement to advertise the CTMD's horse auction in local papers, appropriate horse-trade publication and/or commercial websites. The FAS/FAS-D may also coordinate with other State agencies that may desire to possess the retiring horse. The announcement will direct interested bidders to the CTMD website for all auction details, including how to make bid. The FAS/FAS-D is responsible for receiving and processing bids -- collecting, evaluating and awarding bids. Once a successful bid is determined, the FAS/FAS-D will notify the MAPO, who shall inform the UHO, SAW and CMTD to coordinate the transfer of the horse to the successful bidder.

(3) Transfer to a Suitable Governmental Agency of Non-Profit Organization (NPO). If a governmental agency (including UCONN) or NPO uses horses in its operations and has the capacity to care for a horse, CTMD will offer the retiring horse to such agency/NPO. The UHO and CMTD may be consulted to determine if it is an organization

is suitable for the retiring horse. If accepted by the agency/NPO, the FAS/FAS-D and the SAW will coordinate the transfer of the horse.

(4) Transfer to a Retirement Home. The MAPO will contact approved retirement farms for horses. The MAPO will conduct due diligence to solicit a retirement farm that will accept the horse at no cost, beyond transportation costs. If the retirement farm requires a fee, the FAM, after consultation with TAG, will determine if the amount is cost effective for the CTMD for the retirement of a horse. If TAG/FAM authorize the expenditure of funds or if there is no cost, the horse will be transferred to a retirement farm. Upon TAG/FAM authorization, MAPO will direct the SAW and FAS/FAS-D to coordinate the transfer of the horse.

(5) The MAPO will contact the contract veterinarian to euthanize a retiring horse if there are no other recourses available to CTMD. The FAS/FAS-D will be consulted to remove the horse from the property records and to coordinate disposal.

d. When the "retirement process" is complete, the FAS/FAS-D shall ensure all property records are updated and that all records are compiled for archiving IAW property document retention schedules and for historical purposes. The FAS/FAS-D will coordinate records with the state record control officer.

### **3-3. Euthanasia.**

a. Euthanasia will only be conducted under the direct supervision and authorization of the approved veterinarian as the only humane course of action.

b. The veterinarian will provide a written recommendation for euthanasia to the SAW.

c. The SAW shall notify the CMDT, MAPO and FAS/FAS-D that euthanasia has become necessary. The MAPO will notify the TAG and AAG IAW CTMD command critical information requirements (CCIR) procedures.

d. The SAW will coordinate with the contract veterinarian, the FAS/FAS-D and state maintenance officer to coordinate the euthanasia and proper disposal of the horse.

### **3-4. Duties and Responsibilities.**

a. FAS/FAS-D. The FAS/FAS-D has the primary responsibility to ensure that horses that are being retired or otherwise removed from the state property records (e.g., death of a horse) is conducted IAW state regulations and this GO. The FAS/FAS-D must ensure that state property records are accurate and complete. The FAS/FAS-D will coordinate with the MAPO, SAW, UHO and CMDT as necessary to oversee the retirement process and to ensure property records are updated as required.

b. SAW. The SAW is responsible for ensuring that horses identified for retirement are handled with the proper care and standards and are retired IAW this GO. The SAW is expected to coordinate retirements with the MAPO and the FAS/FAS-D. The SAW is

responsible for coordination with the contract veterinarian to ensure that horses identified for euthanasia are done in a humane manner.

c. CMDT. The CMDT will act as a steward to ensure that any horse identified for retirement is treated with dignity and respect. The CMDT's responsibility is to assist the MAPO, SAW and FAS/FAS-D as required to ensure the horse is properly retired.

d. MAPO. The MAPO is TAG's representative who is directly accountable for supervising the administration of the Governor's Guard Program. The MAPO is the direct supervisor of the SAW. The MAPO is responsible for overseeing CTMD horse retirement to ensure it is conducted IAW governing state policies, laws and this GO. The MAPO is required to consult with the CTMD Staff Judge Advocate to ensure legal sufficiency of Governor's Guard operations, including matters relating to horse retirements. All (non-confidential) Governor's Guard correspondence to and from TAG should be routed through the MAPO. All (non-confidential) routine Governor's Guard correspondence to and from other CTMD offices should have a "copy furnished" to the MAPO. The MAPO will act as a liaison between all CTMD personnel and Governor's Guard members to ensure the horse retirement process is conducted efficiently and IAW the GO. In cases where there is disagreement concerning the retirement of a CTMG horse, the MAPO shall act as a mediator. MAPO shall keep TAG and the AAG informed of all horse retirements and ensure proper written notation of horse retirements are documented in the notes of the monthly MCUB.

## **Chapter 4 Herd Size**

### **4-1. Factors.**

a. The size of the herd is solely TAG's decision. Factors the TAG may take into consideration include the following.

- (1) Available and projected funding
- (2) Average annual cost of care per horse
- (3) Pledged donations
- (4) Active membership of the unit
- (5) Space available in the barn

b. Funding is the primary factor in determining herd size. Funding to be considered as a factor are:

- (1) Funding proposed or passed by in the state budget
- (2) Carry over balance in the Public-Private Partnership account, if any

(3) Pledged commitments to the Public-Private Partnership for the upcoming biennium.

(4) Projected revenue generated by the unit or its facility for the specific purpose of agricultural support.

c. Funding sources that are speculative or non-committed, will NOT be considered as a factor in determining the size of the herd.

#### **4-2. Process.**

a. The size of the herd shall be reviewed on a biennial basis. The process will begin when the Governor proposes a budget to the General Assembly and concludes when a budget is passed by the General Assembly and signed by the Governor.

b. Based on the proposed budget, the FAM will conduct an analysis of available and projected funding compared with the average annual cost of care per horse. The analysis will be presented as a report to TAG for his consideration with courtesy copies presented to the CMDTs.

c. TAG will propose a herd size based on the proposed budget in order for units and staff to plan and prepare to implement changes to the herd once a budget is in effect on November 1<sup>st</sup>.

d. CTMD Legislative Liaison will monitor the budget process as the Governor's proposed budget moves through the legislative process – keeping TAG and key CTMD personnel informed of any significant changes. Legislative Liaison will report budgetary and other pertinent legislative activities at the monthly MCUB.

e. During the process, the CMDT may provide additional information or proposals to assist TAG in his decision-making process. Examples of such information or proposals can include, but are not limited to:

(1) changes to the pledged amount to the Public-Private Partnership

(2) recommendations to policies and procedures to reduce costs

(3) additional sources of revenue

f. A final decision regarding the size of the herd will be made verbally or in writing to the CMDTs by TAG or his representative at the conclusion of the budget process.

g. The CMDT may request to meet with TAG at any time during the biennium to revisit the size of the herd. Such request should be based on a significant change to one or more of the factors listed in paragraph 4-1 of this document.

h. TAG reserves the right at any time during the biennium to implement changes to the size of the herd.

### **4-3. Duties and Responsibilities.**

a. FAM. The FAM is TAG's chief advisor on all fiscal matters. The FAM oversees the activities of the CTMD Fiscal Office, including supervising the FAS. The FAM is responsible for monitoring the budget of the horse guard on a regular basis and shall keep all parties informed of any significant changes in revenue or expenditure trends.

b. MAPO. The MAPO is TAG's representative who is directly accountable for supervising the administration of the Governor's Guard Program. The MAPO is the direct supervisor of the SAW. The MAPO is responsible for overseeing and managing CTMD's agricultural care budget on a day-to-day basis. The MAPO will supervise the SAW in monitoring and compiling reports for the direct costs of each horse as such costs are incurred, including veterinarian and farrier services and special dietary costs. The MAPO shall keep TAG and the AAG informed of all herd-size (and individual horse) issues and ensure proper written notation of herd-size and individual horse issues are documented in the notes of the monthly MCUB.

c. CMDT: The CMDT shall act as the liaison between the agency and all other organizations that are providing funding for agricultural support that is not provided through the biennial state budget. The CMDT has the duty to act in good faith that such organizations have ability to make payments in a timely manner.

## **Chapter 5 Records and Documentation**

### **5-1 Horse Records.**

a. The SAW is the CTMD employee responsible for ensuring the production and updating of all records and documentation pertaining to demographic, fitness, and medical condition of each horse. This information includes, but is not limited to name, age, breed, donor information, height, color, veterinarian medical/vaccination records, dietary and ongoing treatment or riding restrictions (as directed by veterinarian). The SAW is the primary custodian of individual horse records, which shall be maintained in the official "horse file." The SAW shall make available individual horse records maintained in the official horse file to the MAPO, FAS/FAS-D or UHO upon request.

b. The UHO may maintain a copy of horse records as a backup to the SAW. The SAW shall ensure that the UHO receives necessary records concerning the fitness medical/vaccination records, dietary and ongoing treatment or riding restrictions (as directed by veterinarian) of each horse.

c. The MAPO is TAG's representative who is directly accountable for supervising the administration of the Governor's Guard Program, including the producing, updating, and maintaining of individual horse records. The MAPO is the direct supervisor of the SAW. The MAPO will supervise the SAW in producing, updating, and maintaining all individual horse records. The MAPO shall keep TAG and the AAG informed of all horse-record

issues and ensure proper written notation of horse-record issues are documented in the notes and records of the monthly MCUB.

## **5-2 Property Records.**

a. The FAS/FAS-D shall be the primary custodian of all property records necessary for the procurement and divestment of each horse. These records shall be maintained IAW state property regulations. These records remain readily available for the inevitable retirement, death or other divestment of a CTMD horse. The FAS/FAS-D shall maintain such records as necessary and as required by state property policies, laws, and this GO, to satisfy all property accountability requirements of CTMD horses.

b. The UHO and SAW will be provided a copy of all state administrative records pertaining to the administration of the horse herds. The UHO, SAW and MAPO shall ensure the FAS/FAS-D is provided copies of documents relevant to the maintenance of state property records. The SAW is the primary custodial for all records pertaining to each horse and shall maintain the records in the official horse file, which shall contain all required forms, veterinarian records, photos, riding limitations, etc., for each horse.

c. Upon divestment of a CTMD horse, the FAS/FAS-D and SAW combine their horse records. The MAPO shall review the combined record of the divested horse and may keep copies of certain horse records for CTMD historical/microfiche archiving. The MAPO shall transfer the combined record of the divested horse to the CTMD State Record Control Officer to ensure all record retention schedules are met.

## **5-3 Fiscal Documentation.**

a. The MAPO is TAG's representative who is directly accountable for supervising the administration of the Governor's Guard Program, including accountability and supervision over all fiscal documentation generated for the execution of the program. The MAPO shall maintain fiscal records for the acquisition, care, maintenance, and retirement (or other divestment) of each horse. The MAPO will utilize this information to conduct an analysis of the cost of care for each CTMD horse, as required by Chapter 4 of this GO.

b. The Fiscal Office shall maintain all purchase requests, invoices and receiving reports IAW state regulations, policies and laws.

c. The SAW shall maintain a copy of all records submitted to the MAPO. The SAW will coordinate with the approved veterinarian to ensure Veterinarian invoices adequately and accurately reflect the services provided and can be process in a manner to identify the services each horse receives, including veterinarian, farrier, and special dietary services.

## **5-4 Inspections.**

a. The MAPO is TAG's representative who is directly accountable for supervising the administration of the Governor's Guard Program, including overseeing Governor's Guard inspections. The MAPO administratively coordinates the annual inspection of the UHO



and SAW horse records and other documentation. CTMD Annual Inspections will be announced with a minimum of ninety (90) day notice.

b. The Fiscal Office (primarily the FAS/FAS-D), under the supervision of the CTMD FAM, is responsible for providing all appropriate property and fiscal documentation to the Office of the State Auditor upon request. Records must be maintained in a manner that permits accessibility for inspection with no or little notice.

c. The FAS/FAS-D is responsible for all state property records pertaining to horses, which are subject to audit and inspection. Records must be maintained in a manner that permits accessibility for inspection with no or little notice.

d. The SAW's official horse files and the FAS/FAS-D's property records shall be inspected as part of the unit's annual inspection. During the inspection, CORE-CT will be inspected to ensure all CTMD horses are entered as CTMD property. The results of the horse records inspection shall be included in the annual inspection report.

**APPENDIX 1 – ABBREVIATIONS**

AAG - Assistant Adjutant General

AAP - Affirmative Action Plan

CFMO - Construction and Facilities Management Officer

CGS - Connecticut General Statutes

CMDT - Commandant

CTMD - Connecticut Military Department

FAM - Fiscal Administrative Manager

FAS - Fiscal Administrative Supervisor

FAS-D - Fiscal Administrative Supervisor's Designee

GHG - Governor's Horse Guard

GO - General Order

IAW - In Accordance With

MAPO - Military Administrative and Plans Officer

MCUB - Monthly Commandant's Update Brief

OTAG - Office of the Adjutant General

POC - Point of Contact

SAW - State Agricultural Worker

SOP - Standard Operating Plan

TAG - The Adjutant general

UHO - Unit Horse Officer

1GHG - 1<sup>st</sup> Company Governor's Horse Guard

2GHG - 2<sup>nd</sup> Company Governor's Horse Guard

## **APPENDIX 2 – LIST OF FORMS**

CTMD FORM 4-20 (Horse Evaluation Questionnaire), 1 November 2023

CTMD FORM 4-21 (Horse Site-Visit Evaluation), 1 November 2023

CTMD FORM 4-22 (Trial-Period Acceptance Letter), 1 November 2023

CTMD FORM 4-23 (UHO Trial-Period Assessment), 1 November 2023

CTMD FORM 4-24 (SAW Trial-Period Assessment), 1 November 2023

CTMD FORM 4-25 (CMDT Trial-Period Decision), 1 November 2023

CTMD FORM 4-26 (Horse Acceptance Letter), 1 November 2023

CTMD Form 4-27 (Horse Non-Acceptance Letter), 1 November

CTMD FORM 4-28 (Offer to Return Retired Horse to Donor Letter), 1 November 2023

CTMD FORM 4-29 (Offer to Return Horse Acknowledgement Letter), 1 November 2023

CTMD FORM 4-30 (Horse Return Acknowledgement Letter), 1 November 2023

CTMD FORM 4-31 (Horse Auction, Successful Bid Notification), 1 November 2023

CTMD FORM 32 (Horse Auction, Unsuccessful Bid Notification), 1 November 2023

CTMD FORM 33 (Horse Auction Instruction), 1 November 2023

CTMD Form 34 (Horse Custody Acknowledgement), 1 November 2023

Note: State contracted veterinarian evaluation and medical records/vaccinations are required forms issued by a veterinarian. These are official records that must be maintained in each horse's "Horse File," identified by the name of the Horse and Unit.

Forms are available at <https://portal.ct.gov/MIL/Human-Resources/Agency-Forms>