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# *Annual Review of the Chief*



*National Guard Bureau*

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*To the Secretaries of the Army and the Air Force:*

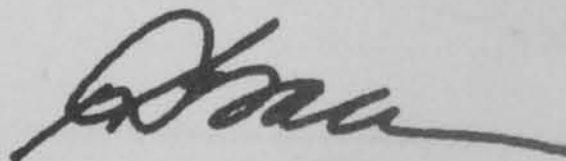
*T*he Annual Review of the Chief, National Guard Bureau for Fiscal Year 1996 is respectfully submitted.

This fiscal year, operations tempo increased for both the Army and the Air Force National Guard. Peacekeeping missions and operations other than war have become a fact of life for U.S. military forces over the past few years, and the National Guard, as part of the Total Force, has joined the Active Components in deploying worldwide to meet U.S. strategic objectives.

In Fiscal Year 1996, the Army National Guard mobilized 2,087 troops in 53 units for "Operation Joint Endeavor," the peacekeeping mission to Bosnia. In addition, 215 Army Guard personnel in 4 units were sent to Haiti under Presidential Selective Reserve Call-up Authority.

The Air National Guard also supported Bosnian peacekeeping efforts, with airlift and fighter units taking part. As part of ongoing operations in the Persian Gulf, Air Guard airlifters and fighters also deployed to Saudi Arabia and Oman as part of Operations "Southern Watch" over Iraq.

On the homefront, a record 716,120 mandays were expended by Army and Air National Guard personnel in responding to emergencies in 50 states and territories. This represents an increase of almost 50% over Fiscal Year 1991, and reinforces the National Guard's readiness to defend both state and nation, as it has for more than 360 years.



Edward D. Baca  
Lieutenant General, USA  
Chief, National Guard Bureau

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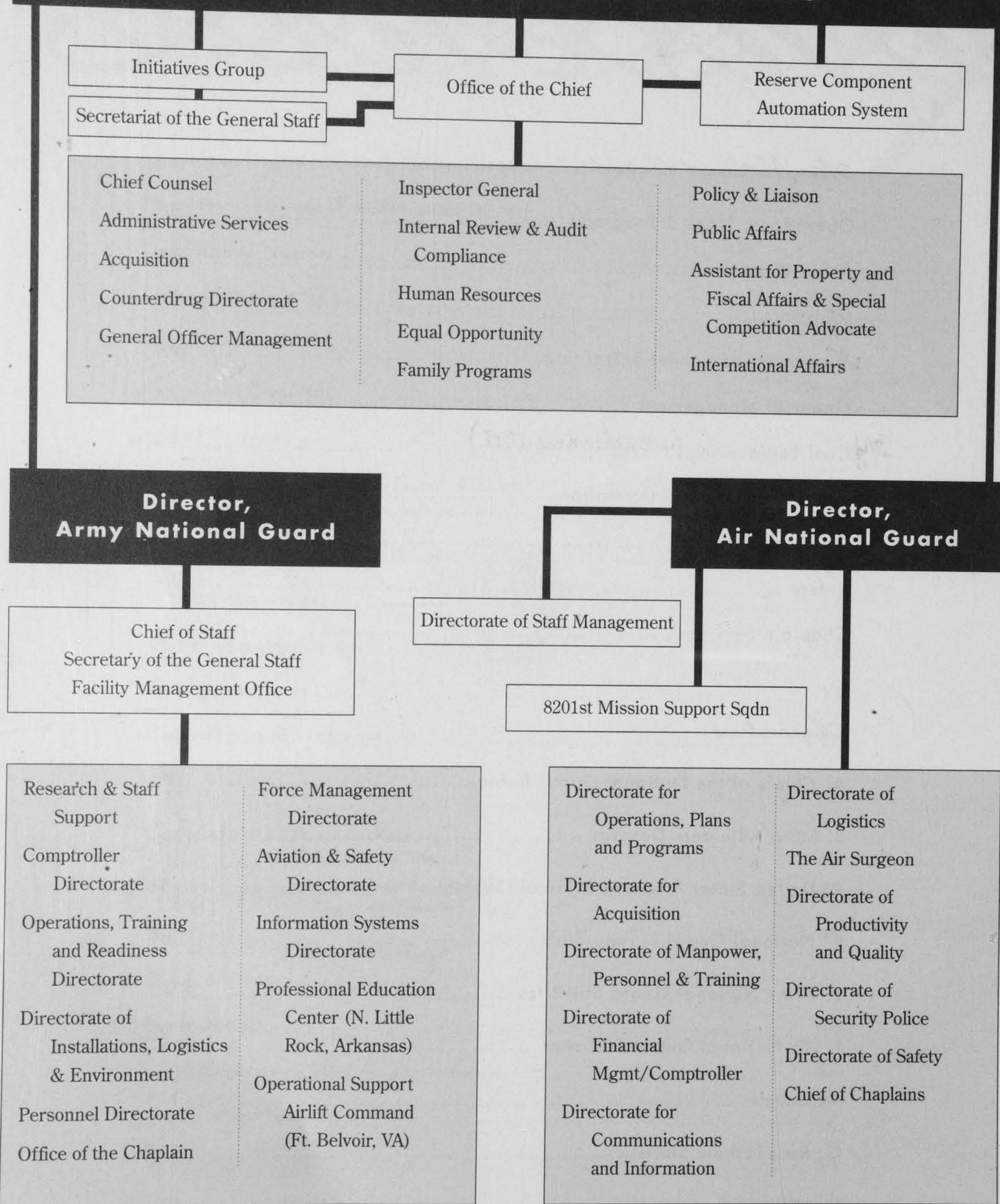
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# CHIEF, NATIONAL GUARD BUREAU





## ARMY NATIONAL GUARD

### PERSONNEL

369,976 Personnel  
25,541 Technicians  
23,524 Active Guard/Reserve (AGR)

### MAJOR UNITS

8 Divisions (2 Inf, 1 Lt Inf, 1 Armd, 4 Mech)  
20 Brigades (8 Inf, 6 Mech, 5 Armd, 1 Lt Inf)  
1 Armored Cavalry Regiment  
2 Special Forces Groups  
1 Infantry Group (Arctic Recon)  
16 Field Artillery Brigade Headquarters  
2 Medical Brigade Headquarters  
4 Engineer Brigade Headquarters  
3 Military Police Brigade Headquarters  
1 Transportation Brigade Headquarters  
1 Corps Artillery Headquarters  
1 Support Command Headquarters  
3 Air Defense Artillery Brigade Headquarters  
1 Signal Brigade Headquarters  
1 Aviation Brigade Headquarters  
1 Chemical Brigade Headquarters

## AIR NATIONAL GUARD

### PERSONNEL

110,484 Personnel  
24,013 Technicians  
10,260 Active Guard/Reserve (AGR)

### ORGANIZATION

1588 Units  
88 Wings (Flying)  
97 Squadrons (Flying)  
5 Training Units (Flying)  
99 Medical/Aeromedical Evac Units  
96 Civil Engineer Units  
161 Communications Units

# *Mission, Organization and Administration*

*T*he National Guard is rooted in the concept that able-bodied citizens have the privilege and responsibility of bearing arms for the common defense. This tradition began in America in the 17th century with the organization of militia units in the various colonies.

The National Guard traces its direct heritage to the organization of the North, South, and East regiments in the Massachusetts Bay Colony on December 13, 1636. It has fought in every American war from the Pequot War of 1637 to DESERT STORM.

At the end of the Revolutionary War, it was recognized that the militia had played an important role in winning the nation's independence. The

authors of the Constitution empowered Congress to "provide for organizing, arming and disciplining the militia." However, recognizing the militia's state role, the Founding Fathers reserved the appointment of officers and training of the militia to the states.

Subsequent national military policy increased the National Guard's role as a federal reserve force. Today, in accordance with the traditional military policy of the United States, the National Guard continues its historic mission as an integral part of the nation's first-line defense.

Support of the active forces is on a worldwide basis, with training con-

ducted in geographic areas associated with U.S. interest. Air National Guard fighter-interceptor units provide 24-hour air defense, and Army National Guard units round out active Army divisions. Upon mobilization, both Army and Air National Guard units would be assigned to major commands of the Army and Air Force.

While its federal reserve role has been strengthened, the National Guard of each state remains, constitutionally, a state-administrated force. The state mission is to provide units trained and equipped to protect life and property and to preserve peace, order and public safety, under the order of state and federal authorities.



The National Guard Bureau was created in 1908 as the Division of Militia Affairs in the office of the Secretary of War. In 1910, the Division was placed under the Chief of Staff. Under the National Defense Act of 1916 the Division was redesignated as the Militia Bureau and became one of the bureaus of the War Department.

The National Guard Bureau is both a staff and operating agency. As a staff agency, the Bureau participates with the Army and Air Staffs in the development and coordination of programs pertaining to or affecting the National Guard. As an operating agency the National Guard Bureau formulates and administers the programs for the training, development

The Chief of the National Guard Bureau is appointed by the President, with the advice and consent of the Senate. The Chief, National Guard Bureau is appointed for a term of four years, and is eligible to succeed himself. The grade authorized for this position is lieutenant general.

The Vice Chief of the National Guard Bureau is appointed by the

## *National Guard Bureau*

In 1933, the Militia Bureau was redesignated the National Guard Bureau. After World War II, the Bureau became a joint agency of the Department of the Army and the Air Force. The Chief, National Guard Bureau, reports to the Secretaries of the Army and the Air Force through the respective Chiefs of Staff and is the principal staff advisor for National Guard affairs.

and maintenance of the Army and Air National Guard and acts as the channel of communications between the states and the Departments of the Army and the Air Force.

Secretary of Defense with the advice and consent of the service secretaries, the Vice Chief serves with the Chief as advisor to the Chiefs of Staff of the Army and the Air Force. In addition to assuming the duties of the Chief when required, the Vice Chief oversees the National Guard Bureau staff, including the Army and Air directorates. The grade authorized for this position is major general.





## Reserve Component Automation System (RCAS)

The RCAS is an automated information management system that will support commanders, staff and functional managers responsible for leading and managing Army National Guard and Army Reserve units. The RCAS uses commercial-off-the-shelf (COTS) computers and peripherals and office automation software (word processing, E-mail, and spreadsheets), government off-the-shelf (GOTS) software, Wide Area Network (WAN) telecommunications, specialized integrated application software, and relational databases integrated into an open system, PC-based architecture. It will provide information necessary to support the mobilization of Reserve Component units and will significantly improve their ability to accomplish the day-to-day operational, training, and administrative tasks. The RCAS will exchange data on a routine basis with a number of related Army and DOD systems. When fully deployed, the RCAS will link over 10,500 Army Guard and Army Reserve units from over 4,000 sites located in each of the United States, the District of Columbia, Guam, Puerto Rico, the Virgin Islands, Europe, and the Pacific Rim.

The acquisition strategy is designed to ensure system compliance with the Joint Technical Architecture and the Defense Information Infrastructure Common Operating Environment. The strategy maximizes the use of COTS and GOTS and was developed under emerging guidelines that treat cost as an independent variable.

The Assistant Secretary of Defense for Reserve Affairs certified to Congress that "the recently redesigned RCAS program is technically feasible, adequately funded, executable, and will meet the requirements of the Army National Guard and Army Reserve well into the 21st century."

A joint OSD and Army Major Automated Information System Review Council (MAISRC) Overarching Integrated Process Team (OIPT) unanimously approved the fielding of the first increment of RCAS hardware and software. Results of an independent operational test conducted by the Operational Test and Evaluation Command supported the decision. This approval allows deployment of RCAS components such as the WAN, office automation software, classified-capable and unclassified workstations, and the capability to host GOTS software. This increment is the foundation of the computing and communications capabilities that will be provided to the RCAS users when the network is completed.

The fielding processes have been validated at several pilot commands (Arizona, Oklahoma, South Dakota, and the 143d TRANSCOM in Florida). South Dakota and Oklahoma have received 352 and 622 workstations respectively. Arizona and the 143d TRANSCOM began receiving equipment in November 1996. Arizona will receive 783 workstations and the 143d will receive 132 workstations. In the next three years RCAS will complete the fielding of 94 ARNG and USAR command/telecommunications hubs, 14 ARNG states and territories, 18 USAR commands and other selected organizations.

RCAS was accredited by the Army Vice-Director of Information Systems for Command, Control, Communications and Computers (ODISC4) for processing unclassified-sensitive information for the unclassified RCAS subsystem, and was also accredited for processing SECRET information in the system high mode of operation for the classified subsystem.

Work is also underway which will introduce additional computing capabilities for the RCAS, to include logistics, property management, and other capabilities. The first Logical Development Package (LDP) composed of logistics functionality is scheduled for release in June 1997.



The RCAS funding profile supports completion of the program in FY 2002. The current life cycle cost estimate (FY 2007) for the restructured program was approved by the Army Cost Review Board and the OSD Major Automated Information System Review Council.

## Legislative Liaison

The Office of Legislative Liaison consists of two primary functional areas: Congressional Liaison and Strategic Plans, and Association Relations and Inquiries. In July 1996 the office underwent a reorganization which resulted in the transfer of the Policy and Administration section to the Office of Administrative Services.

## Congressional Liaison

The Congressional Liaison Branch has overall responsibility for facilitating the exchange of information and ideas between Congress and the Chief, National Guard Bureau (CNGB). This branch is the coordination point for all contact between NGB personnel and the members and staff of the Congress.

Each year, the branch develops a legislative strategy, one facet of which is to encourage interaction of those organizations which assist the National

Guard in its contact with the congress, including the National Guard Association of the United States (NGAUS), Enlisted Association of the National Guard of the United States (EANGUS), the Adjutant's General Association of the United States (AGAUS), the Association of the United States Army (AUSA), the Air Force Association (AFA), and the Reserve Officer's Association (ROA).

The final analysis of this year's legislative strategies have to be judged in the conference reports and the actual legislative bills produced in the second session of the 104th Congress. This fiscal year, nearly every issue of interest to the National Guard was funded at or above the original budget submission.

## Association Relations and Inquiries

This branch serves as the point of contact between the Congress, private military and non-military associations, and the National Guard Bureau. The branch responds to all written and telephonic inquiries from the Congress, ranging from simple telephonic responses, to the staffing of constituent inquiries. In FY 96, the Associations Relation sand Inquiries responded to 1100 and 250 telephonic inquiries from the Congress and the White House.

## International Affairs

The National Guard Bureau was the Department of Defense executive agent for the Marshall Legacy Symposium, held January 6-12, 1996 at the Mayflower Hotel in Washington DC. The symposium was a joint effort of The White House and George Washington University's Elliott School of International Affairs.

With "Partnerships for the Future" as its topic, the Marshall Legacy Symposium involved 450 civilian and military leaders from 43 NATO and former Soviet bloc countries. This event was the direct result of productive cooperation between the White House, the Department of Defense, and the George Washington University. Held during one of the worst blizzards in Washington history, the symposium featured as speakers the National Security Advisor to the President, the Secretaries of Defense and Commerce, five former Secretaries of Defense, and many other prominent leaders from government and the private sector. One direct result of the symposium was several million dollars in Partnership for Peace funds for National Guard State Partnership program, and clear Secretary of Defense policy guidance for future cooperative efforts.





## State Partnership Program

The National Guard State Partnership Program links US states and emerging democracies of Central and Eastern Europe and Eurasia through ties between the state Governor and state National Guard, and the ministry of defense and soldiers of the partner country. The purpose of this program is to build long-term institutional affiliations and people-to-people relationships with partner nations who are establishing democratic military organizations. The National Guard's goal is to

demonstrate, through the example of the citizen-soldier, the proper role of the military in a democratic society.

US Military Liaison Teams were initially placed in the Baltic States. There are currently thirteen U.S. Military Liaison Teams throughout Europe. These teams, with National Guardsmen either as the chief or deputy, work with the host Ministries of Defense.

Guardmembers participate in Traveling Contact Teams that visit the host country to give detailed information on requested military topics such

as air search and rescue, medical evacuation, personnel, budgeting, administration, military law, professional military education, disaster response planning, and family programs. The partner state hosts familiarization tours whereby partner country personnel visit state facilities to see specific areas of interest.

## Current State Partnerships

Alabama — **Romania**

Colorado — **Slovenia**

Indiana — **Slovakia**

Michigan — **Latvia**

Nevada — **Turkmenistan**

Pennsylvania — **Lithuania**

Texas — **Czech Republic**

Arizona — **Kazakhstan**

Georgia — **Rep. of Georgia**

Louisiana — **Uzbekistan**

Minnesota — **Croatia**

North Carolina — **Moldova**

South Carolina — **Albania**

Utah — **Belarus**

California — **Ukraine**

Illinois — **Poland**

Maryland — **Estonia**

Montana — **Kyrgyzstan**

Ohio — **Hungary**

Tennessee — **Bulgaria**

Vermont — **Macedonia**

The program was formally expanded to Central and South America in FY96, when NGB received approval for the Missouri-Panama and Louisiana-Belize partnerships. The proposed partnerships between Kentucky-Ecuador and West Virginia-Peru also received Southern Command (SouthCom) approval. Previously, National Guard units had participated in a multitude of humanitarian and civic action projects supporting SouthCom and US interests in South and Central America.

The success of this program is illustrated by the participating nations' demonstration of their commitment to

the democratic process and their willingness to work with their partner and others. In the summer of 1996, the Indiana and Alabama National Guards participated in Exercise "Cornerstone 96" in Romania. This exercise involved the rehabilitation of a military hospital, an international daycare center, and an orphanage for HIV-infected children. Exercise "Baltic Challenge," conducted in Latvia, included participation from Maryland, Pennsylvania and Michigan National Guard elements with their partner nations Estonia, Latvia and Lithuania. Several states participated in an earthquake preparedness exercise and support exercises in Macedonia.

Success is also indicated by the requests received for information on the State Partnership Program by other nations. Representatives from several African and Asian nations have expressed interest in participation.

## Foreign Liaison Program

In conjunction with the Air National Guard, the Directorate of International Affairs hosted several hundred foreign diplomats and their families at the annual DOD Open House at Andrews Air Force Base, Maryland, in May



1996. This was the first time the National Guard hosted such an event, and it was an overwhelming success.

The Directorate of International Affairs had the opportunity in FY 96 to present the National Guard story to numerous officials from all over the world. Leaders from many diverse nations have requested information on the National Guard. Of particular interest to other nations are programs for military support to civil authorities, employer support to the Guard and reserves, and family programs.

The width and breadth of the National Guard's mission, from its state and federal components to its involvement in the communities and its counterdrug activities, attracts intense foreign interest. During FY96, the Directorate of International Affairs processed more than 300 requests from 60 countries for orientation flights and visits to Army and Air National Guard units in 43 US states and territories. Reasons for the visits ranged from equipment familiarization and evaluation in support of the Foreign Military Sales program, to studying the equipping, management, and training of US reserve forces. NGB hosted several senior foreign government delegations engaged in fact-finding missions in anticipation of the conversion or creation of their own reserve military forces patterned after the National Guard.

The Directorate of International Affairs participated in two attaché tours sponsored by the Chief of Staff of the Army, designed to introduce the foreign military attachés assigned to Washington to the Total Army and the broad cultural and industrial spectrum of the US. The tour itineraries included extremely productive visits to the headquarters and selected units of the Georgia, Louisiana and Washington National Guards.

NGB-ZI hosted a special tour at Andrews AFB for 35 foreign Air Attachés from various foreign embassies in Washington DC on 8 May 1996. The diplomats were briefed by the Deputy director, ANG; a tour of the ANG Readiness Center followed.

## Public Affairs

This fiscal year the Office of Public Affairs, organized for many into separate functional areas, was reorganized into three divisions. These divisions manage and support overall public affairs efforts at NGB and in the field, as well as programs that address the general public and the civilian media, and programs that are mainly internal to the National Guard community.

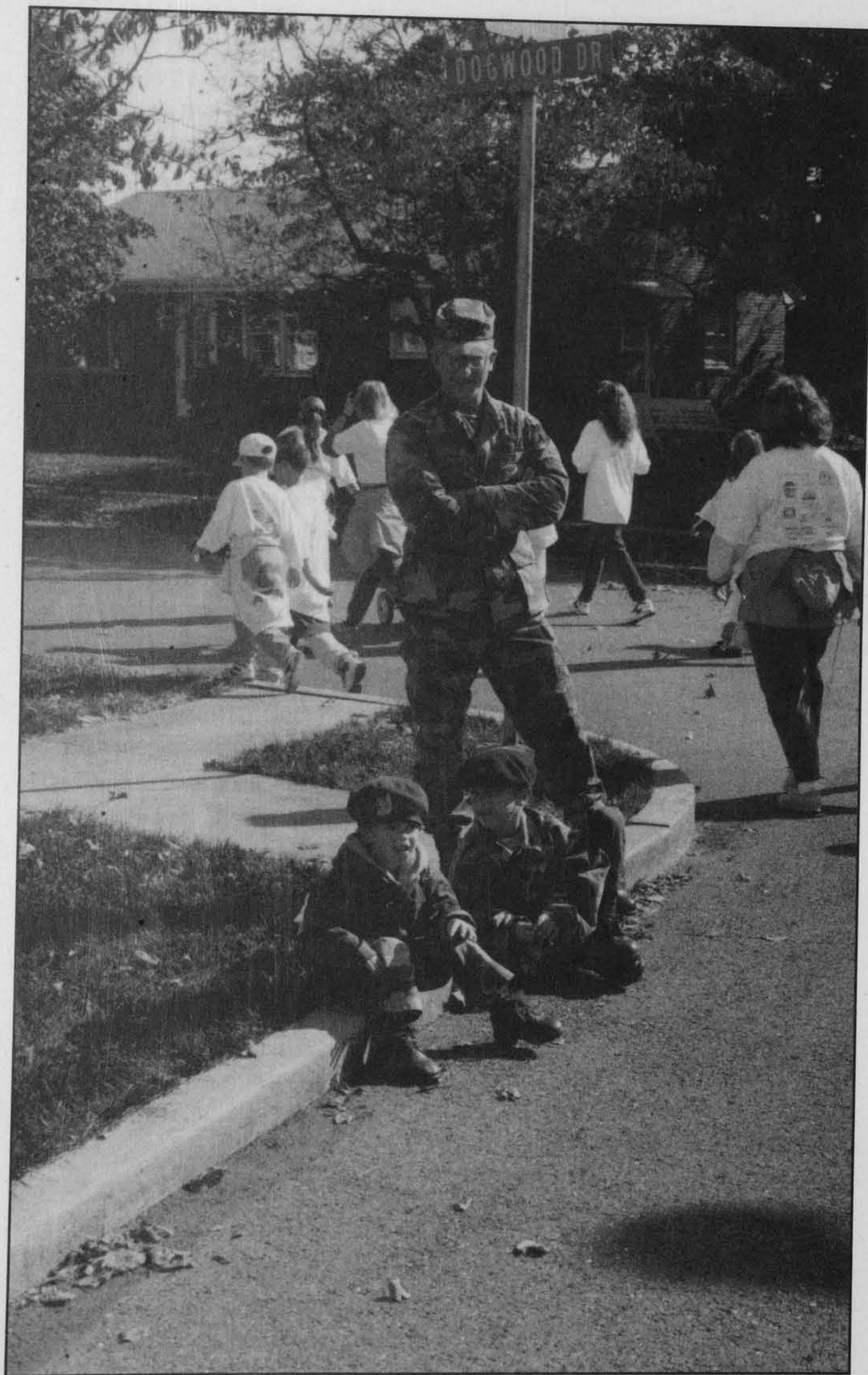
## Policy and Plans

Expansion of the staff of the NGB-PA Policy and Plans Division resulted in the restart of several initiatives to improve the efficiency of public affairs programs at the national and state level.

Representatives from NGB-PA have begun complex and long-term actions with their counterparts in Army and Air Force public affairs. Especially in the case of the Department of the Army's public affairs proponent office, these actions will result in improvement to the force structure, training, and equipment postures of Army Guard public affairs detachments. The career field is in the process of responding to fastmoving technological changes, especially in the areas of internet usage and digital photography. Policy and plans team members have the responsibility of monitoring these changes to ensure the National Guard's public affairs community is well placed to take advantage of these developments.

Policy and Plans personnel also perform more traditional missions, including the development of public affairs guidance for use by NGB-PA and the states; managing the office's financial resources; and organizing the annual National Guard-wide public affairs conference. Throughout the year the team has worked as closely as





possible with Army Guard public affairs units called to active duty for peacekeeping operations in Bosnia.

## Internal Affairs

This division, the office's largest, manages the history, environmental, and command information programs, as well as youth programs in 15 states. Its primary customers are within the National Guard itself, both at the National Guard Bureau and within the states and territories.

## Command Information.

The Command Information section helps tell the National Guard story through the Guard's monthly flagship newspaper, *The On Guard*. With a circulation of nearly 50,000, the publication is delivered to every Army and Air National Guard unit in each of the states and territories. It is also sent to key offices throughout the Department of Defense. This fiscal year, journalism experts in the civilian and academic worlds again selected *The On Guard* as the best in its category in the entire U.S. Army. The paper is available on the world wide web at <http://www.dtic.mil/defenselink/guardlink/>.

The Command Information team also produces specialized publications aimed at helping Guardmembers with



everything from recruiting and retention and informing the public about various topics. The annual four-page promotional edition of USA Today, written and designed by CI staff, has a press run of 100,000.

Command Information staff also administers the National Guard portion of the Army and Air Force media contests. For the 1996 competition, 43 states and almost 300 individual entries were submitted. Several of the journalists and broadcasters who won the National Guard level also placed at the service level competitions.

***Historical Services.*** During Fiscal Year 1996, Air Guard historians published a new book on the history of the ANG, an illustrated ANG heritage brochure, and several articles in the On Guard newspaper. They also produced a short history video and one oral history during this period, while coordinating the Air National Guard's participation in the year-long commemoration of the 50th anniversaries of the establishment of the U.S. Air Force and the Air National Guard itself. The office continued to manage the Air Guard's unit history program, the largest in the total Air Force.

Army National Guard historians produced an illustrated history of field artillery in the National Guard from the colonial period to the Gulf War.

Along with articles for "On Guard" newspapers, this section also provided all historical research for a series of drawings of African-Americans in the National Guard, and wrote and designed a portable exhibit utilizing the finished artwork. In addition to providing data and information to NGB and other DOD staff elements, ARNG historians also coordinated closely with the Adjutants General, the Center of Military History, and NGB's Force Management Directorate in order to maintain the history and lineage of the National Guard's historic units.

***Youth Programs.*** The three National Guard youth programs in FY 96 were ChalleNGe, STARBASE, and the Youth Conservation Corps.

"ChalleNGe" is a five-month residential program for 16-18 year old high school dropouts who are drug free and not in trouble with the law. Fifteen states participated in the program in FY 96. With the completion of the seventh class, ChalleNGe graduated 9,667 at-risk youth from the residential phase of the program, with 7,666 receiving their high school equivalency diploma (GED). Other students are completing their GED in the post-residential phase. The performance rate in the program improved from a graduation rate of 55% for the first class to 79% for the seventh. The post-residential phase continues to improve the care given to

graduates, helping them to build on their success.

"Science and Technology Academies Reinforcing Basic Aviation and Space Exploration" (STARBASE) is a program for grades K-12 which exposes classes and teachers of principally inner-city schools to real-world applications of math and science through hands-on learning, simulations and experiments in aviation and space-related fields. Participating states are California, Iowa, Kansas, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Puerto Rico, South Dakota, Texas, Vermont, and Wyoming.

Puerto Rico became the fourth state to participate in Youth Conservation Corps (YCC) during FY 96, joining programs already underway in Colorado, Oregon, and Wisconsin. YCC cadets participate in a wide variety of projects in conjunction with federal and state agencies.

## Inspector General

The relationship of the inspector general to the military chain of command and to the representatives of the Government has been a delicate one. Over the years, Government agencies have resolved this relationship by establishing their own fact-finding organizations. While Army and Air



Force IG systems provide information to other government agencies, they have evolved into a system that keeps commanders fully informed. It serves commanders, soldiers, and airmen through the IG functions of assistance, teaching and training, inspections, and investigations.

The Office of the Inspector General also has oversight responsibility for the 50 active Army Inspectors General assigned to the States and Territories. The States and Territories voluntarily participate in the Inspector General Program.

The Office of the National Guard Inspector General in FY 1996 consisted of five divisions: Operations and Support; Army Assistance and Investigations; Air Complaints and Inquiries; Army Inspections and Analysis, and Air Inspections.

The office is headed by a civilian Inspector General (a retired Air Force Colonel), with a Deputy Inspector General (Active Army Colonel) and a civilian administrative assistant.

## Operations and Support

The Division evaluates and reports on the effectiveness of the National Guard Inspector General Program in the various states and territories. The branch is responsible for monitoring the effectiveness of IG functions within

the National Guard; planning, programming and budgeting for IG activities; overseeing information management resources; developing internal policies and procedures pertaining to the utilization of IGs within the National Guard; and training IGs regarding National Guard operational procedures. Nineteen new IGs were brought into the program during FY 1996.

## Army Assistance and Investigation

The Army A&I Division processes requests for assistance that involve Army Guard issues. Requests for assistance that can be solved at the State level are forwarded to the appropriate State IG for resolution. The division receives complaints and requests for assistance from the Department of Defense, Department of the Army Inspector General, State Inspectors General, and individuals.

NGB investigations, under directives from the Chief, National Guard Bureau, are conducted by teams of Inspectors General made up of at least one officer and one senior NCO. All general officer cases are investigated by the Department of the Army Inspector General Office. Army Inspectors General results are not used for adverse actions unless the evidence is so compelling as to make any additional investigative work redundant. All

reports of investigation are reviewed for legal sufficiency.

Historically, the types of cases handled by the IG system have changed very little over time. Assistance cases involving finance and accounting, personnel management, command/management of the organization and personal conduct have been, and continue to be, the four leading types of cases handled in the IG system. In FY 96, the National Guard Inspector General system handled over 5,600 cases. A large majority of these cases were requests for assistance that did not involve any violation of law or regulation.

## Air Complaints and Inquiries

The primary mission of this division has been to serve the ANG airmen and commanders by providing assistance and investigations to help resolve a vast array of systemic and individual issues. Most of the complaints received and addressed were categorized as fraud, waste, and abuse; abuse of authority; reprisal; and improper mental health referrals. These complaints were received either directly from the complainant, or through the Department of Defense Hotline, Air Force Hotline, State Inspectors General, or Congressional Channels.



For the most part, assistance cases and investigations were conducted at the state level. Assistance cases were generally resolved at base level. Most investigations for subjects who were Colonels or below, were performed by the State Inspector General who were principally Army Officers. General Officer allegations were investigated by the Office of the Air Force Inspector General.

This division investigated highly sensitive issues of national interest. In addition, it provided oversight and training to both Army and Air National Guard personnel assigned to address inspector general issues in the states. A total of nine training classes were conducted for newly assigned ANG Flight/ Squadron Commanders, and ANG and AFRES Officer Candidates. The presentations to these classes covered how to avoid some of the mis-

takes that were revealed in recent IG investigations and new changes in regulations that will impact their operations.

## Inspections and Analysis (Army)

The Inspections and Analysis Division conducts special inspections and assessments of joint, systemic National Guard issues. The Division





also provides IG oversight of National Guard intelligence components and activities, coordination and technical liaison between external inspection and auditing entities and the states, reviews management control program, and forwards problems that cannot be fixed at NGB/state-level to the the secretarial Inspectors General. Along with several follow-up inspections, in FY 96 the Division conducted assessments of family assistance and support, intelligence oversight, Title 10 programs, military support to civil authorities, and a National Training Center unit rotation.

## Inspections and Analysis (Air)

National Guard Bureau Inspections and Analysis Division (Air) is tasked with continuously evaluating Air National Guard force readiness and organizational efficiency and effectiveness. These evaluations are to be done by establishing Quality Air Force Assessment (QAFA) criteria, self-assessment programs for ANG headquarters and subordinate units and conducting compliance inspections of those actions/items required by federal law, regulatory policies, or Department

of Defense/Air Force directives and instructions. These evaluations and compliance inspections are to be accomplished by the Major Commands and Numbered Air Forces that gain the ANG units during mobilization and coordinated through National Guard Bureau Inspections and Analysis Division (Air). Finally, National Guard Bureau Inspections and Analysis Division (Air) will establish a systemic inspection capability for those matters unique to the ANG.





## Chief Counsel

The Chief Counsel, is appointed by the Chief, NGB pursuant to title 10, U.S. Code section 10506(b) and provides legal advice and services to NGB, its leadership, and USP&FOs. The Office of the Chief Counsel has a full time staff of 24 attorneys, comprised of both civilian attorneys and military judge advocates. The office is also supported by judge advocates from the D.C. ANG and ARNG, who train in the office, enabling the office to operate seven days a week. The office is divided into four sections, each led by an Assistant Counsel, reflecting the functional expertise of the staff attorneys. Under the direction and supervision of the Chief Counsel, the sections work closely with one another to provide timely and proficient legal services to clients.

## Contract/Fiscal Law Section

The Contract/Fiscal Law Section provides advice on federal procurement law, fiscal law, and any other statutory or regulatory framework that affects National Guard transactions involving the obligation or expenditure of Federal funds. In FY96, this section reviewed over 415 commercial instruments (solicitations, contracts, modifications, etc.) for legal sufficiency, and

provided continuing legal support in the administration of such instruments, including counsel and coordination of protests, mistake in bid actions, and procurement fraud allegations. The section also reviewed numerous other types of agreements for legal sufficiency, including Federal Assistance instruments such as the cooperative agreements established between NGB and the National Guard of the 54 states and territories.

The Contract/Fiscal Law Section also continued its efforts to reduce waste, fraud and abuse, Antideficiency Act violations, and other fiscal improprieties. The section helped National Guard personnel develop a better understanding of fiscal law principles through memoranda highlighting Congressional and regulatory restrictions on the use of appropriations for particular purposes and the presentation of a periodic fiscal law course. Additionally, section members worked closely with program managers and financial managers to identify potential problems and propose alternatives.

## General Law Section

The General Law Section consists of four areas: ethics, counterdrug legal support, labor and Federal personnel law, and litigation.

The Ethics Counselor provides advice on Federal ethics laws and the

Joint Ethics Regulation (JER), and assistance to persons throughout NGB and to the AGR judge advocates across the country. During FY96 the Ethics Counselor ensured that all required financial disclosure reports were filed nationwide, reviewed hundreds of reports for conflicts of interest, and made detailed statistical reports to Army and Air Force. The Ethics Counselor also conducted numerous training sessions and provided written legal opinions on such topics as gifts, relations with private organizations, financial conflicts of interest, travel benefits, travel and transportation issues, political activities or government and military personnel, post government employment restrictions, membership in private organizations, honoraria, and gratuities. The office also is involved in resolving professional ethics complaints made against ARNG judge advocates.

The attorney for counterdrug legal support provides legal support to a wide variety of missions administered by the Counterdrug Directorate. This support primarily takes the form of opinions and interpretations of the fiscal, criminal, administrative and constitutional issues involved with executing the 54 state governors' plans which implement the congressional mandate to provide Federal funding to utilize the assets and personnel of the National Guard in the effort to reduce



and eliminate the nation's use of and dependency of illegal drugs. The type of support provided in FY96 included legal advice for numerous interdiction, eradication, and demand reduction efforts and involvement in a wide variety of counterdrug related courses such as drug demand reduction and thermal imaging operation. The office also provided continuing legal support to the Counterdrug Coordinators and Demand Reduction Administrators in the 54 states and territories, and to the Counterdrug liaisons that NGB provides to various Federal law enforcement agencies.

The labor law and Federal personnel law attorney provides legal advice and reviews equal employment opportunity (EEO), civilian personnel, and labor cases. In FY96, numerous acceptance and dismissals of EEO civilian technician complaints, reports of investigations, EEO settlement agreements, offers of full relief, and final agency decisions for legal sufficiency were reviewed. Litigation support was provided to NGB-EO in administrative appeals to the Equal Employment Opportunity Commission and to the Departments of the Army, Air Force, and Justice in appeals to the U.S. District Courts. Similar legal support was provided to NGB's Human Resources Directorate in the areas of labor management relations and the civilian technician program. Legal

advice was also provided in support of the NGB Freedom of Information Act (FOIA) and Privacy Act (PA) programs, as well as litigation support to the Department of Justice in U.S. District Court cases involving FOIA/PA denials.

In FY96, the litigation attorney continued to assist the Judge Advocates General of the Army and Air Force in supporting Department of Justice attorneys representing the National Guard and its personnel. There were increased involvement in the litigation process to ensure National Guard interests and the interests of its personnel are adequately represented. Coordination was maintained between U.S. attorneys, the military litigation divisions, and state National Guard commands and cases involving a variety of issues were handled, including personal injury, contracts, environmental law, and military and civilian personnel issues.

## Administrative Law Section

During FY96, the Administrative Law Section rendered hundreds of written legal opinions and provided advice in diverse areas such as military personnel law; how various laws apply to other statuses such as technicians and state employees hired pursuant to cooperative agreements; training, readi-

ness and mobilization; international and operational law; military support to civilian authorities; military support to non-DoD entities; pay and allowances; travel and transportation; benefits, entitlements and privileges; nonappropriated funds and private organizations; military justice; claims; and military equal opportunity. The section also reviewed regulations, investigations and board actions of various types. Of particular interest during the year were issues arising from the deployment of National Guard personnel to overseas operations; implementation of the Reserve Officers Personnel Management Act (ROPMA); issues involving the use of AGR's pursuant to Total Force initiatives such as the Operational Support Airlift Command and the Army's Total School System; the provision of support to special events such as the Summer Olympics; and legal issues regarding the Air National Guard's support of America's Antarctica program.

## Environmental Law

The Environmental Law Section supports the National Guard in its commitment to environmental excellence, as it works with state and federal regulators to resolve environmental issues. During FY96, the section continued its efforts to facilitate ANG and ARNG compliance with state and federal environmental statutes and other land use



requirements. The section continued to assist its clients in their specific efforts to resolve all outstanding notices of violation. Section members also provided counsel on the full ranges of environmental laws designed to regulate the use and disposal of hazardous substances and to diminish National Guard impacts on natural resources. In FY96, the section specifically assisted the National Guard in its efforts to implement cleanups of its facilities, as well as assisting in the handling of potential environmental liabilities related to property expected to be used by the Guard.

The Environmental Law Section also reviewed a large volume of environmental planning documents for legal sufficiency. These documents, required under the National Environmental Policy Act (NEPA) and other planning laws, assess the environmental impacts of a variety of Guard activities, such as new range and armory construction, conversion of selected military units to enhanced brigades, and airspace modification for aircraft training. Section members also continue to play an active role in national environmental legal and policy issues through participation in regular DoD workgroups, including focusing on legal aspects of Clean Air Act compliance, and potential clients on proposed Army/AF regulations and DoD instructions dealing with environmental issues.

## Legislation

The legislation attorney is not within any of the four sections but rather works directly under the Chief Counsel. During FY96, the legislation attorney drafted legislative proposals, together with necessary analysis and justification, to resolve a number of legal issues and improve or expand authority for National Guard programs and activities. Among these were legislation concerning uniform allowances for technicians, notary powers of National Guard and Reserve judge advocates, physical examinations of members called into Federal service, treatment of National Guard aircraft as public aircraft, National Guard use of GSA vehicles, and expanded availability of federal assistance instruments. The office monitored numerous congressional bills and internal DOD legislative proposals, identified areas of concern, and prepared comments on such proposals to advance the National Guard's interests. In addition, the office analyzed and summarized recently enacted legislation that affects the National Guard, researched the legislative history of such legislation, and assisted interested parties in interpreting and applying new statutory requirements and amendments to existing law.

## Assistant for Property and Fiscal Affairs and Special Competition Advocate

The Office of the Assistant for Property and Fiscal Affairs and Special Competition Advocate (NGB-ZPF) has two major functions. The first is to manage the United States Property and Fiscal Officer (USPFO) program for the Chief, National Guard Bureau, including appointments, retirements, Officer Evaluation Reports/Officer Performance Reports (OER/OPR); monitor USPFO training and inspections; develop policy concerning the USPFO program; and serve as the National Guard Bureau Office of Primary Responsibility (OPR) for the USPFO program. The second is to serve as the Office of the Special Competition Advocate for the National Guard.

The Competition Advocate is responsible for ensuring that the National Guard is in compliance with the Competition in Contracting Act of 1984 (CICA-84), for developing the annual competition plan for the National Guard, and for submitting required reports. USPFOs are appointed sole source contracts up to \$500,000 when properly justified. The Special Competition Advocate has authority to



approve sole source contracts between \$500,000 and \$10,000,000 when properly justified.

During fiscal year 1996, six new USPFOs were processed for appointment, and four for retirement. Two off-site Grants Officer Courses were conducted by the Defense Acquisition University, which qualified all current USPFOs as Grants Officers, and an annual USPFO workshop was conducted.

During fiscal year 1996, The Special Competition Advocate approved seven Justification and Approval (J&A) documents, for sole source procurements, with a monetary value of \$7.05 million. The National Guard used competitive procedures for contracts valued at \$643,304,656 out of \$660,452,769 available for competition, a competitive rate of 97.4 percent versus an assigned goal of 92 percent.

## Internal Review and Audit Compliance

The Internal Review and Audit Compliance Directorate provides the National Guard Bureau leadership with in-house professional oversight capability. The full mission of the office is:

- to provide senior National Guard leaders with professional in-house audits which are responsive to their

needs, are problem oriented, and which stimulate immediate corrective actions;

- to provide guidance, direction, and training for state internal review elements; and
- to provide coordination and liaison with external audit agencies conducting business with the National Guard.

Although the office is authorized 15 positions, only 10 were filled, 7 by professional auditors. Efforts were ongoing to fully staff the office.

## Internal Review Operations

The Operations Branch is responsible for conducting audits and other internal review services for senior NGB officials. As with all internal review activities, it supplements the audit coverage provided by the centralized audit organizations in the Army and Air Force.

Subjects for audit are submitted annually by the directors and their staffs, as well as by the Adjutants General and US Property and Fiscal Officers. These recommendations are prioritized based on factors such as budget, risk, history, and number of auditor days available. This list is then briefed to NGB general officers for changes, additions, and deletions. Once

the Chief of the NGB approves the list, it is formalized and published as the NGB Annual Internal Review Schedule. The published schedule is evaluated several times during the year to ensure that it continues to meet the needs of Guard leadership. In keeping with the vision statement, this branch is also on-call to provide quick reaction or "troubleshooting" reviews to senior NGB officials.

During FY96, the following audit projects were undertaken:

- Retroeurope Agreement, New Mexico (return of DOD equipment from USAREUR)
- Loan, Lease and Use of Federal Equipment
- NGB Acquisition Practices

## State Programs and Training

The State Programs and Training Branch is responsible for providing state and territory internal review offices with guidance, assistance, training and oversight.

In accordance with Department of Defense policy, the branch conducts external quality assurance reviews of local internal review offices. These reviews serve to ensure that state Adjutants General and US Property and Fiscal Officers receive professional-quality internal review services. Under



this program, each state/territory is reviewed by a team of professional auditors once every three years. The Quality Assurance Program evaluates work accomplished at the local level and compares it to Comptroller General and Department of Defense audit standards and policies.

Accompanying the NGB review team are senior auditors from other states. The augmentation enables NGB personnel to spend less time on-site and facilitates the spread of good ideas and new techniques.

During FY96, sixteen Quality Assurance Reviews were conducted. The state of South Carolina was formally recognized for an outstanding internal review program.

The State Programs and Training Branch also manages the National Guard Auditor Training Program. This program consists of several courses of instruction which meets federal auditor training requirements established by the President's Council on Integrity and Efficiency. These courses present curriculum subjects in the unique environment of the National Guard. In addition to these courses, the Branch coordinates and administers courses offered or sponsored by the Auditor General of the Army and the Graduate School of the US Department of Agriculture.



## Audit Compliance and Liaison Officer

The NGB audit compliance and liaison officer serves as the Chief, NGB's central point of contact with all external audit organizations. He facilitates agencies' audit efforts by ensuring they are in contact with the proper functional official, arranging briefings and conferences, notifying states/territories and NGB activities of pending audits, and staffing replies to audit

findings and recommendations. Counting all agencies, there are normally over one hundred audits on-going within the National Guard at any one time.



## Human Resources Directorate

FY96 was an event-filled year for NGB-HR, with the formulation and publication of our Strategic Plan and an outstanding bi-annual conference hosted by Nevada. With the development of the HR homepage and the intranet we expect to expand our capability to provide quality as well as timely service to our customers during FY97.

## Classification and Staffing

During FY96 this division concentrated on the accuracy, consistency, and reliability of the Staffing and Classification program for the National Guard technician workforce.

As a result of an Office of Personnel Management (OPM) decision on an appeal submitted by Air Force Reserve (AFRES) GS-2185 Aircrew Technicians, the Department of Defense Field Advisory Services (FAS) required the National Guard to conduct a consistency review of our GS-2185 Aircrew Technician positions. The review resulted in the directed change (to lower) of approximately 140 GS-2185 Loadmaster positions.

It was our opinion and the opinion of the Air Force Reserve that the Office of Personnel Management

Position Classification Standard for GS-2185 Aircrew Technicians was inadequate. In a joint effort, we and AFRES-HR presented our case to and got the agreement of FAS. With this agreement, DOD requested and received OPM approval to develop supplemental guidance for the GS-2185 Aircrew Technician Standard.

We participated with DOD, FAS and AFRES in the development and publication of the DOD Supplemental Guide for the GS-2185 Aircrew Technician Standard. This guide provides the rationale necessary to sustain the grades of all GS-2185 Aircrew Technician positions in the National Guard, thereby eliminating the requirement to downgrade these positions.

## Human Resources Development

During FY96, this division concentrated on increased training in support of mission and readiness requirements of the Guard, and on improving program management policy.

New Federal training rules went into effect with the issuance of 5 CFR 410, which implemented many of the changes to the Government Employees Training Act (5 USC Chapter 41). In FY96, the Training and Development Division of the Human Resources Directorate of NGB became a member

of the interagency Human Resources Developmental Council and participated in the development of 5 CFR 410, ensuring that National Guard interests were well represented. The new National Guard TPR 400, The Technician Human Resources Development Program, issued on 1 Jun 96, implemented the changes in the training law, reduced or eliminated many of the restrictions on training, and increased the flexibility of Adjutants General to administer their HRD programs.

With mission and equipment changes and reorganizations within the Guard, training of the technician workforce continues to receive a high priority. This was evidenced by the additional training dollars that many of the States and Territories have added to their budgets to ensure that technicians are well trained to meet the changes in force structure and to be able to train the M-day force and to maintain the new equipment being delivered to Guard units.

The ARNG's \$6 million Human Resources Development budget was increased by over 2 million dollars to meet mission-essential training needs. In addition, a new course for supervisors of technicians has been developed and training programs will commence in the next Fiscal Year. This course was developed jointly by supervisors,



managers, state employee development specialists, and members of the NGB technician training community.

## Information & Systems Management

In 1996, the division worked a variety of information systems and customer support issues related to the maintenance of the legacy system and the modernization of the Defense Civilian Personnel Data System. The

emphasis was on improving current automation capabilities, preparing for future requirements, and improving customer support.

Automation capabilities were improved as we completed the conversion to the Defense Civilian Pay System. The last site was converted in October 1996.

Work on human resources information systems modernization within the National Guard received much attention this year. States and territories

received distribution of an updated version of classification and staffing software (COREDOC) for the modernized system. The division was involved in functional development and systems testing of the automated personnel process improvements for the modernized system. The modernized system's capabilities were demonstrated during the FY 96 Human Resource Officers' Conference in May.





Planning and programming for the modernized system progressed. The division drafted technical architecture and training plans to support the modernization initiative. Program funding for implementation has been obtained in part for FY98. Work is ongoing to fully fund the modernization effort. The dialog continued with the Department of the Air Force to align and centralize certain personnel for the National Guard military technician workforce at the Air Force Personnel Center.

Development of the Corporate Management Information System (CMIS) progressed. DOD agencies received training on the selected data extraction product. The division also represented the National Guard at a CPMS-hosted meeting involving all DoD agencies. Discussion involved the various aspects of the CMIS, to include security, format/layout, and query tools in preparation for the CMIS functional systems test at Randolph, AFB.

Increased emphasis was placed on improving the timely exchange of information. An intranet homepage is being developed for use between the directorate and the state HROs. Development of an internet homepage continued for the purpose of exchanging information with others outside the National Guard community.

## Labor and Employee Services

In 1996, the division worked issues covering the entire spectrum of Labor Relations and Employee Services provided to the military technician workforce. The emphasis is to make sure that technicians receive the benefits to which they are entitled, while protecting and maintaining the military and state culture of the technician program.

As the primary proponent of the National Guard requirement that military technicians wear the military uniform, the division was instrumental in securing a favorable conclusion of the GAO Study of that requirement and its attendant costs. Even though the uniform requirement is now contained in law, the labor organizations continue to present appeals through administrative processes, as well as numerous Congressional inquiries, to lessen or even reserve the impact, and we have prepared and presented the National Guard Bureau and Department of Defense position in several cases on this issue. We successfully defended, before the Federal Labor Relations Authority, the National Guard Bureau position that severance pay is inappropriate for technicians who lose military membership due to military physical fitness or weight standards or denial of reenlistment.

We presented the NGB Hearing Examiner's Course and certified 18 additional examiners to bolster the list of National Guard Hearing Examiners providing due process for military technicians appealing adverse actions. We conducted an Employee Relations Workshop in support of Employee Relations Programs at the State level bringing the latest benefits and entitlements information to the state specialists who must administer the programs. We prepared and issued guidance on the additional 44 days of military leave provided for technicians support OCONUS missions.

As the National Guard Bureau representative to the defense Partnership Council (DPC) Working Group, we contributed to the efforts of the DPC which resulted in the council members receiving a special citation from Vice President Gore and the National Partnership Council. We also sponsored the presentation of the New Jersey/American Federation of Government Employees partnership briefing to the DPC.

The division advised NGB management in the area of labor-management partnerships and successfully facilitated the efforts of management and labor in the development of an NGB Partnership Agreement, which is now ready for execution.



## Equal Opportunity

Because of its close ties with the community, the National Guard closely reflects the cultural values and norms of the communities it serves and from which its people are drawn. Over the past 30 years the Guard has evolved from an era of racial segregation and exclusion, into a present-day Guard which values diversity and equal opportunity. Equal opportunity is a major priority for the National Guard, and it is a stated goal that the National Guard "look like America" by reflecting the racial and ethnic diversity of the community and the state it serves.

## Special Emphasis Programs

In order to help us stay in touch with local communities, NGB-EO is a key member of the Department of Defense Special Emphasis Program committee, which is responsible for fostering and maintaining relationships with national minority organizations (such as the NAACP, Blacks in Government and Federally Employed Women) and Historically Black Colleges and Universities. For example, during FY 96, the National Guard conducted training workshops at the annual conferences of both Blacks in Government (BIG) and Federally Employed Women (FEW).

## Statistical Measures

Today, the National Guard mirrors America more than ever, as gains are slowly being made each and every year. At the end of FY 96, the Army Guard had a minority population of 25.6%, which is an increase of 1.0%. The Air Guard statistics for minorities increased a similar amount over the fiscal year, to just over 18%. In addition, women represented 8.6% of the Army Guard at the end of FY 96, which was an increase of 0.4%. The percentage of women in the Air Guard increased from 14.3% to 14.8% during the fiscal year.

One remaining major challenge, however, is the glass ceiling (the upper third of the enlisted structure and the officer corps), where minorities and women are present in comparatively lower numbers (see Appendix \_ for statistics). NGB is working with state and national level councils to focus leadership energy on identifying and developing minority leaders for today and tomorrow.

A critical element in the equal opportunity equation is the prevention and eradication of sexual harassment. NGB policy requires training for all Guard members and zero tolerance of sexual harassment throughout the ranks.

Consistent with continued national trends, the National Guard has contin-

ued to experience increases in the filing of discrimination complaints. In response, NGB has strongly encouraged alternative dispute resolution (ADR) methods and these techniques have been successful in resolving numerous complaints. In fact, of those cases in which ADR was attempted in FY 96, over 65% were resolved amicably.

## Family Programs

Formerly a division of the Human Resources Directorate and made a separate office in FY 95, NGB-FP manages the National Guard Family Program. Its mission is to contribute to readiness and retention by establishing and facilitating ongoing communication, involvement, support and recognition between National Guard families and the National Guard itself.

Each of the 54 states and territories has a fulltime, federally funded, State Family Program Coordinator, and each unit is required to have a family assistance officer or other military point of contact to act as liaison between the military and the family members. However, volunteers are the heart of the Family Program.

The Family Program is a decentralized, grass roots, self-help program. At the unit level, Family Support Group



(FSG) volunteers and chartered by the command, with volunteers trained by the State Coordinator. Many states have a State Family Program Council as an advisory group, and larger states have regional volunteer coordinators to facilitate program coordination with individual units.

## Funding

Funding for family programs is provided directly to the states from the National Guard Bureau, which receives Army Appropriated and Non Appropriated Funds and Air Force Appropriated Funds. Unit Family Support Groups engage in some fundraising activities to pay for local expenses. Volunteer and program coordinator training, program awareness, and family readiness educational material comprise the majority of program expenses.

## Regulations

National Guard Regulation 600-12/ANGR 211-1, published in 1986, established the Family Program. There is considerable diversity in how the program is actually implemented at the unit level, but NGB policy and funding guidance and the sharing of ideas and experiences by the states ensures a basic adherence to core elements of the program. In FY 96, NGB-FP published and distributed to the states a

Quality of Life Family Action Plan, in order to identify, address, and resolve issues from the field.

Commanders are able to implement the program very quickly when the need arises. The program has been tested several times in natural disasters and state emergencies, as well as overseas operations and missions. Operation DESERT SHIELD/STORM was the program's ultimate test, with its benefits extended to cover the families of Reservists and Active Army families not located near military bases.

## Counterdrug Directorate

The National Guard continues to be a prime participant in the war against illegal drugs. Operating in a program authorized in 1989, the National Guard provides counterdrug support to requesting local, state, and federal law enforcement agencies. We also furnish nationwide support to community-based organizations in their efforts to reduce the demand for illicit drugs, especially among our youth. Additionally, the Counterdrug Directorate serves as the Bureau's proponent for the National Guard Substance Abuse Program, providing oversight to internal National Guard drug testing and substance abuse prevention education.

## Drug Demand Reduction

During FY96 each of the states, territories and the District of Columbia provided a variety of support to a melange of organizations working to reduce the demand for drugs in their community. This support enhanced the ability of these community coalitions to extend their counterdrug message to millions of American families.

Beginning in September, a formidable combination of community-based resources occurred with the partnership program between the National Guard Bureau and the Community Anti-Drug Coalitions of America. This partnership brings together an unprecedented number of drug fighting assets which will enable us to reach thousands of communities across America with drug fighting capabilities.

## Supply Reduction

The National Guard conducted more than 9,701 supply reduction (eradication and interdiction) support operations in FY96 while providing 653,378 workdays in support of local, state, and federal law enforcement agencies. Approximately two thirds of these missions were in support of state and local agencies while one third supported federal law enforcement. This support continues to be provided on a



volunteer basis and over and above the normal training requirement and missions of the National Guard. The readiness state of National Guard members participating in the Counterdrug Program is, unequivocally, enhanced by the experience and training opportunities afforded by these support missions. The amount of drugs seized during National Guard assisted operations during FY96 increased appreciably, as did the cash confiscated and the drug-related arrests.

## Substance Abuse Programs

In FY96, the National Guard Counterdrug Directorate Substance Abuse Program provided a wide variety of support to all 54 states, territories, and the District of Columbia to reduce the demand for illicit drugs in the military communities. The National Guard Counterdrug Directorate Substance Abuse Program provides technical leadership for both the Army and Air National Guard drug testing programs. The Army National Guard conducted 119,000 biochemical tests during FY96; the Air National Guard conducted 23,989 biochemical tests in the same period. The Substance Abuse Program by FY01 is scheduled to conduct 100% biochemical testing for the Army and Air National Guard personnel. The National Guard Bureau is committed to providing a drug free work place.

## Guard Support to Law Enforcement Agencies

Cash Confiscated: .....	<b>\$336,656,342</b>
Marijuana Plants Eradicated	
Cultivated: .....	<b>1,898,848</b>
Non-Cultivated: .....	<b>32,702,539</b>
Marijuana (Processed Pounds): .....	<b>816,765</b>
Cocaine (Pounds): .....	<b>185,104</b>
Heroin (Pounds): .....	<b>2,671</b>
Opium (Pounds): .....	<b>445</b>
Hashish (Pounds): .....	<b>11,581</b>
Vehicles (Drug-related Operations): .....	<b>8,569</b>
Weapons (Drug-related Operations): .....	<b>16,116</b>
Arrests Resulting (Drug-related Operations): .....	<b>128,482</b>

## Counterdrug Air Operations

Eight Air National Guard C-26B aircraft have been modified with a sensor pod and an internal console that enables the crew to support law enforcement agencies in their counterdrug investigations by providing photo reconnaissance and infrared surveillance capabilities. These were originally dual-role aircraft, Operational Support Airlift) and Counterdrug, but are now used exclusively for counter-

drug support. The aircraft are based at the following states; Alabama, Arizona, California, Florida, New York, Texas, Washington, and Wisconsin. Two additional aircraft are scheduled to be modified in FY97 (aircraft nine for Mississippi and aircraft ten New Mexico).

In addition there is one UC-26 aircraft operated by Puerto Rico. This UC-26 possesses the same capabilities as the C-26B, with the addition of an APG-66 air intercept radar.





Air National Guard Counterdrug Radar Mission results for FY96 and re-prioritization have had an immediate impact on the overall Counterdrug Program and has resulted in the planned continuation of this program for the foreseeable future. The program has expanded operations to the Southwest border and Caribbean regions. NGB-CDO is currently coordinating the upgrades of radar systems and data interconnectivity with USSOUTHCOM, 12th Air Force and Air Combat Command which will enhance Air National Guard unit ability to support this valuable mission.

CORONET NIGHTHAWK supports CINCUSACOM Counterdrug requirements under the direction of Joint Interagency Task Force - East (JIATF-East), Key West, FL, and Commander Task Group 4.2 (CTG 4.2), (8 AF/CV). As of June 1, 1997, when the new Unified Command Plan is implemented Coronet Nighthawk will fall under USCINCSOUTH and 12th AF (SOUTHAF). Air Combat Command is tasked to provide air forces. The Air National Guard was asked by Air Combat Command to provide Air Defense Fighter forces resulting in ten Air National Guard Air Defense Fighters units from ten states participate annually. Continuous alert has been performed since August 1990 with 600+ tracks intercepted. This program is funded through FY97 and is in

the Program Objective Memorandum through FY03.

The digital mapping initiative provides maps and annotated mapping products to both law enforcement agencies and Department of Defense personnel. These products are provided free of charge. Since its inception in FY93 over 25,000 pages of maps have been produced utilizing off the shelf computer systems. Currently there are three operating locations utilizing five personnel.

## Reconnaissance and Interdiction

The Guard's capability to provide law enforcement agencies with nocturnal, airborne counterdrug support continued to be in high demand. The Reconnaissance and Interdiction Detachment (RAID) aircraft is a high-tech, modified OH-58A+ helicopter with law enforcement compatible communication systems, forward looking infrared radars and NITE-Sun search lights. These aircraft enable the Army Guard to provide law enforcement the support they need when they need it. The fielding of RAID in the final five states (Maine, Maryland, New Jersey, West Virginia and Vermont) was completed, bringing the National Guard's total number of detachments to 31 operating units. With the projected loss of most of the Army National Guard

aircraft, as a result of the Aviation Restructuring Initiative, the National Guard is in the process of retaining forty OH-58 Aircraft to aid in law enforcement marijuana eradication operations. These aircraft will have Wulfsburg multi-band radios and the NITE-Sun search lights. There is an extensive requirement by law enforcement for this type of support.

## Linguists

The National Guard continues to provide language support to the Drug Enforcement Administration and other federal agencies with the Transcription/Translation Support System (T2S2) which became operational during the second quarter of FY96. Currently, 125 linguists support this effort using 75 digital T2S2 workstations.

Plans in FY97 call for an additional 75 workstations and up to 25 additional linguists to meet increasing Drug Enforcement Administration and Department of Justice language support requirements.

## Special Programs

The Counterdrug Directorate utilizes applications of new technology to increase the effectiveness of support to law enforcement agencies. One such area is the use of ion mobility spectrometry to assist with searches

for illegal drugs. Instruments using this technology will detect quantities of less than one microgram. This allows for an initial, non-obtrusive inspection of large cargo containers. A typical mission would involve National Guard personnel working jointly with law enforcement officers to collect samples from shipping containers or parcels. The law enforcement officers can use the test results to determine when to conduct a more thorough inspection.

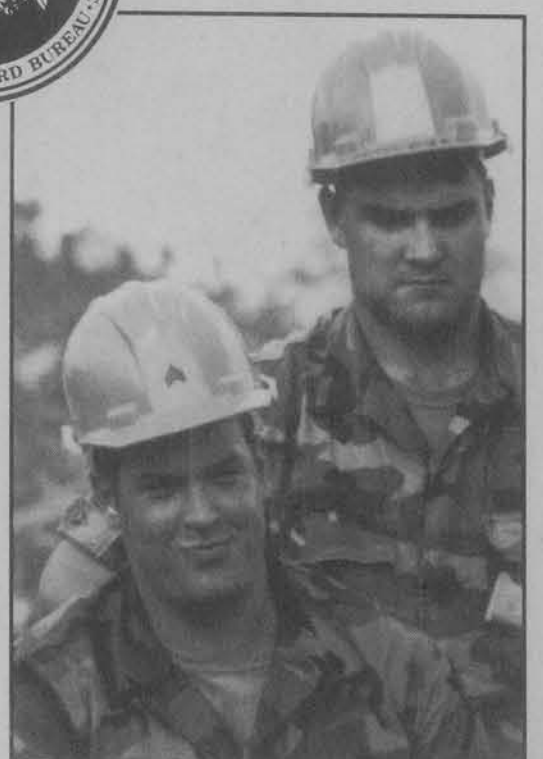
National Guard personnel utilize new generation ground surveillance radar and thermal imagers to increase the effectiveness of support provided to agencies working to stop the illegal importation of drugs. The changing tactics of the smugglers are being met with innovative deployments of such equipment.

One of the most requested support mission categories is for intelligence analysts. In an effort to further increase the proficiency of National Guard analysts, a standardized course of instruction, designed by some of our most experienced analysts in conjunction with law enforcement and academic experts, is being finalized and will be available in FY97.





# *Army National Guard*



## Presidential Selective Reserve Call-up (PSRC) — Haiti

<u>Deployment Dates</u>	<u>Unit/State</u>	<u>Personnel</u>
1-14 OCT 95	2-19 SF BN/WV	76
1 OCT-2 MAR 96	2-238 AV BN/MI	54
1 OCT-2 MAR 96	3-149 AV/TX	4
1 OCT-19 JAN 96	2-20 SF BN/MS	81
		<b>215</b>

## Operations, Training and Readiness

### Exercises and Deployments

In 1996, Army National Guard soldiers deployed to Haiti for Operation Uphold Democracy and to Europe for Operation Joint Endeavor. More than 25,200 of our soldiers went overseas to support these real-world missions and for other training (see charts below). In addition, the Guard expended over 716,000 mandays to respond to domestic crises, natural disasters or to perform other state duties.





The Army Guard mobilized 2,087 volunteers from 53 different units and 28 States under Presidential Selective Reserve Call-up authority in support of Operation Joint Endeavor in Europe.

The first units began deployment preparations on 14 December 1995 and arrived in theater on 24 December 1995. The types of units were as follows:

In the European Theater, 3,546 soldiers deployed in support of the European Retrograde of Equipment programs; deployed to train with the active Army in the Battle Command Training Program (BCTP) and Combat Maneuver Training Center (CMTC) exercises in U.S. Army Europe (USAREUR); and deployed for JCS exercises BRIGHT STAR and ATLANTIC RESOLVE. In addition Guard soldiers participated in three company-size reciprocal unit exchanges with the United Kingdom and Germany. The exchanges provided soldiers and units valuable training and familiarization with each other's military doctrine and tactics. The cultural exchanges that occur coincidentally to the military exchanges facilitate the growth of positive international relations. The Minnesota Army National Guard established a formal unit exchange with the Norwegian National Guard. This company-size exchange focuses on winter warfare operations. Thirteen other Guard officers were exchanged with 13 officers in the United Kingdom and Germany for their two weeks of annual training.

Number/Type	Personnel
3 - Military History Detachments .....	9
9 - Public Affairs Detachments .....	116
2 - Field Artillery Fire Support Elements .....	82
2 - Target Acquisition Batteries .....	61
8 - Military Police Companies .....	994
2 - Military Police Cmd Control Elements .....	71
2 - Non-Div, DS Maintenance Companies .....	414
3 - Movement Control Detachments .....	22
1 - Finance Battalion w/3 Detachments .....	80
2 - Adjutant General (PSC) Detachments .....	96
2 - Combat Arms Cmd Control Elements .....	51
3 - Aviation Cmd Control Elements .....	29
2 - Linguist Units .....	13
1 - Logistics Support Element .....	25
1 - Special Forces Cmd Control Element .....	14
9 - Other TDA Support Elements .....	10
	<b>2,087</b>

### State Partnership

Program. The ARNG participated in European Command's Joint Contact Team Program (JCTP) under the auspices of the National Guard's State Partnership Program (SPP). The Army National Guard serves as a role model of a military force subject to civil authority for Central European and former Soviet Union countries. The Guard is also providing instruction on military support to civil authorities in planning and responding to civil emergencies and natural disasters. Other areas of special interest for these countries are recruiting, retention, training of its reserve forces, and mobilization to support active Army forces. This year the Army Guard provided traveling contact teams, seminar participants and state Adjutant General/Governor visits to Central European and former Soviet Union countries as well as hosting numerous familiarization tours to the partner states in the continental United States. This year approximately 390 soldiers deployed to Albania, Belarus, Bulgaria, Czech Republic, Estonia, Hungary, Kazakhstan, Kyrgystan, Latvia, Lithuania, Macedonia, Moldova, Poland, Republic of Georgia, Romania, Slovakia, Slovenia, Turkmenistan, Ukraine and Uzbekistan.

### **FY96 Overseas Deployment Training Participation**

Theater	Soldiers	Mandays
CENTCOM	756	16,696
EUCOM	7,217	129,034
PACOM	2,177	38,509
SOUTHCOM	11,699	216,554
USACOM	1,088	16,946
<b>Total ODT</b>	<b>22,937</b>	<b>417,739</b>

Note: Numbers include State Partnership Program and Foreign Military Sales deployments

### **Approximate Cost for ODT**

<u>Theater</u>	<u>Pay &amp; Allowance</u>	<u>Travel</u>	<u>In-Country Support</u>
CENTCOM	1,461,880	126,000	0
EUCOM	11,974,120	3,889,200	445,480
PACOM	3,199,010	737,800	189,503
SOUTHCOM	16,060,080	3,547,200	565,017
USACOM	1,359,000	340,000	0
<b>Total ODT</b>	<b>\$34,054,090</b>	<b>\$9,640,200</b>	<b>\$1,200,000/ \$43,894,290</b>





The National Guard Bureau also supports NATO's Partnership for Peace events. This year the Guard hosted familiarization and observation tours for the Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Moldova, Republic of Georgia, Slovakia, Slovenia, and Ukraine.

### *Support to SOUTHCOM.*

Southern Command deployments included JCS exercises NUEVOS HORIZONTES 1996 (AMERICA), NUEVOS HORIZONTES 1996 (NORTH), FUERZAS DEFENZAS, roadbuilding and nation assistance projects in Panama, Honduras, Costa Rica, and Belize, and medical readiness training exercises in Panama, Belize and Ecuador. Approximately 650 soldiers deployed to the Jungle Operations Training Center in Panama. Another 200 medical personnel deployed to U.S. Southern Command to provide medical/dental care and preventative medicine education for local populations. Guard Special Forces supported Joint Combined Exercise Training (JCET) involving 400 soldiers that trained in Belize, Bolivia, Colombia, Ecuador, El Salvador, Honduras, Panama and Surinam. Additionally, the ARNG provided 600 soldiers to the Theater and Equipment Maintenance Site (TEAMS) for organizational and direct support maintenance along with 1,380 soldiers

composed of maintenance, logistics and medical personnel to augment USARSO in its support of the ARNG and JCS exercises and RETRO Panama operations.

The Puerto Rico Army National Guard participated in the Latin American Co-op Exchange Program in the Caribbean basin. Each year, more than 500 soldiers from Puerto Rico deploy to the Dominican Republic, Jamaica, and Barbados in support of this program. The State Partnership Program is expanding into Southern Command, with 32 soldiers deploying to Panama and Belize initiating new partnerships there.

In the Pacific Theater, supporting both Pacific Command and US Forces Korea, the Guard deployed to South Korea, Japan, Malaysia, and Thailand in support of Joint Chiefs of Staff (JCS) exercises. These included FOAL EAGLE, FREQUENT STORM, ULCHI FOCUS LENS, KEEN EDGE, NORTHWIND AND COBRA GOLD. Additionally, eight Special Forces medics deployed in support of the Central Identification Laboratory, Hawaii (CIL-HI) in support of efforts to identify remains from Southeast Asia.

Support to Atlantic Command included engineer deployments to the Caribbean Islands of Dominica, Barbados, and Bahamas.

Across all theaters, about 6,250 Guard soldiers deployed overseas to conduct Humanitarian and Civic Assistance projects and host-nation missions. This resulted in the construction or rehabilitation of 25 schools, 3 clinics, 8 community centers, 12 water wells, 37km of "farm-to-market" roads and 6 kitchen/dining facilities. The Army Guard also deployed 2,522 Military Police worldwide for force

protection, installation security, and law enforcement missions.

The Office of the Secretary of Defense, Reserve Affairs (OSD/RA) continued the increased use of the Guard and Reserve to reduce Active Component personnel and soldiers equating to 49,800 Mandays in support of this program. The ARNG executed the following missions:

SOUTHCOM	EUROM
Exercise Logistics Support	Infantry Training Augmentation CMT
JTF Panama Communications Support	Equipment Maintenance Center — Europe
FUERZES DEFENSAS (Planning Cell)	21 TAACOM ODT
SOUTHCOM Logistics Support	Maintenance Support to Hungary
RC Coordination Cell	Maintenance Support to Hohenfels
FUERZAS UNIDAS (Planning Cell)	Maintenance Support to Grafenwoehr Engineer Support to Grafenwoehr Maintenance Support to SETAF COOPERATIVE DETERMINATION



The Vice Chief of Staff of the Army directed the Guard to provide training in support of Foreign Military Sales (FMS) to the Republic of Singapore. The Texas Army National Guard provided the CH-47D training and aircraft support to the Republic Singapore Air Force. The Guard provided numerous other FMS support around the world during the year.

## Training

The end of FY 96 marked the completion of the transition year and the beginning of full implementation under the Total Army School System (TASS). The former State Military Academies assumed their roles as TASS Training Brigades and subsequently redesignated under the regimental system reflecting their Combat Arms and Leadership missions. Valuable lessons learned from the prototype TASS region are being applied in the other six TASS regions to achieve the ultimate goal of regionalized, cost-effective, single-standard training for all soldiers, regardless of Army component.

One of the major impacts in individual training was created with the implementation of the Select, Train, Promote, and Assign policy. As the Army National Guard aligns resources to validated requirements, this policy ensures that only those enlisted soldiers on a promotion list for current or projected vacancies will receive train-

ing required for that grade level. Again, the intent is to ensure that the correct soldier receives the proper training to support the position he or she will enter. This maximizes the use of resources while providing a better trained soldier.

A combined Structure Manning Decision Review (SMDR) was conducted in conjunction with the Active Army for the first time. It was conducted to identify constraints on instructors and support personnel needed to conduct future student throughput. Once completed, the test allowed the actual SMDR to process future students without problems.

***Unit Training.*** This branch has responsibility for three major areas: new equipment training, battle staff training and Combat Training Center events.

In 1996, new equipment training was able to resource nine systems. The fielding of these systems resulted in enhanced training for 5569 personnel. The following systems were fielded during fiscal year 1996:

A major unit training initiative during Fiscal Year 1996 involved the integration of Army National Guard divisional units in support of FORSCOM's lanes training for Army

<u>Systems</u>	<u>Fielded</u>	<u>Personnel</u>
M1 Abrams	9 States	702
M2/M3 Bradley Fighting Vehicles(BFV)	6 States	468
M121 120 MM Mortar	9 States	261
Multiple Launcher Rocket System (MLRS)	4 States	468
Single Channel Ground Air Radio System (SINCGARS)	34 States	1398
Mine Clearing Line Charge (MICLIC)	32 States	960
Initial Fire Support Automated System (IFSAS)	44 States	220
Palletized Load System (PLS)	24 States	960
Heavy Equipment Transport System (HETS)	3 States	132



National Guard enhanced Separate Brigades (eSBs) during Annual Training '96. Divisional units from the 40th Infantry Division (Mechanized) (CA ARNG) and the 35th Infantry Division (Mechanized) (KS ARNG) provided quality opposing forces to assist in the training of two enhanced separate brigades, the 41st Separate Infantry Brigade (OR ARNG) and the

81st Separate Infantry Brigade (WA ARNG).

This new approach to training provides a dual benefit to readiness. As the eSBs train on their missions of attack or defend, the opposing force is given the opportunity to train the opposite METL task. This provides force-on-force training at substantial cost savings.

The Army National Guard also made great use of command post type exercises in 1996. As in the past, these constructive simulations provide a stressful environment for commanders and staff to practice those synchronization tasks necessary for fighting and winning on today's modern battlefield. A side benefit is that the exercises, through the application of computer



technology, provide the same degree of difficulty in attaining the standards generated by a "full up" field training exercise, at a fraction of the cost.

The Base Realignment and Closure (BRAC) process continued, with the Army National Guard scheduled to accept transfer of Ft Pickett, Virginia and Ft Chaffee, Arkansas in October of 1997. The transfer of these installations enhances the Guard's ability to train both heavy and light forces in a more efficient manner. Ft Indiantown Gap,

Pennsylvania and Ft McClellan, Alabama are scheduled to be turned over in FY98 and FY99 respectively.

Environmental stewardship continued to be a major focus for trainers and commanders. As a responsible steward, the ARNG implemented the Integrated Training Area Management (ITAM) program in 36 states and territories. The program has allowed trainers to maximize their use of limited land resources.

## Readiness

The ARNG is a leader in programs designed to enhance the readiness of high priority units. Each month, the director of the ARNG presents issues and/or problems to the Army's leadership during the Chief of Staff of the Army's (CSA) Monthly Readiness Review. The director of the ARNG also reports quarterly to the Commanding General, Forces Command. The Army National Guard staff conducts on-site visits and video teleconferences (VTC)

## Simulation Training

<u>DEVICE</u>	<u>NUMBER OF SYSTEMS</u>	<u>COMMENTS</u>
Armor Full-Crew Interactive Simulation Trainer (AFIST)	85	Fielded to Separate and Divisional Brigades.
Conduct Of Fire Trainer (COFT)	20	20 M60A3s converted to 13 M1A1s and 7 M2s.
Guard Unit Armory Device Full-Crew Interactive Simulation Trainer, Field Artillery Trainer (GUARDFIST II/IIA)	39	36 GFIIIs distributed to AR, IN, and FA units. 3 GFIIAs distributed to TASS regions.
Engagement Skills Trainer (EST)	16	
Digital Systems Test and Training (DSTATS)	58	Fielded to first-to-fight FA units.



with major combat units and high priority units to achieve and improve unit readiness.

Emphasis in the ARNG is to provide fully mission capable units in support of the Federal and State mission. Between the October 1995 and October 1996 Unit Status Report (USR), overall unit resources and training levels increased by 1%. Excluding units undergoing force modernization, there was a 1% increase in all measured areas except for personnel availability, which increased by 3%. Personnel has stabilized from the impact of Title XI mandates that resulted in a decline in personnel readiness

in July 1994. The number of nondeployable soldiers has also decreased by 1,277 from the October 1995 USR. As of October 1996, there are 37,449 soldiers not available for deployment. Sixty percent (23,077) of these soldiers are in required training.

### *High-Priority Units.*

On 1 November 1995, the Force Support Package (FSP) replaced the Contingency Force Pool (CFP). Of the 1,116 FSP units, 202 are ARNG, which are designed to provide support to the 5 1/3 active component divisions, 1 full Corps HQ, 1 partial Corps HQ, 1 Theater slice, and 1 Theater opening

slice to deploy. FSP I supports 4 1/3 divisions, 1 full Corps and 1 Theater slice, and FSP II supports 1 division, 1 partial Corps and 1 Theater opening slice. The 202 ARNG units in the FSP are the highest priority units in the ARNG. Between the July and October 1996 USR, there was a 1% increase in all measured areas except for personnel, increasing by 3%. Currently, there are 8 FSP units deployed in support of Bosnian peace-keeping efforts.



### *Enhanced Brigades.*

On 2 May 1994, the Secretary of the Army approved the Enhanced Brigade (E-BDE) policy statement that identified the 15 Brigades as the principle reserve ground combat maneuver forces of the Army. As of 1 September 1996, seven roundout/roundup brigades, one heavy separate brigade, one armored cavalry regiment, and six separate brigades converted to the 15 E-BDEs. The E-BDEs are currently transitioning to the new design. Most force structure programming and documentation actions were completed by 1 September 1996.

Between the July and October 1996 USR, the overall unit resources and training levels for the E-BDEs declined by 3% due to a 5% decrease in equipment on hand. This decline is attributed to force modernization equipment changes. During the same time, personnel availability improved by 5%.

The E-BDEs are expected to achieve readiness goals of C-1 in personnel, equipment on hand, and equipment serviceability and C-3 in training on 30 September 1999. ARNG is using video-teleconferences to track management by objective and to resolve E-BDE modernization and readiness issues.





The FY-96 Joint Strategic Capabilities Plan apportions the E-BDEs to the Commander in Chiefs (CINCs). During the April 1996 Time-Phased Force Deployment List (TPFDD) conference, Forces Command sourced the E-BDEs to TPFDDs. On 29 September 1996, the Army Chief of Staff approved the Headquarters, Department of the Army Alignment study, an examination of E-BDE warfighting alignment options. This positions the E-BDEs at the third-highest priority level on the DA Master Priority List (DAMPL), a rank-ordered list of all Army units based on a "first-to-fight, first-resourced" concept.

## Military Support

In Fiscal Year 1996, the men and women of the Army and Air National Guard served their communities during 419 emergency response missions in 50 states and territories. They served a record 716,120 mandays in support of these domestic support missions. This is an average increase in mandays of about 50% over the past five years. Of these 419 call-ups, 260 were natural disasters, 56 were civil emergencies, 32 supported law enforcement agencies, and 71 were other types of missions. These domestic support missions reinforce the Guard's preeminent role as the military's first responder when emergencies strike a community.

Throughout this fiscal year, the Guard executed a wide variety of domestic support missions. These included law enforcement support, medical evacuation, search and rescue, emergency power and communications, road/debris clearance, security/patrolling, support in response to flooding, emergency shelter, providing potable water, and general aviation support.

The Guard's most significant domestic support operations in support of natural disaster recovery this year were winter storms throughout the Northeast, and Hurricanes Fran (North Carolina) and Hortense (Puerto Rico and the Virgin Islands). The Air National Guard's C-130 Modular Airborne Fire Fighting Systems (MAFFS) drew national attention again as they flew frequent missions in response to wild fires in the West. When the world's attention was fixed on the Olympics in Atlanta, Georgia, the Guard was there. Over 13,000 National Guard personnel from 47 states served 287,000 mandays in support of the Centennial Olympic Games.

## Personnel

The FY96 end strength objective for the Army National Guard was to achieve a selected reserve strength of 373,000, consisting of 42,900 commissioned and warrant officers and 330,100 enlisted personnel. To attain this goal, enlisted gains were programmed at 61,798, officer gains at 4,752 and enlisted extensions at 51,787. Enlisted losses would be not greater than 63,252.

The fiscal year ended with ARNG strength at 369,976, 99.2% of the objective and reflecting a decline of 3,024 from opening strength. Total strength included 41,834 officers and 328,142 enlisted personnel. Minority strength was 94,598, 25.6% of assigned strength. There were 2,743 black officers, 6.6% of officer strength and 55,254 enlisted personnel, 16.8% of assigned enlisted personnel. Total black strength was 57,997, 15.7% of assigned strength, a decline of 918 from FY95. This continues the decline in this minority group since FY88.

Female strength of 31,818 was 8.6% of assigned strength and remained relatively constant throughout the fiscal year. Female strength was comprised of 3,456 officers, 8.3% of officer strength and 28,362 enlisted, 8.6% of enlisted strength.



## Enlisted Personnel

Enlisted accessions of 60,444 were 98% of the programmed objective of 61,798. The decline in enlisted accessions are attributed to competition with other components and civilian employment opportunities; public perception that force reductions have limited military career opportunities; and the shutdown of the federal government in the first quarter of FY96.

Non-prior service accessions of 23,511 were 95.1% of the objective, while prior service accessions were 36,933, 99.6%. Accession mix reflects 38.9% non-prior and 61.1% prior service.

ARNG accessions quality was maintained within established goals with the exception of high school diploma graduates who were 82.3% rather than 95.5% of accessions. Inclusions of AHSCH (GEDs) in this category (17.6) raises the percentage to 100%. Breakout of NPS accession quality for FY96 is as follows:

FY96 enlisted losses of 63,861 represented a 19.5% attrition rate. When combined with officers, the rate was 18.7%, which is .7% above program.

## Education Programs.

Tuition Assistance provided to States and Territories increased during FY96 for M-Day soldiers. Soldiers were offered 12 semester hours and up to 75% reimbursement for postsecondary

Non-Prior Service Accession Quality		
HSDG .....	19,347	92.3%
AHSCH .....	4,148	17.6%
Test Category		
I-III A .....	13,073	55.6%
IV .....	349	1.7%
Enlisted Personnel Status		
Accessions .....	60,444	
Non-Prior Service .....	23,511	
Prior Service .....	36,933	
Losses .....	63,861	
ETS .....	15,211	
Non-ETS .....	48,650	
Extensions		
First Term .....	14,735	
Careerist .....	33,178	



education courses. Distance Learning and External Degree programs were made available to soldiers to increase their opportunities in education. A one-time fee reimbursement of \$75 was offered to both M-Day and AGR soldiers to allow evaluation of their military education and training, previous college credits and any college level tests they pass for course credit. The evaluation could offer a degree plan for soldiers to obtain an Associate or Bachelor's degree. Additionally, College Level Examination Program (CLEP) and DANTES Subject Standardized (DSST) tests were given to both soldiers and their spouses. These programs were designed to enhance recruiting and retention in the State and Territories and have shown increased participation by soldiers.

Servicemembers Opportunity Colleges (SOC) working with the Army National Guard continued to provide college workshops, and to encourage the increased enrollment of non-member accredited colleges and universities in SOC to support the local ARNG community with post-secondary education. SOCGuard also worked on Recruiting Through Education and Retention Through Education programs with the Strength maintenance NCOs to encourage young men and women to enlist.



Another primary education program is the Montgomery GI Bill (MGIB) for members of the Selected Reserve. When a soldier executes a six-year contract, completes Initial Entry Training and remains a member in good standing, he or she may be entitled to education benefits totaling \$7,316.64. The MGIB will pay for undergraduate, graduate, post graduate, vocational and flight training. As a drilling member the soldier has ten years after gaining eligibility to use the program.

**Incentive Programs.** The Selected Reserve Incentive program (SRIP) for FY96 offered the following: a \$2,500 Enlistment Bonus for Non-Prior Service (NPS) enlistees into high priority units, a \$5,000 Civilian Acquired Skills Program (CASP) Bonus for NPS enlistees, a \$2,500 Re-Enlistment/Extension Bonus, a \$5,000 CASP Bonus for Prior Service (PS) enlistees, an Affiliation Bonus for PS enlistees with a remaining Military Service Obligation (MSO) (amount of bonus depends on the remaining MSO) and the Student Loan Repayment Program (SLRP) for NPS enlistees. The SLRP could only be used during the initial contract period and could not exceed \$10,000 plus interest.

**Enlisted Personnel Management.** The Army National Guard neared completion of its transition to a new promotion system using the Select-Train-Promote methodology. The date set for full implementation of Chapter 11, NGR 600-200 is 1 January 1997.

In July 1996, the Director of Personnel started a review of the Enlisted Personnel Management System in the Army National Guard. A number of issues are being studied with input from the State Military Personnel Management Officers and the State Command Sergeants Major. The report is due in December 1996.

Individual training seat management for nonprior service enlistees has improved this year. However, it is still a major challenge to obtain seats in the right course at the right time to meet

the needs of our enlistees. This requires a significant effort with the U.S. Army Training and Doctrine Command and the U.S. Total Army Personnel Command in the Training Requirements Arbitration Panel process.

## Officer Personnel

Total officer strength at the end of FY96 was 41,834, 1,066 below program. That strength represents a 1,536 decrease from FY95. Attrition for the year was 11.8%, which is lower than previous years. Officer accession was 72.8% below program.

**Warrant Officer.** Warrant officer strength reveals a shortage of 1,701 in technical specialties. Statistics show the ARNG is currently at 70.7% of non-aviator warrant officer authorization.

### Warrant Officer Strength FY93-96

	<u>Authorized</u>	<u>Assigned</u>
FY93.....	9,853	9,011
FY94.....	10,169	8,824
FY95.....	10,251	8,439
FY96.....	9,839	8,330



Rated aviator specialties remain at or near 100% of authorization. Warrant officer accessions in technical specialties remain below desired levels, accession programs continue to remain a high priority.

### Officer Personnel Management.

The Reserve Officer Personnel Management Act (ROPMA), enacted into law on 5 October 1994, became fully effective on 1 October 1996. It was the first major change in reserve officer personnel management in 42 years, since the Reserve Officer Personnel Act, commonly referred to as ROPA, was passed into law in 1954. The three primary objectives of the new law were to: 1) consolidate the laws governing all Reserve Components; 2) achieve uniformity, where practical, with the management of Active Component officers; and 3) streamline all aspects of Reserve officer promotions, tenure, and separations.

ROPMA is a change from the way management of officers has been conducted for the last 42 years. Regarding promotions, ROPMA does away with time in service requirements. It is no longer sufficient that an officer be fully qualified for promotion. Now, the officer must be among the best qualified in order to be promoted. Traditional Guardsmen through the grade of major, selected for promotion by a

mandatory promotion board, can request to delay the promotion for up to three years. Officers who were not selected for promotion, or who were selected but decline the promotion, will no longer be eligible for position vacancy promotion unless the Secretary of the Army, without delegating, approves the promotion. Only lieutenant colonels selected for promotion to colonel require Senate confirmation. majors selected for lieutenant colonel no longer need be Senate-confirmed.

Second lieutenants can now be promoted with 24 months time in grade. However, an earlier provision that allowed second lieutenants and first lieutenants serving in a captain's position for at least one year be promoted to the next higher grade, commonly referred to as 'accelerated promotions,' is no longer available.

Other major changes include retired grade provisions. Officers above the grade of major will need three years time in grade in order to voluntarily retire in that higher grade. However, if they are forced out because of years of commissioned service or age, they will need only six months time in grade.

Colonels no longer have the five-year time in grade provision available to them. They must be separated at 30 years of commissioned service, while lieutenant colonels must be separated

at 28 years commissioned service, provided they have not reached age 60 first. For officers below the grade of lieutenant colonel, their separation occurs after being twice non-selected for promotion.

While the new law has a number of positive features, it will demand planning at all levels to best enhance an officer's career. Further, several issues remain open that need to be resolved. First, the effective date of promotion under the new law is on the date the Chief, National Guard Bureau, extends Federal recognition. It is not the State date, or Federal recognition board date as has traditionally been the case. Efforts to change this statute are underway at the General Council level. Secondly, it is important to the National Guard that lieutenant colonels not selected for promotion by a mandatory promotion board, remain State or Federal recognition board promotable. Legislative change efforts are also underway in this area.

### **Full-Time Support**

Congress chartered the Army National Guard's Full-Time Support Program to organize, administer, recruit, train and maintain Army National Guard units. The program provides a cadre of Active Guard Reserve (AGR) soldiers and Military Technicians to perform the bulk of





day-to-day operations and is essential for maintaining unit readiness. One of the most critical issues facing the Army National Guard is maintaining adequate levels of full-time manning.

The National Guard Bureau receives full-time support authorization levels from Congress via the Defense Authorization Act and allocates full-time resources to the states and territories on a "first-to-fight, first-to-resource"

methodology. This "tiered" readiness methodology results in a greater percentage of full-time support personnel being assigned to, and in support of, early deploying Force Support pool units and enhanced readiness combat brigades consistent with the unit's deployment criteria.

In FY96, Congress authorized 23,390 Active Guard Reserve (AGR) soldiers. Assigned AGR strength (officer and enlisted) was 23,254. 25,500

Military Technicians were authorized, with 25,541 assigned.

## Recruiting and Retention

The Army National Guard's Recruiting and Retention program has undergone significant changes over the last three years. The entire philosophy, structure, and missioning process have been reengineered into a "strength

maintenance" philosophy with three major tenets: recruit quality soldiers, retain MOS-qualified soldiers, and manage attrition to reduce the loss of first-term soldiers. The transition to this program is now complete nationwide.

During FY94 the ARNG underwent an AGR hiring freeze in the Recruiting and Retention force, resulting in a shortage of 500 recruiters. The Selected Reserve Incentive Program was unfunded due to anti-deficiency act violations. The resulting low morale among the Recruiting and Retention community was ameliorated in FY95 due to the easing of the AGR hiring freeze and the return of limited Recruiting and Retention incentives. Over 2,900 Recruiting and Retention personnel were cross-trained, doctrine and regulatory guidance were provided by NGR 601-2, and a new advertising campaign was begun.

In FY96 the National Guard Bureau funded a comprehensive Selected Reserve Incentive Program. The transition to the "strength maintenance" program was completed and institutionalized. The ARNG began "first line leader training," an aggressive attrition management program, which resulted in reducing attrition by 4% over the FY95 rate. This equates to the retention of an additional 15,000 soldiers, saving the ARNG over \$800 million in training costs.

During FY96, the "You Can" advertising campaign was launched. This campaign developed numerous radio, television, and promotional materials, including a CD-ROM for non prior-service potential recruits. The non-commercial sustaining announcement program with state broadcasting associations resulted in a showing of 49,000 television commercials, leading to 53.3 million exposures in the target population.

## Force Structure

The Army National Guard continues to transition to the mandated 405K Force Structure (FY98) and 367K Endstrength (FY97) levels established by Congress. During FY96, the ARNG inactivated 229 units with 24,768 force structure spaces.

## Combat Forces

The ARNG's FY96 major combat force structure consisted of 8 divisions, 15 separate brigades with enhancements (E) (including one armored cavalry regiment), 2 special forces groups, 2 separate brigades, and a scout group. The ARNG had 202 units which were selected and maintained in Army's Force Support Pool (FSP) program. These FSP units are deemed high priority units which must main-

tain established levels of readiness for future deployment requirements.

A significant initiative worked during FY96 which will have a lasting impact on the ARNG's relationship with the Army, is the Army National Guard Division Redesign Study (ADRS). ADRS will establish relevancy for the ARNG divisions in terms of the current national military strategy, while providing a viable means of maintaining this critical structure. The AC/RC Integrated Division Concept, which is an element of ADRS, will establish a special working relationship between the ARNG and the Active Army, leading to the formation of a composite AC/ARNG division.

The ARNG's Task Force XXI ensured the ARNG remained a key partner in the Army Force XXI process and as a result, the ARNG is committed to participating in upcoming Army Advanced Warfighting Experiments (AWE).

## Division Redesign

The Army National Guard Division Redesign Study began in FY96 to determine how the Army would reduce the Total Army Analysis 2003 combat support (CS) and combat service support (CSS) shortfall.

Through the conversion of 12 ARNG maneuver brigades to CS/CSS, the Army will reduce the CS/CSS



shortfall and increase the relevance of the ARNG divisions. Under the plan, two former ARNG combat divisions would convert to "composite divisions" consisting of CS/CSS structure. The General Officer Steering Committee approved the costing analysis and will look at implementation of the plan as soon as necessary funding is programmed to complete the conversion.

As a related part of the study and in an effort to increase integration between active and reserve forces, the Secretary of the Army asked that TRADOC examine the concept of two Active Component/Army National Guard integrated divisions that would consist of an AC division headquarters with three ARNG enhanced separate brigades. This concept will likely come to fruition in FY98 after the Secretary of the Army approves the recommended course of action and active component personnel are selected for assignment to this division.

## Force XXI

The Force XXI Campaign is the Army's means of identifying new approaches. It incorporates three complementary and interactive efforts. The first and most important effort is focused on the redesign of Army operational forces. The second and supporting effort is the redesign of the

institutional forces, the elements that generate and sustain the operational forces. The third campaign element is focused on the development and acquisition of information-age technologies. The TRADOC Joint Venture Directorate and the Army DCSOPS are the executive agents responsible for coordinating the activities of the overall campaign. The National Guard Bureau Force XXI Task Force of the Force Management Directorate is the Army National Guard's voice in the campaign.

The Force XXI Task Force formed on February 1, 1995. Its mission is to serve as the focal point for integrating and synchronizing the ARNG's inclusion as an integral part of the Army's overall Force XXI Campaign. Since the formation of the Force XXI Task Force the ARNG has been actively involved in virtually every aspect of the Force XXI Campaign.

## Comptroller

The FY 96 President's Budget reflected appropriation requests of \$2,304.1 million (M) for Operations and Maintenance, Army National Guard (OMNG) and \$3,218.2M for National Guard Personnel, Army (NGPA).

## Operations and Maintenance

The OMNG appropriation is used to finance the operations of ARNG activities. Congressional actions of +\$151.6M (training operations, real property maintenance, technician restoration, and base support) and \$21.9M (information management and revised economic assumptions) equaled an increase of \$129.6M. During FY 96 \$14.0M was transferred into OMNG for operation of the Counterdrug Program. Total result of all actions was a net increase of \$143.7M and a Total Obligation Authority (TOA) for the OMNG appropriation of \$2,447.8M.

## Personnel

The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs of ARNG soldiers. Congressional actions of +\$24.2M (schools/special training and Basic Allowance for Quarters) and a DOD +\$5.5M (Increased use of Guard and Reserves) equaled an increase of \$29.7M. Transfer of \$105.0M into the NGPA appropriation for the Counterdrug Program resulted in a TOA of \$3,352.9M.



## Accounting

The Army and ARNG continued their efforts to reduce absolute value unmatched disbursements (UMDs) during 1996. The ARNG reduced FY 96 UMDs from \$96.5M to \$57M. Although this represents positive results, we fell short of our informal goal of \$27.5M. The ARNG accounted for only 8.1 percent of total Department of the Army UMDs (\$702M) at the end of the fiscal year, while executing 10 percent

of its Total Obligation Authority (TOA). During FY 96, the ARNG processed \$6.2B in total net disbursements. As of 30 September 1996, total net UMDs were \$14.4M, or 0.2 percent of total net disbursements.

Canceling account unliquidated obligations were reduced from \$12.5M to \$0.9M during FY 96. This represents a significant reduction in potential liabilities requiring payment from FY 97 and out years' appropriations for the

liquidation of liabilities that occurred in FY 91 or prior. The FY 91 Defense Authorization Act eliminated merged accounts and required the cancellation of appropriation obligations over five years old. Any unpaid liabilities associated with canceled appropriations must be paid from current year appropriations.

During FY 96, total delinquent travel advances were reduced from \$8.45M to \$0.884M, an 89.5 percent reduction. Delinquent travel advances represent





the overpayment of travel advance entitlements to individuals. This reduction effort alleviates adverse pressures on obligation authority, and helps to leverage current buying power.

The ARNG continued its commitment to implement the Corps of Engineers Financial Management System (CEFMS) to replace several unique ARNG accounting and financial management systems. Iowa was designated as the test state, and several meetings were held there to plan for CEFMS implementation. In May 1996, the Undersecretary of Defense (Comptroller) designated CEFMS as the standard accounting system for Army customers of Defense Finance and Accounting Services. Our commitment to CEFMS positioned us well for future CEFMS deployment and programming enhancements.

## Financial Services

The conversion to the Defense Civilian Pay System (DCPS) by the United States Property and Fiscal Offices (USPFO) was completed. The Army National Guard is the first major Department of Defense activity to process all of its civilian employees' pay on the standard system.

The quality of military pay support to state Active Guard/Reserve (AGR)

soldiers has significantly improved with 52 of 54 USPFOs now processing these soldiers' pay actions. USPFOs assumed this mission due to the Base Realignment and Closure (BRAC) consolidation and/or closure of numerous supporting finance offices.

Reserve Component soldiers, in both active and inactive duty status, continue to see the quality and timeliness of their pay support improve. Enhancements to the Defense Joint Military Pay System-Reserve Component (DJMS-RC) and the ARNG's Automated Funds Control Orders System (AFCOS) have contributed to this success. AFCOS remains the most widely used automation system in the ARNG. Four states are successfully testing an AFCOS upgrade that automates unit DA Form 1379 preparation and electronically transmits the data through their supporting USPFO to the Defense Finance and Accounting Service-Indianapolis Center (DFAS-IN) to pay these soldiers. This enhancement provides ARNG soldiers more efficient and timely payment, with electronic funds transfer payments of entitlements typically occurring eight to ten days after training performance. AFCOS provides fast, accurate production and distribution of orders, reservation of funds and reporting of the financial status of programs to all levels of the ARNG.

Further enhancements under development that will eventually contribute to improvements in the quality and timeliness of pay include: conversion of AFCOS and JUSTIS (Jumps Standard Terminal Input Subsystem) (the ARNG's pay/personnel systems interface) from a mainframe/DOS configuration to a Windows environment; automation of incapacitation pay and selected reserve incentive program (SRIP) processing; and the direct processing and payment of Student Loan Repayment Program reimbursements, which will expedite the payment process.

Quality pay support of ARNG soldiers is the focus of the Financial Services Division's emphasis on proper and prompt pay with the least amount of effort on the part of all concerned.

The Financial Services Division provides Operational Review Program (ORP) reviews/assistance visits for the ARNG in the 50 states, 3 Territories and the District of Columbia. The ORP (formerly known as Quality Assurance Program) is designed to improve Army financial operations and to detect, deter, and prevent waste and loss of resources. The program complements and reinforces the Army's Management Control Process as prescribed by AR 11-2. During the period of October 95 through September 96, 24 of the USPFOs were visited.



## Management Efficiencies and Performance

The Army Communities of Excellence (ACOE) experienced great change in focus and scope with the use of the Army Performance Improvement Criteria (APIC) as its awards selection criteria. The FY 96 ARNG ACOE award recipients were, in order: large states - Maryland, North Carolina, and Louisiana; small states - Arizona, Wyoming, and Montana.

The ARNG aggressively implemented the Management Control Process in FY 96. The Assistant Secretary of the Army (Financial Management and Comptroller) singled out and favorably recognized the ARNG efforts in reporting material weaknesses, training and program execution. More than 467 managers were trained on the process during FY 96. Twelve ARNG weaknesses were closed with the annual statements, fourteen new weaknesses were reported forward, and ten old weaknesses remained open. The ARNG is currently working on resolving the 22 weaknesses.

The Quarterly Army Performance Review (QAPR) for the Secretary of the Army began last year. This briefing tracks ARNG performance against specific objectives and goals. The ARNG tied existing performance measures from its Quarterly Review and Analysis

(QRA), which tracks the Directorates' performance, and from the Quality Guard Performance Measures (QGPM), which tracks the States' performance in sixteen areas.

## Installations, Logistics, and Environment

During Fiscal Year 1996, the directorates of engineering, logistics, and environmental programs were combined. The new directorate consolidates these three functional areas of responsibility under one chief.

### Installations

The Army National Guard operates 3,160 owned and 62 leased armories in 2,700 communities in all 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition, the Army National Guard federally supports the operation and maintenance of more than 16,00 training, aviation, and logistical facilities located throughout the nation. These facilities support the administration and training of troops and shelter assigned equipment, aircraft, and maintenance personnel. Adequate facilities are required to enhance unit readiness and meet mission objectives.

### Military Construction.

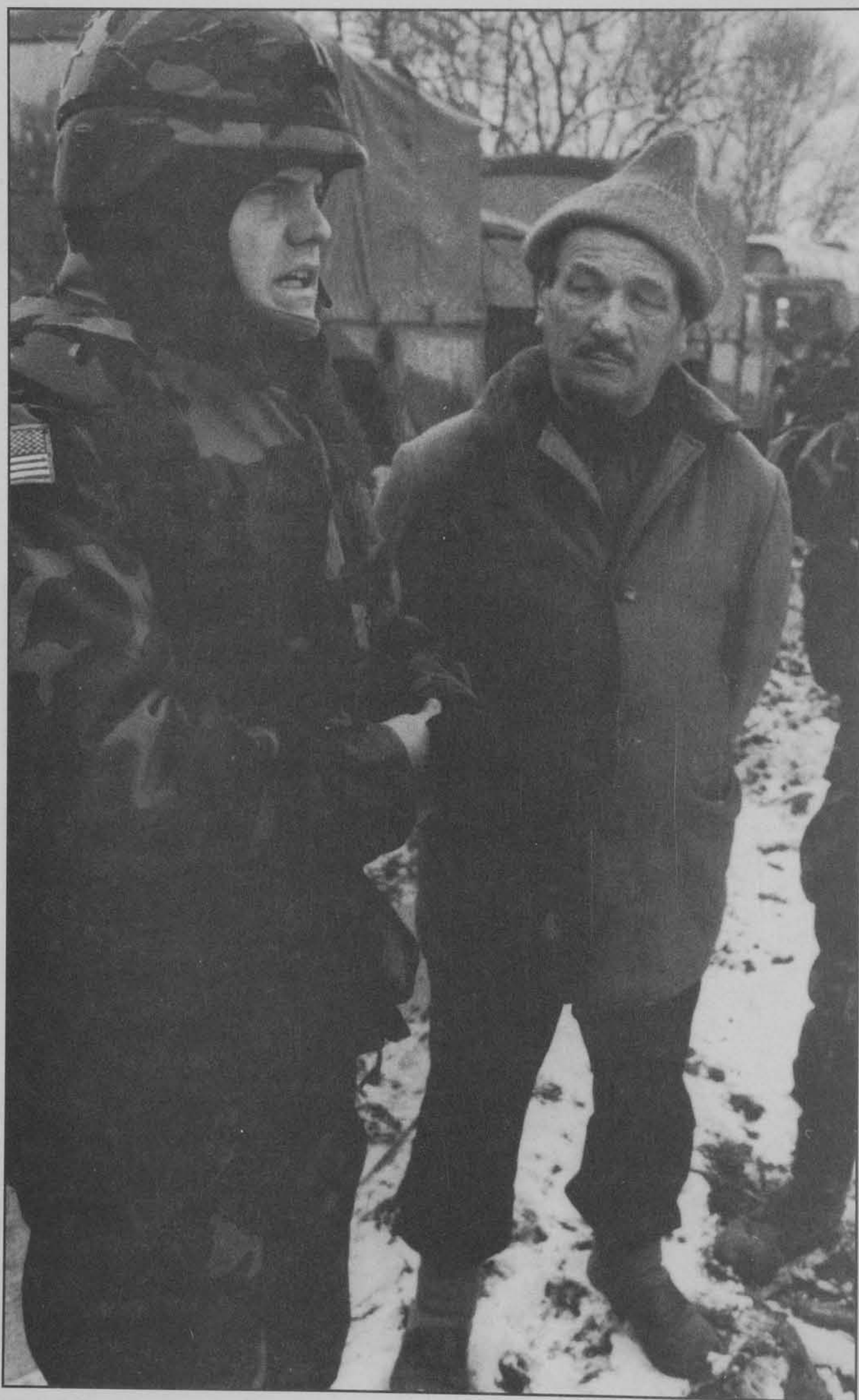
Forty-six major construction projects were awarded in fiscal year 1996 for a total of \$187 million, of which 21 (70%) were awarded in the first year of appropriation. Thirty-four additional projects are scheduled to be awarded in 1997. Fiscal year 1996 appropriation of \$137.11 million for 32 projects included \$124.402 million for major construction, \$7.408 million for planning and design, and \$5.3 million for unspecified minor construction.

Congress appropriated \$78.086 million for 16 projects in FY97. The appropriated amount includes \$52.586 million for major construction, \$20 million for planning and design, and \$5.5 million for unspecified minor construction.

### Real Property Operations and Maintenance.

A FY96 DoD-wide Congressional plus-up provided \$234.8 million for real property and maintenance, about \$66.8 million more than in FY95. This program pays for salaries required to support facility operations and maintenance; for utilities; minor construction; maintenance and repair projects; and supplies required to extend the useful life of National Guard facilities. The Federally supported square footage grew from 55.6 to 62.6 million square feet as





equipment modernization and aging facilities are increasing overall maintenance requirements. In FY88, \$3.41 per square foot was available to operate and maintain Army National Guard facilities. In FY96, however, that amount was \$3.59 per square foot, or \$2.86 in constant FY88 dollars.

## Logistics

The RETROEUR (European Retrograde of Equipment) program demonstrated that the ARNG can manage major programs and provide high quality and cost effective support to America's Army. This program redeploys, repairs and redistributes excess Army equipment from the drawdown of forces in Europe. It has been a resounding success. Today, there are six operational Army Guard RETROEUR repair sites: Santa Fe, NM (wheeled vehicles); Ft. Riley, KS (wheeled and track equipment); Camp Shelby, MS (wheeled and track equipment); Piketon, OH (engineer and wheeled equipment); Ft. Indiantown Gap, PA (M3A2 Bradley and wheeled vehicles); Camp Withycomb, OR (communication-electronics equipment) and Blue Grass Station, KY (receive, classify, and redistribute non-rolling stock equipment). Employees are federally

reimbursed State employees, except for those employed by Ft. Indiantown Gap, PA and Camp Withycomb, OR where temporary federal employees are utilized. Of the 435 employees, 75 percent are ARNG soldiers and 25 percent are civilians.

As of 30 Sep 96, RETROEUR sites have received 8,750 vehicles and 17,005 pieces of communication-electronics equipment. Vehicles received thus far include M1A2 tanks, M113 personnel carriers, M3A2 CFVs, M88

tank recovery vehicles, HMMWVs, CUCVs, and five-ton trucks. After repair, the Army Materiel Command directs the shipment of equipment to organizations within the Army. A total of 5,021 vehicles and 6,227 communications-electronic items have been repaired.

Building on RETROEUR success, the ARNG seeks to provide regional support for other Army and DoD customers not collocated with traditional installations.

### *Integrated Sustainment Maintenance (ISM).*

Sustainment maintenance refers to all maintenance conducted on Army equipment above the direct support level. Due to the varied composition and activities of units performing sustainment maintenance, no single organization is currently responsible for the Army's overall sustainment maintenance program. The disadvantages of this structure became apparent during





the Gulf War when numerous obstacles were encountered in deploying and implementing the theater sustainment maintenance system. Logistical problems noted during major operations, along with the need to operate more efficiently and economically, led to the development of the ISM concept.

Texas and Kansas ARNGs are Centers of Excellence for 11 components in the ISM program. Our Logistics Division is posturing themselves as a Corps equivalent to work with the two active CONUS Corps to determine responsibilities and missions. The ISM infrastructure is organized into eight regions and one management cell located at the Army National Guard Readiness Center. This office will handle all requests, bids, and workload distribution.

**World Wide TMDE Support.** We have become more self-sufficient in test, measurement, diagnostic equipment (TMDE) calibrations by purchasing: (1) an automation system which saves about one hour of direct labor time on a typical meter calibration; (2) Marconi Radio Test Sets to supplement radio repair capabilities; and (3) circuit cards for analyzing repairs, instead of automatic return to depots. As a result we have proposed providing support to the Army DCSLOG with peacetime TMDE cali-

bration and repair support as well as wartime support. During wartime our MTOE TMDE units/teams would perform their assigned mission. An offer to further support calibration in the Army will be made in the near future. We will offer to organize full-time technician manned calibration shops to replace similar DAC manned shops at Army installations. These changes along with our TMDE regionalization plan will provide cost effective service.

**Support to the Army's Wheeled Fleet.** Our effort to better support the aging tactical wheeled vehicle fleet was through the truck rebuild program. The Texas Army National Guard tested the ARNG's ability to perform General Support level rebuilds on five-ton and two and one-half ton trucks. Sixty-eight trucks were rebuilt at an average cost of \$38,000 each, for a cost "avoidance" of about \$20,000 per truck (a total of \$58,000 for depot-level rebuild). Each vehicle received (at a minimum): a new suspension system (except rear spring), replacement of rubber parts, radial tires on two and one-half ton trucks and all current modification workorders. Each vehicle was stripped to bare metal before being repainted. Various states shipped 100 trucks to Texas between April 1995 and September 1995. By December 1995, all trucks were rebuilt and returned.

Additionally, we participated in a contract with AM General to apply new technology to old 2 1/2 ton trucks under an Extended Service Program (ESP). The vehicles were given an FMTV compatible drivetrain, central tire inflation system, and automatic transmission among other upgrades at the AM General plant in Indiana. For approximately half the cost of a comparable FMTV truck, a very capable, supportable and low maintenance vehicle was placed into ARNG high priority units. The ARNG is working with TACOM and AM General to develop a kit that can be applied by soldiers to achieve the upgrade. The kit application plan will lower the cost even further. A 5 ton ESP contract is in process and our intentions are to obtain a kit for application in ARNG maintenance shops.

Our ESP kit program can assist the Army in overcoming the problem of an aging fleet if FMTV procurements do not fully support their requirements. The ESP kit program is the most cost effective solution to the wheeled fleet challenges.



## Mobilization Movement Control (MOBCON).

MOBCON is an automated system that deconflicts and provides clearances for CONUS convoys. The system was designated as a DOD migration system and is part of the DoD Global Transportation Network supporting Power Projection operations. NGB is the DOD lead for this program. The system provides support for predominately Reserve Component convoys but supports all services to include the XVIII Corps at Ft Bragg and other active Army customers. With MOBCON, the ARNG can provide the Army with a single agency responsible for CONUS convoy matters to include promonency of AR 55-29, Military Convoy Operations in CONUS, coordination with state and local authorities, and an interface with national emergency management personnel during disaster response.

## **Environmental Programs**

The ARNG's Environmental Program is an integral part of our ability to provide quality installations. For the past few years the Guard has focused its limited environmental funding on ensuring that the most critical facilities complied with environmental laws and regulations. A major focus during FY96 was to increase awareness

of the Army National Guard's Environmental Program needs and accomplishments to the National Guard leadership and to the Office of the Director of Environmental Programs (ODEP), Department of the Army.

As a result of this effort, DA programmed \$99 million in FY98 and \$87 million in FY99 for the ARNG Environmental Program. This increased funding will allow the Guard to complete many deferred projects, as well as continue our shift to a more challenging and proactive approach focused on pollution prevention and environmental stewardship.

The Army National Guard's Environmental Program focuses on four major areas: compliance, restoration, pollution prevention, and conservation.

**Compliance.** By focusing our limited funding, we were able to bring our critical facilities into legal compliance. During FY96, the Army Guard completed the following compliance projects: removed and upgraded 237 underground storage tanks; upgraded 63 vehicle washracks; conducted 20 air emission surveys; constructed 22 hazardous waste storage building; constructed spill containment structures at 41 locations; installed 36 oil/water

separators; clean-up of petroleum spills at 28 sites; clean-up of 22 lead contaminated indoor rifle ranges; and completed 10 projects to control the erosion of training land soil into the waters of the United States. In addition to producing complaint facilities, many of these projects had a direct positive impact on the quality of life of our soldiers and enhanced the operational readiness of the ARNG. All of these efforts allowed us to exceed the DA mandated 15% reduction on open Notices of Violation (NOV) by having only 51 open NOVs at the end of FY96.

Our Windows compliance assessment and sustainment software (WIN-CASS) was recognized by ODEP as the leading ECAS initiative within DA. This system provides an automated method for our installation commanders to identify their compliance problems, develop a plan for correcting these deficiencies, provide an estimate of cost, conduct root cause and trend analysis, perform risk management, and track their progress in meeting their environmental objectives.

The Department of Defense has mandated that the ARNG conduct a limited groundwater characterization study at the central impact area on Camp Edwards, MA, which overlays a sole source aquifer. The purpose of the study is to ascertain water quality to fulfill National Environmental Policy





Act (NEPA) and Installation Restoration Program (IRP) requirements. The current DoD policy to study environmental impacts from munitions firing in central impact areas could potentially limit training sustainment in many installations as well as cause significant resourcing issues.

### Pollution Prevention.

Despite limited FY96 funding, the ARNG was able to complete \$2.6 million in pollution prevention projects, resulting in the completion of 31 pollution prevention plans, the completion of a standard pollution prevention opportunity assessment for all facility types, and the purchase of many types of pollution prevention equipment (i.e.

parts, washers, anti-freeze recyclers, and filter crushers). All these efforts contributed to the ARNG receiving two White House Closing-the-Circle Awards and an Honorable Mention for various state pollution prevention and recycling programs.

In addition, we were able to reduce the hazardous waste generation costs by 57% from the FY93 baseline. By focusing on solvent substitution as our



immediate priority in pollution prevention, the ARNG is not only reducing hazardous waste generation and disposal, we are also reducing the exposure risk to our soldiers and civilian work force. The ARNG has been aggressive in the area of energy conservation by encouraging 39 states to enroll in the Environmental Protection Agency's Green Light program, the highest percentage within DoD.

**Conservation.** The ARNG is aggressively implementing Integrated Training Area Management (ITAM) at 54 separate locations with the goal of including all primary training sites under the same assessment system by FY99. This system will allow the ARNG to better analyze and manage the environmental impacts on training facilities and maneuver areas, and will ensure that we provide realistic, safe, and environmentally sound training for our soldiers. Our Geographical Information system (GIS), a component of the ITAM program, was fielded in 7 additional states during FY96 (for a total of 20 states), and has been recognized as the most advanced and viable program within DA and is being considered as the DA standard. During this fiscal year, we published an ITAM Implementation Plan. This plan defines the roles and responsibilities of both

the operations and environmental communities so that the ARNG's ITAM program functions smoothly in a coordinated fashion.

During FY96, the ARNG completed the following conservation projects: completed 18 Threatened and Endangered Species Surveys; completed 30 Cultural Resource Surveys and 10 Cultural Resource Management Plans; completed 17 biological resource surveys; and initiated 15 Integrated Natural Resource Management Plans (INRMPs) and completed 13.

The ARNG continues to comply with the National Environmental Policy Act by considering the environment each time federal funds, actions, or decisions are involved. During FY96, the ARNG completed 25 Environmental Assessments, allowing the fielding of improved weapons systems, increased use of our training lands, construction of new state-of-the-art facilities, and restationing of our forces as a result of downsizing.

**Restoration.** The ARNG continues to evaluate its sites for evidence of past practice contamination per the "Superfund" law, and to clean up those sites where contamination is identified. In FY96, the ARNG executed over \$27.9 million in Defense Environmental

Restoration Account (DERA) funding and \$2.6 million in Operation and Maintenance funding to complete 16 final and 14 draft Preliminary Assessments; 11 final and 5 draft Site Inspections; complete clean-up of contamination at Ruston Way, WA and initiate clean-up of contamination at 11 sites. These restoration activities resulted in 5 sites being removed from the federal EPA docket and 23 additional sites determined to require no further remedial action. The ARNG's Installation Restoration Program received a DERA budget of over \$25 million in FY97 to continue the investigation and remediation of ARNG sites.

The ARNG successfully established a Restoration Advisory Board at Los Alamitos, CA. This board provides a vehicle for public input into the restoration process and for installing numerous interim actions to prevent the spread of groundwater contamination at the installation.

## Information Systems

The ARNG's Command Communications Security (COMSEC) Program remained stable throughout 1996. The reduced number of COMSEC incidents is the result of continuing training emphasis for both the COMSEC inspectors and custodians. The Revised Battlefield Electronic



CEOI System (RBECS) tactical workstation provided unit level generation and printing of CEOI, as well as net planning and frequency management. The Army Electronic Key Management System (AKMS), which provides unit level electronic cryptographic key generation, continues in the test environment and is scheduled for implementation in late 1997.

***Visual Information.*** The Army National Guard has made significant strides in equipping the force by acquiring and distributing state-of-the-art visual information technology. Twelve states received funding for digital photography systems in FY96. Another 10 are slated for funding in FY97. In compliance with environmental regulations, the systems will replace chemical processing as the sole means to produce official DA photos.

Completion of the ARNG Video Teleconferencing (VTC) Command and Control Network continued in FY96. Interconnections now exist for all State Area Commands (STARCS), six enhanced brigades and the Army National Guard Readiness Center. Circuits to Alaska, Guam, Puerto Rico, and the Virgin Islands plus remaining enhanced brigades are scheduled to be completed in FY97. The VTC Network supports the warfighters by facilitating command and control between senior leaders and key STARC personnel, as

well as routine administrative or training information between the Army National Guard Readiness Center and state headquarters. Potential reduc-

tions in TDY budgets can be realized by scheduling routine and frequent meetings via VTC.





In FY96, the Multi Media Branch (MMB) at Ft. Rucker Ala., solidified its position as one of the Army Guard's premiere centers for distance learning. By utilizing its unique capabilities in aviation and safety, visual information and education, the MMB has created a state-of-the-art distance learning broadcast studio. In FY96, the MMB broadcast its first distance learning course for Army Guardsmen reclassifying into MOS 93C (Air Traffic Control). The MMB also provided increased support to the Army Guard safety program by producing visual information products on aeromedical research, industrial

hygiene, occupational safety and health, and radiological protection.

The Visual Information Support Center (VISC) in Nashville, Tenn., continued to provide excellent "one-stop" visual information service to the Army Guard. With more than 2,000 visual information products available, the VISC possesses the largest selection in the Army Guard. Highly skilled personnel provide a wide range of services encompassing video and audio production, duplication and distribution, banners, signs, and recruiting and retention marketing materials. During FY96 its Rapid Response

Documentation Team covered numerous major training exercises, drug demand reduction programs, overseas deployments and community awareness events involving the National Guard. Also in FY 96, the VISC began operating a Regional Electronic Multimedia Imaging Center (REMIC) to provide support for the National Guard Bureau and state National Guard organizations.

### Telecommunications.

The Regional Distance Learning Network continues to expand its scope in compliance with Congressional intent and funding. Nine prototype classrooms with their supporting communication links are operational in MD, PA, WV, and VA. Current planning calls for installation of additional distance learning classrooms in all states and territories. The classroom network is intended to increase the mobilization readiness of the National Guard force structure while concurrently providing state-of-the-art technology assets to local communities through shared use arrangements. Close collaboration has been maintained with the Defense Information Systems Agency (DISA) and TRADOC in the planning and implementation of appropriate technologies.





Critical to the success of the distance learning program is the establishment of a robust and dynamic telecommunications infrastructure which combines voice, video, and data transmissions. Working with DISA, the ARNG is planning a comprehensive communications architecture utilizing Asynchronous Transfer Mode (ATM) extending from NGB headquarters, to State Area Commands (STARC), and ultimately to every classroom connected to the framework. This network will consolidate and upgrade numerous telecommunication functions currently operating in solitary, stovepipe environments. When fully operational, the system will provide significant opportunities for more efficient, effective, and economical communications links throughout the NGB.

***Automation.*** Automation initiatives in FY96 focused on completing several ongoing projects and developing initiatives to offset the 60% budget reduction in FY98. Storage devices were acquired commercially and from the Defense Automated Excess list which quadrupled the on line storage capacity and significantly reduced manual magnetic tape operations.

A feasibility study was conducted in FY96 which determined the cost effectiveness and capability of migrating the existing systems on the Sperry 5000 to Oracle 7.0 running on a

Hewlett Packard 9000 machine. The migration will be completed in FY97. The redesign and migration of SIDPERS-ARNG in FY97 will allow the ARNG to move to the new HP 9000 platform and eliminate a \$3.5 million maintenance bill.

Fielding of the Standard Army Retail Supply System (SARRS) continued in FY96. It is expected to be completely fielded in FY97. The SARSS will provide a state-of-the-art processing capability for warehouse and retail operations.

Development on the Force Management System (FORMS) application, the Environmental Resource Management System (ENVIOROMAX) and the Officer Personnel Information Management System continued or were completed in FY96. These applications took advantage of new computer software tools to improve the systems functionality and user interface.

The reengineering of the Army Training Ammunition Management System (ATAMS) was the first National Guard project to use an integrated computer assisted software engineering (ICASE) tool. The tool uses rapid application development time and cost. The beta test for the software is scheduled for the first quarter of FY97.

## Aviation and Safety

The ARNG Aviation fleet continues modernization efforts to remain relevant as the 21st century approaches. The ARNG will suffer shortages in the UH60 Blackhawk fleet, greatly impacting the ARNG MEDEVAC mission. The ARNG is also planning to field UH1H aircraft assigned to the Light Utility Helicopter Battalions with new Comanche engines.

## Logistics

The ARNG Aviation Systems Division (AVN-A) closely coordinated with many Department of the Army agencies and Guard units which maintain the operational readiness of over 2700 Army National Guard aircraft.

The ARNG completed over 800 aircraft movements during FY96. We accepted the transfer of 413 aircraft into our units from the production line, refurbishment program, the Army Reserve, and as a result of cross-leveling due to force structure changes within the ARNG. As the number of modernized systems increased, 397 of our oldest aircraft were retired.

Aviation Systems invested a great deal of time and effort increasing the relevancy of the entire ARNG aviation maintenance program. The Aviation Classification and Repair Depot



(AVCRAD) 21 Project takes our aviation logistical depots into the 21st Century, creating truly efficient regional support centers of excellence designed to support modernized aircraft. The AVCRADs will orient on component repairs and their return to the ARNG supply system, thus avoiding costs incurred from the Army wholesale supply system.

The decreasing trend in funding resulted in a change in the ARNG aviation logistics approach for the purchase of repair parts. Stock Funded Depot Level Repairables (SFDLR) have always been intensively managed at the national level. Due to financial considerations, we are reorganizing ARNG aviation supply support through regionalization of the Authorized Stockage Lists, to include the stockage and repair of high cost/high payoff SFDLRs.

The Army Aviation Support Facility 2000 Project determined the organization that is required to support the modernized aircraft now being fielded into ARNG units. This includes the facilities, support equipment, tools, manning, training and missions necessary to maintain the relevance and readiness of the entire ARNG aviation fleet. Selected AASFs will implement a test of the project recommendations during FY97.

Automation is critical to the management of operational readiness information. ARNG aviation fielded the Aviation Logistics Readiness Module (ALRM) 1352 Report to enable the electronic transmittal of real-time aircraft readiness data. AASFs are linked directly to the National Guard Bureau, facilitating the early identification and resolution of readiness issues. The use of the ALRM program resulted in increased readiness, relevancy and a more efficient use of critical resources.

## Training and Operations

Flying hours and Additional Flight Training Periods (AFTP) funding to ensure combat readiness and aviator proficiency and safety continues to be a readiness challenge.

In this era of fiscal restraint, the ARNG developed the Aviation Reconfigurable Manned Simulator (ARMS) concept as a cost-effective solution to enhance safety and readiness through simulation. ARMS is a flight simulator reconfigurable to each of the ARNG rotary and fixed wing airframes. The first prototype ARMS is expected in FY97.

ARNG Aviation provided operational support to the Olympics in Georgia, as well as deployments to Panama, Honduras, Singapore and Bosnia. It also responded to several

domestic emergencies to provide service to the States in times of earthquakes, floods, fires and other disasters.

## Safety

In Fiscal Year 1996 the ARNG experienced the fewest number of accidents in its history. Both ground and aviation safety experienced milestone years. Much of this success can be attributed to the Army National Guard's accident prevention program "Be A Part of the SafeGuard Team". The program included a video tape of the Director, Army National Guard, explaining his safety philosophy and several other promotional and educational items. Ground accident prevention focused on lightning strike prevention, tactical safety, and safe parachute operations. The aviation accident prevention program emphasized avoiding rotor blade tree strikes while conducting low level flight operations. In occupational health, the Army National Guard instituted an automated tracking program to monitor the health of employees that work in hazardous industrial areas.

Army National Guard aviation experienced zero Class A flight accidents in FY96. This exceptional accomplishment was obtained despite an aggressive flying hour program of over 310,000 hours which included challenging tactical training, multi-step night vision goggle training and operational

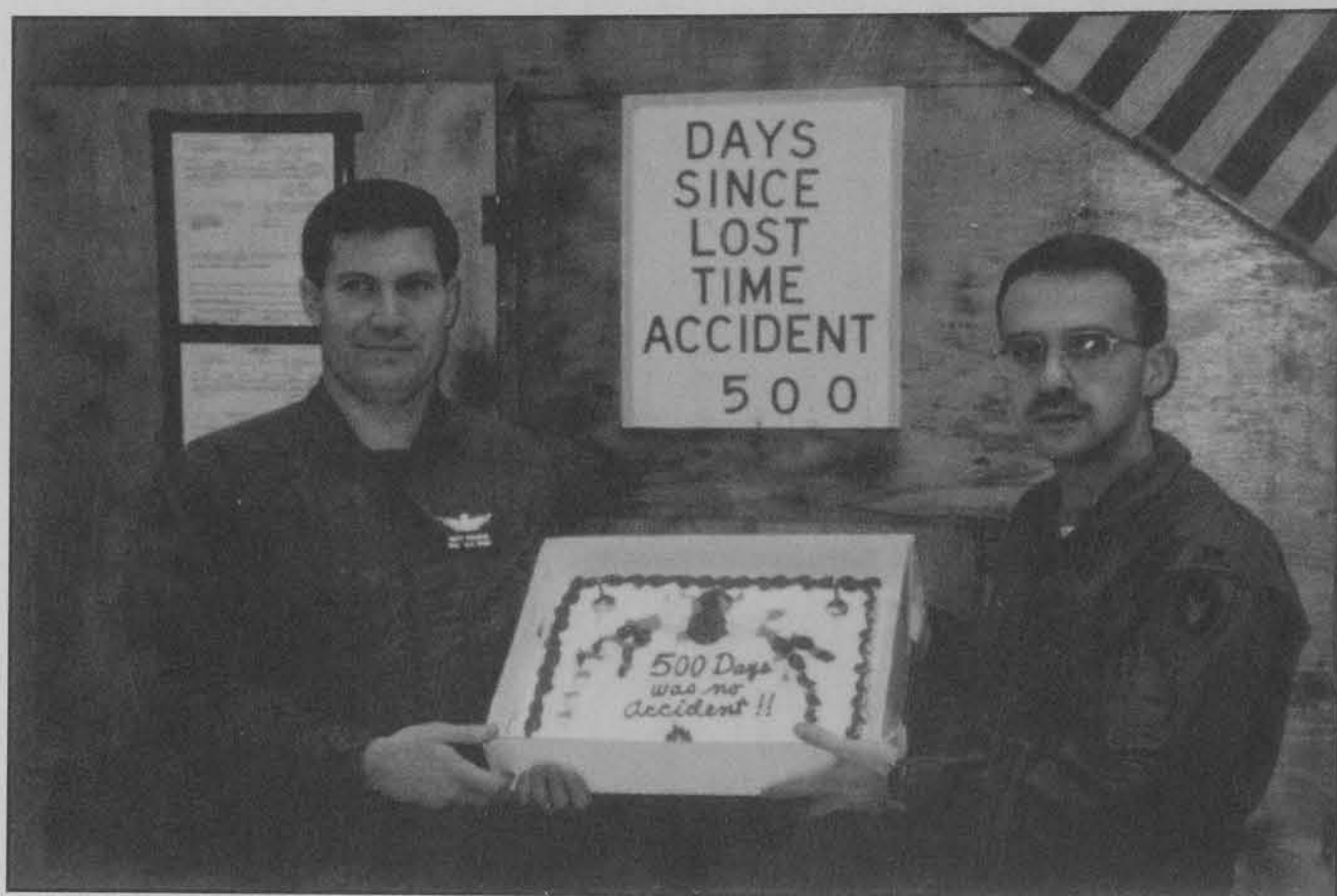


missions including overseas deployments, support to the states for disaster relief, and support of law enforcement in the war on drugs. The Army National Guard has flown over three years and one million flight hours while experiencing only one Class A flight accident. The three year Class A accident rate is .1 accidents per 100,000 flight hours, the lowest rate in the history of military aviation.

Although the Army National Guard was successful in reducing the number of ground training accidents, this success was offset by a significant increase in fatal automobile accidents. Sixty-five percent of the Army National accident fatalities occurred while soldiers were commuting to and from training in their privately owned vehicles. A comprehensive automobile accident prevent program is now in place.

## Operational Support Airlift Command

After three years of planning and preparation, on October 2, 1995, the Army National Guard activated the Operational Support Airlift Command (OSACOM). As part of the National Guard Bureau, OSACOM assumed responsibility for all day-to-day operational support airlift missions for the Total Army with the continental United



States. The Operational Support Airlift mission was transferred to the Guard from the active Army, bringing under one command 49 Army Guard aircraft from State Flight Detachments throughout the country, as well as 77 active Army airplanes located at 15 regional flight centers.

During FY96, the Department of Defense reduced the services' operational support aircraft inventory, and OSACOM is now in the process of downsizing to 22 Active Army and 54 ARNG airplanes. Flight operations will be consolidated at 7 regional flight centers.

OSACOM now has the additional responsibility for Army and ARNG fixed wing OSA missions in Hawaii, Alaska, Panama, Puerto Rico and Virgin Islands.



*Air National Guard*



## Operations, Plans, and Programs

The Directorate of Operations, Plans, and Programs develops and directs overall policy for all matters related to the planning, programming, and execution of Air National Guard (ANG) forces for mobilized and non-mobilized mission tasking and capabilities requirements.

### Plans

During the past year, the Force Planning Branch has been heavily involved in long range strategic planning which included the Combined Long Range Strategic Planning Conference at Newport, Rhode Island, and three regional conferences. Additionally, this branch participated in helping develop the Air Force Long-Range planning process and provided numerous inputs to issues and studies (e.g., Infrastructure Study, 50/50 Force Mix Study).

The Force Planning Branch participated in numerous conferences encompassing all aspects of ANG force structure and planning. It ensured the organization and Federal recognition of the Kentucky ANG's 123rd Combat Control Flight and its subsequent transfer to the Special Operations Command; identified and staffed the

transition to mobility status for the 176th Wing, Alaska, ANG; and developed, planned, and executed several pilot unit conferences essential to the maintenance and improvement of aviation Unit Type Codes (UTCs) critical to meeting wartime requirements.

The Plans Integration Branch mission is to integrate ANG forces to the maximum extent possible into the Total Force wartime planning process, as well as overseeing mobilization planning efforts for all ANG forces. The Plans Integration Branch personnel have been deeply involved in the Air Force's deliberate wartime planning process as it effected the new planning cycle for the CINC's major regional contingency plans. These efforts have resulted in a significant percentage of ANG forces being directly tasked for deployment in various operation plans and supporting various areas such as air bridge and airlift operations, CONUS air defense, air sovereignty, logistics for a sustainment of deployed forces, and backfill for deployed forces.

During FY 96 the Plans Integration Branch completed installation of the new Global Command and Control System (GCCS), the successor to the World Wide Military Command and Control System (WWMCCS). This system gives us direct, on-line contact with military headquarters throughout the world via home pages, news groups, E-Mail, databases, and other connected

systems such as the Joint Operational Planning and Execution System (JOPES) in both classified and unclassified mode.

### Programs

Reductions in the active duty force structure have made newer aircraft available for modernization of ANG flying units and also offers an opportunity for the ANG to acquire new missions. The Combat Forces and Mobility Forces branches provide programming information to the Air Force to secure funding for ANG aircraft and command/control operations.

The Program Integration Branch is responsible for dissemination of all Air Force and Department of Defense (DOD) programming guidance, assembling the ANG budget, and acts as a liaison with the Air Staff. The branch also works closely with the ANG financial management office during budget development, preparation, and OSD review. The branch also monitors and updates the accuracy of ANG data in Air Force databases and programming documents. It is the point of contact for ANG base and unit management, and publishes the annual ANG "Facts and Figures" booklet.



## Operations

***Aerial Refueling.*** The ANG manages a fleet of 225 KC-135s, which represents 43% of the nation's core air refueling capability. This fleet of 225 aircraft is spread among 19 air refueling wings and comprises 22 flying squadrons. The ANG, in partnership with Air Mobility Command (Hqs AMC) and the Air Force Reserve, has

continually expanded the role of the KC-135 to meet global requirements. The KC-135 mission represents the heart of the Total Force concept, with ANG crews and aircraft participating in virtually every mission which requires refueling support. The men and women from our 19 refueling wings support this enormous work load entirely through volunteerism.

The primary mission of the KC-135 continues to be aerial refueling in support of global contingency operations. In this capacity, the ANG flew sorties in support of operations in Bosnia, Rwanda, Central African Republic, Cuba, the Caribbean, and Iraq. Our secondary mission is to support STRATCOM and the Single Integrated Operations Plan (SIOP) with Air Refueling support.





A tertiary mission, which is growing in importance each year, is the airlift mission. Our KC-135 fleet participates in scheduled cargo runs to the European and Pacific theaters, which highlights the tremendous flexibility of this airframe. In addition, our tankers participate in the transport of troops and distinguished visitors in support of the active duty and the National Guard.

### • Tanker Task Forces.

During FY 96, the ANG continued to manage the Northeast Tanker Task Force on a joint basis between Bangor ANGB, ME (101 ARW) and Pease ANGB, NH (157th ARW). This vital mission supports scheduled fighter rotations to and from the European theater and contingency operations with air refueling support. The six ANG units situated in the Northeastern U.S. also participate in the Northeast Duty Tanker mission, which provides one aircraft and crew dedicated to supporting Air Mobility Command priority missions.

During the first three quarters of FY 96, the ANG supported the European Tankers Task Force with two aircraft and two crews each week. These deployments supported USAFE refueling requirements for contingencies and training. We also continued to manage the

Foreign Military Sales (FMS) contract with the NATO E-3A AWACS unit at Geilenkirchen AB, GE, providing two aircraft and three crews for 40 weeks during the year. Our mission in Geilenkirchen is to keep the AWACS crews fully mission ready by providing air refueling support.

- JCS Exercises. The ANG KC-135 fleet continued to support the training objectives of the Joint Chiefs of Staff (JCS Exercise Program) in FY 96, participating in KEEN EDGE (Japan), NORTHERN LIGHTS (Norway), RIMPAC (Hawaii), and JTFX (Patuxent River, Naval Joint Exercise). We also participated in several Red Flag and Cope Thunder tactical exercises, held at Nellis AFB, NV and Eielson AFB, AK respectively.

Finally, the Air National Guard continues to support classified missions with five lines of alert maintained at four ANG bases throughout the United States.

Fighters. Over 33% of the general purpose fighters of today's Total Force are in the ANG. The mission of ANG F-16s, A/OA-10s, and F-15s include close air support, air superiority, air interdiction, offensive and defensive counter air, and suppression of enemy air defenses.

During FY96, ANG fighters participated in major deployments to the Middle East and Bosnia. All of these deployments involved several units. Personnel listed were for the initial deployment only; personnel rotations meant that each deployment involved a significantly higher number of ANG personnel.

<u>Operation</u>	<u>#/Type Aircraft</u>	<u># Personnel</u>
CORONET NIGHTHAWK	40 (F-16)	450
PROVIDE COMFORT	78 (F-15; F-16)	1266
DENY FLIGHT	52 (A-10; F-16)	936
SOUTHERN WATCH	42 (A-10; F-16)	603

In addition to supporting JCS exercises, ANG fighters also deployed to Australia and Brazil for joint exercises, and in the 3d quarter of the fiscal year, maintained an alert status in Iceland with 10 F-15 aircraft and 112 initial personnel.

***Airlift.*** Between January and March, 1996 the ANG sent 8 aircraft, 16 crews, and 201 personnel to Saudi Arabia and Oman in support of Operation SOUTHERN WATCH. This multi-unit effort was led by the Ohio's 179th Airlift Wing. The ANG will continue this mission until Fiscal Year 00.

Between April and June 1996, 12 aircraft, 24 crews and 378 ANG personnel deployed to Ramstein, AB, Germany in support of Operation JOINT ENDEAVOR, the peace-keeping mission to Bosnia. This humanitarian operation was extremely demanding on personnel, equipment and future availability. All ANG C-130 units participated in this 90-day effort, with the 145th Airlift Wing, NC ANG and the 137th Airlift Wing, OK ANG, leading the effort.

Between October and November, eight C-130 units participated in Nomad Vigil, an OPSTEMPO relief operation in EUROM to support the 37th Airlift Squadron at Rhein Main, Germany. This operation was led by the 167th Airlift Wing, Martinsburg, West Virginia.





The C-130 airlift units continued to contribute 2/3 of the yearly requirement of six aircraft for Coronet Oak at Howard AFB, Canal Zone, Panama. This operation will continue until June, 1999.

**Aerospace Defense.** The ANG provides 100% of the fighters tasked for air defense of the continental U.S., with Air Guard F-15s and F-16s maintaining 'round the clock alerts at sites throughout the U.S. In addition, Air Defense units continue to support the ANG's "Coronet Nighthawk" and other air defense operations in support of the national drug interdiction program.

**Reconnaissance.** The RF-4C was retired on 1 October 1995. During FY96, the prototype F-16 Reconnaissance pod was fully integrated into operations at the 192d Fighter Wing, VA ANG. The unit successfully deployed aircraft and pods to support peace keeping operations in Bosnia during the fall of 1996. Plans call for the equipping of a total of five ANG F-16 units with the pods and squadron ground station.

**Bombers.** For the first time in its history, the Air National Guard has expanded its mission to include the role of the heavy bomber. The 184th Bomb Wing, KS ANG, has achieved

operational readiness in the B-1 and the 116th Bomb Wing, GA ANG, continues its conversion from the F-15 to the B-1. ANG B-1's are regular participants in CONUS composite force exercises, as well as Global Power training mission in various locations around the world.

**Special Operations.** The 193d Special Operations Group, PA ANG, is the only airborne special operations unit in the ANG. It is the most deployed combat unit in the ANG.

**Rescue.** The three ANG rescue units are equipped with HC-130 tanker aircraft and HH-60G helicopters. In addition to emergency rescue operations, the ANG rescue units also support NASA during space shuttle takeoffs and landings.

**Space and Intelligence.** In October 1995, Colorado's 138th Air Control Squadron and 154th Air Control Group began transitioning into a new space operations mission. The new unit, the 137th Space Warning Squadron, is located in Greeley, Colorado and is responsible for the Air Force's survivable strategic missile warning mission.

**Air Traffic Control.** Air National Guard air traffic control units continue to support both state and federal missions. Over 150 air traffic controllers, along with combat communications maintenance and operations personnel, have deployed to over 30 locations in CONUS and overseas. Air traffic control services continue to be provided in support of peacekeeping operations in Bosnia, and the air traffic control division continues to support the FAA Asbestos Removal Program with mobile control tower equipment.

The Air Traffic Control division has initiated action to modernize its aging fleet of deployable air traffic control systems. Modification or replacement of the current system (originally fielded in the 1950s) will ensure continued operability and provide for communications and mobility upgrades to make the system serviceable into the next century. New ANG air traffic control facilities were commissioned in Missouri, Maine and Wyoming, supporting the needs of the military, commercial, and general aviation flying community, as well as providing training and proficiency opportunities for ANG air traffic controllers and maintenance personnel.

The ANG air traffic control training and automation staff has continued their role as the leader in the develop-



ment of air traffic control computer-based training products. Full-motion video has been incorporated into several new programs developed this year, keeping the ANG computer-based training program on the cutting edge of technology.

## Acquisition

The Acquisition Directorate is focused on delivering near-term combat capability for the ANG by rapidly utilizing commercial-off-the-shelf (COTS) solutions. Because of its close association with the ANG/AFRES Test Center (AATC), the division is able to quickly define, procure, test and field equipment to benefit our warfighters.

In FY 1996, the Air National Guard continued to make significant contributions to the modernization of its fighter and airlift fleet. Specializing in low-cost commercial off-the-shelf equipment, we have acquired and tested many new aircraft modifications. The night vision goggle (NVG) compatible lighting kit finished testing and started installs on the ANG F-16 and A-10 fleets. This provided a 24 hour combat capability and greatly improved the safety of night operations. A similar kit is being developed for installation on the ANG F-15 and C-130 fleet. A new Electronic Warfare and Management System was designed and purchased for the F-16

and A-10. This system provides centralized control of chaff, flares, jamming pods and reconnaissance pods, and allows for improved cockpit management in combat. Improved video recording equipment and color cameras have added to the effectiveness of mission debriefs for the F-15, F-16, and A-10. The F-16 Reconnaissance pod was fielded in the Virginia ANG and successfully deployed to support the Bosnian peace process. This effort returns a manned reconnaissance capability to the USAF.

The F-16 Unit Training Device (UTD) began field installations, and provides mission rehearsal, instrument, and emergency procedures training. A similar effort was initiated for the A-10 UTD and the F-15 Full Mission Trainer (FMT). Future efforts will involve networking these devices to enable pilots to practice Large Force Employment missions in the trainers prior to actually flying these missions. Efforts have begun on procuring a precision guided munitions capability for Block 30 F-16's, significantly increasing the total force capability to use "smart weapons." Additionally, we are working to procure a modern squadron management system to replace decades old greaseboard systems. This will allow maximum use of scarce pilot and maintenance resources. All modifications have been closely coordinated with the Air Force and Air Force Reserve to

get the greatest capability for the minimum cost.

In 1996, we continued to add airlift defensive systems and armor to our C-130 fleet, greatly enhancing the survivability of these aircraft. We participated in the PACER CRAG Block 20 program to update the cockpit displays and radar systems with production installs scheduled to begin in 1997.

## Logistics

In an attempt to develop a force of multi-skilled logisticians to meet the needs of the future, the Air Force created a new Air Force Specialty Code (AFSC), 21LX, Logistician. All Logistics positions at the Lt Col level and above (except the Logistics Group commanders) were converted to the new AFSC on 31 October 1995. To qualify for the new AFSC, officers should be fully qualified in at least two logistics disciplines (this is desired, but not mandatory) and have attended the new Advanced Logistics Officer Course.

The Air National Guard created a Wing Plans organization by combining the Operations and Logistics planning functions. The combined plans office, known as "XP" and mandated by ANG Programming Plan 93-1, is part of the Air Force's objective wing structure.





ANG Wing Commanders are responsible for the operations of XP and have authority to designate its Chief. Wing Plans is the focal point on all readiness and combat integration requirements.

## Aircraft Maintenance

### A/OA-10 Thunderbolt II.

The ANG possesses 101 of the total Air Force assets of 374 active aircraft. Current plans are to keep this "tank

killer" well beyond the year 2000. Installation of new night vision enhancements give this aircraft day/night mission capability.

**F-15 Eagle.** Six ANG units scattered from Cape Cod to Hawaii provide air superiority and air-to-ground capability for contingency operations. FY 96 deployments ranged from Keflavik, Iceland to South America. In addition, F-16s from Florida's 125th

Fighter Wing flew several support missions following the shutdown of a U.S. civilian aircraft near Cuba.

**B-1B Lancer.** In 1994, the 184th Bomb Wing, Kansas ANG, became the first ANG unit to be assigned a bomber mission. During FY 96, the unit supported Air Force missions from France to Indonesia. An additional bomber unit, the 116th Bomb Wing, Georgia ANG, was established this year.

Conventional Mission Upgrade Program (CMUP) modifications to the Lancer will enhance its strategic role in future air operations.

### **F-16 Fighting Falcon.**

Thirty ANG fighter units with over 600 A/B/C/D model (blocks 10 through 52) aircraft make up the world's largest F-16 fleet. In FY 96, an ANG F-16 unit became the first USAF unit ever to fly the manned tactical reconnaissance mission. The unit completed its first real-world contingency deployment (DECISIVE EDGE) less than four months after becoming mission capable.

The ANG continued to modernize its F-16 fleet in FY 96 by replacing the earlier A/B aircraft with newer C/D models. The F100-PW-200 engines on A/B aircraft were upgraded to the 220E version at San Juan, Duluth, and Tucson.

### **KC-135 Stratotanker.**

The Air National Guard (ANG) fleet of KC-135D, E and R models remained steady at 224 this past year. These aircraft continued to provide all air refueling support for operation DENY FLIGHT over Iraq throughout FY96 and will continue through FY97. Also throughout the year, ANG KC-135s maintained an alert commitment at Keflavik NAS, IS, were an active participant in the European Tanker Task

Force effort, and provided AWACS aerial refueling support. All of this was accomplished while the fleet averaged 40 aircraft in depot maintenance at any given time.

With the high demand for support of all the deployments and exercises, this refueling workhorse is programmed to remain in the Air Force inventory past the year 2020. Towards this end, the ANG is sponsoring a major auxiliary power unit (APU) modification effort at Forbes ANGB, KS. This modification will refit over 110 ANG and AFRES KC-135E model aircraft with the KC-135R model APU. In addition, the ANG is an active participant in the testing and evaluation of multiple other improvements to this venerable aircraft.

**C-141 Starlifter.** The C-141 once again provided capability for rapid deployment of forces during conflict, crisis response, and disaster relief efforts during FY 96. From a long range planning view, aircraft structural integrity problems continue to limit the C-141's lift capability. The original service life was 30,000 hours for this airframe and the current C-141 fleet averages about 38,000 hours. To keep pace with the demand, reliability and maintainability efforts are underway to keep the C-141 fleet viable throughout FY04 when the ANG aircraft will eventually retire.

A key program supporting this effort is the center wing box replacement with which the ANG fleet will be completed in FY 98. Additionally, a core of 63 aircraft have been identified for further structural and avionics modifications that will enable them to operate effectively well past the year 2000. These modifications will be done only to ANG and AFRES aircraft and will ensure that the C-141 is able to respond quickly when called upon. Additional modifications such as GPS and airlift defensive systems will also keep the C-141 effective in this ever changing environment.

**C-5 GALAXY.** The C-5 provides the capability for rapid deployment of forces during crises and disasters in addition to strategic delivery of cargo and passengers. The C-5s, along with the limited number of fielded C-17s, are the only DoD aircraft capable of transporting outsize cargo rapidly to anywhere in the world.

Impacting this capability are high depot flow times that often take significantly longer than scheduled. This is mainly because of an extensive amount of corrosion found during their inspections which needs to be fixed before the aircraft flies again. This has forced the ALC to alter their production schedule because they cannot produce aircraft as planned. Currently, depot costs continue to skyrocket. The base-



line cost of a C-5 PDM in FY97 will be \$6 million versus \$4 million in FY94. Significant changes in depot costs, such as this one, render programming actions an "educated guess" at best and seriously impact the ANG depot budget.

***C-130 Hercules.*** With the Air Force's largest fleet of C-130's, the Air National Guard continues to lead the way. In 1996, composite units of ANG C-130s deployed to Europe to support the Bosnian effort, to Southwest Asia to support Southern Watch, and to other regions around the world. Nevertheless, the improvements to carry us into the 21st century continue very slowly because of continued combat capability force reductions and shrinking defense dollars.

Projected force structure changes and additional units, have had a definite impact on the Guard program. Two new units, the 152d Airlift Wing at Reno, Nevada and 124th Airlift Wing at Boise, Idaho, and the final H-Model bed-down location, 133d Airlift Wing at Minneapolis, Minnesota produced a noticeable shortfall in support equipment. To date, the H-model support equipment shortfall approaches the \$50 million level. Successful conversion to the "J" model aircraft may be jeopardized if essential support equipment and spares are not procured and delivered with the aircraft.

The next few years will be filled with T-56 engine challenges. Unsatisfactory 3-level and 2-level engine outputs from depot have exacerbated the shortage of -15 engines. Critical first stage vane and blade and compressor production have kept the ANG in the "red" for spares and war readiness equipment levels. Depot privatization may further impact engine production levels.

## "Lean Logistics"

The Air National Guard conversion to 2 Level Maintenance (2LM), known as "Lean Logistics", occurred during this fiscal year. By transitioning base level repair capability on selected avionics and engines from out units to centralized repair facilities, the Air Force is able to reduce manpower and parts inventories. ANG participation in weapon system Two Level Coordination Activation process (T-CAP) meetings provided ANG input into what avionics components should be included under the new concept.

During the second quarter of Fiscal Year 1996, due to field experience with the 2LM concept on the F100-PW-220 engine, all affected major commands, including the Air National Guard, determined that engines should be returned to three levels of maintenance. The 2LM conversion in the ANG is programmed to be completed in the first quarter of FY 97.

## Antarctic Program

Operation Deep Freeze is the U.S. Navy mission to provide operational and logistical support for the United States Antarctic Program (USAP) managed by the National Science Foundation. The Navy and the ANG are in the process of transitioning the program from the Navy to the ANG. Currently, the ANG is augmenting the Navy and will continue to do so until March 1998, when the ANG will take over the mission and be augmented by the Navy through March 1999. The 1998 season will conclude 43 years of Navy support for the Antarctic mission, which will then be supported by the 109th Airlift Wing, New York Air National Guard.

## Manpower, Personnel and Training

The FY95 Manpower, Personnel and Training reorganization proved to be quite effective, as the new, streamlined organization provided improved levels of customer support to the field in FY 96. As in previous years, FY96 has been a time of challenge in achieving end strength, managing unit reorganizations, and ensuring a trained, deployment-ready workforce.

## Manpower and Organization

The Manpower and Organization Division manages all matters pertaining to manpower, organization, and management engineering. The customers for its services and products include a broad range of organizations, including field units, functional managers within the ANG, and air staff.

***Requirements.*** The Manpower Requirements Branch is responsible for managing all manpower (full-time and m-day) for the Air National Guard. This includes all aircraft maintenance and operational flying/training squadrons, plus air control squadrons, ranges, base and combat communications, weather and other operational-type units, as well as all rated authorizations.

Validating manpower requirements and accurate development and maintenance of the command Extended Unit Manpower and Support Personnel Manpower Document is a primary concern of this branch. Various wartime (UTC) changes within the ANG during FY96 resulted in the reduction of manpower in C-5, civil engineer, services, combat communications groups and squadrons, and engineering installations squadrons. The A-10 community





was reduced by 3 Primary Authorized Aircraft per unit. Two ANG locations were consolidated: Baltimore, MD (A10/OA10 and C-130), and Selfridge, MI (F-16 and C-130). FY 96 also saw our medical community endorse a restructuring of their UTCs, altering their alignment militarily. Finally, the communications manpower standard was applied to the flying units' communication function, resulting in an overall increase of full-time requirements.

### Management Engineering.

This branch administers the Air National Guard Management Engineering Program (MEP). The MEP encompasses developing and monitoring manpower

standards, managing the AF and ANG suggestion programs and other productivity programs, and administering the ANG commercial activities cost comparison program.

During FY 96, standards were developed for F-16 aircraft maintenance and ANG military personnel flights. Commercial Activities will forward the completed performance work statement for the multi-function airfield management study at Buckley ANGB, CO to the USP&FO the second quarter of 1997. An ongoing transient maintenance study at Otis ANGB, MA is contingent upon the possibility of abolishing the function.

A total of 324 ANG and AF suggestions were processed during FY 1996,

with an overall adoption rate of 74 percent, up from 45 percent in FY 1995.

Data Systems. One of the most critical elements within the organization, this division manages the Command Manpower Data System (CMDs), which is used to provide manpower data to HQ USAF, HQ AF Personnel Center, gaining Major Commands and all ANG units. This system reflects all changes to the ANG manpower data file, including individual manpower authorizations, data codes and personnel accounting symbols (including the location of each unit's servicing Management Engineering Team).

Our Data Systems Division is the primary point of contact for all of Manpower's Local Area Network issues as well as the implementation of the modernized Manpower Data System which is scheduled to be on-line in early 1997. Additionally, the Data Systems Division is spearheading the transfer of ANG full time manpower data to a system which will allow it to flow to each ANG State Headquarters. The branch also serves as the primary POC for the Air National Guard's input to the Air Force Base Level Assessment process, which identifies manpower authorizations required at each Air National Guard unit in the event of war.





## Training

The Training Division is responsible for formal school training, enlisted specialty training and professional military education for Air National Guard members. In FY96, ANGRC/MPT placed over 11,000 personnel in skill-awarding formal schools. In addition, MPT is responsible for the management of Air National Guard workdays to include programming and budgeting of formal school workdays and current-year execution of all ANG workdays. MPT also established policies and procedures for administering and controlling base workday programs. The ANG used approximately 7,500,000 ANG funded workdays in FY96. Almost 270,000 of these workdays were earmarked for state and federal counter-narcotics support.

### On-The-Job Training.

The On-The-Job Training section provided guidance to all Air National Guard units in support of Air Force training initiatives and policies. Training checklists were developed to provide customers with quality self assessment tools to improve Air National Guard training programs and processes. The establishment of metrics and benchmarking allowed managers at all levels to assess the health of Air National Guard training programs to ensure they meet or exceed Air Force standards.

Formal Schools. An increased emphasis on utilization of formal school quotas has led to a substantial increase in the utilization rate for FY96. Awareness at all levels has contributed to an 8% increase in initial school training, from 85% to 93% utilization. The utilization rate for formal schools has steadily increased and will rival that of the Air Force in the near future.

## Personnel

The Air National Guard uses a Total Force military personnel data system (PDS) that supports Active Duty Air Force, the Air National Guard, and the Air Force Reserve. A Mission Need Statement to modernize the system was signed 26 Apr 95, initiating the first phase of development—modeling all current system-supported business processes. This is the largest business process modeling effort the total Air Force Personnel community has ever undertaken, and it was in full swing by the beginning of FY 96. There were almost as many business process modeling workshops held in FY 96 as there were weeks in the fiscal year. A commercial off-the-shelf (COTS) software package, ORACLE Human Resources, was chosen as the backbone of the system. Test applications were built to prove methodology and initial stages of database development began.

### Accessions and Separations.

During FY96, the force guiding the Accessions and Separations Branch was our accessions program, "Target '96". This program focused on three imperatives: (1) the number of gains for the fiscal year should equal or be greater than the number of losses, (2) each unit's staffing should be at least 95% of the Unit Manning Document (UMD), and (3) units should work toward reflecting the diversity of their surrounding communities.

Using this framework, the Accessions and Separations Branch guided the Air National Guard toward meeting its fiscal year end-strength requirement, the first time this goal has been met since FY 92. Key to the success of the FY96 program was the removal of personnel policies which made it too hard to get into the Air National Guard and too easy to get out. We designed an AFSC/MOS compatibility list which enabled us to waive formal 3-level training for prior service personnel who had similar experiences in other branches of the military. Most waiver authority was delegated to the State HQ level, which improved the enlistment process. On the "harder to get out" side, members seeking early separation from the ANG for personal convenience must now be personally counseled by the unit Retention Office Manager (ROM). This gives the ROM



an opportunity to provide input into the member's retention decision.

The Air National Guard entered into formal agreements with two historically Black universities during FY96. Under these programs, the ANG will place a recruiter at Hampton University in Virginia and Langston University in Oklahoma. These personnel are tasked to mentor students at these institutions and to provide awareness of the Air National Guard. The direct aim of the program is to provide a pool of qualified minority applicants for ANG flying positions.

The Air National Guard has reached a working agreement with Air Force ROTC (AFROTC) allowing AFROTC graduates to fulfill their active duty commitment in the Air National Guard. This program gives the ANG a pool of qualified officer applicants while helping AFROTC place their personnel.

High priority was given to attracting and retaining qualified medical personnel. Five Air National Guard recruiters are deployed around the country to market the ANG to doctors and nurses in their areas of responsibility. Due partially to the work of these recruiters, medical professional staffing increased from 90% at the end of FY95 to 94.8% at the close of FY96.

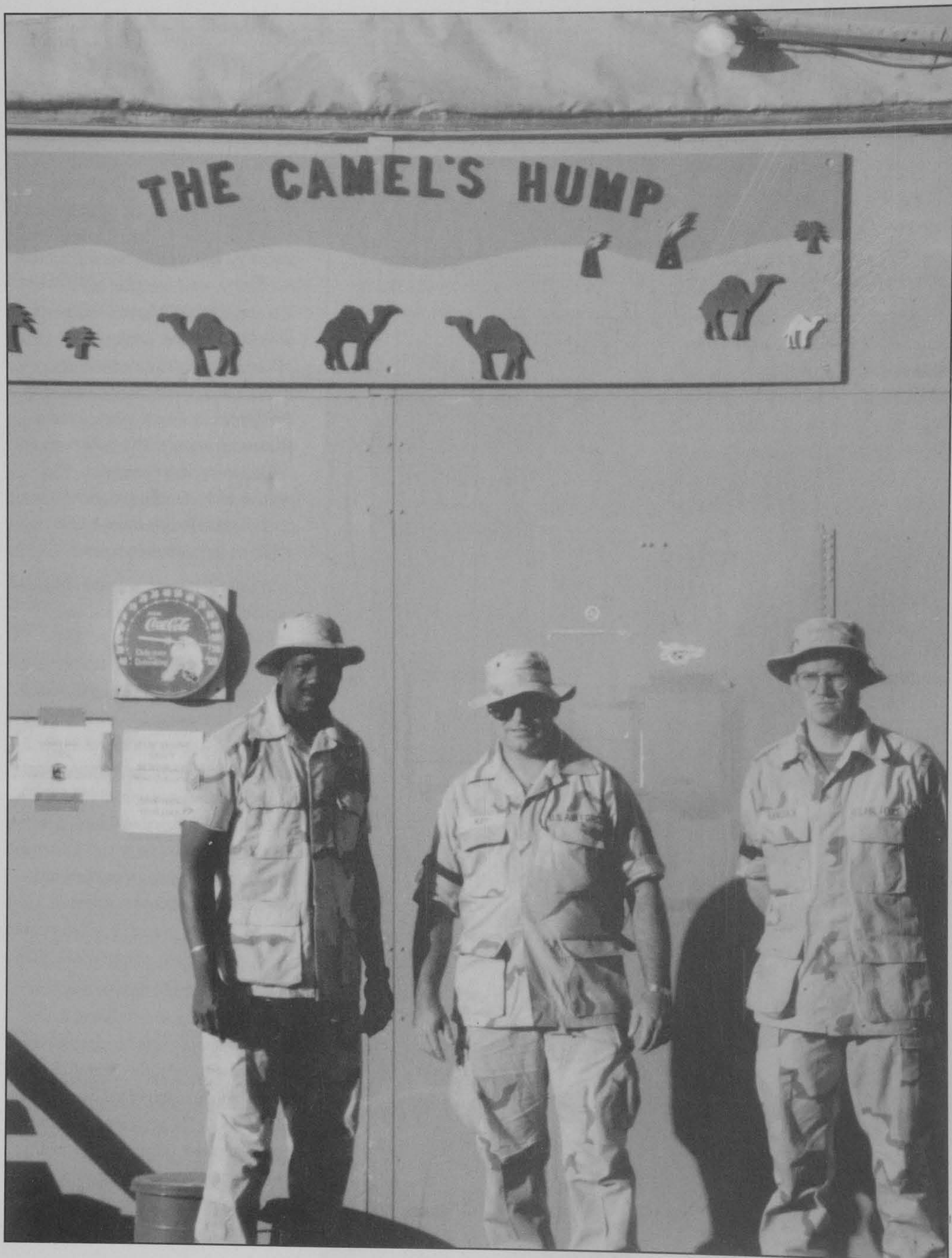
**Sustainment.** On 1 October 1996, the Air National Guard implemented the Reserve Officers Personnel Management Act (ROPMA). This management tool will improve our flexibility and ability to successfully manage the ANG force structure to accommodate service needs in future years. It brings changes to more closely align our personnel management system with the active duty and standardize all reserve component policies. ROPMA mandates promotion quotas for mandatory promotions, separate ANG competitive promotion categories, revised tenure standards, provides new tools for promotion delay and the continuation or separation of officers based on service needs.

**Utilization.** FY 96 found the Air National Guard involved in over 300 operations and a typical week found 1,200 ANG personnel deployed. These operations included JOINT ENDEAVOR (Bosnian peacekeeping), PROVIDE COMFORT (humanitarian relief to Bosnia), SOUTHERN WATCH (air interdiction over Iraq), DESERT FOCUS (Persian Gulf), CORONETS NIGHTHAWK and OAK (counterdrug air interdiction in Central/South America and the Caribbean), and numerous other humanitarian deployments to Central/South America, the Caribbean, Africa, and Eastern Europe.

PERSTEMPO, the rate at which personnel deploy, is on the rise in the ANG. The growing number of deployments/time away from home for our Active Duty counterparts has increased by a factor of four over the past seven years. As a result, ANG personnel are being called on to participate at a rate nearly double that of five years ago. In an effort to determine the limits of ANG capability to support the demands of the Air Force and our nation, while identifying the impacts of our unprecedented PERSTEMPO on readiness, we implemented an interface between the pay and personnel systems. This interface will result in the automatic capture and categorization of any and all types of temporary duty which ANG members perform.

**Full-Time Manning.** In FY96, the ANG full-time programs were once again affected by force structure changes. These changes were PAA reductions, alert closures, and consolidations. To minimize the economic impact, the ANG encouraged states to use Job Fairs and encouraged retirement eligible members to exercise that option. Additionally, the Air National Guard AGR Separation Incentive Program (ASIP) was offered to encourage full-time military members to voluntarily separate in order to avoid involuntary separations or reductions in force. Incentives include







VSI/SSB and the Temporary Early Retirement Authority (TERA).

Installation of the Real Time Automated Personnel Identification System (RAPIDS) equipment is complete. This equipment allows organizations to create and use the automated ID cards. Requirements for deployed/portable RAPIDS have been submitted for 88 units, including Red Horse and Combat Communication units.

### Mobilization Income

Insurance. Finally, FY96 saw the planning and implementation of the Ready Reserve Mobilization Income Insurance Program to cover members who are involuntarily ordered into a covered service in excess of 30 days. Over 100,000 insurance forms and

supporting documentation were mailed out in September of 1996, the program implementation date being 1 October 1996.

## Financial Management

The FY96 President's Budget reflected appropriation requests of \$2,712.2 million for Operation and Maintenance, Air National Guard (OMANG), \$1,254.2 million for National Guard Personnel, Air Force (NGPAF), and \$85.6 million for Military Construction, Air National Guard (MCANG).

The OMANG appropriation finances the daily operations for ANG activities. Congressional action,

transfers, and reprogramming actions resulted in a net increase of \$56.9 million and a Total Obligation Authority of \$2,814.2 million. During FY96, the ANG funded a technician strength of 25,944 and a Flying Hour program of 354,669 hours. These two programs account for approximately 78 percent of the appropriation expenses. The aviation fuels "fenced program" was centralized effective August 1995 to minimize unit program turmoil.

The NGPAF appropriation finances pay, travel, bonus payments, and retired pay accrual costs for ANG members. Congressional action, transfers, and reprogramming action resulted in an increase of \$46.8 million and Total Obligation Authority of \$1,318.3 million. This appropriation supported a programmed strength of 112,707 including 10,066 Active Guard/Reserve members. It also supports ANG school and special training programs which contribute greatly to readiness.

The Congress provided \$171.3 million for major construction projects, unspecified minor construction, and for the planning and design of future construction projects required for the ANG. In summary, the FY96 ANG O&M budget emphasized near-term readiness. O&M programs were sufficient to protect readiness and quality of life for the current force structure and sustained the infrastructure at minimum levels.





## Accounting

Defense Management Report Decision 910, signed in 1991, directed the consolidation of DOD Financial Management operations into eight regional operating locations. The ANG has consolidated 76 of its 94 financial management operations since May 1995. The ANG Readiness Center operation consolidated with the Denver location in July 1996. Other operating locations include, Limestone (ME), Orlando (FL), Dayton (OH), Omaha (NE), San Antonio (TX), San Bernardino (CA), and Ford Island (HI).

Under the Operating Location (OpLoc) concept, ANG units sever financial ties with host Air Force FM upon consolidation. The OpLoc then disburses ANG vendor and travel payments and prepares reports on ANG funds. In general, ANG reports have been more timely and reliable, and DoD manpower requirements have been reduced. However, impact on unit level manpower requirements still has not been determined.

## Civilian Pay

In September 1991, a study group selected the Navy Standard Civilian Payroll System (NAVSCIPS) as the system to be used to pay all DoD civilians. Modifications were made and the system was renamed Defense Civilian Pay System (DCPS). In November, 1991





the Defense Finance and Accounting Service, Denver, CO was selected as the first of four of the consolidating payroll offices which would utilize DCPS. The other payroll offices are Charleston (SC), Pensacola (FL) and Omaha (NE).

In September 1996, the last of 90 ANG field civilian pay offices converted from the Air Force Standard Civilian Pay System (AFSCAPS) to DCPS. The primary objective of DCPS is to standardize the interpretation of regulations, calculations, hardware, software and operations relating to DoD civilian pay. A secondary objective is to provide the necessary reporting requirements of pay and pay related data. DCPS has met our expectations.

## DOD Government Travel Card

The DoD Government Travel Card Program, utilizing the American Express (AmEx) card, continues to grow within the ANG and presents a challenge. During 1996, the number of cardholders has increased by 27%, to 71,000. Approximately 18,000 ANG cardholders use their cards every month, charging on average \$5.2 million a month. In addition, because of the above increases, the use-based cash rebates we received from the company this year increased also. Unfortunately, along with the growth in

cardholders and card use, came an increase in card abuse. In 1996 the ANG with an average 26.7% rate ranked second behind the Air Force Reserve in the delinquency rate category. The Air Force standard is a 12% delinquency rate.

The ANG has an on-going training program in place for unit-level coordinators, who in turn train cardholders at the unit level. Training aids such as video tapes, computer assisted slide briefings and program coordinator reference manuals/training aids are available and used on a continuous basis. In addition, we are placing a strong emphasis on management involvement at all levels. Our challenge is to maintain our growth rates in card use and to limit cash withdrawals and card abuse.

## Civil Engineering

Civil Engineering facility and environmental programs continue to contribute to the ANG's mission readiness. These critical programs also benefit recruiting and retention, training, and quality of life in the ANG.

## Military Construction

Despite a constrained DOD Budget, Congressional support in the form of project add-ons maintained the level of MILCON appropriations for the

ANG in FY 1996. Appropriations for the past three years were as follows:

**FY 1996.....\$171.3 million**  
**FY 1995.....\$249.5 million**  
**FY 1994.....\$258.5 million**

In FY 1996, the program included \$160.4 million for major construction, \$4.5 million for unspecified minor construction, and \$6.4 million for planning and design. Within the major construction funding, \$12 million supported environmental compliance requirements, \$49.7 million was for new mission beddowns/conversions, and \$98.7 million corrected current mission facility deficiencies.

The ANG continues to maintain a high project execution rate. By the close of FY 1996, 81 percent of projects in the FY 1996 program were awarded for construction. This was an improvement over the 75 percent execution rate reported at the end of FY 1995.

## Facility Operations & Maintenance

Through these programs, a diverse number of installation support activities are funded. Some of the major components include salaries for firefighters and state employees; utilities; and supplies and equipment. For FY

1996, facilities operations and maintenance were funded at \$152 million of which \$98.9 million was for facility operations and maintenance and \$54 million for fire protection.

## Real Property Maintenance

Maintenance and repair work as well as minor construction projects

costing up to \$300,000 are accomplished under this program. For FY 1996, the ANG obligated \$97.8 million for real property maintenance. Of this total, \$7.4 million supported mission conversions, while \$3.7 million funded energy, seismic, master plan and demolition requirements. The remaining \$86.7 million funded projects to maintain and repair utility systems, pavements, and facilities.

## Deployments

ANG civil engineer Prime Beef and Red Horse teams accomplished 116 deployments, involving nearly 7,000 personnel, to military bases in the United States as well as to 9 other countries in FY96.

Fifty-two (52) teams participated in warskills training at the Silver Flag exercise site (SFES), Tyndall AFB, FL.







The SFES provides crew size exercises leading to task certification for civil engineer personnel filling critical unit type code (UTC) positions on a Prime Beef team. The SFES curriculum provides beddown and recovery exercises, concentrates on key equipment and assets, incorporates lessons learned from Desert Shield/Storm, and supplements home station training.

Seven teams deployed to active Air Force bases, directly supporting repair and construction project requirements throughout the United States, and the Pacific.

Four Red Horse teams deployed to Haiti and Honduras primarily accomplishing humanitarian and civic action (HCA) projects. The Haiti deployments were part of Operation Uphold Democracy, and Honduras was a well drilling project as part of JCS exercise New Horizons.

Thirteen teams deployed to four different countries (Israel, Canada, Norway, and the United Kingdom) as part of the ongoing ANG data exchange program. Civil engineer exchanges with our allies continues to provide outstanding opportunities for training in Rapid Runway Repair (RRR) techniques, as well as host unique

construction methods and materials. These deployments also serve to strengthen our relationship with these important allies.

Three Prime Beef teams deployed to Romania as part of a Partnership for Peace exercise cornerstone 96. The teams accomplished a humanitarian civic action project, the construction of a day care center. To support drug interdiction initiatives, three Prime Beef teams deployed to California to support JTF-6 and the border patrol to construct a fence between the U.S. and Mexico.

Thirty civil engineers from various ANG bases volunteered for a seventy-five day tour to Taszar Hungary, under Operation Joint Endeavor. The purpose of the tour was to provide base camp support.

## Communications and Information

In 1996 the ANG's combat communications operations tempo was high. With 70% of the Air Force's wartime deployable communications capability residing in the Air National Guard, we are constantly being called upon to provide tactical communications equipment and personnel to meet the deployed warfighter's battle management and communication systems needs.

## Theater Deployable Communications

To continue to meet this communications challenge, our units require Theater Deployable Communications (TDC) equipment. TDC is the only program the Air Force has to modernize our current communications equipment. TDC offers many advantages over the existing family of communications equipment, including leading-edge digital technologies, efficient centralized management, modular flexi-

ble design, and reduced airlift and personnel requirements.

Most critical, however, is the operational imperative behind the need for TDC. The new family of Theater Battle Management systems that the Air Force is buying are predicated on a TDC communications architecture and infrastructure in the deployed environment. The current suite of equipment will not meet the need.

## Air Traffic Control

Air National Guard air traffic control units continued to support both state and federal missions. Over 150 air traffic controllers, along with combat communications maintenance and operations personnel, have deployed to over 30 locations in CONUS and overseas. Air traffic control services continue to be provided in support of peacekeeping operations in Bosnia, and the air traffic control division continues to support the FAA Asbestos Removal Program with mobile control tower equipment.

The Air Traffic Control division has initiated action to modernize its aging fleet of deployable systems. Modifications or replacement of the current system (originally fielded in the 1950s) will ensure continued operability and provide for communications and mobility upgrades to make the system serviceable into the next century.

New ANG air traffic control facilities were commissioned in Missouri, Maine and Wyoming, supporting the needs of the military, commercial, and general aviation flying community, as well as providing training and proficiency opportunities for ANG air traffic controllers and maintenance personnel.

The ANG air traffic control training and automation staff has continued their role as the leader in the development of air traffic control computer-based training products. Full-motion video has been incorporated into the several new programs developed this year, keeping the ANG computer-based training program on the cutting edge of technology.





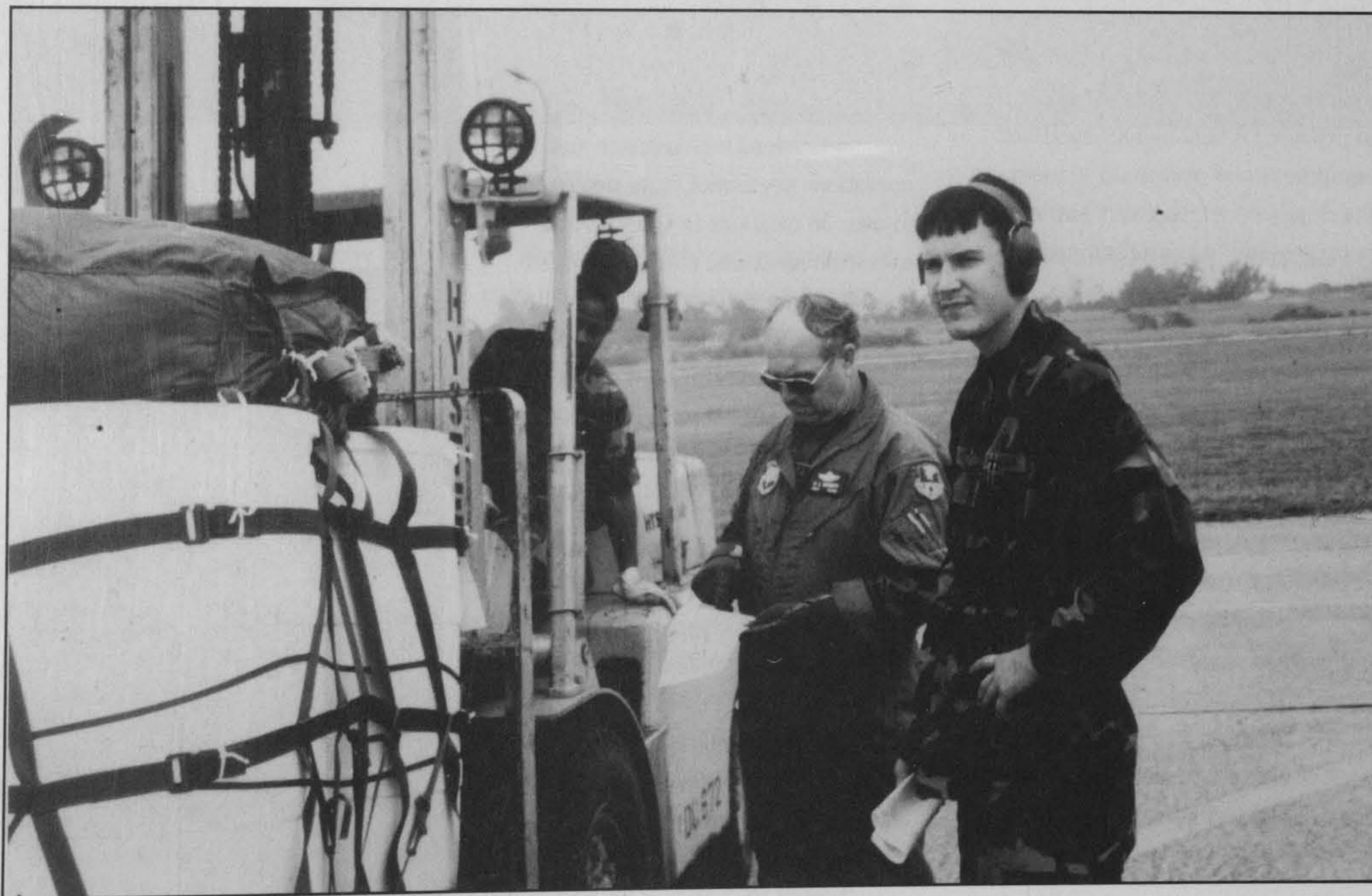
## Communications Flights

New missions for ANG Communications Flights resulted from the draw-down of active duty forces in Europe and the subsequent contracting of communications facilities. The Air Force requested assistance from the ANG to augment and/or replace contractor personnel in the event of contingencies. These missions involve added wartime missions for 200-300 Air

Guardmembers assigned to Communications Flights. The first Communications Flight to train for this mission will deploy in August 1997.

FY96 saw the beginnings of the planned merger of Communications and Information Management functions, to be implemented in ANG Communications Flights in FY97. The Air Force Program Action Directive dated 1 Mar 96 directed all actions in the PAD and major command

Programming Plans to be completed by 15 March 1997. ANG Communications Flight position descriptions for affected Information Management personnel are being rewritten.



## Medical Services

The Directorate of Medical Services provides medical guidance and resources to prepare men and women for combat. Additionally, the directorate serves as a channel of communication to further support the community, state and nation.

In FY96, Air National Guard medical personnel participated fully in the "Mirror Force" initiative, maximizing missions readiness by combining efforts of Active Duty, Reserve and Air National Guard personnel. CareForce, Medical Innovative Readiness Training (CMIRT) the Office of the Undersecretary of Defense for Reserve Affairs civil-military pilot program, managed by the ANG, expanded to 11 teams in FY 96. CMIRT provided medical personnel to medically underserved communities and essential sustainment training in trauma medicine for ANG medics.

The highly successful Top Knife, Top Eye and Top Drill training programs continued to provide health care professionals with a full appreciation of the unique and physically demanding environment imposed on fighter aircrews, ultimately improving the provision of health care to aircrew members. In 1996 a Managed Health Care Branch was established in the Medical Support Division to assist with

the implementation of managed care programs in the ANG. A Public Health Officer was also added to the Readiness Center staff. DNA testing was initiated for all ANG members. Testing of flying personnel was completed.

## Aeromedical Evacuation Operations

The operations tempo for ANG aeromedical evacuation (AE) units was extremely high as evidenced by their involvement in real world operations and exercises. Thirty-nine personnel participated in SOUTHERN SPIRIT at the 24th Medical Operations Squadron, Howard AFB, Panama. Units refined medical skills and received orientation to different aircraft and theaters of operation. Fifty-six AE personnel deployed in support of OPERATION JOINT ENDEAVOR, as volunteers from nine Air Combat Command gained C-130 units supported deployed troops in Bosnia, Hungary, and Germany. Flight nurses, AE medical technicians, Medical Service Corps Officers, and radio operators were tasked to work in the Mobile Aeromedical Staging Facility (MSAF), Aeromedical Evacuation Liaison Team (AELT), and Aeromedical Evacuation Coordination Center (AECC).

Two hundred and fifty people representing all ANG AE units received training at the Joint Readiness Training Center (JRTC), Ft Polk, Louisiana. The 109th Aeromedical Evac Squadron, MN ANG, and the 137th Aeromedical Evac Squadron, OK ANG were lead units. Personnel participated in field training exercises designed to simulate low intensity conflict, major regional conflict, military operations other than war, conventional war and humanitarian civic actions support.

The 139th AES (NY), 142nd AES (DE), 146th AES (CA), 167th AES (WV), and 187th AES (WY), deployed to Ecuador, Bolivia, Argentina, Chili, Venezuela, Honduras and El Salvador. Aeromedical evacuation, altitude physiology and medical aspects of search and rescue were taught.

The Air National Guard Readiness Center and the 156th AES (NC), sponsored a total force Aeromedical Evacuation Contingency Operation Training (AECOT) course in Sep 96 at the Stanley County Training Site in North Carolina. Sixty students attended this didactic and "hands-on" course providing initial training for AE ground Unit Type Codes. Six ANG AE units participated in the TRANSCOM Air Mobility Command Rodeo 96. The competition included managing medical scenarios, medical equipment preflight, mission briefing, aircraft configuration, and enplaning. The



Aune-Paget award for best overall aeromedical evacuation unit went to the 167th AES from Martinsburg, WV.

The SENTRY OCEAN ANGEL (SOA) combined exercise took place 27 Apr to 9 May 96 and allowed the 142nd AES, DE ANG and the 4626 AES, Royal Australian Air Force to share information and to provide an opportunity to evaluate theater aeromedical evacuation system interoperability. The 167th AES, WV ANG; 139th AES, OK ANG; and 142nd AES, DE ANG participated in GLOBAL YANKEE 96. Planning and demonstrating mission essential tasks with an emphasis on jointness, interoperability, inter-connectivity and field evaluation of new technology including telemedicine were the goals. Personnel from the 118th AES, TN ANG; 137th AES, OK ANG; and 187th AES, WY ANG participated in BRIGHT STAR 95. Medical care for deployed U.S. forces and exercise of a deployed theater joint medical system were the goals. Additionally, several AE units sent personnel to Command Post Exercises including BLUE FLAG and INTERNAL LOOK. The 183rd AES also continued its monthly operational missions to Germany and Panama.



## Medical Deployments

During Fiscal Year 1996 over 800 ANG medical personnel participated in six SOUTHCOM, four PACOM, twelve EUCOM, and three USACOM deployments offering theater orientation and outstanding clinical training which could not be replicated in CONUS. The 171st Medical Squadron (MDS) deployed to Accra, Ghana for two weeks. Over 17,000 individuals received immunizations, dental care, or optometry services. Continuing medical education was provided to local medical professionals in basic life support, advance trauma life support, public health, and medical triage.

The Air National Guard Medical Service aggressively supported Joint Overseas Training (JOT). These

deployments provided the ANG with excellent training opportunities ensuring mission readiness. The 119th MDS (ND) deployed to the island of Dominica, in the West Indies. Medical Squadron personnel provided medical education in the areas of emergency medical training, CPR, first aid, dietary, public health, Advanced Cardiac Life Support, Advanced Trauma Life Support, the elderly, death and dying, the formation of a medical library and the establishment of a dental unit to provide dental treatment to local children in the remote village of Vieille Case.

The 172nd MDS, MS ANG deployed to Antigua. This mission provided ANG members with the opportunity to acquire, develop and refresh medical skills necessary to perform in



their Air Force Specialty Code. ANG personnel also provided train-the-trainer courses in food handling, geriatrics and emergency/medical care. The 150th Medical Clinic, NM ANG deployed to St. Lucia in the West Indies. This Joint Task Force mission involved Navy Seabee's who built a pier for the St. Lucia Coast Guard and a classroom for a rural school. ANG personnel provided training to person-

nel assigned to the local emergency medical system.

Joint Task Force (JTF) Bravo is a continuous rotation to Soto Cano, Honduras. Medical personnel were deployed to train and render care to the indigenous population. During the past year the 152nd MDS, NV ANG; 159th MDS, LA ANG; 178th MDS, OH ANG; and 184th MDS, KS ANG sup-

ported this demanding mission.

Arkansas' 188th MDS was the first ANG unit to join active duty members from the AF Academy and deploy to Salinas, Ecuador. This mission provided medical services to over 4,000 men, women, and children.

The Aeromedical Staging Squadron (ASTS) mission is new to the Air National Guard. During fiscal year



1996 thirty-five ASTS UTC assigned personnel from the 109th MDS, NY ANG deployed to Landstuhl AB, Germany. They received extensive training in patient care and aeromedical evacuation processes.

## Safety

The Air National Guard completed Fiscal Year 96 with the second lowest class "A" flight mishap rate in our history. The class "A" flight mishap rate of 1.31 per 100,000 flying hours was second only to FY95's rate of 1.24. The combination of the outstanding years, FY95 and FY96, makes this the best two year period in the history of the Air National Guard. The ANG now operates on a safety principle of eliminating, as opposed to reducing, mishaps.

Accountability is a key element in this process of eliminating mishaps. The concept of peer accountability, with all unit members responsible for safety, promotes a safety culture in all areas.

The low ground and weapons mishap rates in the Air National Guard were equally impressive during this year, with no fatalities in either weapons or ground mishaps.

## Chaplain Services

The Air National Guard Chaplain Service provides worship, liturgies and rites, pastoral counsel, and advice to commanders on moral, ethical and religious concerns. The Air National Guard, in response to the defense planning guidance and the base-level assessment, added approximately 300 chaplain and enlisted support billets at the unit level in 1996. These slots augment the active duty to meet war plan requirements. Recruitment efforts were started after the establishment of a team which developed strategies to recruit women and minority chaplains so that the ANG Chaplain Service will reflect the racial, ethnic, and gender makeup of the country we serve.

ANG chaplains and enlisted support personnel contributed over 2000 workdays in support of missions including Deny Flight/Decisive Edge, Constant Vigil, Southern Watch, Vigilant Warrior and Nomad Vigil. ANG Chaplain Service personnel participated with the South Carolina Army National Guard in CornerStone 96, the Partnership for Peace program, providing chaplain services for several hundred troops involved in civil engineering projects in Romania, which included construction of water systems and hospital renovation. Chaplains participated in the Atlanta Olympics,

providing services for 10,000 Guard personnel deployed for security and other areas. The ANG Chaplain Service rotates chaplains to South America to minister to personnel deployed in support of Counterdrug programs. These chaplains offer religious services and professional counseling to individuals in extreme isolation because of their mission.



## *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. Heavey (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-Dec 93
Major General Philip G. Killey (acting) .....	Dec 93-Jan 94
Major General Raymond F. Rees (acting) .....	Jan 94-Jul 94
Major General John R. D'Araujo, Jr. (acting) .....	Jul 94-Sep 94
Lieutenant General Edward D. Baca .....	Oct. 94-

## 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-

## Appendix B — State Adjutants General

<b>AL</b> Major General (AL) Clyde A. Hennies	<b>MT</b> Major General John E. Prendergast
<b>AK</b> Major General (AK) Jacob Lestenkof	<b>NE</b> Major General Stanley M. Heng
<b>AZ</b> Major General Glen W. Van Dyke	<b>NV</b> Major General Drennan A. Clark
<b>AR</b> Major General Melvin C. Thrash	<b>NH</b> Brigadier General John E. Blair
<b>CA</b> Major General Tandy K. Bozeman	<b>NJ</b> Major General (NJ) Paul J. Glazar
<b>CO</b> Brigadier General (CO) William A. Westendahl	<b>NM</b> Brigadier General Melvyn S. Montano
<b>CT</b> Major General David W. Gay	<b>NY</b> Major General John H. Fenimore V
<b>DE</b> Major General George K. Hastings	<b>NC</b> Major General Gerald A. Rudisill
<b>DC</b> Major General Warren L. Freeman	<b>ND</b> Brigadier General Keith D. Bjerke
<b>FL</b> Major General Ronald O. Harrison	<b>OH</b> Major General Richard A. Alexander
<b>GA</b> Major General William P. Bland	<b>OK</b> Major General Stephen P. Cortright
<b>GU</b> Colonel Robert M. Cockey (Acting)	<b>OR</b> Major General Raymond F. Rees
<b>HI</b> Major General Edward V. Richardson	<b>PA</b> Major General James W. MacVay
<b>ID</b> Major General (ID) John F. Kane	<b>PR</b> Major General Emilio Diaz-Colon
<b>IL</b> Brigadier General (IL) Richard G. Austin	<b>RI</b> Brigadier General (RI) Reginald A. Centracchio
<b>IN</b> Major General (IN) Charles W. Whitaker	<b>SC</b> Major General Stanhope Spears
<b>IA</b> Major General Warren G. Lawson	<b>SD</b> Major General Harold J. Sykora
<b>KS</b> Major General James F. Rueger	<b>TN</b> Brigadier General (TN) Jackie P. Wood
<b>KY</b> Brigadier General (KY) John R. Groves, Jr.	<b>TX</b> Brigadier General (TX) Daniel James III
<b>LA</b> Major General (LA) Ansel M. Stroud, Jr.	<b>UT</b> Major General James M. Miller
<b>ME</b> Brigadier General (ME) Earl L. Adams	<b>VT</b> Major General Donald E. Edwards
<b>MD</b> Major General James F. Fretterd	<b>VA</b> Major General Carroll Thackston
<b>MA</b> Major General Raymond F. Vezina	<b>VI</b> Colonel Rudolph A. Francis
<b>MI</b> Major General E. Gordon Stump	<b>WA</b> Major General Gregory P. Barlow
<b>MN</b> Major General Eugene R. Andreotti	<b>WV</b> Major General (WV) Allen E. Tackett
<b>MS</b> Major General James H. Garner	<b>WI</b> Major General Jerome J. Berard
<b>MO</b> Major General (MO) Raymond L. Pendergrass	<b>WY</b> Major General Edmond W. Boenisch, Jr.



## Appendix C

### United States Property and Fiscal Officers

<b>AL</b>	Colonel Marion W. Reese	<b>MT</b>	Colonel George E. Donnelly
<b>AK</b>	Colonel Russell E. Gillaspie	<b>NE</b>	Colonel Stephen R. Robinson
<b>AZ</b>	Colonel James E. Burnes	<b>NV</b>	Colonel Robert J. Hayes
<b>AR</b>	Colonel Charles E. Henry	<b>NH</b>	Colonel Teddy W. Kehr
<b>CA</b>	Colonel John R. Alexander	<b>NJ</b>	Colonel Kenneth W. Whilden
<b>CO</b>	Colonel Conrad A. Johnson	<b>NM</b>	Colonel Isaac A. Alvarado
<b>CT</b>	Colonel Ireneusz J. Zembrzuski	<b>NY</b>	Colonel Frank Polis
<b>DE</b>	Colonel Anthony F. Barbone	<b>NC</b>	Colonel Ronnie E. Creasman
<b>DC</b>	Colonel Robert B. Kirkconnell	<b>ND</b>	Colonel Donald M. Huber
<b>FL</b>	Colonel Jesse D. Kinghorn	<b>OH</b>	Colonel William L. Zieber
<b>GA</b>	Colonel Davis S. Kenemer	<b>OK</b>	Colonel Robert C. Armstrong
<b>GU</b>	Colonel Arthur A. Jackson	<b>OR</b>	Colonel Herbert J. Sims
<b>HI</b>	Colonel Melvin M. Ida	<b>PA</b>	Colonel Allen L. Kifer
<b>ID</b>	Colonel Jerre L. Kauffman	<b>PR</b>	Colonel Jose Maldonado
<b>IL</b>	Colonel John W. Newman	<b>RI</b>	Colonel John B. Altieri
<b>IN</b>	Colonel Allan W. Pierce	<b>SC</b>	Colonel Donald K. Meetze
<b>IA</b>	Colonel James E. McCullough	<b>SD</b>	Colonel Jerry F. Hoenke
<b>KS</b>	Colonel Dennis L. Elliott	<b>TN</b>	Colonel Donald H. Glover
<b>KY</b>	Colonel Michael A. Jones	<b>TX</b>	Colonel Donald M. Swayze
<b>LA</b>	Colonel Louis B. May	<b>UT</b>	Colonel Bart O. Davis
<b>ME</b>	Colonel Dennis D. Lunney	<b>VT</b>	Colonel James G. Dickovick
<b>MD</b>	Colonel Walter R. Mueller	<b>VA</b>	Colonel David L. Bishop
<b>MA</b>	Colonel Anthony C. Spadorcia	<b>VI</b>	Colonel James P. Adams
<b>MI</b>	Colonel George E. Higginson	<b>WA</b>	Colonel Curtis N. Pintler
<b>MN</b>	Colonel Charles W. Andres	<b>WV</b>	Colonel Richard L. Dillon
<b>MS</b>	Colonel Sonny D. Jones	<b>WI</b>	Colonel Howard D. Miller
<b>MO</b>	Colonel Allen L. Stark	<b>WY</b>	Colonel Richard D. Sherman

## **Appendix D National Guard Bureau Staff**

### **Office of the Chief**

Baca, Edward D., Lieutenant General, USA, Chief, National Guard Bureau  
 Davis, Russell C., Major General, ANGUS, Vice Chief  
 Squier, Michael J., Colonel, ARNGUS, Executive  
 Sparks, William T. Jr., Colonel, ANGUS, Chief of Staff  
 Kornreich, Ronald, Lieutenant Colonel, ANGUS, Secretary of the General Staff  
 Link, Thomas L., Assistant Chief, NGB  
 Broderick, Jack E., Director, Equal Opportunity  
 Byrd, H. Cronin, The Inspector General  
 Donohue, Daniel, Chief, Public Affairs  
 Friestad, David E., Colonel, ANGUS, Director, Counterdrug  
 Gilmore, Deborah, Chief, Administrative Services  
 Harris, George W., Acting Director, Acquisition  
 Hise, James C., Chief Counsel  
 James, Robert B., Colonel, ARNGUS, Director, International Affairs  
 Mackert, William C., Assistant for Property and Fiscal Affairs  
 Morrison, Walter T., Director, Internal Review and Audit Compliance  
 Nelson, Steve, Director, Human Resources  
 Ogilvy-Lee, Dorothy J., Director, Family Programs  
 Renfroe, A. Vance, Colonel, ANGUS, Director, International Initiatives  
 Stevens, James E., Colonel, ARNGUS, Chief, Legislative Liaison

### **Army National Guard**

Navas, William A. Jr., Major General, ARNGUS, Director  
 Bilo, William C., Brigadier General, ARNGUS, Deputy Director  
 Sahlin, Carl T. Jr., Colonel, USA, Executive  
 Spence, Philip W., Colonel, ARNGUS, Chief of Staff  
 Lennert, Phillip J., Lieutenant Colonel, ARNGUS, Assistant Executive  
 Pence, Larry D., Command Sergeant Major, Enlisted Advisor  
 Tesnow, Dave, Lieutenant Colonel, ARNGUS, Secretary of the General Staff  
 Billingsly, Harold W., Lieutenant Colonel, ARNGUS, Commander,  
 ARNG Readiness Center  
 Braman, Eric W., Colonel, ARNGUS, Director of Operations, Training,  
 and Readiness



Brewer, Max E., Colonel, ARNGUS, Commandant, Professional Education Center  
(N. Little Rock, AR)  
Crocker, William R., Colonel, ARNGUS, Deputy Director for Installations,  
Logistics and Environment  
Denny, Morgan F., Colonel, USA, Comptroller  
Ferreira, Joseph L., Colonel, ARNGUS, Director of Aviation and Safety  
Hill, Donald W., Colonel, ARNGUS, Chaplain  
Ries, Arthur W., II, Colonel, ARNGUS, Commander, Operational Support  
Airlift Command  
Sansing, William M., Colonel, ARNGUS, Director, Information Systems  
Taylor, John, Colonel, ARNGUS, Director, Force Management  
Tipa, Ronald J., Colonel, ARNGUS, Director of Personnel  
Youngman, D. Allen, Colonel, ARNGUS, Chief, Reserach and Staff Support Office

## Air National Guard

Shepperd, Donald W., Major General, ANGUS, Director  
Weaver, Paul A., Jr., Brigadier General, ANGUS, Deputy Director  
Arnold, Larry K., Brigadier General, ANGUS, Assistant Director  
Foulois, Bill, Colonel, ANGUS, Chief of Staff  
Jackson, Cora M., Lieutenant Colonel, ANGUS, Executive  
Macomber, Bruce, Lieutenant Colonel, ANGUS, Executive  
Brown, Edwin C., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor  
Brubaker, David A., Lieutenant Colonel, ANGUS, Director of Acquisition  
Bryan, John M., Colonel, ANGUS, Director, Manpower and Personnel  
Dodd, Lloyd E. Jr., Colonel, USAF, The Air Surgeon  
Ellington, John B., Jr., Colonel, ANGUS, Chief of Chaplains  
Frankie, Robert D., Colonel, ANGUS, Director, Counterdrugs  
• Hoffmaster, Jan C., Colonel, ANGUS, Director, Security Police  
Howard, Wilbur D. "Don" Jr., Colonel, USAF, Director of Logistics  
Joyce, Richard J., Colonel, USAF, Director of Communications and Information  
Kimmel, Paul S., Colonel, ANGUS, Director of Operations, Plans, and Programs  
Lesjak, Kathleen D., Colonel, ANGUS, Director of Productivity and Quality  
Lundgren, Samuel A., Colonel, ANGUS, The Civil Engineer  
Nielsen, Dennis, Colonel, ANGUS, Director of Safety  
Taylor, Donna M., Colonel, USAF, Comptroller

## Appendix E

### Table 1

## Army National Guard Appropriations

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
AL	\$67,830	\$35,410	\$96	\$103,336
AK	\$28,602	\$5,314	\$470	\$34,386
AZ	\$39,537	\$13,225	\$318	\$53,080
AR	\$58,815	\$25,908	\$552	\$85,275
CA	\$131,754	\$52,272	\$30	\$184,056
CO	\$22,377	\$8,887	\$392	\$31,656
CT	\$41,214	\$7,503	\$23	\$48,740
DE	\$12,979	\$4,012	\$4	\$16,995
DC	\$11,793	\$4,981		\$16,774
FL	\$52,729	\$28,559	\$10,074	\$91,362
GA	\$68,438	\$28,200	\$379	\$97,015
GU	\$2,182	\$2,245	\$481	\$4,888
HI	\$22,915	\$7,633	\$338	\$30,886
ID	\$42,797	\$8,775		\$51,572
IL	\$37,837	\$20,000	\$338	\$58,175
IN	\$44,374	\$22,321	\$10,549	\$77,244
IA	\$37,833	\$15,056	\$15	\$52,904
KS	\$31,879	\$13,670	\$4,234	\$49,783
KY	\$32,586	\$15,091	\$3,387	\$51,064
LA	\$53,311	\$25,007	\$1,513	\$79,831
ME	\$15,237	\$6,019		\$21,256
MD	\$24,981	\$14,832	\$386	\$40,199
MA	\$36,859	\$15,831	\$25	\$52,715
MI	\$51,840	\$20,717	\$111	\$72,668
MN	\$47,079	\$18,986	\$48	\$66,113
MS	\$129,351	\$25,227	\$1,238	\$155,816
MO	\$68,695	\$18,902		\$87,597
MT	\$21,256	\$7,979	\$20,837	\$50,072

(DOLLARS IN THOUSANDS)



NATIONAL GUARD BUREAU

NE	\$21,232	\$7,564	\$1,014	\$29,810
NV	\$14,053	\$4,218	\$11	\$18,282
NH	\$10,819	\$3,977		\$14,796
NJ	\$42,429	\$12,585		\$55,014
NM	\$23,303	\$10,728		\$34,031
NY	\$62,416	\$24,669		\$87,085
NC	\$57,479	\$21,827		\$79,306
ND	\$20,795	\$9,563	\$2,797	\$33,155
OH	\$45,530	\$17,662	\$1,829	\$65,021
OK	\$40,662	\$16,577	\$432	\$57,671
OR	\$36,918	\$18,751	\$3,323	\$58,992
PA	\$62,362	\$28,432	\$252	\$91,046
PR	\$32,979	\$22,818	\$819	\$56,616
RI	\$14,699	\$5,653		\$20,352
SC	\$52,848	\$23,109	\$354	\$76,311
SD	\$19,797	\$8,009	\$2,445	\$30,251
TN	\$58,788	\$25,385	\$1,055	\$85,228
TX	\$81,180	\$38,170		\$119,350
UT	\$35,090	\$19,812	\$1,504	\$56,406
VA	\$35,351	\$15,233	\$343	\$50,927
VI	\$8,758	\$2,263		\$11,021
VT	\$18,583	\$8,517		\$27,100
WA	\$44,124	\$14,754		\$58,878
WV	\$18,376	\$9,796		\$28,172
WI	\$39,422	\$16,145	\$55	\$55,622
WY	\$14,354	\$4,702		\$19,058
OTHER	\$30,927			\$30,927
OAS	\$79,229	\$280		\$79,509
NG2	\$188,418	\$9,378		\$197,796
OP *		\$2,479,796		\$2,479,796

**\$2,447,799**

**\$3,352,935**

**\$72,051**

**\$5,872,785**

## Appendix E

### Table 2

## Selected Presidential Reserve Call-up, Operation JOINT ENDEAVOR (Bosnian Peacekeeping)

### First Rotation

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DAYS	DESTINATION
113 Pub Aff Det	San Juan, PR	19	14 Dec 95	270	Hungary/Croatia
102 Mil Hist Det	Topeka, KS	3	14 Dec 95	270	Bosnia
30 Fin Bn	Smyrna, TN	27	14 Dec 95	270	Germany
1128 Fin Det	Smyrna, TN	17	14 Dec 95	270	Germany
1129 Fin Det	Smyrna, TN	18	14 Dec 95	270	Germany
1130 Fin Det	Smyrna, TN	18	14 Dec 95	270	Germany
57 Trans Det	Brookings, SD	8	14 Dec 95	270	Germany
130 Mil Hist Det	Raleigh, NC	3	14 Dec 95	270	Bosnia
29 Pub Aff Det	Baltimore, MD	16	14 Dec 95	270	Bosnia
715 Pub Aff Det	Washington, DC	5	14 Dec 95	270	Germany
114 Pub Aff Det	Manchester, NJ	3	14 Dec 95	270	Germany
1776 MP Co	Taylor, MI	124	14 Dec 95	270	Germany
210 MP Co	Taylor, MI	54	14 Dec 95	270	Germany
34 Trans Det	Camp Dodge, IA	7	14 Dec 95	270	Hungary
20 SFG (-)	Birmingham, AL	14	17 Dec 95	270	Bosnia/Germany
209 Pers Svc Co	Jackson, LA	47	27 Dec 95	270	Germany
152 MP Co	Moundsville, WV	17	27 Dec 95	270	Bosnia
113 MP Co	Brandon, MS	121	27 Dec 95	270	Germany
114 MP Co	Clinton, MS	125	27 Dec 95	270	Germany
186 MP Co	Camp Dodge, IA	125	27 Dec 95	270	Germany
1137 MP Co	Kennett, MO	124	27 Dec 95	270	Germany
28 DIVARTY	Hershey, PA	40	11 Jan 96	270	Bosnia
Det 4 STARC	Annaville, PA	2	18 Jan 96	179	Germany
Det 6 STARC	Madison, WI	3	9 Feb 96	179	Germany



UNIT	HOME STATION	# DEPLOYED	DATE MOB	DAYS	DESTINATION
Btry E, 161 FA	Larned, KS	30	20 Feb 96	270	Bosnia
Det 7, HQ STARC	Columbus, OH	2	1 Mar 96	270	Bosnia
1106 AVCRAD	Fresno, CA	10	25 Mar 96	270	Bosnia

## Second Rotation

Det 2 HHC 31 AR Bde	Livingston, AL	34	23 May 96	270	Hungary
Det 1 HHC 449 Avn	Kinston, NC	6	23 May 96	270	Germany/Hungary
100 Pub Aff Det	Austin, TX	15	5 Jun 96	270	Bosnia
117 Pub Aff Det	Ft Ruger, HI	4	5 Jun 96	270	Bosnia
131 Pub Aff Det	Montgomery, AL	18	5 Jun 96	270	Hungary
135 Pub Aff Det	Cp Dodge, IA	18	5 Jun 96	270	Germany
126 Mil Hist Det	Worcester, MA	3	9 Jun 96	270	Bosnia
3 Inf Det	Ft Stewart, GA	9	10 Jun 96	270	Bosnia
133 Maint Co	Peekskill, NY	177	10 Jun 96	270	Germany
Det 1, 1/151 Avn	Eastover, SC	13	15 Jun 96	270	Bosnia
158 Maint Co	Tallassee, AL	213	17 Jun 96	270	Hungary
103 Pub Aff Det	Helena, MT	5	20 Jun 96	270	Hungary
273 MP CO	Washington, DC	125	2 Jul 96	270	Germany
74 Trans Det	Columbus, OH	7	2 Jul 96	270	Hungary
Det 2, 1/101 FA	Lynn, MA	40	8 Jul 96	270	Bosnia
514 MP Co	Greenville, NC	25	8 Jul 96	270	Germany
838 MP Co	Youngstown, OH	25	8 Jul 96	270	Germany
HHC, 167 Spt Cmd	Montgomery, AL	18	12 Jul 96	270	Germany
Det 1 HHC 300 MI Bn	Draper, UT	7	17 Jul 96	270	Germany
Det 1 HHC 629 MI Bn	Laurel, MD	2	17 Jul 96	270	Germany
41 Pers Svc Co	Salem, OR	48	19 Jul 96	270	Germany
Det 2 HHC 300 MI Bn	Draper, UT	4	1 Aug 96	270	Germany
Det 8, HQ STARC	San Juan, PR	2	2 Aug 96	270	Germany
Det 1 Btry E 151 FA	Anoka, MN	31	16 Aug 96	270	Bosnia
Det 9, HQ STARC	Ellenwood, GA	1	30 Aug 96	270	Germany
Co C, 2/126 Avn	Wilmington, DE	2	23 Sep 96	270	Germany

## Appendix E

### Table 3

### Number of ARNG Active Guard/Reserve by State (Assigned as of September 1996)

STATE	OFF	ENL	TOTAL
AL .....	117	693	810
AK .....	62	170	232
AZ .....	90	257	347
AR .....	71	454	525
CA .....	137	778	910
CO .....	42	169	211
CT .....	56	232	288
DE .....	35	96	131
DC .....	44	86	130
FL .....	92	515	607
GA .....	73	491	564
GU .....	30	86	116
HI .....	31	169	200
ID .....	62	332	394
IL .....	80	398	478
IN .....	79	531	610
IA .....	71	325	396
KS .....	50	276	326
KY .....	49	294	343
LA .....	87	570	657
ME .....	30	134	164
MD .....	69	322	391
MA .....	66	316	382
MI .....	71	387	458
MN .....	57	346	403
MS .....	96	721	817
MO .....	75	389	464
MT .....	33	167	200



NATIONAL GUARD BUREAU

STATE	OFF	ENL	TOTAL
NE.....	42	225	267
NV .....	26	88	114
NH .....	23	89	112
NJ .....	67	321	388
NM .....	74	355	429
NY.....	124	598	722
NC .....	73	453	526
ND .....	40	186	226
OH .....	91	498	589
OK .....	69	336	405
OR.....	56	366	422
PA .....	133	695	828
PR .....	36	248	284
RI.....	34	105	139
SC .....	83	603	686
SD .....	30	185	215
TN .....	89	498	587
TX .....	110	747	857
UT .....	76	374	450
VT .....	35	165	200
VA .....	66	354	420
VI .....	20	47	67
WA .....	67	397	464
WV .....	32	171	203
WI.....	55	313	368
WY .....	23	102	125
<b>Total .....</b>	<b>3424</b>	<b>18,223</b>	<b>21,647</b>
<b>Title 10 .....</b>	<b>932</b>	<b>509</b>	<b>1,441</b>
<b>Op Spt Alft Cmd .....</b>	<b>57</b>	<b>109</b>	<b>166</b>
<b>Grand Total .....</b>	<b>4413</b>	<b>18,841</b>	<b>23,254</b>

## Appendix F

### Air National Guard Statistics

#### Table 1 — Appropriations

STATE	INVESTMENT 17	AIR FORCE O&M 30	MILITARY CONSTRUCTION 53	ANG MILPERS 56	ANG O&M 58	TOTAL OF DEA
AK	\$469,800.00	\$4,200.00	\$6,115,880.00	\$1,580,300.00	\$44,696,352.00	\$52,866,532.00
AL	0.00	0.00	6,159,117.00	2,160,791.20	43,627,180.98	51,947,089.18
AR	0.00	2,562.00	4,800,000.00	1,520,500.00	34,875,988.90	41,199,050.90
AZ	0.00	1,183,393.00	600,000.00	1,753,900.00	86,405,600.00	89,942,893.00
CA	0.00	28,240.00	1,825,000.00	4,664,500.00	99,098,418.00	105,616,158.00
CO	0.00	112,000.00	1,673,214.52	1,225,298,900.00	44,098,590.82	1,271,182,705.34
CT	0.00	3,033.00	0.00	801,800.00	19,951,000.00	20,755,833.00
DC	0.00	1,707,328.00	0.00	2,840,200.00	70,851,400.00	75,398,928.00
DE	0.00	2,688.00	205,000.00	842,500.00	14,015,400.00	15,065,588.00
FL	0.00	0.00	62,571.00	1,106,800.00	35,289,500.00	36,458,871.00
GA	0.00	7,446.00	4,661,000.00	4,316,600.00	129,477,872.00	138,462,918.00
GM	0.00	0.00	0.00	275,200.00	457,800.00	733,000.00
HI	41,200.00	5,901.00	0.00	1,501,700.00	58,141,200.00	59,690,001.00
IA	0.00	6,880.00	4,000,000.00	2,107,900.00	41,641,009.54	47,755,789.54
ID	0.00	2,904.00	6,152,500.00	846,400.00	28,790,320.06	35,792,124.06
IL	0.00	8,499.00	5,496,666.00	2,297,500.00	54,188,075.38	61,990,740.38
IN	0.00	15,070.00	3,818,011.00	1,556,600.00	42,273,434.00	47,663,115.00
KS	0.00	149,244.00	14,585,050.00	1,644,479.90	69,644,499.99	86,023,273.89
KY	0.00	0.00	74,000.00	1,174,853.00	17,873,000.00	19,121,853.00
LA	0.00	3,804.00	10,291.10	1,043,000.00	30,446,100.00	31,503,195.10
MA	0.00	4,979,077.00	2,384,562.00	2,463,600.00	69,629,788.00	79,457,027.00
MD	20,503,347.98	25,706,849.00	453,465.75	3,182,773.00	447,250,113.65	612,096,549.38
ME	164,000.00	3,447.00	10,303.31	1,158,200.00	20,690,802.00	22,026,752.31
MI	0.00	9,762.00	8,272,650.00	2,283,700.00	97,800,873.22	108,366,985.22
MN	0.00	355,700.00	715,000.00	2,046,000.00	43,378,479.62	46,495,179.62
MO	125,000.00	6,480.00	2,700,000.00	2,296,570.00	54,299,632.64	59,427,682.64
MS	0.00	6,444.00	5,695,448.40	2,740,100.00	43,872,882.00	52,314,874.40
MT	0.00	2,658.00	865,182.65	885,800.00	21,082,900.00	22,836,540.65
NC	0.00	0.00	1,914,000.00	1,480,100.00	18,367,300.00	21,761,400.00



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STATE	INVESTMENT 17	AIR FORCE O&M 30	MILITARY CONSTRUCTION 53	ANG MILPERS 56	ANG O&M 58	TOTAL OF DEA
ND	0.00	64,991.00	0.00	1,054,000.00	54,278,916.44	55,397,907.44
NE	0.00	2,361.00	0.00	641,300.00	16,294,200.00	16,937,861.00
NH	0.00	2,322.00	0.00	622,400.00	18,581,434.00	19,206,156.00
NJ	0.00	6,027.00	6,805,684.45	1,495,600.00	44,248,830.53	52,556,141.98
NM	0.00	2,709.00	7,040,356.00	883,000.00	24,272,742.92	32,198,807.92
NV	0.00	5,200.00	1,359,552.00	1,384,400.00	19,540,752.00	22,289,904.00
NY	0.00	229,012.00	14,979,653.16	4,953,411.20	118,831,940.00	138,994,016.36
OH	0.00	40,185.00	346,650.00	3,916,000.00	111,589,258.22	115,892,093.22
OK	0.00	6,102.00	9,089,618.30	2,725,100.00	195,322,500.00	207,143,320.30
OR	0.00	8,393.00	4,180,000.00	1,490,600.00	63,236,089.34	68,915,082.34
PA	278,000.00	11,229.00	5,385,475.24	3,655,800.00	53,675,383.54	63,005,887.78
PR	0.00	43,414.00	517,227.00	931,100.00	25,301,900.00	26,793,641.00
RI	0.00	3,453.00	37,733.00	911,800.00	18,790,700.00	19,743,686.00
SC	0.00	9,969.00	0.00	1,236,500.00	21,028,700.00	22,275,169.00
SD	0.00	27,200.00	0.00	697,000.00	19,003,700.00	19,727,900.00
TN	190,490.00	13,692.00	7,659,345.00	3,683,757.00	59,471,988.82	71,019,272.82
TX	188,000.00	9,039.00	6,332,151.66	3,349,300.00	124,614,459.14	134,492,949.80
UT	0.00	0.00	5274,000.00	1,653,900.00	48,815,346.37	50,743,246.37
VA	0.00	30,807.00	4,761,383.70	857,900.00	21,863,300.00	27,513,390.70
VT	0.00	13,931.00	411,500.00	1,040,900.00	19,981,228.86	21,447,559.86
WA	113,400.00	11,100.00	24,331.89	2,501,600.00	29,845,876.40	32,496,308.29
WI	0.00	31,109.46	742,930.00	2,051,210.00	46,820,150.54	49,645,400.00
WV	0.00	84,212.00	6,180,036.76	2,757,100.00	45,391,700.00	54,413,048.76
WY	0.00	0.00	0.00	943,649.04	14,472,500.00	15,416,149.04
<b>Grand Total</b>	<b>22,073,237.98</b>	<b>34,970,066.46</b>	<b>159,376,540.89</b>	<b>1,323,308,594.34</b>	<b>2,997,489,109.92</b>	<b>4,652,217,549.59</b>

## Appendix F

### Table 2

## Flying Unit and Primary Authorized Aircraft by State/Territory\*

STATE/TERRITORY	LOCATION	UNIT	AIRCRAFT
Alaska	Kulis AGB	176 WG	(8) C-130H
			(2) HC-130N
			(5) HH-60G
Alabama	Fairbanks, Eielson AFB	168 ARW	(8) KC-135R
	Birmingham APT	117 ARW	(8) KC-135R
	Montgomery, Dannelly Field	187 FW	(15) F-16C/D
Arkansas	Fort Smith MAP	188 FW	(15) F-16A/B
	Jacksonville, Little Rock AFB (FTU)	189 AW	(8) C-130E
Arizona	Phoenix Sky Harbor IAP	161 ARW	(10) KC-135E
	Tucson IAP (FTU)	162 FW	(31) F-16A/B
			(18) F-16C/D
California		(AATC)	(6) F-16C/D (CB)
	Fresno Air Terminal	144 FW	(15) F-16C/D
	Mountain View, Moffett Field NAS	129 RQW	(4) HC-130P
			(5) HH-60G
	Oxnard, Channel Islands AGS	146 AW	(12) C-130E
Colorado	Riverside, March AFB	163 ARW	(9) KC-135R
	Aurora, Buckley AFB	140 WG	(15) F 16C/D
			(2) T-43A
Connecticut	Windsor Locks, Bradley IAP	103 FW	(12) A-10A
District of Columbia	Camp Springs, MD-Andrews AFB	113 WG	(5) OA-10A
			(15) F-16C/D
			(4) C-21A
Delaware	Wilmington, New Castle CO APT	166 AW	(4) C-22B
Florida	Jacksonville IAP	125 FW	(8) C-130H
Georgia	Savannah IAP	165 AW	(15) F-15A/B
			(8) C-130H
	Warner Robins, Robins AFB	116 BW	(2) B-1B

\* SEE PAGE 111 FOR ACRONYMS



STATE/TERRITORY	LOCATION	UNIT	AIRCRAFT
Hawaii	Honolulu, Hickam AFB	154 WG	(15) F-15A/B (8) KC-135R (4) C-130H
Idaho	Boise Air Terminal, Gowen Field	124 WG	(12) A-10A (3) OA-10A (4) C-130E
Illinois	Chicago, O'Hare IAP	126 ARW	(10) KC-135E
	Greater Peoria APT	182 AW	(8) C-130E
	Springfield, Capital MAP	183 FW	(15) F-16C/D
Indiana	Fort Wayne IAP	122 FW	(15) F-16C/D
	Terre Haute, Hulman Regional APT	181 FW	(15) F-16C/D
Iowa	Des Moines IAP	132 FW	(15) F-16C/D
	Sioux City MAP	185 FW	(15) F-16C/D
Kansas	Topeka, Forbes Field	190 ARW	(10) KC-135E
	Wichita, McConnell AFB	184 BW	(10) B-1B
Kentucky	Louisville, Standiford Field	123 AW	(12) C-130H
Louisiana	New Orleans NAS	159 FW	(15) F-15A/B
Massachusetts	Falmouth, Otis AGB	102 FW	(15) F-15A/B
	Westfield, Barnes MAP	104 FW	(12) A-10A (5) OA-10A
Maryland	Baltimore, Martin State APT	175 WG	(8) C-130E (12) A-10A (5) OA-10A
Maine	Bangor IAP	101 ARW	(10) KC-135E
Michigan	Battle Creek, W.K. Kellogg APT	110 FW	(12) A-10A (5) OA-10A
	Mount Clemens, Selfridge AGB	127 WG	(15) F-16C/D (8) C-130E
Minnesota	Duluth IAP	148 FW	(15) F-16A/B
	Minneapolis/St. Paul IAP	133 AW	(8) C-130H
Missouri	Lambert St. Louis IAP	131 FW	(15) F-15A/B
	St. Joseph, Rosecrans Mem APT	139 AW	(8) C-130H
Mississippi	Jackson, Allen C. Thompson Field	172 AW	(8) C-141B
	Meridian, Key Field	186 ARW	(9) KC-135R

A P P E N D I C E S

STATE/TERRITORY	LOCATION	UNIT	AIRCRAFT
Montana	Great Falls IAP	120 FW	(15) F-16A/B
Nebraska	Lincoln MAP	155 ARW	(8) KC-135R
Nevada	Reno Tahoe IAP	152 AW	(6/2) C-130E/H
New Hampshire	Portsmouth, Pease AGS	157 ARW	(9) KC-135R
New Jersey	Atlantic City IAP	177 FW	(15) F-16C/D
	Wrightstown, McGuire AFB	108 ARW	(20) KC-135E
New Mexico	Albuquerque, Kirtland AFB	150 FW	(15) F-16C/D
New York	Niagara Falls IAP	107 ARW	(9) KC-135R
	Schenectady Co APT	109 AW	(4) C-130H
			(7) LC-130H
	Stewart IAP	105 AW	(12) C-5A
	Syracuse, Hancock Field	174 FW	(15) F-16C/D
	West Hampton Beach, Francis S. Gabreski APT	106 RQW	(4) HC-130P
			(5) HH-60G
North Carolina	Charlotte/Douglas IAP	145 AW	(12) C-130H
North Dakota	Fargo, Hector IAP	119 FW	(15) F-16A/B
Ohio	Rickenbacker AGS	121 ARW	(18) KC-135R
	Mansfield Lahm APT	179 AW	(8) C-130H
	Springfield-Beckley MAP	178 FW	(15) F-16C/D
	Toledo Express APT	180 FW	(15) F-16C/D
Oklahoma	Oklahoma City, Will Rogers World APT	137 AW	(8) C-130H
	Tulsa IAP	138 FW	(15) F-16C/D
Oregon	Klamath Falls IAP (FTU)	173 FW	(15) F-16A/B
	Portland IAP	142 FW	(15) F-15A/B
Pennsylvania	Pittsburgh IAP	171 ARW	(20) KC-135E
	Harrisburg IAP	193 SOW	(6) EC-130E
	Willow Grove NAS	111 FW	(12)-10A
			(5) OA-10A
Puerto Rico	San Juan, Puerto Rico IAP	156 FW	(15) F-16A/B
Rhode Island	North Kingstown, Quonset State APT	143 AW	(8) C-130E
South Carolina	Eastover, McEntire AGS	169 FW	(15) F-16C/D
South Dakota	Sioux Falls, Joe Foss Field	114 FW	15 F-16C/D



STATE/TERRITORY	LOCATION	UNIT	AIRCRAFT
Tennessee	Knoxville, McGee Tyson APT	134 ARW	(10) KC-135E
	Memphis IAP	164 AW	(8) C-141B
	Nashville Metro APT	118 AW	(12) C-130H
Texas	Dallas NAS	136 AW	(8) C-130H
	Houston, Ellington Field	147 FW	(15) F-16C/D
	San Antonio, Kelly AFB	149 FW	(15) F-16C/D
Utah	Salt Lake City IAP	151 ARW	(10) KC-135E
Vermont	Burlington IAP	158 FW	(15) F-16C/D
Virginia	Richmond IAP, Byrd Field	192 FW	(15) F-16C/D
Washington	Spokane, Fairchild AFB	141 ARW	(10) KC-135E
West Virginia	Charleston, Yeager APT	130 AW	(8) C-130H
	Martinsburg, EWVRA/Shepherd Field	167 AW	(8) C-130E
Wisconsin	Madison, Truax Field	115 FW	(9) KC-135R
	Milwaukee, Gen. Mitchell IAP	128 ARW	(9) KC-135R
Wyoming	Cheyenne MAP	153 AW	(8) C-130H

## Appendix F

### Table 3

## Numerical List of Flying Units

UNIT	LOCATION	STATE	SQUADRON	MAJCOM
101 ARW	Bangor IAP	ME	132 ARS	AMC
102 FW	Otis AGB	MA	101 FS	ACC
103 FW	Bradley IAP	CT	118 FS	ACC
104 FW	Barnes MAP	MA	131 FS	ACC
105AW	Stewart IAP	NY	137 AS	AMC
106 RQW	F.S. Grabeski APT	NY	102 RQS	ACC
107 ARW	Niagara Falls IAP	NY	136 ARS	AMC
108 ARW	McGuire AFB	NJ	141 ARS	AMC
108 ARW	McGuire AFB	NJ	150 ARS	AMC
109 AW	Schenectady Co APT	NY	139 AS	ACC
110 FW	W.K. Kellogg APT	MI	172 FS	ACC
111 FW	Willow Grove NAS	PA	103 FS	ACC
113 WG	Andrews AFB	MD	121 FS	ACC
			201 AS	ACC
114 FW	Joe Foss Field	SD	175 FS	ACC
115 FW	Truax Field	WI	176 FS	ACC
116 BW	Robins AFB	GA	128 BMS	ACC
117 ARW	Birmingham APT	AL	106 ARS	AMC
118 AW	Nashville Metro APT	TN	105 AS	ACC
119 FW	Hector IAP	ND	178 FS	ACC
120 FW	Great Falls IAP	MT	186 FS	ACC
121 ARW	Rickenbacker AGB	OH	145 ARS	AMC
			166 ARS	AMC
122 FW	Ft. Wayne IAP	IN	163 FS	ACC
123 AW	Standiford Field	KY	165 AS	ACC
124 WG	Boise Air Term	ID	189 AS	ACC
			190 FS	ACC
125 FW	Jacksonville IAP	FL	159 FS	ACC
126 ARW	O'Hare IAP	IL	108 ARS	AMC
127 WG	Selfridge AGB	MI	107 FS	ACC
			171 AS	ACC
128 ARW	Gen. Mitchell IAP	WI	126 ARS	AMC
129 RQW	Moffett Field NAS	CA	129 RQS	ACC



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UNIT	LOCATION	STATE	SQUADRON	MAJCOM
130 AW	Yeager APT	WV	130 AS	ACC
131 FW	Lambert-St. Louis IAP	MO	110 FS	ACC
132 FW	Des Moines IAP	IA	124 FS	ACC
133 AW	Minn St. Paul IAP	MN	109 AS	ACC
134 ARW	McGhee/Tyson APT	TN	151 ARS	AMC
136 AW	Dallas NAS	TX	181 AS	ACC
137 AW	Will Rogers Wld APT	OK	185 AS	ACC
138 FW	Tulsa IAP	OK	125 FS	ACC
139 AW	Rosecrans Mem APT	MO	180 AS	ACC
140 WG	Buckley AGB	CO	120 FS	ACC
			200 AS	ACC
141 ARW	Fairchild AFB	WA	116 ARS	AMC
142 FW	Portland IAP	OR	123 FS	ACC
143 AW	Quonset St APT	RI	143 AS	ACC
144 FW	Fresno Air Term	CA	194 FS	ACC
145 AW	Charlotte-Douglas IAP	NC	156 AS	ACC
146 AW	Channel Island	CA	115 AS	ACC
147 FW	Ellington Field	TX	111 FS	ACC
148 FW	Duluth IAP	MN	179 FS	ACC
149 FW	Kelly AFB	TX	182 FS	ACC
150 FW	Kirtland AFB	NM	188 FS	ACC
151 ARW	Salt Lake City IAP	UT	191 ARS	AMC
152 AW	Reno Tahoe IAP	NV	192 AS	ACC
153 AW	Cheyenne Muni APT	WY	187 AS	ACC
154 WG	Hickam AFB	HI	199 AS	PACAF
			203 ARS	PACAF
			204 AS	PACAF
155 ARW	Lincoln Muni APT	NE	173 ARS	AMC
156 FW	Puerto Rico IAP	PR	198 FS	ACC
157 ARW	Pease AGS	NH	133 ARS	AMC
158 FW	Burlington IAP	VT	134 FS	ACC
159 FW	New Orleans	LA	122 FS	ACC
161 ARW	Phoenix-Sky Harbor IAP	AZ	197 ARS	AMC
162 FW	Tucson IAP (FTU)	AZ	148 FS	AETC
			152 FS	AETC
			198 FS	AETC
163 ARW	March AFB	CA	196 ARS	AMC
164 AW	Memphis IAP	TN	155 AS	AMC

A P P E N D I C E S

UNIT	LOCATION	STATE	SQUADRON	MAJCOM
165 AW	Savannah IAP	GA	158 AS	ACC
166 AW	New Castle Co APT	DE	142 AS	ACC
167 AW	EWVR APT/Shepherd	WV	167 AS	ACC
168 ARW	Eielson AFB	AK	168 ARS	AMC
169 FW	McEntire ANGB	SC	157 FS	ACC
171 ARW	Pittsburgh IAP	PA	146 ARS	AMC
			147 ARS	AMC
172 AW	Allen C. Thompson Field	MS	183 AS	AMC
173 FW	Klamath Falls IAP	OR	114 FS	AETC
174 FW	Hancock Field	NY	138 FS	ACC
175 WG	Glen L. Martin St APT	MD	104 FS	ACC
			135 AS	ACC
176 WG	Kulis AGB	AK	144 AS	ACC
			210 RQS	PACAF
177 FW	Atlantic City IAP	NJ	119 FS	ACC
178 FW	Springfield-Becley Muni APT	OH	162 FS	ACC
179 AW	Mansfield-Lahm APT	OH	164 AS	ACC
180 FW	Toledo Express APT	OH	112 FS	ACC
181 FW	Hulman Regional APT	IN	113 FS	ACC
182 AW	Gtr Peoria APT	IL	169 AS	ACC
183 FW	Capital Muni APT	IL	170 FS	ACC
184 BW	McConnell AFB	KS	127 BMS	ACC
185 FW	Sioux City Muni Apt	IA	174 FS	ACC
186 ARW	Key Field	MS	153 ARS	AMC
187 FW	Dannelly Field	AL	160 FS	ACC
188 FW	Ft Smith Muni APT	AR	184 FS	ACC
189 AW	Little Rock AFB (FTU)	AR	154 AS	ACC
190 ARW	Forbes Field	KS	117 ARS	AMC
192 FW	Richmond IAP	VA	149 FS	ACC
193 SOW	Harrisburg IAP	PA	193 SOS	SOCOM



## Appendix F

### Table 4

## Approved Unit Actions

### Activations

124 Aerial Port Flight, Boise Air Terminal, ID .....	(1 Sep 96)
123 Combat Control Flight, Standiford Field, KY .....	(15 Jan 96)
ANG assumes 701 Air Defense Squadron, Tyndall AFB, FL .....	(1 Oct 95)
ANG assumes 702 Computer Support Squadron, Tyndall AFB, FL .....	(1 Oct 95)

### Inactivations

210 Maintenance Squadron, Kulis AGB, AK .....	(15 Jan 96)
111 Air Traffic Control Flight, Papago AIN, AZ .....	(1 Oct 95)
129 Air Control Squadron, McCollum AGS, GA .....	(30 Sep 96)
135 Airlift Group, Martin State APT, MD .....	(1 Apr 96)
135 Communications Flight, Martin State APT, MD .....	(1 Apr 96)
135 Services Flight, Martin State APT, MD .....	(1 Apr 96)
135 Operations Group, Martin State APT, MD .....	(1 Apr 96)
135 Operations Support Flight, Martin State APT, MD .....	(1 Apr 96)
135 Logistics Group, Martin State APT, MD .....	(1 Apr 96)
135 Logistics Squadron, Martin State APT, MD .....	(1 Apr 96)
135 Support Group, Martin State APT, MD .....	(1 Apr 96)
135 Mission Support Flight, Martin State APT, MD .....	(1 Apr 96)
135 Medical Squadron, Martin State APT, MD .....	(1 Apr 96)
135 Aircraft Generation Squadron, Martin State APT, MD .....	(1 Apr 96)
135 Logistics Support Flight, Martin State APT, MD .....	(1 Apr 96)
135 Security Police Squadron, Martin State APT, MD .....	(1 Apr 96)
135 Maintenance Squadron, Martin State APT, MD .....	(1 Apr 96)
8135 Student Flight, Martin State APT, MD .....	(1 Apr 96)
191 Airlift Group, Selfridge AGB, MI .....	(1 Apr 96)
191 Communications Flight, Selfridge AGB, MI .....	(1 Apr 96)
191 Services Flight, Selfridge AGB, MI .....	(1 Apr 96)

191 Operations Group, Selfridge AGB, MI .....	(1 Apr 96)
191 Operations Support Flight, Selfridge AGB, MI .....	(1 Apr 96)
191 Logistics Group, Selfridge AGB, MI .....	(1 Apr 96)
191 Logistics Squadron, Selfridge AGB, MI .....	(1 Apr 96)
191 Support Group, Selfridge AGB, MI .....	(1 Apr 96)
191 Mission Support Flight, Selfridge AGB, MI .....	(1 Apr 96)
191 Medical Squadron, Selfridge AGB, MI .....	(1 Apr 96)
191 Aircraft Generation Squadron, Selfridge AGB, MI .....	(1 Apr 96)
191 Logistics Support Flight, Selfridge AGB, MI .....	(1 Apr 96)
191 Security Police Squadron, Selfridge AGB, MI .....	(1 Apr 96)
191 Maintenance Squadron, Selfridge AGB, MI .....	(1 Apr 96)
8191 Student Flight, Selfridge AGB, MI .....	(1 Apr 96)
237 Air Traffic Control Flight, Minneapolis, MN .....	(1 Oct 95)
105 Avionics Maintenance Squadron, Stewart IAP, NY .....	(15 Jan 96)
105 Organization Maintenance Squadron, Stewart IAP, nY .....	(15 Jan 96)

## Redesignations

168 Air Refueling Group, Eielson AFB, AK to 168 Air Refueling Wing ..	(15 Feb 96)
189 Fighter Flight, Boise, ID to 189 Airlift Squadron.....	(1 Sep 96)
116 Fighter Wing, Dobbins ARB, GA to 116 Bomber Wing .....	(1 Apr 96)
128 Fighter Squadron, Dobbins ARB, GA to 128 Bomber Wing.....	(1 Apr 96)
8201 Support Squadron, Andrews AFB, MD to 201 Mission Support Squadron.....	(1 Jun 96)
135 Aerial Port Flight, Martin State APT, MD to 175 Aerial Port Flight ..	(1 Apr 96)
191 Aerial Port Flight, Selfridge AGB, MI to 127 Aerial Port Flight .....	(1 Apr 96)
191 Civil Engineer Squadron, Selfridge AGB, MI to 127 Civil Engineer Squadron	
152 Reconnaissance Group, Reno Tahoe IAP, NV to 152 Airlift Wing.....	(15 Jan 96)
192 Reconnaissance Squadron, Reno Tahoe IAP, NV to 192 Airlift Squadron .....	(15 Jan 96)
105 Field Maintenance Squadron, Stewart IAP, NY to 105 Maintenance Squadron .....	(15 Jan 96)
Redesignated all Student Flights (removed the "8" from unit numbers....	(1 Jun 96)



## Gaining Command Changes

None

## Relocations

- 280 Combat Communications Squadron, Abston AGS, AL  
to Hall AGS, Dothan, AL..... (15 Jan 96)
- 226 Combat Communications Group, Martin AGS, AL  
to Abston AGS, Montgomery, AL ..... (15 Jan 96)
- 116 Fighter Wing and subordinate units  
to Robins AFB from Dobbins ARB, GA ..... (1 Apr 96)
- 283 Combat Communciations Sq., Savannah AGS, GA  
to Dobbins ARB, GA..... (30 Sep 96)
- 253 Combat Communications Group, Wellesley AGS, MA  
to Otis AGB, MA ..... (15 Jul 96)
- 267 Combat Communications Squadron, Wellesley AGS, MA  
to Otis AGB, MA ..... (15 Jul 96)
- 104 Weather Flt, Edgewood Arsenal, MD  
to Camp Fretterd, MD..... (1 Jul 96)
- HQ, OR ANG, Portland IAP to Salem, OR ..... (1 Jul 96)
- 256 Combat Communications Squadron, Camp Murray, WA  
to Four Lakes AGS, WA ..... (15 Jan 96)

## OL/DET Changes

None

## Appendix F

### Table 5

## Base Type and Location

Type Facilities	
Field .....	12
City.....	4
Airport .....	15
Municipal Airport.....	12
Regional Airport .....	4
International Airport.....	34
Total Civilian .....	81
Air Force Bases .....	15
Naval Air Stations .....	5
Air National Guard Bases.....	3
Air National Guard Stations .....	36
Air National Guard Comm Sites .....	7
Army Installations.....	11
Air Force Reserve.....	2
Auxillary Air Field .....	1
Ranges .....	12
Other .....	4
Total All Types .....	177

#### Air National Guard Stations (36)

Abston (Montgomery), AL  
 Hall (Dothan), AL  
 Martin, AL  
 Montgomery, AL  
 Costa Mesa, CA  
 North Highlands, CA  
 San Diego, CA  
 Sepulveda, CA  
 Greeley, CO  
 Orange, CT  
 Glynco (Brunswick), GA  
 Hunter (Savannah), GA  
 McCollum (Kennesaw), GA  
 Kokee, HI  
 Fort Dodge, IA  
 Hannond, LA  
 Wellesley, MA  
 Worcester, MA  
 S. Portland, ME  
 Jefferson Barracks (St. Louis), MO  
 Roslyn, NY  
 Badin, NC  
 Blue Ash, OH  
 Rickenbacker, OH

Camp Perry, OH  
 Coos Head, OR  
 State College, PA  
 Coventry, RI  
 North Smithfield, RI  
 McEntire, SC  
 Alcoa, TN  
 Garland, TX  
 La Porte, TX  
 Four Lakes (Cheney), WA  
 Punta Salinas, PR  
 St. Croix, VI

#### Army Installations (10)

Camp Robinson, AR  
 Papago, AZ  
 Camp Blanding, FL  
 Wheeler Army Air Field, HI  
 Camp Beauregard, LA  
 Edgewood Arsenal  
 (Ft Meade), MD  
 Camp Rilea, OR  
 Fort Indiantown Gap, PA  
 Camp Mabry, TX  
 Camp Pendleton, VA  
 Camp Murray, WA

#### Air Force Reserve (2)

Dobbins ARB, GA  
 Niagara Falls AFRS, NY

#### Air Force Bases (15)

Eielson AFB, AK  
 Little Rock AFB, AR  
 March AFB, CA  
 Andrews AFB, MD  
 Patrick AFB, FL  
 Macdill AFB, FL  
 Andersen AFB, GU  
 Hickam AFB, HI  
 Wheeler AFB, HI  
 McConnell AFB, KS  
 McGuire AFB, NJ  
 Kirtland AFB, NM  
 Kelly AFB, TX  
 Fairchild AFB, WA  
 McChord AFB, WA

#### Naval Air Stations (5)

Channel Islands (Pt Mugu), CA  
 Barbers Point, HI  
 New Orleans (Naval AS JT RES), LA  
 Willow Grove, PA  
 Dallas, TX



### **Air Guard Bases (3)**

Buckley AGB, CO  
Otis AGB, MA  
Selfridge AGB, MI

### **ANG Comm Sites (7)**

Savannah, GA  
Lewis B. Wilson, GA  
Hilo, HI  
Kahului, HI  
Jackson Barracks, LA  
Zanesville, OH  
Nederland (Beaumont), TX

### **Auxiliary Air Fields (1)**

Biggs Aux. Airfield (Army), TX

### **Ranges (11)**

Fort Chaffee Weapons (ANG), AR  
Fort Carson Weapons (ANG), CO  
Townsend Weapons Range (ANG), GA  
Atterbury Reserve Forces TNG Area, IN  
Smokey Hill Air Force Annex, KS  
Fort Leonard Wood Weapons (ANG), MO  
Jefferson Proving Ground AIN, MO  
Arkabulta Lake TNG Annex (ANG), MS  
Warren Grove Weapons, NJ  
Fort Drum AIN (ANG), NY  
Hill Range, UT  
Warwood Weapons (ANG), WI

### **Other (4)**

Mofett Field, (NASA), CA  
Barking Sands Annex, HI  
Punta Borinquen Radar Site, PR  
Seattle ANG Site, WA

### **Fields (12)**

Dannelly, AL  
Forbes, KS  
Standiford, KY  
Allen C. Thompson, MS

Key, MS  
Hancock, NY  
Joe Foss, SD  
Lovell, TN  
Ellington, TX  
Paine, WA  
Truax, WI  
Volk, WI

### **International Airports (34)**

Anchorage, AK  
Sky Harbor, AZ  
Tucson, AZ  
Ontario, CA  
Bradley, CT  
Jacksonville, FL  
Savannah, GA  
Des Moines, IA  
Chicago (O'Hare), IL  
Fort Wayne, IN  
Bangor, ME  
Duluth, MN  
Minneapolis/St. Paul, MN  
Lambert-St. Louis, MO  
Great Falls, MT  
Reno Tahoe, NV  
Pease, NH  
Atlantic City, NJ  
Stewart, NY  
Charlotte/Douglas, NC  
Hector, ND  
Will Rogers World, OK  
Tulsa, OK  
Klamath Falls, OR  
Portland, OR  
Harrisburg, PA  
Pittsburgh, PA  
Luis Munos Marin, PR  
Memphis, TN  
Salt Lake City, UT  
Richmond, VA  
Burlington, VT  
Spokane, WA  
Gen Mitchell, WI

### **City (3)**

Indianapolis, IN  
Milford, MA  
Latham, NY  
Salem, OR

### **Airports (15)**

Birmingham, AL  
Hot Springs Memorial, AR  
New Castle County, DE  
Greater Peoria, IL  
Glenn L. Martin State, MD  
Wk Kellogg, MI  
Rosecrans Memorial, MO  
Schenectady County, NY  
Francis S. Gabreski, NY  
Mansfield-Lahm, OH  
Toldeo Express, OH  
Quonset State, RI  
McGhee-Tyson, TN  
Nashville Metropolitan, TN  
Yeager, WV

### **Municipal Airports (12)**

Fort Smith, AR  
Fresno Air Terminal, CA  
Hayward, CA  
Boise Air Terminal, ID  
Sioux City, IA  
Capital, IL  
Barnes, MA  
Downtown (St. Paul), MN  
Lincoln, NE  
Springfield-Beckley, OH  
Bellingham, WA  
Cheyenne, WY

### **Regional Airports (4)**

Hulman, IN  
Alpena County, MI  
Gulfport-Biloxi, MS  
Eastern West Virginia, WV

## Acronyms

AATC	ANG/AFRES Test Center	CSS	Computer Support Squadron
ABG	Air Base Group	Det	Detachment
AC&WS	Air Control and Warning Squadron	EIS	Engineering Installation Squadron
ACC	Air Combat Command	FS	Fighter Squadron
ACG	Air Control Group	FTU	Formal Training Unit
ACPF	Air Control Party Flight	FW	Fighter Wing
ACS	Air Control Squadron	FY	Fiscal Year
ADS	Air Defense Squadron	ESS	Intelligence Squadron
AFB	Air Force Base	IAP	International Airport
ARB	Air Force Reserve Base	JCSS	Joint Communications Support Squadron
AFRES	Air Force Reserve	MAP	Municipal Airport
AFRS	Air Force Reserve Station	NAS	Naval Air Station
AMC	Air Mobility Command	NGB	National Guard Bureau — The Pentagon
ANG	Air National Guard	OL	Operating Location
AGB	Air Guard Base	OSA	Operation Support Aircraft
ANGRC	Air National Guard Readiness Center — Andrews AFB	PAA	Primary Authorized Aircraft
AGS	Air Guard Station	PACAF	Pacific Air Forces
APF	Aerial Port Flight	Qtr	Quarter
APT	Airport	RCS	Range Control Squadron
ARS	Air Refueling Squadron	RQS	Rescue Squadron
ARW	Air Refueling Wing	RQW	Rescue Wing
AS	Airlift Squadron	RS	Reconnaissance Squadron
ASOC	Air Support Operations Center	RW	Reconnaissance Wing
ATAF	Air Traffic Control Flight	SOW	Special Operations Wing
AW	Airlift Wing	SOS	Special Operations Squadron
CCF	Combat Communications Flight	SPF	Security Police Flight
CCG	Combat Communications Group	TGS	Training Squadron
CBCS	Combat Communications Squadron	TRSS	Training Support Squadron
CCF	Combat Control Flight	WG	Wing
CEG	Civil Engineer	WX	Weather
CEH	Red Horse		
CRTC	Combat Readiness Training Center		



## Appendix G – Race/Ethnic Statistics

Table 1. Army National Guard\*

	Total	White		Black		Hispanic		Native American		Asian-American		Other		Female	
OFFICER															
O-11	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	1	0	0.0%	0	0.0%	1	100%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	36	33	91.7%	2	5.6%	1	2.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-7	132	114	86.4%	8	6.1%	8	6.1%	0	0.0%	1	0.8%	1	0.8%	2	1.5%
O-6	1,410	1,297	92.0%	42	3.0%	45	3.2%	5	0.4%	18	1.3%	3	0.2%	48	3.4%
O-5	3,501	3,185	91.0%	128	3.7%	96	2.7%	16	0.5%	67	1.9%	9	0.3%	257	7.3%
O-4	6,455	5,705	88.4%	357	5.5%	250	3.9%	22	0.3%	100	1.5%	21	0.3%	612	9.5%
O-3	11,252	9,606	85.4%	901	8.0%	453	4.0%	46	0.4%	191	1.7%	55	0.5%	1,227	10.9%
O-2	7,315	6,064	82.9%	702	9.6%	371	5.1%	28	0.4%	115	1.6%	35	0.5%	604	8.3%
O-1	3,834	3,164	82.5%	360	9.4%	168	4.4%	18	0.5%	91	2.4%	33	0.9%	400	10.4%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	33,969	29,168	86.0%	2,500	7.4%	1,393	4.1%	135	0.4%	583	1.7%	157	0.5%	3,150	9.3%
WARRANT															
W-5	144	142	98.6%	0	0.0%	2	1.4%	0	0.0%	0	0.0%	0	0.0%	1	0.7%
W-4	2,551	2,448	96.0%	24	0.9%	44	1.7%	8	0.3%	19	0.7%	8	0.3%	41	1.6%
W-3	2,275	2,131	93.7%	58	2.5%	57	2.5%	5	0.2%	18	0.8%	6	0.3%	87	3.8%
W-2	2,820	2,581	91.5%	102	3.6%	84	3.0%	7	0.2%	36	1.3%	10	0.4%	119	4.2%
W-1	604	526	87.1%	31	5.1%	24	4.0%	3	0.5%	15	2.5%	5	0.8%	55	9.1%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	8,394	7,828	93.3%	215	2.6%	211	2.5%	23	0.3%	88	1.0%	29	0.3%	303	3.6%
OFFICER TOTAL															
TOTAL	42,330	36,996	87.4%	2,715	6.4%	1,604	3.8%	158	0.4%	671	1.6%	186	0.4%	3,453	8.2%
ENLISTED															
E-9	1,700	1,532	90.1%	79	4.6%	59	3.5%	7	0.4%	17	1.0%	6	0.4%	31	1.8%
E-8	7,373	6,326	85.8%	548	7.4%	368	5.0%	31	0.4%	74	1.0%	26	0.4%	227	3.1%
E-7	21,581	17,804	82.5%	2,203	10.2%	1,138	5.3%	116	0.5%	226	1.0%	94	0.4%	1,406	6.5%
E-6	48,696	37,238	76.5%	7,162	14.7%	2,979	6.1%	387	0.8%	611	1.3%	319	0.7%	3,118	6.4%
E-5	82,612	59,316	71.8%	14,793	17.9%	5,862	7.1%	661	0.8%	1,230	1.5%	750	0.9%	6,266	7.6%
E-4	108,410	76,470	70.5%	19,216	17.7%	8,692	8.0%	915	0.8%	1,939	1.8%	1,178	1.1%	9,362	8.6%
E-3	28,412	19,394	68.3%	5,483	19.3%	2,453	8.6%	254	0.9%	544	1.9%	284	1.0%	3,160	11.1%
E-2	12,650	9,051	71.5%	2,404	19.0%	765	6.0%	135	1.1%	204	1.6%	91	0.7%	1,484	11.7%
E-1	14,984	11,152	74.4%	2,411	16.1%	839	5.6%	174	1.2%	290	1.9%	118	0.8%	2,155	14.4%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	326,418	238,283	73.0%	554,299	16.6%	23,155	7.1%	2,680	0.8%	5,135	1.6%	2,866	0.9%	27,209	8.3%
GRAND TOTAL	368,748	275,279	74.7%	57,014	15.5%	24,759	6.7%	2,838	0.8%	5,806	1.6%	3,052	0.8%	30,662	8.3%

\*March 1996

## Appendix G – Race/Ethnic Statistics

Table 2. Air National Guard\*

	Total	White		Black		Hispanic		Native American		Asian-American		Other		Female	
OFFICER															
O-11	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	28	24	85.7%	2	7.1%	1	3.6%	0	0.0%	1	3.6%	0	0.0%	0	0.0%
O-7	94	86	91.5%	3	3.2%	1	1.1%	3	3.2%	1	1.1%	0	0.0%	3	3.2%
O-6	693	634	91.5%	18	2.6%	16	2.3%	6	0.9%	15	2.2%	4	0.6%	21	3.0%
O-5	2,785	2,543	91.3%	73	2.6%	61	2.2%	38	1.4%	57	2.0%	13	0.5%	185	6.6%
O-4	3,950	3,540	89.6%	159	4.0%	120	3.0%	51	1.3%	60	1.5%	20	0.5%	445	11.3%
O-3	3,872	3,375	87.2%	219	5.7%	112	2.9%	52	1.3%	91	2.4%	23	0.6%	645	16.7%
O-2	1,034	875	84.6%	57	5.5%	36	3.5%	16	1.5%	42	4.1%	8	0.8%	219	21.2%
O-1	780	648	83.1%	54	6.9%	28	3.6%	15	1.9%	25	3.2%	10	1.3%	193	24.7%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	13,236	11,725	88.6%	585	4.4%	375	2.8%	181	1.4%	292	2.2%	78	0.0%	1,711	12.9%
ENLISTED															
E-9	1,575	1,407	89.3%	58	3.7%	51	3.2%	26	1.7%	27	1.7%	6	0.4%	73	4.6%
E-8	3,844	3,402	88.5%	145	3.8%	138	3.6%	84	2.2%	64	1.7%	11	0.3%	282	7.3%
E-7	14,208	11,954	84.1%	945	6.7%	621	4.4%	276	1.9%	339	2.4%	73	0.5%	1,794	12.6%
E-6	23,297	18,927	81.2%	2,039	8.8%	1,205	5.2%	402	1.7%	572	2.5%	152	0.7%	3,471	14.9%
E-5	29,970	23,918	79.8%	2,843	9.5%	1,676	5.6%	464	1.5%	842	2.8%	227	0.8%	4,434	14.8%
E-4	16,427	12,780	77.8%	1,563	9.5%	1,047	6.4%	277	1.7%	589	3.6%	171	1.0%	2,696	16.4%
E-3	3,851	2,893	75.1%	460	11.9%	209	5.4%	69	1.8%	185	4.8%	35	0.9%	788	20.5%
E-2	1,448	1,087	75.1%	151	10.4%	76	5.2%	41	2.8%	83	5.7%	10	0.7%	289	20.0%
E-1	773	589	76.2%	75	9.7%	42	5.4%	17	2.2%	37	4.8%	13	1.7%	235	30.4%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	95,393	76,957	80.7%	8,279	8.7%	5,065	5.3%	1,656	1.7%	2,738	2.9%	698	0.7%	14,062	14.7%
GRAND TOTAL	108,629	88,682	81.6%	8,864	8.2%	5,440	5.0%	1,837	1.7%	3,030	2.8%	776	0.7%	15,773	14.5%

\*March 1996



## Appendix H — Military Support Missions

MISSION TYPE	START DATE	TERM DATE	ARNG MANDAYS	ANG MANDAY
<b>Alaska</b>				
Natural Disaster	9/21/95	11/17/95	543	51
Natural Disaster	6/04/96	7/05/96	2,294	363
Natural Disaster	9/25/96	9/26/96	56	0
<b>Alaska Total</b>			<b>2,893</b>	<b>414</b>
<b>Alabama</b>				
Natural Disaster	10/03/95	11/03/95	8,029	103
Civil Emergency	9/01/95	1/22/96	0	0
Other	12/26/95	1/01/96	7	0
Other	12/26/95	1/01/96	7	0
Natural Disaster	1/07/96	1/10/96	217	0
Natural Disaster	1/07/96	1/10/96	16	0
Natural Disaster	1/26/96	1/27/96	4	0
Natural Disaster	1/26/96	1/27/96	20	0
Natural Disaster	2/01/96	2/16/96	3,594	55
Civil Emergency	2/05/96	2/16/96	24	0
Natural Disaster	3/08/96	3/13/96	326	0
Natural Disaster	3/26/96	3/29/96	258	0
Natural Disaster	9/12/96	9/15/96	51	153
<b>Alabama Total</b>			<b>12,553</b>	<b>311</b>
<b>Arkansas</b>				
Civil Emergency	1/12/96	1/17/96	18	0
Natural Disaster	4/22/96	5/22/96	3,035	576
<b>Arkansas Total</b>			<b>3,035</b>	<b>576</b>

A P P E N D I C E S

**Arizona**

Civil Emergency	10/03/95	10/04/95	11	0
Other	10/09/95	10/10/95	35	0
Other	10/29/95	10/29/95	8	0
Other	11/17/95	11/19/95	70	2
Natural Disaster	12/01/95	3/12/96	264	0
Law Enforcement Support	2/01/96	2/02/96	14	0
Other	2/03/96	2/04/96	155	0
Natural Disaster	4/30/96	5/12/96	99	93
Natural Disaster	5/01/96	6/10/96	111	0
Natural Disaster	5/02/96	5/30/96	168	0
Natural Disaster	6/05/96	6/06/96	4	0
Natural Disaster	6/07/96	6/10/96	2	0
Natural Disaster	6/13/96	6/14/96	4	0
Natural Disaster	8/15/96	8/17/96	21	15
Other	8/20/96	8/20/96	4	0
<b>Arizona Total</b>			<b>970</b>	<b>110</b>

**California**

Law Enforcement Support	9/01/95	9/30/96	13,401	945
Natural Disaster	10/04/95	10/06/95	0	72
Law Enforcement Support	10/10/95	10/10/95	0	2
Law Enforcement Support	10/11/95	10/11/95	2	0
Other	11/22/95	3/31/96	4,938	0
Natural Disaster	12/12/95	12/20/95	0	18
Other	12/15/95	12/18/95	0	32
Other	12/17/95	12/17/95	0	7
Natural Disaster	12/31/95	12/31/95	2	0
Other	12/31/95	12/31/95	2	0
Law Enforcement Support	1/26/96	1/26/96	4	0
Civil Emergency	2/20/96	2/20/96	0	11
Natural Disaster	2/21/96	3/01/96	40	0
Law Enforcement Support	12/31/95	1/02/96	6	0
Civil Emergency	5/04/96	5/05/96	6	0
Other	5/24/96	5/24/96	8	0
Other	6/19/96	6/20/96	0	0
Natural Disaster	8/03/96	8/04/96	0	90
Natural Disaster	8/13/96	8/25/96	387	0



NATIONAL GUARD BUREAU

Natural Disaster	8/13/96	8/19/96	28	0
Other	8/09/96	8/16/96	24	0
Law Enforcement Support	8/13/96	8/13/96	0	0
Natural Disaster	8/14/96	8/18/96	0	135
Other	8/03/96	8/16/96	3,024	56
Natural Disaster	8/20/96	9/05/96	253	0
Natural Disaster	8/18/96	8/30/96	1,583	0
Natural Disaster	8/19/96	8/23/96	0	5
Natural Disaster	8/18/96	9/06/96	461	0
Natural Disaster	8/17/96	8/21/96	145	0
Natural Disaster	8/15/96	9/30/96	1,608	0
Natural Disaster	8/15/96	8/25/96	160	0
Natural Disaster	8/15/96	8/25/96	47	0
Natural Disaster	8/14/96	8/25/96	126	0
Natural Disaster	8/15/96	8/20/96	24	0
Natural Disaster	8/21/96	8/30/96	245	0
Natural Disaster	8/22/96	8/30/96	6	1
Natural Disaster	8/26/96	8/31/96	78	0
Natural Disaster	8/27/96	9/01/97	84	0
Natural Disaster	9/18/96	9/21/96	4	0
Natural Disaster	9/18/96	9/30/96	8	0
Natural Disaster	9/01/96	9/09/96	18	0
Natural Disaster	9/18/96	9/30/96	12	0
<b>California Total</b>			<b>26,734</b>	<b>1,374</b>

**Colorado**

Natural Disaster	5/19/96	5/25/96	588	90
<b>Colorado Total</b>			<b>588</b>	<b>90</b>

**Connecticut**

Natural Disaster	10/01/96	10/10/96	72	0
Law Enforcement Support	10/01/96	10/10/96	72	0
Civil Emergency	1/23/96	1/23/96	3	0
Law Enforcement Support	7/10/96	7/10/96	2	0
<b>Connecticut Total</b>			<b>149</b>	<b>0</b>

A P P E N D I C E S

**Delaware**

Natural Disaster	1/06/96	1/10/96	200	0
<b>Delaware Total</b>			<b>200</b>	<b>0</b>

**Florida**

Natural Disaster	7/09/96	7/11/96	72,122	5,422
Natural Disaster	7/12/96	7/13/96	18	0
Natural Disaster	9/08/96	9/25/96	1,158	545
<b>Florida Total</b>			<b>73,298</b>	<b>5,967</b>

**Georgia**

Natural Disaster	10/05/95	10/08/95	218	36
Natural Disaster	11/07/95	11/08/95	25	0
Natural Disaster	1/07/96	1/10/96	232	8
Civil Emergency	1/28/96	1/28/96	16	0
Natural Disaster	2/02/96	2/04/96	60	0
Civil Emergency	5/02/96	5/02/96	2	0
Other	6/01/96	8/28/96	190,319	31,851
Natural Disaster	9/04/96	9/05/96	66	110
Natural Disaster	9/09/96	9/16/96	280	0
<b>Georgia Total</b>			<b>191,218</b>	<b>32,005</b>

**Hawaii**

Natural Disaster	11/09/95	11/09/95	6	0
Law Enforcement Support	6/18/96	6/18/96	30	0
<b>Hawaii Total</b>			<b>36</b>	<b>0</b>

**Iowa**

Natural Disaster	1/26/96	1/27/96	92	0
Natural Disaster	5/10/96	5/10/96	349	0
Natural Disaster	5/17/96	5/24/96	280	0
Natural Disaster	5/22/96	5/23/96	12	0
Natural Disaster	6/25/96	7/01/96	14	0
<b>Iowa Total</b>			<b>747</b>	<b>0</b>



### Idaho

Natural Disaster	2/08/96	3/01/96	1,443	317
<b>Idaho Total</b>			<b>1,443</b>	<b>317</b>

### Illinois

Law Enforcement Support	6/12/96	6/17/96	1,161	0
Natural Disaster	7/18/96	7/20/96	353	0
Other	8/19/96	8/30/96	228	0
<b>Illinois Total</b>			<b>1,742</b>	<b>0</b>

### Indiana

Natural Disaster	12/19/95	12/20/95	21	0
Natural Disaster	1/07/96	1/09/96	12	0
Natural Disaster	1/07/96	1/09/96	12	0
Natural Disaster	3/19/96	3/23/96	287	0
Natural Disaster	4/29/96	5/06/96	62	0
Natural Disaster	5/24/96	5/25/96	16	0
Natural Disaster	7/18/96	7/21/96	191	0
<b>Indiana Total</b>			<b>601</b>	<b>0</b>

### Kansas

Natural Disaster	3/24/96	3/25/96	6	0
Natural Disaster	9/26/96	9/27/96	4	0
<b>Kansas Total</b>			<b>10</b>	<b>0</b>

### Kentucky

Natural Disaster	1/07/96	1/13/96	1,400	0
Natural Disaster	3/19/96	3/26/96	1,260	0
Natural Disaster	4/21/96	4/23/96	910	0
Natural Disaster	5/30/96	6/12/96	3,029	0
Natural Disaster	9/05/96	9/19/96	394	0
<b>Kentucky Total</b>			<b>6,993</b>	<b>0</b>

### Louisiana

Natural Disaster	10/04/95	10/04/95	0	7
Natural Disaster	10/04/95	10/04/95	0	0
Natural Disaster	10/04/95	10/04/95	0	0
Natural Disaster	10/03/95	10/05/95	171	0
Civil Emergency	10/24/95	10/25/95	38	0
Civil Emergency	10/02/95	10/04/95	0	0
Natural Disaster	2/01/96	2/07/96	651	0
Law Enforcement Support	2/24/96	2/24/96	113	0
<b>Louisiana Total</b>			<b>973</b>	<b>58</b>

### Massachusetts

Other	6/29/95	12/30/95	1,430	0
Other	9/18/95	11/07/95	139	0
Natural Disaster	9/18/95	10/29/95	298	0
Other	10/28/95	10/29/95	14	0
Other	3/19/96	3/29/96	30	0
Other	4/01/96	4/14/96	48	0
Other	5/06/96	5/10/96	29	0
Other	5/09/96	5/11/96	36	0
Natural Disaster	5/22/96	5/24/96	285	0
Natural Disaster	6/15/96	6/17/96	117	0
Other	6/24/96	7/03/96	46	0
Other	7/03/96	7/04/96	28	0
Other	7/04/96	7/05/96	28	0
<b>Massachusetts Total</b>			<b>2,528</b>	<b>0</b>

### Maryland

Natural Disaster	1/07/96	1/14/96	2,548	0
Natural Disaster	1/22/96	1/25/96	248	0
Civil Emergency	9/02/96	9/06/96	37	0
<b>Maryland Total</b>			<b>2,833</b>	<b>0</b>



### Michigan

Civil Emergency	11/14/95	11/16/95	4	0
Civil Emergency	11/16/95	11/21/95	2	0
Natural Disaster	12/14/95	12/22/95	886	0
Natural Disaster	1/12/96	1/20/96	0	30
Civil Emergency	2/08/96	2/12/96	0	0
Natural Disaster	6/24/96	7/03/96	104	0
<b>Michigan Total</b>			<b>996</b>	<b>30</b>

### Minnesota

Natural Disaster	1/17/96	1/19/96	18	0
Natural Disaster	4/19/96	4/25/96	177	0
Natural Disaster	5/18/96	5/20/96	75	0
Law Enforcement Support	6/08/96	6/08/96	40	0
Other	6/20/96	6/23/96	8	0
Natural Disaster	6/21/96	7/02/96	0	25
Natural Disaster	6/29/96	7/01/96	107	0
<b>Minnesota Total</b>			<b>425</b>	<b>25</b>

### Mississippi

Natural Disaster	10/05/95	10/10/95	270	0
Natural Disaster	2/02/96	2/09/96	181	0
<b>Mississippi Total</b>			<b>451</b>	<b>0</b>

### Montana

Natural Disaster	2/07/96	2/29/96	1,816	12
Natural Disaster	3/16/96	3/17/96	2	0
Other	4/13/96	4/30/96	93	6
Natural Disaster	6/10/96	6/26/96	348	40
Natural Disaster	8/10/96	8/16/96	43	0
Natural Disaster	8/16/96	8/19/96	706	0
Natural Disaster	9/27/96	9/06/96	205	0
<b>Montana Total</b>			<b>3,213</b>	<b>58</b>

**North Carolina**

Natural Disaster	10/05/95	10/07/95	62	8
Other	10/06/95	10/06/95	2	0
Other	10/11/95	10/12/95	4	0
Civil Emergency	10/17/95	10/17/95	3	0
Other	11/09/95	11/10/95	4	0
Other	11/13/95	11/14/95	4	0
Civil Emergency	11/14/95	11/14/95	3	0
Civil Emergency	11/15/95	11/16/95	4	0
Other	12/10/95	12/10/95	2	0
Civil Emergency	12/11/95	12/11/95	1	0
Other	12/16/95	12/16/95	2	0
Other	12/26/95	12/27/95	2	0
Other	12/27/95	12/28/95	3	0
Other	12/31/95	12/31/95	2	0
Natural Disaster	1/07/96	1/14/96	702	0
Natural Disaster	1/08/96	1/08/96	3	0
Civil Emergency	1/16/96	1/17/96	4	0
Natural Disaster	1/20/96	1/31/96	50	0
Natural Disaster	2/01/96	2/21/96	896	146
Law Enforcement Support	2/11/96	2/11/96	2	0
Natural Disaster	2/14/96	2/26/96	0	0
Other	3/15/96	3/15/96	2	0
Law Enforcement Support	3/21/96	3/22/96	4	0
Law Enforcement Support	3/25/96	3/26/96	4	0
Civil Emergency	4/10/96	4/15/96	24	0
Civil Emergency	4/12/96	4/13/96	4	0
Civil Emergency	4/15/96	4/17/96	1	0
Natural Disaster	4/15/96	4/21/96	40	0
Civil Emergency	5/01/96	5/22/96	110	0
Other	5/14/96	5/14/96	2	0
Civil Emergency	5/30/96	5/30/96	2	0
Other	6/01/96	6/01/96	2	0
Other	6/02/96	6/02/96	2	0
Other	6/13/96	6/14/96	2	0
Natural Disaster	7/10/96	7/10/96	2	0
Natural Disaster	7/11/96	7/20/96	1,256	131
Other	7/19/96	7/19/96	2	0
Other	8/11/96	8/11/96	3	0
Other	8/30/96	9/30/96	68	0
Natural Disaster	9/04/96	9/30/96	47,618	1,299



Law Enforcement Support	9/15/96	9/15/96	4	0
Natural Disaster	9/17/96	9/30/96	42	0
Natural Disaster	9/17/96	9/30/96	56	0
State Natural Disaster Mission Total:			50,727	1,584
State Law Enforcement Support Mission Total:			14	0
<b>North Carolina Total</b>			<b>51,005</b>	<b>1,584</b>

#### North Dakota

Natural Disaster	3/07/96	3/09/96	19	0
Natural Disaster	4/19/96	4/21/96	21	0
Natural Disaster	4/20/96	4/21/96	4	0
Natural Disaster	4/24/96	5/10/96	291	0
Law Enforcement Support	5/04/96	5/04/96	3	0
Natural Disaster	5/18/96	5/19/96	16	0
<b>North Dakota Total</b>			<b>354</b>	<b>0</b>

#### Nebraska

Natural Disaster	1/17/96	1/19/96	27	0
Natural Disaster	3/24/96	3/25/96	35	0
Natural Disaster	5/09/96	5/09/96	44	0
Civil Emergency	5/27/96	6/06/96	4	0
Civil Emergency	6/25/96	6/27/96	3	0
Natural Disaster	8/06/96	8/12/96	8	0
Civil Emergency	8/15/96	9/18/96	11	0
<b>Nebraska Total</b>			<b>132</b>	<b>0</b>

#### New Hampshire

Natural Disaster	10/21/95	10/22/95	8	0
Civil Emergency	11/21/95	11/22/95	8	0
<b>New Hampshire Total</b>			<b>16</b>	<b>0</b>

#### New Jersey

Natural Disaster	1/07/96	1/13/96	1,905	0
Natural Disaster	1/20/96	1/21/96	160	0
Civil Emergency	2/07/96	2/14/96	65	0
<b>New Jersey Total</b>			<b>2,130</b>	<b>0</b>

### New Mexico

Civil Emergency	9/28/95	10/12/95	24	0
Civil Emergency	11/10/95	11/22/95	26	0
Civil Emergency	11/16/95	3/29/96	188	0
Civil Emergency	11/27/95	11/30/95	8	0
Natural Disaster	10/05/95	10/05/95	2	0
Law Enforcement Support	12/18/95	12/18/95	3	0
Law Enforcement Support	10/01/95	10/01/95	3	0
Law Enforcement Support	12/05/95	12/05/95	3	0
Law Enforcement Support	12/01/95	12/02/95	12	0
Civil Emergency	3/05/96	3/13/96	10	0
Natural Disaster	4/26/96	5/06/96	38	0
Natural Disaster	5/05/96	5/20/96	616	0
Natural Disaster	5/16/95	5/31/96	44	0
Civil Emergency	5/28/96	6/03/96	20	0
Civil Emergency	6/20/96	7/04/96	28	0
Natural Disaster	7/25/96	7/27/96	42	0
Civil Emergency	7/26/96	8/02/96	16	0
Civil Emergency	8/15/96	8/23/96	34	0
Civil Emergency	9/09/96	9/20/96	24	0
<b>New Mexico Total</b>			<b>1,141</b>	<b>0</b>

### Nevada

Natural Disaster	10/31/95	11/01/95	10	0
Natural Disaster	11/05/95	11/06/95	26	0
Other	12/01/95	12/01/95	0	4
Natural Disaster	2/05/96	2/05/96	0	3
Other	2/22/96	2/22/96	2	0
Law Enforcement Support	4/29/96	4/30/96	4	0
Law Enforcement Support	6/09/96	6/11/96	9	0
Natural Disaster	6/13/96	6/18/96	36	0
Natural Disaster	6/23/96	7/02/96	118	21
Other	6/23/96	6/24/96	4	0
Natural Disaster	7/03/96	7/10/96	56	0
Natural Disaster	7/05/96	7/07/96	0	12
Other	7/07/96	7/08/96	4	0
Natural Disaster	7/08/96	7/10/96	0	12
Law Enforcement Support	7/27/96	7/28/96	0	0
Natural Disaster	8/06/96	8/09/96	57	12



Other	8/06/96	8/06/96	6	0
Natural Disaster	8/26/96	9/03/96	8	18
Natural Disaster	8/27/96	9/03/96	85	8
Law Enforcement Support	9/18/96	9/18/96	4	0
<b>Nevada Total</b>			<b>429</b>	<b>90</b>

### New York

Natural Disaster	10/26/95	11/21/95	253	0
Natural Disaster	12/10/95	12/15/95	807	0
Natural Disaster	1/07/96	1/21/96	7,302	24
Natural Disaster	1/19/96	2/09/96	2,136	13
Law Enforcement Support	6/02/96	6/02/96	3	0
Other	7/18/96	9/30/96	3,967	497
<b>New York Total</b>			<b>14,468</b>	<b>534</b>

### Ohio

Civil Emergency	9/05/95	11/03/95	102	0
Natural Disaster	1/09/96	1/19/96	520	0
Natural Disaster	1/20/96	1/29/96	298	0
Civil Emergency	1/30/96	2/02/96	142	12
Civil Emergency	3/23/96	3/30/96	118	0
Civil Emergency	7/05/96	7/07/96	17	0
<b>Ohio Total</b>			<b>1,197</b>	<b>12</b>

### Oklahoma

Natural Disaster	2/23/96	2/26/96	31	0
Natural Disaster	3/03/96	3/05/96	46	0
Natural Disaster	3/10/96	3/17/96	92	0
Natural Disaster	3/21/96	3/22/96	16	0
Natural Disaster	4/02/96	4/03/96	16	0
Natural Disaster	4/11/96	4/11/96	4	0
Natural Disaster	4/16/96	4/21/96	56	0
Natural Disaster	4/22/96	4/22/96	3	0
Law Enforcement Support	5/03/96	5/04/96	4	0
Other	5/22/96	5/24/96	6	0
Other	8/29/96	9/02/96	5	0
<b>Oklahoma Total</b>			<b>279</b>	<b>0</b>

### Oregon

Law Enforcement Support	10/16/95	10/16/95	2	0
Natural Disaster	12/12/95	12/15/95	160	74
Natural Disaster	12/29/95	12/31/95	69	0
Natural Disaster	2/07/96	5/17/96	7,593	33
Law Enforcement Support	7/12/96	7/12/96	2	0
Law Enforcement Support	7/14/96	7/15/96	4	0
Civil Emergency	3/08/96	3/08/96	2	0
Natural Disaster	8/13/96	8/22/96	209	0
Natural Disaster	8/13/96	9/15/96	913	17
Natural Disaster	8/16/96	8/22/96	61	4
Natural Disaster	8/16/96	9/12/96	2,480	333
Natural Disaster	8/18/96	8/22/96	20	0
Natural Disaster	8/18/96	9/11/96	1,409	35
Natural Disaster	8/20/96	9/01/96	297	0
Natural Disaster	8/22/96	9/02/96	149	0
Natural Disaster	8/21/96	9/02/96	108	12
Natural Disaster	8/22/96	8/28/96	56	0
Natural Disaster	8/22/96	9/04/96	2,263	339
Natural Disaster	8/24/96	8/27/96	410	0
Natural Disaster	8/26/96	9/02/96	366	0
Natural Disaster	8/26/96	8/26/96	18	0
Natural Disaster	8/28/96	9/07/96	192	0
Natural Disaster	8/29/96	9/15/96	1,601	109
Natural Disaster	8/30/96	9/08/96	1,636	13
Other	9/09/96	9/09/96	4	0
Natural Disaster	9/13/96	9/15/96	12	0
<b>Oregon Total</b>			<b>20,036</b>	<b>969</b>

### Pennsylvania

Natural Disaster	9/20/95	12/18/95	0	0
Law Enforcement Support	12/29/95	12/29/95	5	0
Natural Disaster	1/07/96	1/16/96	5,000	257
Natural Disaster	1/19/96	4/30/96	2,241	11
Natural Disaster	9/08/96	9/30/96	842	20
<b>Pennsylvania Total</b>			<b>8,088</b>	<b>288</b>



### Puerto Rico

Law Enforcement Support	6/02/93	9/30/96	145,811	1,674
Natural Disaster	9/15/95	11/16/95	362	0
Natural Disaster	9/16/95	10/11/95	80	0
Natural Disaster	7/07/96	7/09/96	622	0
Natural Disaster	9/08/96	9/30/96	5,755	26
<b>Puerto Rico Total</b>			<b>152,630</b>	<b>1,700</b>

### Rhode Island

Civil Emergency	1/20/96	1/20/96	2	0
<b>Rhode Island Total</b>			<b>2</b>	<b>0</b>

### South Carolina

Other	10/09/95	10/09/95	0	10
Civil Emergency	1/15/96	1/18/96	0	0
Natural Disaster	7/10/96	7/19/96	1,380	60
Natural Disaster	9/04/96	9/30/96	3,451	37
Natural Disaster	9/12/96	9/20/96	2,731	0
<b>South Carolina Total</b>			<b>7,562</b>	<b>107</b>

### South Dakota

Civil Emergency	10/25/95	10/29/95	8	0
Other	1/08/96	1/08/96	5	0
Other	1/01/96	1/01/96	4	0
Natural Disaster	4/25/96	4/29/96	15	0
Other	8/01/96	8/02/96	4	0
Natural Disaster	8/04/96	8/07/96	14	0
Natural Disaster	8/27/96	8/29/96	52	0
<b>South Dakota Total</b>			<b>102</b>	<b>0</b>

### Tennessee

Law Enforcement Support	1/29/96	1/30/96	0	80
Other	1/31/96	2/08/96	47	0
Natural Disaster	2/02/96	2/08/96	137	0
Civil Emergency	2/07/96	2/12/96	0	0
Natural Disaster	5/18/96	5/20/96	111	0
Law Enforcement Support	7/08/96	8/20/96	2,695	192
<b>Tennessee Total</b>			<b>2,990</b>	<b>272</b>

### Texas

Natural Disaster	2/13/96	2/13/96	8	0
Natural Disaster	2/21/96	4/08/96	1,075	0
Natural Disaster	4/14/96	4/22/96	154	0
Natural Disaster	5/24/96	6/05/96	377	0
<b>Texas Total</b>			<b>1,614</b>	<b>0</b>

### Utah

Civil Emergency	2/08/96	2/10/96	9	0
Civil Emergency	2/17/96	2/17/96	3	0
Other	5/15/96	5/21/96	14	0
Natural Disaster	6/12/96	6/27/96	26	0
Natural Disaster	6/12/96	6/12/96	1	0
Natural Disaster	6/12/96	6/27/96	15	0
Natural Disaster	6/15/96	6/27/96	161	0
Natural Disaster	6/24/96	6/27/98	8	0
Natural Disaster	6/25/96	6/27/96	13	0
Natural Disaster	6/26/96	7/05/96	0	0
Natural Disaster	6/27/96	7/01/96	22	0
Natural Disaster	6/26/96	6/30/96	50	0
Natural Disaster	6/12/96	6/12/96	1	0
Natural Disaster	6/27/96	9/13/96	20	5
Natural Disaster	6/27/96	7/03/96	108	0
Natural Disaster	6/30/96	7/03/96	24	0
Natural Disaster	7/01/96	7/04/96	4	0
Natural Disaster	6/30/96	7/03/96	24	0
Natural Disaster	7/07/96	7/15/96	136	0
Natural Disaster	7/08/96	7/09/96	9	0
Natural Disaster	7/08/96	7/15/96	14	0
Natural Disaster	7/11/96	7/31/96	46	0
Natural Disaster	7/26/96	8/21/96	270	0
Natural Disaster	7/27/96	8/21/96	100	0
Natural Disaster	8/01/96	8/28/96	24	0
Natural Disaster	8/01/96	9/04/96	20	2
Natural Disaster	8/08/96	8/30/96	136	0
Natural Disaster	8/07/96	8/21/96	30	0
Other	8/19/96	8/30/96	48	0
Natural Disaster	8/22/96	8/27/96	156	0
<b>Utah Total</b>			<b>1,492</b>	<b>7</b>



### Virginia

Natural Disaster	9/15/95	12/15/95	0	0
Natural Disaster	1/06/96	1/21/96	2,633	57
Natural Disaster	2/01/96	2/05/96	269	0
Natural Disaster	9/05/96	9/20/96	568	1
<b>Virginia Total</b>			<b>3,470</b>	<b>58</b>

### Virgin Islands

Natural Disaster	9/05/95	2/28/96	28,308	1,113
Natural Disaster	7/07/96	8/09/96	4,689	7
Natural Disaster	9/09/96	9/11/96	476	0
<b>Virgin Islands Total</b>			<b>33,473</b>	<b>1,120</b>

### Vermont

Civil Emergency	9/29/95	10/17/95	0	0
Civil Emergency	10/17/95	11/09/95	0	0
Natural Disaster	6/14/96	6/16/96	32	0
<b>Vermont Total</b>			<b>32</b>	<b>0</b>

### Washington

Natural Disaster	11/29/95	12/15/95	375	18
Natural Disaster	12/12/95	12/13/95	17	1
Natural Disaster	2/08/96	3/08/96	2,153	1
<b>Washington Total</b>			<b>2,545</b>	<b>20</b>

### Wisconsin

Other	10/16/95	10/20/95	0	0
Civil Emergency	11/12/95	10/20/95	10	0
Other	11/19/95	11/19/95	9	0
Other	3/04/96	3/22/96	173	0
Natural Disaster	6/22/96	6/22/96	4	0
Natural Disaster	7/19/96	7/22/96	212	0
<b>Wisconsin Total</b>			<b>408</b>	<b>0</b>

**West Virginia**

Civil Emergency	12/01/95	12/01/95	5	0
Natural Disaster	1/07/95	1/20/96	2,487	101
Natural Disaster	1/20/96	5/03/96	16,028	0
Natural Disaster	5/16/96	6/05/96	4,222	115
Natural Disaster	7/19/96	7/26/96	90	0
Natural Disaster	8/02/96	8/09/96	121	0
Natural Disaster	9/07/96	9/30/96	2,743	54
<b>West Virginia Total</b>			<b>25,696</b>	<b>270</b>

**Wyoming**

Other	11/18/95	11/19/95	4	0
Civil Emergency	4/11/96	4/11/96	8	8
Natural Disaster	7/04/96	7/10/96	44	0
Natural Disaster	8/03/96	8/15/96	112	0
Natural Disaster	8/05/96	8/12/96	35	0
Natural Disaster	8/12/96	9/16/96	49	0
Natural Disaster	8/12/96	8/19/96	740	0
Natural Disaster	8/07/96	8/15/96	90	0
Natural Disaster	8/12/96	8/16/96	105	0
Natural Disaster	8/12/96	8/16/96	500	0
Natural Disaster	8/21/96	8/27/96	84	0
Natural Disaster	8/26/96	9/01/96	12	0
Natural Disaster	8/26/96	9/01/96	42	0
Natural Disaster	8/26/96	9/01/96	100	0
<b>Wyoming Total</b>			<b>1,925</b>	<b>8</b>

	<b>Army</b>	<b>Air</b>
<b>Manday Totals:</b>	<b>667,863</b>	<b>48,374</b>

**TOTAL: 716,237**