



ANNUAL REVIEW  
NATIONAL GUARD BUREAU  
FISCAL YEAR 2005





**In Katrina's Wake:  
A National Guard Heritage Painting by Gil Cohen**

**New Orleans Naval Air Station Joint Reserve Base  
(Alvin Callender Field), Belle Chasse, Louisiana**

*1 September 2005 - National Guard aircraft and troops crowd the Naval Air Station at Belle Chasse, Louisiana, the first of more than 51,000 Guardmembers to deploy to the Katrina-stricken Gulf Coast, the largest relief mission in the Guard's history.*



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A National Guard Humvee departs the New Orleans Superdome to patrol the streets after Hurricane Katrina. (U.S. Navy photo by Photographer's Mate First Class Brien Aho)



CPT Mark Anderson, left, and Specialist Timothy Mapp of Company C, 2/185th Armor, CA ARNG evacuate New Orleans citizens through their flooded city. (Photo by SGT Eddie Siquerza, CA NG)





National Guardsmen distribute water and MREs to evacuees at New Orleans' Morial Convention Center.



A convoy of high-profile National Guard supply and transport vehicles ford high water in the aftermath of Hurricane Katrina, near New Orleans, LA.



# OFFICE OF THE CHIEF



## EXECUTIVE SUMMARY

In August 2005, with more than 80,000 troops already mobilized for the Global War on Terror (GWOT) and faced with Katrina, a catastrophic hurricane, the Gulf Coast governors called upon the Guard. The Guard, the nation's preeminent military response force, fulfilled its commitment to the governors and our nation's citizenry. In spite of the massive wartime mobilization, the Guard mobilized and deployed the largest domestic response in history. Soldiers and Airmen from all 50 states, the territories of Guam and the U.S. Virgin Islands, the Commonwealth of Puerto Rico, and the District of Columbia deployed in record time in support of their Gulf Coast neighbors. Never before had every corner of America answered such a desperate cry for help.

No state, regardless of its size, can handle a natural or man-made catastrophe of the magnitude of a Katrina. Emergency Management Assistance Compacts allowed governors of affected states to immediately call upon another state's National Guard as reinforcements for recovery efforts. In 23 states, the Adjutant General also served as the State Director of Emergency Management, State Director of Homeland Security, or both. This was of real assistance in the coordination of the civil and military response.

In the few years preceding 2005 the National Guard underwent a total transformation. The once

ponderous Cold War strategic reserve transformed itself into an agile, lethal operational force capable of joint and expeditionary warfare – a uniquely flexible force simultaneously capable of responding to a broad range of civil and humanitarian crises.

The nation's reliance on the Guard in a major war was unprecedented. At one point in 2005, the Army National Guard contributed half of the combat brigades on the ground in Iraq. The U.S. Army's leadership acknowledged that a sustained presence in Iraq would be impossible without the Guard. By the end of FY 2005, over 300 Guard men and women had given their lives while engaged in the GWOT.

Guard units brought to the warfight a unique ability to assist with peacekeeping and nation building. Soldiers with several years of experience as police officers brought credibility to their role as trainers of Iraqi policeman. Also, the State Partnership Program continued to support Combatant Commander's Security Cooperation Plans and strengthened alliances with 50 allied nations around the world. They also came to the warfight better trained and equipped than any other time in the nation's history. From 2003-2005 the Army worked to ensure no Soldier, regardless of component, went to war ill-equipped or untrained.

The response to Hurricane Katrina, however, revealed serious shortcomings in the equipping of



Guard units for Homeland Security and Defense. Units returned from overseas with just a fraction of equipment with which they deployed. This impacted on the home mission. The senior leadership of U.S. Army committed itself to rectifying this situation and put in motion a comprehensive reset plan. Satellite and tactical communications equipment, medical equipment, utility helicopters, military trucks and engineering equipment were the Army Guard's highest priorities.

The final 11 Civil Support Teams were organized during the fiscal year, giving every state and territory the capability of rapidly assisting civil authorities in detecting and responding to a Weapons of Mass Destruction attack. The Teams consisted of both Army and Air Guard personnel. The Air Guard became more involved in the homeland defense mission, particularly as regards security police, communications, ground transportation, and chemical-biological-radiological detection units. Air Guard RED HORSE teams, along with Expeditionary Medical Support (EMEDS) systems, proved extremely valuable in responding to Katrina.

The National Guard also fielded six regional Critical Infrastructure Program-Mission Assurance Assessment (MAA) teams to conduct vulnerability assessments of DoD critical infrastructure. Those teams conducted force protection training and planned for emergency response to a terrorist attack or natural disaster striking the nation's critical infrastructure. Four more teams were to be added in FY 2006.

To support linking State Joint Forces Headquarters (JFHQ) to deployed incident sites and to inter-governmental partners engaged in Homeland Defense and Defense Support to Civil Authorities mission, the NGB fielded 13 rapid response communications packages (Interim Satellite

Incident Site Communications Set or ISISCS) that were regionally based. ISISCS proved absolutely vital when the entire domestic communications infrastructure in the Gulf Coast region went down during Hurricane Katrina. In addition, to satisfy the full range of required Command and Control, Communications, and Computer (C4) capabilities, the NGB and U.S. Northern Command collaborated on the Joint Continental U.S. Communications Support Environment (JCCSE) construct. When fully implemented, the JCCSE was to provide the U.S. Northern Command, the U.S. Pacific Command, the Guard Bureau, and each JFHQ with enhanced information sharing and collaboration capabilities.

The National Guard ended the fiscal year committed to its motto, "Always Ready, Always There."

## OFFICES OF THE ASSISTANT CHIEF

### ACQUISITIONS

The Office of the Principal Assistant Responsible for Contracting (OPARC) was responsible for oversight and administration of the National Guard contracting function and was the key representative of the Head of the Contracting Activity for all delegated responsibilities described in the Army Federal Acquisition Regulation Supplement. Contracting functions included all contracting procedures associated with Federal contracts, cooperative agreements, and Small Business Programs throughout the 50 States, three territories and the District of Columbia.

**Ombudsman/Acquisition Reform.** The Acquisition Reform Advocate was responsible for



developing, implementing, and institutionalizing regulatory and business practice reforms within the organization. The Ombudsman was responsible for reviewing complaints from contractors and ensuring that all contractors were afforded a fair opportunity during the task order award process within multiple award task order contracts. In FY 2005, easy to understand guidance and a matrix were developed for the National Guard contracting community regarding the DoD and Army policies on the Proper Use of Non-DoD Contracts.

#### ***Acquisition Policy Division / Special***

***Competition Advocate.*** The Acquisition Policy Division, Directorate of Acquisition, provided guidance and policy direction/management to the 55 Army National Guard and 94 Air National Guard field contracting offices. During FY 2005, the Division updated and re-issued the National Guard Federal Acquisition Regulation Supplement (NGFARS), and issued two contract policy letters. Also, it provided acquisition training to approximately 200 field contracting, engineering and management personnel through various courses, such as: Source Selection for Construction Contracting; Project Management; Construction Contract Administration; and Claims Avoidance.

The Division also performed oversight and review of various contract actions (Architect-Engineer, construction and services) for the field contracting offices in excess of \$1,666,313,432. This dollar volume represented a 17.4% increase (\$247,192,839) from FY 2004 (\$1,419,120,539). In addition, the National Guard successfully competed 92.4% of its contract dollars. In addition, the Division conducted Procurement Management Assistance Visits at the United States Property and Fiscal Offices and associated Air National Guard units in eleven states.

Regarding the National Guard's Government Purchase Card (GPC) Program for FY 2005, ANG, ARNG & NGB accomplished 803,128 credit card transactions totaling \$412,671,439. This purchase card dollar volume total represented an \$18,886,336 increase (a 4.79% gain) over FY 2004 volume totaling \$393,785,103.

The National Guard's Standard Procurement System Program, which provided the automated contract writing tool and hardware and software backbone support, was to undergo a major upgrade from 17 Apr – 12 May 2006. Upgrade was to include implementation of a new interface tool (Adapter) that would simplify how data is transmitted between DoD agencies and commercial trading partners. The upgrade also was to feature a new automated tool for Congressional reporting of contract actions and dollars (Federal Procurement Data Procurement System-Next Generation) that would report in real-time without manual manipulation by component, saving valuable resources (both in personnel and time). In addition, Wide Area Workflow (WAWF), the automated invoicing, receipt and acceptance system, was fully and successfully implemented on the ANG side during 2005, with the ARNG planning to do so in the third or fourth quarter of 2006. The Automated Business Services System (ABSS) and PRWeb, which are the ANG and AF requirements writing systems (respectively), continued to be implemented, with ABSS 98% complete and PRWeb at about 30%. Once completed, that system implementation was to help fulfill a DoD directive, dated 29 Jul 1997, requiring each Service to modernize and implement a paperless contracting process.

***Office of Grants and Agreements.*** The NGB Office of Grants and Agreements was responsible for policy and compliance pertaining to the Cooperative Agreements, which supported and sustained



National Guard units. The Office also provided policy and compliance guidance for Inter-Service Support Agreements between Active Components/Federal Agencies and the Guard Bureau. In FY 2005, the NGB made and reported cooperative agreement awards of \$1.2B to the DoD and the United States Congress through United States Property and Fiscal Officers. NGB Cooperative Agreement awards accounted for one-third of the total DoD awards. The National Guard's Cooperative Agreement Operations and Maintenance Program (Catalog of Federal/Domestic Assistance Number 12.40 1) remained one of DoD's top five programs

Members of the Grants and Agreements Office served as NGB representatives on the Functional Board for the management of the Defense Acquisition University's Grants and Cooperative Agreements course (GRTS2O 1) and on the Functional Working Group for the DoD Grants and Agreements Regulations (DODGARS). The Office represented DoD on the Federal Grant Streamlining Initiative resulting from the passage of Public Law 106-107 and represented NGB at the Department of Treasury, Financial Management Service, for the Cash Management Improvement Act.

## OPERATIONAL CONTRACTING

The Operational Contracting Division was responsible for providing contracting support to the Joint Staff, along with the Army and Air Directorates. During FY 2005, the Division executed 1,100 contract actions worth over \$528 million. These actions include supplies and services for the National Guard offices in the National Capital Region, as well as large, multi-year contracts for support across the country for projects such as recruiting and family programs.

Each year there are goals established for contracts to be set-aside for small business, and other categories of businesses. The Operational Contracting Division accomplished the following regarding these goals:

Category	Goal	Achievement
Small Business	60.4%	75.9%
HUB Zone	5.6%	1.6%
Small Disadvantaged Business	14.5%	22.6%
Woman-Owned Small Business	6.0%	7.4%
Service Disabled Veteran Owned Small Business	3.0%	4.1%

## SMALL AND DISADVANTAGED BUSINESS UTILIZATION

The Office of Small and Disadvantaged Business Utilization developed and administered the small business program for Army and Air National Guard Units throughout the 50 States, three territories and the District of Columbia. This Office ensured that small, small disadvantaged, woman-owned small businesses, Historically Underutilized Business Zone (HUBZone) concerns, service-disabled veteran-owned small business concerns, including Historically Black Colleges and Universities and other minority institutions (HBCU/MI) were provided the maximum practicable opportunities to participate in the NGB's prime contracts and subcontracts.

During FY 2005, the dollar amounts of procurement awards by NGB were:

Total U.S. Business	\$1,642,066,666
Small Business	\$1,052,645,742



HUBZone	\$79,375,834
Small Disadvantaged Business	\$286,609,007
Woman-Owned	\$150,841,159
Service Disabled Veteran-Owned	\$35,648,921
HBCU/MI	\$46,005

#### NATIONAL GUARD BUREAU FY 06 SMALL BUSINESS TARGETS

Small Business	61.5 %
HUBZone Small Business	4.0 %
Small Disadvantaged Business	15.0 %
Woman-Owned Small Business	6.2 %
Service-Disabled Veteran Owned	3.0 %
Historically Black Colleges & Universities and Minority Institutions	5.0 %
[5.0% of total awarded to Institutions of Higher Education]	

#### ATHLETICS AND YOUTH DEVELOPMENT

The Office of Athletics and Youth Development managed three federally-funded programs: The National Guard Youth ChalleNGe Program (ChalleNGe), The STARBASE Program, and Military Competitions Activities.

**“ChalleNGe”** consisted of a five-month residential phase and a twelve-month post-residential phase program for 16- to 18-year old high school dropouts who were drug-free, not in trouble with the law and unemployed. Twenty-five classes had been conducted over a twelve-year period while the program had expanded to 29 program sites in 24 states, including the territory of Puerto Rico, producing over 59,000 graduates seeking a solid chance for a better life. In FY 2005, over 7,000 cadets successfully completed the program, 70% of whom successfully completed requirements for a General Educational Development (GED) diploma. The Youth ChalleNGe program’s ability to nurture a pro-military attitude has been contributing to the growth of the military, evidenced by the numerous graduates who have enlisted in the National Guard or another branch of military service.

**STARBASE (Science and Technology Academies Reinforcing Basic Aviation and Space Exploration)** was a program for grades K-12 that exposed classes and teachers of mainly inner city schools to real-world applications of math and science through hands-on learning, simulations, and experiments in aviation and space-related fields. The program had grown to thirty-one program sites including two sites that served Native American youth.

**Military Competitions** offered National Guard soldiers and airmen the opportunity to participate in athletic and skill competitions along side their DoD and International counterparts. The specific programs offered were: the Marksmanship Training Unit run by the ARNG Professional Education Center in N. Little Rock, Arkansas; the Recruiting & Retention Marathon Program run by the Nebraska ARNG; the Leap-fest International Parachuting Competition administered by the Rhode Island ARNG; the National Guard Biathlon Program run by the Vermont ARNG; and the Best Ranger Competition at Fort Benning, Georgia.



Approximately 2,000 participants competed in these events. The success of those programs can be gauged by medals won by National Guard athletes in the Olympics, World Cups, and numerous successes in various venues. In addition, the athletes provided the National Guard a tremendous recruiting and retention force.

## INTERNAL REVIEW

The mission of the Internal Review Office was to provide professional internal review services to the Chief, NGB; the Director, ARNG; the Director, ANG; and the Director of the Joint Staff. These internal review services assisted senior managers in effectively discharging their stewardship responsibilities by furnishing objective analyses, appraisals, recommendations, consultations and independently generated information concerning managed activities.

The Office consisted of a Division Chief and two Branch Chiefs, each responsible for Audit Operations and Internal Review Programs and Liaison, respectively. During FY 2005, the Division Chief (Mr. Walt Morrison) and the Branch Chief for IR Programs & Liaison (Mr. Harry Tate) retired and were replaced by Mr. Derrick Miller as Division Chief and Mr. Duane Griffith as Branch Chief.

During the fiscal year, the Internal Review Office reviewed and reported on ten major programs within the NGB community. All reports completed by its staff complied with the "Yellow Book" standards issued by the General Accountability Office. NGB-IR established multiple review policies and guides for both the National and State level NG-IR programs. It conducted 12 Quality Control reviews of States and was on track to bring that program back into

compliance in FY 2006 by meeting the requirement to conduct State Quality Control reviews once every three years.

The Office also served as the CNGB's focal point/liaison staffing, coordinating, and responding to all external audit agency reports. It was responsible, as the liaison, for over 120 external audit efforts during FY 2005. Twelve of these efforts pertained exclusively to Hurricane Katrina and the support that the National Guard provided during the disaster.

Internal Review was responsible for coordinating, compiling, and responding on a semi-annual basis all of the reports and reviews conducted throughout the National Guard Internal Review community. During FY 2005, National Guard Internal Review staffs conducted over 1150 reviews and reported over \$24 million in monetary benefits. They initiated efforts to eventually transition to an automated working paper system to further increase efficiency and productivity. By the end of the fiscal year, three states began utilizing automated working papers; the number was expected to grow in the future.

## EQUAL OPPORTUNITY

**ARNG EO Program.** The Equal Opportunity Office continued to support Commanders in achieving the combat readiness required to effectively and efficiently accomplish their wartime mission. The main objective was to ensure that Soldiers were treated equally, with dignity and respect and that Commanders could count on an environment free of negative equal opportunity issues.



### *Military Occupational Specialty Qualification*

#### *(MOSQ) Immaterial (00F) vs. Temporary Positions*

All trained Equal Opportunity Advisors (EOA) were able to be assigned to the unit's Augmented Table of Distribution and Allowance (TDA) utilizing the 00F. By pursuing this action, commanders no longer needed to be assigned EOAs to temporary positions. Soldiers assigned to Augmented TDAs were able to be promoted against these positions.

### *Mobilization and Deployment of EOAs*

For years, Army National Guard units deployed without EOAs. In the past, the Active Component provided this support to ARNG Brigade and higher Commands. This situation created an additional load for the Active Component units and uncertainty for NG Soldiers. With the support of the Mobilization and Deployments Branch (ARO-D), the EO Office was able to coordinate the deployment of Guard EOAs. This was another proactive step that the EO Office took in support of the wartime mission, guaranteeing that Soldiers would be treated equally, with dignity and respect.

### *EO Statistical Program*

The EO Statistical program was a web-based program available through The Guard Knowledge On-Line (GKO) Web Site. The program provided commanders and the EO community with up to date information on the demographic composition of ARNG major commands and subordinate units. This program provided roll-up information based on gender, race, and ranks composition. It was the TAG's main tool when preparing and submitting each state's Annual Narrative and Statistical Report, due to NGB EO every 15 December.

### *Unit Climate Assessment (UCA)*

The UCA was a web-based program that helped commanders and supervisors assess their unit/workplace EO climate in a confidential and private

manner. Soldiers and employees were able to access the program from any location with an internet connection. They could add comments and questions of their own, while commanders could add up to ten questions of their choice.

**ANG EO Program.** A new change for the MEOs involved the Air and Space Expeditionary Force

(AEF) mission. All personnel in the MEO career field were identified via a Unit Type Code and upon request were to deploy for 120-days. That led to MEOs being postured to participate in five AEF cycles, performed initially by volunteers.

An Air Force approved Equal Opportunity Advisor Reserve Component Course (EOARCC) curriculum was delivered to the first-ever combined Air National Guard and Air Force Reserve class in February 2006. The course had been expanded to five-weeks and paralleled the active duty's 10-week course. Upon completion, enlisted members were awarded the 3-level Air Force Specialty Code. The additional courses of instruction include Mediation/ Alternative Dispute Resolution training and an automated computer system required for administrative forms/reports.

**EO SMART Cards.** To assist Combatant Commanders, Soldiers and Airmen achieve their goals, the EO Office developed the Army and Air National Guard Equal Opportunity SMART Cards. This pocket-sized card addressed the differences between the Active Component and National Guard complaint process when Guard Soldiers and Airmen were mobilized to active duty. The EO Office took proactive measures to ensure that deployed Guard Soldiers and Airmen were treated with dignity and respect.



**EEO Programs and Policy.** A new and all inclusive National Guard EEO Regulation was projected for dissemination to the field in 2006. Also, an EO/EEO Programs pocket sized booklet was projected for field distribution.

#### *Complaints Management Division*

The Complaints Division implemented partnership with OCI reducing investigation turnaround time and costs. It also worked with NGB-JA to reduce turnaround time of complaint review to meet compliance. The Division continued to improve internal and external processes even though it remained undermanned by four positions. Another accomplishment was the forwarding for coordination and print of NGR (AR) 600-690/NGR (AF) 40-1614. Its briefings and trainings were ongoing with the Defense Equal Opportunity Management Institute (DEOMI) and the Human Relations Advisor Course (HRAC). The Division was also on target to host the new SEEM orientation in 2006.

#### *Affirmative Employment Program*

Affirmative Employment has referred to workforce analysis and recruitment efforts to ensure that qualified applicants from diverse groups are included in the recruitment pool for NG vacancies, and progress at comparable rates once employed. The selections from these applicants and their subsequent promotions have been made on the sole basis of merit, but if specific groups are not well represented in the pool, the chances of the best qualified applicant being from that group decreases significantly. Affirmative employment, had quite a different emphasis than affirmative action, which in the past represented court-mandated hiring to correct an existing problem. The Affirmative Employment Program for Women and Minorities, required by EEOC in Management Directive 715 (MD-715), required that NGB-EO conduct a detailed analysis

of relevant recruitment, employment, grade, and related personnel topics, establish goals for improving representation, and make yearly reports of progress to EEOC, NGB and DoD.

#### *Program Evaluation Visits*

The Office of Equal Opportunity and Civil Rights was required to conduct Program Evaluation Visits to provide assistance and guidance and procedures according to Title VI of the Civil Rights Act of 1964 amended to the States and Territories. This assistance provided Guard leadership and EEO officials in the 54 states and territories an assessment of their Equal Opportunity, Equal Employment Opportunity Programs (EO/EEO). The Program Evaluation Visits were conducted in accordance with 29 CFR 1614.102 (11), and were a tool available to each State Adjutant General to evaluate the overall health of the states EO/EEO, AEP and Diversity initiatives.

These visits are provided a systemic, standardized approach to conducting a review of a State or Territory. After the visit a comprehensive report was submitted with findings and recommendations. Those reports were all-inclusive and provided constructive feedback. They also provided proactive essential elements that were to be addressed in all EO and EEO initiatives. The periodic reviews were conducted under the authority of DoD Directive 5500.11 and Title VI of the Civil Rights Act of 1964, as amended. They ensured that the States, Territories, and the District of Columbia were in compliance with this amended act.

There were three Program Evaluation Visits conducted during FY 2005 – Kansas, Vermont, and New Hampshire. All three evaluations were delivered with results to the TAG of the overall assessment of the EO and EEO Programs along with



guided recommendations. They included suggested improvements and updates to existing programmatic endeavors.

#### *Sexual Harassment Prevention Program*

The Office continued to monitor and assess the education process of Sexual Harassment Prevention for both those in active duty status or non-active duty status in the States and Territories. The National Guard Sexual Harassment Pamphlet 600-4 was in the process of being updated to reflect all changes. The feedback from the Program Evaluation Visits were quite helpful in respect to that effort. In addition, new tools and resources were being developed to assist Guard leadership in combating sexual harassment.

#### *Operation Warfighter*

The purpose of the Operation Warfighter (OWF) program was to provide service members with meaningful activity outside of the hospital environment and to offer them a formal means of transition back into the workforce. The DoD took on an initiative to support wounded service members that required rehabilitation at Walter Reed or Bethesda Naval hospitals by requesting agencies in the immediate area to provide positions or job assignments during their hospital stay. The program was for active duty and reserve component Service members from all services. It was a "no cost" request because the service member was still attached to the military and received pay from their respective service.

The main objective of the program was to help provide normal activities to the service member's daily routine while undergoing rehabilitation. After a period of assessment, DoD planned to extend the program to other states with large populations of disabled service members. OWF is a voluntary program, designed to match the military and non-

military skills of candidates with available work opportunities at participating employers, enabling agency partners access to the talent and dedication of recuperating Service members.

## **PROPERTY AND FISCAL AFFAIRS**

During 2005, the NGB Property and Fiscal Affairs Office experienced many changes and unusual events. The Office has had the primary responsibility for supervising and coordinating the fifty-four United States Property and Fiscal Officers (USPFOs) throughout the States and territories. The regulation that most closely has governed the USPFOs and their offices is NGR 130-6/ANGI 11-02. That regulation was in the process of being rewritten and in its draft from awaiting finalization. The document encompassed significant changes in the USPFO nomination and selection process, in addition to the tenure, organization and training of USPFOs. It also addressed USPFOs from their duty positions for 30 or more consecutive days.

The turnover of USPFOs was the highest on record. During 2005, eighteen USPFO positions within the nation changed incumbents. Two USPFO's were brought back as Retired Recalls due to the large state mobilizations. During the fiscal year, one USPFO was sent to Kuwait supporting Operation Iraqi Freedom and Operation Enduring Freedom as the NGB Liaison Chief.

This was the first full year utilizing the nomination process requiring two or more nominees for each vacancy. It has proven to be successful, and the Adjutant Generals are working with Property and Fiscal Affairs to meet the requirements, as well as submitting nominations in a timely manner to accommodate the 18-24 month out requirement.



## CHIEF COUNSEL

The Chief Counsel provided legal advice and services to the NGB leadership, the NGB staff, and the USPFOs for each State and Territory. The Office of the Chief Counsel worked with a full-time staff of 20 attorneys, comprised of both civilian attorneys and military judge advocates from the Army and Air National Guard, as well as the Active Army and Air Force. The office was also supported by judge advocates from the D.C. Army and Air National Guard, who trained in the office, enabling the office to operate seven days a week. The office provided legal support in the areas of Administrative Law, Operations Law, Contract/Fiscal Law, Environmental Law, Labor Law, Litigation, and Legislation.

The office reviewed for legal sufficiency a wide variety of matters such as proposed regulations, numerous types of investigations, personnel actions, contracts, and environmental compliance documents. The office also provided training in a number of areas to include Ethics/Standards of Conduct, Fiscal Law, Alternative Dispute Resolution, and Freedom of Information Act/Privacy Act. During FY 2005 the work of the office was directed to a number of contemporary topics and issues such as (1) legal challenges presented by the use of traditional and full-time Guardsmen in Title 32 status to perform operational missions desired by the Army, Air Force, or DoD; (2) use of the National Guard for Homeland Defense and Homeland Security, the enactment of Chapter 9 of Title 32, and the establishment of customer support teams, and rapid response forces; (3) the creation of new types of units incorporating Guard members as well as Actives and/or Reserves; (4) the transition to a Joint National Guard Bureau and to the Joint Force Headquarters-State; (5) the Base Realignment and Closure Act round and, in particular, its effect on the Air National Guard; (6) the response to Hurricanes Katrina and Rita where the office was involved in

preparing and collecting EMAC Supplemental Law Enforcement documents from the States, providing 24/7 legal support at the NGB JOC, and deploying both staff attorneys and National Guard judge advocates from the States to the disaster areas; and (7) the mobilization and deployment of large numbers of National Guard members to support operations in Southwest Asia, to include sending office staff to support pre-mobilization legal counseling of units in the States.

## PUBLIC AFFAIRS

When Hurricane Katrina devastated the Gulf coast and inundated New Orleans, NGB Public Affairs had its busiest weeks since the attacks of 9/11. The extent of the damage in Mississippi was apparent from the morning PA staffers reported for work, and since the Mississippi National Guard's Joint Forces Headquarters is located much further north in Jackson, there was no problem communication with Mississippi (and Alabama) public affairs counterparts.

Louisiana, however, was another story. The Louisiana JFHQ was located at historic Jackson Barracks, just outside the city of New Orleans, in an area hardest-hit when the levees failed. As communication with Guard personnel in Louisiana became more and more difficult, media inquiries began to come in to NGB-PA. When the Louisiana National Guard set up at emergency operations center in Baton Rouge, an NGB-PA senior Public Affairs Officer deployed almost immediately to assist them. Many other PA staffers would follow in the coming weeks.

Meanwhile, staff remaining at Jefferson Plaza 1 organized to deal with the large numbers of media inquiries which were flooding in. In addition to compiling and organizing daily updates on National



Guard activities in the Gulf Coast region, PA staff (including historians) researched and answered queries on such topics as the difference between duty under Title 10 and Title 32 US Codes, the meaning of terms such as "martial law" and "posse comitatus," the relative magnitude of the disaster, and the Guard's historical role in disaster and community relief.

As rescue operations finally got underway, the immense size of the National Guard's relief effort on the Gulf Coast (the largest in history), meant that NGB-PA's workload continued. Unprecedented media interest in the Federal government's response to Hurricane Katrina generated a large amount of media coverage – and a large amount of media inquiries directed to NGB-PA. Not until later FY 06, as large numbers of Army and Air Guard personnel began to depart the Gulf Coast, did NGB-PA's operational tempo return to "normal."

## JOINT INTELLIGENCE-J2

### HISTORY AND MISSION

The Joint Intelligence Directorate (J2) was provisionally established in July 2003 and achieved Initial Operating Capability (IOC) in 2005. The mission of the Directorate, as established, has been to support the intelligence mission of the Department of Defense, operating both at the Federal level and within the States and Territories.

The Directorate has served as the primary intelligence/information advisor to the Chief, National Guard Bureau, and Director of the Joint Staff, and has supported the intelligence/information sharing efforts of the Directors of the Army and Air National Guard, along with the Adjutants General

of the 54 States, Territories and the District of Columbia. This has included support for the TAG's Anti-Terrorism/Force Protection mission. Overall, J2 was directed to be responsible for the development of policy and programs that foster the sharing of national, state and local information to ensure situational awareness. It has also provided orientation to the Joint Force Headquarters-State (JFHQ-State) Intelligence Directorates within the Homeland Security environment and continues to serve as the channel of communication for the CNGB to the JFHQ-State J2s on intelligence matters.

### ACCOMPLISHMENTS

During FY 2005, the Directorate's major accomplishments included completion of the establishment of J2 positions for the 54 JFHQs, as well as a complete revision of Annex B of the State Implementation Plan, plus development of a J2 Orientation Course to support the training of JFHQ leaders.

The Directorate also made gains in the area of in-house NGB operations that better supported the CNGB mission and increased support for the TAGs. Some of these daily operational successes encompassed a dramatic increase in coordination with other intelligence elements throughout the government. The J2 also achieved full-time manning beyond Initial Operating Capability (IOC), as well as 24/7 intelligence participation in the Joint Operations Center. Additionally, the Directorate identified J2 POM requirements and initiated the J2 role in PPBE. By completely reviewing internal operations, resulting in a revised Intelligence mission statement, J2 was able to more effectively execute its missions and further improve CNGB and TAG support.



# DOMESTIC OPERATIONS-J3

## DEFENSE SUPPORT TO CIVIL AUTHORITIES

In FY 2005, the National Guard provided rapid and comprehensive Defense Support to Civil Authorities (DSCA) to Federal, State and Local partners for both natural and manmade disasters throughout the 50 states, 3 territories, and the District of Columbia. The Guard responded to 312 significant mission requests, each requiring over 100 personnel, expending over two million man-days of support in assistance to civilian authorities at all levels. There were also numerous missions requiring fewer personnel. FY 2005 marked the National Guard's largest expenditure of effort in man-days and missions during a year of multiple hurricanes, winter storms, and floods. The NG supported Homeland Defense and civil authorities through involvement in civil disturbance operations, along with prison riot, law enforcement, and chemical, biological and nuclear accidents or other terrorist events. The NG routinely executed Homeland Security (HLS) missions in the guarding of critical infrastructure, to include: airports, nuclear power plants, domestic water supplies, bridges, tunnels, military assets, as well as the defense industrial base.

## STATE ACTIVE DUTY (SAD) DEFENSE SUPPORT TO CIVIL AUTHORITIES (DSCA)

In FY 2005, five major hurricanes affected the Gulf States, reaching all the way from Florida to Texas. The National Guard provided DSCA, coordinating among the various Local, State and Federal

Agencies, to provide the necessary support in the form of humanitarian relief operations, including the following: security, communications, aviation, medical, transportation, law enforcements support, lodging, search and rescue, debris removal, and relief supply distribution. NG efforts significantly added to the overall success of such operations. With hurricane support alone, the NG provided a total of 1,121,477 man-days of support, and coordinated 147 separate, interstate Emergency Management Assistance Compact (EMAC) related support missions. The National Guard Bureau's daily teleconferences and liaison fly-away teams provided timely and essential coordination between the States and Department of Defense, as well as with other Federal agencies.

The 2005 Inaugural ceremony and State of the Union (SOTUA) were the two National Special Security Events (NSSE5) that required NG support. The Inaugural required 1,371 ARNG personnel and the SOTUA required 269 ARNG and 11 ANG personnel. The NG also worked in concert with NORTHERN COMMAND, supporting multiple Local, State and Federal agencies regarding missions ranging from protection of the President of the United States, Defense Support to Civilian Authorities, Military Support for Civil Disobedience, to event security.

## NATIONAL GUARD REACTION FORCES

During FY 2005, Chief, National Guard Bureau (CNGB) identified a requirement for each State, Territory and the District of Columbia to plan, establish and maintain a rapid reaction capability to be known as a National Guard Reaction Force (NGRF). The Force was to comprise up to 500 soldiers and/or airmen, using existing units/



personnel, capable of responding (departing the assembly area) within four to eight hours after recall with an initial force of 75-125 personnel (based on available structure within the state). A follow-on force of up to 375 personnel was to be available to augment within twenty-four to thirty-six hours dependent upon the situation.

By the end of FY 2005 all states, territories and the District of Columbia prepared and maintained a NGRF capable of responding/assisting in the protection of critical infrastructure and other state, national assets, or any other missions as directed to promote stability and security in the States/Territories/District of Columbia and our nation within existing fiscal resources.

## VIGILANT GUARD

Because of the heightened threat conditions in the wake of the 2005 terrorist attacks at railroad stations in Madrid, Spain, the Department of Defense took action to demonstrate and/or implement the following:

- Interagency synchronization of security task execution at the national, state and local levels.
- Interagency public affairs and information operations coordination to maximize deterrence value of DOD operations and exercises.
- Use of Title 32/SAD forces for HLS and HD missions.
- Dual-status Title 10/Title 32 command authority during special events or periods of increased threat. Based on that guidance, the National Guard conducted VIGILANT GUARD beginning in August 2005. This series of exercises and training events in each State was designed to demonstrate and display the enhanced preparedness of NG capabilities to deter, detect and defend.
- Joint Force Headquarters-State (JFHQ-S) Joint Operations Centers (JOC) became operational by

15 August 2005 on a 24/7 basis with a capability to receive and respond to classified messages, execute command and control operations and provide situational awareness of NG activities.

- All 32 Weapons of Mass Destruction (WMD) Civil Support Teams (CST) were placed in an enhanced readiness status throughout this period which was to continue through the Presidential and Gubernatorial Inaugurations in January/February 2005.
- NGRF were ready to respond rapidly by performing critical infrastructure protection missions.
- Public Affairs was an important player during these exercises and training events in providing visibility of a deterrent capability.

## NATIONAL GUARD BUREAU JOINT OPERATIONS CENTER

In accordance with guidance from the CNGB to increase staff efficiencies through transformation to a Joint environment, the NGB-J3 established a Joint Operations Center (JOC) to serve as a single point for monitoring the activities of the National Guard. The JOC mission was to collect and manage the Common Operational Picture (COP), push relevant information from the COP or as identified in the Critical Information Requirements (CIR), synchronize the NGB staff efforts, coordinate with DoD and non-DoD agencies at the Federal level, and facilitate operational success on behalf of the States/Territories through the application of resources and policy guidance.

With the achievement of an Initial Operating Capability (IOC), in FY 2005 the JOC served as a 24/7 conduit for information that supported briefing requirements to the CNGB, the Director of the Army National Guard (DARNG), the Commanders of United States Northern Command



(USNORTHCOM), Southern Command (USSOUTHCOM) and Pacific Command (USPACOM), along with staff elements within the Office of the Secretary of Defense, the Joint Staff, and the Department of Homeland Security. The JOC provided administrative support and deployed Liaison Officers (LNO5) States & Territories who in support of disaster response (Hurricanes Dennis, Katrina, Ophelia, Rita, and Wilma). Significant contributions in FY 2005 included:

- Monitoring and facilitation of an increased posture appropriate to elevated threat levels through the holiday period.
- Participation in three USNORTHCOM exercises.
- Serving as the conduit of information between the States and Federal government agencies in support of five hurricanes and their impact in six states, floods, and winter storms.
- Serving as the conduit of information between the States and Federal agencies in support of deterrence activities and HD capabilities
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Transformation activities for the JOC in FY 2005 that achieved Full Operating Capability (FOC) included operating one message center within NGB, fully developing/implementing a COP with supporting concept of operations, attaining visibility on current staff actions and producing a Master Calendar for all events, exercises, conferences/seminars/meetings, and suspenses relevant to the ARNG and ANG.

## **CRITICAL INFRASTRUCTURE PROTECTION – FULL SPECTRUM INTEGRATED VULNERABILITY ASSESSMENT (CIP-FSIVA) PROGRAM**

The National Guard Full Spectrum Integrated Vulnerability Assessment (FSIVA) program was designed to execute the pre-planning needed to educate civilian agencies on basic force protection and emergency response; to develop relationships between first responders, owners of critical infrastructure, and NG planners in the states and territories; and to deploy traditional NG forces in a timely fashion to assist in the protection of the nation's critical infrastructure, including vital elements of the Defense Industrial Base (DIB). In developing this concept, the NGB J3 worked with the Office of the Assistant Secretary of Defense for Homeland Defense (OASD/HD), the Defense Threat Reduction Agency (DTRA) and Defense Program Office - Mission Assurance (DPO-MA) to establish policies and standards. During FY 2005, six pilot states (California, Colorado, Georgia, Minnesota, New York, and West Virginia) were designated as a part of the proof of concept for the program.

In order to have uniformity in the assessment process, the HD — enhanced Comprehensive Assessment Model (HLD-eCAM) was identified as the approved method for the States to conduct FSIVA's. An additional program, Open Source Information Research and Analysis (OSIRA) was incorporated into the FSIVA training program to assist in the cyber threat assessment.



## **WEAPONS OF MASS DESTRUCTION (WMD) CIVIL SUPPORT TEAMS (CST5)**

During FY 2005, the mission, the role, and the service mix remained the same as in FY 2003. The mission of the CST was to support civil authorities at a domestic Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE) incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for state support. Each CST was available 24 hours a day, 7-days a week, for rapid recall and rapid deployment for WMD terrorism response operations in the United States, its territories and possessions, the District of Columbia, and the Commonwealth of Puerto Rico. On a day-to-day basis, CST members served full-time National Guard duty under Title 32 status. While in Title 32 status, the WMD-CST5 remained under control of their state governors and could be ordered to Title 10 Active Duty under the various provisions of title 10 U.S.C. Under Title 10, the CSTs were under the command and control of federal military officials. The personnel mix/distribution was 80% ARNG and 20% ANG. During FY 2005 there were 32 certified CSTs, and 12 additional teams initiated their "standup" operations for the certification process.

During FY 2005, the 32 certified CSTs conducted 114 operational missions, 193 stand-by missions, and 591 assistance missions. The CSTs performed missions with a variety of agencies; several missions were performed in support of the United States Coast Guard. Most of the teams' exercises were conducted in support of local first responders. Noteworthy stand-by missions included the G-8 Economic Summit (five teams participating), the Democratic

National Convention (three teams participating) and the Republican National Convention (three teams participating).

The CST5 received several technological enhancements to their assigned equipment during FY 2005. A major success was the fielding of the Analytical Laboratory System (ALS). The ALS was a C130-transportable, mobile laboratory. It replaced both the smaller Mobile Analytical Laboratory System and the Dismounted Analytical Platform, and provided the teams a more robust analytical capability with a single, integrated instructional program.

During FY 2005, individual CST member training was consolidated from a variety of courses into a single, eight week Civil Support Skills Course (CSSC). The CSSC was taught by the United States Army Chemical School at Fort Leonard Wood, MO, and provided the initial training requirement for all team members. Similar to other elite training programs such as airborne or air assault, every CST member had to establish their credibility by first mastering the basic skills required to live and work in a lethal environment.

While the CST's primary mission focus was to support local civilian incident commanders, it was also working to define the relationship of the CST5 to the other federal agencies. A primary focus for this effort was the Centers for Disease Control (CDC) interagency Laboratory Response Network (LRN). The LRN had evolved from a primarily biological focus to an all-hazards endeavor. The LRN began to develop standards and procedures for certification of mobile laboratories. To prepare the CST ALS for eventual LRN certification, the NG partnered with the Joint Services Working Group for a analytical equipment operator proficiency testing program, partnered with the DoD Critical Reagents Program



to procure high quality biological detection reagents, and hired the Edgewood Arsenal's Chemical-Biological Command to develop a standard operating guide for the system.

In FY 2005, Congress authorized and appropriated funds to activate an additional 12 CST5, bringing the total number of teams to 44. Based on the language in Section 1403 of the 2003 National Defense Authorization Act, the DoD was tasked by Congress to field 55 CST5 with at least one in each state and territory. DoD formally provided a plan to complete the activation of these teams in FY 2007. Funds were provided for the establishment of the new teams as well as the sustainment of existing, certified teams. The funding chart below shows the funding in the current FYDP:

Oregon. To initiate the hiring process, NGB received 264 Title 32, full-time AGR authorizations, split 80% ARNG and 20% ANG, which were distributed to the States. The NGB J3 staff conducted a conference during which state representatives were briefed on the 18-24 month plan focusing on manning, organizing, training and equipping, and lessons learned by the other 32 states in meeting the DoD - established standards for certification. Each CST member was to receive an average of 650 hours of CST specialized technical training by duty position. Units also focused on initial receipt of equipment for unit operations and preparation of unit standard operating guidance to support CST local operations. When all the designated certification standards were completed and reviewed by NGB and Department of the Army, the SECDEF was to certify to Congress that the assigned members of the team possessed the requisite

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
<b># of Teams</b>	32	44	48	52	55	55	55	55	55
<b>Funding (\$M)</b>									
<b>P&amp;A ARNG:</b>	\$13,308	\$12,572	\$10,245	\$12,487	\$13,474	\$13,756	\$14,071	\$14,352	\$14,522
<b>O&amp;M ARNG:</b>	\$43,129	\$62,012	\$56,866	\$60,520	\$65,293	\$66,626	\$68,152	\$69,515	\$70,886
<b>OMA</b>	\$18,990	\$36,138	\$21,177	\$22,239	\$21,705	\$19,900	\$20,364	\$20,805	\$21,327
<b>Total</b>	\$75,427	\$110,722	\$88,288	\$95,246	\$100,472	\$100,282	\$102,587	\$104,672	\$106,735

The above funding did not include pay and allowances for the Active Guard Reserve (AGR) personnel in the program. It did include the travel and per diem costs associated with CST unique training, U.S. Army Forces Command (FORSCOM) and U.S. Army Training & Doctrine Command (TRADOC) support, and operations and maintenance funding for training and sustaining the teams.

In March 2005, Secretary of Defense (SECDEF) announced the establishment of 12 new WMD CST5 in the Civil Support Program. The states selected for the new units included Connecticut, Rhode Island, New Jersey, Maryland, North Carolina, Indiana, Wisconsin, Mississippi, Nebraska, Nevada, Utah, and

skills, training and equipment to be proficient at all mission requirements. Upon the successful completion of certification, the 12 new units were to join the 32 operational Civil Support Teams.



## **NATIONAL GUARD CBRNE ENHANCED RESPONSE FORCE PACKAGE (NG CERFP) FY 2005**

The NG CERFP initiative was designed to provide a capability, using existing NG Units, for locating and extracting victims from a CBRNE incident site and performing mass patient/casualty decontamination and medical triage and stabilization. The NG CERFP augmented the capabilities of the CST5, while operating within the State's Emergency Management Incident Command (IC) System. The training and equipment for this capability was specialized and was compatible with the first responders and interoperable with the IC system.

On 1 October 2003, twelve states were selected to provide a regional capability aligned with the FEMA regions. The 12 states were New York, Massachusetts, Pennsylvania, West Virginia, Illinois, Missouri, Florida, Texas, Colorado, California, Washington, and Hawaii. By August 2005, 11 of the twelve states had received individual and collective training for the decontamination and medical portions and had successfully completed an External Evaluation conducted by 1st and 5th Army CON USA5. Based upon the CONUSA assessment, the Adjutants General of these states affirmed to the CNGB, that this capability did indeed exist. The remaining capability, casualty search and extraction, was scheduled to be added in FY 2005.

## **STRATEGIC PLANS AND POLICY-J5**

Maj. Gen. Roger Combs, Director, and Dr. John Spencer, Deputy Director, continued at the helm of the Directorate of Strategic Plans and Policy which was organized into five divisions or offices: Strategic

Initiatives, Plans and Policy, International Affairs, Administration, and Interagency/Intergovernmental Coordination.

## **STRATEGIC INITIATIVES DIVISION**

2005 saw the continued development of the Chief's Joint Combined State Strategic Plan (JCSSP). A web-based JCSSP was released in August, and a new database, the Joint Capabilities Database (JCD), which allows the States, Territories, and the District of Columbia to affect real-time updates to their Army and Air capabilities data, came on-line in October 2005. The Strategic Awareness Enhancement Initiative (SAEI) was also developed and became an integral part of the JCD. This feature allowed the States, Territories, and the District of Columbia to assess their capabilities to respond to specific events such as hurricanes, fires, winter storms, tornados, pandemic influenzas, and other emergencies. Monthly video conferences and five regional training conferences kept JFHQ-State strategic planners apprised to the new developments. Further initiatives to mature the JCSSP into a truly strategic plan were initiated, and the document was to incorporate strategic planning goals and objectives to address modularity, transformation, future total force, mobilizations/deployments and other state concerns beginning in 2006.

JCSSP outreach efforts continued throughout the year. The JCD data was briefed to numerous DoD and non-DoD agencies to include OASD-Homeland Defense, U.S. Northern Command, and the Department of Homeland Security. It received widespread acknowledgment for validity and relevance to the homeland defense and civil support missions. JCSSP assessment compliance reached 100% for assessment of NG Current



Forces Capabilities; 96% for Non-Guard (State) Capabilities; 85% for Other Reserve Components (RC) Capabilities; and 92% for NG Future Forces Capabilities. Enhanced visibility features began to facilitate development of Emergency Management Assistance Compacts between neighboring states whose importance was apparent during the Hurricane Katrina response.

DJS Memorandum 0276-05 from LTG Schwartz on 9 March 2005 announced new approved mission statements for the JFHQ-State and the [Joint] NGB. NGB's receipt of the DJSM triggered activities to revise the Concept and Implementation Plan (C&IP) for the JFHQ-State and the [Joint] NGB. The JFHQ-State C&IP Version II was released in December, and the [Joint] NGB Version II C&IP staffing commenced. A NGB Strategic Plan, derived from the NGB Transformation Campaign Plan, was placed in staffing and was to be delivered in 2006.

NGB-J5 developed a NG-wide J5 Conference in August of 2005. The J5 Directors from JCS, JFCOM, NORTHCOM, PACOM, and NGB, participated in discussion panels of mutual interest, while information briefings and training breakouts also contributed to a successful first-ever conference of NG J5's.

## PLANS AND POLICY DIVISION

The Chief, National Guard Bureau directed the Plans and Policy Division to oversee development and publication of a joint National Guard Posture Statement for Fiscal Year 2007. The posture statement has been an annual report provided to Congress that summarizes the legislative priorities of the National Guard. It addresses programs and operations throughout the Army and Air National Guard, as well as certain joint programs and issues. The posture statement has been distributed to every

Member of Congress and other key decision makers prior to the start of the annual congressional posture hearing cycle, usually in March.

The Plans and Policy Division took the lead in the development of NGBM 25-56/33-360 which was designed to establish policy and provide guidance for coordinating all policy documents. This policy formally established the NGB-J5 as the office of record and central repository for all policy Memoranda, ASM, MOA and MOU.

The Plans Branch worked with USNORTHCOM on the deliberate planning process to finalize CONPLAN 2002-05, Homeland Defense. The Plans Branch continued to work with the JFHQ-States in developing their support plans to CONPLAN 2002-05. The Plans Branch also continued to work with USNORTHCOM on the deliberate planning process for the following plans; CONPLAN 2400 Emergency Preparedness in the National Capital Region, CONPLAN 0500 CBRNE Consequence Management, CONPLAN 2591 Pandemic Influenza Response, CONPLAN 2501 Defense Support of Civil Authorities, and CONPLAN 2505-05 Nuclear Accident Response Plan.

In the on-going effort to transform the National Guard Bureau, the Plans and Policy Division led the effort to review and align with NGB's provisional Joint Staff organization all NGB, Army National Guard and Air National Guard advisory councils and committees. This was to allow NGB advisory councils to more effectively and efficiently coordinate practices within the NGB.

### International Affairs

The J-5 International Affairs Division advised the CNGB on a wide range of international initiatives and programs where the National Guard was



involved. The principal program, the National Guard State Partnership Program (SPP), capitalized on the unique capabilities of citizen-soldiers in supporting the National Military Strategy and the security cooperation objectives of the Combatant Commander. By linking defense ministries and government agencies of partner countries through the vehicle of the States' National Guard, long-ranging bilateral relationships across multiple levels of society have been formed that promote mutual understanding and regional stability.

By the end of FY 2005, 50 countries were partnered with forty-three U.S. states, two territories, and the District of Columbia. New partnerships formed during the fiscal year were: Rhode Island-Bahamas and Ohio-Serbia and Montenegro. The National Guard State Partnership Program served as a tool for its soldiers and airmen to exemplify military subordination to civilian authority, emphasizing the apolitical role of the military in a democracy. The NG also served as a valuable example of peacetime utility of the military under control of civilian authorities for domestic emergency services, an added benefit to emerging democracies with limited funds. Long term community-to-community and people-to-people relationships were seen as building a stable environment for emerging democracies. All told, the State Partnership Programs served as a unique Security Cooperation Tool for the Combatant Commander.

The National Guard brought a unique dual federal and state mission and the character of the citizen-soldier to the security cooperation mix. Its ability to address democratic control of the military, foster civil-military relations, and demonstrate military support for civilian authority was finding universal application as SPP expanded globally. Moreover, SPP opened access to state resources in the political, economic, and cultural spheres that were not readily accessible

through the active force. The ability of SPP to broaden the scope of cooperation beyond the military has set SPP apart from other security cooperation activities.

Adapting SPP to keep it relevant has been a major transition objective. SPP aligned with the major drivers that were shaping the security environment and thus met the needs and expectations of its stakeholders. SPP's ability to contribute to the strategic challenges of the time has been a central factor in its support and success. The strategic realignment of SPP was begun in 2005. There was an increased focus, for example, on new U.S. defense requirements such as support for the war on terrorism and the capabilities needed for coalition operations.

The Division participated in attaché tours sponsored by the Secretaries of the Army and the Air Force, designed to introduce the foreign military attaches assigned to Washington to the Total Army and Total Air Force, as well as the broad cultural spectrum of the United States.

**Medical SPP.** Medical engagements play a significant role in the development and preservation of new and established SPP relationships. They were often one of the early steps in building relationships due to the small footprint and substantial benefit to SPP partners.

- This was accomplished through many avenues, including Humanitarian and Civic-Assistance Programs (general medicine, specialty medical care, optometry, dental care, veterinary care) International and Total Force Exercises (NATO & JCS exercises, international subject matter exchanges and symposiums), and promotion of educational and language training opportunities. Development of regionally focused joint medical leaders and enhancement of partner nation's medical capabilities produce tangible benefits to the US and SPP partners.



- Army and Air National Guard medics participated in numerous Subject Matter Exchanges, Military-Civilian Exchanges, Medical Civil Action Program events, and Joint Chiefs of Staff Exercises in Fiscal Year 2005. Medical engagements consistently validated these events as an instrument of diplomacy as well as a tool to enhance military and civilian relationships

## **INTERAGENCY / INTERGOVERNMENTAL COORDINATION DIVISION**

The Division's efforts in 2005 were directed toward the Joint Force Headquarter-State approval process in the Doctrine, Organization, Training, Material, Leadership, Personnel & Facilities Change Recommendation (DCR) and the JFHQ-State Concept and Implementation Plan (C&IP). Those State Headquarters were the result of the reorganization of the previously separate Army (ARNG) and Air National Guard (ANG) Headquarters into a joint activity, supporting command and control over all assigned forces. The mission statement for JFHQ-State was formerly approved in FY 2005 by the Chairman of the Joint Chiefs of Staff. The NGB began to staff the JFHQ-State C & IP through the Joint Staff (J7), while the DCR was being coordinated in the Joint Capabilities Identification Data System (JCIDS) in preparation for consideration by the Joint Capability Board (JCB) and the Joint Requirements Oversight Council (JROC). Upon conclusion of that process, the DCR was to proceed quickly to recognition along with approval of the JFHQ-state by the JROC.

The Division targeted transformation guidance to the 54 JFHQ-States via dedicated quarterly satellite television broadcasts, video teleconferences, and by using the Guard Knowledge Online web services to supplement routine phone and e-mail

communications. It measured transformation progress through quarterly surveys and "Transformation Status" briefing slides. The Division also routinely briefed transformation initiatives and issues to various JFHQ-State delegations, the Governors Association, the National Guard Association of the United States (NGAUS), and ARNG/ANG ARMY/AIR FORCE Council Meetings and Conferences.

The Director of the National Guard Joint Staff (DJS) tasked NGB-J5 as NGB lead for the FY 2005 Quadrennial Defense Review (QDR). Every four years the QDR, a congressionally mandated review, takes a 20-year forward view to shape the Armed Services with the intent to "operationalize the new National Defense and Military Strategies and shape the future force." NGB J5/J3/JA successfully imbedded NG subject matter experts on various Integrated Product Teams (IPTs) that formed the backbone of the QDR analytical effort. In addition to NG participation in the IPTs and supporting working groups, the CNGB participated at the most leader level. The NGB QDR team briefed CNGB prior to his attendance at the Senior Leader Roundtables, "Co-Leads" meetings and "Group of 12" briefings during the QDR process.

## **COMMAND, CONTROL, COMMUNICATIONS & COMPUTERS-J6**

The NGB Chief Information Officer (CIO) and Director of Command, Control, Communications and Computers (J6) provided advice and other assistance to the Chief, National Guard Bureau and other senior managers to ensure that information technology was acquired and information resources



were properly managed. Emphasis was placed on implementing the policies and procedures of the Air Force War Fighting Integration and CIO (SAF/XC) and the Army CIO-G6. The NGB CIO/J6 monitored information technology policies and standards established by the Departments of the Air Force and Army, and coordinated and integrated those information technology efforts for the National Guard, to ensure interoperability, reduce duplication and redundancy, and enhance its mission performance efforts.

In 2005, the CIO/J6, in coordination with the Directors of the Army and Air National Guard, developed a joint integrated IT requirements process. The end state was to have a process in place to support a knowledge-based organization with measurable IT standards and defined business processes. The charter for that IT governance process was in its final stages of staffing by the end of the fiscal year.

In addition, the Director promoted and supported joint, interagency, and Joint Force Headquarters (JFHQ) Information Technology/Information Management (IT/IM) partnerships. This was accomplished through use of National Guard IT and information sharing solutions designed to optimize ARNG and ANG capabilities to respond regardless of status (Title 10, Title 32, or State Active Duty). Both the full range of joint Homeland Security, Homeland Defense, or Civil Support mission requirements throughout the United States and Territories, along with worldwide joint mission taskings required by Combatant Commanders were supported.

## ENTERPRISE IT ARCHITECTURE

In regard to Enterprise IT Architecture, the CIO/J6 continued to work jointly with US Northern Command (USNORTHCOM), as well as other Homeland Defense and Defense Support to Civil Authorities (HLD/DSCA) mission partners, to define and implement the Joint Continental United States (CONUS) Communications Support Environment (JCCSE). The JCCSE leveraged and enhanced National Guard Command and Control, Communications, and Computer (C4) capabilities, including employment of long-haul, tactical, and other service capabilities, to interconnect USNORTHCOM, US Pacific Command (USPACOM), the NGB, and the State JFHQs. The JCCSE provided C4 support to the NGB Joint Operations Center (JOC) and each State JFHQ JOC; established an NGB Joint C4 Coordination Center (JCCC) for enhanced planning and management of operational C4 support at all levels; and provided deployable C4 capabilities that supported interoperable C4 services for Joint Task Forces, staging bases, and deployed military forces at any incident site. Deployable C4 packages, called Interim Satellite Incident Site Communications Sets (ISISCSs), were fielded in geographically-dispersed states to provide rapid-response C4 capabilities. These capabilities were employed extensively in support of National Special Security Events (NSSE) and emergency response mission needs. They proved invaluable in support of disaster response operations related to Hurricanes Ivan, Katrina, Rita, and Wilma. A prototype of the upgraded ISISCS solution, the Joint Incident Site Communications Capability (JISCC), was developed, fielded, and underwent Joint Interoperability Testing Center (JITC) certification testing.



## E-LEARNING ASSETS

The CIO/J6 was also responsible for the business operations of the National Guard Bureau's e-learning assets. During the last year, the CIO/J6 continued to expand the use of its e-learning assets within the National Guard and among other government agencies. Following a trend that began after 9/11, the 335 Distributive Training Technology Project (DTTP) classrooms were used increasingly to support the Global War on Terrorism by providing C4 resources. These resources were used variously to train soldiers preparing for deployment; train and orient NGB Civil Support Teams and others engaged in Homeland Security efforts; support communications among first responders responding to natural disasters; enable deploying troops to conduct personal and administrative business; and permit troops deployed to various parts of the world, such as Afghanistan and Iraq, to meet virtually face-to-face with their friends and loved ones back home.

### ***Distributed Learning (DL) Resources.***

DL resources enabled mobilizing troops to train virtually, eliminating the need for travel early in the deployment process. Once they reached their mobilization station, troops were able to leverage on-site DL resources for additional training. Many of these facilities – the DTTP classroom at Camp Atterbury, Indiana, for example – also functioned as cyber cafes in the off hours. The South Carolina ARNG calculated that the use of DL assets for meetings, conferences, and training during the period January through June 2005 resulting in a net cost-avoidance of more than \$80,000.

Following the terrorist attacks in London in the summer of 2005, the New York Joint Force Headquarters used the distance-learning facility in Latham, New York, to coordinate command and

control related to the protection of the state's railway system. Other states linked this and other facilities with mobile satellite communications units to provide situational awareness of various emergency-response activities to leaders in other parts of the country. Summer 2005 also saw Texas National Guard units evaluating war-gaming software in these classrooms for pre-mobilization team training against insurgent attacks in Iraq.

DTTP resources also supported the rollout of a number of the National Guard's Civil Support Teams (CSTs) and also were used to provide specialized training, such as the Hazardous Air Pollutant On Site (HAPSITE) Training Program, which was aimed at CST medical officers and staffs. In addition, DTTP assets were used to support major exercises such as Top Officials 3 (TOPOFF 3) in Connecticut, a multi-national anti-terrorist training exercise; Ardent Sentry, the military portion of a terrorist response exercise in Connecticut; and Northern Edge/Alaskan Shield, an exercise involving military forces from Northern Command, the Alaskan Command, the National Guard, the FBI, the Federal Emergency Management Agency (FEMA), and local communities. Classroom VTC capabilities, workstations, Guard and state networks were used for planning and research, and to facilitate operations.

In August 2005, LTG H Steven Blum leveraged DTTP resources to conduct a video-teleconference with 56 sites throughout the country to discuss relief efforts related to Hurricane Katrina, which devastated portions of the Gulf Coast. DTTP classrooms across the nation were used in support of various communications and relief efforts following Katrina and the succeeding storms.

Also, during the 2004 holiday season, with tens of thousands of U.S. Soldiers, Airmen, Sailors, Marines, Guardsmen and Reservists virtually a world



away, DTTP resources helped narrow the distance between them and their families back home. In the two months leading up to the holidays, DTTP's video teleconferencing resources connected more than 500 Guardsmen with more than 6,500 family members nationwide. These live, real-time exchanges, which were conducted in DTTP classrooms across the country, enabled the service members and their families to spend quality time together at a particularly emotional time of year.

## DOCTRINE, TRAINING & FORCE DEVELOPMENT-J7

### *VIGILANT GUARD REGIONAL EXERCISE PROGRAM*

Vigilant Guard is a series of regional exercises designed to further enhance the preparedness of the National Guard Joint Force Headquarters to perform roles and responsibilities related to Homeland Defense and Defense Support to Civil Authorities. It was developed to support the objectives outlined in the CNGB memo of 16 July 2004 titled "Requirement for Enhanced National Guard (NG) Preparedness". Vigilant Guard has operated as a 2nd tier exercise under the CJCS-approved, NORAD-USNORTHCOM (N-NC) sponsored, Ardent Sentry exercise series, which has focused on Military Assistance to Civil Authorities and asymmetric threats. The exercise scenarios have been based on the 15 threat scenarios from Homeland Security Presidential Directive 8. The training objectives and scenario events were developed in coordination with the host and participating States, the NGB Joint Exercise Working Group and the NGB Lessons Learned branch.

The typical exercise game plan allowed for all States in a Federal region to participate. The "host" State conducted a Command Post Exercise (CPX) and the other States in the region conducted a concurrent "Participating State" Tabletop Exercise (PS-TTX). Senior leaders then conducted a one-day TTX focusing on concepts and high level issues. Exercises received the support of representatives from the NGB J-Staff, NORTHCOM, SJFHQ-North, ARNORTH (DCO/DCE), FEMA, and senior State and NG officials.

On 16-18 August 2005, the Joint National Guard Bureau (JNGB) and its support team completed the first exercise in the Vigilant Guard series. The exercise, conducted in Columbus, Ohio, included regional participation from six different states (Ohio, Indiana, Illinois, Michigan, Minnesota, and Wisconsin), as well as extensive support from civilian agencies (Ohio Emergency Management Agency, Ohio Public Safety) and the Department of Defense (USNORTHCOM), in all there were 165 personnel in attendance.

### *JOINT PROFESSIONAL MILITARY EDUCATION (JPME)*

Formal Joint Professional Military Education has been a major success story. There have been two primary vehicles for Reserve Component (RC) officers to pursue advanced education in joint matters. 1) The Advanced Joint Professional Military Education (AJPME) Course (37 weeks Distance Learning, plus 3 weeks resident) developed for RC officers; and 2) Joint and Combined Warfighting School (JCWS) (10 weeks resident) developed for Active Component officers. To date NGB has graduated 64 officers from 28 states and territories from AJPME and JCWS. Prior to NGB assuming responsibility in January 2005, 18 officers graduated



in the two preceding academic years. Since NGB assumed responsibility, 46 NGB-recruited officers have graduated and 24 were scheduled to graduate in a 90-day period. That successful trend was expected to continue for the foreseeable future.

## **NGB J7 LESSONS LEARNED KATRINA REVIEW**

Hurricane Katrina, coupled with the failure of the levee system in New Orleans, caused one of the greatest American natural disasters. Response to the disaster uncovered numerous shortcomings in local, state and federal response plans. While the National Guard response may well have been its finest hour, careful review and analysis pointed to several areas where operational improvements could be made.

In the days leading up to Hurricane Katrina's landfall along the Gulf Coast, planning went on as usual. As early as 25 August, a 75-member response planning cell began work on issues ranging from remote contracting to finance support; from security operations to high water vehicle availability.

One day before Hurricane Katrina made landfall in Louisiana over 5,000 NG members were on state active duty (SAD) orders in the affected area. The NG responded to the unprecedented destruction delivered by Katrina and Levee failure with the involvement of 51,039 members by 8 September. The magnitude of this involvement tested the interoperability and responsiveness of equipment and personnel with and within Civilian and Department of Defense programs and capabilities. NGB J7 Joint Lessons Learned branch delivered a 265-page document titled "National Guard After Action Review, Hurricane Response September 2005," dated 27 December 2005 to the Chief, National Guard Bureau.

The NGB Lessons Learned (LL) branch compared NGB issues to all other Katrina reviews including: "White House Report/Domestic Disaster Response/DOD Way Ahead", JCOA/JFCOM, and NGB AAR. The identified common thread priority items fell into seven actions: Command and Control (C2); Communications; Situational Awareness/Common Operating Picture; Emergency Management Assistance Compacts (EMACS); Duty Status of NG personnel (Title 10/32; Counter Drug, and Civil Support Team (CST)), Public Affairs, and Joint Task Force Headquarters – State (JTFHQ-S) Funding; and Training with State and Federal Agencies.

In cooperation with NGB J7, Joint Exercise Division (JEX), Lessons Learned addressed the above issues through the Vigilant Guard Exercise cycle. By participating in the mid-level planning, LL ensured that identified shortfalls were assigned Mission Essential Task List (METL) tasking for the exercise. The LL branch was devoted to teaching Lesson Learned techniques and procedures to guardsmen from the participating states, therefore providing a force-multiplier for future events that required LL participation.

## **DUAL STATUS TITLE 10/32 JOINT TASK FORCE COMMANDER COURSE**

The Dual Status Title 10/32 Joint Task Force (JTF) Commander Course provided future JTF Commanders with a solid foundation for combating the GWOT and supporting Homeland Defense/Homeland Security. The course objectives were to develop and instruct a joint training program focused upon interagency, intergovernmental, inter-jurisdictional, and non-governmental capabilities in support of Homeland Defense and Homeland Security, and contribute to Joint Force



Headquarters-State and JTF-State readiness. The course was designed to provide Commanders with the knowledge, skills, and abilities (KSA's) to plan and employ JTF's for homeland defense and defense support to civil authorities. Specifically, the course was designed to:

1. Develop a bench of trained and ready leaders, able to successfully execute Title 10/32 Command Authority.
2. Prepare potential Dual Status Commanders for large scale, no-notice homeland security events, as well as pre-planned events.
3. Prepare future Joint leaders, able to operate in interagency intergovernmental, inter-jurisdictional, and non-governmental environments.
4. Develop leaders who can prepare staffs to accomplish joint and interagency tasks that meet the needs of the Governor and/or Combatant Commander.

## FORCE STRUCTURE, RESOURCES & ASSESSMENT- J8

The Directorate of J8 was responsible to the Chief, NGB, for financial oversight, guidance, policy, procedures, and performance metrics. J8 was also charged to provide Joint Strategic Resource planning; capabilities based planning and analysis; and overall program requirements analysis and validation. These capabilities enhanced the CNGB's ability to influence key planning and programming processes with other elements of the U.S. armed forces, and ensured financial resources were available for security and defense of the homeland and support for the

Global War on Terrorism. J8 was also responsible for the retention of Guard financial stewardship of its resources while DoD continued financial transformation initiatives.

J8 maintained two Divisions: the Resource Management Oversight Division and the Capabilities Assessment & Requirements Analysis Division. The Resource Management Oversight Division was responsible to the J8 for resource oversight; fiscal guidance, policy and procedures; and performance metrics as it related to the NGB. It was also charged with planning the Joint Staff budget and the inclusion of the Joint Staff in all Army and Air Force Planning, Programming, Budgeting and Execution processes. The Division also served as a member of the ARNG Program and Advisory Committees, the ANG Financial Working Group, Financial Management Board and Corporate Processes. The Division took the lead for NGB Joint Staff Management Control Program and its compliance with ARNG and ANG. The Force Capabilities and Requirements Analysis Division was responsible to the J8 for the linkage between National Guard strategy, force structure and resources. It was also charged with ensuring National Guard equities were incorporated into Army and Air Force strategic and planning documents, as well as providing policy and guidance on modernization goals of the National Guard.

Throughout FY 2005, J8 successfully provided guidance and execution oversight of various National Guard programs ensuring funds were executed per Congressional intent. Several of these programs included the Employer Support of Guard and Reserve (ESGR), Family and Youth Programs, Weapons of Mass Destruction (WMD), Civil Support Teams (CST), Military Support to Civil Authority (MSCA), Enhanced Readiness Force Packages (CERFP) and Military Competitions. Other programs that were executed by Joint Staff



Directorates with guidance and oversight from J8 included Joint Combined Strategic State Plans (JCSSP), Project Minuteman, Joint CONUS Communications Support Environment (JCCSE) and Joint Interagency Training Centers (JITCs), as well as various exercise programs. In FY 2005, J8 expanded on Joint Staff directorate financial accounts which allowed greater control of and more efficient execution of Joint Staff funding. Also, J8 continued to enhance Homeland Security capabilities in communications, medical response, collective training and the vulnerabilities assessment programs. Yearly, J8 has facilitated an agreement between the Comptroller of the ARNG, and the Director, Financial Management, ANG for the budget execution requirements of the NGB's Joint Staff. Since the transfer of the budget execution workload to ANG's Financial Management Division, this transformation has provided a streamline of accounting procedures, while allowing the Joint Staff to maintain separate funding accountability. Those accounting procedures were continually defined, allowing for more efficient and effective processes. In addition, J8 continually promoted the involvement of all Joint Staff directorates to maximize utilization of the approved Joint Staff Corporate Processes.







# ARMY NATIONAL GUARD





Top: Spc. Richard Busa, 173rd LRS (D), gives marksmanship pointers to Spc. Ana Perez, 272nd Chemical Company, during training at Ft. Drum, NY, prior to deploying to Iraq for Operation Iraqi Freedom. Photo by SSGT Raymond Drumsta, 42nd Infantry Division.



Left: SGT Leigh Ann Hester, of the Kentucky Army National Guard's 617th Military Police Company, became the first female soldier since World War II to be awarded the Silver Star Medal, and the first woman ever given the award for valor in combat. SGT Hester was cited for gallantry in action while fighting anti-Iraqi insurgents that outnumbered her unit more than 5 to 1.



# INTRODUCTION

During fiscal year 2005, the nation saw Army National Guard (ARNG) Soldiers at their best and busiest: fulfilling dual roles as citizens and Soldiers, responding frequently to the "call to duty." Guard Soldiers were noticeably involved in operations both at home and around the world. In Iraq and Afghanistan, they continued to aid in the transition and struggle for a healthy democracy. Along the Gulf Coast after Hurricanes Katrina and Rita, Soldiers performed thousands of rescue and recovery operations. Across the nation, they continue to support communities and citizens in need. During the year, the National Interagency Fire Center responded to over 54,000 wild land fires that threatened over eight million acres; the National Guard participated in a large proportion of those alerts. Citizen-Soldiers continued to guard key assets and responded to Governors' requests in support of state emergencies.

Operation Unified Assistance (Tsunami Relief); Hurricane Recovery Operations for Katrina, Rita and Wilma; Stabilization Force Bosnia; Kosovo Force; Horn of Africa; Multi-National Force Observers; Guantanamo Bay Operations; Force Protection Europe; and numerous other missions. Entering the fifth year of the Global War on Terrorism (GWOT), the ARNG anticipated a slight downward trend in Overseas Continental United States (OCONUS) operations. There was hope critical shortages would be addressed in FY 2006 to ensure mission accomplishment.

As in previous years, the Army National Guard balanced its status as an integral element of the United States Army with its duty to serve the Governors and our nation's communities. Citizen-Soldiers represented thousands of communities across America. Those Soldiers brought with them real world experience and provided capabilities to address both Homeland Security and overseas conflicts. The ARNG remained committed to completing the transformation from strategic reserve to operational force capable of both supporting the warfight and State needs. That it could maintain this commitment was due to the continued dedication of its Soldiers, together with family and Congressional support.

## MODERNIZING THE ARNG

The strategic environment that existed in FY 2005, coupled with new and emerging operational requirements, demanded that modern active Army and ARNG Forces conduct operations of a type, tempo, and duration that significantly differed from the late twentieth century. The twenty-first century operational requirements began to require forces with the capability to conduct sustained operations against

A record number of Army National Guard units participated in domestic and foreign contingencies throughout the fiscal year. This included the areas of military support to civilian authorities, state active duty, counterdrug operations, and force protection. During Operation Winter Freeze (November 2004 through January 2005), the National Guard and active component Title 10 forces, in support of the U.S. Border Patrol, prevented illegal alien access along a 295-mile stretch of the U.S.-Canadian border. During the mission, the National Guard exposed three terrorist smuggling organizations.

Following Army Guard tradition, all 54 states and territories engaged in one or more of the following operations: Operation Iraqi Freedom (OIF); Operation Enduring Freedom (OEF); Operation Noble Eagle (ONE); Operation Winter Freeze;



several ongoing contingencies, while remaining prepared to execute a number of deliberate war plans. Sustained operations and readiness to meet both old and new threats were the norm in FY 2005 and were projected to continue for the foreseeable future. This required changes in structure, mindset, and equipment. The Active Army and the ARNG began to transform themselves in FY 2005 to meet these requirements.

In FY 2005 the Army National Guard continued modernization efforts as an integral and vital component of the United States Army. Equipping priorities were in line with the Army Chief of Staff's (CSA) vision for modernizing the total force. The ARNG focus was to organize and equip those deploying, those next to deploy, and to supply modularized units with the most modern equipment available, ensuring full interoperability with the Army's forces. Such modernization efforts in FY 2005 resulted in the ability to continue deployments, provide homeland security, and support defense efforts, all while maintaining a high war-fighting readiness.

The transformation process paralleled the ARNG Force preparation for full spectrum operations. In accomplishing its missions in FY 2005, the ARNG focused on force protection for its soldiers by equipping them with the same modern equipment fielded to the Active Component. This equipping strategy encompassed two major categories of investments – equipping and restructuring both for the Current Force and the Future Force. ARNG Equipping Requirements were principally driven by three factors: Deployments, Conversions, and Homeland Security/Home Land Defense (HLS/HLD). The corresponding ARNG equipping methodology centered on equipping deploying units to 100% of their requirement, resetting units returning from deployments to a standard

that preserved a baseline of readiness within their community, and restructuring them into modular units for support of future ARNG mission operational requirements.

To effect the above strategy, coupled with the Army Modernization Strategy of a “balanced modernization”, the Army Guard:

- Equipped its soldiers with essential force protection items such as up-to-date body armor with SAPI Plates, Night Vision Devices, Small Arms, and Crew-served weapons, as well as items issued through the Rapid Fielding Initiative (RFI).
- Shepherded equipment resources to mitigate near term risk and enhanced readiness for its formations by leveraging the ARNG 1 to 25 Equipment Modernization Shortfall List (ARNG Top 25 equipment requirements), subsequent Congressional Marks, and the National Guard and Reserve Equipment Authorization (NGREA).
- Focused resources on equipping the Stryker Brigade Combat Team and the modularized brigades and divisions.
- Ensured the equipping and modernization strategy was applied to both the Army and Army National Guard by incorporating change in tandem with the USA, while insisting on full compatibility and parity.
- Mitigated risk with our Combat forces as the Army transformed, and continued deployments that supported National objectives.

Funding to support those actions came by way of modularity funding in the POM 06-11; the FY 2005 supplemental appropriation; the Program Budget Decision (PBD) 753; Congressional adds to the Defense budget; and the NGREA appropriation. That funding was critical to achievement of ARNG



goals in an environment where more and more equipment was increasingly transferred to support OIF/OEF and GWOT operations, concurrent with a large number of national security and disaster events. Additionally, the ARNG New and Displaced Equipment Training (NET/DET) Team monitored the distribution of \$6,943,200 in funding to the States and Territories to support 12,285 man-days of training on 87 different weapon systems. Those funds facilitated the modernization of the ARNG by providing pay and allowances for soldiers to attend NET/DET and to pay for NET/DET-related support requirements.

The ARNG in FY 2005 was itself a victim of natural disasters. When hurricanes Katrina, Rita, and Wilma hit the U.S., the ARNG lost a lot of equipment in the regions affected. There were two success stories that came out of these disasters exemplifying the resilience of the ARNG.

- Guard personnel provided the largest response ever to a national disaster by converging from all 54 States and Territories to support hurricane relief and rescue efforts, while still maintaining a strong Homeland Security mission.
- In the aftermath, in September 2005 the CNGB and the DARNG pressed for filling NGB equipment requirements. This resulted in Congress passing the Bond-Leahy Amendment putting \$1B back into the ARNG (\$700M), ANG (\$200M), and AR (\$110M) to replace deployed equipment needed to carry on its continued HLD/HLS missions and maintain a high readiness status.

## OPERATIONS

In Fiscal Year 2005, more so than at any other time, the Army Guard had to confront the challenges of

homeland security while utilizing its soldiers to fight the GWOT. The Adjutant Generals of individual states had to manage a potpourri of competing domestic and overseas missions. Units had to be mobilized for OCONUS duty and demobilized upon return. While in theater, states had to look after the needs of its soldiers. At the same time there was infrastructure, the counterdrug war, alert site maintenance, border defense, natural disaster response and military support to civil authorities to take care of. Facing such simultaneous demands was indeed a first for the Army Guard.

During the year debate arose over whether the ARNG was too extended overseas to adequately handle domestic emergencies. The national response to Hurricane Katrina made the Guard's availability at home a public policy issue. In those Gulf Coast states most affected by the storm, at least 60 percent of guardsmen were available to support hurricane relief efforts. This was made possible because of the National Guard Bureau's commitment to keeping at least 50 percent of each state's Guard force at home.

To respond in such numbers to such a great natural disaster while also deploying numerous units overseas, was an incredible achievement. This included around 300 soldiers sacrificing their lives to the conflict in the Mideast.

## TRAINING FOR THE FEDERAL MISSION

Throughout FY 2005, the ARNG prepared its units for the referenced state and federal missions. Those units rotated through the Army's Combat Training Centers at Ft. Irwin, California, and Ft. Polk, Louisiana; participated in major Joint Chiefs of Staff-sponsored exercises at home and abroad; conducted



deployments overseas for training and operational support; and performed myriad overseas and local, small-unit training exercises.

**Combat Training Centers (CTC).** Prior to OEF and OIF deployment in FY 2005, mobilized Brigade Combat Teams (BCT) rotated through the National Training Center (NTC) at Fort Irwin, California, or the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana. One Army Guard division conducted a Mobilization Readiness Exercise (MRX) Battle Command Training Program (BCTP) rotation, while four BCTs conducted MRX rotations with the Battle Command and Battle Staff Training (BCBST) Program. Approximately 28,000 ARNG soldiers conducted training at or in association with these Army's training facilities at a cost of approximately \$32 million.

**National Training Center (NTC), Ft. Irwin.**

In order to support the warfight, traditional ARNG brigade training rotations at the NTC were replaced by Mission Rehearsal Exercises (MRE) conducted by the 278th BCT (Tennessee), 155th BCT (Mississippi), 48th BCT (Georgia), and 2/28th BCT (Pennsylvania). These rotations were the culminating events of intensive training cycles which preceded deployments in support of OIF.

**Joint Readiness Training Center (JRTC),**

**Ft. Polk.** As at NTC, traditional ARNG brigade training rotations at the JRTC were replaced by MREs. They were conducted by the 116th BCT (Idaho), 56th/36th BCT (Texas), and 29th BCT (Hawaii). After completion of their JRTC rotations, these units immediately deployed in support of OIF.

**Combined Arms Center, Ft. Leavenworth.**

Through the ARNG's Battle Command Training Center (BCTC), the U.S. Army Combined Arms

Center at Ft. Leavenworth, Kansas, supported the 40th Infantry Division (California) during their MRX in preparation for deployment to Kosovo. Additionally, in FY 2005 four ARNG BCTs conducted MRXs as part of the BCBST Program prior to mobilization in support of Operations OEF and OIF. More than 12,000 ARNG soldiers participated in these training events.

**Force-on-Force Training.** In FY 2005, ARNG Soldiers from across the nation participated in force-on-force training opportunities by serving as Opposing Forces (OPFOR) augmentees in support of rotations at the NTC and the JRTC. They also served as OPFOR and indigenous forces in support of Special Forces training events. During the fiscal year more than 1,000 ARNG Soldiers benefited from these training opportunities.

## INTELLIGENCE AND SECURITY

The Intelligence and Security Branch (NGB-ARO-I) helped to provide the ARNG with a ready and relevant Military Intelligence (MI) force and ensure the security of ARNG personnel, equipment, and facilities through effective programming, planning, and policy implementation. The Branch consisted of two sections with distinctly different missions.

**Intelligence Section.** The Intelligence Section assisted the ARNG Readiness Division's Deployments Branch in nominating ARNG MI units and personnel for potential mobilization in support of the GWOT. The Section was also responsible for the programming, planning, and policy development that supported such unit and personnel activity, readiness, and training. This was accomplished through the following programs.



The General Purpose Intelligence Readiness (GPIR) Program supported additional MI training opportunities designed to improve the operational readiness of intelligence units by enhancing and sustaining the low-density, perishable, high cost skills of their intelligence professionals. This program emphasized individual and collective training that would result in intelligence production, collection, and analysis to meet operational requirements. In FY 2005, GPIR funding reached \$3.89 million that included fifteen day statutory annual training periods.

The Army Reserve Component Intelligence Program (ARCIP) consisted of "real world" intelligence mission-support to active component units and involved 45 soldiers from nine states providing approximately 5,900 man-days. Additionally, the Tactical Intelligence Readiness Training (REDTRAIN) program trained 700 soldiers and provided over 5,000 man-days through mobile training teams and live environment training.

The Funded Reimbursable Authority (FRA) program enabled contributory support to national agencies. In FY 2005, the ARNG received \$3.8 million from the Defense Intelligence Agency, the National Security Agency, the US Army Intelligence and Security Command, the Foreign Military Studies Office, the Defense Language Institute, and US Southern Command for 118 Soldiers to perform duty in support of real world intelligence missions.

The Army Language Program (TALP) supported the individual State Command Language Programs by providing resources for the maintenance and enhancement of foreign language skill. During FY 2005, nine states received approximately \$575,000 (from the National Guard Personnel, Army Appropriation) to enroll 425 soldiers in a foreign

language sustainment program. Additionally, three language labs with study materials were provided to instruct 325 soldiers.

**Force Protection Section.** The Force Protection section's primary mission was to safeguard ARNG personnel, equipment, and facilities. Funds were provided to states for security guard personnel (not police officers) and equipment to include, but not limited to, blast mitigation, communication systems, barriers, and intrusion detection systems (IDS). This broke down to \$85M for security guards and for the maintenance and monitoring of IDS. \$86M was made available for Active Duty for Special Work (ADSW) soldiers to augment the physical security guards, resulting in 659,346 mandays to protect ARNG Mission Essential Vulnerable Areas. Force Protection was further divided into two distinctive programs; operations security (OPSEC) and antiterrorism (AT). The OPSEC program was designed to safeguard sensitive ARNG information, operations, and activities which, if exploited, could hinder or defeat current or future plans and activities. This was accomplished through identification, elimination, or control of exploitable vulnerabilities. The Antiterrorism Program centered on planning, training, exercising, and awareness efforts. In FY 2005, \$4.2M funding provided for NGB full-time contract support, state vulnerability assessments and antiterrorism training.

## INFORMATION OPERATIONS

The ARNG Information Operations (IO) program continued to expand during FY 2005. In order to help meet growing IO Army requirements, new Theater Information Operations Groups (TIOGs) were included in the Army Force Design Update (FDU) and Total Army Analysis (TAA) 08-13 process. These TIOGs were designed to provide a host of



deployable IO capabilities in the technical Computer Network Operations (CNO) environment as well as with Field Support Teams (FSTs). Supporting Army land component commanders, the Groups provided full spectrum IO capability for Joint and Army IO at all echelons. The ARNG also participated in the redesign of IO training, doctrine, and curriculum development for Active Component (AC) and Reserve Component (RC) professional development. ARNG IO units and individual IO soldiers mobilized and deployed in support of worldwide Army IO requirements. Operational missions in OEF, OIF and Bosnia/Kosovo, as well as III Corps, I Corps, USPACOM, USEUCOM, USSTRATCOM and Army's 1st IO Command exercises, were supported.

## **ARNG EXERCISES AND MISSION SUPPORT**

The ARNG actively participated in AC and RC lead exercises and Overseas Mission Support (OMS) both outside of the continental United States (OCONUS) and inside the continental United States (CONUS). Though the primary purpose of participation was to improve unit readiness, it also filled Army requirements for the combatant commander in the areas of theater engagement, security cooperation, forward presence, stabilization, and mission support activities.

### **OCONUS Exercises and Mission Support.**

*U.S. Central Command (USCENTCOM):* The ARNG provided forces to USCENTCOM for two major exercises in FY 2005. The largest exercise, Bright Star, was a bi-annual multi-national event held in Egypt, supported by 1,800 ARNG soldiers from 18 states. The ARNG also provided 90 soldiers from the 26th Infantry Brigade (Massachusetts) for support of another multi-national event, Regional Cooperation 05.

*U.S. European Command (USEUCOM):* The ARNG supported USEUCOM with more than 9,050 soldiers in FY 2005. The predominance of the Guard's contribution consisted of engineer troop construction projects, support to the 7th Army Training Center (ATC) at Grafenwoehr and Hohenfels, military police/force protection to USEUCOM Army installations, and maintenance support to the 21st Theater Support Command (GWOT). The ARNG participated in exercises in Morocco, Dakar, Bulgaria, Angola, Ukraine, Romania, and various other European locations. The ARNG provided USEUCOM with over 187,000 mandays of support during the fiscal year.

*U.S. Pacific Command (USPACOM):* The ARNG supported USPACOM exercises and provided OMS with more than 3,870 soldiers in FY 2005. This support included Chairman, Joint Chiefs of Staff (CJCS)-sponsored exercises in Japan, Korea, Thailand, Philippines, Singapore, and Mongolia. The Guard also covered multiple linguist/translator missions, maintenance rotations, and aviation support in Korea. All told, the ARNG provided USPACOM with over 67,000 mandays in FY 2005.

*U.S. Southern Command (USSOUTHCOM):* The ARNG continued to play a key role in the quest for regional stability in Latin America by supporting USSOUTHCOM mission execution. During FY 2005, more than 2,000 ARNG soldiers deployed to the region. The Army Guard continued to provide robust support to the New Horizons series of exercises. The Utah ARNG was the lead for a multi-state, joint/combined task force that conducted a combination of engineer, medical, combat service, and combat service support training and humanitarian aid missions in Nicaragua. New Horizons offered ARNG units OCONUS experience and training in austere environments, while providing a benefit to the host nation. Other



training deployments into the region focused on force protection activities, theater-wide equipment maintenance support, Spanish linguist support, medical readiness training exercises, small unit exchanges, and Special Forces/joint combined exercises. The ARNG provided USSOUTHCOM with over 48,000 mandays during FY 2005.

*U.S. Special Operations Command (USSOCOM):* The ARNG's special forces capability continued to reside with the 19th and 20th Special Forces Groups (SFGs). The six battalions (three per Group) each had a directed training affiliation with an active component special forces group. As part of the GWOT, both Groups continued to provide forces in support of operations in Afghanistan and Iraq. In spite of wartime mobilizations, increased operational tempo, and selected counterdrug missions during the fiscal year, the 19th and 20th SFGs were able to participate in CJCS-sponsored exercises and joint combined exchange training opportunities. The six battalions, or Special Operations Detachments (SODs), continued to provide joint level staff support for the Theater Special Operations Commands' (TSOCs) mobilization missions and exercises support. Since their inception five years ago, each SOD has mobilized as tailored staff packages. An additional SOD was approved for activation in FY 2006, but deployed in a provisional status during the fiscal year in support of USSOCOM's role in the GWOT.

*CONUS Exercises and Mission Support.* The ARNG has regularly conducted and supported a wide variety of CONUS-based exercises, to include participation in exercises sponsored by US Joint Forces Command (USJFCOM), US Northern Command (USNORTHCOM), the Joint Chiefs of Staff (JCS), Forces Command (FORSCOM), and the NGB itself. The Guard has also been involved in state and regional activities to include many cross border events with Canada. Examples of Guard

support to Combatant Commands (COCOMs) in FY 2005 included participation in USJFCOM's Blue Flag and Joint Task Force Exercises (JTFEX), as well as NORTHCOM's Ardent Sentry, Northern Edge, and Steadfast Provider Exercises. Approximately 500 ARNG soldiers participated in Ardent Sentry, with 700 soldiers in Northern Edge and 25 soldiers in Steadfast Provider 05.

NGB and state-sponsored exercises included the annual Patriot Exercise, the Vigilant Guard series of exercises, and state and regional-sponsored events such as Joint Thunder. Patriot has been a joint and multi-national exercise that included more than 1,500 ARNG participants in FY 2005. Vigilant Guard has been a regionalized homeland defense exercise that focuses on the State Joint Forces Headquarters' ability to command and control forces in support of state, regional, and national emergencies.

## INNOVATIVE READINESS TRAINING (IRT)

In addition to local emergency response, the Guard routinely performed missions that allowed for community assistance as an offshoot of required training. The IRT Program continued to afford valuable training opportunities to ARNG soldiers while benefiting local communities. As part of California's Task Force Grizzly, Arizona's Task Force Diamondback, and New Mexico's Task Force Lobo soldiers constructed fences, built roads, and created drainage ditches that helped U.S. immigration officers more effectively patrol the United States-Mexico Border. Soldiers supporting Operation Alaska Road continued engineering work on a fifteen-mile- road on Annette Island that provided access to a port for the indigenous Metlakatla Indians. In West Virginia, Task Force Benedum provided engineer training opportunities as improvements were made



on the Fixed Wing ARNG Aviation Training Site's airport facilities and runway. Other projects included providing medical care to under-served Indian populations, and support for the Lewis and Clark trail in several western states involving completion of roads, trails, bridges, and parking areas. More than 7,000 Soldiers from across the nation have participated annually in IRT missions.

## READINESS

The Army National Guard stood down challenges both at home and abroad during FY 2005. Whether Guard soldiers were supporting combat operations in the GWOT in Iraq or Afghanistan, or providing critical support to Gulf Coast citizens devastated by Hurricanes Katrina and Rita, they performed magnificently. [The figure below depicts the number of Soldiers that served in support of each operation from September 2001 through September 2005].

Over 137,000 ARNG soldiers were mobilized on Active Federal Service during FY 2005. Most of these soldiers served in Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan. During the last quarter of FY 2005, the ARNG had eight Brigade Combat Teams serving in Iraq; six of those Brigades were part of the third rotation and two were part of the fourth rotation. Each Brigade was comprised of approximately 4,000 soldiers. The eight Brigades comprised half of the ground combat forces available to the Combatant Commander. They were from the 29th Infantry (Hawaii), the 48th Infantry (Georgia), the 116th Armor (Idaho), the 155th Armor (Mississippi), the 256th Armor (Louisiana), the 278th Cavalry (Tennessee), the 2nd Brigade of the 28th Division (Pennsylvania), and the 56th Brigade of the 36th Division (Texas). Soldiers from all across the nation volunteered to help man these Brigades. The following figures show the task organization of each of these Brigades, along with the States that contributed to their success.

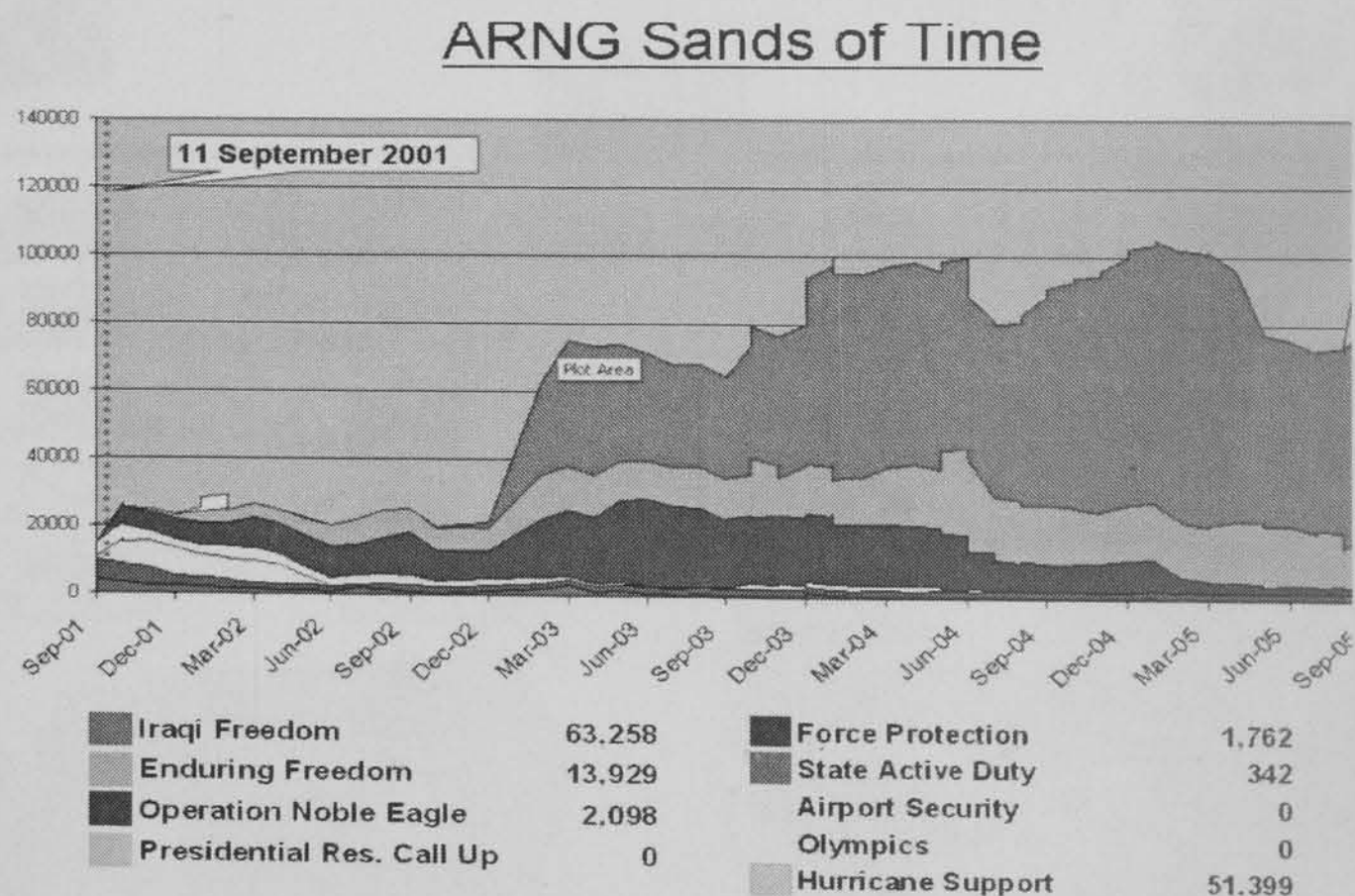
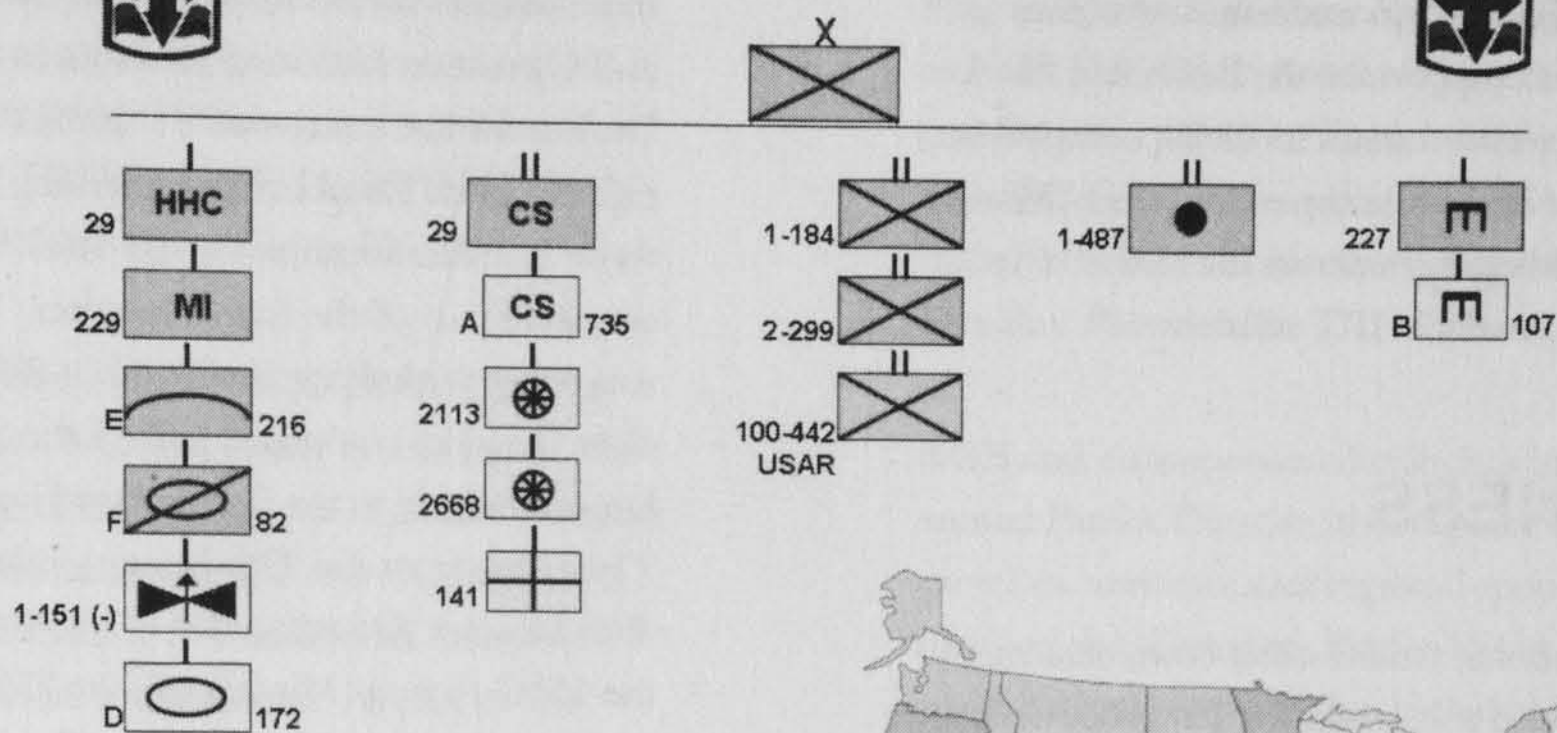


Figure 1 ARNG Soldiers on Duty from Sep 2001 to Oct 2005





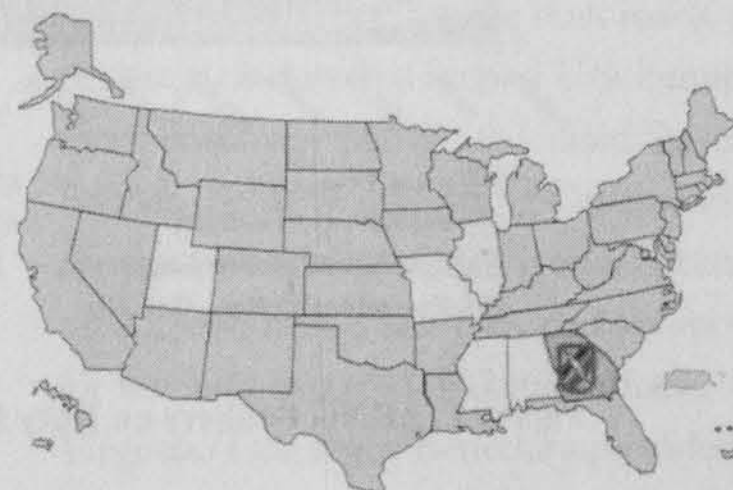
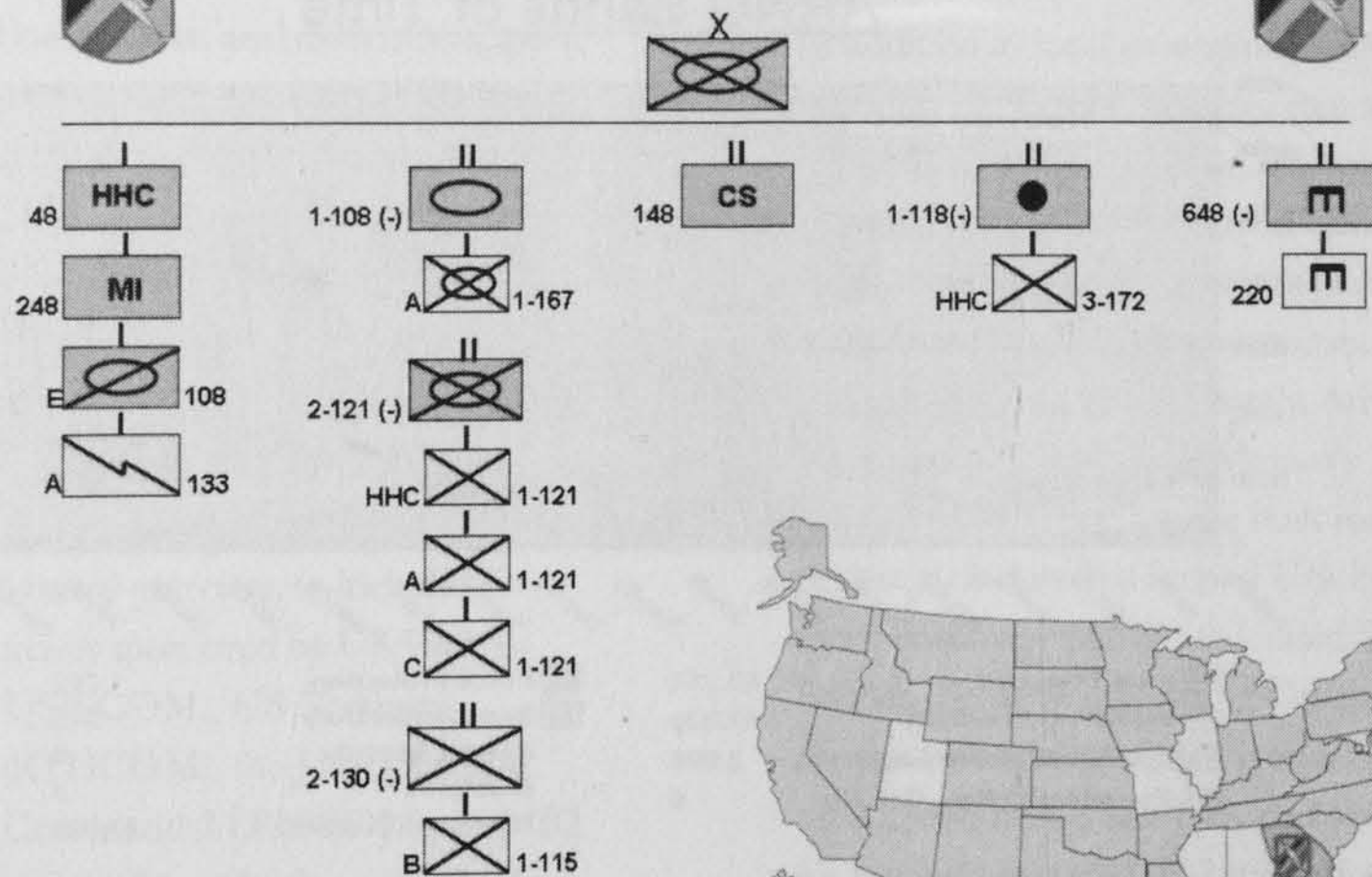
## Composition of 29<sup>th</sup> BCT for OIF 04-06



20 States and Territories used  
4 Core States &  
16 Filler/Plug States/Territories



## Composition of 48<sup>th</sup> BCT for OIF 05-07

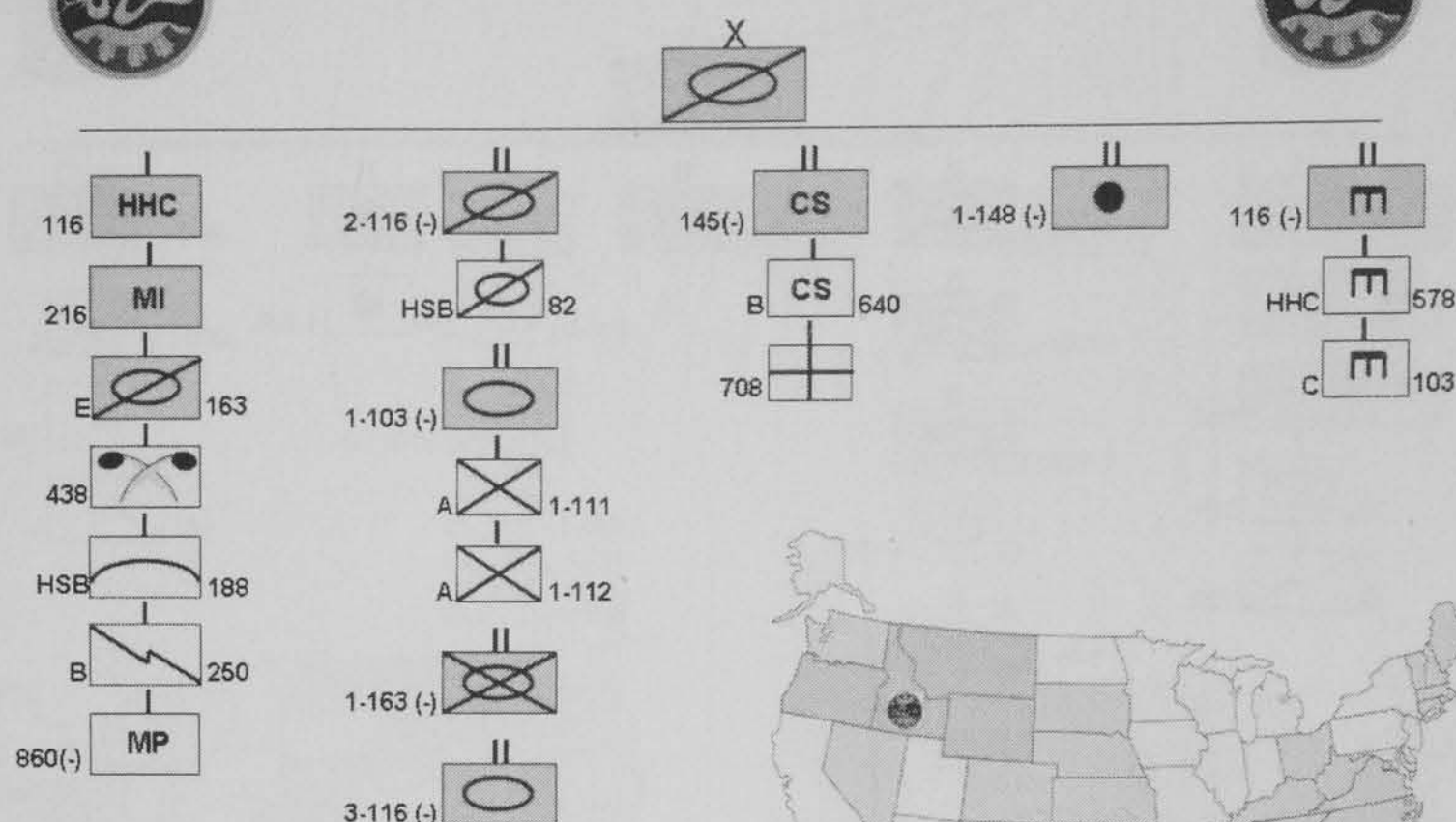


8 States and Territories used  
1 Core State &  
7 Filler/Plug States/Territories





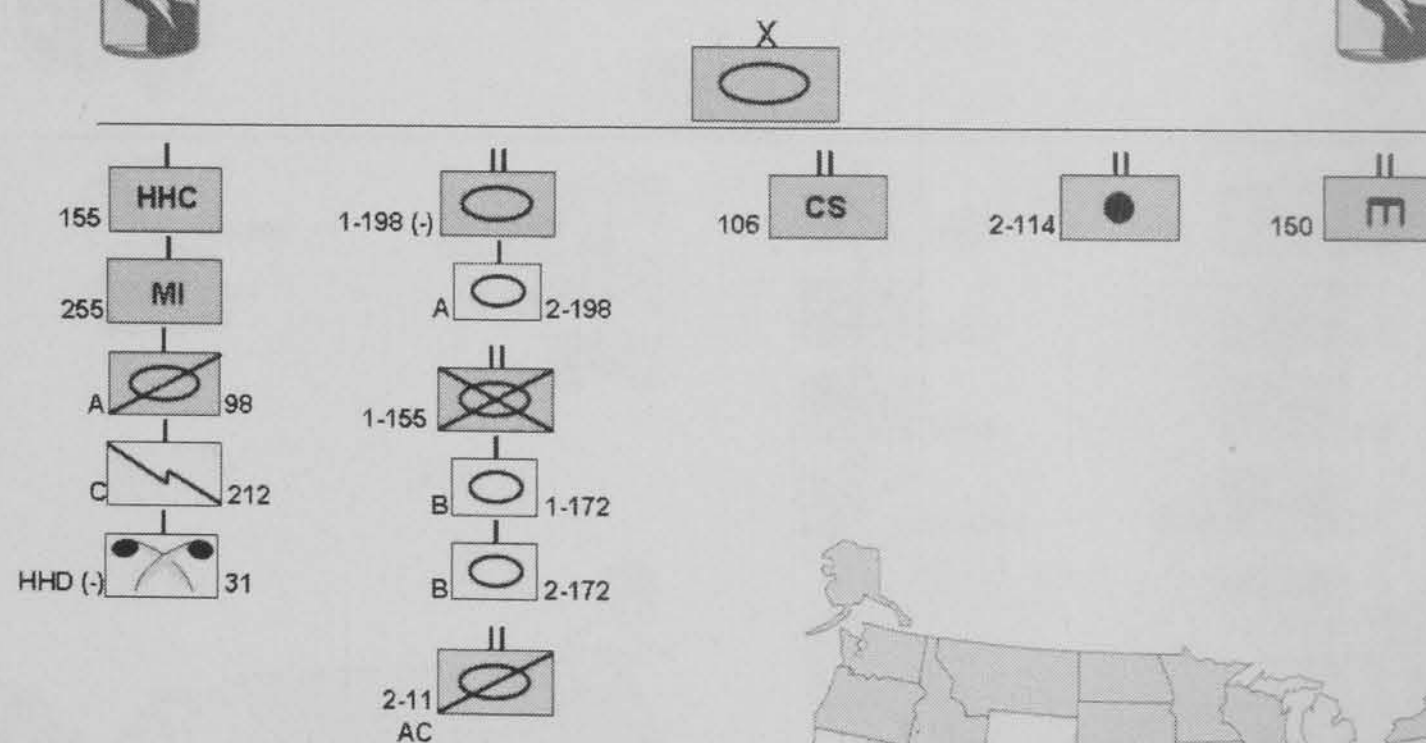
## Composition of 116<sup>th</sup> BCT for OIF 04-06



26 States and Territories used  
4 Core States &  
22 Filler/Plug States/Territories



## Composition of 155<sup>th</sup> BCT for OIF 04-06

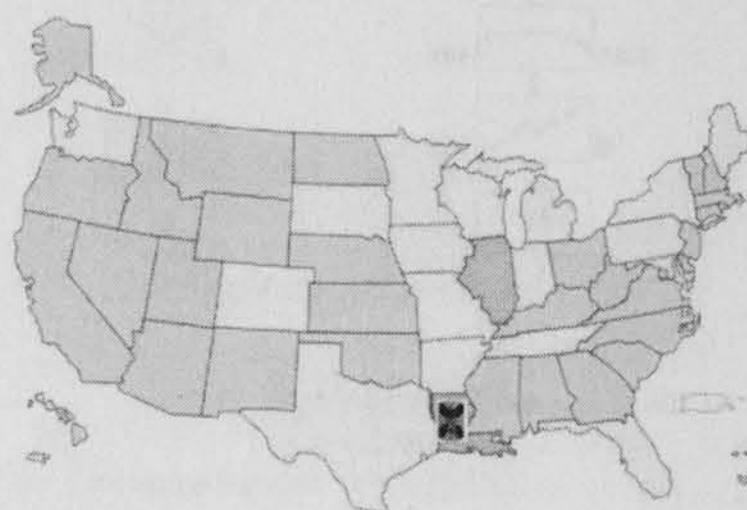
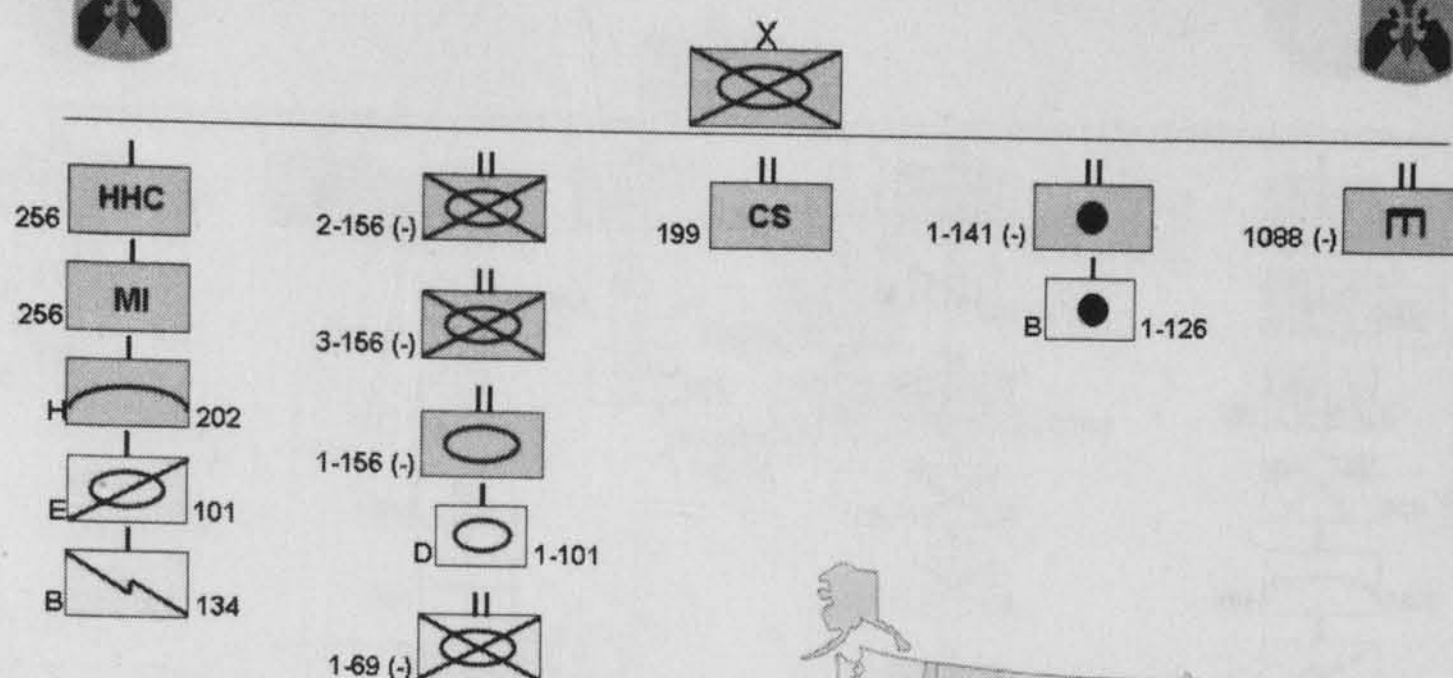


13 States and Territories used  
1 Core State &  
12 Filler/Plug States/Territories





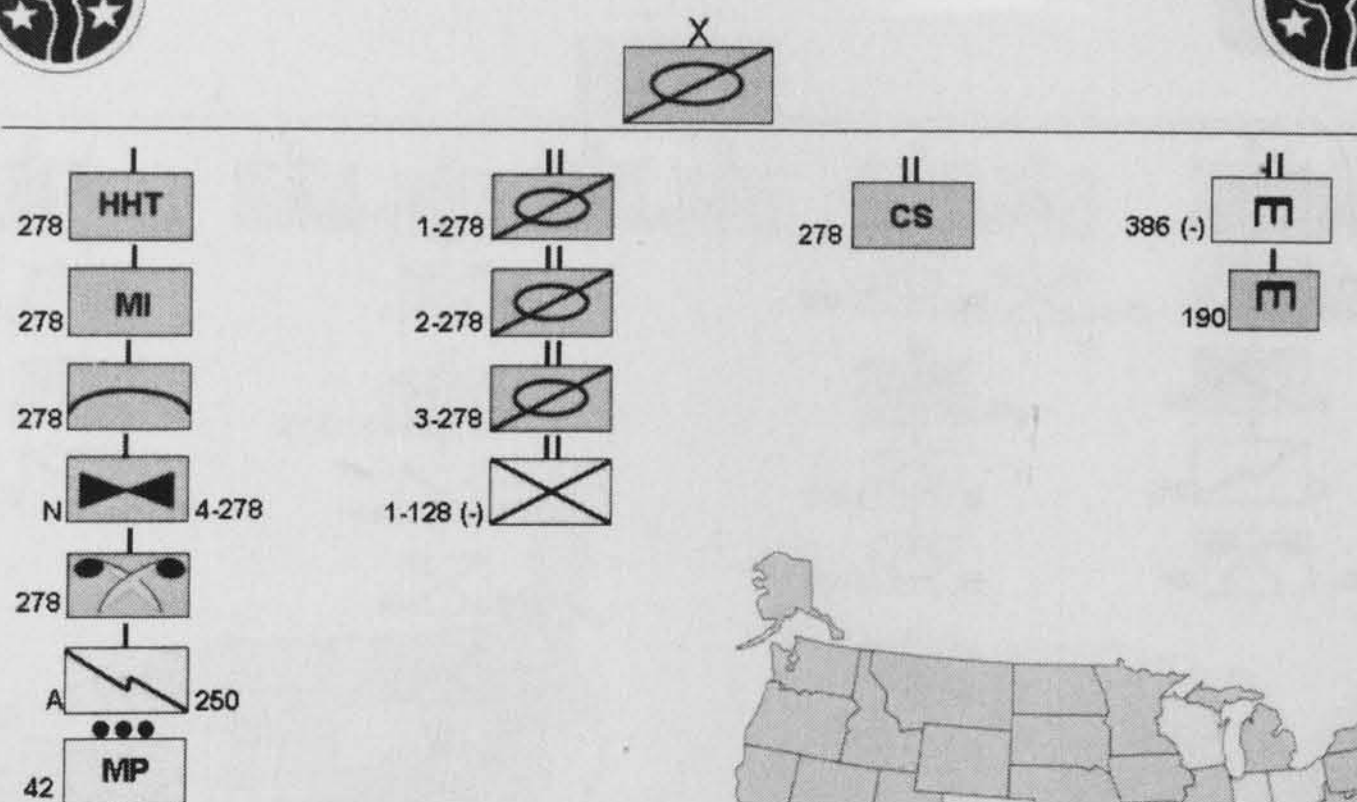
# Composition of 256<sup>th</sup> BCT for OIF 04-06



20 States and Territories used  
2 Core State &  
18 Filler/Plug States/Territories

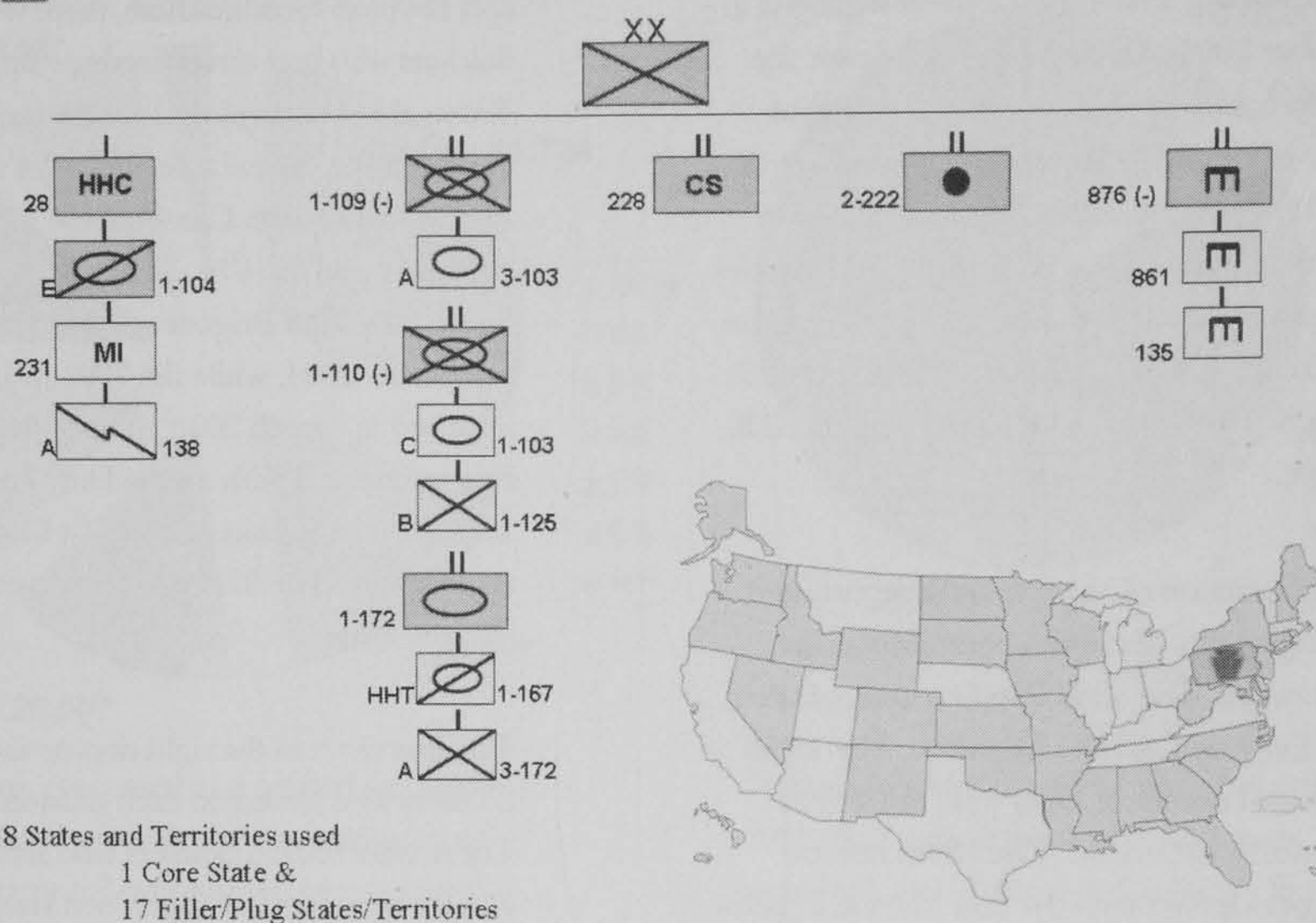


# Composition of 278<sup>th</sup> BCT for OIF 04-06

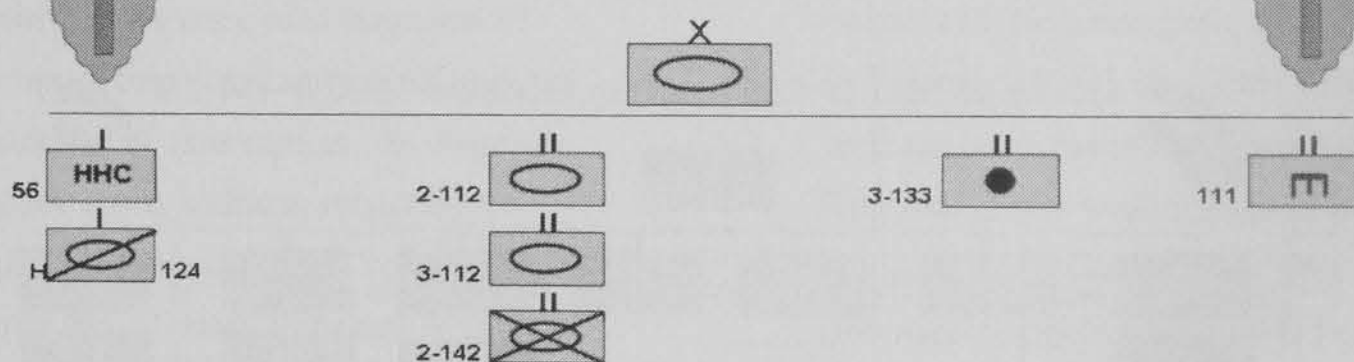


12 States and Territories used  
1 Core State &  
11 Filler/Plug States/Territories

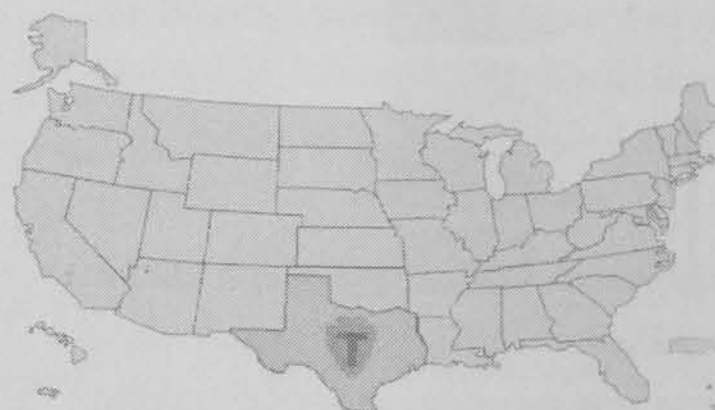
# Composition of 2/28th Infantry Division for OIF 05-07



## Composition of 56<sup>th</sup> BCT for OIF 04-06



1 State and Territories used  
1 Core State &  
0 Filler/Plug States/Territories



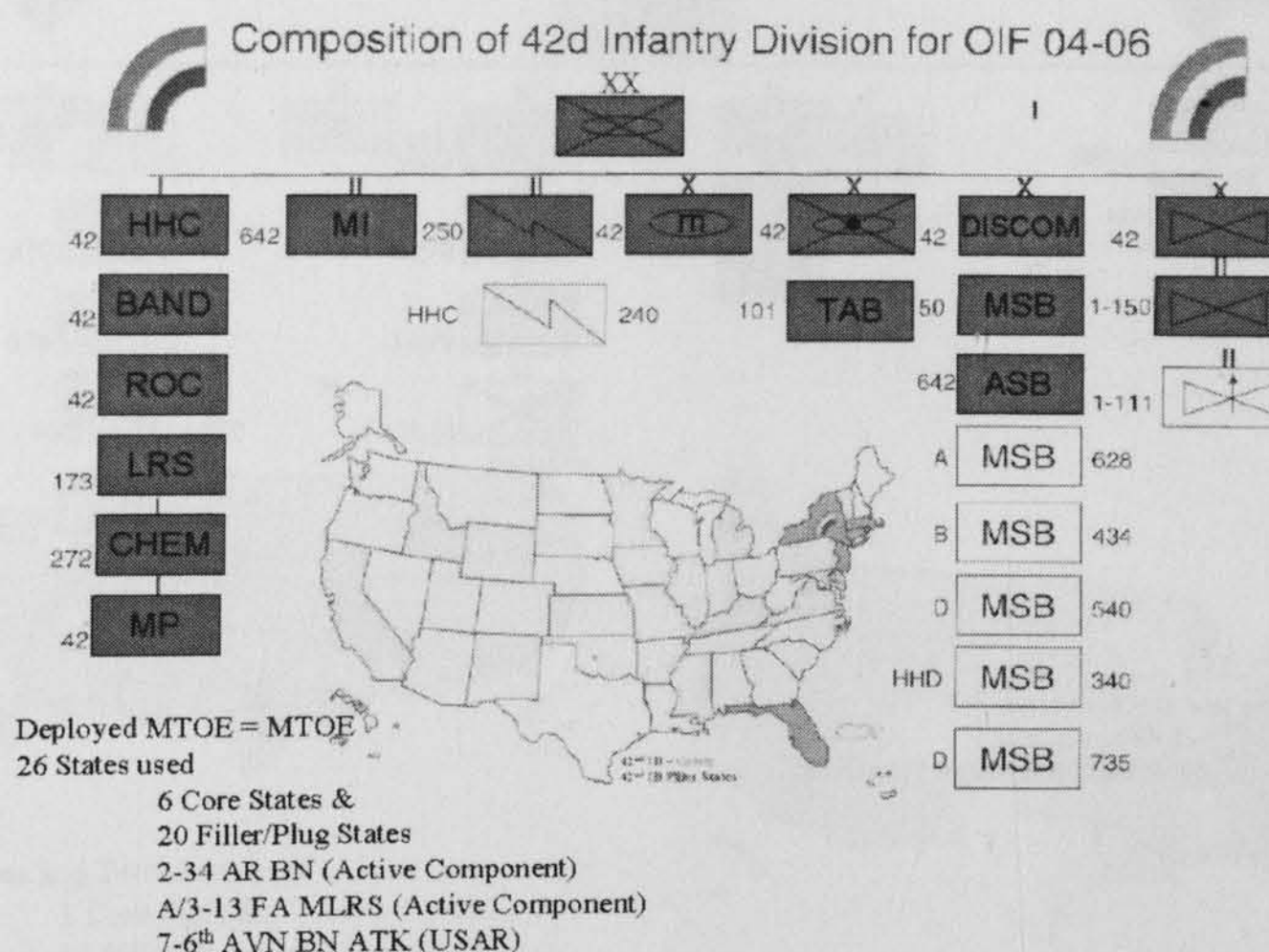


For the first time since the Korean War, an Army National Guard Divisional Headquarters was deployed to combat. The 42nd Division deployed to Iraq in October 2004. During a one-year tour, the 42nd Division commanded four Brigade Combat Teams. Two of the Brigades were National Guard units: the 116th and the 278th Brigades; the other two were Active Duty units: the 1st and 3rd Brigades of the 3rd Infantry Division. The 42nd, or Rainbow Division was composed of ARNG Soldiers from 26 States, along Soldiers from Active Duty and the U.S. Army Reserve.

The task organization of these units demonstrated the interchangeability and interoperability of the three components. The 42nd Division commanded both Active Duty and ARNG Brigades. The 155th Brigade included an Active Duty unit, the 2/11th Armored Cavalry Regiment. The 155th and the 2/28th Brigades served with the 2nd Marine Expeditionary Force (MEF). The 256th Brigade served under the 3rd Infantry Division. The Army Reserve's only infantry battalion, the 100-442nd from Hawaii, served in the ARNG's 29th Infantry Brigade.

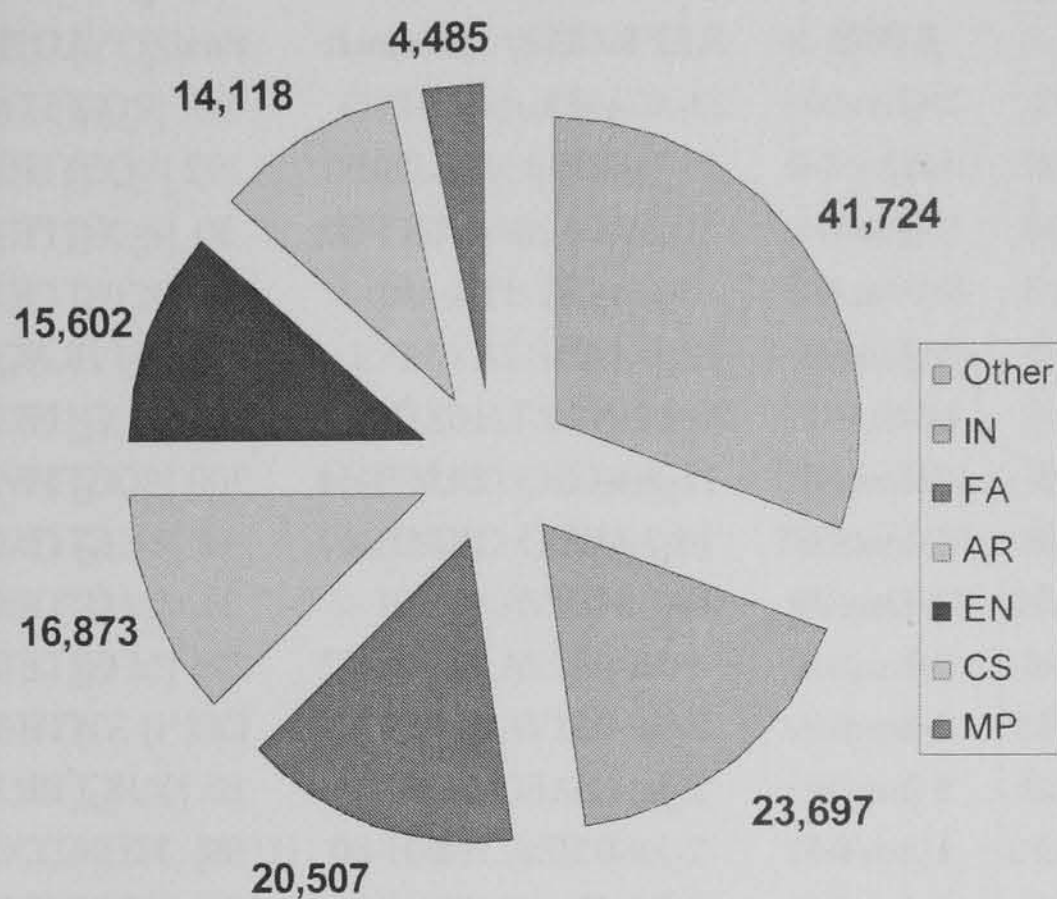
In addition to the over 33,000 Soldiers who served in Iraq as part of the previously listed eight Brigades and Division Headquarters, there were over 13,000 Soldiers who had served in three Brigade Combat Teams that had deployed for the second rotation in mid-2004. These three brigades were the 30th Armor from North Carolina, the 39th Infantry from Arkansas, and the 81st Armor from Washington State. The 39th Brigade returned from Iraq in December 2004, while the 30th and 81st Brigades returned in March 2005. The 30th and 39th Brigades served with Active Duty Divisions, the 1st Infantry Division and the 1st Cavalry Division, respectively. The 81st Brigade served as the theater security force.

The first chart to the right depicts the number of Soldiers who served on each mission during FY 2005. There were 98,950 Soldiers who served in Iraq or Kuwait in support of Operation Iraqi Freedom, or 73% of the total number of Soldiers. Many of these Soldiers served in Combat Support and Combat Service Support units that were not associated with the Brigade Combat Teams. These units performed





**Personnel Usage by Branch**

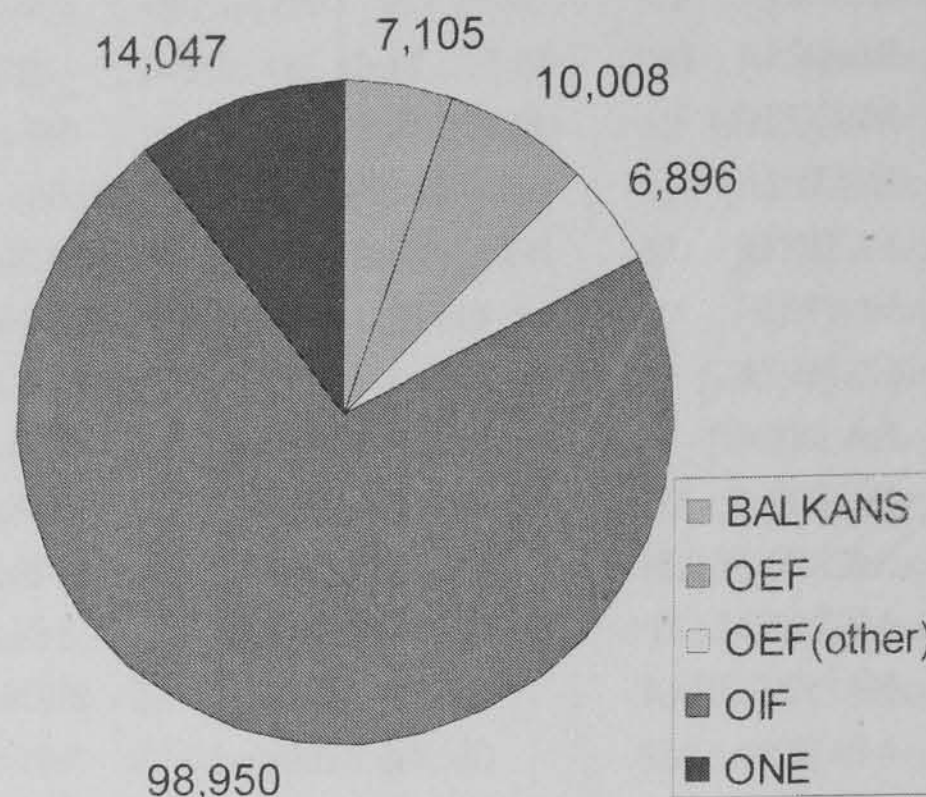


security missions, evacuated and treated wounded Soldiers, provided logistical support, transported supplies and personnel over hazardous roads and through the sky, provided critical intelligence support, and many other missions. A breakdown of usage of personnel by branch is shown in the second chart.

Army National Guard units were also engaged in Afghanistan, both supporting combat operations and in assisting the rebuilding of this nation. In August 2005, the 76th Brigade from Indiana returned to the U.S. after completing their one-year rotation in support of training the Afghan National Army (ANA). The 53rd Brigade from Florida was their replacement. These Brigades provided Task Forces of approximately 1,500 Soldiers who were embedded with the Afghan Army. Their goal is to make the Afghan Army a self-sustaining and credible force.

In addition to the two Brigades that conducted the ANA mission, two infantry battalions provided security to Provincial Reconstruction Teams (PRTs). The PRTs had been involved in helping to rebuild the infrastructure of this devastated country. The

**Personnel Mobilized by Mission**



3-116th Infantry from Virginia returned in August 2005 after completing a one-year tour. They were replaced by the 3-141 Infantry from Texas. Additional combat support and combat service support units also served in Afghanistan.

ARNG units continued to lead the U.S. effort in support of peacekeeping operations in the Balkans. In February 2005, the 38th Infantry Division from Indiana completed their one-year tour in Bosnia and Kosovo. They were replaced by the 40th Infantry Division from California. The 38th Division provided approximately 800 Soldiers to Bosnia and 1,800 Soldiers to Kosovo. The requirement for the Bosnia mission was reduced prior to the 40th Division's rotation; the 40th provided a combined Task Forces of approximately 1,500 Soldiers.

In addition to supporting peacekeeping operations in the Balkans, the ARNG also had maintained an infantry battalion in the Sinai in accordance with the Camp David Accords. The 1-114th Infantry Battalion from New Jersey completed their six-month



### ARNG AVIATION, OIF – ROTATION 2.0

#### OIF 2

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
MS [TBB]	185 AVN GRP HQ	6-Nov-03	7-Dec-03	29-May-05	0	88	CJTF 7
GA [P1B]	1-171 GSAB (-)	16-Nov-03	18-Dec-03	15-Jun-05	8 UH-60	192	CJTF 7
FL [P1B]	B Co., 1-171 GSAB	16-Nov-03	12-Jan-04	10-Jul-05	8 UH-60	30	CJTF 7
FL [P1B]	Det.1, Co.C, 1-171 GSAB	26-Nov-03	18-Dec-03	15-Jun-05	0	30	CJTF 7
FL [WDG]	B/1-111		22-Jan-04	22-Jun-05	0	32	IRAQ
LA [YDC]	1-244 CAB	6-Nov-03	7-Dec-03	29-May-05	16 UH-60	233	CJTF 7
IL [YDE]	1-106 Aslt	6-Nov-03	15-Dec-03	12-Jun-05	20 UH-60	200	CJTF 7
MO (YDEC0)	C/1-106 Aslt	6-Nov-03	21-Dec-03	14-Jul-05	10 UH-60	42	CJTF 7
MO (YDEC0)	DET D/1-106 Aslt	6-Nov-03	21-Dec-03	15-Jul-05	0	24	CJTF 7
HI (WTUFAA)	C/193 MHC	28-Nov-03	5-Jan-04	1-Jul-05	14 CH-47	226	CJTF 7
MS (ZFAAA)	G/185 MHC	6-Nov-03	3-Jan-04	2-Jul-05	9 CH-47	124	CJTF 7
MI (WZFAA1)	G/185 MHC, Det. 1	26-Nov-03	3-Jan-04	2-Jul-05	5 CH-47	65	CJTF 7
WY (ZABAA)	1022 MED CO (AA)	6-Dec-03	4-Jan-04	2-Jul-05	4 UH-60	39	CENTCOM
MT (ZABA1)	Det 1, 1022 MED	6-Dec-03	4-Jan-04	2-Jul-05	2 UH-60	31	CENTCOM
AR (YEXAA)	2-114 ATS BN HQ	6-Nov-03	5-Dec-03	2-Jun-05	0	49	CJTF 7
OK (VG3AA)	H/149 ATS	26-Nov-03	3-Jan-04	1-Jul-05	0	16	CJTF 7
TX (VG3AA)	DET H/149 ATS	26-Nov-03	3-Jan-04	1-Jul-05	0	16	CJTF 7
MA [VG7AA]	E/126 ATS	6-Nov-03	15-Dec-03	15-Jun-05	0	34	CJTF 7
NY (TQWAA)	1-142 AVIM BN HQ	26-Nov-03	3-Jan-04	1-Jul-05	0	57	CJTF 7
SC (P1QAA)	L/151 AVIM CO		18-Dec-03	17-Jun-05	0	172	CJTF 7
MT (WP1QA1)	Det. 1, L/151 AVIM		18-Dec-03	17-Jun-05	0	36	CJTF 7
OR (P1QA2)	Det. 2, L/151 AVIM		18-Dec-03	17-Jun-05	0	13	CJTF 7
MO (7TLAA)	1107 AVCRAD		18-Dec-03	15-Jun-05	0	229	Kuwait
					96	1978	

### ARNG AVIATION – OIF – ROTATION 2.5

#### OIF 2.5

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
LA [WPPEY2]	204 ATS GRP	15-Jun-04	15-Jul-04	10-Jan-06	0	9	CFLCC
SC [YHV]	1-151 AHB (-)	3-Jul-04	10-Aug-04	6-Feb-06	14 AH-64	251	MNC-Iraq
TN [V7P]	4/278 Utility	3-Jul-04	10-Aug-04	6-Feb-06	8 UH 60	35	MNC-Iraq
TN [V7P]	4-278 RAS AVUM	3-Jul-04	26-Aug-04	1-Apr-06	0	50	MNC-Iraq
					22	345	

### ARNG AVIATION – OIF – ROTATION 3.0

#### OIF 3

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
NY [TS2]	42nd Bde HHC	29-Feb-04	24-May-04	18-Dec-05	0	73	MNC-Iraq
NJ [V75]	1-150 GSAB	29-Feb-04	24-May-04	18-Dec-05	8 UH-60	154	MNC-Iraq

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
DE [V75]	B/C 1-150 GSAB	29-Feb-04	24-May-04	18-Dec-05	8 UH-60	75	MNC-Iraq
MT, [YQS]	1-189 ASLT	9-Apr-04	6-Sep-04	5-Mar-06	10 UH-60	230	MNC-Iraq
AZ [YQS]	C/1-189th ASLT	9-Apr-04	6-Sep-04	5-Mar-06	10 UH-60	42	MNC-Iraq
KY [YQS]	B/1-189 ASLT	9-Apr-04	6-Sep-04	5-Mar-06	5 UH-60	24	MNC-Iraq
CT, [YQS]	DET B/1-189 ASLT	9-Apr-04	6-Sep-04	5-Mar-06	5 UH-60	43	MNC-Iraq
OK [PTX]	245 ATS HQ	9-Apr-04	2-Aug-04	28-Jan-06	0	49	MNC-Iraq
OK [VHA]	E/245 ATS CO.	9-Apr-04	2-Aug-04	28-Jan-06	0	47	MNC-Iraq
MS [VGZ]	K/185 ATS CO	23-Apr-04	2-Aug-04	28-Jan-06	0	21	MNC-Iraq
NH [ZD8]	1159 MED CO (AA)	21-May-04	1-Sep-04	28-Feb-06	9 UH-60	107	MNC-Iraq
MD [ZD8]	1159 MED CO (AA)	21-May-04	5-Dec-04		6 UH-60	42	MNC-Iraq
MI [P1M]	F/238 AVIM	9-Apr-04	24-Nov-04	23-May-06	0	117	MNC-Iraq
TX [P1M]	F/238 AVIM	9-Apr-04	5-Nov-04	23-May-06	0	30	MNC-Iraq
SD/NE [P1M]	F/238 AVIM	9-Apr-04	24-Nov-04	23-May-06	0	47	MNC-Iraq
CA [QRX]	1-140 GSAB	9-Apr-04	11-Sep-04	10-Mar-06	16 UH-60	258	MNC-Iraq
NY, NJ, FL [PH1]	642 DASB	29-Feb-04	24-May-04		0		MNC-Iraq
PA (PJNA0)	A/628 DASB	5-Jun-04	7-Jun-04		0	167	MNC-Iraq
MS (PJNA1)	A/628 DASB	5-Jun-04	7-Jun-04		0	47	MNC-Iraq
CA [7TM]	1106 AVCRAD	9-Apr-04	1-Sep-04	28-Feb-06	0	120	Kuwait
CA [7TM]	1106 AVCRAD	9-Apr-04	20-Sep-04	20-Mar-06	0	138	Kuwait
RI [TQY]	1-126 CSAB	28-May-04	28-Oct-04	26-Apr-06	8 UH 60	213	MNC-Iraq
NC [TQY]	1-126 CSAB	28-May-04	28-Oct-04	26-Apr-06	8 UH 60	54	MNC-Iraq
SC [TQY]	1-126 CSAB	28-May-04	28-Oct-04	26-Apr-06	8 UH 60	28	MNC-Iraq
					101	2126	

#### ARNG AVIATION – OIF – ROTATION 2005-2007:

##### OIF 2005-2007

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
MD [UAX]	C/2-224 Asslt	9-May-05	25-Aug-05		10 UH-60	43	MNC-Iraq
MA [PNV]	3-126 GSAB (-)	19-May-05	8-Aug-05		8 UH-60	180	MNC-Iraq
MA / VT [PPL]	86 MED CO (AA)	12-Jun-05	25-Aug-05		6 UH-60	74	MNC-Iraq
MS [7TN]	1108 AVCRAD		2-Aug-05		0	110	Kuwait
AK [YKK]	B/ 1-207th CSAB	28-Jan-05	10-Jun-05	6-Dec-06	10 UH-60	58	North
CT [P1C]	G-126 AVIM (-)	5-May-05	14-Jun-05	10-Dec-06	0	41	North
PR [P1C]	DET G-126 AVIM (-)	5-May-05	14-Jun-05	10-Dec-06	0	21	North
ME [P1C]	DET G-126 AVIM (-)	5-May-05	14-Jun-05	10-Dec-06	0	5	North
KY [P1F]	B/2-147th ASSLT		25-Aug-05		8 UH-60	35	MNC-Iraq
CO [VBD]	A/2-135th GSAB		25-Aug-05		8 UH-60	35	MNC, Iraq
KY [V7H]	63rd Avn Group		27-Apr-05	23-Oct-06	0	10	Udari, Ku
NC [NDN]	Det. 1 A/1-58 ATS CO		21-Apr-05	29-Nov-06	0	17	Udari, Ku
LA [QRE]	Det. 1 E/111 ATS CO	18-Jun-05	20-Jun-05	2-Dec-06	0	35	MNC-Iraq
MD [VHC]	G/224 ATS CO(-)	5-May-05	6-Jun-05	2-Dec-06	0	11	MNC-Iraq
					50	675	



# **ARNG AVIATION – OEF (Afghoniston) – ROTATION 5.0**

## **OEF 5 SUPPORT**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
UT (YQJAA)	1-211 AHB	6-Nov-03	2-Jan-03	1-Jul-05	18 AH-64	286	Afghanistan
HI (XD4Y2)	B/193 AVIM		15-Mar-04	11-Sep-05	0	62	Afghanistan
AL (ZFGAA)	F/131 MHC	6-Nov-03	18-Jan-04	17-Jul-05	7 CH-47	104	Afghanistan
GA (ZFGA1)	F/131 MHC	26-Nov-03	18-Jan-04	17-Jul-05	7 CH-47	93	Afghanistan
					32	545	

# **ARNG AVIATION – OEF (Afghoniston) – ROTATION 2004-2006**

## **OEF 2004-2006**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
NV	D/113 MHC	17-Apr-04	2-Jan-05	1-Jul-06	7 CH-47	124	Afghanistan
OR	D/113 MHC	17-Apr-04	15-Nov-04	4-May-06	7 CH-47	20	Afghanistan
WA	E/168		21-Jan-05	19-Jul-06	0	33	Afghanistan
OR	1042nd MED	13-Jul-05	17-Jul-05	31-Jan-06	4 HH-60	35	Afghanistan
					18	212	

# **ARNG AVIATION – OEF (Afghoniston) – ROTATION 2005-2007**

## **OEF 2005-2007**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
ID	1-183 ATK BN	15-Jul-05	22-Oct-05		16 AH-64	362	Afghanistan
TN	R/4/278th RAS	25-Jun-05	22-Oct-05		8 AH-64	35	Afghanistan
ID	DET B/193 AVIM	4-Aug-05	22-Oct-05		0	33	Afghanistan
WA	E/168 Heavy		5-Oct-07		4 CH-47D	18	Afghanistan
					28	448	

# **ARNG AVIATION – (SFOR) (BOSNIA) – ROTATION SFOR-15**

## **SFOR 15**

## **38th Division**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
IN	A/2-238 AVN	3-Jan-04	2-Feb-04	31-Jan-05	0	14	Bosnia
IN	2-238 AVN HHC	3-Jan-04	2-Feb-04	31-Jan-05	0	29	Bosnia
IN	B/2-238 AVN	3-Jan-04	2-Feb-04	31-Jan-05	9 UH-60	24	Bosnia
IN, FL	Combined AVUM 60 / 64	3-Jan-04	2-Feb-04	31-Jan-05		32	Bosnia
FL	1-111 AHB	3-Jan-04	2-Feb-04	31-Jan-05	4 AH-64	36	Bosnia
AR	149 MED (Air Amb)	3-Jan-04	2-Feb-04	31-Jan-05	3 UH-60	24	Bosnia
IN	G/238th ATS CO	3-Jan-04	2-Feb-04	1-Feb-05	0	14	Bosnia
					16	173	

# **ARNG AVIATION (SFOR) (BOSNIA) – ROTATION SFOR-16**

(Units were extended from SFOR-15 Rotation)

## **NATO Mission - 40th Division Mission replaces SFOR 16**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
IN	2-238 AVN HQ	3-Jan-04	2-Feb-04	2-May-05	0	7	Bosnia
IN	2-238 AVN	3-Jan-04	2-Feb-04	2-May-05	2 UH-60	11	Bosnia
FL	1-111 AHB	3-Jan-04	2-Feb-04	2-May-05	2 AH-64	8	Bosnia
AR	149 MED (AA)	3-Jan-04	2/2/2004	2-May-05	2 UH-60	9	Bosnia
					6	35	

# **ARNG AVIATION – (SFOR) (BOSNIA) – ROTATION SFOR-17**

## **ENDURING MISSION (8 months)**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
MI	3-238th	4-Mar-05	1-May-05	1-Feb-05	4 UH-60	23	Bosnia
MI	1085th	4-Mar-05	1-May-05	1-Feb-05	2 UH-60	8	Bosnia
ND	C/2-285th ASLT		11-Jul-05	1-Mar-07	4 UH-60	23	Bosnia
WV	146th Med		11-Jul-05	1-Mar-07	2 UH-60	8	Bosnia
					12	62	

# **ARNG AVIATION – (KFOR) (KOSOVO) – ROTATION KFOR-6A**

## **KFOR 6A (38th Division) Aug 04 - Feb 05 TOA 1 SEP 04 (6 months)**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
OH	HHC/ 137 AVN	23-Apr-04	5-Jul-04	5-Jul-05	0	68	Kosovo
OH	1-137 ASLT	23-Apr-04	13-Jun-04	5-Jul-05	8 UH-60	84	Kosovo
TN	4/278 RAS	23-Apr-04	13-Jun-04	5-Jul-05	6 OH-58D	44	Kosovo
WV [WP0LAA]	146 MED (Air Amb)	23-Apr-04	13-Jun-04	5-Jul-05	4 UH-60	35	Kosovo
					18	231	

# **ARNG AVIATION – (KFOR) (KOSOVO) – ROTATION KFOR-6B**

## **KFOR 6B 40th Div Feb 05 - Feb 06 TOA 1 MAR 05 (12 months)**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
PA	HHC, 1-104 AHB	9-Sep-04	10-Oct-04	7-Apr-06	0	70	Kosovo
PA	2-104 GSAB	9-Sep-04	10-Oct-04	7-Apr-06	8 UH-60	68	Kosovo
PA	1-104 ATK	9-Sep-04	10-Oct-04	7-Apr-06	6 AH-64	60	Kosovo
KS / NM	C 1-171 GSAB (Med)	9-Sep-04	10-Oct-04	7-Apr-06	4 UH-60	35	Kosovo
					18	233	



# **ARNG AVIATION (KFOR) (KOSOVO) – ROTATION KFOR-7**

## **KFOR 7 (12 months)**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
MI	3-238th		11-Jul-05	1-Mar-07	8 UH-60	100	Kosovo
PA	1-104th ATK		11-Jul-05	1-Mar-07	6 AH-64	30	Kosovo
KS / NM	C 1-171 GSAB (Med)		11-Jul-05	1-Mar-07	4 UH-60	30	Kosovo
				18	160		

# **ARNG AVIATION – NOBLE EAGLE (CONUS)– ROTATION 2.0**

## **BGF Support (Round 2)**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
MN/IN	1256 MED CO (AA)		30-Jan-04		4 UH 60		Ft Hood
NV	126 MED CO (AA)		30-Jan-04		6 UH 60		Ft Hood
NY/RI	249 MED (AA)	27-Oct-03	30-Nov-03	27-May-05	15 UH-1	130	Ft Bragg
WI/DE	832 MED (AA)	29-Oct-03	14-Dec-03		7 UH-1V	60	
NH/MD	1159 MED CO (AA)		15-Dec-03	18-Dec-04	0	70	
					32	260	

# **ARNG AVIATION NOBLE EAGLE (ONE) (CONUS)– ROTATION 3.0**

## **GF Support (Round 3)**

State	Unit	Alert	MOB	REFRAD	Aircraft	Pax	AOR
WI/DE	832 MED (AA)				7 UH-1	60	
MN/IN	1256 MED CO (AA)				4 UH 60		Ft Hood
NV	126 MED CO (AA)				6 UH 60		Ft Hood
LA	812 MED						
					17	60	

tour in January 2005, when they were replaced by the 3-160th Infantry Battalion from California, which was the first battalion to conduct a one-year tour.

While FY 2005 presented challenges to ARNG forces deployed around the world, it may also have been one of its greatest years. Many of the ARNG Soldiers who were mobilized in support of the Global War on Terror were later deployed to the Southeast in support of the relief operations from Hurricanes Katrina and Rita.

## AVIATION AND SAFETY

The Aviation and Safety Division (NGB-AVS) managed the allocation and distribution of resources to the ARNG aviation community for the accomplishment of State and Federal missions. The Division utilized four distinct branches to accomplish resourcing goals: The Operations and Training Branch; the Aviation Systems and Logistics Branch; the Aviation Programs Integration Branch; and the Safety and Occupational Health Branch. They all worked to maximize unit readiness by providing regulatory interpretation, programs funding, individual training seats, logistics oversight, and safety and occupational health programs.

### OVERVIEW

FY 2005 was a significant year for ARNG aviation, as it started the actual implementation of the Army's Aviation Transformation 2004 plan (ATP-04). ATP-04 and the Army Aviation Modernization Plan (AAMMP) was a significant revision of the earlier ATP-02 plan. The goal was for the ARNG aviation force to move into a more fully modernized aviation force with additional robust units, aircraft and

personnel. However, it is more important to note that the transformation reduced the overall aviation footprint in almost all States. Similar to Army aviation, the ARNG Commanders were to have fewer, but more modern, aircraft to support the same day-to-day mission requirements as before transformation. By the end of the fiscal year, the Army had increased the number of modern series aircraft in the ARNG to the following levels: 631 of 710 required UH-60s; 133 of 159 required CH-47s; 166 of 296 required AH-64s; and 20 of 24 required OH-58Ds.

## AVIATION OPERATIONS AND TRAINING

During FY 2005, Army National Guard aviation units and aircrew members continued to support numerous missions, including support for: overseas combat Operations Iraqi Freedom (OIF) in Iraq and Enduring Freedom (OEF) in Afghanistan; stabilization operations; significant large domestic emergencies (Hurricanes Katrina and Rita); and numerous CONUS and OCONUS Exercises.

## ARNG AVIATION TRAINING SITES (AATS)

The Army National Guard continued to augment the Army's institutional aviation training base and Total Army School System (TASS) with its four State-operated Aviation Training Sites, designated as national training sites for the Army.

The Eastern ARNG Aviation Training Site (EAATS), located at Fort Indiantown Gap, Pennsylvania, conducted Aviator Qualification Courses (AQC), enlisted training courses, Noncommissioned Officer



Education System (NCOES) courses and Foreign Military Sales (FMS) training for UH-1, UH-60 and CH-47D helicopters.

The Western ARNG Aviation Training Site (WAATS), located at Silver Bell Army Heliport, Marana, Arizona, conducted aircraft qualification training, enlisted Aviation MOS training, NCOES and FMS training for OH-58A/C helicopters and Counterdrug RAID aircraft, and all AH-64 "A" model training for the Army. This was the result of the Ft. Rucker Army Aviation Center shifting over to perform only AH-64 "D" model training.

The High Altitude ARNG Aviation Training Site (HAATS), located in Gypsum, Colorado, continued to conduct high-altitude power management courses in Utility, Cargo and Observation aircraft for Active and Reserve Component and Foreign Military Sales activities. The high value of this training to the U.S. Army became even more apparent during the contingency operations in the rugged terrain and weather of Afghanistan. This critical training for high altitude flight operations in mountainous terrain contributed to saving lives and aircraft, as well as to more effective military operations.

The Fixed-Wing ARNG Aviation Training Site (FWAATS), located in Clarksburg, West Virginia, operated through the Operational Support Airlift Agency (OSAA). The FWAATS conducted pilot qualification training in C-12, C-26 and C-23 fixed wing aircraft for the Total Army.

As part of the TASS, the Army National Guard Aviation Training Sites provided training for over 1000 National Guard officers and enlisted Aviation personnel. Additionally, both the EAATS and WAATS served as regional Aviation simulation sites,

providing more than 18,000 hours of simulation support to the Total Army in UH-1H, UH-60, CH-47D and AH-64A helicopters.

## AVIATION SYSTEMS AND LOGISTICS

The ARNG was originally scheduled to divest all legacy aircraft (AH-1, UH-1, and OH-58A/C) in MTOE units by FY 2004; however, the requirements of the GWOT in Iraq and Afghanistan, combined with the more robust ATP-04 unit designs, required that some OH-58A/C and UH-1H/V aircraft be retained until further notice for the six Security & Support (S&S) Aviation Battalions and the four Generating Force (GF) MedEvac Companies. The remaining fleet of modern-series ARNG aircraft (UH-60A/L, AH-64A/D, CH-47D/F and OH-58D) was to be assigned to deployable, warfighting units.

During FY 2005, the Aviation Systems and Logistics Branch began accelerating the conversion and transformation of the ARNG's aviation force. Under the Army's Aviation Transformation Plan 2004 (ATP-04) and Annex D (Aviation) to the Army Campaign Plan (ACP), initial ARNG aviation units began transformation in the 2nd quarter, FY 2005. The majority of ARNG aviation was to transform during FY 2006, with a few units returning from deployments scheduled to transform in FY 2007. By end of FY 2007, the ARNG hoped to achieve and maintain an aviation force of eight UEx multi-functional aviation brigades (MFAB); five UEy aviation brigades; a Theater Aviation Command (TAC) HQ; two Theater Aviation Sustainment Maintenance Groups (TASMG); and two Aviation Classification and Repair Depots (AVCRAD). Though this complete structure was to be fully in



place at the end of FY 2007, the planned fill of over 1300 modernized aircraft for the ARNG was not projected until about FY 2015.

The ARNG was slated to receive 1277 modern series rotary wing aircraft (see illustration below), which when combined with a projected fixed-wing inventory of 96 new cargo and utility airplanes, was to result in a total ARNG aviation force of over 1300.

60 UH-1 aircraft were retained to equip the ARNG's four 15-ship Generating Force Air Ambulance MedEvac Companies until they could be replaced with 60 of the Army's new light utility helicopter (LUH). In addition, the six ARNG Security & Support Battalions (24 aircraft each) retained 144 OH-58A/C aircraft until they could receive new LUH's.

## ARNG Aviation Historical Look

As of:  
15 Dec 04

		<b>AOE</b> <i>Army of Excellence</i> 1987	<b>ARI</b> <sup>(1)</sup> <i>Avn Restructure Initiative</i> 1993	<b>ATP-02</b> <i>Avn Transfrmtn Plan</i> 2002	<b>ATP-04</b> <i>Avn Transfrmtn Plan</i> 2004
<b>Flags</b>	Bde	17	16	17	14
	Bn	30	44	43	48
	Co	221	297 $\leftarrow +34\%$	271 <sup>(2)</sup> $\leftarrow -11\%$	259 <sup>(2)</sup> $\leftarrow -4\%$
<b>People</b>	Off	1,702	1,975	1,943	2,109
	WO	4,222	3,755	3,143	3,155
	Enl	15,790	19,879	19,486	20,425
		<b>21,714</b>	<b>25,609</b> $\leftarrow +18\%$	<b>24,572</b> $\leftarrow -3\%$	<b>25,689</b> <sup>(4)</sup> $\leftarrow +4\%$
<b>Aircraft</b> <i>(R/W Aircraft Resourced)</i>	Atk	523	328	248	174
	Util/AA	1193	842 <sup>(2)</sup>	687	710
	LUH	128	128	60 <sup>(2)</sup>	204 <sup>(2)&amp;(3)</sup>
	Cargo	52	136	135	159
	Scout	733	346 <sup>(3)</sup>	143 <sup>(3)</sup>	30
		<b>2629</b>	<b>1780</b> $\leftarrow -32\%$	<b>1273</b> $\leftarrow -33\%$	<b>1277</b> $\leftarrow +0\%$
<sup>(1)</sup> ARI Includes results from the RC Leaders Offsite Agreement		<sup>(2)</sup> Includes the four 15-ship Generating Force MedEvac Companies		<sup>(3)</sup> Includes CD RAID aircraft (moves from RAID TDA to LUH MTOE structure in FY06)	
				<sup>(4)</sup> Due to addition of Fwd Spt Companies to the Avn Bn structure	

Only minor progress was achieved toward that goal during FY 2005. Discussion follows below by type aircraft.

**Utility.** The UH-60 "Blackhawk" inventory increased by 23 (from 596 to 619) in FY 2005, which left the ARNG still 91 aircraft short of it's required 710 critical medium lift (UH-60) and air ambulance (HH-60) aircraft. Planned cascade of UH/HH-60's from the active component (AC) to the ARNG was basically non-existent since FY 2002 due to operational requirements for overseas contingencies.

**Cargo.** The ARNG inventory of CH-47 "Chinook" heavy lift helicopters started the 2005 fiscal year at 133 and ended at 131. Because of the Army's continuing need to provide older CH-47D aircraft to the CH-47F conversion line, the ARNG was scheduled to remain at about this decremented level (26-28 short) until about 2015.

**Attack.** 17 additional AH-64 "Apache" aircraft entered the ARNG fleet during FY 2005, bringing the on-hand total to 166 of 174 authorized. The remaining six authorized AH-64's were projected



for receipt in FY 2006. Though the full attack requirement for the ARNG was 222 aircraft, the Army's AH-64 shortages and combat losses resulted in a shortage of 48 attack aircraft for the ARNG. There were no plans to eliminate the shortage. This problem, however, had been taken up in an Army study to determine the future mix of heavy attack (AH-64) and light attack (OH-58D/ARH) in the Army.

**Reconnaissance.** The ARNG inventory of OH-58D's remained stable at 18 of 30 authorized aircraft throughout FY 2005. The shortfall of 12 OH-58D aircraft was projected to remain constant until the ARNG units (three 10-ship Companies) were fleshed out by OH-58D's cascading from AC units who were to receive the new Armed Reconnaissance Helicopter (ARH) within the FY 2008-09 timeframe.

## LOGISTICS

More Army National Guard Troops were deployed in FY 2005 than at any time since World War II. There were extraordinary logistical challenges in providing support to over 150,000 mobilizing/demobilizing soldiers in 18 brigades, a division headquarters, and 101 other units. In addition to the manpower and logistical requirements to support the Global War on Terrorism (GWOT), FY 2005 saw the largest recent activation of Army Guardsmen supporting numerous natural disasters including hurricanes, wildfires and floods. These activations took place concurrently with the initiation of the mandated Transformation of ARNG units to the Modular design. The ARNG logistic effort focused on mobilization and deployment, reset and demobilization and sustainment/readiness.

## MOBILIZATION AND DEPLOYMENT

The Army National Guard Logistics Division (NGB-ARL) focused much of its efforts on providing mobilizing units the equipment needed to train and subsequently deploy into Southwest Asia in support of Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Once alerted, the process began with the respective unit's state identifying equipment shortages and alleviating them by transferring equipment from other Guard units within the state. Any shortages that still remained were identified to the Division's Supply and Services Branch (NGB-ARL-E). The Branch then cross-leveled equipment from across the nation to further satisfy such shortages. Upon determination that the ARNG could not fill the shortage, NGB-ARL-E requested relief from the United States Army Forces Command (FORSCOM) and, ultimately, the Department of the Army (DA). FORSCOM and DA took care of any remaining shortages unless the required equipment was to be provided in the theater of operation.

In order to manage this process, the ARL enhanced the Transfer of Property System (TOPS) automated tool. This program was not only able to track execution for mobilizing (M-TOPS) unit requirements but also could track equipment transfers due to transformation (R-TOPS) requirements. The program managed accounting for, and tracked disposition of, mission essential equipment transfers from start to finish. The TOPS operated as a web-based command level equipment redistribution program utilizing Guard Knowledge Online (GKO).

It is important to note that the cross-leveling of equipment to support mobilizing units reduced the equipment on-hand to critically low levels and began



to endanger the ARNG's ability to further mobilize units and respond to natural disasters. The ARNG began the GWOT equipped at approximately 65% of authorized equipment readiness code (ERC) A & P items. That percentage decreased as a result of battle losses, donations to the theater equipping pool and Army pre-positioned stocks, and the stationing of equipment for maintenance at depots or demobilization stations upon redeployment. Normally, it has taken up to a year for the redeployed equipment to be returned to units. Therefore, it was not unusual for a state to only have around 25% of its (ERC) A & P equipment available to respond to natural disasters.

Once ARNG units were mobilized and reached the mobilization station, they sometimes required equipment sets to support theater specific training or to allow continuation of training after the unit's equipment had been shipped forward into theater. During FY 2005 the Logistics Division managed training sets consisting of 654 pieces of equipment distributed among five mobilization sites.

The ARNG committed significant time and resources in support of Hurricane Katrina. All Army Guard units tasked personnel to the Gulf Coast, with twenty-seven states deploying both personnel and equipment to the devastated areas. A total of 189 convoys comprised of 6,672 trucks were sent to the affected areas. ARNG units were available to provide immediate support to the affected states, with the first out-of-area support arriving in the hurricane ravaged region on the same day Katrina made landfall. Within a week after Katrina struck, over 40,000 National Guard members (both Air and Army) were on the ground performing missions to mitigate the storm's consequences. Guard units made a critical contribution to the preservation of life and distributed supplies expeditiously for the sustainment of local and national relief efforts.

## RESET AND DEMOBILIZATION

Returning unit equipment to operational condition has been a critical component of demobilization, restoring a unit's ability to respond to domestic events and to resume training. The Army program for repairing this equipment is called RESET. As ARNG units returned from deployments in support of OIF/OEF, equipment was inducted into National and Field RESET programs. National RESET items were inducted into Army Materiel Command depots for repair under two conditions: either the items were listed on the Automatic RESET Induction List, or the repair requirements for the equipment met the Conditional RESET guidelines. By way of Army Regulation, equipment had to be returned to units within 360 days at Technical Manual (TM) 10/20 standards (fully repaired). In FY 2005 the ARNG inducted 2,133 pieces of equipment into National RESET and received a total of 3,326 pieces from it.

All other equipment was inducted into Field RESET at sites on various U. S. posts operated by FORSCOM and the Installation Management Agency. Field RESET items were repaired to Fully Mission Capable status and subsequently shipped to the home state, accompanied by the parts to bring equipment up to TM10/20 standards. At home station Guardsmen and full-time employees handled the installation. The goal for returning Field RESET equipment to the unit was 90 days. In FY 2005 ARNG units received 20,162 pieces of equipment from Field RESET.

Occasionally, the ARNG was authorized to conduct demobilization activities in the respective home state. Seven states conducted Home Station Demobilization activities during the fiscal year. That involved various logistics activities such as conducting joint inspections of equipment, transfers of accountability, repair parts



support, labor to repair, and other RESET tasks. By opting for Home Station Demobilization, the goal was to bring unit equipment back to standard more quickly than was possible through the FORSCOM process.

The states and the NGB cross-leveled equipment to fill shortages in mobilizing units, but not all of the equipment came back upon demobilization. ARNG equipment has often been kept in theater to support Army Prepositioned Stocks (APS) or Theater Provided Equipment (TPE) stocks. In addition, some equipment was destroyed in combat or was in such poor condition, that it was condemned in the maintenance process. At the end of FY 2005, the total value of equipment that did not return with demobilized units was \$2.3 billion. It goes without saying, those losses made it difficult to sustain unit readiness and training, and to respond to state missions. DoD Directive 1225.6 required the Army to request permission to take equipment from the ARNG and to submit plans on how it would return/replace the equipment. In FY 2005 the Logistics Division worked with the tracking of all ARNG equipment harvested in theater and saw to it that DoD payback plans were in place. At the end of the fiscal year, the DA was beginning to prepare the requests and payback plans for submission to the Office of the Secretary of Defense.

## **SUSTAINMENT AND READINESS**

Property accountability has been crucial to both protecting military equipment from loss and managing such equipment in the meeting of readiness and deployment requirements. In 2005 the Property Book Unit Supply Enhanced (PBUSE) was the DA's web-based, state-of-the art, property accountability system. The PBUSE provided real-time asset visibility, could operate on any computer,

and could be accessed in garrison and tactical environments. It consolidated property book officer tasks and unit supply accountability requirements and was billed as the first phase of the DA program to "Connect the Logistician". Due to PBUSE's importance, the Logistics Division made an all out effort to field as many systems as possible. At the end of FY 2005 the property book module was 97% fielded and the unit supply module was 40% fielded.

Proper maintenance of ARNG equipment has always been a challenge, in times of war more so. In order to provide the ARNG top quality equipment and component refurbishment or repair, the ARNG organized five Readiness Sustainment Maintenance Sites (RSMS). The RSMSs provided manpower, equipment, facilities and other resources to repair, rebuild and overhaul all military equipment. In FY 2005, the RSMS refurbished 6,502 pieces of equipment that contributed to eliminating shortages throughout the ARNG. The RSMS also provided 547 pieces of equipment and repair parts to units that were mobilized in support of hurricane relief (Katrina and Rita).

The Division also obtained funding from the DA to repair ARNG equipment for use in Army maintenance depots or commercial facilities. The Army Logistics Division Depot Program contributed significantly to the sustainment of many types of older unit equipment and played an integral role in ensuring ARNG readiness. In FY 2005 the Program was funded at \$136 million dollars to support ARNG sustainment. Included in this total was \$55 million to support the RSMS truck and trailer repair program. The remaining \$81 million funded overhauls of combat vehicles, engineer equipment, mobile subscriber equipment; in addition to supporting the ARNG calibration services and the repair of multiple lines of communications and electronic equipment within the Contract Logistics Support Program.



# ENVIRONMENTAL PROGRAMS

The primary focus of the ARNG's environmental program continued to emphasize sound environmental management, enabling maximum sustained use of ARNG property and facilities for the training of soldiers.

## CONSERVATION

The ARNG's National Environmental Policy Act (NEPA) team successfully coordinated environmental analyses on 62 Military Construction projects in 32 States and Territories that were valued at \$514 million. Also, a nationwide Programmatic Environmental Assessment was completed analyzing the Modularization of Army National Guard Forces. In addition, the Pennsylvania 56th Brigade's Stryker Brigade Combat Team successfully completed the draft of an Environmental Impact Statement for 45-day public review, with final revisions projected for completion by May 2006. Two other Environmental Impact Statements were underway: a 22,000-acre Limestone Hills, Montana, land withdrawal from the Bureau of Land Management (BLM); and a 25-year Special Use Permit with the U.S. Forest Service at Camp Shelby, Mississippi.

After successfully meeting the initial Integrated Natural Resource Management Plan (INRMP) requirements in accordance with the SIKES Act, the ARNG began reviewing and updating ninety such Plans. Most of the updates were to be due by November 2006. In addition, seventeen new INRMPs had been added since they met Army criteria. All plans required public review and

extensive coordination with, and the mutual agreement from, the U.S. Fish and Wildlife Service (USFWS), plus State Fish and Wildlife agencies.

The ARNG Cultural Resource team continued to conduct successful regional tribal consultation workshops in FY 2005. They were held in North Dakota. Since 2000, ten workshops have been sponsored by the ARNG, contributing to positive Federal to Indian intragovernmental relationships.

A new species of freshwater fairy shrimp was discovered by an ARNG biologist at Orchard Training Area, Idaho and peer reviewed in the *Journal of Crustacean Biology*. It was thought to be the first time that a new species had been discovered and authorized by natural resources staff on a military installation.

Also of note, ARNG personnel coordinated acquisition of high-resolution aerial imagery for 32 ARNG training sites. A companion action was ARNG coordination of a total inventory of the National Geospatial Data Repository (NGDR) meant to identify data gaps and prioritize data collection. From this inventory the entire ARNG Geographic Information System (GIS) Team formulated a data collection process to fulfill a "Common Installation Picture" (CIP) of 138 federally supported Guard sites. The process was based on the NGDR Quality Assurance Plan, which specifically defined data layer requirements. The GIS Team also developed and deployed the GuardMap Internet Mapping Service, making the NGDR available on-line to non-GIS users for planning and analysis purposes. In addition, the Team supported mapping requirements for hurricane planning, operations and recovery efforts on the Gulf Coast.



The ARNG executed two Army Compatible Use Buffer agreements using the authority under 10 U.S.C. 2684A. The Compatible Use Buffer program has facilitated land use agreements providing a buffer zone around training lands to promote sustained military training. As additional adjacent properties became available, additional real property agreements were executed at Camp Ripley, Minnesota, and Camp Blanding, Florida.

## CLEANUP

Using the Army's new Compliance Cleanup strategy, to which ARNG personnel made significant contributions during development, the Environmental Programs Division (NGB-ARE) implemented a plan to ensure accurate reporting of regulatory cleanup liabilities. It also saw that appropriate measures were in place to minimize human health risk and to provide environmental protection during cleanup.

During the fiscal year, the ongoing cleanup at Camp Navajo, Arizona, saw considerable progress. The Division, working with the Army, the Arizona National Guard, environmental regulators, and the public, agreed upon the cleanup effort needed to restore land previously used for decommissioning explosives. The cleanup work began and progress was made toward restoration goals.

The Impact Area Groundwater Study Program (IAGWSP) at Camp Edwards, Massachusetts, reached a turning point during FY 2005, with requirements leveling out and staying within budget. The IAGWSP continued to be managed by the Army's Environmental Center.

## COMPLIANCE

A representative from NGB-ARE's Compliance Branch visited the Louisiana ARNG to assist and conduct damage assessments after Hurricane Katrina hit the Gulf Coast. The hurricane's environmental impact on Louisiana Guard facilities was most prevalent at Jackson Barracks and the Lakefront Army Aviation Support Facility (AASF). The area was surveyed for hazardous material spills, and soil sampling was conducted.

The ARNG staff conducted Environmental Performance Assessments (EPAS) for 12 Installations in FY 2005 in addition to visiting approximately 421 Army Guard facilities. The top five environmental statutory findings were related to Air Emissions; Hazardous Waste Management; Petroleum, Oil, and Lubrication Management; Solid Wastes Management; and Wastewater Management.

The ARNG became the first within the DoD to field an Installation Corrective Action Plan (ICAP) mobile application that allowed personnel to manage and maintain their Plans on handheld devices while in the field during follow-up assessments or site visits. This was another major breakthrough for the Guard as it continued its development of the Windows Compliance and Assessment Software (WINCASS) and Web Compliance Assessment and Sustainment System (WEBCASS) applications.

The ARNG also supported States and Territories in meeting the Safe Drinking Water Rules requirements. That included rules for Stage 2 Disinfectants and Disinfectants Byproducts, Long Term 2 Enhanced Surface Water Treatment, and Water System Vulnerability Assessments. Support was also given for



preparation for the underground storage tank (UST) compliance act data call and for adherence to the UST compliance act requirements.

The Division was able to report consistent success in making the switch from the solvent-based chemical agent resistant coating (CARC) to the water dispersible version. During the fiscal year, the ARNG spread use of the water dispersible CARC to 46 facilities covering 38 states. Implementing this initiative allowed the Army Guard to reduce its environmental footprint through the reduction of air emissions by almost two-thirds, while at the same time increasing its painting production.

Assistance continued to be provided to the field in regard to executing and tracking the disposal or reutilization of hazardous and non-hazardous wastes and materials. This was accomplished by moving the stand-alone user-based ARNG System (U-BANGS) application to a web-enable U-BANGS application. This initiative was meant to provide a tracking system that would be more powerful, more responsive and user friendly to the customer. The new system was also seen as easier to maintain, access and train on.

## REQUIREMENTS AND ANALYSIS

The ARNG achieved an outstanding performance in regulatory compliance with only eight new regulatory enforcement actions (ENFs) (five less than reported in FY 2004). The pace of regulatory inspections remained high with 103 inspections being conducted in FY 2005.

The ARNG Environmental Awards program gained steady momentum during the fiscal year with Fort Custer and Camp Ripley receiving DA recognition for the Army Environmental Security Award. Camp

Ripley went on to win at the DoD Security Award level for overall achievement as the Natural Resources Conservation Team.

Environmental resourcing went through a major shift in business practices as DA implemented the Environmental Cost Standardization (ECS) model to generate environmental requirements for the Program Objective Memorandum (POM). ARNG contributes data to this model while also focusing on budget execution.

## COMPTROLLER

Fiscal year 2005 caused the Army Guard leadership to often comment, "This is not the year to be timid." It proved to be the most challenging fiscal year since the events of September 11, 2001, due to required force sustainment on many fronts. The ARNG mobilized more than 102,000 Soldiers for combat in Iraq and Afghanistan in support of the Global War on Terrorism GWOT). In the U.S., soldiers were needed for forest fire missions, force protection missions, as well as relief and recovery operations for Hurricanes Katrina and Rita. These events resulted in the deployment of more than 50,000 Guard personnel on our home front.

Much of the ARNG's success in accelerating readiness for deploying forces was partially due to accurately predicting the optimum leverage time based on deployment schedules, but more importantly, to GWOT financing methodology. Resources were appropriated in the base budget as the ARNG developed and defended the very real issues of supplemental funding.

Of the original \$618 million approved in the supplemental, the majority (\$429 million) was arrayed



in the National Guard Personnel, Army (NGPA) appropriation in accordance with initial planning assumptions. Congress subsequently approved the realignment of over \$328 million of the supplemental into the Operations and Maintenance, Army National Guard (OMNG) appropriation.

While balancing the budget remained a top priority, the ARNG financial community had to balance that goal with providing pay support for mobilized Soldiers. United States Property and Fiscal Officers (USPFOs) witnessed numerous Guardsmen deployed throughout FY 2005 and therefore, had to augment their work force with contract support to meet fiduciary responsibilities. Delays were experienced in new Department of Defense pay and personnel systems such as the Defense Integrated Military Human Resource System (DIMHRS) and the Forward Compatible Pay (FCP) System. To help mitigate those delays, the ARNG partnered with members of the USPFO Advisory Committee and the Resource Management Improvement Committee to begin initial testing of myUnitPay. A web-based application, it replaced the Inactive Duty Training (IDT) and Active Duty modules of the ARNG pay system. The USPFO for Michigan supported the first software-acceptance test in September and myUnitPay was successfully used to pay IDT. Based on that success, myUnitPay was also used to provide pay support for the USPFO of Louisiana when his operations were devastated by Hurricane Katrina.

The two hurricanes that struck the Gulf Coast region brought their own set of fiscal challenges. First responders for Hurricane Katrina were ordered to State active duty in accordance with existing Emergency Management Agency Compact agreements. The need for additional forces was quickly recognized, so Congress approved two ARNG supplemental requests totaling \$456.4 million.

It also provided a general transfer provision to enable Services to reprogram excess funds which would have otherwise expired on 30 September.

## **OPERATIONS AND MAINTENANCE, ARMY NATIONAL GUARD (OMNG)**

The OMNG Appropriation has funded the operational, logistical, and administrative support for ARNG forces. In addition to direct support to units, this appropriation has provided for ARNG administration, communication, supply activities, transportation, and depot maintenance. The FY 2005 Presidential Budget request of \$4.441 billion supported a civilian end-strength of 27,187 with \$1.649 billion for pay and benefits. The remaining \$2.792 billion funded operations and maintenance, repair of equipment, and facilities. Congressional adjustments increased funding by \$1.7 million, bringing the total appropriation to \$4.442 billion. Several reprogramming and supplemental actions were required during the year as a result of wartime and natural disasters, providing a total obligation authority of \$4.892 billion at the end of FY 2005.

## **NATIONAL GUARD PERSONNEL, ARMY (NGPA)**

The ARNG trained and deployed more than 76,000 Soldiers in support of the GWOT during fiscal year 2005. ARNG Soldiers supported Iraqi Freedom as well as other contingency operations in southwest Asia, and responded to the need for Hurricane Katrina and Rita disaster relief. Throughout FY 2005, the federal mission of the ARNG remained to provide ready units with trained and proficient



Soldiers. The FY 2005 budget continued to simultaneously emphasize manning and training the current force and transforming to a future force.

The President's Budget of \$5.951 billion supported an end-strength of 350,000. Supplemental adjustments to the GWOT, tsunami relief, and hurricane disaster support resulted in a final total obligation authority of \$6.379 billion.

## **MILITARY CONSTRUCTION, ARMY NATIONAL GUARD (MCNG)**

The MCNG Appropriation of \$446.7 million funded 49 projects, including \$399 million for major construction, \$38.5 million for planning and design, and \$9.2 million for unspecified minor construction. The FY 2005 MCNG Appropriation funded the following major construction projects: eighteen readiness centers, seven maintenance facilities, four Armed Forces reserve centers, four training site facilities, one wastewater project, eight range-type projects, and seven Army aviation facilities.

## **PAY OMBUDSMAN**

Thousands of pay problems for mobilized Soldiers were prevented each month due to a comprehensive daily review of all mobilized pay accounts prior to, during, and after mobilization. The ARNG received and resolved approximately 4,000 inquiries monthly from soldiers and family members through the Pay Ombudsman Help Desk toll-free number and email address. More than 200,000 copies of the Citizen Soldier's Guide to Mobilization Finance were distributed to soldiers and families preparing for mobilization. Additionally, pay processing for soldiers on Medical Retention Program, Contingency

Operations Temporary Tour of Active Duty, and Extended Active Duty were centralized, streamlining a previously cumbersome process.

## **PERSONNEL**

The operational tempo of the Personnel Policy and Readiness Division remained high in 2005 as it worked hard to continue to meet the demands of the GWOT as well as providing support for homeland security missions and disaster relief. Increased use of the Army National Guard raised personnel issues not encountered since the mass mobilizations of the National Guard for World War II. The Division continued to work with the States, the Department of the Army and other agencies to provide policies which allowed the Citizen Soldiers of the Army National Guard to focus their efforts on continuing to accomplish all assigned missions.

## **OFFICER ACCESSIONS AND RETENTION**

In FY 2005 the ARNG continued to benefit from the Officer Policy Section's policy formulation, program development, and attrition trend validation. The shortage of company grade officers continued to be a challenge across the entire Army. In an attempt to decrease company grade officer losses, the ARNG initiated a Process Action Team (PAT) to study ways to reduce the company grade officer shortage. Congress also authorized an increase in the level of bonus payments for company grade officers who would join the Guard, either through initial appointment or transfer from another Army component (USAR or active Army).



A large percentage of ARNG lieutenants were non-selects for promotion to captain due to the 4-year baccalaureate degree requirement. To combat this problem, the ARNG established the National Guard Education Support Center (ESC) at the National Guard Professional Education Center in North Little Rock, Arkansas. Although the ESC worked with all officers and enlisted personnel to develop individual programs of study geared to degree completion, it was specifically tasked in 2005 to focus on getting more lieutenants educationally qualified. A two-year waiver of the degree requirement for promotion to captain continued to be available to allow those officers without degrees to be considered by a DA mandatory board as if they had a degree. This program gave an officer an additional two years to complete the degree requirement in order to be promoted.

## WARRANT OFFICER PERSONNEL

During the fiscal year the Army National Guard continued to address challenges in warrant officer management. Current and projected vacancies continued to outpace the ability to access qualified personnel under existent policies. Addressing the declining strength within technical specialties, the ARNG continued to pursue other alternatives to mitigate the shortfall in warrant officer strength. FY 2005 saw the initial class of Warrant Officer Candidate School (WOCS) conducted at ARNG Regional Training Institutes (RTI's). The initial course was to produce over 100 new warrant officers for the ARNG. However, this initiative did not preclude the percentage of fill of Technical Service warrants remaining a critical issue, impacting operational readiness.

## ENLISTED PERSONNEL MANAGEMENT

The Enlisted Policy Section continually staffed personnel management issues through the Military Personnel Management Offices, State Command Sergeants Major, and subject matter experts from the field. This resulted in the creation of draft policy/programs to improve enlisted soldier professional development and opportunities within the ARNG. For example, policy revisions for ARNG personnel procurement were updated and published in FY 2005. It should be noted the revision of enlisted personnel management policies was a constant consideration.

The Section was also intimately involved in the Army initiative for restructuring occupational specialties to align with officer occupational codes. The ARNG emphasized career management policies to minimize turbulence for its soldiers. The operational tempo (OPTEMPO) with its corresponding increased mobilizations and pending demobilizations resulted in the need to formulate deployment-related policies concerned with benefits, rights, medical, and family member issues. Actively involved with all mobilization and demobilization issues, the Section successfully resolved many of the problems of deployed ARNG Soldiers.

## PERSONNEL REGULATION BRANCH

In 2005 the Personnel Regulation Branch continued its task of updating National Guard Regulations (NGRs) that pertained to personnel matters, along with writing and reviewing policy letters and memoranda. Additionally, members of the Branch



continued working with members of the DA Staff to incorporate applicable portions of NGRs into Army Regulations (ARs).

## **PERSONNEL READINESS AND DEPLOYMENTS**

The Personnel Readiness and Deployments Branch (RD) was established in November 2002 in response to personnel issues resulting from Army National Guard unit mobilizations. The Branch has consisted of two sections: the Personnel Readiness Section and the Mobilization Policy Section. The Branch's mission has been to promote ARNG personnel readiness to meet mobilization requirements. The Branch continued to work hard on mobilization policy and readiness issues. In FY 2005, among the many policies and programs that the Branch was instrumental in drafting, revising, coordinating and establishing, was the ARNG Personnel Policy Guidance (PPG) (as a Chapter within the DA PPG) plus the ARNG Push and Pull Replacement Policy. The Branch also was the focal point for many mobilization policies. These included ARNG replacements in Theater, RC Unit Stop Loss, Mobilization and Demobilization, Contingency Operations Temporary Tours of Active Duty (COTTAD), Individual Ready Reserve (IRR) utilization, Rear Detachment Operations, the Civilian Employer Information Program, the Patient Tracking System website, and the Disaster Relief PPG. These policies/executions had a direct impact on the well-being of Guardsmen and their family members.

In response to the many personnel mobilization issues that surfaced during unit deployments, the Readiness Section analyzed mobilization issues and their effect on soldiers. The Section also worked hand-in-hand with the Operations and Readiness Divisions, providing timely personnel readiness information/

assistance and cross-leveling recommendations/guidance to units to fulfill mission requirements for mobilization/deployments. With the growing number of ARNG unit mobilizations, the RD remained committed to unit personnel readiness and strived to provide the latest policy and personnel readiness information.

## **FULL-TIME REQUIREMENTS**

The Requirements Branch (ARH-R) supported the readiness of the ARNG by determining valid Full-Time Support requirements through management engineering initiatives, as well as publishing valid Manpower Staffing Guides and the ARNG "Blue Book" Staffing Guide. During the fiscal year, the Branch completed manpower studies for the Information Technology Support office at the Joint Force Headquarters State (JFHQ-ST) and for the logistic functions of the ARNG Training Centers. The ARNG manpower study methodology and final report format was updated and approved by the Army's Manpower Analysis Agency. Many new initiatives were started in FY 2005 fiscal year to be concluded In FY 2006. Such was the re-validation of the RC full-time support model used to determine requirements for modified table of organization and equipment (MTOE) force structure, the medical detachment support functions, and an update to the Regional Training Centers algorithms methodology.

## **PERSONNEL SYSTEMS**

The Army Guard Personnel Division accomplished a vast amount of work behind the scenes in support of various ARNG operations and soldiers worldwide. Each Branch within the Division ensured specific initiatives were handled with eagerness and enthusiasm, especially during a time of war.



## PERSONNEL SYSTEMS QUALITY ASSURANCE AND DATA CLEANSING

The Army Guard Quality Assurance process was set up to identify any problems with the migration of legacy system data from the Standard Installation/Division Personnel System (SIDPERS) to the Defense Integrated Military Human Resources System (DIMHRS). The Data Cleansing Team (DCT) mission was to review error conditions and validate current data conditions within the SIDPERS database. In the process, all States and Territories were to receive periodic site visits. Migration of data included SIDPERS-ARNG, JUMPS Standard Terminal Input Subsystem (JUSTIS), Retirement Point Account Management (RPAM), and Officer Evaluation Report (OER) systems. The goal was to ensure accuracy of the data in each of the States and Territories and to support the migration of SIDPERS to the Oracle 10g operating system.

sections on continued data error recognition, prevention, and correction. During phase III, the teams and States sought to sustain data integrity and accuracy at the State level. Continued training efforts as seen as remaining one of the biggest challenges. Data cleansing teams committed to work to ensure legacy systems data migrated successfully to DIMHRS.

## DIMHRS FOR PERSONNEL AND PAY

DOD developed DIMHRS to provide modern human resources support for the Armed Forces, with the capability of an enterprise personnel and pay solution, using commercial off-the-shelf software. The Army National Guard G-1 stated its commitment to transforming the personnel strategic and operational policies, programs, and procedures for all members of the Army National Guard. DIMHRS was a critical enabler in support of that vision. When fully implemented, DIMHRS was projected to be the largest personnel and pay system in the world. With Army Guard Soldiers deployed all over the globe, the requirement for an integrated personnel and pay system became a necessity. An advantage of DIMHRS (Pers/Pay) was its global accessibility.

As part of an Army 2005 program assessment review, the Defense Business Systems Management Committee acknowledged DIMHRS as a viable solution to the Defense Department's personnel and pay problems. As a result, OSD transferred DIMHRS program implementation from the Navy PEO-IT to the Defense Business Systems Acquisition Executive, part of the new Defense Business Transformation Agency (BTA). The BTA was to integrate all the Department's business transformation activities, in the process providing

In the support of DIMHRS, State data cleansing was incorporated in three phases. In phase I, a team of two data cleansers visited each military personnel office, using error reports and SIDPERS QA reports, as related to personnel and pay systems. Teams assist the G1/SIB Chief or a designated representative performing SQL edit corrections in SIDPERS database. Data Cleansing Teams focused on DIMHRS/PeopleSoft data requirements and provided error reports of legacy system data to each State. In phase II, teams reviewed the remaining errors within the legacy system and analyzed processes that contributed to data errors. Based on continual Data Mapping Identification, States then were scheduled for a second site visit. The second visit was predicated upon errors that remained after the initial visit. Teams updated data conditions and provide training to SIDPERS data management



consistency and continuity to the business process re-engineering and core business mission activities of the OSD Principal Staff Assistants. The Agency was to manage Enterprise-wide standards for integrated personnel and pay.

The decision required the Army to continue implementation of DIMHRS while refining cost and schedule estimates for its completion. A new governance structure was in the process of development, to include a Service-specific manager to implement DIMHRS in the Army. The Army projected DIMHRS deployment to begin in March or April 2008.

### ***Interactive PERSONNEL ELECTRONIC RECORDS MANAGEMENT SYSTEM (IPERMS)***

The Army National Guard's iPERMS is a web-based system using digital imagery to store and retrieve personnel records (scanning paper files into electronic images.) This state-of-the-art system provided seamless records management capability throughout the Army (Guard, Active Army, and Army Reserve), enhancing mobilization and personnel readiness. The record system was first loaded with officer records, with conversion of all enlisted records projected for March 2006.

Various interface requirements regarding the new iPERMS system were in the development phase during FY 2005. Those requirements included Military Personnel Office (MILPO) Orders, Retirement Point Account Management (RPAM), Army Recruiting Information Support System (ARISS), Automated Selection Board System (ASBS), plus the Department of Army Photo Management

Information System (DAPMIS). Phase II of ARISS interface (images into iPERMS) was to be implemented by February 2006.

With Soldiers deployed worldwide, the necessity for a Total Army records management solution became paramount. The "paperless" innovations initiated within the Army National Guard are vital to Personnel Transformation.

### ***ELECTRONIC BOARDS VOTER APPLICATION SYSTEM***

The Army Guard successfully initiated the process of streamlining all NGB promotion consideration boards through the use of a stand alone voting application. This application involved the electronic transfer of candidates' promotion files from iPERMS to the NGB Voting Application system. This system simplified and minimized the amount of the time needed to conduct the board's process. Board members were able to review all relevant consideration files with the ease of push button screening and could vote on applicants using a point system which categorically tallied and computed votes based on board member recommendations. This improvement alone reduced the board process time by one third and in some cases, made more significant time reductions. Introduced in the 4th quarter of FY 2004, this new system has more than proved its worth.

### ***LINE OF DUTY (LOD) AND INCAPACITATION PAY (INCAP)***

In FY 2005, the ARNG automated LINE OF DUTY (LOD) processing system became operational and ready to process cases. The system automated the LOD process, tracking the status of each informal



and formal LOD through the appropriate higher Headquarters to its completion. The LOD system was developed to provide commanders, personnel officers, and leaders at all Guard levels a web accessible, comprehensive, user-friendly tool that facilitated the conduct and management of LOD actions. It provided a means to collect data relating to injuries, illnesses, diseases, and it generated the documents for reports of investigations. The system also included a user feedback system featuring a comments area, e-mail, and a help desk contact phone number. The Personnel Division encouraged the States to begin utilizing the LOD application to the fullest extent possible. Such utilization was to provide the basis for developing new reporting parameters and making modifications to the system.

The NGB leadership was confident the LOD system would provide management at all levels with an improved tool to administer and manage LOD determination, incapacitation pay, medical care, and safety programs. The new system was a significant improvement in the oversight of a \$16 million annual incapacitation pay budget, and afforded a savings potential on soldier care expense (\$54 million annually) by providing physical examination processing and testing. Utilization of the LOD system was deemed essential to improved documentation of injury/illness/disease conditions and improved management of soldier care.

## **CIVILIAN EMPLOYMENT INFORMATION (CEI)**

The Civilian Employment Information (CEI) program has functioned as a DoD mandated program requiring unit commanders to collect and input CEI into the Guard and Reserve Web Portal. The ARNG achieved the 95% DoD mandated

compliance by 30 Nov 2005, but the compliancy level was raised to 97% by the Deputy Assistant Secretary of the Army for Human Resources.

Division personnel began conducting weekly teleconferences in CY 2005 and were slated to do so until all States and Territories attained the mandated 97.0% compliancy level. The first sustainment initiated was to implement a CEI 'Pop Up' Screen on 'My Pay' Website. Video-teleconferences were held with the Office of the Secretary of Defense (OSD), the Defense Finance Accounting System (DFAS), the Defense Manpower Data Center (DMDC), the United States Army Reserves and the Army G1 to discuss expected outcomes, to identify requirements, gain commitment to sharing the cost of implementation and to agree on timeliness for implementation. A Planning and Action Team (PAT) team was established to work on issues such as accuracy and timely reporting, improve reports available by UIC on the Web site, resolve the issue of real-time data versus data processing, and coordinate all new releases of CEI file formats.

## **EARLY IDENTIFICATION (EID) FOR TRICARE BENEFITS**

Section 703 of the National Defense Authorization Act for Fiscal Year 2004 provided "early" access to TRICARE medical and dental benefits for members of the Reserve Component (RC) activated in support of a contingency operation for more than 30 days. Access was also made available to family members. Benefits under this program became available on 6 Nov 2003.

Early medical benefit eligibility for soldiers of alerted units and their families translated to 90 days of TRICARE benefits prior to mobilization. Such eligibility did not require a TRICARE card. The EID process started when the Personnel Division added



the mobilization data and unit membership to the Early Eligibility database. The state was responsible for establishing eligibility for those families by validating the soldier's unit membership on the GKO-Early Eligibility for Medical Benefits web site.

It was projected that in FY 2006 States would go to a redesigned application using Guard Knowledge Online (GKO) to report and maintain eligibility information. The goal was to provide additional functionality to the States and Territories and to make the soldier validation process more efficient, to include minimizing data errors and duplicate records.

### **PERSONNEL SERVICES DELIVERY REDESIGN (PSDR)**

Personnel Services Delivery Redesign (PSDR) ensured personnel service support, personnel accounting and strength reporting, readiness management, information management and system accesses was made available at the lowest possible level. PSDR was to be embedded with the commander and the individual Soldier. Postal operators, R5 (reception, replacement, return to duty, R&R redeployment), and casualty support were to be structured to support the commander, but concentrated at theater-level. PSDR leveraged web-based systems, connectivity, and bandwidth to support the expeditionary Army.

### **AUTOMATED SELECTION BOARD SYSTEM (ASBS)**

The ARNG was the only component in FY 2005 that did not have an automated board solution. NGB initiated efforts with the DA Secretariat and developers to modify the existent Army solution to meet the unique functional and technical

requirements of the National Guard. Requirements were to be finalized by March 2006. The ARNG was to use the Army ASBS system as the baseline for the Guard SBS system. The projection for full operating capability of an ASBS solution was the 1st Quarter, FY 2008.

### **HURRICANES KATRINA, RITA AND WILMA**

The ARNG Personnel Division responded quickly to provide full-spectrum personnel support to states impacted by the series of devastating hurricanes that struck the southern United States beginning in August 2005. The challenge was further complicated by the redeployment of over 10,000 National Guard Soldiers supporting Operation Iraqi Freedom who were preparing to return home to the disaster areas.

The Division collected daily personnel situation reports from Task Force Care in Louisiana, Task Force Tiger in Kuwait and from each state providing support to the disaster areas. These reports were consolidated into a daily report for National Guard senior leadership and staff. With a focus on caring for soldiers, the Personnel Division provided updates on eligibility for TriCare benefits and Safe Haven policies, and assisted in tracking requests from Soldiers unable to make initial contact with immediate family members. The Personnel Division also tracked the number of individuals being sheltered in National Guard facilities.

In addition, the Personnel Division provided staff officers and NCOs to support G1 operations on the NGB Hurricane Crisis Action Team. This team provided support to states directly impacted by the Hurricanes and to those states providing 24-7 support until the crisis was resolved.



# STRENGTH MAINTENANCE DIVISION

## END-STRENGTH

In FY 2005 recruiting and retaining Soldiers for the ARNG during wartime proved to be a challenge. The continuing Global War on Terrorism, to include Operation Iraqi Freedom, presented constraints on the ARNG wartime recruiting posture that was desirous of expanding into all market/populations, as necessary, to meet the end strength mission. The ARNG finished the year at 95.2% of the manpower program end strength objective of 350,000, with 333,177 assigned as of 30 September 2005.

## ACCESSIONS

The Army Guard's fiscal year recruiting production was 80% of mission (63,000) translating to 50,219 enlistments with a 55%/45% Non-Prior Service/Prior Service split. Although the ARNG under executed, it should be noted that accessions in September 2005 were 98% of mission and exceeded the levels achieved in September 2004. That trend of raw accessions was expected to carry over into FY 2006 as the ARNG continued to make up end strength shortfalls to offset losses. The goal was to meet the congressional-directed end strength of 350,000. The net increase in end strength for September was the third consecutive month of net increase, not experienced since FY 2003. Numerous high school and college programs had been developed to assist Recruiting and Retention Non-Commissioned Officers (RRNCO) in penetrating the non-prior service recruiting market. They were as follows:

**Career Direction.** Career Direction continued to be a comprehensive career guidance program supported by a student workbook, a self-scored interest inventory, web-based student reports, and valuable counselor advisement. It was designed to be presented in the high school classroom and has been used in all 54 states and territories. The program "softened" the target audience and allowed RRNCOs to develop relationships with high school educators and students. That crucial relationship was the key to access to the non-prior service population. Career Direction was a win-win situation for both the education community and the ARNG.

### **ARNG You Can School Program (YCSP)/GEAR (Guard and Educators Achieving Results).**

The YCSP consisted of 30 dynamic, multimedia presentations designed for the high school classroom. Subjects focused on life betterment, health, social well-being, citizenship, and disaster preparedness. The program was also used in all 54 states and territories and contributed to a good relationship with the education community.

**"Step by Step to Success" Closing Tool.** The "Step by Step to Success" closing tool was designed to assist non-prior service applicants, their parents and RRNCOs during the final stages of enlistment. The product focused the applicant on accepted benefits of enlistment and continued service in the ARNG. This pilot program was implemented in four states during FY 2005. By providing a folder which served as a repository for an applicant's copies of various military records, the enlistee had a constant reminder of Guard benefits. The program's implementation phase was to take place in FY 2006.

**ARNG GED Plus Program.** This program provided an immediate enlistment option to Guard applicants who had not completed high school. The stipulation was that enlistees had to complete



their GED prior to initial entry training. The GED could be acquired online or via a residency program located at the Professional Education Center, Camp Robinson, North Little Rock, Arkansas.

**Marine2Green.** First initiated in FY 2005, this program targeted current active duty Marines and Navy personnel for enlistment into the ARNG. California, Virginia, North Carolina and Florida participated in the pilot program.

**ARNG Helmets to Hardhats(H2H).** H2H, a proprietary Internet-based technology, used various marketing and field recruiting activities to fast track Army Guard soldiers into high paying careers with 82,000 construction companies. The focus was on prior service military with Guard potential to participate in military-to-private careers.

#### **ARNG Operation About Face Program.**

This ARNG diversity recruiting initiative and community outreach program was designed for both in-school and out-of school youth. It provided intensive independent living and employability skills training followed by job placement. In the process, participants were well informed about ARNG opportunities and benefits. Approximately 60% of About Face graduates expressed interests in the ARNG. Program locations for FY 2005 were Florida, New York and Hawaii.

## **OFFICER ACCESSIONS**

The ARNG continued to be critically short of company grade officers. NGB-ASM was the Officer Strength Manager (OSM) proponent and administered programs to Soldiers who desired to become commissioned officers, along with those programs designed to accomplish the fiscal year officer accession mission.

Specifically, those programs included the State Officer Candidate School (OCS) (All eligible enlisted soldiers were provided with information pertaining to the benefits, responsibilities, and opportunities to attend the State OCS program; States/Territories identified soldiers who received board approval to attend the program); the Federal OCS / NGB Accelerated OCS (Candidates are selected by the states and available to all qualified enlisted soldiers); the Direct Commission Program (a very selective program of awarding Direct Commissions to the "best-of-the-best" NCOs); the OCS Enlistment Option (States could recruit individuals whereby they attended the State OCS program upon completion of basic combat training); Prior Service Officer Accessions (States established prior-service company grade officer recruiting goals upon guidance from NGB; Full-Time Recruiters provided leads to the state Officer Strength Manager for follow-up); Silver Siege (developed in FY 2005, it used ARNG officers to recruit transitioning active component soldiers, along with targeting enlisted soldiers that might qualify for warrant officer candidate school or officer candidate school; RC transitions increased 30% within 30 days of implementation and was to be continued and expanded in FY 2006); Operation Warrior Forge (also new to FY 2005 it emphasized recruitment of MS-III cadets at ROTC Advanced Camp, Fort Lewis, WA – 30 states participated); Doctor/Dentist/Chaplain Media Campaign (stressed placing ARNG advertisements in high density areas and in specified medical and religious journals); Old Docs Campaign (using Secretary of Defense Mandatory Service Obligation (MSO) waivers, Presidential appointments were granted to qualified older physicians with critically needed war time skills that were good for two years); and the Chaplain Recruiting Program (focus was on Branch Qualified Chaplains and Chaplain Candidates).



## RETENTION AND ATTRITION

Recruiting and retaining Soldiers for the ARNG continued to prove to be a challenge during wartime. The ARNG leadership authorized an additional 500 Active Guard Reserve (AGR) RRNCOs to support the National Guard strength maintenance programs. The ARNG exceeded the overall FY 2005 Retention goal at 103.8% and exceeded the 2% GAO standard for No Val Pay at 1.8%, a historically high participation rate. The ARNG implemented retention and attrition programs to minimize the projected attrition impacts of the 12-18 month mobilization cycle. Additional command emphasis in the areas of attrition kept the loss rate low -- 19.1% by the end of the fiscal year, only slightly above the ARNG goal of 18%. That reduced loss rate, together with success in retaining quality, trained soldiers, enhanced the ARNG's overall readiness posture in FY 2005.

ARNG success in reducing attrition was attributed to an increased command emphasis on existent attrition programs on attrition management at all levels. This focus, coupled with special programs specifically designed to target possible attrition caused by deployments, contributed to reducing unprogrammed losses in FY 2005.

**Retention Programs.** The Director's Strength Readiness Overview (DSRO), used in FY 2005, is a web-based visibility tool providing State and Unit leaders with a current overview of their strength readiness posture and deploy ability. It also has provided tailored briefings from State/Territory to division to battalion level, an e-mail subscription service for proactive leadership "push" reports, historical data, and other information leaders could utilize to enhance their retention programs. Also used were the Retention Now Sustainment Training Modules. This comprehensive, hands-on approach

to promoting retention gave unit leaders the cutting-edge tools they needed to assess unit retention issues, develop a focused retention strategy, and conduct targeted sustainment training.

Another extensively used program was the Trust Empowerment Attitude and Motivation (TEAM) Mobilization. It provided leadership with the skills and awareness to retain deployed soldiers from pre-mobilization to reintegration by means of enhanced deployment leadership and family readiness. The program also set the conditions for the successful implementation of the TEAM Mobilization Modules through leader training and certification. Those series of customizable modules consisted of Pre-deployment Leadership, Deployable Sustainment, and Unit Reintegration training. They encompassed essential mobilization leadership factors and soldier/family care issues based upon lessons learned from ARNG post-mobilization studies and feedback.

**Attrition Programs.** The Recruit Sustainment Program (RSP) continued to be used in FY 2005. Its intent was to prepare newly enlisted soldiers for the rigors of Initial Entry Training and keep them motivated during their Guard service. States utilized the RSP to train and prepare soldiers for basic and advanced training, to reduce losses, and to indoctrinate recruits from oath of enlistment to acquisition of Duty Military Occupational Specialty Qualification (DMOSQ). The Soldier Empowerment and Readiness (SEAR) curriculum was also used to enhance RSP training. High-quality soldiers were used to fill key RSP cadre positions, and unit interaction with the RSP was encouraged to instill pride and esprit de corps.

ARNG attrition training was integrated into unit Yearly Training Calendars (YTC) to ensure execution was conducted to standard, and with maximum participation. States and territories



utilized the Retention Now train-the-trainer process to certify Recruiting and Retention Commands (RRC) and their unit instructors. The goal was to integrate Retention Now training into Professional Development Programs, Annual Strength Maintenance Training and other unit training programs. The process ensured that all RRC personnel and key leaders understood the Retention Now program and its components and could employ it with the appropriate target audience. It was to function as a component of the sponsorship, mentoring, and new soldier indoctrination process.

Both Attrition and Retention Feedback Surveys were easy-to-administer, web-based feedback tools that allowed state and unit leadership in FY 2005 to assess their command climate, recruit preparation and Recruit Sustainment Program (RSP) effectiveness. By identifying soldier and family member issues during mobilization, they were able to develop programs that enhanced unit readiness, deployability, and family care.

## ADVERTISING

In FY 2005 the ARNG continued to execute the advertising and marketing campaign, titled "American Soldier." While impossible to ignore the onset of combat in the Middle East and the deployment of Army National Guard Units to the front, a major shift occurred on the focus and tone of marketing and advertising for recruiting purposes. While incentives of the past, such as patriotic motivation and the soldier's Creed, continued to maintain a high priority, there was a transition to an emphasis on the Citizen aspect of the "Citizen-Soldier." This new marketing campaign sent a fresh message to potential recruits; one that spotlighted the call of their local communities. It featured a State-focused force that emphasized marketing messages found within the acronym TEAMS: Training,

Education, Adventure, Money, and Service. Such a community-based pride became tangibly evident in radio and television advertisements, along with newspapers and magazine ads.

## TRAINING

The Army National Guard Training Division continued to meet the Director of Army National Guard's Duty Military Occupational Specialty Qualification (DMOSQ) target for readiness. In FY 2005, the ARNG achieved 80.2% DMOSQ with a projection for 85% DMOSQ in FY 2006. The DMOSQ achievement was noteworthy considering the on-going demands of Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) within the CENTCOM AOR. In support of the DMOSQ goal, the Training Division continued implementing the Army National Guard Readiness Improvement Program (ARIP). Comprised of retired soldiers embedded nationwide, the team ensured all states had the correct policies, procedures, and training to maintain the level of soldier readiness needed during the Global War on Terrorism (GWOT).

In order to improve readiness of ARNG Military Intelligence Units, the Division developed the companion Military Intelligence Readiness Improvement Program (MIRIP). The MIRIP was also comprised of retired Army soldiers that facilitated the assignment of MI DMOSQ Soldiers to intelligence positions within the Army Guard. Through the MIRIP team's effort, 45 MI Soldiers were assigned to Guard intelligence positions during the program's first year (FY 2005). That equated to over \$4.3M in cost avoidance dollars for the ARNG. In addition, the MIRIP contributed to raising the MI DMOSQ rate from just over 55% to just under 70%.



The Training Division, in coordination with the United States Army Reserve (USAR) and the United States Army Training and Doctrine Command (TRADOC) initiated The Army School System (TASS) Transformation in FY 2004. During the fiscal year, TASS underwent its first overhaul to meet training demands generated by GWOT and modularity. Traditional roles of the USAR (operating the majority of the combat support and combat service support training lanes) and the ARNG (operating the combat arms training lanes) had been assessed and determined to be incapable of meeting the wartime demands generated by GWOT. In September 2004, TRADOC agreed to include the ARNG in Transportation 88M, Military Police 31B and Military Intelligence instruction because existent TASS capability fell far short of requirements. The ARNG was to work closely with the USAR TASS to stand-up these additional capabilities, synchronizing efforts to ensure uniform training opportunities. TASS was to be defined by geographic location and density for USARC, ARNG and the Active Component (AC). Its transformation was to be designed to meet the future war-fighting and training demands as the Army transformed through Modularity.

### **TRAINING AID, DEVICES, SIMULATIONS AND SIMULATOR (TADSS) SYSTEMS DEVELOPMENT AND FIELDING**

Army National Guard units continued their OIF and OEF rotational deployments in FY 2005 and while deployed, conducted combat patrols and convoy operations in Up-Armored High-Mobility Multipurpose Wheeled Vehicles (HMMWVs), rather than in the assigned and MTOE-prescribed Bradley Fighting Vehicles and Abrams Main Battle Tanks. Keeping in mind the greatest threat encountered

by the ARNG units were from ambushes featuring employed Improvised Explosive Devices (IED), the NGB's Training Division continued its fielding of the *Virtual Convoy Operations Trainer* (VCOT). VCOT's purpose was to train soldiers how to safely and effectively conduct convoys and recognize IEDs. By the end of the fiscal year, the Bureau had fielded 14 systems and was preparing to field an additional 20 systems. VCOT system training significantly decreased the number of ARNG casualties received during IED attacks.

The VCOT system was improved in FY 2005 to include the fully operational UH-60 Door Gunner Trainer that allowed for aircrew integration into convoy operations. While the Trainer increased the training complexity for soldiers, it facilitated the necessary skill acquisition required to incorporate all systems available for convoy operations.

In addition to the VCOT system, the Army Guard continued to field a multitude of systems for the purpose of training soldiers to standard as economically as possible. Those systems included the Laser Marksmanship Training System (LMTS), the Engagement Skills Trainer (EST 2000), the Advanced Bradley – Full Crew Interactive Skills Trainer (ABFIST), the Full Crew Interactive Skills Trainer (AFIST), and the upgrade to the legacy Guardfist system, The Call-For-Fire Trainer (CFFT).

The LMTS and the EST 2000 were fielded to improve individual and collective marksmanship skills. The *Laser Marksmanship Training System* was specifically designed to be an integral part of a unit's well-rounded marksmanship program. This system was not intended to replace live fire, but its implementation was seen as a means of reducing the frequency of such training, in the process



maximizing the resources available to do so. Thereby the Guard hoped to reduce the number of live rounds used during initial, remedial, and sustainment training. The system could be used for developing and sustaining marksmanship skills, diagnosing and correcting problems, and assessing basic and advanced skills. It was thought this low-cost, easy-to-use, system had potential value to soldiers Army-wide. It already had demonstrated its effectiveness in identification of firers who needed additional instruction for the correction of problems. The LMTS looked to be a proven effective training device for incorporation into a unit's small arms training strategy.

The *Engagement Skills Trainer* simulated weapons training events leading to live fire, individual/crew served weapons qualification, initial and sustainment marksmanship training, static unit collective gunnery and tactical training, and Shoot/Don't Shoot training. In FY 2005 there were 454 EST 2000's fielded at 111 locations worldwide. An additional 130 systems were to be fielded in FY 2006 making for a total of 584 systems.

The *Full Crew Interactive System Trainer* systems were fielded to improve and practice Bradley Fighting Vehicle and M1 Tank crew skills. The ABFIST was an appended trainer with the capabilities to train any combination of crew members resulting in full crew precision gunnery. It appended to the M2A2 or M2A2 (ODS) Bradley Fighting Vehicle (BFV). The trainer could also be networked into Section and Platoon gunnery training. The instructional subsystem was IAW the Infantry Schools Advanced Matrix Instructional Subsystem. Additionally, the system trained Bradley crews in Urban Operations and offered digital play back to enhance After-Action-Reviews (AAR).

The AFIST XXI was an appended precision gunnery trainer with the capabilities to train any combination of crew members. It was the only precision gunnery, full crew trainer for Armor. The instructional subsystem was IAW FM 3-20.12 and was to consist of the Basic and Advance matrix movement/scoring and Gate to live fire tables that prepared the Tank crew for live fire gunnery. Additionally, the system also trained tank crews in Urban Operations.

The *Call-For-Fire Trainer* was a collective training system that provided a simulated battlefield for training Joint Fires Observers at the institutional and unit level. The system was transportable and provided for advanced distributed learning, simulated military equipment, virtual environments (urban, open, etc.), and Computer Generated Forces. Additionally, Modular-system architecture allowed for interrogations with other simulation systems, tactical equipment and Future Combat Training systems.

The ARNG will continue to leverage new and emerging technology to efficiently train Soldiers to meet State and Federal requirements.

## **SUSTAINABLE RANGE PROGRAM**

The Army National Guard Sustainable Range Program (SRP) was integral to the success of its Training Center support of pre-deployment training and involved modernization of twelve ranges to meet emerging needs of First and Fifth Armies. Deploying units and soldiers of all components were able to train with assigned weapons on Convoy Live Fire Ranges that provided the commanders with the realism and feedback for mission preparation. The Army Guard SRP also responded to the increased maneuver OPTEMPO of deploying units at ARNG Training Centers by increasing the Land



Rehabilitation efforts. Two mobile Urban Operations (UO) training facilities had been purchased to support soldiers conducting pre-deployment training at two mobilization stations: Camp Atterbury, Indiana and Camp Shelby, Mississippi. These facilities were to provide ARNG and USAR soldiers the opportunity to conduct realistic UO training prior to deployment. Also, the SRP hosted a workshop at Camp Blanding, Florida that provided hands-on training to over 300 Training Center personnel in the areas of range management best practices.

## FORCE MANAGEMENT

### FUTURE FORCES

In FY 2005, the Futures Branch (NGB-ARF) had four significant accomplishments. First, it managed and published the Troop Structure Program (TSP), which re-documented force structure changes within the entire Army Guard through the end of FY 2011. Second, the Branch participated in the Total Army Analysis 2008-2013 (TAA 08-13) process, focusing on shaping the composition of the ARNG, USAR, and Active Army combat support and combat service support force structure to support strategic requirements. Concurrent with TAA, the Branch participated in several QDR working groups, such as the Homeland Security Integrated Process Team. Third, ARF developed the ARNG Modular Acceleration Conversion Sequence that accelerated conversion to modular force designs, as part of the overall Army Transformation Plan. The plan to accelerate the conversion of Army National Guard Forces by two years to the end of FY 2008 was officially approved as a part of the Army Campaign Plan.

Fourth, Futures Branch developed a "Rack and Stack" methodology for the Army Force Generation Model (ARFORGEN) delineating ARNG capabilities within Divisions, Brigade Combat Teams, Support Unit of Actions, or by State and Territory. By "Racking and Stacking" units, ARNG Senior Leaders and Staff Officers could see which phase of ARFORGEN units were in and apply resources accordingly. The "Rack and Stack" methodology provided the Governor and ARNG leadership an accurate assessment of unit readiness, enhancing proactive Staff coordination at all levels and improving the predictability of available forces. The ARNG vetted the initial "Rack and Stack" with all 54 States and Territories to guarantee that all ARNG units were correctly placed within the database. By year's end ARNG ARFORGEN data was being used by HQDA, FORSCOM and within the NGB Joint Staff and ARNG staff.

In addition, the Branch worked ARNG leadership initiatives to bring force structure in-line with authorized end strength; established an ARNG Trainees, Transients, Holders & Students (TTHS) account; and re-balanced the overall force among the ARNG, Active Army and USAR. During FY 2005, ARF remained engaged in a host of activities, to include coordinating concept plans, staffing Force Design Updates (FDUs), and providing input to the Army Campaign Plan. Also, the Branch attended requirements integration conferences, oversaw activities central to the modernization of the ARNG through the Force Feasibility Review (FFR), and responded to inquiries from the Army Staff, the Senior Leaders Conference, and the Army Reserve Forces Policy Committee (ARFPC).



## COMBAT SUPPORT INTEGRATION

The Combat Support Integration Branch provided vital daily assistance to NGB operations personnel, the 54 states and territories, and HQDA in support of the GWOT, ONE, OEF, and OIF. The amount of Modified Table of Organization and Equipment (MTOE) structure increased from 79,700 authorizations in 2004 to 82,200 authorizations in 2005. However, as the ARNG continued its Transformation, combat support capability was to migrate into Brigade Combat Teams (BCTs) and become embedded within larger maneuver elements.

During 2005, the ARNG's Chemical force remained relatively stable. New equipment such as the Advanced Chemical Agent Detector Alarm (ACADA) continued to be fielded, thereby increasing ARNG's Chemical capabilities for meeting hue, luminance, and saturation (HLS) requirements.

Extensive changes continued in the ARNG's Engineer force. As that Engineer force modularized, it led to their embedment into BCTs and also into separate, company-sized units easily tailored into a battalion-level structure. That allowed for rapid deployment in the meeting of mission requirements throughout the world. Vertical Construction Companies and Horizontal Construction Companies remained in high demand.

The ARNG's Signal structure also underwent significant change. The six ARNG Integrated Theater Signal Battalions (ITSBs) began a force design update which was to lead to configuration with the most modern communications equipment in the Army: the Joint Network Node (JNN). Over \$1 billion was budgeted for the eventual receipt of JNN.

Once in place, the ARNG Signal force will be able to provide communications support to a wide array of civil agencies and throughout the military Services.

In contrast, the Army Guard's Military Police structure remained organizationally stable. However, its force was used extensively in support of OIF and OEF. The ARNG worked with the 54 states and territories, as well as with HQDA, to accelerate MP unit activations. MP Combat Support Companies, as well as MP Guard Companies, remained in high demand which drove such acceleration. The demand also resulted in many units being "double-tapped" and sometimes "triple-tapped" to provide force protection support.

Also seeing considerable change was the ARNG's Military Intelligence force. It underwent force design updates, to take effect in the FY 2007/2008 timeframe. Each of its Linguist Battalions underwent design changes in order to standardize human intelligence (HUMINT) and signals intelligence (SIGINT) capability. These changes were to provide the Army with a commonly configured force package of intelligence and linguist capability. As with the engineer force, much of Army Guard intelligence became embedded into maneuver BCTs. That embedding provided each BCT with enhanced information gathering and processing capability which then could be more quickly turned into actionable intelligence for soldiers.

In summary, Combat Support organizational integrators within NGB-ARF provided daily support to the 54 states and territories for their ongoing operational requirements. At the same time they continued with their specific duties of programming and preparing the ARNG's force structure for adjustments predicated upon Total Army Analysis



2013 and the Secretary of Defense-directed rebalancing of the missions, roles and force structures of the Active and Reserve Components.

## **TABLE OF DISTRIBUTION AND ALLOWANCE (TDA) AND SERVICES**

The process of combining the Army National Guard Joint State Area Command (JSTARC) with the Air National Guard Unit Manning Document to create a Joint Force Headquarters-State (JFHQ-ST) Joint Table of Distribution (JTD) continued to evolve.

The NGB-J1 and the TDA & Services Branch (NGB-ARF-T) had crafted a plan in FY 2004 for the conversion. Work continued within the States and Territories to prepare for the NGB Joint Initiative of obtaining an approved Joint Table of Distribution and Allowances from the Joint Chiefs of Staff (JCS). The NGB J5/J7 Staffs stood up the JFHQ-ST JTD Advisory Council (NGB-ARF is a voting member) and produced the JFHQ-ST JTD Concept and Implementation Plan, along with accompanying staffing products, for NGB leadership approval. The Council was scheduled to meet every two months, with a nationwide technical broadcast every quarter. That way all states were to have an opportunity to receive regular updates on the process and interface with the Council. At year's end the JFHQ-ST JTD was still being staffed with the JCS.

In concert with the States and Territories the TDA and Services Branch continued to prepare for the expected Total Army Analysis – Thirteen (TAA-13) to ensure the relevancy of the ARNG TDA force structure in regard to the validation process.

The Augmentation TDA documentation responsibilities were realigned to the Branch with

assignment to its document analysts. Previous, those responsibilities were handled by ARF's Standard Requirements Code (SRC) managers. FY 2008 Table of Distribution and Allowance (TDA) and Augmentation TDAs were provided to the US Army Force Management Support Agency (USAFMSA) for update. The Branch document analysts managed all TDA and Augmentation TDA in coordination with their SRC Organization Integrator's (OIs) and USAFMSA Document Integrator's (DIs).

The Branch continued to work closely with the NGB and HQDA Personnel Transformation Working Group to minimize turbulence in the conversion of MOS 71L (Administrative Specialist) to the MOS 42 series within ARNG TDA units. The Branch continued working the Ground Missile Defense (GMD) initiatives to organize and station the Headquarters/HQ Company (HHC), Space Battalion Headquarters in Colorado. The TDA and Services Branch also responded to Congressional Directives and published forty-four out-of-cycle TDAs to stand-up a full-time Civil Support Team (CST) in all States and Territories.

HQDA directed that all like-type units be standardized. As a result, ARF-T began working with other NGB Divisions and state representatives to complete this task. The following units were in the process of developing templates and were to be restructured for FY 2009: Regional Training Institutes (RTIs), Regional Training Site Maintenance (RTSM) Training Sites, and the Medical Command (MEDCOM). RTI and RTSM Concept Plans were in the process of development, to be staffed within NGB and then submitted to HQDA for final approval. The MEDCOM template Concept plan was already at HQDA for consideration by year's end. Standardization of these units was to alleviate possible attack by future Total Army Analysis (TAA) processes.



Along with the standardization of the above commands, HQDA approved the initiative to have separate Unit Identification Codes (UICs) for Recruiting and Retention, Medical Commands, and Training Sites. That approval was to alleviate potential equipment problems by eliminating just one state being the primary source for requesting and receiving equipment. Instead, each state would manage its own equipment.

The transformation began from a TDA organization to a Modified Table of Organization and Equipment (MTOE) organization for the Aviation Classification and Repair Activity Depot (AVCRAD), Counter Drug Recon Air Department (RAID), and Information Organization (IO). Missile Defense and Space Battalion were also in the process of being converted from TDA to MTOE and were awaiting stationing decisions.

The Branch also revised National Guard Regulation 10-1, Organization and Federal Recognition of Army National Guard Units, with an effective date of 22 November 2002. This revision added a Management Control Evaluation checklist to the Federal Recognition process and ensured compliance with DoD Directive 1225.7 and DoD Instruction 11225.8. The revision also updated office symbols, acronyms and regulations. An Appendix E was added to the revised regulation emphasizing the policy, process, and procedures for requesting, processing, issuing and returning UICs at the NGB, State, and HQDA level.

Per Army directive within AR 71-32, "Force Development and Documentation Consolidated Policies," the Force Management Division continued the process of standardizing TDAs. The Army G-3, Force Management, approved the STARC model during Command Plan 04. The STARC model, when implemented, will be an Army document that

can be jointly manned. The first states to convert to the model were to have an effective date of change (EDATE) of 1 December 2003.

ARF-T was also involved with the "Joint" side of documentation, completing work for Northern Command (NORTHCOM) and its subordinate organizations, Joint Task Force-National Capitol Region and Joint Task Force-Civil Support.

## **COMBAT SERVICE SUPPORT INTEGRATION**

The Combat Service Support Integration Branch managed all of the ARNG's Combat Service Support (CSS) units during FY 2005. Based upon Branch analysis, many of these Medical, Quartermaster, Ordnance, Transportation, Personnel Service Support, and Composite Logistics units were alerted, mobilized and deployed to support OIF, OEF and several other ongoing missions. The Branch was instrumental in identifying "in lieu of units" to eliminate the many CSS unit shortages for OIF and OEF rotations.

The ARNG's CSS force structure was projected to undergo dramatic changes over several years due to modularity and force design updates. The only units escaping a complete redesign were Transportation, Judge Advocate General, Chaplain, and Public Affairs. The Branch was a key player in the requirements and resourcing phase of Total Army Analysis (TAA) 08-13. It became a part of the ongoing effort to synchronize the inauguration of these new units.



# FULL-TIME SUPPORT

The National Defense Act of 1916 provided for the first Full-time Support (FTS) within units of the Organized Militia. Since then, the FTS program has evolved and entering the 21st century, today's full-time personnel are major contributors across the full spectrum of Army National Guard operations. Fighting the GWOT has only served to underscore the vital role FTS personnel have in preparing ARNG units for the multitude of missions both at home and abroad. In FY 2005, FTS remained a vital component for achieving Soldier and unit-level readiness. FTS personnel were essential for the successful transition of units from peacetime to wartime, and critical links to the integration of the Army's components. To meet readiness requirements, the Chief, National Guard Bureau, in concert with the State Adjutants General, placed increasing FTS authorizations as the number-one priority for the ARNG. While progress has been made in recent years to increase FTS, obstacles remain in obtaining acceptable FTS levels. It became evident that emerging and expanding ARNG missions had to receive resources above those identified in the FTS ramp to prevent diversion of manpower necessary to achieve acceptable unit readiness.

The FY 2005 National Defense Authorization and Appropriations Acts authorized end strengths of 26,602 Active Guard/Reserve (AGR) and 26,676 Military Technician personnel. In FY 2005, the ARNG achieved those end strengths at a cost of approximately \$3.9 billion. These end strengths provided approximately 63 percent of Department of the Army-validated peacetime FTS manpower requirements for the ARNG. Without supplemental to resource transformation and natural disaster rescue/recovery operations and a high level of

mobilization offsets (that decrease the demand for funding), the existent budget would not have been able to support the FTS programs. Obtaining sufficient FTS manning levels remained a top priority for the ARNG throughout the fiscal year. Reaching an end strength of 350,000 in FY 2005 posed a significant challenge for Recruiting and Retention. 539 AGR authorizations were temporarily shifted from unit readiness to support the ARNG recruiting initiatives. Unfortunately, there were not enough funds or authorizations to support the emerging requirements.

In 1997-98 the Army conducted analysis of wartime deployment scenarios. As a result of the analysis, The Army determined that the minimum FTS level necessary to support an acceptable level of unit readiness was 61,650 (approximately 73 percent of validated requirements: 84,452). In an attempt to reach this level, Congress began providing funding and authorizations for additional AGRs and Military Technicians. In the FY 2004-2009 Program Objective Memorandum build, the Army programmed funding for annual incremental increases of approximately 724 AGRs and 487 Military Technicians for each year of the Future Year Defense Plan. Such annual increases were to lead toward reaching minimum FTS levels by FY 2012. Considering that the ARNG was well into a third year of supporting the GWOT, while simultaneously executing the Army Campaign Plan (Modularity), meant the ARNG supported fully resourcing, at a minimum, the in-place FTS Ramp, if there was to be any possibility for mission achievement.



# OFFICE OF THE SURGEON

## GWOT MEDICAL SUPPORT

The Office of the Surgeon (NGB-ARS) in coordination with Operations (NGB-ARO) continually analyzed available ARNG medical force structure to support projected OIF, OEF, ONE, [NATO] Stabilization Force [Bosnia] (SFOR), Kosovo Force (KFOR) and other ongoing FORSCOM directed wartime requirements. During FY 2005, the Army National Guard deployed three Area Support Medical Companies (ASMC) which included the 144th ASMC from Utah, the 738th ASMC from Indiana, and C/205th ASMC from Illinois, the 134th Ground Ambulance Company from Iowa, and three Air Ambulance Companies (the 1042nd Air Ambulance from Oregon, the 1159th Air Ambulance Company from New Hampshire and Maryland, and the 717th Air Ambulance Company from New Mexico and Kansas - with support from both Michigan and West Virginia) in support of those requirements. This translated to three ASMCs and one Ground Ambulance Company serving in Iraq. Additionally, the ARNG had one Air Ambulance Company serving in Iraq, Afghanistan, and the Balkans.

During FY 2005 the ARNG mobilized over 267 physicians in support of OIF/OEF. From FY 03 through FY 05, the ARNG had mobilized 451 of the 563 deployable Medical Corps Officers. In addition, during the fiscal year the ARNG activated three new ASMCs and one Multifunction Medical Battalion (MMB): the 466th ASMC in New York, the 1165th ASMC in Puerto Rico, and the 1171st ASMC and the 146th MMB, both in Michigan.

## HURRICANE KATRINA MEDICAL SUPPORT

NGB-ARS assisted in the planning and coordination of medical support rendered to both the civilian population and the Soldiers of ARNG units during Hurricanes Katrina and Rita. It worked diligently to ensure the proper medical assets flowed into the Gulf Coast region. In doing this, the Office coordinated with NGB, JTF Katrina, MEDCOM, State MEDCOMs and many other agencies involved in the hurricane relief effort. ARNG medical units were absolutely essential during both the immediate response period and the continuing recovery period for Hurricane Katrina. ARNG medical units from both Louisiana and Mississippi were pre-positioned in both states, available for treatment of injured civilians and Soldiers.

The State MEDCOM of Louisiana pre-positioned its medical assets in the New Orleans Superdome and began providing care for displaced civilians prior to the hurricane reaching the city. Mississippi's MEDCOM deployed to Camp Shelby as soon as the hurricane cleared and began providing medical assistance to civilians and Soldiers as part of the initial recovery efforts. During the operation, the ARNG medical force grew to a peak of over 750 personnel, with assistance to over 48,000 Soldiers.

## COMMUNITY BASED HEALTH CARE INITIATIVE (CBHCI):

The Director of the Army Staff expanded CBHCI operations on 8 Oct 2004 to ensure that all regions of CONUS were covered. In addition to the original five sites, three additional sites were selected for expansion operations; Virginia CBHCO certified 14 FEB 2005, Utah CBHCO certified 14 Mar 2005



and Alabama CBHCO certified 15 MAR 2005. After 15 MAR 2005 a total of eight CBHCO's were certified, shortly followed by "CBHCO-Like" operations in Hawaii, Puerto Rico and Alaska, that allowed Reserve Component soldiers injured as a result of GWOT operations to recover at home. Concurrent with standing up the additional CBHCO sites, the existing CBHCOs were expanded to increase their capacity to manage Medical Holdover (MHO) soldiers. The number of those soldiers each CBHCO managed gradually increased from a maximum capacity of 100 to a maximum of 500. In order to successfully manage the increase of MHO Soldiers the mobilization cap for cadre was increased from 31 to 42 personnel. In summary, the CBHCI program was integral to MHO operations. Since the Initiative's inception, the CBHCO's have collectively served over 4,000 Soldiers; ensuring quality medical care for our wounded warriors, at the same time allowing them to remain on active duty while recovering at home. That meant the soldiers could work within the confines of their profile at a local armory or reserve center. Prior to the establishment of the CBHCI, ill and injured RC soldiers had to remain at an installation for their medical care and were separated from their unit and family.

## HEALTH READINESS RECORD

Work began on the ARNG Health Readiness Record (HRR) module, designed to be a data interface and repository for medical, dental and personnel actions which contain protected health information. As designed, the HRR would capture, sort, store and retrieve paper and radiographic images; archive, transfer and receive Soldier dental and health records; and limit and control access to protected health information (HIPAA Standard). The HRR module was set for development in phases. Beta

testing of the first phase of the system was to begin in the spring of FY 2006, with a complete fielding in the fall.

## OTHER MEDICAL ISSUES

**Medical Waivers and LOD Processing.** A total of 6319 medical waivers were processed during FY 2005. All waivers were processed through the web-based system, Guard Electronic Medical Record (GEMR). The medical waiver processing time was reduced to less than two days.

**NG6H Medical Readiness Funding.** Medical Readiness funding to the States was allocated based on individual State ARNG Soldier population. The FY 2005 Medical Readiness Funding was provided in two allotments. To maximize State resources, NGB-ARS did not retain additional funding in reserve. Funding for the use of the Federal Strategic Health Alliance (FEDS\_HEAL) contractor for medical readiness services was not charged against the quarterly medical readiness allocation. FEDS\_HEAL funding was provided to the States/Territories in a separate allocation that was managed via the Automated Voucher System. States/Territories were required to schedule and monitor their obligations accordingly.

**Dental Treatment Funding.** The FEDS\_HEAL contractor provided Dental treatment for alerted Soldiers via the Automated Voucher System. NGB-ARS worked with NGB-ARC to obtain VFRE (Enduring Freedom) 2020 contingency funds in order to continue providing the States/Territories with dental treatment funding. The States could obtain dental restoration services via local contracts or via FEDS\_HEAL. NGB was projected to receive approximately \$3 million of 2020 dollars in order to purchase dental restoration services.



***AMEDD Recruiting and Retention Incentives.***

The ARNG Army Medical Department (AMEDD) Recruiting and Retention goals in FY 2005 were to reduce attrition, improve retention and increase accessions of AMEDD officers. Challenges which impacted this goal included elimination of dedicated AMEDD recruiters in the states, a shrinking market, increased competition from other services and the civilian sector, and an increase in the OPTEMPO resulting in frequent deployment of the ARNG AMEDD officers.



# AIR NATIONAL GUARD

## PERSONNEL LINES RECORD

The following is a list of personnel who have been assigned to the Air National Guard. The list is organized by unit and includes the name, rank, and service number of each individual. The information is current as of the date of the report.

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Top: "USAF F-16C aircraft from the 163 Fighter Squadron, Indiana Air National Guard, sit ready to go on a wet tarmac at Ellington ANGB, Texas preparatory to deployment in support of Operation Iraqi Freedom." (Photo by Cristoper A Ebdon).

Bottom: "TSgt Nicole Clark, 110 Fighter Wing, Michigan Air National Guard, reunites a child evacuee from New Orleans with her pet cat "Kitty" after arrival at Battle Creek ANG Base." (USAF Photo by MSgt Dale Atkins).



# INTRODUCTION

The Air Guard continued to serve with distinction at home and abroad. At home, the Hurricane Katrina relief effort brought into sharp focus the ANG's role as America's hometown Air Force. It flew over 3,000 sorties, moved over 30,000 passengers, and hauled over 11,000 tons of desperately needed supplies. Air Guardsmen saved 1,443 lives, pulling stranded Americans off rooftops to safety in the process. ANG medical units treated over 15,000 patients at eight sites along the Gulf Coast.

Abroad, the Air Guard brought the will of the American people to the Global War on Terrorism. The Air Guard fulfilled 34 percent of the Air Force's missions on 7 percent of the Air Force's budget, a definite bargain in fiscally constrained times. Since September 11, 2001, the ANG mobilized over 36,000 members and flew over 206,000 sorties, accumulating over 620,000 flying hours. One-third of the USAF's aircraft in Operation Iraqi Freedom (OIF) were from the Air Guard. The ANG flew 100 percent of the Operation Enduring Freedom (OEF) A-10 missions and 66 percent of the Iraqi Freedom A-10 taskings. It also accomplished 45 percent of the F-16 sorties. The A-10s flew more combat missions in the Iraqi war than any other weapon system.

In addition, the ANG flew 86 percent of the OIF tanker sorties. This was accomplished primarily through the Northeast Tanker Task Force. In keeping with the militia spirit, that task force was initially manned through volunteerism. 15 of the 18 units supporting the Task Force were from the Air Guard.

Air Guard Security Forces were the first such forces on the ground in Iraq. Intelligence personnel provided unique capabilities for Central Command and organizational support for U-2, Predator, and

Global Hawk. Medical personnel used the new Expeditionary Medical Support System capability, providing critical care to the warfighter. Civil Engineers built bare bases in the desert and trained Iraqi firefighters, while Weather personnel provided 50 percent of the Army's weather support. Financial Management personnel kept benefits moving to members despite challenging pay, allowance and benefit entitlements and complex administration systems. ANG Command, Control, Communications and Computer personnel kept vital information flowing on one end of the spectrum and provided Ground Theater Air Control System personnel on the other. Tireless Chaplains provided outstanding spiritual aid in the field.

Looking to the future, the Air Guard began to formulate strategy and explore new organizational constructs in order to remain Total Force partners with the Air Force. Among the constructs investigated were various forms of integrated units, whether it be within the ANG playing field or with other service components.

## AIR AND SPACE OPERATIONS

Throughout FY 2005, the Air and Space Operations Directorate provided essential Air National Guard warfighting capability to combatant commanders; ensured training opportunities were maximized, provided proponentcy of combat enhancing systems, and integrated and tested new capabilities. The Directorate also deployed trained personnel, aircraft, and mobility and support equipment into multiple combat environments. Some of the Air National Guard's mission support units underwent restructuring that was to allow the Guard to take on new mission requirements in the Space arena as well as maintain current levels of readiness.



## SPACE AND INFORMATION SUPERIORITY

### ***Intelligence, Surveillance, & Reconnaissance.***

The Intelligence, Surveillance, & Reconnaissance (ISR) Division (A2I) provided programmatic and functional support to approximately 1500 intelligence professionals throughout the Air National Guard (ANG). ISR platforms and personnel were tasked as never before, supporting relief operations in the aftermath of Hurricanes Katrina and Rita. SCATHE VIEW-equipped C-130 aircraft provided imagery support to authorities on the ground for locating and rescuing stranded personnel, while giving decision-makers valuable tools for assessing damage and focusing relief efforts. ANG ISR personnel also fought the war on terrorism through its support of SCATHE VIEW, Senior Scout, TARS equipped F-16s, MQ-1 Predator and distributed common ground station (DCGS) operations. Such support resulted in providing vital intelligence to everyone from U.S. troops in-contact on the ground to national level decision-makers.

A2I spearheaded the development and testing of new Air Force Instructions designed to standardize and streamline training for intelligence professionals across the Air Force. The improved training was scheduled to be implemented in 2006, resulting in the first-ever Air Force-wide Mission Qualification and currency program. The Base Realignment and Closure Commission's (BRAAC) findings signed into law encouraged research and planning for additive missions to include MQ-1 Predator, distributed common ground station (DCGS), Measurement and Signals Intelligence (MASINT), Cryptologic Support Sites (CSS) and Air Intelligence Squadrons (AIS). The potential increase in ISR capability was seen as providing the U.S. Air Force (USAF) greatly needed capacity and continuity, at the same time ensuring Air National Guard relevancy.

***Space Operations.*** The Arizona Air National Guard Detachment, located in Phoenix, Arizona, began operating the Near Space capability of the Joint Warfighting Space mission for Air Force Space Command (AFSPC) during the fiscal year. In September 2005, the Arizona ANG personnel, having been the first to complete the Space Data Corporation's training, became the first military certified members of the U.S. Near Space mission. That mission involved operating high-altitude balloons within 65,000 ft and 325,000 ft of airspace to support warfighter ISR, communication, navigation, and other capabilities. The Arizona ANG also supported the Global Lightning and Ulchi Focus Lens exercises. On behalf of the Air Force Space Command (AFSPC) it provided battle staff and exercise control augmentation.

The 119 Command and Control Squadron (CACS), located in Knoxville, Tennessee, continued its conversion in support of United States Strategic Command (USSTRATCOM). In the process, USSTRATCOM expanded the responsibility of the 119th by initiating a second conversion to install 2 Milstar AN/FRC-181 Air Force Command Post Terminals. The 119 CACS conducted a Proof of Concept operation for USSTRATCOM outlining the future for the Command's Distributive Architecture. Additionally, it executed virtual distributed tasking for the JTF-GNO Global SATCOM Support Center (GSSC) that provided command and control capability for hurricanes Katrina, Rita and Wilma.

The 153 CACS, located in Cheyenne, Wyoming, operated the U.S. Northern Command (USNORTHCOM) Mobile Consolidated Command System that provided command, control, communication, computer, and intelligence capability to the Combat Command (COCOM). The 153rd participated in 35 major events to include 16 USNORTHCOM and 3 JCS-directed exercises,



14 national-level communications exercises, plus a unit-level exercise, and a JCS-directed Staff Assistant Visit (SAV). During the JCS SAV, the 153rd was recognized by Joint Chiefs of Staff (JCS) and the Commander, USNORTHCOM, for superior Command and Control results. The 153rd has continually received "Outstanding" ratings at the state and national level. In FY 2005, the 153rd provided Wyoming's NCO and Airman of the Year. Additional 153rd contributions included providing four generators to FEMA to support Hurricanes Katrina and Rita contingency operations.

The 137 Space Warning Squadron (SWS), located in Greeley, Colorado, operated the Air Force's only Survivable/Endurable Missile Warning System, providing missile warning, space launch, and nuclear detonation data. In 2005, the 137 SWS maintained a 100% mission availability ensuring zero-down time of a 26-year-old system and providing critical information to the North American Aerospace Air Defense Command (NORAD) and AFSPC on 18 launch detections. The Squadron also supported the Intercontinental Ballistic Missile test launches by providing critical infra-red missile launch and tracking data, contributing to the readiness and integrity of our nation's strategic deterrence. Additionally, the 137th supported 35 Integrated Tactical Warning and Attack Assessment end-to-end tests and implemented a \$3.2M software upgrade enhancing the missile warning ability. Its contributions culminated with the Squadron's participation in two Operational Readiness Inspections (ORIs) for the 460th Space Wing (SW) that resulted in overall "Excellent Ratings" in Space Warning and Operations.

The Alaska ANG Detachment 1, projected to become the 213th SWS, completed the second of a four year transition of the PAVE Phased Array Warning System (PAWS) mission at Clear AFS,

Alaska. This unit provided round-the-clock tactical warning and attack assessment of any ballistic missile attack against North America and space surveillance operations. In FY 2005, HQ AKANG Det 1 successfully transitioned 20 full-time Active Guard/Reserve (AGR) slots, building on the successful execution of 39 slots in the first year of the transition. By the end of the fiscal year, the ANG made up the majority of the military manning at Clear AFS, with around 60 unit members on board operating in a very isolated part of Alaska. During the first month of FY 2005, AKANG Det 1 accepted the challenge to participate as a partner with the active duty's 13th SWS in an HQ AFSC ORI. The result was the equivalent of an "Excellent" rating, with an "Outstanding" rating garnered in the area of General Operations, and receipt of the most Professional Team awards of any 21st Space Wing unit. The following spring, Det 1 received the 14th Air Force Standardization Evaluation Team (SET) Inspection, and again received an overall "Excellent" rating, with an "Outstanding" in General Operations.

The 148 Space Operations Squadron (SOPS) located at Vandenberg AFB, California, conducted 24/7 operations of the MILSTAR satellite constellation in conjunction with 4 SOPS, at Shriever AFB, Colorado. The 148th, the first satellite command and control squadron in the ANG and the second ANG space unit, achieved four years of continuous 24 hour-a-day, 365 day-a-year operations on 27 July 2005. The AFSPC Inspector General came to assess the Squadron in March. In its first ORI the unit scored an OUTSTANDING and in its first Unit Compliance Inspection (UCI) scored an EXCELLENT. In addition, the unit supported the Air and Space Expeditionary Force, deploying two members to sustain Defensive Counterspace operations in support of CENTCOM.



The 114 Range Flight, located at Patrick AFB, Florida, continued its transition to a Range Operations Squadron. It provided operational launch support for six launches from the Eastern Range in various certified mission ready positions. The Flight was awarded an OUTSTANDING rating in its first HQ AFSPC IG inspection. This was not unexpected as all Flight members received "Highly Qualified" ratings on their individual operational evaluations.

**Command and Control (C2) Division.** Prior to 15 February 2005, Air Battle Management was organized as a division of the Air National Guard Command & Control, Communications and Computers Directorate (ANG/C4) and was responsible for functional management, budgeting, planning, programming, and execution for 10 Air Control Squadrons (ACSs). Included within those Squadrons were three Control and Reporting Centers (CRCs); seven Deployable Radar Units (DRU); two Air Support Operations Centers (ASOCs); eight Air Support Operations Squadrons (called Tactical Air Control Parties [TACPs] when deployed); three Air and Space Operations Center (AOCs) augmentation units; one Field Training Unit (FTU), one Test Squadron (TS); three airspace management units; six Air Defense Sectors/Squadrons (three CONUS Regions, one Alaskan NORAD Region, and two Regional Operations Centers in Hawaii and Puerto Rico); and one air defense radar maintenance flight.

Effective 15 February 2005, the Air National Guard established the new Space, C2ISR and Information Operations Directorate (ANG/SI), which later became the Space and Information Superiority Directorate. Air Battle Management and the Air Battle Management Program Element Monitor (PEM) in ANG/C4PP transferred to ANG/SI. Under the new Directorate, the Air Battle Management Division became the Command

and Control Division. In FY 2005 there were five battle management support units: the 107 ACS, Phoenix, Arizona; the 133 Test Squadron (TS), Fort Dodge, Iowa; the 299th Range Control Squadron (RCS), "Clover Control", Hill AFB, Utah; the 266th Range Squadron (RANS), "Cowboy Control", at Mountain Home, Idaho; and the 116th Air Control Squadron OLAA, "Shadow Control", in Klamath Falls, Oregon. The 107 ACS was an AFSC-awarding schoolhouse that trained all of the Total Force enlisted weapons directors (C5X1D). The 133 TS was the designated Test and Evaluation "Pilot Unit" and provided a Control Reporting Center (CRC) /Command and Control (C2) test capability supporting Combat Air Forces (CAF) Test and Evaluation (T&E) activities. Additionally, the 133rd provided ANG Crisis Action Team augmentation for Joint Task Force-Katrina Hurricane Relief Operations. [All told, 180 GTACS personnel from the C2 community were deployed in support of Hurricane Katrina operations, providing critical satellite communications and radio relay support].

The 299th Range Control Squadron managed the airspace of the Utah Test Range and the 266 RANS was in the process of standing up a Battle Management training capability in support of Mountain Home AFB, Idaho. The 116th ACS OLAA provided dedicated Ground Control Intercept (GCI) to the 173rd Fighter Wing Flying Training Unit (FTU) along with in-garrison radar control to any flying units operating in local and the Northwest regional airspaces.

The Command and Control units functioned as components of the Tactical Air Control System or TACS. They provided for the air sovereignty of the Continental US (CONUS), Alaska, Puerto Rico, and Hawaii by way of six air defense sectors/squadrons and one radar maintenance flight. The newest ANG unit to join the air sovereignty mission was the 611th



Air Control Squadron (ACS), Alaska. On 1 October 2004, when the Alaska Air National Guard officially assumed operations of the 611th ACS, it became the 176th ACS. The 176th, with support from Canadian forces, was to continue 24-hour monitoring of air space. This mission, unique to the Air National Guard, fully involved the Squadron in Operation NOBLE EAGLE (ONE) from its inception. It should be noted that since 9/11, all the ANG ACSs have been involved in ONE, with support for the following ONE taskings: CONUS AOC; the Joint Air Defense Operations Center (JADOC) at Bolling Air Force Base, Washington, District of Columbia; President/Vice President of the United States (POTUS/VPOTUS) movements; G8 Summit; space shuttle launches; and Air Route Traffic Control Centers (ARTCCs). Additionally, the units have continually supported OIF, OEF, and Air Expeditionary Force (AEF) taskings.

The ACSs comprised the Control and Reporting Center (CRC) weapon system. The squadrons provided 50% of the USAF's wartime battle management capability. In September 2005, ANG, upon official request from ACC and support from the Air Staff, officially began reorganization of the ten combat coded ANG ACSs into self-sufficient, stand alone units.

Three members of the 109 ACS were awarded Bronze Star Medals for providing high-quality radar coverage for northern Iraq and theater battle management to the Combined Air and Space Operations Control Center (CAOC) in support of OIF and Vigilant Resolve. The members were tasked to the 332d Expeditionary Air Control Squadron Detachment 1, 506th Air Expeditionary Group, 332d Air Expeditionary Wing, Kirkuk Regional Air Base, Iraq.

Also, the Air Defense modernization program, Battle Control System-Fixed (BCS-F), saw its initial installation at the Southeast Air Defense Sector (SEADS) during the summer of FY 2004. Completion of BCS-F was to transform operations from the limited capability legacy systems that were becoming increasingly difficult to maintain. Those systems also could not support the new requirements post-September 11th.

The ANG's Tactical Air Control Party (TACP) and Air Support Operations Center (ASOC) squadrons provided 24% of the USAF's wartime Terminal Attack Control of close air support missions. The wartime mission of the TACP and ASOC units was to provide responsive action to U.S. Army tactical air support requests, including Close Air Support, Airlift Support and Intelligence, Surveillance and Reconnaissance missions. They provided expertise in the planning and coordination of these requests at all echelons for the Army National Guard Divisions, Brigades Combat Teams and Special Forces Groups. The TACP units had the additional responsibility to provide Terminal Attack Control for Close Air Support missions. In peacetime, these units provided command, control and communications assets required during state emergencies. These units continued to accept and integrate major equipment upgrades, which were programmed through FY 2012. In addition, the units continued to provide direct support to their aligned Army National Guard units, as well as augmenting active duty requirement shortfalls throughout Southwest Asia. For OEF and OIF during FY 2005, each unit of the ANG TACP/ASOC community deployed for all or a portion of the year and collectively were awarded a total of 13 Bronze Stars (6 w/"V") and Purple Hearts.

In conclusion, the ANG provided 60% of the Air Reserve Component (ARC) AOC augmentation to the Active Component. AOC augmentation



units included the 152nd Air Operations Group (AOG), Syracuse, New York; the 157 AOG, St Louis, Missouri; and the 112th Air Operations Squadron (AOS), State College, Pennsylvania. They provided a building block of capability to the Air Forces Deployable AOCs. That included augmentation capability for ONE and OEF. The three units were equipped with non-deployable AOC training suites that allowed them to maintain their mission ready status.

**Information Operations.** During 2005, the ANG continued to make great strides in the transformational mission area of Information Operations (IO). One of the most significant events was the standup of the 175th Information Operations Squadron (IOS), Maryland NG, in October. Over the fiscal year, the 175 IOS brought together the combination of low-density language skills and high-end industry technology skills in its quest to combat the challenge of terrorism. It also provided other general network engineering and computer scientist technical and/or training support to the NSA Threat Operations Center (NTOC). That support included, but was not limited to, vulnerability and software analysis and network assurance. In addition, the 175th provided high-demand low-density language support of technical documents to the NTOC.

FY 2005 was a very busy year for the 101st Information Warfare Flight (IWF). The mission of the 101st was to plan, coordinate, execute, monitor and assess full-spectrum, integrated IO and other related activities to achieve assigned commander's objectives. Information operations gave combatant commanders non-kinetic options and capabilities to influence the electromagnetic, network, and cognitive domains of the enemy. Planned and well executed, information operations increased the deterrence effect of military operations while at the same time protecting our forces from adversarial IO.

Of note during the fiscal year, was the 101st's support of both Hurricanes Katrina and Rita disaster recovery operations by way of its timely IO plans and Watch support to 1AF. Defense Support to Civil Authority (DSCA) missions have been a particular strength of the 101 IWF due to the unit's civilian, National Guard and recent National Special Security Event (NSSE) experience. Hurricane Katrina provided an opportunity to provide similar IO planning capabilities for use in a State role, as Camp Williams became host to Utah state-run relief operations for several hundred displaced Americans evacuated from New Orleans, Louisiana.

The 102d Information Warfare Squadron (IWS) continued its tremendous support to the Joint Task Force-Global Network Operations (JTF-GNO) and to the Defense Information Systems Agency (DISA) Field Security Operations (FSO). It provided Security Readiness Review (SRR) team augmentation to the DISA Field Security Office. 102nd personnel also provided exercise support, inspected SIPR/NIPR networks for security compliance, and did computer network penetration testing, physical security assessments and OPSEC monitoring. During 2005, the 102 IWS deployed personnel to Afghanistan, Kuwait, and Bahrain. The squadron also maintained connectivity with Europe and SWA to receive Internet Protocol (IP) traffic and act as a Continuity of Operations Plan (COOP) facility for DISA.

The 262 Information Warfare Aggressor Squadron (IWAS), Washington ANG, continued performing the Information Aggressor function to assess vulnerabilities of friendly USAF networks and systems. During FY 2005, the 262 IWAS performed numerous Multi-Discipline Vulnerability Assessments (MDVA) world-wide for the Air Force. Additionally, the 262nd participated in the first ever Joint Multi-Discipline Vulnerability Assessments (JMDVA). The JMDVA was conducted at I Marine Expeditionary



Force (I MEF), Camp Pendleton, California, from 6-18 November 2005. The operation brought together several diverse security operations into a common unit, conducting concurrent assessments. Participating organizations included the Joint Information Operations Center (JIOC); Air Force Information Warfare Center (AFIWC); Marine Corps Information Assurance Assessment Team (MCIAAT); Navy Information Operations Command (NIOC); Air Force Office of Special Investigations (AFOSI); Naval Criminal Investigative Service (NCIS); plus the Joint COMSEC Monitoring Activity, Marine Corps Network Operations and Security Command (MCNOSC). The 262nd Computer Network Operations (CNO) members also conducted numerous Network Vulnerability Assessments (NVA) against both active duty and Air Guard bases that involved local, remote, and wireless assessments.

During FY 2005, the Kansas ANG's 177th Information Aggressor Squadron (IAS) (provisional) demonstrated a remarkable ability to identify and solve OPSEC related problems, threats, and vulnerabilities world-wide. Forty-seven members of the 177 IAS engaged in seven separate MDVAs, leading four of the seven Total Force teams. The seven MDVAs assisted eleven Air Force Wing equivalent customers to better protect their critical information and decisively examine unit wide OPSEC programs. In all cases, these missions discovered compromise of unclassified critical information and in many cases revealed failure to protect or properly secure classified information by customers. Additionally, 32 CNO personnel participated in 17 Network Vulnerability Assessments (NVA). In 2005, as a direct result of the NVA and post-assessment recommendations and training conducted by the 177 IAS, the Wilford Hall Medical Center's hospital network infrastructure was completely redesigned. This significantly improved Information Operations Security of the facility and drastically increased their capability to protect

confidential medical information and ensure Health Insurance Portability and Accountability Act (HIPAA) compliance.

In FY 2005, the Vermont Air National Guard Information Operations (VTANG/IO) Schoolhouse trained 316 students in the Information Operations Fundamentals Course, provided the elective curriculum for an IO elective at Air War College and provided 2/3 of the manning for an OPSEC mobile training team to Osan AB, South Korea. The VTANG IO also created new CNO Curriculum to support Black Demon and Bulwark Defender network exercises, as well as those of the Air Force Communications Agency (Simulation and Training). New projects for OPSEC ADL training and PSYOP ADL training were conceived, planned and funded for development in FY 2006. In addition to creating the curriculum, throughout the year VTANG IO members participated as exercise controllers in Black Demon 05 utilizing a simulator training exercise network (SIMTEX). Black Demon was developed in 2000 by the Air Force Information Warfare Center at Lackland Air Force Base, Texas. The center wanted to develop a concept to test the Air Force's ability to respond to a large-scale computer network attack. Bulwark Defender was a joint service exercise for Information Assurance and computer network defense (CND).

Detachment 1, the 166 IOS (provisional), Delaware ANG, continued to assist ACC and the National Security Agency (NSA) in providing leading edge analysis, reporting, operations expertise, and capability to IO planners, DoD decision makers, operations, and National Security/Critical Infrastructure users. The Air Force, NSA, NTOC and National Attack Support Services (NSAA) each requested support from the DEANG after using their services on various mission assignments (including in-theater support).



Detachment 1, the 273 IOS (provisional), Texas ANG, proudly served as a partner of the AFIWC. One of their main tasks was to explore technical solutions to meet the needs of the warfighter and system developers. Detachment members demonstrated and tested the operational capabilities of IO systems, developed innovative IO tactics, techniques and procedures, and taught airmen how to employ them. Additionally, they assured the integration of IO planning and execution in combat exercises such as Bulwark Defender and Terminal Fury. Terminal Fury was a command post exercise to test the abilities of the Pacific Command and Joint Task Force 519, a group created several years ago to respond quickly to emergencies in the Pacific Command area of responsibility.

The 273 IOS also worked on the SIMTEX range, the simulated AF network in the classroom which allowed students to practice defending the network just like they would in the real world. During 2005, the 273 IOS was also called to help with Hurricanes Katrina and Rita. Members were mobilized to New Orleans and throughout southeast Texas to assist in various support roles. They also provided assistance to the evacuees from both hurricanes in San Antonio at Kelly USA.

A number of states expressed interest in taking on an IO mission when manpower and programming could be accomplished. The ANG remained poised to provide the AF and DoD with network warfare operations, electronic warfare operations and influence operations capabilities in the future.

## SAFETY

The Air National Guard experienced another impressive year in safety. It had a Class A flight mishap rate of 0.82 per 100,000 flight hours; the

third lowest in its history while flying over 187,000 sorties and logging over 367,000 flight hours. Only one ANG aircraft was destroyed; in addition, the ANG experienced ZERO aviation fatalities. This compared to eleven aircraft lost and fourteen fatalities for the USAF. These remarkable statistics were achieved as the ANG deployed alongside active duty counterparts in support of operations in Iraq and Afghanistan. It was also noteworthy that Air National Guard Ground Safety reported ZERO on-duty fatalities and three off-duty fatalities compared to eleven on-duty and fifty-nine off-duty fatalities for the USAF. Continuing with an exceptional thirteen-year trend, the Air National Guard had ZERO Class A and B weapon mishaps.

As FY 2005 came to a close, 12 ANG Safety professionals volunteered to deploy to the southeast following Hurricane Katrina and Rita. They provided invaluable service to individuals and deployed personnel within the stricken region, ensuring safety programs were visible and safety protocols were applied during this catastrophic natural disaster.

## OPERATIONAL READINESS

**Deployments.** In FY 2005, the Aviation and Expeditionary Combat Support (ECS) Teams planned and executed thousands of Combatant Commander personnel requirements by successfully providing ANG forces for Air and Space Expeditionary Force (AEF) operations. During AEF Cycles 4 and 5, both deployment teams expertly planned, coordinated and executed force packages for the projection of air power. Those packages took the form of air operations and combat support elements supporting all global contingency air operations. The teams also assisted with integrating, organizing and training ANG Aerospace Forces by



providing properly equipped Ready, Reliable, and Relevant personnel in theatre. The Aviation Team sourced over 8,533 requirements comprising the following assets worldwide: ANG Special Operations, Pararescue, Intelligence, Surveillance-Senior Scout, Predator, F-16/ F-15 fighter deployments, Air Sovereignty Alert, Joint Surveillance Target Attack Radar System (JSTARS), Tanker, and Airlift. Additionally, the ECS Team sourced and deployed over 5,718 requirements across the full spectrum of combat support functional areas, supporting various AOR Combatant Commanders (EUCOM, PACOM, CENTCOM, NORTHCOM, and SOUTHCOM) and thereby ensuring ANG participation in the ongoing Global War on Terrorism (GWOT).

**Command and Control.** The Command and Control Branch was responsible for managing all command and control related functions in the ANG, providing 24/7 operations center support to 88 ANG flying wings. The Branch provided for mission movement and operational reporting, along with emergency action message monitoring/dissemination. They also assumed oversight of all operations, deployments, training, and staffing issues for the ANG Command Post (1C3X1) career field. In FY 2005, the ANG Command Center processed nearly 1,000 Quick Reaction Checklists and followed approximately 30,000 missions. In addition, the Command Center authored the ANG Operations Summary which furnished a daily snapshot of all ANG activities to NGB senior leadership, higher headquarters, MAJCOMs, and field units. During this time, new career field issues were tackled to strengthen the ANG command and control community and improve overall relationships with our active duty counterparts. When several hurricanes threatened the Gulf Coast, the Command Center worked directly with units to track and monitor evacuations and establish communication networks for hurricane relief operations. This

translated to the compilation and consolidation of Commander's Situation Reports from all states and territories detailing unit involvement for emergency relief efforts. The Branch is the first line of response for NGB and ANG units in the field. FY 2005 saw an effort to improve communications, standardize training, address staffing irregularities and implement processes that were to improve each unit, the career field, and thereby, the ANG.

**Execution.** In FY 2005, the "Guardlift" Execution Team coordinated 2,175 missions for movement of ANG units requiring airlift to meet annual training requirements. They also processed 1,131 disaster relief missions in support of the National Guard response to Hurricanes Katrina, Rita and Wilma. Coordinating the resources of the C-130, C-17, C-5 and KC-135 Air Guard Airlift/Tanker units, the ANG supported over 86% of the total requested missions despite having many assets deployed in support of the GWOT. The National Guard realized a transportation cost avoidance of more than \$169 million dollars through this ANG support.

**Aviation Deployment and Exercise Planning.** The Aviation Deployment and Exercise Planning Branch continued to provide planning and execution for fighter, airlift, and tanker exercises. During FY 2005, ANG fighters units provided direct support to Operation Iraqi Freedom through the deployment of six fighter units and their 24 F-16s. The ANG F-16s allowed theatre combatant commanders the advantage of valuable, real-time intelligence through the use of the TARS Pod, a capability unique to F-16 assets. That F-16 fighter force participated in two AEF rotations, supplying 33% of all program close air support (PGM/CAS) theatre assets. The force flew 3,368 sorties and accumulated 18,464 flight hours in OIF direct support. Due to the AEF rotational schedule, the ANG fighter force was less involved in OEF. It contributed only 26 sorties, involving



116 flight hours, to that Operation. On the other side of the world, the ANG had two units with 12 F-15s protecting the Icelandic region by performing Alert operations at Keflavik AB, Iceland. Those units furnished 33% of alert support in the North Atlantic AOR. The ANG's role was not just limited to overseas operations; it also supported Homeland Defense by way of involvement in President of the U.S. (POTUS) and National Command Event (NCE) missions, along with supplying random combat air patrols (CAP) over centers of national interest. ANG F-15s and F-16s generated 1380 sorties that included 66% of all Operation NOBLE EAGLE (ONE) fighter sorties (totaling 3,265 hours). In fact, ANG fighters made up 85% of all ONE assets. They also participated in 68 major worldwide exercises and numerous training events utilizing over 600 fighter aircraft. Such operations included maintenance of mission training requirements, evaluation of weapon systems, support of the Fighter Weapons School and FA-22 and RQ-1 flight operations, plus participation in joint flight operations and international dissimilar air combat training.

The 116th ACW's JSTARS continued to provide ongoing support for real-world OCONUS contingencies while supporting 11 continental CONUS and OCONUS training exercises, the Joint Service Open-House at Andrews, AFB, and five Operational Readiness Exercises. The ANG's 11 C-26 aircraft located in several states gave constant support to real world reconnaissance operations and taskings.

The ANG's Airlift Deployments Section provided origination-to-termination support, coordination, funding, and operational assistance for C-130, C-17 and C-5 exercises, contingencies, and deployments on a worldwide basis. This included the mobilization of all 19 CONUS-based tactical C-130 units in support of operations in the CENTCOM, NORTHCOM,

EUCOM and SOUTHCOM AORs, not to mention volunteer efforts for PACOM and Antarctica. The ANG C-130 community provided approximately 50% of the theatre airlift within the CENTCOM AOR in FY 2005. The Airlift Deployments Team in FY 2005 continued to deploy the newest strategic airlifter to the ANG fleet, the C-17 Globemaster III, as well as the newest tactical airlifter, the C-130J (the 172AW in Jackson, Mississippi finally completed converting from the C-141 to the C-17). The Team supported and coordinated deployments to various worldwide "hot spots" involving Low Density/High Demand assets such as EC-130 Commando Solo and Combat Search and Rescue. All told, the airlift community provided 30% of the total lift required by OEF, 17% by OIF and 58% by ONE. In addition, the 105AW in Stewart, NY volunteered two C-5 aircraft and four aircrews daily to support the Tanker Airlift Control Center (TACC) missions with ongoing operations in Southwest Asia.

The hurricane season also brought new and difficult challenges to the ANG. The ANG airlift community accounted for 3,051 direct support sorties, scheduled 6,923 flight hours, moved into theatre 29,943 tons of relief supplies and equipment and transported 10,579 people in and out of the disaster areas.

The Aerial Refueling Section managed an aging fleet of 222 KC-135 aircraft, totaling more than 45% of the nation's air refueling capability. This fleet was organized into 24 squadrons under 21 wings. In FY 2005, in accomplishing its mission, the Section managed over 33,244 workdays and allocated \$2,403,000 in matching funds for training and deploying ANG KC-135 aircrews. ANG KC-135's provided over 460 sorties and 2,300 flight hours for air refueling for ONE and over 2600 sorties and 10,500 flight hours in support of OEF and OIF. ANG KC-135's also provided 100% of the refueling capability to NATO to support their mission readiness



training at Geilenkirchen AB, Germany. A singular achievement during the fiscal year involved preparing ANG KC-135 crewmembers for augmentation of active duty personnel deploying to the CENTCOM AOR. Through the end of FY 2005 over ten full crews had deployed with their AD counterparts to that AOR, contributing to the reduction of the AD KC-135 Ops Tempo.

ANG aircraft participated in numerous operations and exercises during FY 2005; these missions included contingencies and cooperative training exercises with AD, Reserve and international forces. Below are examples of these missions:

AIR WARRIOR

NORTHERN EDGE

Annual Field Training

Operation NOBLE EAGLE

COMBAT ARCHER

98 Operation ENDURING FREEDOM

COMBAT HAMMER

NORAD AMALGAM Exercise

COPE THUNDER

Operation IRAQI FREEDOM

Fighter Weapons School

Winter-Basing

MAPLE FLAG

SENTRY ALOHA & SNOWBIRD

RED FLAG

F/A 22 Support

RQ-1 FTU Support

JOINT EXPEDITIONARY FORCE

EXPERIMENT

JOINT TASK FORCE Exercise

**Readiness Assessment.** The Readiness Assessment Branch enhanced combat readiness by providing the architecture and resources to collect, display, and analyze reported combat readiness data for the Air National Guard using two vital programs. During FY 2005, the Branch managed unit readiness data in the Status of Resources and Training System (SORTS) and maintained Designed Operational Capability (DOC) statements for 1011 ANG units. Unit Type Code (UTC) readiness data was also maintained for over 17,000 ANG UTCs in the AEF UTC Status Reporting Tool (ART). The status of UTCs tasked for hurricane support were tracked and briefed daily to NGB senior leadership. Technical assistance and detailed reporting guidance were provided in a quarterly newsletter to commanders and data handlers to ensure timely, accurate readiness data.

**Crisis Action Team.** The ANG Crisis Action Team (CAT) processed 1,263 official taskers from numerous internal/external military and governmental agencies during FY 2005. In addition, the CAT coordinated on 24 USAF Mobilization packages and created 220 Force lists for demobilization, deactivation, extension and rescission of Mobilized Forces. Throughout deployment cycles the CAT tracked all the deployed ANG members and assets. A total of 2,874 members were Mobilized and 13,680 members were deployed as volunteers for worldwide military operations. Additionally, 8,921 personnel were placed on orders to support hurricane relief operations. CAT members were also responsible for updating daily the CAT classified and unclassified briefings. Those briefings depicted the status and location of all deployed ANG members and airframes worldwide, delineating the ANG contribution to ONE and the GWOT. The CAT was also the lead agency regarding execution orders (EXORDS), et. al., coordination as it related to ANG troop movement and deployments. It also played an



integral role in sourcing, scheduling and coordinating all ONE Air Sovereignty Alert (ASA) operations to include President of the United States (POTUS) coverage. Activated for hurricanes Katrina, Rita and Wilma, the CAT sustained 24/7 operations for three and a half months as it coordinated the execution of all National Guard hurricane relief efforts. Over 300 ANG members directly supported the CAT during hurricane relief operations. They tracked all Air Guardsmen deployed in support of the relief effort, updated the Hurricane Katrina daily briefing and provided resources to meet time critical requirements for the disaster areas. The ANG/CAT also handled the daily urgent priority actions for the ANG and its deployed forces.

*PATRIOT.* PATRIOT 05 was held from 8-22 July both at Volk Field CRTC/Ft. McCoy, Wisconsin, and Dugway Proving Ground, Utah. Over 2000 National Guardsmen, 200 Air Force and Marine Reservists, 200 servicemen from four nations, plus the Wisconsin and Utah Civil Air Patrols, deployed to participate in the exercise. It resulted in several hundred sorties flown, involving 40 by fighters, 133 by airlifters, six by tankers, 12 by bombers, six by JSTARS and 52 by helicopters. Army National Guard units from Arkansas, Nebraska and Illinois accomplished a variety of training that included: urban warfare training, noncombatant evacuation ops (NEO) training, airfield seizure, air assaults and airdrops, small unit tactics training, call for fire, live fire ops, convoy training, sling-load and RAID training, as well as unit level ancillary training. Fighter and bomber aircraft dropped live and training munitions working with ANG Special Tactics personnel. ANG C-130 units and Royal Canadian Air Force (RCAF) C-130's conducted assault landings and take-offs on a dirt strip airfield. Patriot participants restored the airfield to service that had seen over four years of inactivity and disrepair. Operations units also accomplished a variety of different missions including: close air

support, air refueling, air interdiction, joint combat search and rescue, air combat training, airborne command and control, reconnaissance, time sensitive targeting, air drops and dirt landings as well as Survival, Evasion, Resistance and Escape (SERE) training. National Guard medical personnel concurrently conducted a large patient handling and movement exercise that involved airlift, staging units, emergency medical facilities, and aero-medical personnel. Over 700 communications personnel participated and established over 283 phone lines and 550 computer accounts, 230 LAN drops and installed over 11 miles of cable.

PATRIOT 05 was highlighted by Theater Deployable Communication training and evaluation as well as the introduction of the Interim Satellite Incident Site Communications Set (ISISCS). There was 100% successful integration of Combat Communications, Fixed Communication Flights, EI Squadrons and ISISCS state military teams in tactical communications scenarios supporting real joint and coalition customers. Additionally, the Air Force Research Laboratory (AFRL) provided an excellent venue to display and demonstrate to field troops their latest developments and emerging battlefield concepts. The AFRL integrated five experiments into Region 2 including: a Covert Airfield Runway Lighting system, a multi directional Audio Cueing device for use during CSAR missions, an Environmentally Friendly Luciferase Based Luminescence tactical light source, a Target Recognition Operator Notification System for use during reconnaissance missions, and several Unmanned Aerial Vehicles (UAVs). Over 12 ANG Military Personnel Flights and an Army Personnel Support Battalion maintained 100% real world accountability for the combined locations. Finally, over 40 National Guard Distinguished Visitors (DV), to include four Adjutant Generals and their staffs,



participated in DV day where the Patriot staff had the opportunity to showcase the benefits of this joint training venue for soldiers and airmen.

## OPERATIONAL FORCES

**Combat Air Forces (CAF).** The Air National Guard managed a combat-coded fleet of 522 F-16A/B/C/D; 126 F-15A/B/C/D; and 102 A-10 fighter aircraft. This constitutes 39 percent of the F-16, 24 percent of the F-15, and 37 percent of the A-10 total Combat Air Force. ANG combat forces continued to play a major role in defense of United States air sovereignty through active participation in Operations NOBLE EAGLE, ENDURING FREEDOM, and IRAQI FREEDOM.

ANG fighter units executed an aggressive flying hour program in FY 2005; continuing a trend that began shortly after 9/11. Those units provided around the clock combat air patrol (CAP) support to tasked locations in addition to increased Air Sovereignty Alert (ASA) taskings. Even with the increased Homeland Defense taskings, ANG fighter units continued to shoulder a fair share of the Total Force Aerospace Expeditionary Forces (AEF) commitment, reducing the strain on Active Duty forces supporting Central Command's primary Area of Responsibility. Specifically, the Air Guard supported offensive counter air, defensive counter air, precision guided munitions, interdiction, suppression/destruction of enemy air defenses, C2ISR, and tactical reconnaissance operations.

The Logistics Directorate, while mindful of the Homeland Defense and Global War on Terror (GWOT) missions, continued to facilitate reliability, maintainability, and operational enhancement modifications on the ANG's fleet of aging aircraft.

Not only did those fighter fleets continue to receive modifications that had been started prior to FY 2005, but new modifications were begun as well.

The F-15 fleet continued to undergo a host of vital weapons systems modifications to ensure that the fleet remained reliable and relevant to future defensive efforts. First and foremost, to enhance F-15 A/B operational capability, more robust engines were installed on those airframes. As in previous years, innovative engine reclamation efforts continued to pay dividends. Those efforts entailed utilizing engines installed on F-16 aircraft that were destined for retirement; that program ensured the F-15s received the engines they needed at a fraction of the cost of procuring or modifying engines. In total, 61 engines were reclaimed in this manner in FY 2005. Since there were not enough F-16 engines to outfit the entire F-15 fleet, however, the Directorate continued with converting existent -100 engines to the more powerful -220E configuration—48 conversions in all. The combined effect of these two efforts saved the taxpayer \$138.2 million in new procurement costs.

Engine modifications, however, were only a piece of the overall modification of the aging aircraft. In FY 2005, the ANG began avionics modifications on newly acquired F-15C aircraft that included enhanced radar systems, plus the Joint Helmet Mounted Cueing System. Modifications on the horizon for that airframe were to include installation of the Global Positioning System (EGI), Phase II Night Vision Illumination System (external), Digital Video Recording System (DVR) and the Air-to-Air Interrogator/Identification Friend or Foe System.

The biggest enemy of the Air Guard's A-10 fleet had been a "tired" airframe. To guarantee structural viability in to the future, the Directorate bolstered the FY 2005 structural enhancement modification schedule, inducting nearly 33% of the A-10 fleet into



depot-status to undergo structural enhancements. The major structural modification for the A-10 fell under the Service Life Extension Program (SLEP). The SLEP's objective was to extend the wing lifespan by an additional 8,000 hours (for a total of 16,000 hours). In addition to SLEP, the ANG facilitated ten Wing Station-90 inspections and 7" plastic media blast and paint" maintenance actions—all of which contributed to enhancing the A-10's structural stability. Another modification effected in the A-10 world in FY 2005 involved improving the avionics within the CAF fleet. The ANG assisted the Total Force's Precision Engagement (PE) program for the A-10s by performing two PE kit trial installations. Additionally, it installed (with support from ACC) the Integrated Flight/Fire Control Computer and Central Air Data Computer. This modification was completed for the entire ANG A-10 fleet by the 3rd Quarter of the fiscal year – a full 18 months ahead of schedule. The Air Guard also performed an engineering trial installation of the Smart Multi-Function Color Display (S-MFCD); an ARC initiative designed to furnish operators with a viable interim solution until the PE program was fully fielded. The modification was to significantly reduce fratricide and increase A-10 lethality. Half the fleet was to receive S-MFCD until FY 2009, at which time the PE program was to take effect. PE efforts were accelerated by volunteering aircraft and ANG maintenance team members to lead Initial Operational Test and Evaluation efforts in FY 2006 – a first for the CAF.

The Logistics Directorate also oversaw a busy F-16 fleet modification schedule; modifications geared mainly towards enhancing the avionics/targeting suites on those venerable aircraft. The combat capabilities on the F-16 Block 25/30/32 aircraft were significantly expanded by purchasing Precision Attack Targeting Pods (PATs – Litening II) and modernizing its avionics systems. In FY 2002, the

Air Force awarded the contract for an even more sophisticated targeting pod system, the Sniper XR Pod, whose fielding began in mid-2004. This pod featured both "laser spot" tracking and the ability to generate the coordinates of ground targets and feed them directly into "smart" munitions guided by the Global Positioning System.

The ANG also pursued the Advanced Identification Friend or Foe (AIFF) system, APX-113, for installation on its Block 25/30/32 fleet of aircraft. Initial APX-113 kit purchases began in FY 2004 with installation to begin in March 2006. The system was to allow for interrogation and identification of both friendly and unknown airborne vehicles. It was to benefit all F-16 C/D fleet mission applications.

Of note, the ANG also continued its pursuit to modify its combat coded F-16 Block 42 fleet to the F100-PW-229 engine—an enhancement similar to the aforementioned F-15 modification. That engine was to provide a 20-30 percent improved thrust along with improved reliability and significantly enhanced combat capability for these high demand all-weather precision targeting-equipped assets. Highlighting the significance of this modification was the deployment of 12 F100-PW-229 modified Block 42 aircraft to Operation NORTHERN WATCH in FY 2002. During that 90-day AEF rotation, there were no ground or air aborts associated with engine issues and there were no engine spares required for any reason. By the end of the fiscal year, 27 ANG Block 42 F-16 had been modified with the PW-229 engine. Total re-engining of the F-16 aircraft was to require a total of 63 new production F100-PW-229 engines.

**CAF Armament Systems.** Within the Armament community, total force integration was implemented on two fronts during FY 2005. In Burlington, Vermont, the 158th Fighter Wing certified active duty weapons load crew members for the first



time, and at Langley AFB, Virginia, the Wing Weapons Management teams from the 1st Fighter Wing (FW) met with the 192nd FW, Richmond, Virginia, to blend philosophies meant to shape the first AF “associated” F-22A Raptor Wing. Both of these paradigm-shattering ventures were launched quietly and without fanfare, but with the usual professionalism.

Total Force Integration efforts were not the sole focus. Numerous enhancements and modifications to several platforms capped off a busy fiscal year. Operations ENDURING FREEDOM/IRAQI FREEDOM placed an ever-increasing demand on the need for state-of-the-art technological systems that could successfully search and destroy advanced enemy targets. The ANG embraced the leading edge of this technology, procuring and deploying its forces to the battlefield with the latest weapons systems technology.

The Low Altitude Navigation and Targeting Infrared for Night (LANTIRN) modification, which had been originally designed for Block 40 F-16 aircraft, was expanded to Block 25/30/50 F-16 aircraft—a fleet nearly ten times the size of the Block 40/42 fleet. That configuration change did not come without logistics and sustainment challenges. Aware of impending supply chain issues, the Logistics Directorate spearheaded a strategic logistics plan for procurement and sustainment of sufficient LANTIRN pods to meet immediate demand. By the end of the fiscal year, the ANG had 49 LANTIRN Targeting Pods disbursed at various units depending on AEF/operational requirements. However, advances in technology were already reducing the demand for LANTIRN; in fact, the system faced divestiture as LITENING® and SNIPER® eXtended Range (XR) pods become

available. The Directorate also worked with several units to develop a logistics repair capability that kept parts moving and aircraft flying.

Procurement and enhancement of the LITENING pods actually took place throughout FY 2005. Eventually, 120 LITENING pods for the F-16 and A-10 were deployed to 29 units. The total ANG Targeting Pod (TGP) requirement was 193 — constituting a 2:1 (aircraft to TGP) ratio per flying wing, plus spares. 80 percent of those pods were configured in the Advanced Technology (AT) configuration, while the remaining 20 percent were of the newer LITENING ROVER video data link (VDL) variety. [ROVER, which stands for Remotely Operated Video Enhanced Receiver, is a system which allows ground forces, such as Forward Air Controllers (FAC), to see what an aircraft or unmanned aerial vehicle (UAV) is seeing in real time by receiving images acquired by the aircraft’s sensors on a laptop on the ground. There’s no time delay and usage of ROVER greatly improves the FAC on the ground reconnaissance and target identification which are essential to close air support.]

LITENING AT targeting pods demonstrated an ability to send live video to Rover III-equipped ground forces and to the combined air operations center. The importance of the new VDL capability was demonstrated when, in November 2004, CENTAF insisted on VDL-equipped advanced targeting pods for any units deploying to theater; Northrop-Grumman began C-band VDL production in May 2005.

More sophisticated than the previous two targeting pods, the SNIPER® XR pod began finding its way to Guard bases in FY 2005. The 174 FW (Syracuse, NY) received the first USAF installment of 15 SNIPER® XR TGPs and quickly declared Initial Operating Capability (IOC). Delivery



of the remaining 55 SNIPER® XR remained undetermined as the ANG awaited a formal contract award. In addition, back in FY 2000, the ANG joined efforts with the USAF to procure the Advanced Targeting Pod (ATP) at a 60/40 split; it was promised 70 ATPs for its participation in the program.

**Mobility Air Forces (MAF).** The ANG MAF fleet included 223 E/H/L/MC-130 E/H/J aircraft; 251 KC-135D/E/R/T tankers; 17 C-5As; 8 C-17s; 20 OSA; and 18 HH-60s. With 15 – 50% of the nation's capability in these different major defense systems, the ANG's effectiveness was paramount to U.S. defense and protection.

Use of the MAF fleet continued at a hectic pace, with the "thirst for airlift" seemingly insatiable. No decrease in demand was foreseen for the immediate future. ANG C-130Js were deployed to the AOR for nine months of CY 2005, and beginning in July 2005, ANG C-17s led the aeromedical evacuation stage from Turkey, then Germany. They were just two examples of the ANG commitment to the nation's mobility requirement.

Cursed and blessed with both some of the oldest and the newest aircraft within its respective fleets, ANG modification (C-130/KC-135), upgrade (C-5), and retirement (C-130E/KC-135Es) management was seen as continuing to be of utmost concern, especially in view of unit transformation, realignment, and association by way of BRAC and Total Force Integration efforts. Change was definitely afoot and the Logistics Directorate predicted it would be a challenge to keep up the pace and continue to provide first class mobility maintenance support to the nation and the states. The Directorate noted the importance of keeping on pace with FAA-compliance and structural integrity modifications and upgrades.

The greatest challenge was seen as the advocacy for those upgrades and repairs that would ensure ANG fleet viability—Global Air Traffic Management (GATM) for the KC-135; Aircraft Defensive Systems (ADS) for the C-5; and Large Aircraft Infrared Countermeasures (LAIRCM) for the C-5/C-17. Without those upgrades and repairs, ANG forces could be relegated to secondary support missions away from the AOR.

**Intelligence, Reconnaissance, and Surveillance (ISR) Forces.** The Air National Guard fleet of aircraft not only consisted of the previously identified "legacy" weapons systems—but new fleets of aircraft with new missions. Fortunately, those new platforms and weapons systems were not accompanied by the same "aging aircraft" issues as the legacy fleet. However, the newer weapons systems did pose challenges of a different nature, as the ANG ventured into "uncharted territory" in sustaining the new aircraft and their accompanying supply chains, logistics infrastructures, operational concepts, and deployment techniques.

The fleet of 17 E-8C Joint STARS aircraft became a reality during the fiscal year, with the final aircraft coming out of production and delivered to the 116th Air Control Wing, Robins AFB, Georgia, in March. At least four aircraft were continuously deployed to a forward operation location in Southwest Asia in support of Operations ENDURING and IRAQI FREEDOM, capturing ground moving target information and performing battle space command and control for ground commanders in frontline units. Critical targeting information was sent back to the Central Command in Qatar and the Pentagon. During the year, assertive, innovative, and safe maintenance practices from the 116th Maintenance Group propelled the wing to complete 700 mishap-free combat sorties, and 785 local training sorties accounting for 7,357



combat flying hours and 3,871 local training flying hours. Long-term fleet sustainment was managed through a \$154M contractor logistics support (CLS) contract. The E-8C aircraft were an integral part of Exercise RESULTANT FURY, a Department of Defense technology demonstration over the Pacific Ocean. Their involvement ensured the outcome was a resounding success and provided a glimpse into the future of joint, network-centric collaborative targeting.

The ANG operated and sustained 11 RC-26B aircraft at 11 separate locations. Those aircraft supported AFSOUTH, Counterdrug, NORTHCOM, Department of Homeland Security, and Presidential support missions. The RC-26 continued to be maintained under a \$181M CLS contract that included all flight line, intermediate, and depot-level maintenance and was undergoing source selection for the future.

Also, the ANG operated and sustained 20 Theater Airborne Reconnaissance System (TARS) pods centrally located at Selfridge ANGB, Michigan. Five TARS pods had been deployed with F-16 fighter units in support of OIF and provided essential tactical intelligence products for air and ground forces under CENTCOM direction in Iraq and Afghanistan. Critical need spare part plus-up request purchases had to be initiated to ensure deployed sustainability for the System because of increased OPSTEMPO against Anti-Iraqi Forces. The ANG found itself in the finalization stage of a new 3-year support contract; it completed final design review for incorporating data-link capability and solid-state recorders, with fielding planned for 2007.

FY 2005 has also provided the ANG with a glimpse of a viable future mission forthcoming to several ANG units—the MQ-1 Predator. The Predator system consisting of the MQ-1 aircraft, Ground

Control Station, Predator Primary Satellite Link, and Predator Operations Center was to eventually be fully fielded in to the ANG. Initial plans called for six units to receive different portions of the Predator system; they included California, North Dakota, New York, Texas, Arizona, and Nevada. The units were projected to perform Predator Mission Operations, Launch and Recovery from home station, deployed locations, or both. Each unit was to be organized, manned, and equipped and be provided a maintenance Field Training Detachment.

## LOGISTICS READINESS

### FUELS

The Air National Guard (ANG) Fuels fleet included 447 refuelers. During FY 2005, the 91 Fuels Management Flights issued over 322 million gallons of aviation fuel to ANG aircraft supporting Operations ENDURING FREEDOM, Homeland Defense, Hurricane Katrina, and Hurricane Rita missions, along with the normal peacetime training and State-directed operations.

Always ready for a challenge, they received a Presidential tasking to provide a comprehensive report to Headquarters Air Force/IL on energy conservation. Analysis of the monthly consumption reports resulted in ANG identifying the cause of variances between ANG unit's fuel consumption. Conservation measures were put into place which ranged from increasing security forces bike patrols to the Operations Squadron flying tighter patterns at home. These measures resulted in the ANG conserving 3.3 million gallons of petroleum-based products in just three months.



## MATERIEL MANAGEMENT OPERATIONS

The Air National Guard managed 100 Readiness Spare Packages (RSP) which were vital to the support of OPERATION IRAQI FREEDOM, OPERATION DEEP FREEZE, and Combat Search and Rescue missions world-wide. As Air Force Logistics began to undergo major change, it impacted the ANG. One of the major changes involved transforming the way data was obtained to compute RSPs. The new process was to improve war fighter support and bring the RSP process in line with the new Air Force eLog21 improvements.

Following Hurricane Katrina, the ANG received \$200M for three equipment categories: lost/damaged equipment needing replacement; equipment requiring replacement/modernization; and modernization/capability to respond to future disasters. Material Management personnel identified, reviewed and prioritized requirements to posture for future disaster response.

In the Support Equipment arena, the overarching goal was to streamline the process for budget development and execution, making the procurement of support equipment more effective. The ultimate objective was to provide the war fighter with equipment items in minimal time and at reasonable cost. Under this initiative, MAJCOMs (including ANG) became responsible for making decisions regarding support equipment item procurement during the execution phase. Funding and prioritization of ANG support equipment was set at \$60M for inclusion in the Air Force Materiel Command's FY 2006 equipment buy program.

ANG participated in the Virtual Prime Vendor (VPV) program which allowed supply clothing managers

to order clothing items, excluding War Readiness mobility items, directly from the Kentucky Logistics Operations Center (KYLOC), a DLA sub-contractor in Lexington, Kentucky. ANG began testing at 12 bases and eventually expanded the program to 88 flying units and four Combat Readiness Training Centers. During FY 2005, ANG requisitioned over 667,000 clothing items, spending \$12M, but saving in excess of \$1.2M.

## TRANSPORTATION

The Air National Guard Vehicle Management Section identified mission requirements to the field, stressing the importance of resource management. This resulted in average vehicle-in-commission rates of over 90%. The judicious allocation of \$4M resulted in maintenance costs which were less than three dollars per day per vehicle on a fleet of 14,831 vehicles. The Section oversaw BRAC vehicle realignment actions, orchestrating the master plan to move 1,935 vehicles. The resultant projected total cost was \$1.5M for 94 units in the 50 states, Washington D.C., and Puerto Rico.

The ANG fleet was realigned to compensate for assets displaced by Hurricane Katrina to ensure proper accountability. The action resulted in swiftly directing the movement of 19 excess vehicles from numerous sites to New Orleans in record breaking time.

Also, in order to eliminate 154 separate input actions, the antiquated vehicle data base system was automated. The streamlined process enabled units to input wing priority vehicle requirements instantaneously with greater fidelity.

In order to provide ANG Air Transporters readiness training at Aerial Port University, \$25,000 was



especially allocated. Air transporters were tasked and filled 12 AEF lines in support of EUCOM, CENTCOM and SOUTHCOM missions and deployments. In spite of reduced budget support, the quality of training remained high. The section engaged AMC and TRANSCOM on implementation of the Remote Global Air Transportation Execution System (RGATES) at all aerial ports. Eight K-loaders and nine forklifts that had been sourced were redeployed back to their home units. The continuity of the Air Drop (Rigger) mission was ensured by coordinating the transfer of over 12 short tons of airdrop equipment from the 164 APS (C5 Mission) to the 153 APF (C-130 Air Drop Mission).

## CONTINGENCY OPERATIONS

The ANG Contingency Operations Branch was tasked to develop and provide policy and guidance for 350 ANG units in the areas of aircraft maintenance, munitions, supply, transportation, fuels and logistics plans. Affected were 1300 aircraft, 90 supply accounts, 18,500 vehicles and an annual budget of over 2.1 billion dollars.

The Branch was pivotal to the success of the ANG response to Hurricane Katrina. Contingency Ops personnel organized, scheduled and staffed the ANG Crisis Action Team and established and manned the Logistics Readiness Center for 24/7 hurricane relief operations. In the process, it sourced assets and recruited augmentees, resulting in the movement of 31,291 personnel and 11,231 short tons of cargo; quite an accomplishment. In addition, proactive deployment sourcing, constant follow-up and superlative personal and networking skills ensured a 100% fill rate for the last 3 AEF cycles.

To meet the continuing need for quality training, the comprehensive approach manifested itself in a suite of tools, from a command deployment website – visited more than 10,000 times – to Staff Assistance Visits that kept field units in line with new developments. The result was the training of 125 Installation Development Officers (IDOs), logistics, readiness and transportation personnel from 67 units.

The Unit Type Code (UTC) Management Section developed new F-15 and F-16 designed operational capability (DOC) statements for the first time in years, with Air Superiority UTCs to meet the Homeland Defense mission included for the first time. JSTARS UTCs were likewise overhauled, and UTCs for blended units were added.

The Systems and Deployments Section maintained an In-Garrison Expeditionary Site Plan (IGESP) in conjunction with a logistics capability assessment tool (LOGCAT) Status worksheet on the NGB/A4RX website and held an IGESP/LOGCAT Course six times during the year. That ensured the 71 wings and 74 Geographically Separated Units requiring an IGESP utilized the LOGCAT system to develop it. It also ensured ANG tenant units which did not require an IGESP were referenced in the Host Base's program. The assessment tool supported the focus on giving unit LGRR personnel the most current guidance to manage their individual IGESP, while encouraging adherence to policy and guidance emanating from the Section and HQ USAF. The long-term goal was to continue to provide the same level of training to ANG unit-level personnel consistent with Air Force Policy and Guidance changes and the fielding of Base Support and Expeditionary (BaS&E) Site Planning software worldwide.



# MANPOWER AND PERSONNEL

## PLANS AND INTEGRATION

Policy and Legislative Initiatives, Strategic Plans, and Program Integration comprised the main areas of emphasis under Plans and Integration.

**Policy and Legislative Initiatives.** The year witnessed significant efforts in the Policy and Legislation arena to assist in transforming the Air National Guard into the most ready, reliable and relevant force available. This Branch acted as the single source point of contact for personnel policy issues during Hurricanes Katrina and Rita. It played a critical role in formulating, coordinating and disseminating significant, decisive and timely policies and procedures to those 106,000 ANG members providing vital support to the stricken Gulf Coast. One issue that proved critical to the success of hurricane support was obtaining authority from the Deputy Secretary of Defense to place National Guard members in a Title 32 status as they responded to the catastrophe. As a result, this groundbreaking change in policy allowed National Guard members and their families to be eligible for Safe Haven entitlements. Safe Haven provided crucial and desperately needed financial assistance to members and families who had been evacuated due to a natural disaster, such as Katrina.

The ANG faced tumultuous changes that posed noteworthy challenges for the Policy and Legislative staff. Base Realignment and Closure (BRAC), along with the Future Total Force concept, created the need for the Branch to actively research, review and analyze considerable amounts of existing legislation and policies for their applicability

and/or modernization. This led to formulating and proposing new or modified legislation to accommodate force structure changes, assist personnel, and enhance operational capability. A critical and ongoing component of this review was the difficult balancing act required to create a symbiotic working relationship between Title 10 (Federal) and Title 32 (state) United States Codes. Because proposed force structure changes had the potential to draw down the Air National Guard in strength, it generated review of statutes pertaining to early retirement authorities. Therefore, the ANG proposed legislation updating the Temporary Early Retirement Authority, providing an early reduced retirement for ANG members with less than twenty years of service, whose positions had been eliminated via one of the force shaping initiatives.

Other important legislative issues the Branch contributed to were: increased accessibility and utilization of Air Reserve Component volunteers; enhanced health and insurance benefits and entitlements for members and families; increased hazardous duty and family separation pay; and increased bonus payments for prior service personnel and health care professionals. Other parity issues were resolved, such as equalizing housing allowance for Reserve Component members on active duty for more than 30 days, and income replacement payments for Reserve Component personnel experiencing frequent or lengthy mobilization periods. That legislation eliminated the differential between military and civilian income for involuntarily mobilized members.

This Branch also dedicated a significant amount of time to the revolutionary new personnel and pay system called the Air Reserve Order Writing System. That highly advanced, web based system was to replace several aging and expensive legacy systems used by the ANG. Fully integrated with several



pay systems, more than one Personnel data system (to include the projected activation of the Defense Integrated Manpower and Human Resource System), and the new ANG Manpower System was to track and distribute funding, cut every order necessary for the function of the ANG (except Contingency, Exercise and Deployment orders), and provide numerous detailed and critical reporting tools for commanders at all levels.

**Strategic Plans.** The Strategic Plans Branch maintained a sustained and demanding pace during FY 2005. Congressional approval of Base Realignment and Closure Commission recommendations, meant the ANG would face significant strategic and tactical operational issues in the years ahead. The Branch fought proposed force reductions, while simultaneously forging forward to formulate, coordinate, and implement new and emerging missions for the continued support of Combatant Commander requirements and National security objectives. In addition to unparalleled force structure modification proposals, in response to the NGB Chief's vision, the Branch developed the innovative ANG Personnel Strategic Plan. Creatively and expertly developed, the document deliberately charted a measured and progressive approach for the maintenance of ANG's strategic relevance well into the twenty first century.

**Program Integration.** At the beginning of the Fiscal Year, the Personnel Service Delivery Transformation program was aligned within the Field Activities Branch of the Personnel Force Management Division. Shortly afterward, Personnel Service Delivery Transformation Management became a separate Branch. Complimenting this effort, was the assignment of an Air National Guard Advisor (Colonel) to the Air Staff's Plans and Integration Division who was to represent the ANG in the program planning environment. Also during

FY 2005, the ANG assisted with standing up the total force Personnel Service Delivery Support Office at the Air Force Personnel Center, Randolph Air Force Base, Texas. In July 2005, the ANG saw its first member, a unit Active Guard Reservist, assigned to that office. A full compliment of four ANG members was on board by the end of October 2005.

Throughout the fiscal year, there was significant deliberation to determine how the Active Duty and Reserve would meet the vision of a Total Force Personnel Center with a single commander. There was much at stake as the vision changed how both the Air Force Personnel Center and Air Reserve Personnel Center operated. Although the Air National Guard was involved in those discussions, an overall lack of resolution hampered efforts. A majority of the fiscal year was spent formulating a strategy as to how the ANG would fit into the proposed solutions. At analysis end, manpower availability in support of Air National Guard strategies determined that any business process redesign for transformation would need to stress, in order: elimination of workload, streamlining processes, development of self-service, and finally, identification of candidates for centralization. It was hoped the defined and agreed upon scope would lead to success in the short term, with modernization to come.

The reengineered Mission Support Flight became a reality during this period. The ANG determined that the flight structure was sound and could withstand any potential workload changes. However, final implementation of the reengineering was put on hold until after the results of the March 2006 business process redesigns. Following those meetings, it was predicted that implementation would be immediate and successful.



## FORCE MANAGEMENT POLICY

Branch achievements included the Personnel Systems Manager (PSM) and Personnel Readiness Workshop, continued push for volunteerism in lieu of mobilization, and countless contributions towards Hurricane Katrina.

### ***PSM and Personnel Readiness Workshop.***

During late November and early December 2004, approximately 200 ANG personnel traveled to Tucson, Arizona for the biennial workshop. Current issues and practices were discussed in depth, as all PSM and PERSCO personnel were able to meet face to face to discuss those topics relevant to the readiness/mobilization arena. Several subject matter experts (Sees) from AEFC, CENTAF, and Air Staff presented the most current and relevant information to ANG Readiness issues. Positive critiques underscored the workshop as an extremely worthwhile event; one that will be repeated in the future.

***Volunteerism In Lieu of Mobilization.*** An extremely hot topic during FY 2005, an important initiative was to push for the elimination of the word "volunteer" on active duty orders for ANG personnel. Force Management (DPF) worked with SAF/MR on this short-term fix, mainly because some employers were not supportive of extended volunteer tours, even though they had no qualms with involuntarily mobilizations. In the long term, the goal was to work with, educate, and seek support from employers as regards the Air Force's use of volunteers in lieu of mobilized personnel.

***Hurricane Katrina.*** In support of Hurricane Katrina, DPF worked with NGB/A1X to immediately create weekly personnel guidance to the field. Such guidance contained pertinent

information on reporting instructions, duty status updates, Safe Haven instructions, helpful websites, contact/orders/medical information, DD Form 214s, etc. Initially, there were accountability issues because only Title 10 (T10) personnel were tracked (not Title 32 (T32) members). This resulted in the development of a spreadsheet that was sent out to the field to determine what status ANG members were in (T10 or T32). That was followed by the creation of an Emergency Data Response (EDR) data spreadsheet (in conjunction with AFPC) that reduced MilPDS updating to only once a day. DPF provided instructions on the duty status and executive orders to use for the identification of those individuals who were only in support of Hurricane Katrina. They proved useful in identifying the name, location, and number of ANG members providing hurricane support. The result was a very useful tool, not only for NGB, but for the field as well. Other developed spreadsheets contributing to resolving accountability issues were: Safe Haven, Dependent Information, and Leave/TDY Information. Those products established the guidelines/ground rules for Hurricanes Rita and Wilma, enabling the processes for those support operations to run much more smoothly.

NGB/A1 led the response to the devastating effects of Hurricane Katrina, assembling and deploying an outreach team to the Gulf Region. The team assisted over 1,000 displaced Army and Air National Guard members and their families, facilitating their access to military, governmental and charitable aid. Acting as the commander's eyes and ears on the ground, the team ensured senior leadership was aware of local situations and ensured speedy access to critical resources needed to rebuild the Louisiana National Guard's decimated Family Support Program.



## RECRUITING AND RETENTION

For Fiscal Year 2005, the Air Guard's programmed end strength was 106,700. However, the ANG had 106,822 assigned members at the end of FY 2004, thus starting FY 2005 with 122 over programmed strength. To achieve the FY 2005 programmed strength of 106,700, the ANG established a recruiting goal of 11,361, some 1,319 over the previous year. Even so, the ANG ended FY 2005 with 106,430 members, 270 short of programmed strength. The Air National Guard attributed this minor shortfall to two distinct factors: (1) a growing economy which drove more enlistment eligible individuals to work in the private sector and, for those currently serving, enticing them to leave military service; and (2) The Global War on Terrorism (GWOT) and the negative press the media placed on military service.

The ANG surpassed the retention rate goal for FY 2005 of 89.25% by achieving a rate of 90.1%. This was primarily due to an increase in bonus amounts for FY 2005. The FY 2005 Ronald Reagan National Defense Authorization Act (NDAA) authorized significant legislative increases in the Reserve Component Bonus program. As a result of these legislative increases, the ANG was able to offer more bonus money to not just attract recruits, but more importantly, retain current members. The increase in amounts went from \$8,000 to \$10,000 for a Non-Prior Service Bonus (NPS), from \$5,000 to \$15,000 for a Prior Service (PS) or Reenlistments Bonus. Both required a fully qualified six-year enlistment. Personnel shortages remained in some critical Air Force Specialty Codes (AFSCs), primarily in the aircraft maintenance and electronic career fields.

## AIRMAN DEVELOPMENT

ANG Formal Training closed out FY 2005 with Basic Military Training and Technical Training execution rates of less than 80%. The Air Education and Training Command (AETC) goal was 90% for all MAJCOMs. Failure to meet that execution rate meant AETC was authorized to cut ANG overall allocations by 5%.

The ANG had partnered with AETC to align ANG training opportunities in a pipeline configuration [seven to fourteen days from basic military training (BMT) graduation to commencement of Three Level Technical Training]. The effort was to assist with reducing breaks in training, resulting in getting trained ANG resources back to their units in a timelier manner. Since the ANG no longer offered the Split Training Option (STO), the only possible breaks in training were to be from unavailable technical training allocations.

In FY 2005 the ANG had 25 constrained 3-level career fields (i.e., ANG filled all available ANG allocations but still had remaining training requirements). The Formal Training Branch continued to work with AETC, ANG functional managers, and the schools themselves to acquire additional allocations throughout the execution year to offset the anticipated shortfall in these areas.

**Rated Management.** The Rated Management Branch continued the retention programs first implemented in FY 2000. During the past year the Air National Guard continued to see a strong take rate in aviator continuation pay (ACP). The ANG accomplished its goal by renovating the ACP program to reflect changes in civilian airline hiring -- directly affecting ANG pilot retention. That revision was instrumental in retaining qualified pilots to



sustain the combat force – a critical force enabler in the current crisis environment. Regarding its greatest challenge, the Branch moved closer to facilitating legislation that would eliminate certain restrictions on aviation career incentive pay (ACIP) and career enlisted flight incentive pay (CEFIP). An important part of proposed changes was the inclusion of the ANG in the AF annual review of ACP take rates and pilot retention. The initiative, affecting over 13,000 ANG/AFRes officers and enlisted crewmembers, was aimed at providing an incentive to “traditional” aviators who have been participating at historically high levels. The ACP, ACIP, and CEFIP programs were designed to significantly increase ANG retention and recruiting rates.

### ***Education and Advanced Distributed***

***Learning.*** The Air National Guard continued to use advanced Distributed Learning methodologies as a primary training vehicle for members. Training was uplinked from Knoxville, Tennessee; Panama City, Florida; and Andrews AFB, Maryland. The Airman Leadership School became the second military education course to be broadcasted, following the Satellite NCO Academy in that regard. In addition, the satellite-based ANG Warrior Network disseminated training and information to ANG members at 203 sites throughout the nation. Those studios also served as full communicative links to the States and Territories in times of national and local contingency operations. The ANG also continued to enjoy good working relations with the Federal judiciary training network, uplinking training to all the federal courts.

The Branch continued to work with DoD and all the federal training communities by rewriting two DoD instructions and shepherding the development of sharable learning pieces. The net result of these actions was increased unit and member readiness. Funding remained the primary challenge

for the ANG. The ANG fought to be positioned to compensate learners, to assist with computer acquisition (or accessibility), Internet access, and to pay for conversion of courses into a deliverable format.

Additionally, the ANG sought more seats in enlisted and officer Professional Military Education. It continued to support Joint Training and NATO training for its members. Through that training ANG members received up-to-date information on culture, mores, and protocol enabling them to perform more effectively in those areas to which deployed.

***Force Development.*** The ANG Force Development Steering Team was stood up in May 2004 and was tasked to develop, where feasible, an ANG specific Force Development program that was to complement the Active Duty FD Construct, at the same time respecting the unique qualities of the Air National Guard and its citizen airmen. A Senior Leader Force Development Survey was sent to the field in August to help identify requirements for Senior Leader development. In October, a Future Total Force Officer Development Liaison Group was formed to synchronize Force Development across all components of the ANG. The Group assisted in the development of the concept of operations (CONOPS) for ANG officer force development, finalized 31 May 2005.

The overall goal of the ANG FD Construct was deliberate and organized development tailored to meet ANG needs within the context of its culture. The intent was to eventually develop officers with the required skills, knowledge and experience to lead



and execute current and future mission requirements. The primary plan of execution was to begin on the following initiatives:

- Focus on officer corps first.
- Place responsibility for ANG FD policy and oversight in ANG/DP.
- Establish state specific FD POC at state Joint Force HQ.
- Begin enlisted corps FD effort by January 2006.
- Deliberately link all training and education opportunities to assignment experiences to build competencies, which meet ANG and AF needs now and in the future to ensure ANG invests the right education, training and experience in the right officers at the right time.
- Purposefully connect members' career goals to ANG and AF needs to achieve both by communicating through an ANG specific Officer Developmental Plan (ODP) in conjunction with AD ODP that will allow officers to indicate ANG specific desires.
- Enhance ANG leader, functional managers, and member understanding of their roles in force development through educational programs (Commander Development Course (CDC), Intermediate Leadership Seminar (ILS), etc).
- Establish Development Teams (DT) at the State and NGB level. DT membership to vary depending on needs of State. DTs to review officer ODPs and provide suggested career vectors to members and supervisors. Teams would meet a minimum of once per year. First Stat Tour DT and 6 test state DTs (Hawaii, Kansas, Kentucky, Texas, North Carolina and District of Columbia) met mid-late 2005.
- Establish ANG specific Career Planning Diagrams (CPDs) in conjunction with AD CPDs that provide

ANG officers with information and guidance on broadening AFSC skill pairings, Developmental Identifiers (DIDs), and associated assignment opportunities.

- Establish process to certify civilian experience for BDE/IDE/SDE credit. Options include asking DTs to assist in establishing criteria and hold certification boards.
- Overhaul Developmental Education selection processes to recruit best candidates for in-residence attendance based on career vectors, ODP preferences, and needs of the ANG/AF.
- Establish short tour follow-on assignments for in-residence graduates that leverage recent school experiences (NGB, Air Staff, Joint Staff, MAJCOM, State Joint Force HQ assignment).
- Build and deliver change management plan to the field. Educate officers on FD plan, rationale of why we need FD, how it may affect them, expectation of benefits, and gain buy-in from leadership.

In August 2005, an ANG Career Functional Manager (CFM) conference was held in Washington, DC, which brought CFMs together to brief the approved ANG CONOPS, discuss requirements for FD toolkit and CPDs, and to lay out way ahead for Stat Tour DT and test state DTs. Each of the CFMs submitted a CPD which outlined career vectors and deployment assignments to offer career vectors for ANG officers. An officer was put in place on a two-year temporary tour to begin the execution phase and spread the word campaign. This campaign was to include briefing the ANG CONOPS and development efforts at conferences, leadership groups, and other forums responsible for career development. Enlisted and Civilian Force Development was anticipated to begin in 2006.



# MANPOWER, ORGANIZATION ORGANIZATION, AND RESOURCES

During Fiscal Year 2005, the ANG Manpower, Organization and Resources Division continued to manage all matters pertaining to manpower, organization, and management engineering of current and projected Air National Guard Resources. Four branches constituted the Division: Management Engineering, Organization and Policy, Requirements, and Resources and Systems. The FY 2005 BRAC implementation increased the Division's workload by leaps and bounds. However, the Division continued to efficiently support its customers. Those customers included a broad range of organizations, including field units, functional managers within the ANG, the Air Staff, and DoD. In a continued effort towards improvement, the legacy Manpower Data System (MDS) was replaced by the Manpower Programming and Execution System (MPES) in April 2005. This new system had a significant impact on the way the Division conducted day-to-day business.

## MANAGEMENT ENGINEERING

The Management Engineering Branch administered the ANG's Management Engineering Program (MEP). The MEP encompassed developing and monitoring manpower standards, managing the Air National Guard Suggestion Program, and other productivity programs. During FY 2005 the branch published and updated over 160 new manpower standards.

## ORGANIZATION AND POLICY

During the fiscal year the Organization & Policy Branch received 25 Organizational Change Requests (OCR). The Branch also realigned 19 Engineering and Installation Squadrons from Air Force Material Command to Air Combat Command, and documented the OCR process in an effort to reduce cycle time and minimize discrepancies. For the purposes of consistency across the board, this Branch began to initiate the clean-up of all Personnel Accounting Symbol Codes (PAS) and organization charts across the ANG.

## REQUIREMENTS

In FY 2005 the Requirements Branch underwent a major reorganization when it combined two sections, Military Requirements and Full-time Requirements. Under the new alignment, the branch consisted of three sections; Information Dominance, Global Mobility, and Power Projection. The Branch still continued to provide manpower management support, however, to ANG senior leadership in over 88 Flying Wings and in over 250 GSUs. This included managing the Unit Manpower Document (UMD) by validating manpower requirements and complying with published manpower standards. During the year the Branch developed new planning documents to support several new missions initiated by Future Total Force (FTF) and BRAC initiatives. Some of those missions included Air Sovereignty Alert, Predator, along with several changes to Primary Aircraft Authorized (PAA) throughout the weapons systems. It also engaged in two major projects that completely aligned the UMD with the Manpower Resource Voucher (MRV), thereby better utilizing existing resources.



## RESOURCES AND SYSTEMS

The Resources and Systems Branch found itself heavily involved in the implementation of the new MPES. As the System Administrators, the Branch continued to trouble shoot and beta test the new system (fielded in April 2005). This branch also accounted for ANG manpower resources allocated to the states and developed and published the fiscal year allocation plan and Manpower Resource Vouchers (MRVs). Additionally, the Branch reviewed all manpower change requests for manpower resource impacts.

## FINANCIAL MANAGEMENT

The Directorate of Financial Management (FM) and Comptroller was responsible for budget development, analysis, execution, and stewardship of Air National Guard financial resources. The organization directed financial services for 106,800 personnel located at 177 locations worldwide. The Directorate interfaced with the Air Force, the Department of Defense, and congressional staffs regarding budget, policy and financial services issues. It consisted of two divisions: Financial Analysis and Financial Services, along with a Financial Systems Branch.

## FINANCIAL ANALYSIS

The FY 2005 DoD Appropriations Act adequately supported ANG requirements to the tune of \$7.2 billion. Specifically, ANG Appropriations encompassed \$4.5 billion for Operation and Maintenance, \$2.5 billion for Military Personnel, and \$229.3 million for Military Construction. This amounted to 7% of Air Force total budget authority. The O&M Appropriation financed operation of

ANG activities that included civilian pay, flying hours, depot maintenance, facility sustainment and restoration, travel, utilities, supplies, equipment, and contractor logistics support. The MilPers Appropriation funded military personnel payroll costs and other costs such as travel, subsistence, clothing, and bonus and educational benefits. The Military Construction Appropriation financed major and minor construction projects, plus the planning and design of future year construction requirements.

The Budget Formulation Branch produced a budget that supported 88 flying units, 248 mission support units, and 1,144 primary aircraft. It fully funded 257,214 flying hours for air defense, tactical air, air refueling, strategic/tactical airlift, and rescue/recovery. The budget also provided 15-day annual training tours, 48 drills, and other special training for 94,363 traditional Guardsmen and supported an average strength of 11,815 Active Guard/Reserve personnel. This was no mean accomplishment, as ANG personnel were very active in FY 2005—from supporting the United States role in Iraq to supporting Hurricane Katrina victims at home. In addition, the Branch produced detailed justification books while upgrading and expanding mechanized budget software tools. Efforts resulted in well justified budgets resulting in minimum Congressional adjustments, which in turn procured the funding to support all Air National Guard efforts overseas and in the homeland.

## FINANCIAL SERVICES

The Financial Services Division, NGB/FMF, has been charged with establishing policy, administering accounting processes, directing payment procedures, overseeing pay operations, and deploying forces in order to provide a broad range of financial services to personnel throughout the world and in every U.S. State and Territory. In 2005 the Division consisted



of three branches: the Accounting Operations Branch, the Field Support Branch, and the Plans and Programs Branch.

**Accounting Operations Branch.** The Branch was fiscally responsible for accounting for all funds assigned to the NGB Headquarters. It put forth a tremendous effort with the certification and tracking of approximately \$2.0M in Hurricane Katrina and Rita funds. Also in 2005, the NGB Joint Staff financial management operations fully merged with ANG/FM accounting operations making ANG/FM a "Joint" accounting and budget operations. As a result, the Branch was given responsibility for the certification, reconciliation, and tracking of approximately \$100M Joint Staff and \$302.7M Air Guard funds, respectively.

**The Field Support Branch.** Field Support was responsible for overseeing ANG pay, travel reimbursement and accounting activity at field operational units. The ANG and DoD mandated implementation of two new financial management systems [ANG Reserve Order Writing System (AROWS) and Defense Integrated Military Human Resource System (DIMHRS)]. Those mandates required the Branch to actively participate in the business rule and training program development, testing and fielding efforts. Field Support also supported Hurricane Katrina efforts by creating a tailored pay and entitlements briefing that was provided on site to affected personnel by a highly specialized and mobile team of experts.

**The Plans & Programs Branch.** Plans and Programs was responsible for providing finance forces to support Combatant Commanders and the USAF at home and abroad and for providing financial expertise to the ANG Crisis Action Team (ANG/CAT) during contingency operations. Key to this responsibility was matching volunteers with

the needed skill codes for each mission tasking. In 2005, more than 500 students received training in various areas, and the ANG provided the volunteers to fill 15% of Air Expeditionary Force (AEF) finance requirements. Operations supported included: the Global War on Terror, Hurricane Relief (Katrina/Rita), Operation Iraqi Freedom as well as home station support to deployed members. In preparation for the Katrina hurricane, FMFP stood up a 24/7 staff of finance personnel in the CAT that became a conduit for financial information throughout the ANG. This branch also led the financial management efforts to support ANG Strategic Planning, BRAC, Total Force Initiatives (TFI), Continuity of Operations and War planning.

## FINANCIAL SYSTEMS

The ANG Financial Management Directorate reached a major milestone in the transformation of financial management systems, when the DoD Comptroller approved the development of the ANG Reserve Order Writing System (AROWS). AROWS was to revolutionize the ANG 20-year-old orders writing process.

Once implemented, AROWS was seen as ensuring standardization of the order processes throughout all the 88 ANG Wings. Its establishment was to represent the most significant change in Resource Management in the ANG in the past 25 years. AROWS was to bring the order request and approval process to a web-based environment, incorporating home access for ANG members. It was also projected to elevate the ANG orders process to a greater level of compliancy and to allow NGB to view all orders authorized in the ANG. AROWS was to be the first ANG-unique system to be developed under the dictates of the DoD Business Management Modernization Program (BMMP).







NATIONAL GUARD BUREAU  
**APPENDICES**



# APPENDIX A

## CHIEFS OF THE NATIONAL GUARD BUREAU

Colonel Erasmus M. Weaver.....	1908-1911
Brigadier General Robert K. Evans.....	1911-1912
Major General Albert L. Mills.....	1912-1916
Major General William A. Mann.....	1916-1917
Major General Jessie McL. Carter.....	1917-1918
Brigadier General John W. Heavy (Acting).....	1918-1919
Major General George C. Rickards.....	1921-1925
Major General Creed C. Hammond.....	1925-1929
Colonel Ernest R. Redmond (Acting).....	1929-1929
Major General William G. Everson.....	1929-1931
Major General George E. Leach.....	1931-1935
Colonel Harold J. Weiler (Acting).....	1935-1936
Colonel John F. Williams (Acting).....	1936-1936
Major General Albert H. Blanding.....	1936-1940
Major General John F. Williams.....	1940-1946
Major General Butler B. Miltonberger.....	1946-1947
Major General Kenneth F. Cramer.....	1947-1950
Major General Raymond H. Fleming (Acting).....	1950-1951
Major General Raymond H. Fleming.....	1951-1953
Major General Earl T. Ricks (Acting).....	1953-1953
Major General Edgar C. Erickson.....	1953-1959
Major General Winston P. Wilson (Acting).....	1959-1959
Major General Donald W. McGowan.....	1959-1963
Major General Winston P. Wilson.....	1963-1971
Major General Francis S. Greenlief.....	1971-1974
Lieutenant General La Vern E. Weber.....	1974-1982
Lieutenant General Emmett H. Walker, Jr. ....	1982-1986
Lieutenant General Herbert R. Temple, Jr.....	1986-1990
Lieutenant General John B. Conaway.....	1990-December 1993
Major General Philip G. Killey (Acting).....	December 1993-January 1994
Major General Raymond F. Rees (Acting).....	January 1994-July 1994



Major General John R. D'Araujo, Jr. (Acting).....	July 1994-September 1994
Lieutenant General Edward D. Baca.....	October 1994-July 1998
Lieutenant General Russell C. Davis.....	August 1998-August 2002
Major General Raymond F. Rees (Acting).....	August 2002-April 2003
Lieutenant General H Steven Blum.....	April 2003-

## VICE CHIEFS

Major General John B. Conaway.....	1989-1990
Major General William A. Navas, Jr.....	1990-1992
Major General Raymond F. Rees.....	1992-1994
Major General Russell C. Davis.....	1995-1998
Major General Raymond F. Rees.....	1999-2002, 2003



# APPENDIX B

## STATE ADJUTANTS GENERAL

<b>AL</b>	MG Crayton M. Bowen (Ret)	<b>MT</b>	MG Randall D. Mosley
<b>AK</b>	Brig Gen Craig E. Campbell*	<b>NE</b>	Maj Gen Roger P. Lempke
<b>AZ</b>	MG David P. Ratacza	<b>NV</b>	Colonel Cynthia N. Kirkland*
<b>AR</b>	MG Ronald S. Chastain	<b>NH</b>	Maj Gen Kenneth R. Clark
<b>CA</b>	MG William H. Wade, II	<b>NJ</b>	MG Glenn K. Reith
<b>CO</b>	MG Mason C. Whitney	<b>NM</b>	BG (NM) Kenny C. Montoya
<b>CT</b>	Brig Gen Thaddeus J. Martin	<b>NY</b>	MG Thomas P. Maguire, Jr.
<b>DE</b>	MG Francis D. Vavala	<b>NC</b>	MG William E. Ingram, Jr.
<b>DC</b>	MG David F. Wherley, Jr., CG	<b>ND</b>	Maj Gen Michael J. Haugen
<b>FL</b>	Maj Gen Douglas Burnett	<b>OH</b>	MG Gregory L. Wayt
<b>GA</b>	Maj Gen David B. Poythress	<b>OK</b>	Maj Gen Harry M. Wyatt, III
<b>GU</b>	BG Donald J. Goldhorn*	<b>OR</b>	MG Raymond F. Rees
<b>HI</b>	MG Robert G.F. Lee	<b>PA</b>	MG Jessica L. Wright
<b>ID</b>	MG Lawrence F. Lafrenz	<b>PR</b>	BG Benjamin Guzman (Ret)
<b>IL</b>	BG (IL) Randal E. Thomas	<b>RI</b>	Brig Gen John L. Enright
<b>IN</b>	MG R. Martin Umbarger	<b>SC</b>	MG Stanhope S. Spears (Ret)
<b>IA</b>	Maj Gen G. Ron Dardis	<b>SD</b>	MG Michael A. Gorman
<b>KS</b>	Brig Gen Tod M. Bunting*	<b>TN</b>	MG Gus L. Hargett, Jr.
<b>KY</b>	MG Donald C. Storm	<b>TX</b>	MG Charles G. Rodriguez
<b>LA</b>	MG Bennett C. Landreneau	<b>UT</b>	MG Brian L. Tarbet
<b>ME</b>	MG John W. Libby	<b>VT</b>	Maj Gen Martha T. Rainville
<b>MD</b>	Maj Gen Bruce F. Tuxill	<b>VA</b>	MG Claude A. Williams
<b>MA</b>	BG (MA) Oliver J. Mason, Jr.	<b>VI</b>	BG (VI) Eddy G.L. Charles, Sr.
<b>MI</b>	Maj Gen Thomas G. Cutler	<b>WA</b>	Maj Gen Timothy J. Lowenberg
<b>MN</b>	MG Larry W. Shellito	<b>WV</b>	MG Allen E. Tackett
<b>MS</b>	Maj Gen Harold A. Cross	<b>WI</b>	Maj Gen Albert H. Wilkening
<b>MO</b>	BG King E. Sidwell	<b>WY</b>	MG Edward L. Wright

As of October 2005

\* Promoted to next Highest Grade on 18 Nov 2005



# APPENDIX C: ANG APPROPRIATIONS

## FY2005

State	O & M	MilPers	MilCon	Other Appropriations
AK	\$76,279,539.42	\$3,572,630.04		\$298,148.10
AL	\$65,296,799.01	\$3,007,414.31	\$12,564.12	\$648,082.61
AR	\$72,167,399.68	\$2,591,723.12	\$5,861,032.49	\$68,525.10
AZ	\$163,985,895.28	\$2,462,511.66		\$802,080.56
CA	\$156,621,957.32	\$7,909,250.80		\$1,060,205.68
CO	\$55,194,521.33	\$2,032,956.34	\$475,028.57	\$10,000.00
CT	\$33,515,029.40	\$1,270,716.90		\$460,849.72
DC	\$48,904,903.81	\$1,737,564.51		\$10,000.00
DE	\$32,040,169.17	\$1,269,687.74	\$212,406.80	
FL	\$104,747,714.50	\$3,712,438.31	\$4,887,342.86	\$225,480.44
GA	\$141,384,282.27	\$4,277,962.24	\$1,619,951.78	\$241,000.00
GU	\$1,202,659.83	\$994,180.92		
HI	\$105,656,540.64	\$2,527,401.99		
IA	\$81,264,787.44	\$3,130,112.99	\$1,086,586.50	\$1,321.60
ID	\$50,251,857.34	\$1,474,458.05	\$1,352,649.40	
IL	\$99,710,414.63	\$4,466,743.00	\$288,514.72	\$4,846,844.73
IN	\$87,709,298.38	\$2,814,341.37	\$1,400,922.00	
KS	\$94,184,276.56	\$3,306,240.80	\$9,356,040.42	\$669,357.24
KY	\$29,831,169.96	\$2,178,007.49	\$5,323.30	\$157,278.54
LA	\$59,247,609.95	\$2,252,234.71	\$89,619.57	\$411,382.15
MA	\$122,427,526.96	\$3,020,756.49	\$969,188.70	\$1,097,901.19
MD	\$48,758,847.59	\$2,406,176.72		\$133,450.80
ME	\$45,263,653.00	\$1,766,764.26		\$238,000.00
MI	\$143,210,317.16	\$3,724,973.87	\$11,818,193.30	\$964,101.74
MN	\$74,127,083.84	\$3,229,527.41	\$9,346,082.73	\$485,000.00
MO	\$94,671,745.96	\$3,881,336.88	\$572,154.99	
MS	\$101,575,728.63	\$3,978,113.08	\$408,135.68	\$349,921.03
MT	\$38,506,952.28	\$1,635,310.98	\$244,200.18	\$56,841.30



<b>State</b>	<b>O &amp; M</b>	<b>MilPers</b>	<b>MilCon</b>	<b>Other Appropriations</b>
<b>NC</b>	\$40,887,367.03	\$2,356,617.63		\$491,906.90
<b>ND</b>	\$46,960,777.34	\$1,770,185.87		\$56,000.00
<b>NE</b>	\$29,315,913.00	\$1,407,947.55		\$420,352.26
<b>NH</b>	\$39,655,411.40	\$1,390,504.97	\$4,458,371.37	\$175,705.32
<b>NJ</b>	\$94,341,637.25	\$2,577,820.85	\$13,719,855.48	\$136,777.96
<b>NM</b>	\$45,362,562.59	\$952,834.32		\$16,376.92
<b>NV</b>	\$32,203,142.31	\$1,461,509.70	\$1,248,478.00	\$121,116.14
<b>NY</b>	\$249,673,593.39	\$8,615,492.30	\$3,488,580.47	
<b>OH</b>	\$190,534,208.36	\$6,269,215.54	\$7,938,503.82	\$341,350.74
<b>OK</b>	\$75,226,403.48	\$3,224,711.69		\$729,071.00
<b>OR</b>	\$130,753,748.81	\$2,916,063.32	\$127,302.16	\$643,214.05
<b>PA</b>	\$100,406,629.04	\$5,828,494.26	\$555,395.87	\$574,144.13
<b>PR</b>	\$35,078,345.47	\$2,195,395.35	\$65,200.00	\$220,329.65
<b>RI</b>	\$28,564,018.72	\$1,338,935.84	\$2,684,034.12	\$4,914.90
<b>SC</b>	\$39,529,409.40	\$2,189,320.01	\$500.00	\$272,920.81
<b>SD</b>	\$33,937,697.59	\$1,302,835.12	\$6,354,698.67	\$697,576.11
<b>TN</b>	\$122,002,269.36	\$5,661,409.21	\$57,702,182.92	\$416,563.83
<b>TX</b>	\$129,883,304.99	\$4,308,546.90		\$269,496.11
<b>UT</b>	\$45,189,149.25	\$2,696,006.74	\$35,357.00	\$46,153.85
<b>VA</b>	\$30,419,658.40	\$1,753,165.11		
<b>VT</b>	\$46,397,688.95	\$1,692,605.92	\$5,975,821.60	\$484,747.74
<b>WA</b>	\$51,484,574.10	\$3,421,156.02	\$376,309.64	\$13,420.03
<b>WI</b>	\$82,716,290.48	\$3,417,501.02	\$9,959,558.76	\$91,379.53
<b>WV</b>	\$63,215,627.38	\$3,028,660.73	\$61,907,322.90	\$514,783.24
<b>WY</b>	\$37,932,600.00	\$2,057,694.48	\$362,477.65	\$409,370.95
<b>Totals</b>	\$4,049,410,709.43	\$154,466,167.43	\$226,965,888.54	\$20,383,444.70



# ARNG APPROPRIATIONS

## FY2005

States	NGPA	OMNG	MILCO
AK	\$16,286,280	\$36,393,897	\$40,189
AL	\$83,984,100	\$104,143,089	\$26,750,401
AR	\$63,084,435	\$103,152,590	\$47,629,349
AZ	\$35,491,760	\$61,079,513	\$4,582,984
CA	\$124,600,294	\$272,289,002	\$11,276,317
CO	\$32,223,915	\$37,672,345	\$34,166,073
CT	\$22,676,250	\$111,584,317	\$3,665,455
DC	\$15,070,800	\$19,350,222	\$110,122
DE	\$12,661,080	\$19,796,533	\$0
FL	\$77,055,726	\$92,166,782	\$14,377,803
GA	\$58,817,128	\$82,286,459	\$17,490,696
GU	\$7,202,262	\$5,166,748	\$370,080
HI	\$14,731,676	\$30,827,945	\$0
IA	\$47,836,290	\$72,111,839	\$4,079,377
ID	\$16,422,100	\$45,997,988	\$0
IL	\$57,010,725	\$60,844,342	\$17,846,601
IN	\$69,798,940	\$85,260,717	\$2,890,615
JS	\$0	\$105,651,736	\$0
KS	\$36,282,350	\$87,232,104	\$2,499,681
KY	\$90,929,600	\$120,217,062	\$127,970
LA	\$75,786,200	\$81,036,150	\$13,235,387
MA	\$42,635,030	\$64,458,568	\$1,282,200
MD	\$43,449,910	\$47,777,805	\$180,000
ME	\$14,796,475	\$76,559,350	\$0
MI	\$51,769,310	\$85,946,629	\$20,880,895
MN	\$65,238,991	\$90,617,121	\$2,429,905
MO	\$53,989,552	\$152,922,280	\$229,767
MS	\$62,207,550	\$200,310,021	\$10,525,507
MT	\$14,240,219	\$34,210,473	\$11,555,728
NC	\$57,996,900	\$72,021,207	\$11,663,621



<b>States</b>	<b>NGPA</b>	<b>OMNG</b>	<b>MILCON</b>
ND	\$25,362,720	\$36,245,153	\$1,860,663
NE	\$24,657,666	\$38,978,026	\$3,380,956
NGB-2	\$25,012,035	\$898,413,280	\$0
NH	\$10,977,607	\$19,429,213	\$249,958
NJ	\$30,133,991	\$52,039,704	\$3,420,210
NM	\$28,546,800	\$33,296,500	\$0
NV	\$18,304,160	\$28,692,445	\$14,811,699
NY	\$58,962,400	\$83,403,106	\$23,300,605
OH	\$69,585,612	\$70,271,309	\$12,406,612
OK	\$52,237,350	\$60,500,922	\$3,605,334
OPEN ALLOT	\$3,914,833,187		\$0
OR	\$51,049,375	\$78,209,463	\$16,372,505
OSACOM		\$77,909,770	\$0
PA	\$98,676,125	\$142,974,456	\$25,462,138
PR	\$57,790,700	\$47,568,398	\$0
RI	\$16,079,810	\$21,810,382	\$4,938,042
SC	\$52,987,700	\$75,663,952	\$176,750
SD	\$24,301,388	\$33,464,099	\$252,500
TN	\$63,176,148	\$79,847,641	\$9,397,000
TX	\$105,154,173	\$140,362,416	\$51,080
UT	\$50,609,523	\$54,485,405	\$506,311
VA	\$53,509,850	\$70,292,826	\$6,321,613
VI	\$7,751,000	\$13,383,319	
VT	\$23,524,290	\$29,554,170	\$90,365
WA	\$45,431,404	\$51,887,565	\$2,013,233
WI	\$43,979,910	\$54,410,564	\$364,230
WV	\$37,677,600	\$48,332,962	\$69,000
WY	\$15,583,730	\$24,654,596	\$121,916
77777	\$8,118,745	\$3,133,583	\$57,688,560
<b>TOTALS</b>	<b>\$6,378,290,847</b>	<b>\$4,828,300,059</b>	<b>\$446,748,003</b>



## APPENDIX D

### NATIONAL GUARD BUREAU STAFF

#### OFFICE OF THE CHIEF

**Blum, H Steven**, Lieutenant General, USA, Chief, National Guard Bureau  
**Young, Ronald G.**, Major General, ARNGUS, Acting Director, Joint Staff, NGB  
**McKeague, Kelly K.**, Colonel, ANGUS, Executive to Chief  
**Leppert, Martin A.**, Colonel, ARNGUS, Executive to Director  
**Leonard, John J., Jr.**, Command Sergeant Major  
**Gardner, Christopher D.**, Assistant to the Chief  
**Snipes, Steven**, Colonel, ANGUS, Director, Directorate of Management  
**Byrd, H. Cronin**, The Inspector General  
**Donohue, Daniel**, Chief, Public Affairs and Community Support  
**Ellington, John B., Jr.**, Colonel, ANGUS, Chief, Office of the Chaplain  
**Field, Larry**, Lieutenant Colonel, ARNGUS, Chief, Operational Contracting  
**Gallo, Wayne A.**, Colonel, ARNGUS, Chief, Safety  
**Hise, James C.**, Special Assistant and Legal Counsel  
**Kennedy, Thomas H.**, Director, Principal Assistant Responsible for Contracting  
**Kozosky, Bernard P.**, Chief, Property and Fiscal Affairs  
**Mickevicius, Ted A.**, Colonel, ARNGUS, Director, Legislative Liaison  
**Molzen, Colin G.**, Chief, Small and Disadvantaged Business Utilization  
**Miller, Derrick**, Chief, Office of Internal Review  
**Page, Felton**, Director, Equal Opportunity  
**Parker, Rich**, Colonel, ARNGUS, Chief Counsel  
**Tinkham, James**, Colonel, ARNGUS, Chief, Athletics and Youth Development  
**Urbauer, Craig**, Colonel, ARNGUS, Chief Surgeon  
**Walsh, Stephanie K.**, Colonel, ANGUS, Chief, General Officer Management

#### JOINT STAFF

**Young, Ronald G.**, Major General, ARNGUS, Director, Manpower and Personnel (J1)  
**Sobel, Annette**, Brigadier General, ANGUS, Director, Intelligence (J2)  
**Nesbitt, William T.**, Brigadier General, ARNGUS, Director, Domestic Ops (J3)  
**Sprynczynatyk, David A.**, Brigadier General, ARNGUS, Director, Logistics (J4)



**Combs, Roger E.**, Major General, ANGUS, Director, Strategic Plans & Policy (J5)  
**Cowles, Alan L.**, Major General, ANGUS, Director, CIO, C4CS (J6)  
**Saunders, Steven D.**, Brigadier General, ARNGUS, Director, Doctrine, Training & Force Development (J7)  
**Sando, Terry**, Colonel, ANGUS, Director Force Structure, Resources & Assessment (J8)

## **ARMY NATIONAL GUARD DIRECTORATE**

**Vaughn, Clyde A.**, Lieutenant General, USA, Director, Army National Guard  
**Grass, Frank J.**, Brigadier General, ARNGUS, Deputy Director  
**Rice, Debra**, Lieutenant Colonel, ARNGUS, Executive Officer  
**Murphy, Matthew L.**, Colonel, ARNGUS, Chief of Staff/Installation Commander  
**Gipe, John**, Command Sergeant Major, Enlisted Advisor  
**Milliken, Kent**, Colonel, ARNGUS, G-1  
**Payne, Renwick**, Colonel, ARNGUS, G-3  
**Walker, Glenn W.**, Colonel, ARNGUS, G-4  
**Renaud, John**, Colonel, ARNGUS, G-5  
**McKinnon, Bobby L.**, Colonel, ARNGUS, G-6  
**Morgan, Ms. Frankie**, G-8  
**Owens, Gary S.**, Colonel, ARNGUS, Chief, ARNG Staff Management Office  
**Rosado, Raul**, Lieutenant Colonel, ARNGUS, Secretary of the General Staff  
**Audino, Ernest**, Colonel, ARNGUS, Chief, Training Division  
**Baxter, James**, Colonel, ARNGUS, Chief, Comptroller Division  
**Crow, Stanley**, Colonel, ARNGUS, Chief, Product Improvement Office  
**Curell, Douglas J.**, Colonel, ARNGUS, Chief, Program Analysis & Evaluation Division  
**Danielson, Dennis L.**, Colonel, ARNGUS, Chief, Logistics Division  
**Dixon, Rodney P.**, Colonel, ARNGUS, Chief, Force Management Division  
**Froelich, Rory**, Colonel, ANRGUS, Chief, Personnel Programs, Manpower & Resources  
**Guzzetta, Richard**, Colonel, ARNGUS, Chief, Strength Maintenance Division  
**Kadavy, Timothy**, Colonel, ARNGUS, Chief, Readiness Division  
**Kelly, Paul M.**, Lieutenant Colonel, ARNGUS, Chief, Aviation and Safety Division  
**Ketchum, Gerald**, Lieutenant Colonel, ARNGUS, Chief, Operations Division  
**Kraft, Jonathan E.**, Chief, Resource Management Office  
**Larkin, Terry M.**, Colonel, ARNGUS, Staff Chaplain  
**Moser, Scott W.**, Colonel, ARNGUS, Chief, Info Technology Plans, Programs & Policy  
**Rogers, Robert**, Acting Chief, Human Resources Policy & Programs  
**Sainz, Michael A.**, Colonel, ARNGUS, Chief, Missile Defense  
**Slater, Bret**, Lieutenant Colonel, ARNGUS, Chief, Information Systems Division



**Sweeney, Edward D.**, Colonel, ARNGUS, Chief, Installations Division  
**Trexler, Michael**, Facility Manager, Installation Support Office  
**Urbauer, Craig**, Colonel, ARNGUS, Chief Surgeon  
**Walter Gerald**, Colonel, ARGNUS, Chief, Environmental Programs Division  
**Watson, Marianne E.**, Lieutenant Colonel, ARNGUS, Chief, Personnel Division

## **AIR NATIONAL GUARD DIRECTORATE**

**James, III, Daniel**, Lieutenant General, USAF, Director, Air National Guard  
**Ickes, II, Charles**, Brigadier General, ANGUS, Deputy Director, Air National Guard  
**Lodrige, Duane**, Brigadier General, ANGUS, Chief, Office of the Director  
**Hillestad, Michael E.**, Colonel, ANGUS, Chief of Staff  
**Marks, Dale R.**, Lieutenant Colonel, ANGUS, Executive to the Director  
**Smith, Richard A.**, Chief Master Sergeant, ANGUS, Command CMSgt  
**Lodrige, Duane**, Brigadier General, ANGUS, Director, Strategy and Planning  
**Wassermann, Susan A.**, Colonel, ANGUS, Commander, ANG Readiness Center  
**Lemieux, Robert P.**, Lieutenant Colonel, ANGUS, Chief, Leadership Support Division  
**Stewart, Bruce**, Lieutenant Colonel, ANGUS, Chief, Cultural Transformation Division  
**Albro, William P.**, Colonel, ANGUS, The Civil Engineer  
**Carbonaro, Ms. Nancy**, Chief, Office of Organizational Management  
**Eager, Barbara A.**, Colonel, ANGUS, Commander, Training and Education Center, TN  
**Falk, Randy**, Colonel, ANGUS, The Air Surgeon  
**Fick, Donald E.**, Colonel, ANGUS, Director, Plans, Programs & Manpower  
**Fick, Kathleen E.**, Colonel, ANGUS, Director, Space and Information Superiority  
**Headrick, Randy**, Director, Communications and Information Directorate  
**Higgins, Joseph G.**, Colonel, ANGUS, Acting Director, Air Operations  
**Vincent, Edwin A.**, Colonel, ANGUS, Director, Personnel and Training  
**Windsor, Willard K.**, Colonel, ANGUS, Director, Financial Management/Comptroller  
**Worcester, Elliott W., Jr.**, Colonel, ANGUS, Director, Logistics Directorate



# APPENDIX E

## ORGANIZATIONAL HISTORY

### THE NATIONAL GUARD BUREAU

1. By law, the National Guard Bureau is a joint bureau of the Department of the Army and the Department of the Air Force (10 USC Sec 10501). The purpose of the National Guard Bureau is to serve as the channel of communications between the Departments of the Army and Air Force and the several States on all matters pertaining to the National Guard.
2. By law, the Secretaries of the Army and Air Force are required to develop and prescribe a charter for the National Guard Bureau that covers its various functions. The law (10 USC Sec 10503) lists twelve functions that must be included in the charter, and the Secretaries of the Army and Air Force may add more. The current National Guard Bureau Charter was signed 1 September 1995 and makes the Chief of the National Guard Bureau responsible for sixteen functions:
  - 2.1. Implementing Departmental guidance on allocation of unit structure, strength authorizations, and other resources to the Army National Guard of the United States and the Air National Guard of the United States.
  - 2.2. Prescribing the training discipline and training requirements for the Army National Guard and the Air National Guard and the allocation of Federal funds for the training of the Army National Guard and the Air National Guard.
  - 2.3. Ensuring that units and members of the Army National Guard and the Air National Guard are trained by the States in accordance with approved programs and policies of, and guidance from, the Secretary of the Army, the Secretary of the Air Force, and the respective Service Chiefs of Staff.
  - 2.4. Monitoring and assisting the States in the organization, maintenance, and operation of National Guard units so as to provide well-trained and well-equipped units capable of augmenting the active forces in time of war or national emergency.
  - 2.5. Planning and administering the budgets for the Army National Guard of the United States and the Air National Guard of the United States.
  - 2.6. Supervising the acquisition and supply of, and accountability of the States for, Federal property issued to the National Guard through the property and fiscal officers designated, detailed, or appointed under section 708 of Title 32, United States Code.
  - 2.7. Granting and withdrawing, in accordance with applicable laws and regulations, Federal recognition of (A) National Guard units, and (B) officers of the National Guard.
  - 2.8. Coordinating departmental policies and programs for the employment and use of National Guard technicians under section 709 of Title 32, United States Code.



- 2.9. Supervising and administering the Active Guard and Reserve program as it pertains to the National Guard in accordance with priorities established by the Secretary of the Army and the Secretary of the Air Force.
  - 2.10. Issuing, with the coordination and approval of the service concerned, directives, regulations, and publications consistent with approved policies of the Army and Air Force, as appropriate.
  - 2.11. Facilitating and supporting the training of members and units of the National Guard to meet State requirements.
  - 2.12. Facilitating and coordinating with the Departments of the Army and the Air Force the use of National Guard personnel and resources for contingency operations, Military Operations Other Than War, natural disasters, Military Support to Civil Authorities, and special events.
  - 2.13. Ensuring that appointments of all officials and personnel of the National Guard Bureau comply with all applicable Department of the Army and Department of the Air Force personnel and manpower rules and regulations.
  - 2.14. Ensuring that, in the performance of their duties, all officials and personnel of the National Guard Bureau comply fully with applicable Department of the Army and Department of the Air Force policies, directives, publications and legal opinions.
  - 2.15. Implementing, with the Chief of the National Guard Bureau as the Responsible Department Official, Title VI of the Civil Rights Act of 1964 and DOD Directive 5500.11, Nondiscrimination in Federally Assisted Programs, as they apply to the Army and Air National Guard.
  - 2.16. Such other functions as the Secretaries may prescribe.
3. As presently organized, NGB consists of three major parts: The Joint Staff, the Army Guard Directorate and the Air Guard Directorate. The Army and Air Guard Directorates each also have a Readiness Center. The Army Guard Readiness Center is in Arlington Hall, a facility on George Mason Drive near Arlington Boulevard (Route 50) in Arlington, VA. The Air Guard Readiness Center is located on Andrews AFB, MD.
  4. The people who work in the National Guard Bureau include military, civilian employees and civilian contractors. The military include both regular and National Guard members, but you may also see Navy, Marine and Coast Guard members on the NGB Joint Staff.
  5. The Chief, National Guard Bureau, is responsible for the organization and operations of the National Guard Bureau. The Chief is an officer in the Army or Air National Guard of the United States appointed by the President for a four-year term. He or she serves in the grade of lieutenant general. One of the Chief's most important duties is to serve as the principal adviser to the Secretaries of the Army and Air Force on National Guard matters. In recent years appointments to the Chief's position have alternated between Army Guard and Air Guard members.
  6. By law, two other general officers from the Army National Guard and two from the Air National Guard are appointed by the President to serve as the Directors and Deputy Directors of the Army and Air National Guard respectively. The Directors of the Army and Air National Guard serve four-year tours and hold the grade of lieutenant general while serving. They assist the Chief of the National Guard Bureau in carrying out the functions of the National Guard Bureau as they relate to their respective branches.



7. The Director of the Joint Staff of the National Guard Bureau is an officer in the Army or Air National Guard selected by the Secretary of Defense. The position was created by the same legislative change that abolished the position of Vice-Chief of NGB in 2004. The Chief and Director of the Joint Staff may not be of the same service. The Director serves for a four-year term, unless the President appoints a Chief of the same service. In that case the Director's term ends with the new Chief's appointment. The Director performs such duties as may be prescribed by the Chief.
8. By law the National Guard Bureau also has a legal counsel, a comptroller and an inspector general. Each is appointed by the Chief and performs such duties as the Chief prescribes.
9. The National Guard Bureau is transforming the way it does business. The NGB Joint Staff structure aims to match the structure of the Joint Staff under the Joint Chiefs of Staff and to facilitate business with them. Under new joint doctrine, the National Guard Bureau coordinates between the Department of Defense and the National Guard in the states (JP 3-26). Other new initiatives aim to make the National Guard Bureau more joint in the way it does business.

## THE NATIONAL GUARD

1. The National Guard is America's modern version of the colonial and revolutionary-era militia. Because of its militia lineage, the history of the National Guard goes all the way back to the first muster of the Massachusetts militia in 1637, although if you include the Spanish militia on Puerto Rico, it goes back more than a century earlier.
2. The National Guard has both state and federal missions and is at different times under the command and control of the governors or the President. In fact, every Guard member takes an oath to uphold the U.S. Constitution and the constitution of his or her respective state. The National Guard trains under the control of the states according to the rules and regulations prescribed by the Federal Government.
3. The Army and Air National Guard are established in 54 states and territories, including the Commonwealth of Puerto Rico, the Territory of the U.S. Virgin Islands, the Territory of Guam, and the District of Columbia. The head of the National Guard in each state is the Adjutant General, who reports to the governor. However in the District of Columbia, the head of the National Guard is called the Commanding General, and he or she reports to the President of the United States.
4. The Army National Guard is authorized more than 350,000 officers and enlisted personnel that train in 3,222 armories in 2,700 communities across the country. It provides the Army with 34 percent of its strength, more than half its combat power, nearly 70 percent of its field artillery and more than a third of its combat support and combat service support capabilities. (Source: Army National Guard Vision 2010)
5. The Air National Guard has more than 106,000 officers and enlisted personnel in 88 flying units and 579 mission support units. It provides almost half of the Air Force's tactical airlift, combat communications, aeromedical evacuation and aerial refueling. The Air National Guard also has responsibility for the air defense of all of the United States. (Source: Air Force Fact Sheet—Air National Guard)
6. The National Guard is both part of the organized militia and the reserve components. The "Army National Guard of the United States" and the "Air National Guard of the United States" are the Federal reserve components that



“mirror” the National Guard. Every member belongs to either the Army or Air National Guard of his or her state, and also to either the Army National Guard of the United States, or the Air National Guard of the United States.

7. A member of the National Guard can serve in three different statuses:

*Title 10 status – Federal active duty.* The member is ordered to active duty under various sections of Title 10, United States Code. This status is almost always based on membership in the Army or Air National Guard of the United States—the federal reserve components. The member’s pay and allowances are federally funded, and the member is under federal command and control. This is the status members always serve in outside the United States, whether for training or operational missions—Status of Forces Agreements (SOFAs) with foreign countries only recognize this status for U.S. service members.

*Title 32 status – National Guard duty.* The member is ordered to duty under various sections of Title 32, United States Code. This status is used for both training and certain operational missions. The member’s pay and allowances are federally funded, but the member is under state command and control. For training, this status includes weekend drills, annual training, and certain other types of training paid out of reserve force appropriations. Under the authority of special statutes, this status is also used for certain operational missions, including counter-drug missions, homeland defense missions, and the WMD Civil Support Teams. It was also used for the airport security mission after the terrorist attacks on 9/11.

*State Active Duty status (SAD).* The member is ordered to state active duty under provisions of state law in the state where he or she is a member of the state National Guard. This status is used for state responses to natural and man-made disasters and civil disturbances. The member’s pay and allowances are state funded, and the member is under state command and control. The member’s pay and allowances in some states may not be the same under state law as they are under federal law.

8. At the state level the National Guard is under the command of the Adjutant General, who usually holds the grade of major general. Adjutant generals can be either Army National Guard or Air National Guard. He or she usually heads either a state department of military affairs, or a combined state department of military affairs and emergency management. The Adjutant General may have other duties under state law such as state director of homeland security.
9. Each state has a military headquarters, and one of the new transformational initiatives of the National Guard Bureau is to create Joint Force Headquarters (JFHQ) in each state. The purpose is to better integrate the Army and Air National Guard resources in each state to better interact in a joint environment that characterizes U.S. military operations today. With the new importance of the homeland defense mission after 9/11, state forces need to be able to inter-operate jointly with U.S. Northern Command and any federal joint task forces that may perform homeland defense or civil support missions within a state’s boundaries.
10. Another new transformational measure is the creation of a Joint Task Force State, which will facilitate the joint employment of state National Guard resources under the Joint Force Headquarters State for operational missions in either Title 32 status or State Active Duty.



11. Although many National Guard members volunteer for active duty to help augment the active forces, federal law provides a graduated sequence of involuntary mobilizations of the National Guard and Reserves in event of a national emergency. From the smallest to the largest, they are:

*Presidential Reserve Call-up (PRC).* The President has the authority to involuntarily augment the active forces by a call-up of up to 200,000 members of the selected reserve for a period up to 270 days to meet mission requirements within the continental United States (CONUS) or overseas. The President must notify Congress within 24 hours and state the reason for his action.

*Partial Mobilization.* The President has the authority to mobilize no more than 1,000,000 reservists (units and individuals from all services), for 24 months or less, and the resources needed for their support to meet the requirements of war or other national emergency involving an external threat to national security.

*Full Mobilization.* Congress must declare that a state of national emergency exists to call up all forces, including all National Guard and Reserve units, members of the Individual Ready Reserve, the Standby Reserve and members of the Retired Reserve, and the resources required for their support. The duration of the call-up is the length of the emergency plus six months.

*Total Mobilization.* Once a state of national emergency exists, Congress can extend full mobilization by activating and organizing additional units beyond the currently approved force structure. Total mobilization brings the industrial base up to full capacity to provide the additional resources, equipment and production facilities needed to support the armed forces of the nation, as done in World War II.

## THE NGB JOINT STAFF

1. The NGB Joint Staff is modeled on the Joint Staff that supports the Chairman of the Joint Chiefs of Staff. The NGB Joint Staff is headed by a Director, who is currently Major General Terry Scherling. The NGB Joint Staff is divided into eight "J Directorates" plus the Assistant to the Chief/Comptroller, the Special Staff and the Personal Staff.
2. The eight J Directorates are:
  - *J-1 Manpower and Personnel Directorate. Mission:* NGB J-1 has the primary responsibility to provide National Guard manpower and personnel policy and oversight for the Chief, National Guard Bureau (CNGB) to provide consistent human resources management systems that shape and enhance Joint Staff and Joint Force Headquarters strategic initiatives, personnel readiness, operational capabilities, and sustainability of the National Guard community.
  - *J-2 Intelligence Directorate. Mission:* Serves as the primary intelligence/information advisor to the Chief, National Guard Bureau, Deputy Chiefs, and The Adjutants General of the 54 states and territories. Responsible for the development of policies and programs that foster the sharing of national, state, and local information to ensure



situational awareness. Provides guidance for JFHQ-J2s on intelligence oversight, manning, and personnel/information security. Provides orientation to the JFHQ-J2s in the Homeland Security environment. Serves as the channel of communication for the CNGB to the JFHQ-J2s on intelligence/information matters.

*J-3 Domestic Operations Directorate. Mission:* NGB J3/DO Joint Directorate is responsible for assisting the CNGB in the direction and control of all NG Domestic Operations by planning, coordinating, information sharing, and integrating all aspects of NG Domestic Operations. NGB J3/DO Directorate is responsible for formulating, managing, and distributing resources to include two congressionally mandated programs: the NG Counterdrug Program and the NG WMD-CST Program.

*J-4 Logistics Directorate. Mission:* NGB J-4 serves as the primary advisor to the CNGB for all joint logistics matters to include, but not limited to, supply, maintenance, transportation, acquisition logistics, installation/facility and environmental issues. The mission of J-4 is to participate in joint matters at the strategic level with the Office of Secretary of Defense, Joint Chiefs of Staff, other Defense agencies, and the Combatant Commands in support of the National Security Strategy, the National Homeland Security Strategy, and other Department of Defense (DoD) strategies, guidance, directives, deliberate and crisis action plans, and contingency operations.

*J-5 Strategic Plans and Policy Directorate. Mission:* Assist the CNGB with developing, promulgating and implementing policy, plans, concepts and strategy related to warfighting, peacetime international activities, and the federal and state homeland security and civil support missions, of the National Guard/National Guard Bureau. Represent the CNGB in DOD, international, interagency, intergovernmental and non-governmental forums. Act as the CNGB channel of communication on all J-5/7 issues. Coordinate with OSD, the CJCS/Joint Staff, the Combatant Commands, the Services, the states/territories, and others as appropriate. Advise and assist the CNGB with joint and combined/multinational training/exercises, joint doctrine, interoperability, deliberate and programmatic planning matters.

*J-6 Command, Control, Communications and Computers Directorate. Mission:* Develops National Guard Information Technology (IT) corporate strategy, establishes IT policies and procedures, provides leadership that promotes jointness, and ensures interoperability, information assurance, and implementation of best business practices that enhance the efficiency and effectiveness of the National Guard, ensuring readiness and meeting mission requirements.

*J-7 Joint Force Development, Doctrine and Training Directorate. Mission:* Function as staff proponent for National Guard joint force development, operational planning, joint doctrine, education and professional development, training exercises, readiness, and assessment..

*J-8 Force Structure, Resources and Assessment Directorate. Mission:* J-8 is responsible to the CNGB for resource oversight, guidance, policy, procedures, performance metrics, and operational contracting. It is also charged to provide Joint Strategic Resource planning; capabilities based planning and analysis; and overall program requirements analysis and validation. These capabilities will enhance the CNGB's ability to influence key planning and programming processes and better position the National Guard for the future.



3. The Assistant to the Chief/Comptroller is a member of the Senior Executive Service (SES) and is responsible for: Office of Equal Opportunity and Civil Rights; Office of Internal Review; Principal Assistant Responsible for Contracting (the PARC); and Small and Disadvantaged Business Utilization Office; Property and Fiscal Affairs Office; Operational Contracting Athletics; and Youth Programs (including the ChalleNGe and Starbase programs)
4. The Special Staff includes: Office of the Surgeon; Safety Office, Office of the Chaplain; Directorate of Management Performance; and Management Office
5. The Personal Staff includes: Inspector General; Office of the Chief Counsel (JA); General Officer Management; Legislative Liaison; and Public Affairs (including History programs)
6. During major crises or events, the NGB Joint Staff will form the NGB Adaptive Battle Staff. The purpose of the NGB Adaptive Battle Staff is to integrate, align and to create unity of effort among NGB, ARNG, ANG and JFHQ-States to improve National Guard support.
7. The NGB Adaptive Battle Staff concept is based on a JFCOM construct called the Adaptive Joint Headquarters. The design of the NGB Adaptive Battle Staff creates cross-functional processes to provide the five key functions needed by a combatant commander:
  - Joint Operations (J3)
  - Joint Planning (J5)
  - Joint Support (J4)
  - Information Synchronization (J6)
  - Interagency Coordination (J3)

- 134 8. The NGB Adaptive Battle Staff is implemented by the NGB Adaptive Battle Staff Standard Operating Procedures (BSOP). The BSOP establishes a "battle rhythm" based on the interaction of the procedures, processes, leader and individual actions that allows the NGB Battle Staff to function at a sustained level of efficiency for long periods.



# APPENDIX F

## FLYING UNITS BY GAINING MAJOR COMMAND

### AIR COMBAT COMMAND (ACC)

#### A-10A Fighter/OA-10A Observation Aircraft

103 <sup>rd</sup> Fighter Wing	Bradley IAP, Connecticut
104 <sup>th</sup> Fighter Wing	Barnes MPT, Massachusetts
110 <sup>th</sup> Fighter Wing	W. K. Kellogg APT, Michigan
111 <sup>th</sup> Fighter Wing	Willow Grove NAS, Pennsylvania
124 <sup>th</sup> Wing*	Boise Air Term, Idaho
175 <sup>th</sup> Wing	Martin State APT, Maryland

#### C-130 Transport

156 <sup>th</sup> Airlift Wing	Luis Munoz Marin IAP, Puerto Rico
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#### E-8 JSTARS

116 <sup>th</sup> Air Control Wing	Robins AFB, Georgia
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#### F-15 Fighter

131 <sup>st</sup> Fighter Wing	Lambert St. Lous IAP, Missouri
159 <sup>th</sup> Fighter Wing	NAS JRB New Orleans, Louisiana

#### F-16 Fighter

113 <sup>th</sup> Wing @	Andrews AFB, Maryland
114 <sup>th</sup> Fighter Wing	Joe Foss Fld, South Dakota
115 <sup>th</sup> Fighter Wing	Truax Fld, Wisconsin
119 <sup>th</sup> Fighter Wing	Hector IAP, North Dakota
120 <sup>th</sup> Fighter Wing	Great Falls IAP, Montana
122 <sup>nd</sup> Fighter Wing	Ft. Wayne IAP, Indiana
127 <sup>th</sup> Wing	Selfridge AGB, Michigan
132 <sup>nd</sup> Fighter Wing	Des Moines IAP, Iowa
138 <sup>th</sup> Fighter Wing	Tulsa IAP, Oklahoma
140 <sup>th</sup> Wing @	Buckley AGB, Colorado
147 <sup>th</sup> Fighter Wing	Ellington Fld, Texas
148 <sup>th</sup> Fighter Wing	Duluth IAP, Minnesota
150 <sup>th</sup> Fighter Wing	Kirtland AFB, New Mexico
158 <sup>th</sup> Fighter Wing	Burlington IAP, Vermont
169 <sup>th</sup> Fighter Wing	McEntire AGS, South Carolina
174 <sup>th</sup> Fighter Wing	Hancock Fld, New York
177 <sup>th</sup> Fighter Wing	Atlantic City IAP, New Jersey
180 <sup>th</sup> Fighter Wing	Toledo Express APT, Ohio
181 <sup>st</sup> Fighter Wing	Hulman Regional APT, Indiana
183 <sup>rd</sup> Fighter Wing	Capital MPT, Illinois
187 <sup>th</sup> Fighter Wing	Dannelly Fld, Alabama
188 <sup>th</sup> Fighter Wing	Ft. Smith MPT, Arkansas
189 <sup>th</sup> Fighter Flight	Boise Air Term, Idaho
192 <sup>nd</sup> Fighter Wing	Richmond IAP, Virginia

### AIR MOBILITY COMMAND (AMC)

#### C-5A Transport

105 <sup>th</sup> Airlift Wing	Stewart IAP, New York
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#### C-141C Transport

164 <sup>th</sup> Airlift Wing	Memphis IAP, Tennessee
172 <sup>nd</sup> Airlift Wing	Jackson IAP, Mississippi

#### C-130 Transport

109 <sup>th</sup> Airlift Wing	Schenectady Co APT, New York
118 <sup>th</sup> Airlift Wing	Nashville Metro APT, Tennessee
123 <sup>rd</sup> Airlift Wing	Louisville IAP, Kentucky
127 <sup>th</sup> Airlift Group	Selfridge AGB, Michigan
130 <sup>th</sup> Airlift Wing	Yeager APT, West Virginia
133 <sup>rd</sup> Airlift Wing	Minn St. Paul IAP, Minnesota
135 <sup>th</sup> Airlift Group	Martin State APT, Maryland
136 <sup>th</sup> Airlift Wing	Dallas NAS, Texas
137 <sup>th</sup> Airlift Wing	Will Rogers Wld APT, Oklahoma
139 <sup>th</sup> Airlift Wing	Rosecrans Mem APT, Missouri
143 <sup>rd</sup> Airlift Wing	Quonset State APT, Rhode Island
145 <sup>th</sup> Airlift Wing	Charlotte-Douglas IAP, North Carolina
146 <sup>th</sup> Airlift Wing	Channel Island AGS, California
152 <sup>nd</sup> Airlift Wing	Reno Tahoe IAP, Nevada
153 <sup>rd</sup> Airlift Wing	Cheyenne MPT, Wyoming
165 <sup>th</sup> Airlift Wing	Savannah IAP, Georgia
166 <sup>th</sup> Airlift Wing	New Castle Co APT, Delaware
167 <sup>th</sup> Airlift Wing	EWVR APT/Shepherd, West Virginia
179 <sup>th</sup> Airlift Wing	Mansfield-Lahm APT, Ohio
182 <sup>nd</sup> Airlift Wing	Gtr Peoria APT, Illinois

#### KC-135 Tanker

101 <sup>st</sup> Air Refueling Wing	Bangor IAP, Maine
107 <sup>th</sup> Air Refueling Wing	Niagara Falls IAP, New York
108 <sup>th</sup> Air Refueling Wing	McGuire AFB, New Jersey
117 <sup>th</sup> Air Refueling Wing	Birmingham APT, Alabama
121 <sup>st</sup> Air Refueling Wing	Rickenbacker AGB, Ohio
126 <sup>th</sup> Air Refueling Wing	Scott AFB, Illinois
128 <sup>th</sup> Air Refueling Wing	Gen. Mitchell IAP, Wisconsin
134 <sup>th</sup> Air Refueling Wing	McGhee/Tyson APT, Tennessee
141 <sup>st</sup> Air Refueling Wing	Fairchild AFB, Washington
151 <sup>st</sup> Air Refueling Wing	Salt Lake City IAP, Utah
155 <sup>th</sup> Air Refueling Wing	Lincoln MPT, Nebraska
157 <sup>th</sup> Air Refueling Wing	Pease AGS, New Hampshire
161 <sup>st</sup> Air Refueling Wing	Phoenix-Sky Harbor IAP, Arizona
163 <sup>rd</sup> Air Refueling Wing	March ARB, California
171 <sup>st</sup> Air Refueling Wing	Pittsburg IAP, Pennsylvania
184 <sup>th</sup> Air Refueling Wing	McConnell AFB, Kansas
185 <sup>th</sup> Air Refueling Wing	Sioux Gateway APT, Iowa
186 <sup>th</sup> Air Refueling Wing	Key Fld, Mississippi
190 <sup>th</sup> Air Refueling Wing	Forbes Fld, Kansas



**F-15 Fighter – Air Defense**

102 <sup>nd</sup> Fighter Wing	Otis AGB, Massachusetts
125 <sup>th</sup> Fighter Wing	Jacksonville IAP, Florida
142 <sup>nd</sup> Fighter Wing	Portland IAP, Oregon

**F-16 Fighter – Air Defense**

144 <sup>th</sup> Fighter Wing	Fresno Air Term, California
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**PACIFIC AIR COMMAND (PACAF)****C-130 Transport**

154 <sup>th</sup> Wing (204 AS)	Hickam AFB, Hawaii
176 <sup>th</sup> Wing (144 AS)	Kulis AGB, Alaska

**F-15 Fighter**

154 <sup>th</sup> Wing (199 FS)	Hickam AFB, Hawaii
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**KC-135 Tanker**

154 <sup>th</sup> Wing (203 ARS)	Hickam AFB, Hawaii
168 <sup>th</sup> Air Refueling Wing	Eielson AFB, Alaska

**HC-130/HH-60 Rescue Aircraft**

176 <sup>th</sup> Wing (210 RQS)	Kulis AGB, Alaska
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**AIR EDUCATION & TRAINING COMMAND (AETC)****F-15 Fighter**

173 <sup>rd</sup> Fighter Wing	Klamath Falls IAP (FTU), Oregon
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**F-16 Fighter**

149 <sup>th</sup> Fighter Wing	Kelly Field Annex (FTU), Texas
162 <sup>nd</sup> Fighter Wing	Tuscon IAP (FTU), Arizona
178 <sup>th</sup> Fighter Wing	Springfield-Beckley MPT (FTU), Ohio

**C-130 Transport Training**

189 <sup>th</sup> Airlift Wing	Litle Rock AFB (FTU), Arkansas
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**AIR FORCE SPECIAL OPERATIONS COMMAND (AFSOC)****HC-130/HH-60 Rescue Aircraft**

106 <sup>th</sup> Rescue Wing	F. S. Gabreski APT, New York
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**MC-130/HH-60 Rescue Aircraft**

129 <sup>th</sup> Rescue Wing	Moffett Fld NAS, California
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**EC-130 Special Operations Aircraft**

193 <sup>rd</sup> Special Operations Wing	Harrisburg IAP, Pennsylvania
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*This Wing also flies C-130 aircraft (Gaining Major Command for the 189 AS is AMC).*

*@ These Wings also fly C-21, C-22 and C-38 aircraft (Operational Support Aircraft).*



# APPENDIX G - ARMY NATIONAL GUARD

## MOBILIZATIONS, BY STATE

Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Det. 11, Co. A, 3-297 Inf	HAINES	AK	ENDURING FREEDOM	CENTCOM	131	3-Oct-04	4-Oct-05	132
Co. B, 297 Spt Bn	FT RICHARDSON	AK	NOBLE EAGLE	FT GREELEY	45	4-Oct-04	4-Oct-05	45
JFHQ Element, AKARNG	FT RICHARDSON	AK	ENDURING FREEDOM	CENTCOM	1	7-Oct-04	7-Oct-05	1
JFHQ Element, AKARNG	FT RICHARDSON	AK	ENDURING FREEDOM	CENTCOM	1	8-Nov-04	7-May-06	1
HHC, 3-297 Inf	JUNEAU	AK	ENDURING FREEDOM	AFGHANISTAN	8	19-Dec-04	16-Jun-06	8
HHC, 2-297 Inf	FT RICHARDSON	AK	ENDURING FREEDOM	CENTCOM	1	30-Dec-04	28-Jun-06	1
Co E, 1-207 Avn	FT RICHARDSON	AK	ENDURING FREEDOM	BAGHDAD	30	3-Jan-05	22-Jul-06	30
Det 1, 117 Public Affairs Det	FT RICHARDSON	AK	ENDURING FREEDOM	CENTCOM	5	10-Jan-05	9-Jul-06	5
Det 2, 117 Public Affairs Det	FAIRBANKS	AK	ENDURING FREEDOM	CENTCOM	5	10-Jan-05	9-Jul-06	5
HHC, 122 Corps Spt Gp	SELMA	AL	ENDURING FREEDOM	CENTCOM	44	1-Oct-04	30-Mar-06	44
128 Medical Co	ASHLAND	AL	ENDURING FREEDOM	CENTCOM	26	1-Oct-04	30-Mar-06	26
1993 Personnel Svc Det	HOPE HULL	AL	ENDURING FREEDOM	CENTCOM	15	1-Oct-04	30-Mar-06	16
HHD, 278 Chemical Bn	ONEONTA	AL	ENDURING FREEDOM	AFGHANISTAN	60	14-Oct-04	12-Apr-06	60
440 Chemical Co	VINCENT	AL	ENDURING FREEDOM	AFGHANISTAN	140	14-Oct-04	12-Apr-06	140
1993 Personnel Svc Det	HOPE HULL	AL	ENDURING FREEDOM	CENTCOM	31	15-Oct-04	12-Apr-06	31
HHD, 31 Chemical Bde	NORTHPORT	AL	ENDURING FREEDOM	CENTCOM	12	24-Oct-04	23-Oct-05	12
Medical Det, ALARNG	BIRMINGHAM	AL	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Jan-05	1
258 Chemical Co	GADSDEN	AL	ENDURING FREEDOM	GERMANY	4	31-Oct-04	28-Jul-06	4
HHC, 167 Corps Spt Bn	BIRMINGHAM	AL	NOBLE EAGLE	FT MCPHERSON	3	1-Nov-04	1-Nov-05	3
HHC, 122 Corps Spt Gp	SELMA	AL	ENDURING FREEDOM	CENTCOM	82	6-Nov-04	5-May-06	82
HHS, 3-117 FA	TROY	AL	ENDURING FREEDOM	CENTCOM	3	7-Nov-04	5-Apr-06	123
Medical Det, ALARNG	BIRMINGHAM	AL	NOBLE EAGLE	BIRMINGHAM	4	14-Nov-04	13-Nov-05	4
HHD, 200 Engr Bn	LINDEN	AL	ENDURING FREEDOM	CENTCOM	26	18-Nov-04	18-Jun-06	26
258 Chemical Co	GADSDEN	AL	ENDURING FREEDOM	GERMANY	13	26-Nov-04	28-Jul-06	13
Co A, 1-167 Inf	VALLEY	AL	ENDURING FREEDOM	CENTCOM	43	6-Dec-04	1-Oct-06	43
Medical Det, ALARNG	BIRMINGHAM	AL	NOBLE EAGLE	BIRMINGHAM	14	14-Dec-04	13-Dec-05	14
1670 Trans Co	BRANTLEY	AL	ENDURING FREEDOM	CENTCOM	32	14-Dec-04	11-Jun-06	32
62 Troop Command	MONTGOMERY	AL	ENDURING FREEDOM	CENTCOM	3	15-Dec-04	13-Jun-06	3
JFHQ Element, ALARNG	MONTGOMERY	AL	NOBLE EAGLE	WASHINGTON	1	16-Dec-04	16-Dec-05	1
HQ, 200 Regiment	MONTGOMERY	AL	ENDURING FREEDOM	AFGHANISTAN	1	19-Dec-04	16-Jun-06	1
JFHQ Element, ALARNG	MONTGOMERY	AL	ENDURING FREEDOM	CENTCOM	1	3-Jan-05	2-Jan-06	1
Co A, 1-167 Inf	VALLEY	AL	ENDURING FREEDOM	CENTCOM	77	3-Jan-05	1-Jul-06	77
Co A, 1-167 Inf	VALLEY	AL	ENDURING FREEDOM	CENTCOM	15	3-Jan-05	21-Jul-06	15
HHC, 142 Signal Bn	DECATUR	AL	ENDURING FREEDOM	CENTCOM	2	16-Jan-05	15-Jan-06	2



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 20 Special Forces Gp	BIRMINGHAM	AL	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	20-Jan-06	1
Btry B, 1-117 FA	LUVERNE	AL	NOBLE EAGLE	NORTHCOM	1	24-Jan-05	23-Jan-06	1
2117 Maintenance Co	ATHENS	AL	NOBLE EAGLE	NORTHCOM	2	24-Jan-05	23-Jan-06	2
Medical Det, ARARNG	CP ROBINSON	AR	ENDURING FREEDOM	CENTCOM	1	8-Oct-04	8-Oct-05	1
Co C, 212 Signal Bn	PINE BLUFF	AR	ENDURING FREEDOM	CENTCOM	134	13-Oct-04	11-Apr-06	138
Unit Marksmanship Tng, ARARNG	CP ROBINSON	AR	NOBLE EAGLE	CAMP ROBINSON	5	3-Jan-05	3-Jan-06	5
Medical Det, ARARNG	CP ROBINSON	AR	NOBLE EAGLE	CP ROBINSON	4	12-Jan-05	12-Jan-06	4
JFHQ Element, ARARNG	CP ROBINSON	AR	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	19-Jan-06	1
Recruiting & Retention, AZARNG	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	1	3-Oct-04	1-Apr-06	1
2-180 FA	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	181	13-Oct-04	10-Apr-06	182
860 MP Co	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	64	16-Oct-04	16-Mar-06	64
2-180 FA	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	34	28-Oct-04	26-Apr-06	34
860 MP Co	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	118	21-Nov-04	20-May-06	118
JFHQ Element, AZARNG	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	2	15-Dec-04	13-Jun-06	2
HHB, 1-180 FA	MESA	AZ	NOBLE EAGLE	FT IRWIN	6	14-Jan-05	13-Jan-06	6
JFHQ Element, AZARNG	PHOENIX	AZ	ENDURING FREEDOM	CENTCOM	1	16-Jan-05	15-Jan-06	1
356 Signal Co	PHOENIX	AZ	NOBLE EAGLE	FT IRWIN	1	21-Jan-05	21-Jan-06	1
2668 Trans Co	FRESNO	CA	ENDURING FREEDOM	CENTCOM	113	3-Oct-04	31-Mar-06	113
79 Personnel Services Det	SACRAMENTO	CA	ENDURING FREEDOM	CENTCOM	44	6-Oct-04	4-Apr-06	31
HHD, Engr Bde	VALLEJO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
Trp H, 1-18 Cav	MERCED	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHC, 40 Inf Div	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHC, 40 Inf Div	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	27	10-Oct-04	7-Apr-06	22
HHC, 40 Inf Div	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	2	10-Oct-04	8-Apr-06	1
HHC, 3 Bde, 40 Inf Div	MODESTO	CA	JOINT GUARDIAN	KOSOVO	16	10-Oct-04	7-Apr-06	16
HHD, 40 Spt Bn	BELL	CA	JOINT GUARDIAN	KOSOVO	4	10-Oct-04	7-Apr-06	4
HHC, 40 Div Spt Command	LONG BEACH	CA	JOINT GUARDIAN	KOSOVO	5	10-Oct-04	7-Apr-06	5
40 MP Co	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
49 Personnel Services Det	SACRAMENTO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHD, 49 MP Bn	PITTSBURG	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHC, 115 Area Spt Gp	ROSEVILLE	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHB, 1-143 FA	CONCORD	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHB, 1-144 FA	BURBANK	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHC, 1-149 Armor	SEASIDE	CA	JOINT GUARDIAN	KOSOVO	2	10-Oct-04	7-Apr-06	2
Co C, 1-160 Inf	RIVERSIDE	CA	JOINT GUARDIAN	KOSOVO	98	10-Oct-04	7-Apr-06	98
HHC, 1-160 Inf	SANTA ANA	CA	JOINT GUARDIAN	KOSOVO	2	10-Oct-04	7-Apr-06	22
Co B, 1-160 Inf	BAKERSFIELD	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHC, 2-185 Armor	SAN DIEGO	CA	JOINT GUARDIAN	KOSOVO	7	10-Oct-04	7-Apr-06	7
HHD, 185 QM Bn	FRESNO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1



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HHC, 240 Signal Bn	COMPTON	CA	JOINT GUARDIAN	KOSOVO	4	10-Oct-04	7-Apr-06	4
270 MP Co	SACRAMENTO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
349 Supply Co	VALLEJO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHC, 578 Engr Bn	MANHATTAN BCH	CA	JOINT GUARDIAN	KOSOVO	2	10-Oct-04	7-Apr-06	2
0640 CS BN HSC FWD	LONG BEACH	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
649 MP Co	SAN LUIS OBISPO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	2
670 MP Co	NATIONAL CITY	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
HHD, 980 Spt Bn	SAN JOSE	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	2
2632 Trans Co	SAN BRUNO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
100 Troop Command	FAIRFIELD- SUISUN	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	1
JFHQ Element, CAARNG	SACRAMENTO	CA	JOINT GUARDIAN	KOSOVO	1	10-Oct-04	7-Apr-06	7
HQ, 223 Regiment	SAN LUIS OBISPO	CA	JOINT GUARDIAN	KOSOVO	3	10-Oct-04	7-Apr-06	3
Det 1, HHB, 40 Div Arty	REDLANDS	CA	ENDURING FREEDOM	CENTCOM	1	10-Oct-04	7-Apr-06	1
HHC, 115 Area Spt Gp	ROSEVILLE	CA	ENDURING FREEDOM	CENTCOM	1	10-Oct-04	7-Apr-06	2
140 Chemical Co	LONG BEACH	CA	ENDURING FREEDOM	CENTCOM	1	10-Oct-04	7-Apr-06	1
HHC, 115 Area Spt Gp	ROSEVILLE	CA	NOBLE EAGLE	FT MCPHERSON	1	11-Oct-04	11-Oct-05	1
HHC, 1-140 Avn	LOS ALAMITOS	CA	ENDURING FREEDOM	CENTCOM	120	11-Oct-04	10-Mar-06	123
Co B, 223 MI Bn	SEASIDE	CA	ENDURING FREEDOM	CONUS	1	12-Oct-04	12-Oct-05	1
HHD, 40 Spt Bn	BELL	CA	ENDURING FREEDOM	CENTCOM	1	13-Oct-04	10-Apr-06	1
Co G, 140 Aviation	STOCKTON	CA	ENDURING FREEDOM	CENTCOM	1	13-Oct-04	10-Apr-06	1
270 MP Co	SACRAMENTO	CA	ENDURING FREEDOM	CENTCOM	1	13-Oct-04	10-Apr-06	1
Camp Roberts, ARNG Training Center	CP ROBERTS	CA	ENDURING FREEDOM	CENTCOM	1	21-Oct-04	21-Oct-05	1
HHC, 40 Inf Div	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	43	24-Oct-04		66
HHC, 3 Bde, 40 Inf Div	MODESTO	CA	JOINT GUARDIAN	KOSOVO	31	24-Oct-04		62
HHD, 40 Spt Bn	BELL	CA	JOINT GUARDIAN	KOSOVO	28	24-Oct-04		36
HHC, 40 Div Spt Command	LONG BEACH	CA	JOINT GUARDIAN	KOSOVO	1	24-Oct-04		13
40 MP Co	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	68	24-Oct-04		97
CO A, 1-160 Inf	SAN DIEGO	CA	JOINT GUARDIAN	KOSOVO	62	24-Oct-04	22-Apr-06	93
Co C, 1-160 Inf	ORANGE	CA	JOINT GUARDIAN	KOSOVO	2	24-Oct-04	22-Apr-06	14
HHC, 1-160 Inf	SANTA ANA	CA	JOINT GUARDIAN	KOSOVO	38	24-Oct-04	22-Apr-06	49
1-160 Inf	SANTA ANA	CA	JOINT GUARDIAN	KOSOVO	0	24-Oct-04	22-Apr-06	0
160 Inf Det, Long Range Surveillance	LOS ALAMITOS	CA	JOINT GUARDIAN	KOSOVO	36	24-Oct-04		36
HHC, 240 Signal Bn	COMPTON	CA	JOINT GUARDIAN	KOSOVO	2	24-Oct-04		17
270 MP Co	SACRAMENTO	CA	JOINT GUARDIAN	KOSOVO	7	24-Oct-04		7
Co A, 578 Engr Bn	GLENDALE	CA	JOINT GUARDIAN	KOSOVO	77	24-Oct-04		97
670 MP Co	NATIONAL CITY	CA	JOINT GUARDIAN	KOSOVO	18	24-Oct-04		18



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870 MP Co	PITTSBURG	CA	JOINT GUARDIAN	KOSOVO	24	24-Oct-04		24
HHB, 1-144 FA	BURBANK	CA	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	23-Oct-05	1
Camp Roberts, ARNG Training Center	CP ROBERTS	CA	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	21-Apr-06	1
Co B, 223 MI Bn	SEASIDE	CA	ENDURING FREEDOM	CENTCOM	1	4-Nov-04	4-Nov-05	1
HHC, 115 Area Spt Gp	ROSEVILLE	CA	ENDURING FREEDOM	CENTCOM	1	6-Nov-04	6-Nov-05	1
HHC, 1-185 Inf	FRESNO	CA	ENDURING FREEDOM	CENTCOM	52	6-Nov-04	6-Nov-05	52
HSC, 640 Spt Bn	LONG BEACH	CA	ENDURING FREEDOM	CENTCOM	33	6-Nov-04	6-Nov-05	33
Co B, 3-160 Inf	BAKERSFIELD	CA	MFO-SINAI	SINAI	84	7-Nov-04	5-May-06	84
HHC, 3-160 Inf	INGLEWOOD	CA	MFO-SINAI	SINAI	89	7-Nov-04	5-May-06	104
3-160 Inf	OXNARD	CA	MFO-SINAI	SINAI	84	7-Nov-04	5-May-06	84
3-160 Inf	INGLEWOOD	CA	MFO-SINAI	SINAI	84	7-Nov-04	5-May-06	84
3-160 Inf	INGLEWOOD	CA	MFO-SINAI	SINAI	0	7-Nov-04	5-May-06	0
Co B, 579 Engr Bn	EUREKA	CA	MFO-SINAI	SINAI	84	7-Nov-04	5-May-06	84
HHB, 1-144 FA	BURBANK	CA	ENDURING FREEDOM	CENTCOM	24	11-Nov-04	11-Nov-05	24
HHC, 2-185 Armor	SAN DIEGO	CA	ENDURING FREEDOM	CENTCOM	9	11-Nov-04	11-Nov-05	18
HHC, 240 Signal Bn	COMPTON	CA	ENDURING FREEDOM	CENTCOM	10	11-Nov-04	11-Nov-05	10
Co C, 297 Spt Bn	SAN MATEO	CA	ENDURING FREEDOM	CENTCOM	1	11-Nov-04	11-Nov-05	2
HHC, 578 Engr Bn	MANHATTAN BCH	CA	ENDURING FREEDOM	CENTCOM	29	11-Nov-04	11-Nov-05	29
JFHQ Element, CAARNG	SACRAMENTO	CA	ENDURING FREEDOM	CENTCOM	2	11-Nov-04	11-Nov-05	2
HHC, 40 Inf Div	LOS ALAMITOS	CA	NOBLE EAGLE	FT GILLEM	1	15-Nov-04	14-Nov-05	1
Co A, 540 Spt Bn	BELL	CA	NOBLE EAGLE	FT IRWIN	69	15-Nov-04	14-Nov-05	69
Co B, 540 Spt Bn	BELL	CA	NOBLE EAGLE	FT IRWIN	188	15-Nov-04	14-Nov-05	188
Det 1, Co B, 540 Spt Bn	SAN BRUNO	CA	NOBLE EAGLE	FT IRWIN	65	15-Nov-04	14-Nov-05	65
Co D, 540 Spt Bn	TORRANCE	CA	NOBLE EAGLE	FT IRWIN	85	15-Nov-04	14-Nov-05	85
Det 1, Co A, 540 Spt Bn	POMONA	CA	NOBLE EAGLE	FT IRWIN	63	15-Nov-04	14-Nov-05	63
Det. 1, Co D, 540 Spt Bn	LOS ALAMITOS	CA	NOBLE EAGLE	FT IRWIN	42	15-Nov-04	14-Nov-05	42
HHD, 540 Spt Bn	BELL	CA	NOBLE EAGLE	FT IRWIN	81	15-Nov-04	14-Nov-05	81
540 Spt Bn	BELL	CA	NOBLE EAGLE	FT IRWIN	0	15-Nov-04	14-Nov-05	0
Co C, 297 Medical Bn	SAN FRANCISCO	CA	ENDURING FREEDOM	IRAQ	1	21-Nov-04	18-Apr-06	1
Det. 1, 649 MP Co	FRESNO	CA	ENDURING FREEDOM	CENTCOM	1	21-Nov-04	10-Apr-06	1
Det 5, Med Det, CAARNG	MATHER AFB	CA	ENDURING FREEDOM	CENTCOM	1	2-Dec-04	2-Dec-05	1
Det 5, Med Det, CAARNG	MATHER AFB	CA	ENDURING FREEDOM	CENTCOM	1	2-Dec-04	1-Dec-05	1
HHC, 40 Inf Div	LOS ALAMITOS	CA	ENDURING FREEDOM	CENTCOM	1	2-Dec-04	2-Dec-05	1
126 Medical Co	MATHER AFB	CA	ENDURING FREEDOM	CENTCOM	2	5-Dec-04	3-Jun-06	2
JFHQ Element, CAARNG	SACRAMENTO	CA	NOBLE EAGLE	REDSTONE ARSENOL	1	3-Jan-05	2-Jan-06	1
Btry F, 144 FA	LOS ANGELES	CA	ENDURING FREEDOM	BASRA	8	3-Jan-05	3-Jan-06	8
Det 5, Med Det, CAARNG	MATHER AFB	CA	NOBLE EAGLE	SACRAMENTO	2	4-Jan-05	7-Jan-06	2
1-185 Inf	SIERRA DEPOT	CA	ENDURING FREEDOM	CENTCOM	1	13-Jan-05	12-Jan-06	1
HHSC, 223 MI Bn	FT FUNSTON	CA	NOBLE EAGLE	NORTHCOM	1	15-Jan-05	14-Jan-06	1



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126 Medical Co	MATHER AFB	CA	ENDURING FREEDOM	CENTCOM	1	21-Jan-05	20-Jul-06	1
Det 1, HHC, 1-184 Inf	TURLOCK	CA	ENDURING FREEDOM	CENTCOM	1	27-Jan-05	26-Jan-06	1
Medical Det, COARNG	CP W GEORGE	CO	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Jan-05	1
89 Troop Command	DENVER	CO	ENDURING FREEDOM	CENTCOM	1	3-Jan-05	1-Jul-06	1
Space Spt Bn, COARNG	COLORADO SPRINGS	CO	ENDURING FREEDOM	CENTCOM	9	7-Jan-05	5-Jul-06	9
JFHQ Element, COARNG	CP W GEORGE	CO	ENDURING FREEDOM	CENTCOM	1	16-Jan-05	15-Jan-06	1
JFHQ Element, COARNG	CP W GEORGE	CO	ENDURING FREEDOM	CENTCOM	1	17-Jan-05	16-Jul-06	1
208 Personnel Svc Det	NIANTIC	CT	ENDURING FREEDOM	CENTCOM	16	1-Oct-04	30-Mar-06	16
Det 1, Co D, 1-189 Aviation	WINDSOR LOCKS	CT	ENDURING FREEDOM	CENTCOM	1	7-Oct-04	7-Oct-05	1
HHC, 1-169 Aviation	ENFIELD	CT	ENDURING FREEDOM	CENTCOM	1	7-Oct-04	6-Oct-05	1
JFHQ Element, CTARNG	NEW HAVEN	CT	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Oct-05	1
208 Personnel Svc Det	NIANTIC	CT	ENDURING FREEDOM	CENTCOM	31	3-Nov-04	2-May-06	47
141 Medical Co	NEW BRITAIN	CT	ENDURING FREEDOM	CENTCOM	51	8-Nov-04	7-May-06	61
JFHQ Element, CTARNG	HARTFORD	CT	ENDURING FREEDOM	CENTCOM	1	27-Jan-05	20-Jul-06	1
JFHQ Element, CTARNG	NEW HAVEN	CT	ENDURING FREEDOM	EUCOM	1	27-Jan-05	3-Aug-05	1
NGB Legal Spt Office	WASHINGTON	DC	ENDURING FREEDOM	CENTCOM	1	15-Nov-04	13-May-06	1
HHD, DCARNG Area Mob Office	WASHINGTON	DC	NOBLE EAGLE	WASHINGTON	0	24-Jan-05	23-Jan-06	1
Medical Det, DEARNG	WILMINGTON	DE	ENDURING FREEDOM	CENTCOM	1	7-Oct-04	7-Oct-05	1
Medical Det, DEARNG	WILMINGTON	DE	ENDURING FREEDOM	CENTCOM	1	8-Oct-04	8-Oct-05	1
Medical Det, DEARNG	WILMINGTON	DE	ENDURING FREEDOM	CENTCOM	1	8-Oct-04	7-Oct-05	1
JFHQ Element, DEARNG	WILMINGTON	DE	ENDURING FREEDOM	CENTCOM	1	15-Dec-04	13-Jun-06	1
Medical Det, DEARNG	WILMINGTON	DE	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	6-Jan-06	1
249 Engr Det	NEW CASTLE	DE	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	19-Jul-06	1
Camp Blanding, ARNG Tng Center	CP BLANDING	FL	NOBLE EAGLE	FT EUSTIS	1	4-Oct-04	3-Oct-05	1
Det 1, Co B, 642 Spt Bn	JACKSONVILLE INTE	FL	ENDURING FREEDOM	CENTCOM	1	4-Oct-04	2-Apr-06	1
HHC, 1-111 Aviation	JACKSONVILLE	FL	ENDURING FREEDOM	CENTCOM	1	22-Oct-04	20-Apr-06	1
Co C, 53 Spt Bn	ST PETERSBURG	FL	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Jan-05	1
690 MP Co	LAKE WALES	FL	ENDURING FREEDOM	CENTCOM	122	3-Dec-04	1-Jun-06	124
HHC, 53 Inf Bde	PINELLAS PARK	FL	ENDURING FREEDOM	CENTCOM	0			255
JFHQ Element, GAARNG	ATLANTA	GA	NOBLE EAGLE	FT MCPHERSON	1	1-Oct-04	1-Oct-05	1
118 Personnel Svc Det	ELLENWOOD	GA	ENDURING FREEDOM	CENTCOM	8	1-Oct-04	30-Mar-06	8
118 Personnel Svc Det	ELLENWOOD	GA	ENDURING FREEDOM	CENTCOM	39	22-Oct-04	20-Apr-06	39
165 QM Co	BRUNSWICK	GA	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	23-Oct-05	1
Rear Cmd Post Opns Cell, 3 Inf Div	FT STEWART	GA	ENDURING FREEDOM	CENTCOM	17	15-Nov-04	10-May-06	17
HHC, 48 Inf Bde	MACON	GA	ENDURING FREEDOM	IRAQ	1	29-Nov-04	27-May-06	1



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HHC, 48 Inf Bde	MACON	GA	ENDURING FREEDOM	CENTCOM	37	29-Nov-04	27-May-06	37
HHC, 48 Inf Bde	MACON	GA	ENDURING FREEDOM	CENTCOM	106	6-Dec-04	1-Oct-06	110
HHC, 48 Inf Bde	MACON	GA	ENDURING FREEDOM	CENTCOM	30	6-Dec-04	25-Sep-06	30
HHC, 1-108 Armor	CALHOUN	GA	ENDURING FREEDOM	CENTCOM	161	6-Dec-04	1-Oct-06	161
HHC, 1-108 Armor	CALHOUN	GA	ENDURING FREEDOM	CENTCOM	41	6-Dec-04	25-Sep-06	45
Troop E, 1-108 Cav	GRIFFIN	GA	ENDURING FREEDOM	CENTCOM	51	6-Dec-04	1-Oct-06	51
Troop E, 1-108 Cav	GRIFFIN	GA	ENDURING FREEDOM	CENTCOM	18	6-Dec-04	25-Sep-06	18
HHB, 1-118 FA	SAVANNAH	GA	ENDURING FREEDOM	CENTCOM	161	6-Dec-04	1-Oct-06	161
HHB, 1-118 FA	SAVANNAH	GA	ENDURING FREEDOM	CENTCOM	42	6-Dec-04	25-Sep-06	46
HHC, 1-121 Inf	WINDER	GA	ENDURING FREEDOM	CENTCOM	225	6-Dec-04	1-Oct-06	225
HHC, 1-121 Inf	WINDER	GA	ENDURING FREEDOM	CENTCOM	54	6-Dec-04	25-Sep-06	61
HHC, 2-121 Inf	ALBANY	GA	ENDURING FREEDOM	CENTCOM	186	6-Dec-04	1-Oct-06	199
HHC, 2-121 Inf	ALBANY	GA	ENDURING FREEDOM	CENTCOM	47	6-Dec-04	25-Sep-06	55
HHC, 148 Spt Bn	FORSYTH	GA	ENDURING FREEDOM	CENTCOM	225	6-Dec-04	1-Oct-06	225
HHC, 148 Spt Bn	FORSYTH	GA	ENDURING FREEDOM	CENTCOM	61	6-Dec-04	25-Sep-06	62
248 MI Co	FT GILLEM	GA	ENDURING FREEDOM	CENTCOM	12	6-Dec-04	1-Oct-06	21
248 MI Co	FT GILLEM	GA	ENDURING FREEDOM	CENTCOM	6	6-Dec-04	25-Sep-06	7
HHC, 648 Engr Bn	STATESBORO	GA	ENDURING FREEDOM	CENTCOM	123	6-Dec-04	1-Oct-06	123
HHC, 648 Engr Bn	STATESBORO	GA	ENDURING FREEDOM	CENTCOM	33	6-Dec-04	25-Sep-06	35
HHC, 48 Inf Bde	MACON	GA	ENDURING FREEDOM	CENTCOM	4	3-Jan-05	21-Jul-06	4
HHC, 48 Inf Bde	MACON	GA	ENDURING FREEDOM	CENTCOM	0	3-Jan-05	21-Jul-06	0
Co B, 1-108 Armor	CANTON	GA	ENDURING FREEDOM	CENTCOM	50	3-Jan-05	21-Jul-06	50
Co C, 1-108 Armor	DALTON	GA	ENDURING FREEDOM	CENTCOM	60	3-Jan-05	21-Jul-06	60
HHC, 1-108 Armor	CALHOUN	GA	ENDURING FREEDOM	CENTCOM	96	3-Jan-05	21-Jul-06	96
1-108 Armor	CALHOUN	GA	ENDURING FREEDOM	CENTCOM	0	3-Jan-05	21-Jul-06	0
Troop E, 1-108 Cav	GRIFFIN	GA	ENDURING FREEDOM	CENTCOM	81	3-Jan-05	21-Jul-06	81
Co A, 1-121 Inf	LAWRENCEVILLE	GA	ENDURING FREEDOM	CENTCOM	44	3-Jan-05	22-Jul-06	44
Co C, 1-121 Inf	GAINESVILLE	GA	ENDURING FREEDOM	CENTCOM	100	3-Jan-05	22-Jul-06	100
Co B, 148 Spt Bn	HINESVILLE	GA	ENDURING FREEDOM	CENTCOM	117	3-Jan-05	21-Jul-05	117
Co A, 148 Spt Bn	DUBLIN	GA	ENDURING FREEDOM	CENTCOM	120	3-Jan-05	21-Jul-05	120
Co C, 148 Spt Bn	FORSYTH	GA	ENDURING FREEDOM	CENTCOM	60	3-Jan-05	21-Jul-05	60
HHC, 148 Spt Bn	FORSYTH	GA	ENDURING FREEDOM	CENTCOM	80	3-Jan-05	21-Jul-05	80
148 Spt Bn	FORSYTH	GA	ENDURING FREEDOM	CENTCOM	0	3-Jan-05	21-Jul-05	0
248 MI Co	FT GILLEM	GA	ENDURING FREEDOM	CENTCOM	24	3-Jan-05	21-Jul-06	24
1-118 FA	SAVANNAH	GA	ENDURING FREEDOM	CENTCOM	0	4-Jan-05	23-Jul-06	0
Btry A, 1-118 FA	SPRINGFIELD	GA	ENDURING FREEDOM	CENTCOM	55	4-Jan-05	22-Jul-06	55
HHB, 1-118 FA	SAVANNAH	GA	ENDURING FREEDOM	CENTCOM	80	4-Jan-05	22-Jul-06	80
Service Btry, 1-118 FA	BRUNSWICK	GA	ENDURING FREEDOM	CENTCOM	60	4-Jan-05	22-Jul-06	60
Co A, 2-121 Inf	VALDOSTA	GA	ENDURING FREEDOM	CENTCOM	110	4-Jan-05	23-Jul-06	110
HHC, 2-121 Inf	ALBANY	GA	ENDURING FREEDOM	CENTCOM	90	4-Jan-05	23-Jul-06	90
2-121 Inf	ALBANY	GA	ENDURING FREEDOM	CENTCOM	0	4-Jan-05	23-Jul-06	0



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Co A, 648 Engr Bn	STATESBORO	GA	ENDURING FREEDOM	CENTCOM	25	5-Jan-05	24-Jul-06	25
Co C, 648 Engr Bn	DOUGLAS	GA	ENDURING FREEDOM	CENTCOM	20	5-Jan-05	24-Jul-06	20
HHC, 648 Engr Bn	STATESBORO	GA	ENDURING FREEDOM	CENTCOM	42	5-Jan-05	24-Jul-06	42
648 Engr Bn	STATESBORO	GA	ENDURING FREEDOM	CENTCOM	0	5-Jan-05	24-Jul-06	0
Med Det, GAARNG	ELLENWOOD	GA	NOBLE EAGLE	PLANT CITY	5	16-Jan-05	15-Jan-06	5
JFHQ Element, GAARNG	ATLANTA	GA	ENDURING FREEDOM	IRAQ	1	20-Jan-05	19-Jul-06	1
HHC, 1-294 Inf	FT JUAN MUNA	GU	ENDURING FREEDOM	CENTCOM	12	7-Oct-04	5-Apr-06	12
Med Det, GUARNG	FT JUAN MUNA	GU	ENDURING FREEDOM	CENTCOM	1	8-Oct-04	5-Feb-05	1
HHC, 1-294 Inf	FT JUAN MUNA	GU	ENDURING FREEDOM	CENTCOM	6	12-Nov-04	11-Nov-05	6
105 Troop Command	FT JUAN MUNA	GU	ENDURING FREEDOM	CENTCOM	1	21-Nov-04	21-Nov-05	1
JFHQ Element, GUARNG	FT JUAN MUNA	GU	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	6-May-05	1
1224 Engr Det	FT JUAN MUNA	GU	ENDURING FREEDOM	CENTCOM	57	10-Jan-05	9-Jul-06	57
117 Public Affairs Det	PEARL CITY	HI	ENDURING FREEDOM	CENTCOM	10	10-Jan-05	9-Jul-06	10
298 Engr Det	PEARL CITY	HI	ENDURING FREEDOM	CENTCOM	57	10-Jan-05	9-Jul-06	57
Co A, 224 Engr Bn	BURLINGTON	IA	ENDURING FREEDOM	CENTCOM	71	13-Oct-04	11-Apr-06	111
Co B, 224 Engr Bn	OTTUMWA	IA	ENDURING FREEDOM	CENTCOM	110	13-Oct-04	11-Apr-06	111
Co C, 224 Engr Bn	MOUNT PLEASANT	IA	ENDURING FREEDOM	CENTCOM	109	13-Oct-04	11-Apr-06	111
224 Engr Bn	FAIRFIELD	IA	ENDURING FREEDOM	CENTCOM	0	13-Oct-04	11-Apr-06	0
HHC, 224 Engr Bn	FAIRFIELD	IA	ENDURING FREEDOM	CENTCOM	155	13-Oct-04	11-Apr-06	155
HHB, 1-194 FA	FT DODGE	IA	ENDURING FREEDOM	CENTCOM	7	13-Dec-04	10-Feb-06	7
HQ, 185 Regiment	DES MOINES	IA	ENDURING FREEDOM	CENTCOM	2	15-Dec-04	13-Jun-06	2
135 Public Affairs Det	CP DODGE	IA	JOINT GUARDIAN	KOSOVO	8	28-Dec-04	25-Jun-06	8
JFHQ Element, IDARNG	GOWEN FIELD	ID	ENDURING FREEDOM	CENTCOM	1	2-Dec-04	31-May-06	1
HQ, 129 Regiment	SPRINGFIELD	IL	ENDURING FREEDOM	AFGHANISTAN	8	21-Oct-04	19-Apr-06	8
Btry B, 2-123 FA	MACOMB	IL	ENDURING FREEDOM	CENTCOM	152	24-Oct-04	3-May-06	152
HHC, 2-130 Inf	URBANA	IL	ENDURING FREEDOM	CENTCOM	1	4-Nov-04	5-Nov-05	1
Btry A, 2-123 FA	MILAN	IL	ENDURING FREEDOM	CENTCOM	152	8-Nov-04	2-May-06	152
HHC, 2-130 Inf.	URBANA	IL	ENDURING FREEDOM	CENTCOM	170	6-Dec-04	1-Oct-06	170
Co. A 133 Signal Bn	CARBONDALE	IL	ENDURING FREEDOM	CENTCOM	14	6-Dec-04	1-Oct-06	14
Btry C, 2-123 FA	GALESBURG	IL	ENDURING FREEDOM	CENTCOM	151	29-Dec-04	27-Jun-06	152
Medical Det, ILARNG	SPRINGFIELD	IL	ENDURING FREEDOM	IRAQ	1	30-Dec-04	29-Dec-05	1
Co A, 133 Signal Bn	CARBONDALE	IL	ENDURING FREEDOM	CENTCOM	125	3-Jan-05	21-Jul-06	125
2-130 Inf	URBANA	IL	ENDURING FREEDOM	CENTCOM	0	5-Jan-05	24-Jul-06	0
Co B, 2-130 Inf	EFFINGHAM	IL	ENDURING FREEDOM	CENTCOM	81	5-Jan-05	24-Jul-06	81
Co C, 2-130 Inf	LITCHFIELD	IL	ENDURING FREEDOM	CENTCOM	81	5-Jan-05	3-Jul-06	81
HHC, 2-130 Inf	URBANA	IL	ENDURING FREEDOM	CENTCOM	120	5-Jan-05	24-Jul-06	120



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
135 Engr Co	LAWRENCEVILLE	IL	ENDURING FREEDOM	CENTCOM	6	7-Jan-05	6-Jul-06	6
135 Engr Co	LAWRENCEVILLE	IL	ENDURING FREEDOM	IRAQ	89	19-Jan-05	17-Jul-06	89
244 Liaison Team	MACHESNEY PARK	IL	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	7-Mar-06	1
Medical Det, ILARNG	SPRINGFIELD	IL	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	20-Jan-06	1
2-123 FA	MILAN	IL	ENDURING FREEDOM	CENTCOM	0			0
1438 Trans Co	CP ATTERBURY	IN	ENDURING FREEDOM	CENTCOM	165	1-Oct-04	30-Mar-06	174
Co A, 113 Engr Bn	LA PORTE	IN	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	20
Co B, 113 Engr Bn	VALPARAISO	IN	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	20
Co C, 113 Engr Bn	GARY	IN	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	20
113 Engr Bn	GARY	IN	ENDURING FREEDOM	CENTCOM	42	1-Oct-04	30-Mar-06	42
939 MP Det	INDIANAPOLIS	IN	ENDURING FREEDOM	CENTCOM	15	1-Oct-04	30-Mar-06	15
Camp Atterbury Maneuver Tng Center	EDINBURG	IN	ENDURING FREEDOM	CP ATTERBURY	6	15-Oct-04	15-Oct-05	6
HHC, 113 Engr Bn	GARY	IN	ENDURING FREEDOM	CENTCOM	139	18-Oct-04	16-Apr-06	139
939 MP Det	INDIANAPOLIS	IN	ENDURING FREEDOM	CENTCOM	30	20-Oct-04	18-Apr-06	30
JFHQ Element, INARNG	INDIANAPOLIS	IN	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Jan-05	1
939 MP Det	MICHIGAN CITY	IN	ENDURING FREEDOM	CENTCOM	30	15-Nov-04	14-May-06	30
Co A, 113 Engr Det	LA PORTE	IN	ENDURING FREEDOM	CENTCOM	75	19-Nov-04	18-May-06	75
Co B, 113 Engr Det	VALPARAISO	IN	ENDURING FREEDOM	CENTCOM	75	19-Nov-04	18-May-06	75
Co C, 113 Engr Det	GARY	IN	ENDURING FREEDOM	CENTCOM	75	19-Nov-04	18-May-06	75
113 Engr Bn	GARY	IN	ENDURING FREEDOM	CENTCOM	0	19-Nov-04	18-May-06	0
JFHQ Element, INARNG	INDIANAPOLIS	IN	ENDURING FREEDOM	CENTCOM	16	15-Dec-04	13-Jun-06	15
Btry.E, 139 FA	INDIANAPOLIS	IN	ENDURING FREEDOM	CENTCOM	54	17-Dec-04	15-Jun-06	54
Co A, 138 Signal Bn	ANDERSON	IN	ENDURING FREEDOM	IRAQ	24	3-Jan-05	21-Aug-06	24
Co A, 138 Signal Bn	ANDERSON	IN	ENDURING FREEDOM	IRAQ	14	3-Jan-05	21-Aug-06	14
Co A, 138 Signal Bn	ANDERSON	IN	ENDURING FREEDOM	CENTCOM	101	17-Jan-05	3-Jul-06	101
HHC, 38 Inf Div	INDIANAPOLIS	IN	ENDURING FREEDOM	CENTCOM	1	21-Jan-05	20-Jan-06	1
137 Trans Co	OLATHE	KS	ENDURING FREEDOM	CENTCOM	68	2-Oct-04	31-Mar-06	142
Det 1, 24 Med Co	TOPEKA	KS	JOINT GUARDIAN	KOSOVO	17	10-Oct-04	7-Apr-06	18
HHC, 1-635 Armor	MANHATTAN	KS	JOINT GUARDIAN	KOSOVO	25	10-Oct-04	7-Apr-06	25
HHD, 169 Corps Spt Bn	OLATHE	KS	ENDURING FREEDOM	CENTCOM	59	21-Oct-04	19-Apr-06	59
Co A, 1-635 Armor	EMPORIA	KS	JOINT GUARDIAN	KOSOVO	91	24-Oct-04		96
Co B, 1-635 Armor	JUNCTION CITY	KS	JOINT GUARDIAN	KOSOVO	87	24-Oct-04		95
Co C, 1-635 Armor	LENEXA	KS	JOINT GUARDIAN	KOSOVO	90	24-Oct-04		95
HHC, 1-635 Armor	MANHATTAN	KS	JOINT GUARDIAN	KOSOVO	44	24-Oct-04		44
1-635 Armor	MANHATTAN	KS	JOINT GUARDIAN	KOSOVO	0	24-Oct-04		0
JFHQ Element, KSARNG	TOPEKA	KS	JOINT GUARDIAN	KOSOVO	2	24-Oct-04	22-Apr-06	2
HHC, 35 Inf Div	FT LEAVENWORTH	KS	ENDURING FREEDOM	LITTLE ROCK	1	29-Nov-04	28-Mar-05	1



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HHC, 35 Inf Div	FT LEAVENWORTH	KS	NOBLE EAGLE	WASHINGTON	1	20-Dec-04	17-Jun-06	1
Medical Det, KSARNG	LENEXA	KS	NOBLE EAGLE	CP SHELBY	1	18-Jan-05	18-Jan-06	1
617 MP Co	RICHMOND	KY	ENDURING FREEDOM	CENTCOM	179	2-Oct-04	30-Mar-06	182
HHC, 63 Aviation Group	FRANKFORT	KY	ENDURING FREEDOM	CENTCOM	3	4-Oct-04	1-Apr-06	3
HHC, 206 Engr Bn	RICHMOND	KY	ENDURING FREEDOM	CENTCOM	49	11-Oct-04	21-Apr-06	49
HHS, 1-623 FA	GLASGOW	KY	ENDURING FREEDOM	CENTCOM	1	22-Oct-04	22-Oct-05	1
Btry A, 1-623 FA	TOMPKINSVILLE	KY	ENDURING FREEDOM	CENTCOM	181	7-Nov-04	6-May-06	182
Btry B, 1-623 FA	CAMPBELLSVILLE	KY	ENDURING FREEDOM	CENTCOM	182	17-Nov-04	30-Apr-06	182
940 MP Co	WALTON	KY	ENDURING FREEDOM	CENTCOM	118	29-Nov-04	28-May-06	118
206 Engr Bn	CARLISLE	KY	ENDURING FREEDOM	CENTCOM	180	10-Dec-04	30-May-06	182
HQ, 238 Regiment	GREENVILLE	KY	ENDURING FREEDOM	AFGHANISTAN	1	19-Dec-04	16-Jun-06	1
2113 Trans Co	PADUCAH	KY	ENDURING FREEDOM	CENTCOM	166	19-Dec-04	17-Jun-06	172
231 MI Co	SHELBYVILLE	KY	ENDURING FREEDOM	IRAQ	20	3-Jan-05	21-Aug-06	20
231 MI Co	SHELBYVILLE	KY	ENDURING FREEDOM	IRAQ	5	3-Jan-05	21-Aug-06	5
231 MI Co	SHELBYVILLE	KY	ENDURING FREEDOM	IRAQ	0	4-Jan-05		0
Med Det, LAARNG	JACKSON BARRACKS	LA	NOBLE EAGLE	CAMP ROBINSON	4	15-Jan-05	15-Jan-06	4
26 Personnel Svc Det	MILFORD	MA	ENDURING FREEDOM	CENTCOM	16	1-Oct-04	30-Mar-06	16
747 Finance Det	W NEWTON	MA	ENDURING FREEDOM	CENTCOM	7	1-Oct-04	30-Mar-06	7
1-102 FA	QUINCY	MA	ENDURING FREEDOM	CENTCOM	148	10-Oct-04	7-Apr-06	152
747 Finance Det	W NEWTON	MA	ENDURING FREEDOM	CENTCOM	14	14-Oct-04	12-Apr-06	14
JFHQ Element, MAARNG	MILFORD	MA	ENDURING FREEDOM	CENTCOM	1	22-Oct-04	20-Apr-06	1
26 Personnel Svc Det	MILFORD	MA	ENDURING FREEDOM	CENTCOM	31	23-Oct-04	21-Apr-06	31
JFHQ Element, MAARNG	MILFORD	MA	NOBLE EAGLE	WASHINGTON	1	15-Nov-04	15-Nov-05	1
HHB, 1-102 FA	QUINCY	MA	ENDURING FREEDOM	CENTCOM	20	22-Nov-04	21-May-06	27
JFHQ Element, MAARNG	MILFORD	MA	ENDURING FREEDOM	CENTCOM	3	22-Nov-04	20-May-06	10
Btry E, 101 FA	REHOBOTH	MA	ENDURING FREEDOM	CENTCOM	6	3-Jan-05	1-Jul-06	6
JFHQ Element, MAARNG	MILFORD	MA	ENDURING FREEDOM	CENTCOM	1	16-Jan-05	15-Jan-06	1
HHC, 26 Inf Bde	SPRINGFIELD	MA	ENDURING FREEDOM	CENTCOM	1	21-Jan-05	20-Jul-06	1
HHC, 629 MI Bn	LAUREL	MD	ENDURING FREEDOM	CENTCOM	3	2-Oct-04	31-Mar-06	4
HHC, 629 MI Bn	LAUREL	MD	ENDURING FREEDOM	CENTCOM	1	2-Oct-04	31-Mar-06	1
HHC, 629 MI Bn	LAUREL	MD	ENDURING FREEDOM	CENTCOM	1	2-Oct-04	31-Mar-06	1
58 Troop Command	REISTERSTOWN	MD	ENDURING FREEDOM	CENTCOM	1	18-Nov-04	17-May-06	1
Det 1, 1159 Medical Co	ABERDEEN PROV GND	MD	ENDURING FREEDOM	CENTCOM	41	5-Dec-04	3-Jun-06	42
Co B, 1-115 Inf	GAITHERSBURG	MD	ENDURING FREEDOM	CENTCOM	35	6-Dec-04	1-Oct-06	35
Co C, 229 Spt Bn	REISTERSTOWN	MD	ENDURING FREEDOM	CENTCOM	1	9-Dec-04	8-Dec-05	1
HHC, 1-115 Inf	SILVER SPRING	MD	ENDURING FREEDOM	CENTCOM	1	12-Dec-04	10-Jun-06	1
HHS, 2-110 FA	PIKESVILLE	MD	ENDURING FREEDOM	AFGHANISTAN	2	3-Jan-05	2-Jul-06	2
Co B, 1-115 Inf	GAITHERSBURG	MD	ENDURING FREEDOM	CENTCOM	96	4-Jan-05	23-Jul-06	96



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Co A, 226 Spt Bn	ABERDEEN P-GND-EA	MD	ENDURING FREEDOM	CENTCOM	1	15-Jan-05	15-Jan-06	1
58 Troop Command	REISTERSTOWN	MD	ENDURING FREEDOM	CENTCOM	1	18-Jan-05	18-Jan-06	1
JFHQ Element, MEARNG	BANGOR	ME	NOBLE EAGLE	FT IRWIN	2	10-Dec-04	10-Dec-05	2
HHS, 1-152 FA	CARIBOU	ME	ENDURING FREEDOM	CENTCOM	25	8-Jan-05	8-Jan-06	25
JFHQ Element, MEARNG	BANGOR	ME	ENDURING FREEDOM	CENTCOM	1	27-Jan-05	11-Feb-06	1
152 Maintenance Co	AUGUSTA	ME	ENDURING FREEDOM	IRAQ	221	28-Jan-05	26-Jul-06	221
Co F, 238 Aviation	GRAND LEDGE	MI	ENDURING FREEDOM	CENTCOM	41	1-Oct-04	30-Mar-06	41
263 Personnel Services Det	LANSING	MI	ENDURING FREEDOM	CENTCOM	16	1-Oct-04	30-Mar-06	16
HHD, 507 Engr Bn	CP GRAYLING	MI	ENDURING FREEDOM	CENTCOM	14	1-Oct-04	30-Mar-06	14
1071 Maintenance Co	CP GRAYLING	MI	ENDURING FREEDOM	CENTCOM	1	1-Oct-04	29-Mar-06	1
1073 Maintenance Co	GREENVILLE	MI	ENDURING FREEDOM	CENTCOM	75	1-Oct-04	30-Mar-06	75
HHD, 1225 Corps Spt Bn	DETROIT	MI	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	21
1436 Engr Co	MONTAGUE	MI	ENDURING FREEDOM	CENTCOM	56	1-Oct-04	30-Mar-06	56
HHB, 1-119 FA	LANSING	MI	ENDURING FREEDOM	CENTCOM	152	2-Oct-04	31-Mar-06	152
HHD, 1225 Corps Spt Bn	DETROIT	MI	ENDURING FREEDOM	CENTCOM	34	8-Oct-04	6-Apr-06	38
Medical Det, MIARNG	DETROIT	MI	ENDURING FREEDOM	CENTCOM	2	8-Oct-04	8-Oct-05	3
Medical Det, MIARNG	DETROIT	MI	ENDURING FREEDOM	CENTCOM	1	10-Oct-04	9-Oct-05	1
Medical Det, MIARNG	DETROIT	MI	ENDURING FREEDOM	CENTCOM	5	10-Oct-04	9-Oct-05	5
HHS, 1-182 FA	DETROIT	MI	ENDURING FREEDOM	CENTCOM	149	11-Oct-04	31-Mar-06	152
263 Personnel Svc Det	LANSING	MI	ENDURING FREEDOM	CENTCOM	31	14-Oct-04	12-Apr-06	31
HHC, 1-125 Inf	FLINT	MI	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	21-Apr-06	1
1436 Engr Co	MONTAGUE	MI	ENDURING FREEDOM	CENTCOM	105	24-Oct-04	22-Apr-06	105
HHC, 107 Engr Bn	ISHPEMING	MI	ENDURING FREEDOM	CENTCOM	41	25-Oct-04	22-Apr-06	90
1463 Trans Co	WYOMING	MI	ENDURING FREEDOM	CENTCOM	74	25-Oct-04	23-Apr-06	74
Medical Det, MIARNG	DETROIT	MI	ENDURING FREEDOM	CENTCOM	1	25-Oct-04	25-Oct-05	1
HHC, 107 Engr Bn	ISHPEMING	MI	ENDURING FREEDOM	CENTCOM	40	30-Oct-04	28-Apr-06	40
1073 Maintenance Co	GREENVILLE	MI	ENDURING FREEDOM	CENTCOM	131	30-Oct-04	28-Apr-06	139
HHD, 507 Engr Bn	CP GRAYLING	MI	ENDURING FREEDOM	CENTCOM	26	5-Nov-04	4-May-06	26
Camp Grayling Maneuver Tng Center	CP GRAYLING	MI	ENDURING FREEDOM	CENTCOM	1	6-Nov-04	6-Nov-05	1
Co F, 238 Aviation	GRAND LEDGE	MI	ENDURING FREEDOM	CENTCOM	76	24-Nov-04	23-May-06	76
63 Troop Command	JACKSON	MI	ENDURING FREEDOM	CENTCOM	1	3-Dec-04	31-May-06	1
Co A, 107 Engr Bn	CALUMET	MI	ENDURING FREEDOM	CENTCOM	17	10-Dec-04	16-Jun-06	57
Co C, 107 Engr Bn	GLADSTONE	MI	ENDURING FREEDOM	CENTCOM	7	10-Dec-04	26-Jun-06	57
HHC, 1-126 Armor	THREE RIVERS	MI	ENDURING FREEDOM	CENTCOM	152	29-Dec-04	10-Jun-06	152
Co B, 107 Engr Bn	IRONWOOD	MI	ENDURING FREEDOM	CENTCOM	33	3-Jan-05	1-Jul-06	33
Medical Det, MIARNG	DETROIT	MI	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	5-Jan-06	1
177 Regiment	AUGUSTA	MI	NOBLE EAGLE	FT INDIANTOWN GAP	2	18-Jan-05	18-Jan-06	2
1071 Maintenance Co	CP GRAYLING	MI	ENDURING FREEDOM	IRAQ	239	28-Jan-05	26-Jul-06	239
Btry C, 1-151 FA	MORRIS	MN	ENDURING FREEDOM	CENTCOM	150	11-Oct-04	8-Apr-06	152



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Co A, 1-194 Armor	WADENA	MN	ENDURING FREEDOM	CENTCOM	152	14-Oct-04	10-Apr-06	152
434 Chemical Co	NORTHFIELD	MN	ENDURING FREEDOM	CENTCOM	55	15-Oct-04	12-Mar-06	55
JFHQ Element, MNARNG	ST PAUL	MN	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	23-Oct-05	1
Co A, 634 MI Bn	ROSEMONT	MN	ENDURING FREEDOM	IRAQ	29	15-Nov-04	13-May-06	29
434 Main Spt Bn	CP RIPLEY	MN	ENDURING FREEDOM	CENTCOM	100	23-Nov-04	22-May-06	100
JFHQ Element, MNARNG	ST PAUL	MN	JOINT GUARDIAN	KOSOVO	1	24-Nov-04	21-Aug-05	1
HHS, 1-151 FA	MONTEVIDEO	MN	ENDURING FREEDOM	CENTCOM	13	27-Nov-04	5-Jun-06	27
JFHQ Element, MNARNG	ST PAUL	MN	ENDURING FREEDOM	CENTCOM	1	29-Nov-04	27-May-06	1
JFHQ Element, MNARNG	ST PAUL	MN	ENDURING FREEDOM	CENTCOM	2	9-Dec-04	8-Dec-05	2
HHC, Division Aviation Bde	ST PAUL	MN	ENDURING FREEDOM	CENTCOM	1	13-Dec-04	10-Jun-06	1
JFHQ Element, MNARNG	ST PAUL	MN	ENDURING FREEDOM	CENTCOM	16	15-Dec-04	13-Jun-06	16
Co B, 634 MI BN	ROSEMONT	MN	ENDURING FREEDOM	IRAQ	29	15-Dec-04	13-May-06	29
Det 1, 635 Public Affairs Det	ROSEVILLE	MN	JOINT GUARDIAN	KOSOVO	2	28-Dec-04	25-Jun-06	2
1-216 Air Defense Arty	BLOOMINGTON	MN	ENDURING FREEDOM	CENTCOM	0	4-Jan-05	3-Jul-06	0
JFHQ Element, MNARNG	ST PAUL	MN	NOBLE EAGLE	SACRAMENTO	1	9-Jan-05	8-Jan-06	1
JFHQ Element, MNARNG	ST PAUL	MN	ENDURING FREEDOM	CENTCOM	1	16-Jan-05	15-Jan-06	1
JFHQ Element, MNARNG	ST PAUL	MN	NOBLE EAGLE	NORTHCOM	1	24-Jan-05	24-Jan-06	1
HHC, 35 Engr Bde	FT LEONARD WOOD	MO	ENDURING FREEDOM	CENTCOM	17	7-Oct-04	4-Apr-06	17
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Jan-05	1
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	28-Jan-05	1
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	12-Nov-04	12-Nov-05	1
HHC, 35 Engr Bde	FT LEONARD WOOD	MO	ENDURING FREEDOM	CENTCOM	1	26-Nov-04	25-May-06	1
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	26-Nov-04	26-May-06	1
220 Engr Co	FESTUS	MO	ENDURING FREEDOM	CENTCOM	26	6-Dec-04	1-Oct-06	26
JFHQ Element, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	2	15-Dec-04	13-Jun-06	2
JFHQ Element, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	AFGHANISTAN	9	19-Dec-04	16-Jun-06	9
220 Engr Co	FESTUS	MO	ENDURING FREEDOM	CENTCOM	16	3-Jan-05	22-Jul-06	16
220 Engr Co	FESTUS	MO	ENDURING FREEDOM	CENTCOM	120	5-Jan-05	24-Jul-06	120
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	6-Jan-06	1
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	19-Jan-06	1
Medical Det, MOARNG	JEFFERSON CITY	MO	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	20-Jan-06	1
JFHQ Element, MOARNG	JEFFERSON CITY	MO	NOBLE EAGLE	LITTLE ROCK	0	24-Jan-05	24-Jan-06	2



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
1035 Maintenance Co	JEFFERSON BARRACKS	MO	ENDURING FREEDOM	IRAQ	224	28-Jan-05	26-Jul-06	224
HHC, 184 Trans Command	LAUREL	MS	ENDURING FREEDOM	CENTCOM	48	6-Dec-04	3-Jun-06	48
102 Public Affairs Det	JACKSON	MS	JOINT GUARDIAN	KOSOVO	4	28-Dec-04	25-Jun-06	4
Co B, 2-121 Inf (Georgia ARNG Unit)	CP MCCAIN	MS	ENDURING FREEDOM	CENTCOM	100	4-Jan-05	23-Jul-06	100
66th Troop Command	JACKSON	MS	ENDURING FREEDOM	AFGHANISTAN	1	6-Jan-05	5-Jan-06	1
Medical Det, MSARNG	JACKSON	MS	NOBLE EAGLE	NORTHCOM	0	24-Jan-05	23-Jan-06	2
Btry A, 1-114 FA	DREW	MS	ENDURING FREEDOM	CENTCOM	152	27-Jan-05	25-Jul-06	152
Btry B, 1-114 FA	WINONA	MS	ENDURING FREEDOM	CENTCOM	152	27-Jan-05	6-Jul-25	152
Btry B, 1-190 FA	CULBERTSON	MT	ENDURING FREEDOM	FT WAINWRIGHT	13	15-Oct-04	13-Apr-06	13
Btry A, 1-190 FA	MILES CITY	MT	ENDURING FREEDOM	FT. LEWIS	4	31-Oct-04	28-Jul-06	4
Btry B, 1-190 FA	CULBERTSON	MT	ENDURING FREEDOM	FT WAINWRIGHT	4	31-Oct-04	13-Apr-06	4
Btry A, 1-190 FA	MILES CITY	MT	ENDURING FREEDOM	FT. LEWIS	13	26-Nov-04	28-Jul-06	13
Btry B, 1-190 FA	CULBERTSON	MT	ENDURING FREEDOM	FT WAINWRIGHT	107	26-Nov-04	13-Apr-06	107
Medical Det, MTARNG	BILLINGS	MT	ENDURING FREEDOM	DOHA, KUWAIT	1	30-Dec-04	30-Dec-05	1
HQ STARC, MTARNG	HELENA	MT	NOBLE EAGLE	FT CARSON	1	10-Jan-05	9-Jan-06	1
BTRY A, 1-190 FA	MILES CITY	MT	ENDURING FREEDOM	FT LEWIS	107	11-Jan-05	28-Jul-06	107
JFHQ Element, MTARNG	HELENA	MT	ENDURING FREEDOM	CENTCOM	2	16-Jan-05	15-Jan-06	2
HQ, 208 Regiment	HELENA	MT	NOBLE EAGLE	CP WILLIAMS	1	18-Jan-05	18-Jan-06	1
Medical Det, MTARNG	BILLINGS	MT	ENDURING FREEDOM	CENTCOM	1	21-Jan-05	19-Jul-06	1
HHC, 30 Engr Bde	CHARLOTTE	NC	ENDURING FREEDOM	CENTCOM	0	1-Oct-04	30-Mar-06	43
HQ, 217 Personnel Svc Bn	BUTNER	NC	ENDURING FREEDOM	CENTCOM	10	1-Oct-04	30-Mar-06	10
HHD, 130 Finance Bn	MORRISVILLE	NC	ENDURING FREEDOM	CENTCOM	29	6-Oct-04	4-Apr-06	30
112 Finance Det	MORRISVILLE	NC	ENDURING FREEDOM	CENTCOM	19	13-Oct-04	11-Apr-06	21
HHC, 30 Engr Bde	CHARLOTTE	NC	ENDURING FREEDOM	CENTCOM	1	26-Oct-04	22-Apr-05	1
Co B, 1-126 Avn	SALISBURY	NC	ENDURING FREEDOM	CENTCOM	23	28-Oct-04	26-Apr-06	23
Co B, 1-126 Avn	SALISBURY	NC	ENDURING FREEDOM	CENTCOM	7	6-Nov-04	6-Nov-05	8
Co B, 1-126 Avn	SALISBURY	NC	ENDURING FREEDOM	CENTCOM	10	6-Nov-04	6-Nov-05	11
Co B, 1-126 Avn	SALISBURY	NC	ENDURING FREEDOM	CENTCOM	4	6-Nov-04	6-Nov-05	4
HHC, 449 Avn Group	KINSTON	NC	ENDURING FREEDOM	CENTCOM	1	11-Nov-04	12-Feb-05	1
HHC, 1-130 Aviation	MORRISVILLE	NC	ENDURING FREEDOM	CENTCOM	1	15-Nov-04	14-Nov-05	1
HHC, 30 Engr Bde	CHARLOTTE	NC	ENDURING FREEDOM	CENTCOM	78	17-Nov-04	16-May-06	78
HQ, 217 Personnel Svc Bn	BUTNER	NC	ENDURING FREEDOM	CENTCOM	28	24-Nov-04	23-May-06	28
HHC, 105 Engr Group	WINSTON SALEM	NC	NOBLE EAGLE	ARLINGTON	1	15-Dec-04	12-Jun-05	1
JFHQ Element, NCARNG	RALEIGH	NC	ENDURING FREEDOM	CENTCOM	1	17-Dec-04	14-Jun-06	1
Medical Det, NDARNG	BISMARCK	ND	ENDURING FREEDOM	CENTCOM	3	8-Oct-04	7-Oct-05	3
JFHQ Element, NDARNG	BISMARCK	ND	ENDURING FREEDOM	CENTCOM	1	11-Oct-04	9-Apr-06	1
Medical Det, NDARNG	BISMARCK	ND	ENDURING FREEDOM	CENTCOM	1	12-Nov-04	12-Nov-05	1
JFHQ Element, NDARNG	BISMARCK	ND	NOBLE EAGLE	FT IRWIN	1	20-Jan-05	18-Jul-05	1
313 Medical Co	LINCOLN	NE	ENDURING FREEDOM	CENTCOM	74	5-Oct-04	3-Apr-06	77



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Det 2, Co F, 238 Aviation	LINCOLN	NE	ENDURING FREEDOM	CENTCOM	7	15-Oct-04	13-Apr-06	7
HHD, 168 QM Bn	SCOTTSBLUFF	NE	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	26-Apr-06	1
Medical Det, NEARNG	LINCOLN	NE	ENDURING FREEDOM	CENTCOM	1	4-Nov-04	5-Nov-05	1
Det 2, Co F, 238 Aviation	LINCOLN	NE	ENDURING FREEDOM	CENTCOM	12	24-Nov-04	23-May-06	19
JFHQ Element, NEARNG	LINCOLN	NE	ENDURING FREEDOM	CENTCOM	17	15-Dec-04	13-Jun-06	17
JFHQ Element, NEARNG	LINCOLN	NE	ENDURING FREEDOM	AFGHANISTAN	8	19-Dec-04	16-Jun-06	8
HHT, 1-167 Cav	LINCOLN	NE	ENDURING FREEDOM	IRAQ	7	3-Jan-05	21-Aug-06	7
HHT, 1-167 Cav	LINCOLN	NE	ENDURING FREEDOM	CENTCOM	56	16-Jan-05	15-Jul-06	56
JFHQ Element, NHARNG	CONCORD	NH	ENDURING FREEDOM	CENTCOM	5	19-Nov-04	15-May-06	5
1159 Medical Co	CONCORD	NH	ENDURING FREEDOM	CENTCOM	0	5-Dec-04	5-Dec-05	0
JFHQ Element, NHARNG	CONCORD	NH	ENDURING FREEDOM	AFGHANISTAN	2	19-Dec-04	16-Jun-06	2
JFHQ Element, NHARNG	CONCORD	NH	NOBLE EAGLE	NORTHCOM	6	8-Jan-05	7-Jan-06	6
JFHQ Element, NHARNG	CONCORD	NH	ENDURING FREEDOM	CENTCOM	1	11-Jan-05	10-Jul-06	1
Co C, 3-172 Inf	MANCHESTER	NH	ENDURING FREEDOM	CENTCOM	1	13-Jan-05	11-Jul-06	1
JFHQ Element, NHARNG	CONCORD	NH	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	19-Jul-06	1
Medical Det, NHARNG	MANCHESTER	NH	NOBLE EAGLE	HANSCOM AFB	1		10-Mar-06	1
HHD, 119 Corps Spt Bn	LAWRENCEVILLE	NJ	ENDURING FREEDOM	CENTCOM	21	1-Oct-04	30-Mar-06	21
JFHQ Element, NJARNG	FT DIX	NJ	NOBLE EAGLE	FT EUSTIS	1	4-Oct-04	4-Oct-05	1
Btry A, 3-112 FA	MORRISTOWN	NJ	ENDURING FREEDOM	CENTCOM	13	15-Oct-04	13-Apr-06	13
JFHQ Element, NJARNG	FT DIX	NJ	ENDURING FREEDOM	CENTCOM	2	28-Oct-04	28-Oct-05	2
Btry A, 3-112 FA	MORRISTOWN	NJ	ENDURING FREEDOM	CENTCOM	4	31-Oct-04	13-Apr-06	4
Btry C, 3-112 FA	TOMS RIVER	NJ	ENDURING FREEDOM	GERMANY	4	31-Oct-04	28-Jul-06	4
HHD, 119 Corps Spt Bn	LAWRENCEVILLE	NJ	ENDURING FREEDOM	CENTCOM	34	3-Nov-04	2-May-06	38
JFHQ Element, NJARNG	FT DIX	NJ	NOBLE EAGLE	PENTAGON	1	5-Nov-04	5-Nov-05	1
Btry A, 3-112 FA	MORRISTOWN	NJ	ENDURING FREEDOM	GERMANY	107	26-Nov-04	13-Apr-06	107
Btry C, 3-112 FA	TOMS RIVER	NJ	ENDURING FREEDOM	GERMANY	13	26-Nov-04	28-Jul-06	13
Det 19, Op Spt Airlift Cmd	W TRENTON	NJ	JOINT FORGE	BOSNIA	1	16-Dec-04	15-Dec-05	1
Btry C, 3-112 FA	TOMS RIVER	NJ	ENDURING FREEDOM	GERMANY	107	27-Dec-04	28-Jul-06	107
Medical Det, NJARNG	SEA GIRT	NJ	ENDURING FREEDOM	CENTCOM	4	6-Jan-05	6-Jan-06	4
2-102 Armor	WASHINGTON	NJ	ENDURING FREEDOM	GTMO	0			0
Medical Det, NMARNG	ALBUQUERQUE	NM	ENDURING FREEDOM	CENTCOM	1	8-Oct-04	8-Oct-05	1
717 Medical Det	ALBUQUERQUE	NM	JOINT GUARDIAN	KOSOVO	18	10-Oct-04	7-Apr-06	18
126 MP Co	ALBUQUERQUE	NM	ENDURING FREEDOM	CENTCOM	7	16-Oct-04	16-Mar-06	156
Medical Det, NMARNG	ALBUQUERQUE	NM	ENDURING FREEDOM	CENTCOM	1	12-Nov-04	10-Feb-05	1
126 MP Co	ALBUQUERQUE	NM	ENDURING FREEDOM	CENTCOM	182	21-Nov-04	20-May-06	182
HHB, 111 Air Defense Bde	ALBUQUERQUE	NM	ENDURING FREEDOM	CENTCOM	16	6-Dec-04	3-Jun-06	16
HHB, 111 Air Defense Bde	ALBUQUERQUE	NM	ENDURING FREEDOM	CENTCOM	10	6-Dec-04	3-Jun-06	10
1116 Trans Co	GRANTS	NM	ENDURING FREEDOM	CENTCOM	1	21-Jan-05	20-Jul-06	1
JFHQ Element, NVARNG	CARSON CITY	NV	ENDURING FREEDOM	CENTCOM	1	18-Nov-04	16-May-06	0
Co D, 113 Aviation	RENO	NV	ENDURING FREEDOM	CENTCOM	124	2-Jan-05	1-Jul-06	124
29 Personnel Svc Det	BUFFALO	NY	ENDURING FREEDOM	CENTCOM	16	1-Oct-04	30-Mar-06	16



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HHD, 206 Corps Spt Bn	BROOKLYN	NY	ENDURING FREEDOM	CENTCOM	15	1-Oct-04	30-Mar-06	21
29 Personnel Svc Det	BUFFALO	NY	ENDURING FREEDOM	CENTCOM	31	10-Nov-04	9-May-06	31
HHD, 206 Corps Spt Bn	BROOKLYN	NY	ENDURING FREEDOM	CENTCOM	38	14-Nov-04	13-May-06	38
HHC, 3-142 Aviation	LATHAM	NY	ENDURING FREEDOM	CENTCOM	11	15-Nov-04	15-Nov-05	11
Co C, 638 Spt Bn	RONKONKOMA	NY	ENDURING FREEDOM	CENTCOM	5	15-Nov-04	15-Nov-05	5
145 Maintenance Co	BRONX	NY	ENDURING FREEDOM	CENTCOM	141	30-Nov-04	29-May-06	141
Medical Det, NYARNG	WATERVLIET	NY	ENDURING FREEDOM	CENTCOM	1	2-Dec-04	1-Dec-05	1
53 Spt Det	LATHAM	NY	ENDURING FREEDOM	CENTCOM	0	10-Dec-04	8-Jun-06	15
HQ, 237 Spt Bn	COLUMBUS	OH	ENDURING FREEDOM	CENTCOM	10	1-Oct-04	30-Mar-06	10
Co A, 612 Engr Bn	ST MARYS	OH	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	20
Co B, 612 Engr Bn	TIFFIN	OH	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	20
Co C, 5612 Engr Bn	NORWALK	OH	ENDURING FREEDOM	CENTCOM	20	1-Oct-04	30-Mar-06	20
HHC, 612 Engr Bn	WALBRIDGE	OH	ENDURING FREEDOM	CENTCOM	55	1-Oct-04	30-Mar-06	55
Co C, 118 Medical Bn	COLUMBUS	OH	ENDURING FREEDOM	CENTCOM	4	8-Oct-04	8-Oct-05	4
HQ, 237 Spt Bn	COLUMBUS	OH	ENDURING FREEDOM	CENTCOM	18	14-Oct-04	29-Apr-06	18
JFHQ Element, OHARNG	COLUMBUS	OH	NOBLE EAGLE	CP ATTERBURY	1	15-Oct-04	15-Oct-05	1
HHC, 1-107 Armor	STOW	OH	ENDURING FREEDOM	CENTCOM	179	23-Oct-04	1-May-06	182
211 Maintenance Co	NEWARK	OH	ENDURING FREEDOM	CENTCOM	208	30-Oct-04	28-Apr-06	215
Co A, 612 Engr Bn	ST MARYS	OH	ENDURING FREEDOM	CENTCOM	91	4-Nov-04	9-May-06	91
Co B, 612 Engr Bn	TIFFIN	OH	ENDURING FREEDOM	CENTCOM	91	4-Nov-04	9-May-06	91
Co C, 612 Engr Bn	NORWALK	OH	ENDURING FREEDOM	CENTCOM	91	10-Nov-04	9-May-06	91
612 Engr Bn	WALBRIDGE	OH	ENDURING FREEDOM	CENTCOM	0	10-Nov-04	9-May-06	0
HHC, 612 Engr Bn	WALBRIDGE	OH	ENDURING FREEDOM	CENTCOM	77	10-Nov-04	9-May-06	97
HHC, 1-107 Armor	STOW	OH	ENDURING FREEDOM	CENTCOM	27	20-Nov-04	19-May-06	27
1-107 Armor	STOW	OH	ENDURING FREEDOM	CENTCOM	27	20-Nov-04	19-May-06	27
JFHQ Element, OHARNG	COLUMBUS	OH	ENDURING FREEDOM	CENTCOM	1	9-Dec-04	7-Jun-06	1
Med Det, OHARNG	COLUMBUS	OH	ENDURING FREEDOM	KOSOVO	1	12-Dec-04	11-Dec-05	1
838 MP Co	YOUNGSTOWN	OH	NOBLE EAGLE	FORT EUSTIS	56	5-Jan-05	4-Jan-06	56
JFHQ Element, OHARNG	COLUMBUS	OH	ENDURING FREEDOM	CENTCOM	1	13-Jan-05	12-Jul-06	1
HQ, 145 Regiment	COLUMBUS	OH	NOBLE EAGLE	CP WILLIAMS	1	18-Jan-05	18-Jan-06	1
Med Det, OKARNG	OKLAHOMA CITY	OK	ENDURING FREEDOM	CENTCOM	1	28-Oct-04	29-Jan-05	1
HHS, 1-171 FA	ALTUS	OK	ENDURING FREEDOM	CENTCOM	1	29-Oct-04	27-Apr-06	1
Med Det, OKARNG	OKLAHOMA CITY	OK	ENDURING FREEDOM	CENTCOM	1	5-Nov-04	4-Feb-05	1
Det 1, Co A, 249 Aviation	OKLAHOMA CITY G8	OK	ENDURING FREEDOM	CENTCOM	9	1-Dec-04	29-May-06	9
HHS, 1-160 FA	CHANDLER	OK	ENDURING FREEDOM	AFGHANISTAN	2	3-Jan-05	2-Jul-06	2
HHS, 1-158 FA	LAWTON	OK	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	4-Jul-06	1
Co B, 111 Med Bn	BROKEN ARROW	OK	ENDURING FREEDOM		1	11-Jan-05	10-Jul-06	1
JFHQ Element, OKARNG	OKLAHOMA CITY	OK	NOBLE EAGLE	CP WILLIAMS	2	18-Jan-05	18-Jan-06	2



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JFHQ Element, OKARNG	OKLAHOMA CITY	OK	ENDURING FREEDOM	CENTCOM	2	27-Jan-05	25-Jul-06	2
821 Troop Command	BEND	OR	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	21-Apr-06	1
Det 1, Co D, 113 Aviation	PENDLETON	OR	ENDURING FREEDOM	CENTCOM	19	15-Nov-04	4-May-06	36
JFHQ Element, ORARNG	SALEM	OR	ENDURING FREEDOM	CENTCOM	2	18-Nov-04	20-May-06	2
CO A, 249 Aviation	SALEM	OR	ENDURING FREEDOM	CENTCOM	9	1-Dec-04	29-May-06	9
Det 1, Co D, 113 Aviation	PENDLETON	OR	ENDURING FREEDOM	CENTCOM	1	2-Jan-05	1-Jul-06	1
Med Det, ORARNG	SALEM	OR	NOBLE EAGLE	SACRAMENTO, CA, USA	4	7-Jan-05	7-Jan-06	4
JFHQ Element, ORARNG	SALEM	OR	ENDURING FREEDOM	CENTCOM	1	27-Jan-05	11-Feb-06	1
CO C, 1-104 Aviation	JOHNSTOWN	PA	JOINT GUARDIAN	KOSOVO	30	10-Oct-04	7-Apr-06	30
Co D, 1-104 Aviation	JOHNSTOWN	PA	JOINT GUARDIAN	KOSOVO	30	10-Oct-04	7-Apr-06	30
HHC, 1-104 Aviation	JOHNSTOWN	PA	JOINT GUARDIAN	KOSOVO	70	10-Oct-04	7-Apr-06	70
CO A, 2-104 Aviation	FT INDIANTOWN GAP	PA	JOINT GUARDIAN	KOSOVO	39	10-Oct-04	7-Apr-06	43
CO C, 2-104 Aviation	FT INDIANTOWN GAP	PA	JOINT GUARDIAN	KOSOVO	29	10-Oct-04	7-Apr-06	30
1-108 FA	CARLISLE	PA	ENDURING FREEDOM	CENTCOM	0	15-Oct-04	13-Apr-06	12
HHC, 628 MI BN	HARRISBURG	PA	JOINT GUARDIAN	KOSOVO	42	24-Oct-04	22-Apr-06	58
928 Finance Det	LEBANON	PA	JOINT GUARDIAN	KOSOVO	21	24-Oct-04		21
CO C, 128 Spt Bn	PITTSBURGH	PA	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	23-Oct-05	1
CO E, 728 Spt Bn	LANCASTER	PA	ENDURING FREEDOM	CENTCOM	1	24-Oct-04	23-Oct-05	1
JFHQ Element, PAARNG	FT INDIANTOWN GAP	PA	NOBLE EAGLE	WASHINGTON	1	29-Oct-04	29-Oct-05	1
HHB, 1-109 FA	WILKES BARRE	PA	NOBLE EAGLE	WASHINGTON	1	27-Nov-04	27-Nov-05	1
HHC, 2 Bde, 28 Inf Div	WASHINGTON	PA	ENDURING FREEDOM	CENTCOM	2	6-Dec-04	1-Oct-06	2
HHT, 1-104 Cav	PHILADELPHIA	PA	ENDURING FREEDOM	CENTCOM	53	6-Dec-04	1-Oct-06	53
HHC, 1-110 Inf	MT PLEASANT	PA	ENDURING FREEDOM	CENTCOM	15	6-Dec-04	1-Oct-06	15
HHD, 228 Spt Bn	SELLERSVILLE	PA	ENDURING FREEDOM	CENTCOM	20	6-Dec-04	1-Oct-06	20
HHC, 876 Eng Bn	JOHNSTOWN	PA	ENDURING FREEDOM	CENTCOM	10	6-Dec-04	1-Oct-06	10
HHC, 1-109 Inf	SCRANTON	PA	ENDURING FREEDOM	CENTCOM	101	6-Dec-04	1-Oct-06	101
Med Det, PAARNG	FT INDIANTOWN GAP	PA	ENDURING FREEDOM	IRAQ	1	30-Dec-04	29-Dec-05	1
HHC, 2 Bde, 28 Inf Div	WASHINGTON	PA	ENDURING FREEDOM	CENTCOM	85	3-Jan-05	22-Jul-06	85
HHC, 2 Bde, 28 Inf Div	WASHINGTON	PA	ENDURING FREEDOM	CENTCOM	86	3-Jan-05	31-Jul-06	86
HHC, 2 Bde, 28 Inf Div	WASHINGTON	PA	ENDURING FREEDOM	CENTCOM	2	3-Jan-05	2-Jul-06	2
HHC, 1-109 Inf	SCRANTON	PA	ENDURING FREEDOM	CENTCOM	68	3-Jan-05	22-Jul-06	68
HHC, 1-110 Inf	MT PLEASANT	PA	ENDURING FREEDOM	CENTCOM	46	3-Jan-05	22-Jul-06	46
Co B, 228 Spt Bn	BETHLEHEM	PA	ENDURING FREEDOM	CENTCOM	241	3-Jan-05	21-Aug-06	241
Co A, 228 Spt Bn	SELLERSVILLE	PA	ENDURING FREEDOM	CENTCOM	54	3-Jan-05	21-Aug-06	54



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Co C, 228 Spt Bn	ALLENTOWN	PA	ENDURING FREEDOM	CENTCOM	86	3-Jan-05	21-Aug-06	86
HHD, 228 Spt Bn	SELLERSVILLE	PA	ENDURING FREEDOM	CENTCOM	31	3-Jan-05	21-Aug-06	31
HHC, 876 Engr Bn	JOHNSTOWN	PA	ENDURING FREEDOM	CENTCOM	42	3-Jan-05	22-Jul-06	42
Troop B, 1-104 Cav	PHILADELPHIA	PA	ENDURING FREEDOM	CENTCOM	74	4-Jan-05	1-Aug-06	74
HHC, 28 Inf Div	HARRISBURG	PA	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	6-Jan-06	1
HQ, 166th Regiment	FT INDIANTOWN GAP	PA	NOBLE EAGLE	FT INDIANTOWN GAP	2	18-Jan-05	18-Jan-06	2
Co C, 1-103 Armor	FRIEDENS	PA	ENDURING FREEDOM	CENTCOM	57	19-Jan-05	18-Jul-06	57
Co A, 1-110 Inf	WASHINGTON	PA	ENDURING FREEDOM	CENTCOM	123	19-Jan-05	18-Jul-06	123
HHC, 1-110 Inf	MT PLEASANT	PA	ENDURING FREEDOM	CENTCOM	238	19-Jan-05	18-Jul-06	238
1-110 Inf	MT PLEASANT	PA	ENDURING FREEDOM	CENTCOM	0	19-Jan-05	1-Oct-06	0
CO C, 876 Engr Bn	JOHNSTOWN	PA	ENDURING FREEDOM	CENTCOM	95	19-Jan-05	17-Jul-06	95
876 Engr Bn	JOHNSTOWN	PA	ENDURING FREEDOM	CENTCOM	0	19-Jan-05	1-Oct-06	0
HHC, 876 Engr Bn	JOHNSTOWN	PA	ENDURING FREEDOM	CENTCOM	81	19-Jan-05	18-Jul-06	81
HHD, 728 Spt Bn	LOCK HAVEN	PA	ENDURING FREEDOM	AFGHANISTAN	31	21-Jan-05	19-Jul-06	31
HHD, 128 Spt Bn	PITTSBURGH	PA	ENDURING FREEDOM	CENTCOM	26	21-Jan-05	19-Jul-06	26
Co A, 3-103 Armor	SUNBURY	PA	ENDURING FREEDOM	CENTCOM	121	22-Jan-05	21-Jul-06	121
Co A, 1-109 Inf	HONESDALE	PA	ENDURING FREEDOM	CENTCOM	121	22-Jan-05	21-Jul-06	121
HHC, 1-109 Inf	SCRANTON	PA	ENDURING FREEDOM	CENTCOM	154	22-Jan-05	21-Jul-06	154
1-109 Inf.	SCRANTON	PA	ENDURING FREEDOM	CENTCOM	0	22-Jan-05	1-Oct-06	0
Co B, 1-109 Inf	WILLIAMSPORT	PA	ENDURING FREEDOM	CENTCOM	121	22-Jan-05	21-Jul-06	121
1065 Med Co	SALINAS	PR	ENDURING FREEDOM	CENTCOM	28	1-Oct-04	30-Mar-06	28
JFHQ Element, PRARNG	SAN JUAN	PR	ENDURING FREEDOM	IRAQ	8	10-Oct-04	7-Apr-06	9
JFHQ Element, PRARNG	SAN JUAN	PR	ENDURING FREEDOM	CENTCOM	2	30-Oct-04	29-Oct-05	2
1065 Med Co	SALINAS	PR	ENDURING FREEDOM	CENTCOM	60	6-Nov-04	5-May-06	79
JFHQ Element, PRARNG	SAN JUAN	PR	NOBLE EAGLE	WASHINGTON	1	20-Dec-04	20-Dec-05	1
JFHQ Element, PRARNG	SAN JUAN	PR	ENDURING FREEDOM	AFGHAN	6	3-Jan-05	2-Jul-06	6
JFHQ Element, PRARNG	SAN JUAN	PR	ENDURING FREEDOM	CP WILLIAMS	1	18-Jan-05	18-Jan-06	1
Co, 1-126 Aviation	NO KINGSTOWN	RI	ENDURING FREEDOM	CENTCOM	35	28-Oct-04	26-Apr-06	35
Co D, 1-126 Aviation	NO KINGSTOWN	RI	ENDURING FREEDOM	CENTCOM	64	28-Oct-04	26-Apr-06	64
HHC, 1-126 Aviation	NO KINGSTOWN	RI	ENDURING FREEDOM	CENTCOM	114	28-Oct-04	26-Apr-06	120
1-126 Aviation	NO KINGSTOWN	RI	ENDURING FREEDOM	CENTCOM	0	28-Oct-04	26-Apr-06	0
HHC, 3-172 Inf	E GREENWICH	RI	ENDURING FREEDOM	CENTCOM	12	3-Jan-05	6-Jan-06	12
HHC, 3-172 Inf	E GREENWICH	RI	ENDURING FREEDOM	CENTCOM	42	3-Jan-05	6-Jan-06	42
861 Engr Co	E GREENWICH	RI	ENDURING FREEDOM	IRAQ	56	3-Jan-05	21-Aug-06	56
861 Engr Co	E GREENWICH	RI	ENDURING FREEDOM	IRAQ	16	3-Jan-05	21-Aug-06	13
HHC, 3-172 Inf	E GREENWICH	RI	ENDURING FREEDOM	CENTCOM	66	4-Jan-05	23-Jul-06	66



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
861 Engr Co	E GREENWICH	RI	ENDURING FREEDOM	IRAQ	23	19-Jan-05		23
1-103 FA	PROVIDENCE	RI	ENDURING FREEDOM	CENTCOM	0			0
1-263 Air Defense Arty	COLUMBIA	SC	ENDURING FREEDOM	CENTCOM	49	1-Oct-04	30-Mar-06	49
HHC, 228 Sig Bde	SPARTANBURG	SC	ENDURING FREEDOM	AFGHANISTAN	36	14-Oct-04	11-Apr-06	37
Co C, 1-126 Aviation	EASTOVER	SC	ENDURING FREEDOM	CENTCOM	23	28-Oct-04	26-Apr-06	23
122 Engr Co	SALUDA	SC	ENDURING FREEDOM	CENTCOM	1	10-Nov-04	6-Jun-06	1
Med Det, SCARNG	EASTOVER	SC	ENDURING FREEDOM	CENTCOM	1	2-Dec-04	2-Dec-05	1
263 Air Defense Command	ANDERSON	SC	NOBLE EAGLE	WASHINGTON, DC	28	10-Jan-05	9-Jan-06	28
HHC, 151 FA Bde	SUMTER	SC	ENDURING FREEDOM	CENTCOM	1	11-Jan-05	10-Jul-06	1
Co C, 163 Spt Bn	DARLINGTON	SC	ENDURING FREEDOM	CAMP DOHA, KUWAIT	1	20-Jan-05	18-Jul-06	1
Med Det, SCARNG	EASTOVER	SC	ENDURING FREEDOM	CAMP DOHA, KUWAIT	2	20-Jan-05	18-Jul-06	2
HHC, 1-118 Inf	UNION	SC	ENDURING FREEDOM	CENTCOM	1	21-Jan-05	5-Jan-06	1
Det 3, Co F, 238 Aviation	RAPID CITY	SD	ENDURING FREEDOM	CENTCOM	7	15-Oct-04	13-Apr-06	7
Det 3, Co F, 238 Aviation	RAPID CITY	SD	ENDURING FREEDOM	CENTCOM	12	24-Nov-04	23-May-06	19
Det 3, Co A, 249 Aviation	RAPID CITY	SD	ENDURING FREEDOM	CENTCOM	9	1-Dec-04	29-May-06	9
Med Det, SDARNG	RAPID CITY	SD	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	5-Jan-06	1
JFHQ Element, SDARNG	RAPID CITY	SD	ENDURING FREEDOM	BAGRAM	0	22-Jan-05	21-Jul-06	1
Troop T, 4-278 Aviation	ALCOA	TN	ENDURING FREEDOM	CENTCOM	26	4-Oct-04	1-Apr-06	100
HHC, 194 Engr Bde	JACKSON	TN	ENDURING FREEDOM	CENTCOM	1	15-Nov-04	14-May-06	1
HHC, 194 Engr Bde	JACKSON	TN	ENDURING FREEDOM	CENTCOM	122	15-Nov-04	14-May-06	122
Co A, 230 Engr Bn	MCKENZIE	TN	ENDURING FREEDOM	CENTCOM	68	15-Nov-04	13-May-06	68
Det 1, Co A, 230 Engr Bn	MILAN	TN	ENDURING FREEDOM	CENTCOM	54	15-Nov-04	13-May-06	54
HHC, 230 Engr Bn	TRENTON	TN	ENDURING FREEDOM	CENTCOM	16	15-Nov-04	13-May-06	16
107 Aviation Co	SMYRNA	TN	ENDURING FREEDOM	CENTCOM	4	6-Dec-04	3-Jun-06	4
Med Det, TNARNG	SMYRNA	TN	NOBLE EAGLE	BIRMINGHAM	0	23-Jan-05	23-Jan-06	2
JFHQ Element, TNARNG	NASHVILLE	TN	ENDURING FREEDOM	CENTCOM	1	27-Jan-05	11-Feb-06	1
100 Public Affairs Det	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	6	7-Oct-04	5-Apr-06	7
Det 2, HHC, U.S. Army South	FT S HOUSTON	TX	ENDURING FREEDOM	GUANTANAMO BAY	1	15-Oct-04	15-Oct-05	1
Det 1, Co F, 238 Aviation	GRAND PRAIRIE	TX	ENDURING FREEDOM	CENTCOM	11	15-Oct-04	13-Apr-06	11
Co A, 636 MI Bn	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	1	18-Oct-04	18-Oct-05	1
Info Opns Field Spt Center	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	5	24-Oct-04	21-Apr-06	5
Co C, 249 Spt Bn	AUSTIN	TX	NOBLE EAGLE	FT IRWIN	139	15-Nov-04	14-Nov-05	139
449 Finance Det	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	14	17-Nov-04	16-May-06	21
100 Public Affairs Det	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	13	21-Nov-04	20-May-06	13
Det 1, Co F, 238 Aviation	GRAND PRAIRIE	TX	ENDURING FREEDOM	CENTCOM	19	24-Nov-04	23-May-06	19
HHC, 111 Area Spt Group	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	47	15-Dec-04	13-Jun-06	47
JFHQ Element, TXARNG	AUSTIN	TX	ENDURING FREEDOM	HEIDELBERG, GERMANY	1	6-Jan-05	3-Oct-05	1



Unit Description	Home Station	AK	Operation Name	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Med Det, TXARNG	AUSTIN	TX	NOBLE EAGLE	CP ROBINSON	2	18-Jan-05	17-Jan-06	2
HHC, 111 Area Spt Group	AUSTIN	TX	ENDURING FREEDOM	CENTCOM	86	25-Jan-05	24-Jul-06	86
Med Det, TXARNG	AUSTIN	TX	ENDURING FREEDOM	BAGRAM	32	7-Mar-05	19-Jul-06	32
HHC, 111 Engr Bn	ABILENE	TX	ENDURING FREEDOM	CENTCOM	0			0
Med Det, UTARNG	CP WILLIAMS	UT	ENDURING FREEDOM	CENTCOM	1	7-Oct-04	6-Oct-05	1
HHS, 141 MI Bn	PROVO	UT	ENDURING FREEDOM	CENTCOM	21	24-Oct-04	21-Apr-06	21
Med Det, UTARNG	CP WILLIAMS	UT	NOBLE EAGLE	SALT LAKE CITY	1	12-Nov-04	12-Nov-05	1
JFHQ Element, UTARNG	DRAPER	UT	NOBLE EAGLE	SALT LAKE CITY	4	12-Nov-04	12-Nov-05	4
HHS, 142 MI Bn	OGDEN	UT	ENDURING FREEDOM	CENTCOM	8	15-Nov-04	14-May-06	8
Med Det, UTARNG	CP WILLIAMS	UT	ENDURING FREEDOM	CENTCOM	1	9-Dec-04	8-Dec-05	1
HHC, 2-222 FA	CEDAR CITY	UT	ENDURING FREEDOM	IRAQ	10	3-Jan-05	21-Jul-06	53
Co A, 141 MI Bn	DRAPER	UT	NOBLE EAGLE	CAMP WILLIAMS	1	4-Jan-05	4-Jan-06	1
Med Det, UTARNG	CP WILLIAMS	UT	NOBLE EAGLE	CP WILLIAMS	6	4-Jan-05	4-Jan-06	6
JFHQ Element, UTARNG	DRAPER	UT	NOBLE EAGLE	CP WILLIAMS	2	4-Jan-05	4-Jan-06	2
HQ, 640 Regiment	CP WILLIAMS	UT	NOBLE EAGLE	CP WILLIAMS	1	4-Jan-05	4-Jan-06	1
Co C, 142 MI Bn	DRAPER	UT	ENDURING FREEDOM	CENTCOM	10	10-Jan-05	8-Jul-06	10
HHS, 142 MI Bn	OGDEN	UT	NOBLE EAGLE	FT BELVOIR	4	15-Jan-05	14-Jan-06	4
HHC, 300 MI Bde	DRAPER	UT	NOBLE EAGLE	FT BELVOIR	2	15-Jan-05	14-Jan-06	2
HHC, I Corps Arty	CP WILLIAMS	UT	NOBLE EAGLE	CP WILLIAMS	1	18-Jan-05	18-Jan-06	1
HQ, 640 Regiment	CP WILLIAMS	UT	NOBLE EAGLE	CP WILLIAMS	6	18-Jan-05	18-Jan-06	6
2-222 FA	CEDAR CITY	UT	ENDURING FREEDOM	IRAQ	0	21-Jan-05	19-Jul-06	0
Btry A, 2-222 FA	RICHFIELD	UT	ENDURING FREEDOM	CENTCOM	95	21-Jan-05	20-Jul-06	95
Btry B, 2-222 FA	ST GEORGE	UT	ENDURING FREEDOM	CENTCOM	95	21-Jan-05	20-Jul-06	95
BTRY C, 2-222 FA	ST GEORGE	UT	ENDURING FREEDOM	CENTCOM	95	21-Jan-05	20-Jul-06	95
HHC, 2-222 FA	CEDAR CITY	UT	ENDURING FREEDOM	CENTCOM	77	21-Jan-05	20-Jul-06	77
Svc Btry, 2-222 FA	BEAVER	UT	ENDURING FREEDOM	CENTCOM	78	21-Jan-05	20-Jul-06	78
115 Maint Co	DRAPER	UT	ENDURING FREEDOM	IRAQ	223	28-Jan-05	26-Jul-06	223
129 FA Det	SANDSTON	VA	ENDURING FREEDOM	CENTCOM	13	1-Oct-04	30-Mar-06	13
1173 Trans Co	MARTINSVILLE	VA	ENDURING FREEDOM	CENTCOM	46	1-Oct-04	30-Mar-06	58
Btry C, 2-111 FA	EMPORIA	VA	ENDURING FREEDOM	CENTCOM	34	10-Oct-04	7-Apr-06	34
HHS, 2-111 FA	PETERSBURG	VA	ENDURING FREEDOM	CENTCOM	28	10-Oct-04	7-Apr-06	34
Btry B, 2-111 FA	FARMVILLE	VA	ENDURING FREEDOM	CENTCOM	109	11-Oct-04	9-Apr-06	114
2-224 Aviation	SANDSTON	VA	ENDURING FREEDOM	CENTCOM	1	16-Oct-04	16-Oct-05	1
1173 Trans Co	MARTINSVILLE	VA	ENDURING FREEDOM	CENTCOM	109	23-Oct-04	21-Apr-06	109
HHC, 1-116 Inf	ROANOKE	VA	ENDURING FREEDOM	CENTCOM	1	27-Oct-04	27-Oct-05	1
129 FA Det	SANDSTON	VA	ENDURING FREEDOM	CENTCOM	14	28-Oct-04	26-Apr-06	17
Med Det, VAARNG	BLACKSTONE	VA	NOBLE EAGLE	RICHMOND	4	14-Nov-04	13-Nov-05	4
Med Det, VAARNG	FT PICKETT	VA	ENDURING FREEDOM	CENTCOM	1	18-Nov-04	20-May-06	1
JFHQ Element, VAARNG	FT PICKETT	VA	ENDURING FREEDOM	AFGHANISTAN	5	19-Dec-04	16-Jun-06	6
183 Pers Svc Det	RICHMOND	VA	ENDURING FREEDOM	CENTCOM	35	22-Dec-04	20-Jun-06	35
1-111 FA	HAMPTON	VA	ENDURING FREEDOM	OCONUS	2	2-Jan-05	30-Jun-06	2



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Med Det, VAARNG	FT PICKETT	VA	NOBLE EAGLE	RICHMOND	24	17-Jan-05	16-Jan-06	24
652 Engr Det	ST CROIX	VI	ENDURING FREEDOM	CENTCOM	57	11-Dec-04	9-Jun-06	57
JFHQ Element, VTARNG	COLCHESTER	VT	ENDURING FREEDOM	GUANTANAMO BAY	1	22-Oct-04	22-Oct-05	1
Co A, 2-172 Armor	BRADFORD	VT	ENDURING FREEDOM	CENTCOM	62	15-Nov-04	13-May-06	63
Co B, 2-172 Armor	W MINISTER	VT	ENDURING FREEDOM	CENTCOM	62	15-Nov-04	13-May-06	63
Co C, 2-172 Armor	BENNINGTON	VT	ENDURING FREEDOM	CENTCOM	62	15-Nov-04	13-May-06	63
Co D, 2-172 Armor	LUDLOW	VT	ENDURING FREEDOM	CENTCOM	62	15-Nov-04	13-May-06	63
HHC, 2-172 Armor	RUTLAND	VT	ENDURING FREEDOM	CENTCOM	165	15-Nov-04	13-May-06	346
2-172 Armor	RUTLAND	VT	ENDURING FREEDOM	CENTCOM	0	15-Nov-04	13-May-06	0
Det 27, Opns Spt Airlift Cmd	SO BURLINGTON	VT	JOINT FORGE	BOSNIA	1	18-Nov-04	14-Aug-05	1
Co B, 1-172 Armor	ENOSBURG FALLS	VT	ENDURING FREEDOM	CENTCOM	63	29-Nov-04	27-May-06	63
Co D, 1-172 Armor	LYNDONVILLE	VT	ENDURING FREEDOM	CENTCOM	63	29-Nov-04	27-May-06	63
1-172 Armor	ST ALBANS	VT	ENDURING FREEDOM	CENTCOM	0	29-Nov-04		0
HHC, 1-172 Armor	ST ALBANS	VT	ENDURING FREEDOM	CENTCOM	30	3-Jan-05	21-Aug-06	30
HHC, 1-172 Armor	ST ALBANS	VT	ENDURING FREEDOM	CENTCOM	40	3-Jan-05	21-Aug-06	40
Med Det, VTARNG	COLCHESTER	VT	NOBLE EAGLE	HANSCOM AFB	1	7-Jan-05	7-Jan-06	1
CO C, 1-172 Armor	MORRISVILLE	VT	ENDURING FREEDOM	CENTCOM	63	16-Jan-05	15-Jul-06	63
0172 AR BN 01 HHC	ST ALBANS	VT	ENDURING FREEDOM	CENTCOM	201	16-Jan-05	15-Jul-06	201
Co A, 3-172 Inf	JERICO	VT	ENDURING FREEDOM	CENTCOM	63	16-Jan-05	15-Jul-06	63
Info Opns Spt Center	CP MURRAY	WA	ENDURING FREEDOM	CENTCOM	5	24-Oct-04	21-Apr-06	5
541 Pers Svc Det	CP MURRAY	WA	ENDURING FREEDOM	CENTCOM	35	3-Nov-04	2-May-06	35
JFHQ Element, WAARNG	CP MURRAY	WA	NOBLE EAGLE	FT LEWIS	9	26-Nov-04	25-Nov-05	9
Det 2, Co A, 249 Aviation	FT LEWIS	WA	ENDURING FREEDOM	CENTCOM	9	1-Dec-04	29-May-06	9
Co B, 341 MI Bn	CP MURRAY	WA	NOBLE EAGLE	FT LEWIS	1	5-Dec-04	5-Dec-05	1
144 Spt Det	TACOMA	WA	ENDURING FREEDOM	CENTCOM	23	8-Dec-04	6-Jun-06	23
792 Chem Co	YAKIMA	WA	ENDURING FREEDOM	AFGHANISTAN	1	19-Dec-04	16-Jun-06	1
Med Det, WAARNG	CP MURRAY	WA	NOBLE EAGLE	RICHMOND	1	3-Jan-05	2-Jan-06	1
JFHQ Element, WAARNG	CP MURRAY	WA	NOBLE EAGLE	FT LEWIS	21	11-Jan-05	9-Jul-06	21
Co E, 168 Aviation	FT LEWIS	WA	ENDURING FREEDOM	AFGHANISTAN	33	21-Jan-05	19-Jul-06	33
Med Det, WAARNG	CP MURRAY	WA	NOBLE EAGLE	SACRAMENTO	4	24-Jan-05	23-Jan-06	4
1158 Trans Co	TOMAH	WI	ENDURING FREEDOM	CENTCOM	268	21-Oct-04	18-Apr-06	299
Med Det, WIARNG	MADISON	WI	ENDURING FREEDOM	CENTCOM	1	6-Jan-05	5-Jan-06	1
JFHQ Element, WIARNG	MADISON	WI	ENDURING FREEDOM	CENTCOM	1	13-Jan-05	8-Apr-06	1
Med Det, WIARNG	MADISON	WI	NOBLE EAGLE	MADISON	1	17-Jan-05	17-Jan-06	1
JFHQ Element, WIARNG	MADISON	WI	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	19-Jan-06	1
Troop Command, WVARNG	WILLIAMSTOWN	WV	ENDURING FREEDOM	CENTCOM	1	11-Nov-04	20-May-06	1
1863 Trans Co	OAK HILL	WV	ENDURING FREEDOM	FT BRAGG	11	26-Nov-04	28-Jul-06	13
JFHQ Element, WVARNG	CHARLESTON	WV	ENDURING FREEDOM	CENTCOM	1	16-Jan-05	15-Jan-06	1
Med Det, WVARNG	CHARLESTON	WV	ENDURING FREEDOM	CENTCOM	1	20-Jan-05	20-Jan-06	1



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JFHQ Element, WYARNG	CHEYENNE	WY	ENDURING FREEDOM	CENTCOM	1	3-Oct-04	2-Oct-05	1
1041 Engr Co	ROCK SPRINGS	WY	ENDURING FREEDOM	CENTCOM	1	22-Oct-04	20-Apr-06	1
133 Engr Co	LARAMIE	WY	ENDURING FREEDOM	CENTCOM	122	31-Oct-04	29-Apr-06	106
133 Engr Co	LARAMIE	WY	ENDURING FREEDOM	CENTCOM	16	31-Oct-04	29-Apr-06	56
Det. 53, Opns Spt Airlift Cmd	CHEYENNE	WY	JOINT FORGE	BOSNIA	1	10-Dec-04	14-Sep-05	1
Med Det, WYARNG	CP GUERNSEY	WY	ENDURING FREEDOM	CENTCOM	1	15-Dec-04	13-Jun-06	1
4 Inf Div Rear Opns Center	CASPER	WY	ENDURING FREEDOM	AFGHANISTAN	3	19-Dec-04	16-Jun-06	3
JFHQ Element, WYARNG	CHEYENNE	WY	ENDURING FREEDOM	CENTCOM	8	7-Jan-05	6-Jul-06	8
JFHQ Element, WYARNG	CHEYENNE	WY	ENDURING FREEDOM	CENTCOM	1	14-Jan-05	13-Jul-06	1
2-300 FA	SHERIDAN	WY	ENDURING FREEDOM	CENTCOM	0			0



# APPENDIX H

## UNITED STATES PROPERTY AND FISCAL OFFICERS

AK	COL Bradley Jorgensen (ARNG)	MT	COL Jonathan Jackson (ARNG)
AL	COL Wayne A. Pratt (ARNG)	NC	COL Rodney Thomas (ARNG)
AR	COL Norman J. Cox (ARNG)	ND	Col Terrence L. Thilmony (ANG)
AZ	COL Richard M. DeVille (ARNG)	NE	COL Stephen R. Robinson (ARNG)
CA	COL Charles E. Bourbeau (ARNG)	NH	COL John R. Thibault (ARNG)
CO	COL Donna Nuce (ARNG)	NJ	COL Ronald Cefalone (ARNG)
CT	COL Michael J. Tuohy (ARNG)	NM	Col Eugene Delgado (Acting-ANG)
DC	LTC Essie Thomas (ARNG)	NV	COL Louis A. Cabrera (ARNG)
DE	COL David R. Ham (ARNG)	NY	COL James H. Lamback (ARNG)
FL	COL John D. Moors (ARNG)	OH	COL William L. Zieber (ARNG)
GA	COL Raymond Godleski (ARNG)	OK	COL Danny G. Marler (ARNG)
GU	Col David M. Kruz (ANG)	OR	Col David L. Ferre (ANG)
HI	COL Richard S.W. Young (Acting-ARNG)	PA	COL Richard A. Baylor (ARNG)
IA	COL Michael A. Gardner	PR	COL David A. Carrion (ARNG)
ID	Col Jay Stevenson (ANG)	RI	COL Paul L. Leveillee (ARNG)
IL	Col John W. Newman (ANG)	SC	LTC William R. Clark (ARNG)
IN	COL Timothy R. Warrick (ARNG)	SD	COL Charles Gray (ARNG)
KS	Col Terry L. Fritz (ANG)	TN	COL Donald H. Glover (ARNG)
KY	COL Michael A. Jones (ARNG)	TX	Col Sheila F. Hooten (ANG)
LA	COL Lloyd M. Lacoste (ARNG)	UT	COL Ted H. Frandsen (ARNG)
MA	COL Frank P. Baran (ARNG)	VA	Col Jeffrey R. Allen (ANG)
MD	Col Carl Nagel III (ANG)	VI	COL Marion Y. Petersen (ARNG)
ME	COL Joseph A. Wannemacher (ARNG)	VT	Col George E. Pigeon (ANG)
MI	COL Steven R. Barner (ARNG)	WA	COL David F. Shaw (ARNG)
MN	COL Patricia R. O'Connell (ARNG)	WI	COL Peter A. Seaholm (ARNG)
MO	COL Calvin P. Broughton (ARNG)	WV	COL Robert J. Kincaid (ARNG)
MS	COL Michael D. Gilpin (ARNG)	WY	COL Francis M. Henrich (ARNG)



