



Annual Review of the Chief

FISCAL YEAR
TWO THOUSAND

2000

National
Guard
Bureau



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To the Secretaries of the Army and the Air Force:

The Annual Review of the Chief, National Guard Bureau for Fiscal Year 2000 is respectfully submitted.

This year, the National Guard, the oldest component of the Armed Forces of the United States, celebrated its 364th birthday. As it has since its colonial beginnings, the National Guard continues its service to the nation and to the states.

This year, the Army National Guard increased its support to the unified commands to the highest levels since the Gulf War. In Fiscal Year 2000, 2,932 Army National Guard personnel supported real-world contingency operations in Bosnia, Kosovo, Macedonia, Kuwait and Saudi Arabia. Another 22,134 Guardmembers provided mission support in 64 other countries.

In FY 2000, Air National Guard crews and aircraft took part in virtually every Air Force operation that required air refueling. Equally significant was the Air Guard's participation in the new "Air Expeditionary Forces," the operational innovation of the 21st century. For AEF 9, as part of operation "Southern Watch" over Iraq, Air Guard fighter aircraft from six squadrons provided the rotation's entire F-15 requirement, as well as complete organizational and intermediate level maintenance support.

In times of change, the National Guard looks both to its past and to its future, and remains ready to serve.

RUSSELL C. DAVIS
Lieutenant General, USAF
Chief, National Guard Bureau

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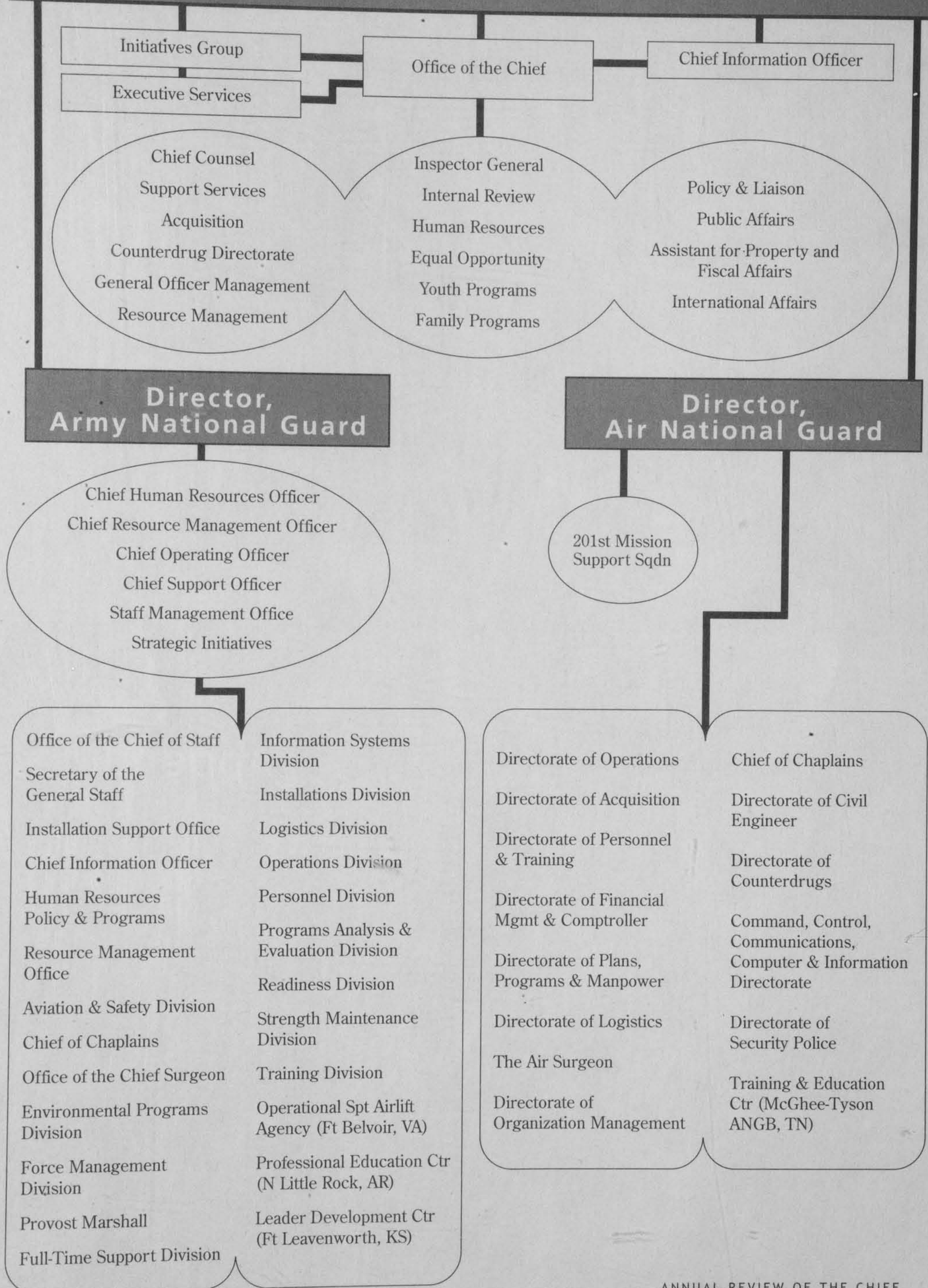
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Chief, National Guard Bureau



Army National Guard

PERSONNEL

353,045 Personnel
24,590 Technicians
22,508 Active Guard/Reserve (AGR)

MAJOR UNITS

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

Air National Guard

PERSONNEL

106,366 Personnel
22,786 Technicians
11,230 Active Guard/Reserve (AGR)

ORGANIZATION

1,550 Units
89 Wings (Flying)
97 Squadrons (Flying)
5 Training Units (Flying)
176 Logistics Units
99 Medical/Aeromedical Evac Units
156 Communications Units



*The Chief of the National Guard
Bureau is appointed by the
President, with the advice and
consent of the Senate.*

*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.*

Mission, Organization

The 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 conducted 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.

and Administration

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.

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.

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, 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.

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 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.



Office of the Chief

Chief

International Affairs

The Division of International Affairs advises the Chief, National Guard Bureau on a wide range of international initiatives and programs with which the National Guard is involved. The flagship program, the National Guard State Partnership Program (SPP), capitalizes on the unique capabilities of citizen-soldiers in supporting the National Military Strategy's mandate of shaping the international security

environment. By linking defense ministries and government agencies of partner countries primarily through the vehicle of a state's National Guard, long-ranging bilateral relationships across multiple levels of society are formed that promote mutual understanding and regional stability. Thirty-two countries are now partnered with 32 U.S. states, two territories, and the District of Columbia. This fiscal year saw an increased pace in the Guard's activities in the Latin American region, as the U.S. Southern Command (SOUTHCOM) announced the addition of three new

SPP Partnerships this year, giving them a total of ten partnerships within its theater of operations.

Throughout the year, the Division of International Affairs hosts visitors and conducts National Guard and State Partnership Program briefings for people from across the globe. In February, the Division hosted an Attache Briefing for all Foreign Military Attaches assigned to Washington, D.C.; in May, the division joined with the Army and Air National Guard to host foreign diplomats and their families at the annual DoD Open House at Andrews Air



Force Base, Maryland. Some of the high-profile individual visits during the past year included Brigadier General Papenkort, Senior Military Advisor to the United Nations Mission in Bosnia and Herzegovina; Major General Ahn Kwang Chan, Senior Member United Nations Command Military Armistice Commission in Korea; Major General Darryl Low Choy, Assistant Chief of the Defence Force (Reserves) and Head of Reserve Policy in Australia; and Major General Raymund Ng Teck-Heng, Chief of Staff, Singapore Air Force.

Eleven nations came together in Baltimore, Maryland, for one week in August for the National Guard's third annual International Military Support to Civil Authorities (MSCA) Workshop. Hosted by the Maryland National Guard and facilitated by the National Guard's National Interagency Civil-Military Institute, the event focused on military support to civil authorities during nuclear disasters. The primary participants, Estonia, Latvia, Lithuania, Russia, and Ukraine, sent their premier experts in this arena to discuss topics of mutual concern with experts from numerous U.S. federal, state, and local agencies. A number of observer nations also were in attendance, including El Salvador, Honduras, and Ecuador.

U.S. SOUTHERN COMMAND (SOUTHCOM)

Mississippi kicked off its state partnership with Bolivia in October 1999 by hosting the Honorable Jorge Crespo, the Minister of National Defense of Bolivia, and his delegation, who visited Army and Air National Guard operations and observed counter-drug field demonstrations. In a reciprocal visit, Major General James H. Garner, the Adjutant General of Mississippi, visited Bolivia in November, where he and his delegation met the Honorable Hugo Banzer, President of Bolivia, and observed counter-drug programs, troop training, and disaster relief operations conducted by the Bolivian Armed Forces.

Living up to their well-earned reputation in disaster relief, National Guard troops from Puerto Rico, Florida, Maryland, North Dakota, and the U.S. Virgin Islands were deployed to Venezuela to assist in the relief operations after widespread flooding in that country in November 1999. In February, representatives from Florida, Kentucky, Mississippi, and West Virginia attended the First Andean Region Conference on Disasters in Quito, Ecuador. This important U.S. Southern Command event, hosted by Ecuador, included civilian and military organizations from the Andean Ridge countries, the United Nations, and various volunteer organizations. Upon its conclusion, the countries signed a historical disaster cooperation agreement.

Visiting delegations have been an important part of the State Partnership Program, providing opportunities for senior officials of U.S. states and partner countries to become familiar with one another. This year, as part of the familiarization visit program, delegations from Florida and West Virginia visited their partner countries of Venezuela and Peru, respectively. One of the year's newly approved partnerships between El Salvador and New Hampshire resulted in a visit by high-ranking Salvadoran officials to Wyoming in June to observe New Hampshire troops training in Wyoming.

Winding up the year in SOUTHCOM, the Republic of Paraguay formally requested to take part in the State Partnership Program in August. At the close of FY 00, the International Affairs Division was in the process of conducting a comprehensive analysis to search for an appropriate state partner for Paraguay.

U.S. EUROPEAN COMMAND (EUCOM)

Fiscal Year 2000 was another extremely successful year for the National Guard's European partnerships. Throughout the year, our soldiers and airmen conducted 51 Minuteman Fellowship (MMF) events and 9 "Guardex" events; participated in 6 Partnership for Peace (PfP) and In-the-Spirit-of Partnership for Peace (ISO PfP) exercises;

executed more than 25% of all events for U.S. European Command's (USEUCOM) Joint Contact Team Program (JCTP); facilitated 7 civic leader visits; and conducted a number of engagement activities with the Russian Federation.

The state of Maryland was especially successful in executing an "expanded MMF" program. They made great progress in the area of education in their partnerships with the Baltic Defense College and Tartu University in Estonia. Maryland has strengthened ties with their Estonian partners through the development of distance learning and by obtaining scholarships for Estonian students at universities in Maryland.

EUCOM continued to facilitate "Guardex" by providing \$1 million of Warsaw Initiative Funds (WIF) to support the program. Five states used Guardex to bring partner officers and NCOs to conduct annual training with their Guard units. Because it allows partners to observe a full annual training cycle from start to finish, Guardex continues to be one of the more in-depth engagement programs that the Guard executes in support of EUCOM's engagement strategy.

Throughout the year, the Joint Contact Team Program (JCTP) was once again a very important vehicle for the Guard in engaging our European partners. Once again, the National Guard executed more than 25% of all JCTP activity. In addition to providing subject matter



experts for JCTP events, the Guard also provided the full-time Military Liaison Team (MLT) chiefs in eight countries, deputy MLT chiefs in eight countries, and other full-time personnel at JCTP Headquarters in

Stuttgart, Germany, as well as on MLTs in several countries.

In April 2000, the 109th Medical Squadron, New York Air National Guard, deployed with the State Air Surgeon from Pennsylvania to

Kaunas, Lithuania, for "Empire Med 2000." The primary objective of this humanitarian medical event was to provide instruction in medical topics at Lithuanian military bases and hospitals. While in country, the New York Guard members also provided much-needed humanitarian medical services for the local communities of Rukla, Aletys, Kaunas, Kalipedia, and Maryople.

In May 2000, the California National Guard deployed more than 200 of its members to Eastern Ukraine for a series of joint disaster relief and emergency medical events called "Rough and Ready 2000." Working side-by-side with their counterparts from numerous civilian state and federal emergency response agencies and the Ukrainian Ministry of Emergencies, the California Guard spent a full week responding to mock disasters that simulated floods, earthquakes, fires, and a plane crash.

Throughout the summer, a number of states participated in the "Cornerstone" series of exercises. This ISO PfP activity gives U.S. engineer units an opportunity to conduct engineering and humanitarian construction operations in various partner countries. In July, North Carolina and Missouri units participated in "Cornerstone 00-1" in Moldova. During the deployment, they reinforced their vertical construction and small engineer unit skills by constructing a medical clinic in Strasen and conducting small unit training exercises. The clinic will

provide a basic level of medical care for the Strasen orphanage that houses and provides education for more than 640 children ranging from infants to teenagers.

Vermont, Indiana, and Oregon Guard members participated in "Cornerstone 00-3" throughout May and June 2000 in Macedonia. This was the first exercise conducted in support of the Southeast Europe Defense Ministerial (SEDM) objectives to enhance regional stability through military-to-military operations, particularly peacekeeping and emergency relief operations. Guard members worked side-by-side with their counterparts from the Navy Seabees, U.S. Marine engineers, and soldiers from the Army of the Republic of Macedonia. While conducting the exercise, engineers completed four humanitarian civic assistance projects, including renovations of medical clinics in Pepeliste and Krivolak and improvements to two elementary schools.

The Illinois National Guard was the lead agency in the execution of "Peace Shield 00" in July at the Yavoriv Training Area near Lviv, Ukraine. Approximately 1,000 soldiers from 22 countries participated in this multinational brigade computer-assisted command post exercise. Highlights of Peaceshield 00 included the first-ever use of distributed simulations that allowed exercise participation from satellite training sites in Bulgaria and Estonia, and a combined U.S.-Ukrainian airborne inser-

tion. This was the first time that a National Guard unit was given propensity for a multinational exercise of this magnitude.

In July 2000, Alabama and Tennessee participated in "Rescue Eagle 00." This exercise was designed to deepen military relations; develop interoperable forces and command and control structures; and prepare partners for peacekeeping, search and rescue, humanitarian assistance, and peace support operations. The Alabama and Tennessee Guard members worked with the U.S. Marines and 12 partner nations in this exercise in Romania.

The Chief, National Guard Bureau (CNGB), accompanied by the Adjutants General of all European partner states, visited HQ EUCOM in September. Hosted by the EUCOM Commander in Chief, the CNGB and the Adjutants General received briefings and participated in discussions regarding current operations and activities in the European theater and discussed the future of National Guard integration into theater activities. Following the meetings at EUCOM HQ, CNGB and the selected Adjutants Generals visited their troops on active Federal service in Bosnia and Kosovo.

This fiscal year, the Office of the Secretary of Defense (OSD) asked the National Guard to provide a six-man battalion staff cell to participate in "Baltic Eagle 00." This exercise, held in Latvia in October 2000, involved ten countries; the Michigan

National Guard battalion staff cell, serving as part of the exercise directing staff, was the sole organization representing the United States. The goal of the exercise was to certify the combat effectiveness of the Baltic Battalion, a peacekeeping battalion composed of Estonian, Latvian, and Lithuanian soldiers.

During the course of the year, the U.S. government relaxed its restrictions on peacetime engagement activities with the nations of Armenia and Azerbaijan. National Guardsmen executed the very first U.S. military-to-military contact event in those two nations. The Georgia National Guard, scheduled to conduct an Emergency Operations Center familiarization event in the Republic of Georgia, extended their stay in the region and also conducted the activity in Yerevan and Baku.

The Guard has continued to lead the way in engagement with the Russian Federation. While engagement with the United States has continued to warm slowly in the wake of Operation Allied Force, the Russians, especially the Ministry of Emergency Situations, have actively sought contact with the National Guard. The Iowa and Alaska National Guard executed three highly successful contact events with the Russians during 2000 and plan an additional six events for 2001.

Throughout the course of the year, OSD asked for National Guard representation at their annual bilateral talks with each of our partner

nations. International Affairs often represented the Guard, providing briefings on our State Partnership Program and charting the course for our states to continue to engage their partners through a variety of engagement activities. Recently, OSD has seen the value in bringing partner state representatives to the table as well. Several states sent senior representatives to the talks and have pledged to continue to do so in the coming years.

This fiscal year, International Affairs conducted successful negotiation with the registrar of the George C. Marshall Center for European Security Affairs, located in Germany. As a result of discussions with the Marshall Center administration, the Guard has been promised a dedicated seat at the semi-annual Senior Executive Seminar starting in April 2001.

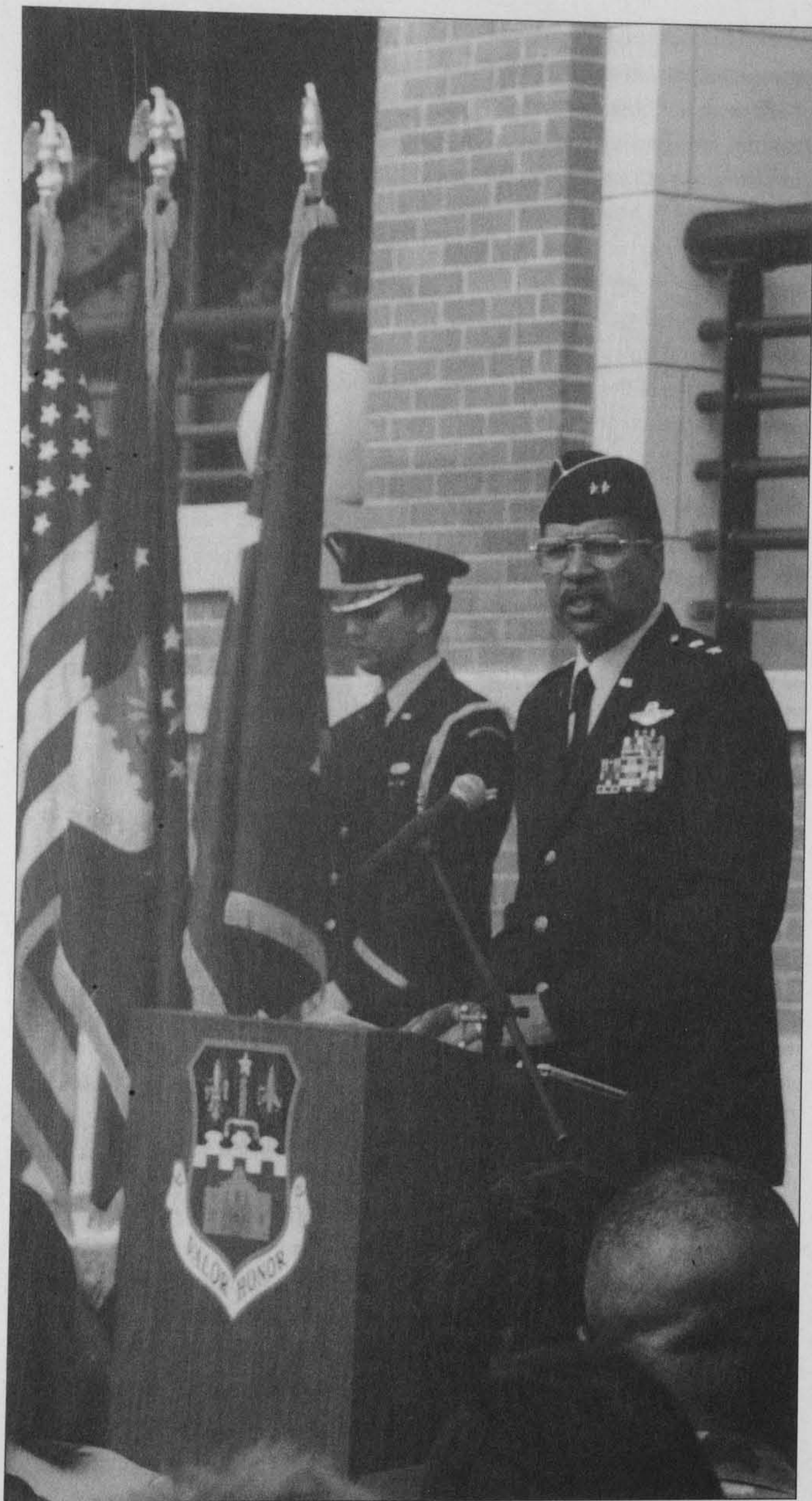
U.S. PACIFIC COMMAND (PACOM)

PACOM kicked off the new millennium with the first approved state partnership in the Pacific Theater. The International Affairs Division paired the Republic of the Philippines, which requested the partnership in late 1997, with the state of Hawaii after a thorough review and analysis process. The Commander-in-Chief, USPACOM (USCINCPAC) formally approved the partnership in February.

In March, Lieutenant General Davis, Chief of the National Guard Bureau, and Major General Edward Correa, Adjutant General of Hawaii, traveled to Manila to meet with Armed Forces of the Philippines (AFP) leaders to pave the way for the Hawaii-Philippines partnership. The Chief also stopped in Guam to meet his Adjutant General, MG Benny Paulino, to officially invite Guam to serve as an Associate Partner in the newly formed relationship between Hawaii and the Philippines. Later that year, the Hawaii National Guard hosted a visit by a senior five-member delegation from the AFP in August.

Early in the fiscal year, a five-member delegation from PACOM that included the senior National Guard Advisor to USCINCPAC, traveled to Ulaanbaator, Mongolia, to discuss future engagement activities. Mongolian Ministry of Defense officials expressed interest in exchanges with National Guard units, particularly in areas involving disaster relief efforts, civil defense, and emergency response. Mongolian officials showed particular interest in the State Partnership Program.

As a result of Mongolian interest, the Alaska National Guard hosted a visit by a six-member delegation from Mongolia in September. The event focused on military support to civil authority in the areas of disaster response, search and rescue, and emergency operations procedures. Since both Mongolia and Alaska share similarities in terms of size,



climate, topography, and demographics, there was plenty of interest and mutual concerns for discussion.

National Guard citizen soldiers bring a depth and breadth of civilian experience to their military duties not found elsewhere. As such, subject matter expert exchanges (SMEEs) have become popular sources of expertise that, combined with diplomatic capabilities of the citizen soldier, have become well known in partner countries. Early in the year, Sri Lanka requested National Guard subject matter expertise in managing media relations. Therefore, a team of public affairs experts conducted a very successful seminar for the Sri Lanka Ministry of Defence in Columbo to demonstrate and share information concerning techniques and procedures in the working relationship between military public affairs personnel and the civilian press corps. Participants were very positive and expressed strong interest in continuing media relations SMEEs in the future.

The National Guard continues to maintain a special relationship with the Singapore Armed Forces. The 162nd Fighter Wing of the Arizona Air National Guard provides training for Singapore F-16 pilots, while the Texas Army National Guard trains Singapore's helicopter pilots in the CH-47 "Chinook" helicopter at "Peace Prairie." The National Guard will also train Singapore's pilots in the AH-64 Apache Longbow, of which Singapore will soon take delivery.

U.S. CENTRAL COMMAND (CENTCOM)

The largest event held in CENTCOM in FY 00 was the International Workshop for Emergency Response (IWER) in Phoenix, Arizona, in November. The Workshop focused on a flood scenario to demonstrate the federal and statewide emergency resources response to that particular disaster situation.

The relationship between Kyrgyzstan and Montana has grown tremendously in the past year. In mid-February, Kyrgyz armed forces personnel participated in cold-weather tactics, techniques, and procedures in mountain rescue tactics in the United States. The following summer, their military medical specialists visited the Montana National Guard for a medical subject matter expert exchange and observed medical techniques during annual training in Helena. Visiting personnel also exchanged information on infantry techniques during annual training and participated in a Minuteman Fellows three-week shadow program that highlighted Military Support to Civil Authorities.

The Arizona-Kazakhstan relationship has continued to see a number of important exchanges. In March, senior officers from the Arizona National Guard visited Kazakhstan in conjunction with a visit by Arizona's field artillery personnel to observe and discuss field artillery operations, logistics, and training activities. The following summer, Kazakhstani field

artillery personnel conducted a reciprocal visit to observe and learn about Arizona National Guard artillery operations. In an unrelated event, representatives of the Armed Forces of Kazakhstan also participated in U.S.-Kazakhstani Consultative Group Meetings at Headquarters Central Command at MacDill Air Force Base in Tampa, Florida, in June.

Louisiana started early in the spring in their partnership with Uzbekistan by sending engineers on a reconnaissance of possible engineer projects for 2001 and beyond, while Uzbek officers visited the Louisiana ARNG and the 156th Infantry Brigade. Louisiana was an active participant in CENTCOM's Central Asian Symposium, held 5 to 8 June 2000. The symposium focused on U.S.-Central Asian policies, strategies, and challenges, and how the State Partnership Program fits into this policy.

Public Affairs

The National Guard Bureau Office of Public Affairs (NGB-PA) manages and supports overall public affairs efforts for both the Army and the Air National Guard. The office is divided into several functional areas.

POLICY AND PLANS

Fiscal Year 2000 was another productive year for the Policy and Plans Branch, marked by significant

progress in several areas, including personnel growth, training, deployments, equipment programming, advertising, entertainment, budget, civic leader tours, and web-site development. The foundation for this positive evolution was based on increasingly closer relationships between the National Guard Bureau Public Affairs staff and those professionals in the field.

Tenacious staff work led to several developments in personnel. First, each of the state and territory PA offices increased from one position to three or four, depending on size of the state and the area media markets. Second, the Army PA unit force structure grew from 29 to 44 total units (to be fielded in FY 04). Third, on the Air Guard side, NGB-PA supported PA responsibilities being assigned to Community Manager and Executive Staff Support Officer (ESSO) positions within the Wings and STARCs, respectively.

Policy and Plans staff were also responsible for increased PA training slots, successful deployments through Army Balkan rotations, Air Expeditionary Force rotations, and a plethora of other exercises and real world support. In addition, in coordination with the Public Affairs Support Element, NGB-PA developed and implemented a plan to field new equipment to all of our units beginning in FY 04.

NGB's institutional advertising program spawned several new advertisements, culminating in the suc-

successful "Fabric of America" ad, which garnered considerable praise. In the entertainment area, NGB-PA supported two high-profile movies, "The Perfect Storm" and "The Patriot," which drew national attention to the Guard's role and historical background. NGB-PA also hosted a civic leader tour to Europe, educating influential members of the public on the importance of the Guard's service and capabilities. The Policy and Plans Division also spearheaded the National Guard's role in "Reconnect to America," capitalizing on the Guard's positive relationship with the American public.

Lastly, FY 00 was a groundbreaking year for web management and development issues. The public website was completely redesigned, and a password-protected public affairs portal created. These two initiatives resulted in an average of 50,000 public "hits" a day externally, and increased access to information for over 350 Public Affairs professionals all over the country.

COMMUNITY AND MEDIA RELATIONS

The External Affairs Division is responsible for the National Guard's community and media relations programs, which are designed to increase public awareness and understanding of the National Guard. Typical community and media relations programs include military open houses; Army and Air National Guard fly-overs; civic and news

media travel; support to private organizations; support to national military organizations, such as NGAUS and EANGUS; and national-level media relations.

The National Guard Bureau media relations team is the principal point of contact at the national level for the news media and general public. For the news media, the team coordinates requests for interviews and CONUS and OCONUS media travel. The media team provides media relations guidance to the public affairs officers in 54 states and territories on burgeoning issues of interest to the news media. It also participates in NGB-sponsored media training programs designed for field commanders.

The Community Relations team coordinates a variety of national-level programs that highlight the National Guard's role in the community. Examples include civic leader orientation flights and interstate civic leader travel; oversight of National Guard policy for loan/lease of National Guard equipment for various community support programs; and support to aviation-related community events. Clearly, these highly visible programs are some of the most effective tools NGB has to tell the National Guard story to the American public.

During FY 00, there were 4,784 civic leaders and 257 news media representatives participating in orientation flights. Out-of-state travel on National Guard aircraft provided 257

news media representatives and 332 civic leaders an opportunity to observe a military deployment to various locations throughout the United States and around the world.

Citizen-soldiers and -airmen also supported the 50th anniversary of Armed Forces Day at the Joint Services Open House on Andrews Air Force Base, Maryland. With over 85 exhibits and static displays, and Army Guard and Air Guard soldiers and airmen from six states, the National Guard reached over one million visitors from throughout the mid-Atlantic region.

HISTORICAL SERVICES

During the summer of 2000, NGB's ANG historians arranged with ANG units to deploy three unit historians to Turkey to fulfill a 90-day rotation with the Air Force's Aerospace Expeditionary Forces (AEFs). Three historians were deployed for 30 days each. The ANG history staff also coordinated and monitored the participation of five ANG unit historians in the Air Mobility Command's Inspector General's Exercises (IGXs), as well as published ANG supplements to Air Force Instructions (AFIs) 84-101, "Historical Products, Services, And Requirements," and 84-103, "Museum System."

The Air Guard history section planned and coordinated an ANG unit historians' workshop at Minneapolis, Minnesota, this fiscal year. At the request of the Office of

the Director, ANG, they participated in the "First Air Force Roles And Missions" study and the ANG's chapter of the Air Force's "Air War Over Serbia" study. Major FY 00 publications were *Turning Point: The Air National Guard And The Korean War* and *A Short History Of Diversity In The Air National Guard*. The Air Guard history section also developed materials for a Korean War section on the ANG home page.

In honor of the 50th anniversary of the outbreak of the Korean War, Army National Guard historians published an illustrated history of the ARNG in that conflict. They also pre-

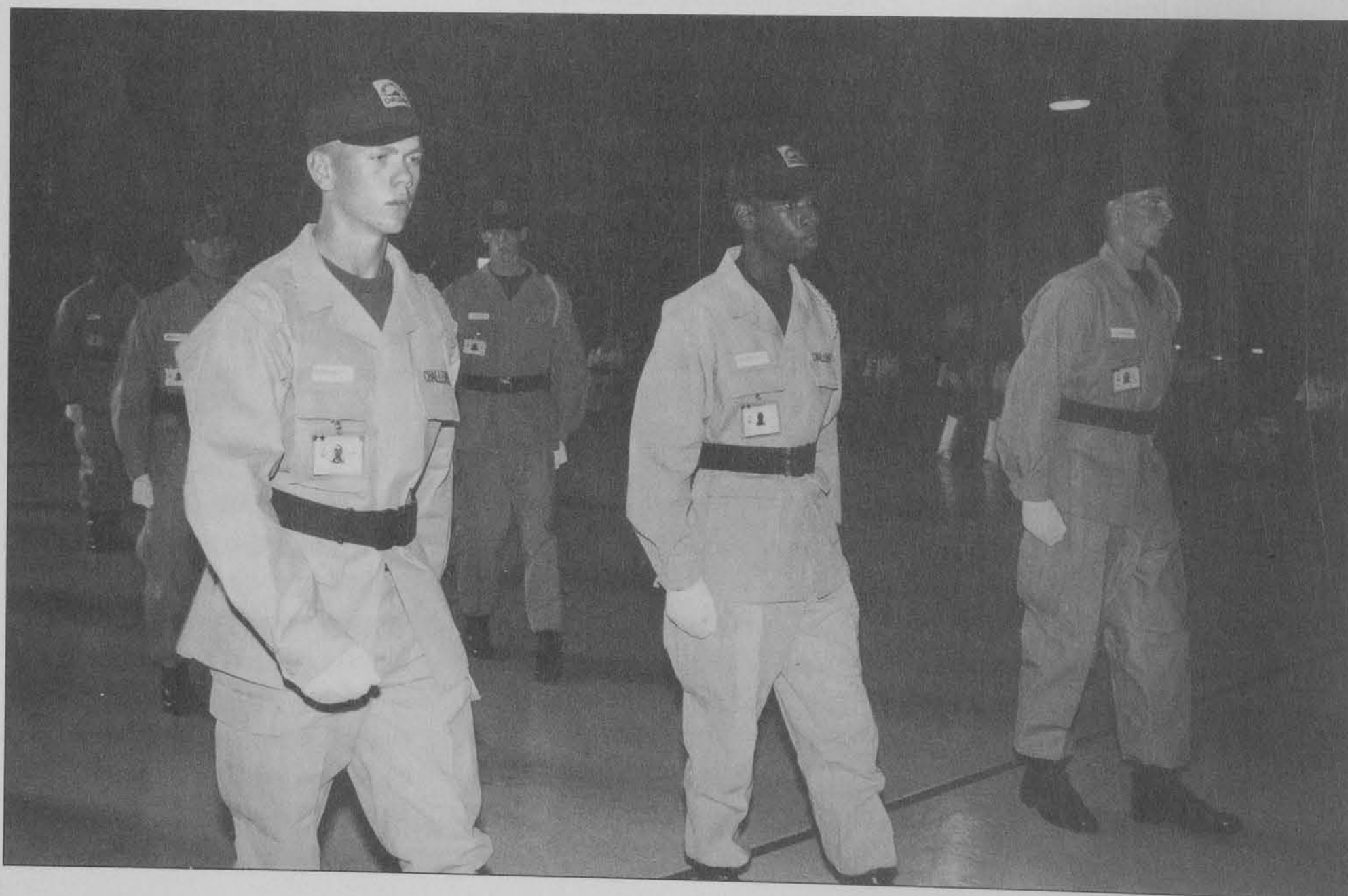
pared a six-panel, stand-alone historical display on the ARNG's role in the Korean War. Work was also begun on a handbook for adaptive reuse of historic National Guard armories, a joint project with the National Trust for Historic Preservation.

As part of FORSCOM training for Military History Detachments, NGB historians developed and led a professional staff ride of the Civil War Battle of Wilson's Creek, in Missouri. They also deployed to the National Training Center at Ft. Irwin, California, again to assist with training for Military History Detachments.

Office of Human Resources

In response to a tight labor market, a healthy economy, and an increase in Technician turnover and vacancy rates, the Office of Human Resources dedicated a substantial amount of energy towards improving the competitive standing of the National Guard Technician Program in today's labor market.

This year's focus on the development and acquisition of recruitment



and retention tools resulted in the following initiatives:

- A guide to Recruitment and Retention tools was developed and published; it is currently available to management within the National Guard Technician Program.
- Special Salary Rates (SSRs) for ANG Pilots were pursued and acquired. Once the SSRs were approved, nationwide guidance and implementation instructions were developed and published in advance of the SSRs' effective date. Today, approximately 700 ANG pilots receive SSRs, improving the National Guard's position in an unusually competitive aviator labor market.
- NGB-HR joined with the Office of Personnel Management in a government-wide study, resulting in SSRs for Information Technology positions.
- To minimize both high vacancy and turnover rates endemic to Cape Cod, Massachusetts, authority to establish increased minimum hiring rates for ANG and ARNG Aircraft and Electronics specialized positions at Otis AFB was acquired.
- A study of recruitment and retention issues for National Guard Air Traffic Controllers (ATCs) was initiated in

response to a sharp increase in loss of ATC talent to the Federal Aviation Administration (FAA).

NON-DUAL STATUS TECHNICIANS

This fiscal year, policy guidance on implementing the provisions of the National Defense Authorization Act (NDAA) of 2000 as it applies to Non-Dual Status (NDS) technicians (i.e., those not required to be members of the ARNG or ANG unit to which they are assigned) was issued. The National Guard is now well positioned to achieve the NDAA 01 permanent NDS ceiling within the October 2002 timeline. NGB-HR released 24 national classification packages in FY 00 and developed a plan to re-write NDS-only position descriptions, pursuant to the Congressional mandate for the employment of 1,950 NDS personnel. These position descriptions were completed by January 2001.

In response to requests for clarification of NGB Military Funeral Honors (MFH) Policy published in December 1999, the Office of Human Resources published additional MFH guidance pertaining to Military Technicians.

A Staffing Recruitment Test Program was initiated in FY 00. The test is designed to explore alternatives to simplify the current system of qualifications and recruitment processes for dual-status technician positions.

The Military Technician Compatibility Program management for the Army and Air National Guard was consolidated into the Office of Human Resources (with continued ARNG and ANG Directorate involvement) in June 2000, although the ARNG and ANG Directorates continue to be involved in the process. The transfer of this program will result in joint policies/regulation from a single office of primary responsibility.

This year, the Uniformed Services Employment and Reemployment Rights Act (USERRA), enacted October 1994, was significantly strengthened and expanded to better protect the reemployment rights of all uniformed service members. Nearly 2,000 Guardmembers are currently on tour while their civilian jobs are being protected by the law. As one of few government organizations with a large population of employees exercising rights under USERRA, the National Guard Bureau has been at the forefront of resolving and addressing new issues concerning the implementation of that law. New regulations and guidance have been drafted and are expected to be released in FY 01.

In FY 00, efforts continued to support operations and initiatives focused on two major automated systems: sustainment of the Legacy Defense Civilian Personnel Data System (DCPDS) and ongoing development and deployment preparation for the modern DCPDS for the National Guard which is used by HROs throughout the 50 states and



Puerto Rico, the Virgin Islands, Guam, and the District of Columbia.

CONGRESSIONAL INITIATIVES

Several bills affecting the technician workforce were introduced in the 2nd Session of the 106th Congress. For example, H.R. 4360 would have required payment of overtime to the technician workforce; H.R. 1079 and S. 1883 would have established a blanket optional early retirement for technicians; and H.R. 4361 (and H.R. 5342) could have created a "status quo" program within the National Guard military technician workforce. The Office of Human Resources worked with NGB-JA and NGB-PL to ensure that DoD was fully aware of the potential impact of these bills on the technician program. None of these bills have been enacted. The Office of Human Resources continues to provide timely and accurate responses to Congressional and

other high-level inquiries in all areas affecting Human Resources, advising both offices within the National Guard Bureau, as well as the states and territories.

The Office of Human Resources has advised the states that bargaining over several military training proposals would not be appropriate, and will litigate the issue before the Federal Labor Relations Authority (FLRA) should cases arise. The FLRA has also continued to find the numbers of uniforms to be issued to technicians, and the cost of sewing accoutrements onto those uniforms, to be negotiable, and we have continued to assert that the rulings are in error. The authority has also found that the attire worn by technicians while acting as witnesses in labor-relations third party proceedings is within the allowable scope of bargaining. The Office of Human Resources continues to assert that this is not correct.

Internal Review

The Internal Review Directorate provides the National Guard Bureau leadership with in-house professional oversight capability. The mission of the office is to provide:

- Professional in-house audits for senior National Guard leaders which are responsive to their needs, and provide meaningful recommendations to improve operations;
- Guidance, direction, and training for state internal review auditors; and
- Coordination and liaison with external audit agencies conducting business with the National Guard.

The office is authorized 15 positions; however, only 12 are filled. There are 9 professional auditors assigned. Efforts continue 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 U.S. Property and Fiscal Officers. These recommendations are prioritized based on factors such as the amount of programmed dollars, inherent risk, history of previously identified problems, and degree of sensitivity that might result in adverse publicity. The audit areas are then briefed to NGB General Officers for changes, additions, and deletions. Once the Chief, NGB approves the list, it is formalized and published as the Annual Internal Review Schedule. The published schedule is evaluated several times during the year to ensure that it continues to meet the needs of National Guard leadership. In keeping with the vision statement, "Building a Better Tomorrow, Today," this branch is also on call to provide quick reaction or "troubleshooting" reviews to senior NGB officials.

During FY 00, the following audit projects were undertaken:

- Consulting Engagements in ten states (subject: telecommunication costs)
- Distributive Training Technology Program
- ANG Environmental Cooperative Funding Agreement
- Professional Education Center Student Activity Fund
- Joint Staff IMPAC (Credit) Card Program
- ARNG IMPAC (Credit) Card Program

PROGRAMS AND LIAISON

The Programs & Liaison Branch is responsible for providing state and territory internal review offices with guidance, assistance, training, and oversight. In accordance with DoD policy, the branch conducts external quality assurance reviews of local internal review offices. These reviews serve to ensure that state Adjutants General and U.S. Property and Fiscal Officers receive professional-quality internal review services. Under this program, a team of professional auditors reviews each state/territory once every three years. The Quality Assurance Program evaluates work accomplished at the local level and compares it to Comptroller General and DoD audit standards and policies.

Periodically, senior state auditors accompany the NGB review team. The augmentation enables NGB personnel to spend less time on-site and facilitates the spread of good ideas and new techniques.

During the fiscal year, many states benefited from Quality Assurance Reviews. Some of the benefits were additional staffing, upgrades and new audiovisual equipment, removal of independence impairments, and procedural changes which increased productivity. Ten Quality Assurance Reviews were conducted in FY 00. The state of Oregon was recognized for their outstanding internal review program; Oregon has received this award for the last three years.

The Programs & Liaison Branch also manages the National Guard Auditor Training Program. This program consists of several courses of instruction, which meet 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 U.S. Department of Agriculture.

AUDIT COMPLIANCE AND LIAISON

The NGB audit compliance and liaison section serves as the Chief, NGB's central point of contact with all external audit agencies (i.e., General Accounting Office, Department of Defense, Inspector General-Auditing, U.S. Army Audit Agency, and U.S. Air Force Audit Agency). The liaison personnel facilitate audit agencies' efforts by ensuring that they are in contact with the proper functional official, arranging briefings and conferences, notifying states/territories and NGB activities of pending audits, staffing of audit reports, and assisting in the development of replies to audit findings and recommendations. Counting all agencies, there are normally over 80 audits ongoing within the National Guard at any one time.

Family Programs

The National Guard Family Program Office (NGB-FP) continues to support the increasing roles and missions of the Army and Air National Guard. Our past and current Federalization and deployment experiences confirm the importance of having established programs in place at the national, state, and unit levels.

Ensuring readiness, support, and assistance for families of Guardmembers deployed in all missions and operations is the program's primary function. A strong Family Program infrastructure, organized in each state by the State Family Program Coordinator, ensures that all states can readily communicate with each other and that no family falls between the cracks in our support system. Because of the National Guard's extensive Family Program network and expandable infrastructure of over 20,000 trained Army and Air Guard family member volunteers nationwide, the National Guard is able to provide services for anyone within the greater DoD community.

The duration of Army Guard deployments and the frequency of Air Guard deployments are presenting definite challenges. Deployments in support of the Bosnia-related operations have shown how important it is to interview and carefully screen

each individual about their family situation both prior to and during the deployment process. Office staff members are exploring options such as use of professional personnel and contract services in order to provide appropriate support for higher-risk families of some deployed Guard members, support which would be readily available to Guard members who live near an active-duty installation.

QUALITY OF LIFE ISSUES

The Family Program Office is the proponent for Quality of Life issues for the National Guard. It has identified the following issues as priorities based on the past year's experiences:

- Video teleconferencing between deployed Guard members and their families
- Additional mobilization/deployment support
- Expanded information and referral services
- Crisis intervention counseling and family advocacy
- Consumer affairs and financial assistance counseling
- Enhanced outreach programs
- Additional youth services for the children of members of the National Guard.

PROGRAM IMPLEMENTATION

Funding for Family Programs is provided directly to the states by the National Guard Bureau, which receives Army Appropriated and Non-Appropriated funds and Air Guard Appropriated funds. Unit Family Readiness Groups may engage in some fundraising activities to pay for local expenses. Volunteer and Family Program Coordinator training, program awareness, and Family Readiness educational materials comprise the majority of Family Program expenses.

TRAINING

Training Family Program military representatives and volunteers is vital to the program's mission. Approximately 40% of our State Family Program Coordinators have attended the DoD Joint Family Support Director's Course.

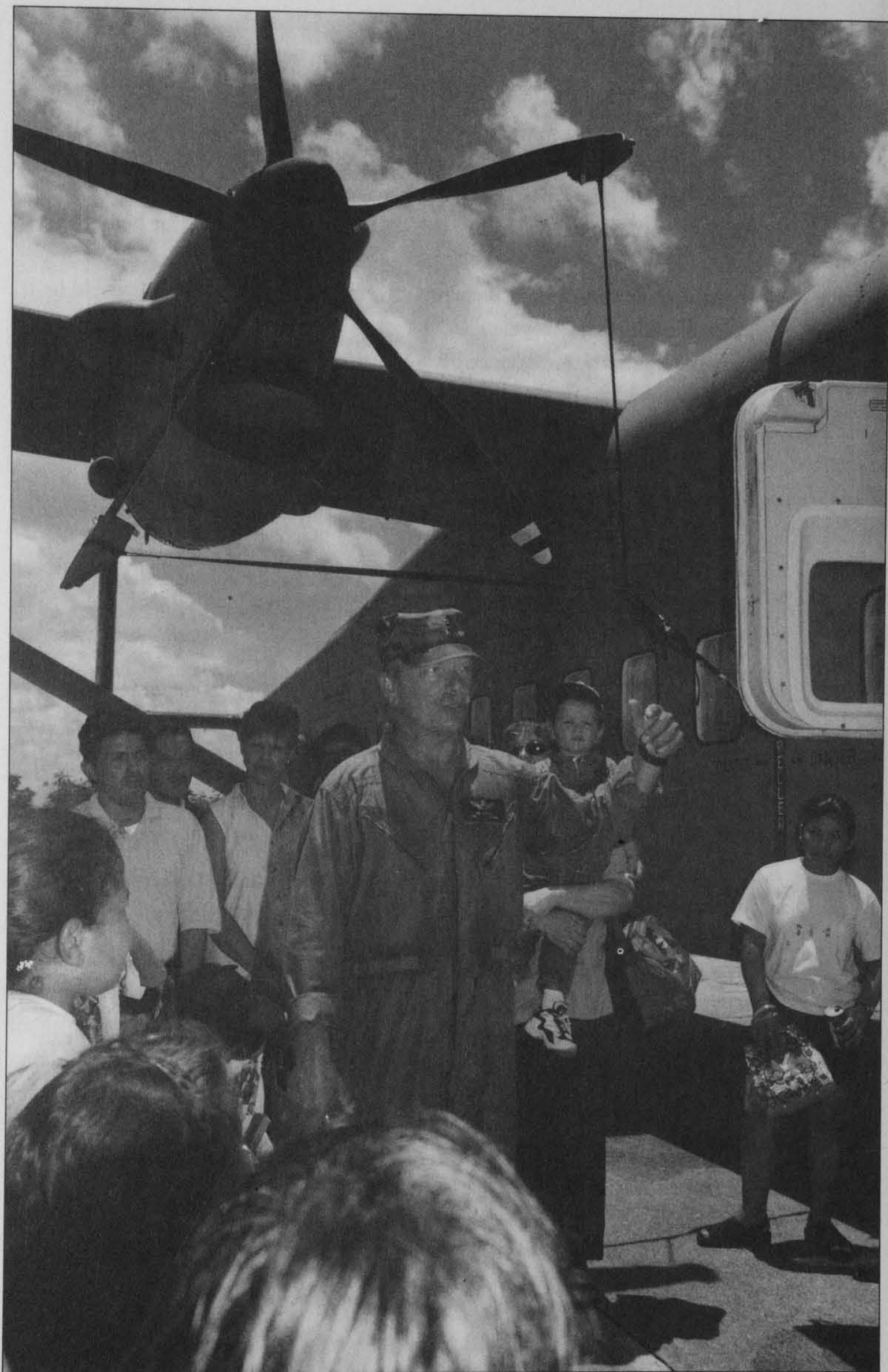
In March 2000, annual specialized military training for State Family Program Coordinators took place at the National Guard Technical Education Center (TEC) in Knoxville, Tennessee. The National Guard Family Program annual workshop was held in Nashville, Tennessee in July and included key Family Program delegates representing Army and Air Guard family member volunteers, key military personnel, and civilian members of the Guard family. There were over 450 attendees. This annual event is our major training and policy-disseminating opportunity.

Youth Programs

During FY 00, Youth Programs separated from the Office of Public Affairs and became a separate office of the NGB Joint Staff. The new office managed the two federally funded National Guard youth programs operating this fiscal year: ChalleNGe and STARBASE.

“ChalleNGe” is a five-month residential program followed by a year-long mentoring phase for 16- to 18-year old high school dropouts who are drug-free, not in trouble with the law, and unemployed. Twenty-seven sites across the country participated in the program this fiscal year, an increase of two sites over FY 99. With the completion of its fifteenth class, approximately 27,800 at-risk youth have graduated from the residential phase of the program, with more than 19,000 granted their high-school equivalency (GED) diploma. Other students are completing their GEDs in a post-residential phase. The graduation rate continues to exceed 90%.

“Science and Technology Academies Reinforcing Basic Aviation and Space Exploration” (STARBASE) is a program for grades K-12 which exposes classes and teachers of mainly inner-city schools to real-world applications of math and science through hands-on learning, simulations, and experiments in aviation and space-related fields. Nineteen program sites participated in FY 00.



Counterdrug Office

The National Guard Bureau and the National Guard of the 54 states and territories continue to play a major support role in the nation's struggle against the importation, manufacturing, distribution, and use of illegal drugs. The National Guard Bureau Counterdrug Office (NGB-CD) is the staff proponent for this effort. It administers the program under three distinct areas of focus: domestic counterdrug support; counterdrug support outside of the United States; and the internal National Guard Substance Abuse

Program. The total National Guard counterdrug budget for FY 00 was \$231,038,000. Additionally, the Counterdrug Office has actively embraced the requirements of the Government Performance and Results Act (GPRA).

DOMESTIC COUNTERDRUG SUPPORT

Operating under the authority of Title 32, United States Code, Section 112 (32 USC 112), the National Guard offers drug-supply interdiction and demand-reduction support to local, state, and federal law enforcement agencies, task forces, and community-based anti-drug organizations.

Under 32 USC 112, the Counterdrug Coordinator (CDC) of the state prepares a detailed plan outlining the type and level of counterdrug support that the state anticipates providing to law enforcement agencies and community-based organizations in the upcoming year. The State Attorney General certifies the plan for legal sufficiency before the Governor signs it. States then submit their plans to the National Guard Bureau Counterdrug Office for review and funding recommendation. NGB-CD then forwards the plans to the DoD, Office of Drug Enforcement Policy and Support (DEP&S) for final approval and funding.

Authorized Counterdrug Missions

1. Program Management and Liaison

2. Technical Support

- a. Linguistic Support
- b. Intelligence Analyst Support
- c. Investigative Support
- d. Communications Support
- e. Engineer Support
- f. Subsurface/Diver Support

3. General Support

- a. Cannabis Suppression and Eradication
- b. Transportation Support
- c. Logistics Support
- d. Mail and Cargo Inspection

4. Counterdrug-related Training

5. Reconnaissance and Observation

- a. Surface Reconnaissance
- b. Aerial Reconnaissance

6. Drug Demand Reduction Support

- a. Community Based Organizations
- b. Educational Institutions
- c. Informational
- d. Leadership Development
- e. Coalition Development

The states plan their counterdrug support activities under six major mission categories. As outlined in NGR 500-2/ANGI 10-801, the mission categories are: program management, technical support, general support, counterdrug-related training, reconnaissance/observation, and drug demand reduction support. While conducting these operations, National Guard personnel are in a Title 32, active duty status and remain under the control of the Governor.

Supply Reduction. National Guard personnel engaged in counterdrug support activities for which federal funding is provided, must be acting in support of Law Enforcement Agencies (LEAs) and or Community Based Organizations (CBOs). National Guard counterdrug pro-

grams will only provide support to LEAs and/or CBOs that have a counterdrug nexus as the primary purpose. States may execute only those missions that have been approved by the Secretary of Defense (SECDEF) within the Governors' State Plans. Each day, there are approximately 3,600 soldiers and airmen supporting counterdrug programs.

By the end of FY 00, the state National Guard Counterdrug Programs received 18,281 requests for counterdrug support missions, using 1,526,084 workdays for this support. The state National Guard Counterdrug Programs completed 17,515 of the requested counterdrug missions, leaving 766 unresourced missions. The table below indicates the seizures and arrests associated with these missions.

Drug Demand Reduction. Each state and territory actively engages its communities with a number of proven support programs meant to lessen the demand for illegal drugs. Each state, with input from the Adjutant General, the Counterdrug Coordinator, and the Drug Demand Reduction Administrator, determines the drug demand reduction organizations that it most effectively can support. The result is that thousands of these organizations are supported throughout the country. The supported organizations are primarily involved with substance abuse prevention and drug education. They include organizations such as Drug Abuse Resistance Education (D.A.R.E.); Drug Education For Youth (DEFY); POUNDERS; Youth Against Crime, Gangs, and Drugs; the Drug Enforcement Administra-

Seizures And Arrests By National Guard-Supported Law Enforcement Agencies

Cocaine and Crack	194.5 tons
Marijuana: Processed	505.6 tons
Marijuana: Plants Eradicated.....	135,952,785
Methamphetamines	5.84 tons
Weapons	45,521
Vehicles	253,379
Currency.....	\$161.2 mil
Arrests	72,595

tion's Red Ribbon Campaign; Parents Research Institute for Drug Education (PRIDE); and Parent-to-Parent. The High School Drug Awareness Program, which began in Florida, has been replicated in 14 other states. Numerous other community specific programs include Ombudsman and I'm Special in North Carolina, Be Like Me in Tennessee, and Drilling Against Drugs (DAD) in the Virgin Islands.

The National Guard continued its partnership with the Community Anti-Drug Coalitions of America

(CADCA), a private, non-profit anti-drug organization, to produce a series of national satellite video teleconferences on drug demand reduction topics. Additionally, the Counterdrug Office has partnered with the Department of Health and Human Services Center for Substance Abuse and Prevention (CSAP), the Multi-Jurisdictional Counterdrug Task Force Training (MCTFT), and the Federal Law Enforcement Training Center (FLETC). Twenty-five shows were produced, covering topics ranging

from schools and drugs, to marijuana, methamphetamines, and anti-drug coalition development and leadership. Together with its partners, NGB-CD down-linked these broadcasts to hundreds of sites, with live audiences in the tens of thousands. The retransmission of many shows over 50 cable access television stations around the country, reached potential audiences of up to ten million people. The following table describes the variety of broadcasts and the specific partners associated with them:



Broadcasts

Broadcasts Partnered with CADCA

Broadcasts Partnered with DOJ Weed and Seed

National Youth Anti-drug Media Campaign
Ganging up on Gangs: Myth & Reality

Coalitions 101

Youth Under Siege

Coalitions 102

Reducing the Nation's Drug Use

Coalitions 103

Broadcasts Partnered with HHS/CSAP

Mentoring

PIP Part 1: *Building Healthy Families*

Adults—How to Talk to Kids About Drugs

PIP Part 2: *Building Healthy Dialog*

NIDA Town Meeting

PIP Part 3: *Building on the Past*

Keeping Kids Drug-Free

PIP Part 4: *Building Healthy Communities*

Street Gangs in Our Communities

Broadcasts Partnered with MCTFT/LET

Addiction's Impact on Family and Friends
Drugs on the Internet

Drug Paraphernalia

Kmart Kids Race Against Drugs

Gangs - No Thanks

Broadcast Partnered with FLETC

Community Policing

Officer Survival in Drug Investigations

COUNTERDRUG SUPPORT OUTSIDE OF THE UNITED STATES

The National Guard also provided military counterdrug support outside of the country, to the United States Southern Command. While doing so, National Guard personnel were in a federal, military duty status.

Aircraft. Operation CORONET NIGHTHAWK is now known as the 12th Expeditionary Fighter Squadron (EFS). It manages the deployment of Air National Guard and active duty fighter aircraft to support the Joint Interagency Task Force-East while deployed to the Forward Operating Location (FOL), Curacao. F-16 fighters assigned to the 12th EFS detected and monitored suspected narco-trafficker aircraft transiting between South American source zones and U.S. arrival zones. They flew 2,080 hours in support of this counterdrug mission. Operation SEÑOR SCOUT, utilizing C-130 aircraft, represented a significant portion of CINCSOUTH's theater Intelligence, Surveillance, Reconnaissance (ISR) resources. Air National Guard and active duty C-130 aircraft and crews were deployed 16 weeks during the fiscal year. While operating in a counterdrug mode, these assets were also called upon to perform search and rescue, and command and control functions.

Radar. At the request of U.S. Southern Command (SOUTHCOM) and Air Combat Command, the National Guard supports commercialized radar sites in South America.

The National Guard CD logistic and maintenance facility located at Dobbins AFB, Georgia, provided technical, maintenance, and supply support to the contractor, ensuring that these surveillance systems operated at optimum capability. In addition, National Guard personnel supported surveillance operations at the U.S. Customs Service Air and Maritime Interdiction Coordination Center (AMICC) and the Joint Southern Surveillance Reconnaissance Operations Center (JSSROC), providing detection and monitoring

of suspected drug trafficking aircraft flying between source zones and arrival zones.

SUBSTANCE ABUSE PROGRAMS

The National Guard has an aggressive internal Substance Abuse Program aimed at keeping its own National Guard soldiers and airmen drug-free. During the past year, the Army National Guard performed 171,030 biochemical tests (42% of assigned strength), 3,693 of which

were positive for illegal narcotics (2.16% positive rate). The Air National Guard tested 35,826 members (33% of assigned strength) with 212 positive for illegal narcotics (0.59% positive rate).

The National Guard is committed to providing a drug-free force of citizen-soldiers and -airmen. Both the Army and Air National Guard stress preventative education for Guard members and their families, as well as drug testing as a deterrent. During the past year, the Substance Abuse Program continued their partnership



with the Army Center for Substance Abuse and continued to host a joint intranet web-site, offering military substance abuse professionals a ready resource for information and regulatory assistance. The Air National Guard, which created the Air Force's first Drug Testing Program Administrative Manager Course, continued to work with the Air Force Reserve in a joint effort to educate and train program managers on correct urine collection procedures, as well as proper program management. During this fiscal year, over 150 military members successfully completed the course. This year, the Army National Guard began sending its specimens to an active Army drug-testing lab, the Tripler Toxicology Lab in Honolulu, Hawaii, as part of a plan to put the ARNG in line with the active component standards.

COMPLIANCE WITH THE GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA)

The Counterdrug Office is leading the National Guard and much of the armed forces in its efforts to comply with the GPRA. During FY 00, NGB-CD established a Strategic Planning Committee, published a strategic plan, modified its data collection system to accommodate the needs of GPRA, and has led the 54 states and territories in identifying

performance measurements of effectiveness. All of these efforts have instilled an urgent desire in other Offices and Divisions to achieve greater standards.



Army

Army National Guard

Operations

The Army National Guard (ARNG) employed its soldiers and training resources with a continued focus toward National Military Strategy objectives. The ARNG's key contributions to advancing those strategic objectives included aggressive execution of realistic training for the war fight, increased integration with active component forces, providing operational and training forces to ongoing missions, and performing a variety of civil support missions.

This fiscal year, the ARNG increased its support to the Unified Commands to its highest levels since the Gulf War. In FY 00, the ARNG deployed 2,932 personnel to support operations in Bosnia, Kosovo, Kuwait, Macedonia, and Saudi Arabia. An additional 22,134 soldiers

conducted CINC mission support and training events in 64 other countries. Each of these deployments simultaneously helped the CINCs of Unified and Specified Commands shape the international security environment while enhancing unit readiness. (See appendix E for a complete listing.)

During FY 00, Texas' 49th Armor Division expanded the ARNG's already extensive support to Operation Joint Forge in Bosnia by assuming the multi-national headquarters role for Task Force Eagle. FY 00 also saw the first contingency operation mobilizations of ARNG Enhanced Separate Brigades (eSBs) in Arkansas (39th) and Oklahoma (45th), as well as a full Military Intelligence Battalion (the 629th from Maryland).

Attention was also focused on the home front during this fiscal year. ARNG units from every state, territory, and the District of Columbia provided significant support to civilian authorities. ARNG soldiers supported emergency response missions for hurricanes along the East and Gulf Coasts; wildfires throughout Florida and the central and western United States; and more traditional law enforcement activities for special situations such as the Republican and Democratic National Conventions in Philadelphia and Los Angeles, and the World Trade Organization riots in Seattle, Washington.

The ARNG also established a comprehensive high-frequency radio net, capable of providing backup emergency communications throughout the United States for the Year 2000 (Y2K) emergency response



plan. The ARNG's preparation went beyond command and control (C2) of ARNG units, to provide an extensive and reliable network that the Federal Emergency Management Agency (FEMA) and several other governmental agencies planned to link to it in the event of serious emergency.

SMALL SCALE CONTINGENCIES

In addition to training and preparing to defend the nation, ARNG units directly supported the national military strategy by providing forces to ongoing contingency operations in the former Yugoslavia and Southwest Asia. A total of 1,836 ARNG soldiers mobilized under Presidential Select Reserve Call Up and participated in operations JOINT FORGE, JOINT GUARDIAN, and SOUTHERN WATCH.

The ARNG marked several historic deployments during FY 00. First, 908 soldiers from Texas' 49th Armor Division assumed command and control of Task Force Eagle, Operation JOINT FORGE in Bosnia. Second, Maryland's 629th Military Intelligence Battalion (Communication, Electronic Warfare Intelligence - CEWI) deployed in total to assume the lead intelligence operations role. While the Task Force Eagle intelligence mission is focused towards counterintelligence, the 629th CEWI Battalion is capable of providing full-spectrum intelligence support. Third, FY 00 saw the first mobilizations of elements of ARNG enhanced

Separate Brigades (eSBs) for contingency operations, with two companies each from the 30th eSB, NC ARNG and 45th eSB, OK ARNG Federalized and deployed to Kuwait and Saudi Arabia for Operation SOUTHERN WATCH.

OVERSEAS DEPLOYMENT TRAINING (ODT)

The ARNG consistently employs approximately 7% of its force overseas to support CINC requirements, in a role that jointly accomplishes mission-essential unit training objectives and provides critical mission flexibility and PERSTEMPO reduction for active component (AC) units. ARNG ODT missions are gaining increasing importance and priority on CINC theater engagement plans, helping CINCs to shape their strategic environment.

Southern Command. With no assigned ground forces under its command and control, SOUTHCOM has come to rely heavily on ARNG ODT in formulating its engagement strategy. In FY 00, the ARNG deployed over 4,600 soldiers to the SOUTHCOM area of operations. ARNG soldiers participated in multiple iterations of virtually all types of exercises in the theater, including medical readiness training exercises (MEDRTEs); unit exchanges; joint-combined exercises such as FUERZAS DEFENSAS, TRADE-WINDS, and FUERZAS ALIADAS; peacekeeping and humanitarian exercises; and large Joint Chiefs of Staff

engineering exercises such as "New Horizons."

In mid-December 1999, following ten days of intense rains, Venezuela's Caribbean coastline near Caracas suffered the worst flooding, mudslides, and landslides in more than 50 years. The resulting disaster is blamed for 15,000 to 50,000 deaths and the displacement of nearly 250,000 survivors. With much of the basic infrastructure in the area destroyed and critical water production capabilities impaired, the government of Venezuela requested U.S. assistance. In response to this unprecedented destruction, the Commander in Chief of U.S. Southern Command requested a rapid deployment team of ARNG reverse osmosis water purification units (ROWPUs).

In the early morning hours of 23 December 1999, just 16 hours after receiving the official deployment approval from FORSCOM, a C5A from the New York Air National Guard lifted off from Puerto Rico with the two ROWPU units - 21 Guardsmen and associated equipment. Soldier and equipment deployments continued over the following several days until ARNG support totaled six ROWPU units and 43 soldiers from Florida and Puerto Rico.

New Horizons is the largest single deployment and training tool for the ARNG in SOUTHCOM. New Horizons exercises provide mission essential joint and combined training while reinforcing appropriate military roles in the host nation democracy.

Task Force Pelican (Louisiana) deployed 2,029 ARNG soldiers and 27 units from 13 states to Belize to conduct medical readiness and engineer exercises. ARNG soldiers from California, Mississippi, Ohio, Pennsylvania, Puerto Rico, South Carolina, and Wisconsin participated in Task Force Sebaco, a smaller New Horizons exercise conducted in Nicaragua. This exercise was significant because it was the second deployment of U.S. Army soldiers, both led by the ARNG, since military-to-military exchanges were stopped more than 20 years ago.

European Command. While engineer-heavy New Horizons exercises dominated the FY 00 SOUTHCOM ODT program, thousands more Guardsmen employed their skills in dozens of missions throughout the rest of the world. The focus of more than 15,000 ARNG soldiers deploying to the EUCOM area of operations was to provide the active component with substantial mission flexibility and PERSTEMO offset. ARNG soldiers participated in more than 20 exercises, served as opposing forces (OPFOR) for active component rotations to the Combat Maneuver Training Center Europe, and provided direct and general support maintenance support at the Equipment Maintenance Center Europe. The ARNG also provided a full spectrum of combat support and combat service support units, including aviation maintenance, military police, signal, mail, Judge Advocate General, chaplain, finance, public

affairs, and engineers at many bases throughout the theater.

Central Command. The ARNG ODT program provides approximately 360 soldiers annually to CENTCOM. These soldiers support military intelligence, military police, and communications efforts for various active component exercises.

Pacific Command. ARNG units play a key role in the defense of South Korea and participate annually in exercises designed to demonstrate U.S. resolve. Over 2,100 soldiers from war-traced units deployed to PACOM in FY 00, primarily in support of major JCS exercises such as FOAL EAGLE, YAMA SAKURA, COBRA GOLD, and ULCHI FOCUS LENS. The ARNG also deployed soldiers to South Korea to participate in the U.S. Eighth Army Reception, Staging, Onward Movement and Integration (RSO&I) command post exercise.

Intelligence Contributory Support (ICS). To meet ever-increasing intelligence requirements, ARNG military intelligence branch soldiers provided field commanders with cost-effective, time-sensitive capabilities to meet peacetime, contingency, and "surge" intelligence requirements. Intelligence Readiness Training (REDTRAIN) provides live-environment scenarios for tactical intelligence training, including counterintelligence, analysis, intelligence production, collection, imagery analysis, and document exploitation.

State Partnership Program.

The ARNG's state partnership program utilizes cooperative efforts between U.S. states and partner nations. This ARNG international initiative supports U.S. national security and national military strategies by fostering democracy, encouraging market economies, and promoting regional cooperation and stability. These deployments provide valuable training for the ARNG, reduce active component PERSTEMPO, and assist the Unified Commands in shaping the security environment by showcasing the American citizen/soldier.

UNIT TRAINING

Throughout FY 00, the Army National Guard prepared to defend the nation in major theater wars. ARNG combat, combat support, and combat service support units rotated through the Army's Combat Training Centers (CTCs), participated in major CONUS and Joint Chiefs of Staff exercises, conducted deployments and training overseas, and undertook a myriad of other local unit training events.

Combat Training Centers (CTCs).

In FY 00, almost 20% of the ARNG's end strength, some 7,000 Guardmembers, participated in the CTC program. ARNG units represent over 50% of the Army's total ground maneuver combat forces, and the ARNG has developed an eight-year integrated training strategy (ITS) designed to ensure that its forces are



prepared in the event of a major theater war. A sub-element of the ITS, which is based on the Army's combined arms training strategy, is the ARNG five-year CTC training strategy, designed to provide broad guidance to ARNG units training for deployments to maneuver CTCs.

The culminating training event of the CTC strategy is a full Brigade Combat Team (BCT) deployment and rotation at the Joint Readiness Training Center (JRTC) for light enhanced Separate Brigades (eSBs), and to the National Training Center (NTC) for heavy eSBs. The ARNG conducted one BCT rotation at the NTC and one at the JRTC in FY 00, rotations which also involved home station training and participation in the Battle Command Training Program (BCTP) and Brigade Command Battle Staff Training (BCBST) program, computer-assisted exercises which provide efficient and cost-effective training for commanders and staffs from battalion to

division level. The ARNG also augmented active component CTC training by conducting friendly (BLUEFOR) and Opposing Forces (OPFOR) rotations at each of the maneuver CTCs.

National Training Center. South Carolina's 218th enhanced Separate Brigade, (eSB) with more than 4,900 soldiers, and North Carolina's 30th Corps Support Group (CSG) (1,500 soldiers) and 449th Aviation Group (270 soldiers) led the Palmetto State Task Force, a 28-state, 52-unit (including the Air National Guard and the 24th Infantry Division) force that deployed and fought in austere desert conditions during NTC rotation 00-09 at Fort Irwin, California, during July and August 2000. This rotation was the culminating exercise in an intensive three-year training period for the 218th eSB and the other Palmetto State Task Force units. To deploy equipment and personnel from one coast to the other, the 218th and South Carolina's State

Area Reserve Command (STARC) staff conducted major railhead, maintenance, and reconstitution operations in South Carolina and California.

In addition to the 218th rotation, over 1,600 ARNG infantry, engineer, and aviation soldiers deployed to the NTC in support of active component rotations. These units served as BLUEFOR and OPFOR units, integrated side by side with their active component counterparts. Additionally, 1,250 ARNG soldiers from direct support and general support maintenance companies deployed from various states to the NTC to perform collective unit training during reconstitution efforts following NTC rotations.

Joint Readiness Training Center. Indiana's 76th eSB, with more than 6,477 soldiers representing 14 states, deployed to the JRTC from 6 to 28 May 2000. Ohio's 371st Support Group, with 986 soldiers, led the logistical task force, which provided theater opening and intermediate staging base operations for the 76th. The 38th Aviation Brigade, also from Indiana, served as the headquarters of a multi-state and multi-unit aviation task force. A rotational support package, totaling over 297 troops serving as observer/controllers and civilian role players, also deployed with the brigade. The 76th eSB's successful JRTC rotation has validated the ARNG five-year CTC training strategy and provided a model path for others to follow.

This fiscal year, the ARNG also deployed infantry, engineer, and aviation units to the JRTC in support of active component rotations there. A total of 226 ARNG soldiers served in augmentation units to the 2nd Armored Cavalry Regiment, JRTC's OPFOR unit. Air and ground ambulance units also supported several active component rotations.

Combined Arms Center.

Through the ARNG's Leadership Development Center (LDC), the Combined Arms Center (CAC) supported two ARNG BCTP and 14 ARNG BCBST, as well as more than ten additional active component BCTP Warfighter exercises. Approximately 1,400 ARNG soldiers from Pennsylvania's 28th Infantry Division and Idaho's 116th eSB participated in the V Corps' BCTP in Grafenwoehr, Germany, from 24 March to 20 April 2000. Throughout this Warfighter exercise, these units served side by side with a German division under the command and control of V Corps. The 35th Infantry Division (Kansas ARNG), also with 1,400 Guardmembers, conducted its BCTP at the LDC at Fort Leavenworth, Kansas from 28 July to 1 August 2000.

Ten ARNG Field Artillery brigades, representing over 800 troops, supported both ARNG and active component BCTP Warfighter exercises in FY 00. Additionally, ARNG combat arms maneuver brigades and Special Forces units, totaling nearly 1,200 soldiers, sup-

ported other active component BCTP Warfighter exercises.

Fourteen ARNG brigades, both divisional and separate, representing 7,350 soldiers, conducted BCBST rotations this fiscal year. The BCBST program trains soldiers at both the LDC Fort Leavenworth and at the brigade's home station. The intent of the program is to hone command and staff skills in the integration of combat assets during a rigorous three-day command post computer simulation exercise.

Force-on-Force Training. The ARNG Force-on-Force Training (FFT) program pits ARNG eSBs against ARNG divisional units, utilizing laser targeting systems to replicate live ammunition. The FFT program results in units capable of rapid deployment and integration into major theater wars. Over 2,700 soldiers from ARNG divisions deployed from traditional training sites to "fight" against better-equipped eSBs during Annual Training periods from March through August 2000.

Major CONUS Exercises. The ARNG's combat support and combat service support forces conducted joint and combined arms training in numerous major CONUS exercises. Some 18,000 soldiers from 203 units representing almost every state in the union trained over 274,000 man-days on mission essential tasks while participating in these exercises, which support Army integration and joint service training.

INTEGRATION AND TEAMING

The ARNG continued its pursuit of Total Army integration through expanded support of integrated and teamed divisions. The 7th Infantry Division at Ft. Carson, Colorado, and 24th Infantry Division at Ft. Riley, Kansas, each provided direct training readiness oversight to three assigned ARNG brigades. The 39th Infantry Brigade (Arkansas), the 45th Infantry Brigade (Oklahoma), and the 41st Infantry Brigade (Oregon) are assigned to the 7th Infantry Division; the 24th Infantry Division is composed of the 30th Mechanized Infantry Brigade (North Carolina), the 218th Mechanized Infantry Brigade (South Carolina), and the 48th Mechanized Infantry Brigade (Georgia). The active component division headquarters training readiness oversight should lead to a higher state of pre-mobilization readiness and thus shorter post-mobilization training time for the enhanced brigades. While each integrated division's near-term task is to increase pre-mobilization and reduce post-mobilization training time, the desired end state is a deployable warfighting division. Since the 7th Division's integration, three ARNG rifle companies from the 39th Infantry Brigade, Arkansas, and one from the Oregon's 41st Infantry Brigade have deployed to Kuwait and Saudi Arabia to guard Patriot anti-aircraft missile batteries enforcing the no-fly zone over southern Iraq (OPERATION SOUTHERN WATCH).

Four ARNG divisions are now "teamed" with four AC divisions. Teaming provides operational and training relationships between divisions, where each can take advantage of the other's inherent strengths. Currently, operational associations exist between the 49th Armored Division (TX ARNG) and the 1st Cavalry Division (Ft. Hood, Texas); the 40th Infantry Division (CA ARNG) and the 4th Infantry Division (Ft. Hood, Texas); the 28th Infantry Division (PA ARNG) and the 3rd Infantry Division (Ft. Stewart, Georgia); and Virginia and Maryland's 29th Infantry Division (Light) with the 10th Mountain Division (Ft. Drum, New York). The ARNG looks forward to the FY 01 pilot program expansion of teaming between combat support and combat service support units.

MULTI-COMPONENT ORGANIZATIONS

Taking integration a step further, the Army National Guard in FY 00 formed part of 32 units organized with resources and personnel from each of the three components: AC, ARNG, and USAR. The unique structure combines inherent strengths found in each component to train and accomplish doctrinal missions. An example of this type of unit is the 18th Aviation Brigade. The 1st Battalion, 159th Aviation, headquartered at Fort Bragg, consists of an active component Headquarters and Headquarters Company, two AC companies, and three National Guard companies, one each from North Carolina, South Carolina, and Mississippi. Other examples include the 46th Engineer Battalion (Tennessee) and the 32nd Army Air

and Missile Defense Command (Florida). The Army plans an additional 130 multi-component conversions over the next three years.

INFORMATION OPERATIONS

In FY 00, the ARNG's Information Operations (IO) program entered the execution phase, with the establishment of technically and tactically focused units to support the warfighting commanders and to help protect the nation's critical information infrastructure. The ARNG supports the integration elements of IO (i.e., operational security, psychological operations, civil and public affairs, military deception, electronic warfare, perception management, and destruction). These areas include contingency operations, exercises, and system support across the operational continuum.

This year, the IO Section from the 49th Armored Division in Bosnia provided contingency support to Task Force Eagle. ARNG IO units also supported U.S. SPACECOM and SOUTHCOM exercises. Supported joint staffs include the Joint IO Center and the 12th Air Force.

INNOVATIVE READINESS TRAINING

ARNG units routinely perform missions that integrate required training with support to local authorities. Under the Innovative Readiness Training (IRT) Program, more than 10,000 ARNG soldiers from 33 states



provided in excess of 225,000 soldier mandays to improve public facilities, build and maintain roads, and provide medical and dental care, including administering immunizations to underserved populations.

The ARNG currently leads three major multi-year construction projects. In Alaska, an ARNG task force leads a joint, five-year engineering project to construct a 15-mile road from an Indian community on the seaward, unprotected side to a future ferry site on the landward, protected side of Annette Island, Alaska. In Clarksburg, West Virginia, the ARNG continued its efforts to expand and improve the Benedum Airport's infrastructure with a multi-component engineer project. In California, the "Task Force Grizzly" road project is a joint service component engineer project to build and improve an existing road network on the border between the United States and Mexico to support U.S. Border Patrol activities.

In Maine, Arizona, Montana, Texas, North Carolina, Illinois, and Alaska, ARNG medical personnel provided underserved populations with inoculations, physicals, and other routine medical and dental services.

MILITARY SUPPORT TO CIVIL AUTHORITIES

The ARNG embraces its Constitutional dual role as both a federal and state force, frequently providing

substantial and essential support to state and local governments. When an event occurs that overwhelms the capabilities of local authorities, the ARNG responds to assist as needed. In FY 00, local governments requested emergency support 288 times to assist victims of natural disasters such as hurricanes, floods, fires, droughts, ice storms, and tornadoes. In response, the ARNG provided 200,590 mandays to reduce the suffering of affected civilian populations by providing security, power, heat, water, transportation, food, shelter, and emergency engineering support.

FY 00 opened with hurricanes and closed with wildfires. Hurricane Floyd worked its way along the East Coast, dumping tremendous amounts of rain and flooding North Carolina, northern South Carolina, southern Virginia, and north central New Jersey. Rapidly rising floodwaters in eastern North Carolina forced a massive air rescue operation. Thirty-eight ARNG helicopters from North Carolina, Georgia, Tennessee, Texas, and Florida operated for ten days to rescue stranded citizens and deliver critical supplies. More than 3,000 Guardmembers participated in the relief effort which began in FY 99.

An unseasonably warm and dry year contributed to many forest fires throughout the country, with Montana, Idaho, and Oregon the hardest hit. Fire support was the dominant emergency response mission of this fiscal year, comprising

78% of all missions nationwide. Men and women of the National Guard were called up to support civilian agencies with transportation (ground and air), traffic control, site security, communication, evacuations (large and small), and heavy engineer equipment – and, for the first time, soldiers received formal training as firefighters to serve on the fire line. More than 1,700 soldiers fought fires during the hot summer months of the year 2000.

During the civil unrest which accompanied the World Trade Organization Conference in Seattle, Washington, in December 1999, the ARNG provided a professionally trained quick reaction force. ARNG personnel provided security at local venues and manned traffic control points in support of local law enforcement officials.

For most of FY 00, the National Guard Bureau and the states, territories, and the District of Columbia established contingency plans to support civil authorities in the event of possible problems with national and international computer systems switching over to the new millennium's different computer numbering system, known as the "Y2K" problem. The Guard spent many months planning for possible contingencies and ensuring positive communications links with other state and federal agencies (i.e., FEMA) in case of any problems.

COUNTERDRUG OPERATIONS

Across the 54 states, territories, and the District of Columbia, members of the ARNG played a major role in the nation's struggle against the importation, manufacturing, distribution, and use of illegal drugs. Operating under the authority of Title 32, United States Code, Section 112, the National Guard offers military drug interdiction and drug prevention support to local, state, and federal law enforcement agencies, and to community-based anti-drug organizations.

At the state level, ARNG soldiers, along with the members of the Air National Guard, operate six major mission categories, including program management, technical support, general support, counterdrug-related training, reconnaissance/interdiction, and drug demand reduction. While conducting these operations, ARNG soldiers are in the Title 32 state duty status. During FY 00, 3,343 ARNG troops performed 11,766 counterdrug missions.

WEAPONS OF MASS DESTRUCTION (WMD)

During FY 00, the ARNG transitioned its original ten Civil Support Teams (CSTs) from initial organization to operational. As mandated by Congress, the ARNG established an additional 17 CSTs this fiscal year. Consisting of 22 full-time Active Guard/Reserve (AGR) personnel,

each CST is designed to provide critical "first responder" capabilities to weapons of mass destruction incidents, and each one plays a vital role in civil support initiatives.

Training

The Army National Guard continued its leadership emphasis on the training and education of both soldiers and civilian employees in FY 00. In the area of individual training, ARNG policy and funding strategies focused on the completion of military educational milestones. This fiscal year, the ARNG achieved its initial skill acquisition goal to have 75% of its assigned enlisted strength educationally qualified.

In the coming decade, the Total Army School System (TASS) will shift from a sole reliance on the traditional institutional training methodology (resident training) to a greater integration with Distributed Learning (DL) technology. The ARNG DL strategy sets the conditions to increase education and training opportunities for ARNG soldiers. The strategy provides training links between the proponent (Institutional) schools, TASS sites, college campuses, and ARNG armories. The goal of the program is to establish DL capabilities within a 50-mile radius of every armory in the ARNG.

OFFICER EDUCATION

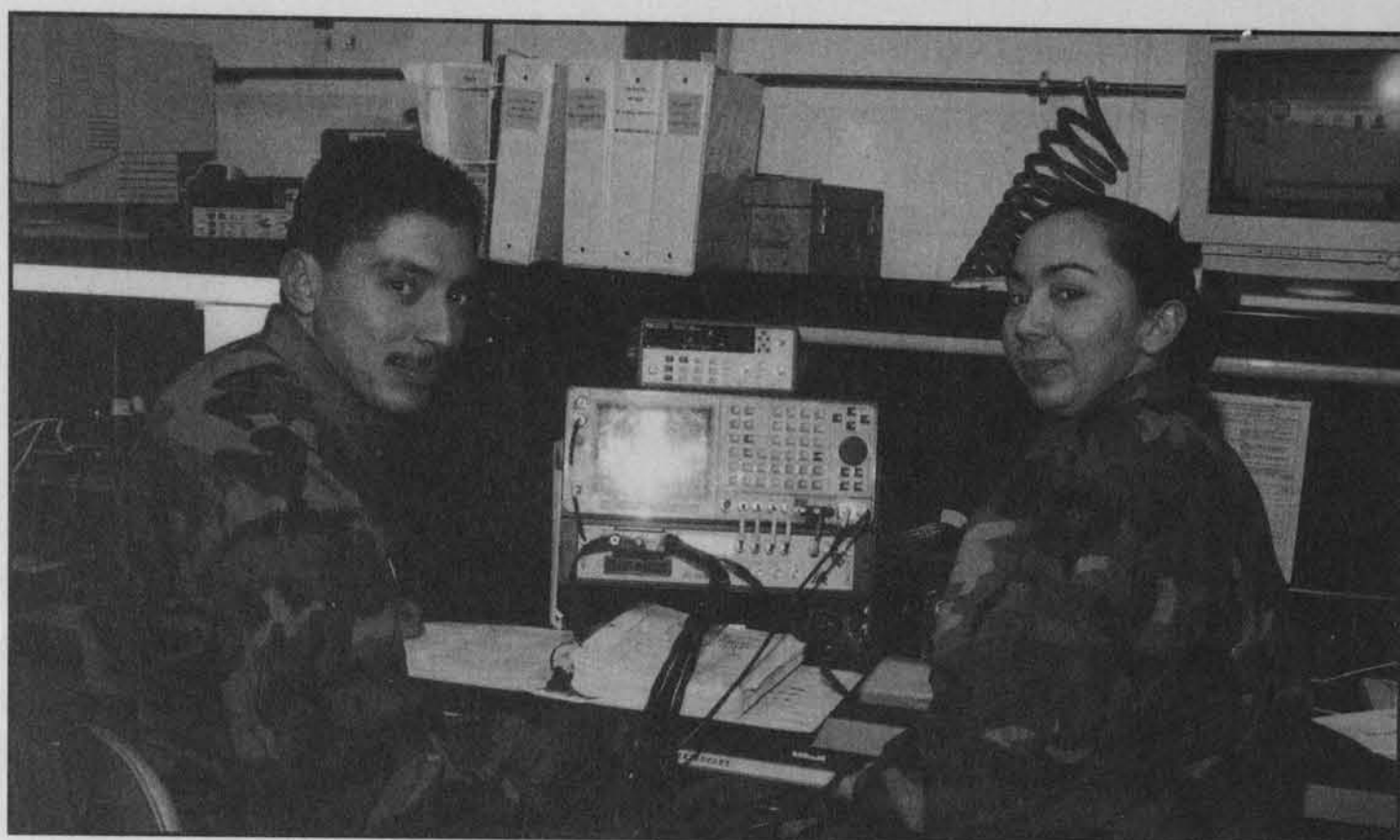
In the area of officer education, the ARNG has increased Military Education Level One (MEL-1) opportunities significantly during the past 30 years. As late as 1972, there were only two ARNG officers attending resident MEL-1 training at the U.S. Army War College. In FY 00, 37 officers started MEL-1 resident training at 15 different institutions, and 130 officers began the War College's Distance Learning course, the only non-resident course considered MEL-1 equivalent. ARNG officers attend resident MEL-1 courses at six U.S. military colleges, and Fellowship MEL-1 courses at three U.S. government agencies and six civilian institutions of higher education.

INFORMATION OPERATIONS

The ARNG continues to implement an ARNG Information Operations capability. The National Guard Bureau's Chief of Information Operations and the ARNG Directorate's Training Division led efforts to develop and present tactical and technical Information Operations courses for ARNG soldiers assigned to ARNG Information Operations elements. The ARNG Information Operations Training Development Center (IOTDC) redesigned, developed, and conducted Information Operations courses to support the development of the ARNG Information Operations capability, as originally envisioned in

FY 99, The IOTDC redesigned one Information Operations course for DL delivery, while it also developed and conducted three new Information Operations courses for the Army. One of the new Information Operations Courses, the Incident Response Handling (IRH) course, is the first Army Information Operations course designed explicitly for DL. The IOTDC also trained the IO Section of the 49th Armor Division to assume the Information Operations mission in Bosnia.

A second ARNG Information Operations course, the Computer Emergency Response Team Operational Training Experience (CERT OTE), was recognized by the Director of Information Systems for Command, Control, Communications, and Computers (DISC4) as the only Army course approved for Level III (mission specific) Information Assurance training. The Army Information Operations proponent, the Combined Arms Center at Fort Leavenworth, endorsed the program of instruction (POI) for two of the courses and requested Training and Doctrine Command (TRADOC) approval of the POI. Both USAR and AC units use each of the four Information Operations courses to train their personnel. As a result of this participation, the Combined Arms Center at Fort Leavenworth will use elements from each of the four ARNG Information Operations courses to develop the first qualification course for the Army Information Operations Functional Area (FA-30).



DISTRIBUTED LEARNING

Distributed Learning (DL) has emerged over the last few years to become the dominant trend in ARNG training – and it has the potential to improve readiness above historical averages. The communication technologies necessary to support DL have a major impact throughout the ARNG because they bring greater access to information in the broadest sense, thus providing the capability to improve training, operations, and many other mission areas.

While resident training will remain the appropriate method for initial entry, leadership and equipment-intensive training, the evolution from traditional resident training to greater integration of DL technology will be a major objective in improving readiness. Making more training locally available through video training technology (VTT), college class-

rooms, and armory classrooms, and integrating it with appropriate “self-paced” multi-media training modules, will reduce a significant obstacle: the time a soldier has to spend away from his unit or civilian employer.

In compliance with congressional intent, the ARNG DL initiative continues to expand its scope. The ARNG is participating in and is actively involved with the development and conducting of several DL courses in the following career management fields (CMFs) and military occupation skills (MOSs): CMF 13 (Field Artillery), CMF 63 (Wheeled and Track Vehicle Maintenance and Mechanics), CMF 97 (Military Intelligence), MOS 19K40 (Armor Advanced Noncommissioned Officer), MOS 67T (UH-60 Helicopter Repairer), and MOS 93C (Air Traffic Control Operator). The First Sergeant Course as well as

ARNG functional courses such as Unit Clerk, Personnel Sergeant, Training and Mobilization Management, DL Instructor Certification, Information Management, and ATRRS courses have been conducted using ARNG DL assets, and Information Operations training is also offered via DL. Approximately 300 office automation courses are available to ARNG soldiers and civilians via web-based training.

The strategy to reach DL goals is based on developing and synchronizing five essential components: hardware (network and classrooms), courseware, staff and faculty training, support services, and business operations.

Hardware (Network and Classrooms). Critical to the success of DL is GuardNet XXI, a telecommunications infrastructure that consolidates and upgrades voice, video, and data requirements into one integrated network. GuardNet XXI connects the National Guard Bureau with State Area Commands (STARCs) in all states, territories, and the District of Columbia. The National Guard Distributive Training Technology Project (DTTP) expands this network through the installation of DL-capable classrooms at ARNG training sites armories and surrounding communities. As part of Army DL classroom requirements, DTTP fielded more than 200 DL classrooms by the end of FY 00, with a goal of almost 400 classrooms. Emerging

missions and requirements may expand the infrastructure beyond the current projections.

Courseware. Traditional resident courses must be redesigned for delivery via DL. The Army Distance Learning Program calls for the redesign of 525 Duty Military Occupational Skill Qualification (DMOSQ) courses over a 12-year period ending in FY 10. The Army Training and Doctrine Command (TRADOC) is redesigning 35 Army MOS-producing courses, some of which will become available during FY 00. Thirty-one courses will be converted per year through FY 01; 47 per year will be converted from FY 03 through FY 10. In addition, the National Guard Professional Education Center (PEC) is redesigning 70 ARNG functional courses. Many courses have already been redesigned, while three have been conducted using DL methods. The ARNG and USAR have assumed responsibility for print and reproduction capabilities to offer flexibility to states and TASS Regions for the production of student testing materials, CDs, textbooks, pamphlets, and instructional videotapes. Additionally, hundreds of non-military courses spanning a multitude of vocational, leisure, business, degree-producing, and general interest areas are being prepared for ready access by users of the DL system.

Staff and Faculty Training.

Staff and faculty must be trained to manage DL classrooms and to deliver training to remote locations by making effective use of new technology. NGB's Professional Education Center is conducting a DL instructor-training course, while TRADOC proponent schools are developing instructor standards for specific course requirements. This course provides instruction on the use of DL classroom equipment, along with DL and adult learning theory. A course for DTTP site managers is available which covers property and financial management, business plans, customer service, and equipment operation.

Support Services. Traditional student and instructor support services are required in the DL environment. The Army Training and Resources Requirements System (ATTRS) has been adapted to manage DL course enrollment and reporting for military students. The DTTP Integrated Information System (IIS) will manage non-military students. This system also accomplishes scheduling, metering, billing, and course repository functions. Employment of new training technologies and methodologies will necessitate education to raise awareness and involvement for commanders, trainers, and soldiers. To facilitate this culture change, NGB is planning a series of DL orientation videos to illustrate the potential of DL and to provide an overview of roles and responsibilities.

Business Operations. Because DL classroom facilities are designed for multi-use operations (readiness training, virtual offices, conferencing, community access, etc.) the overall management and administration of the venues is particularly important. Guidance must be provided to the STARCs to assist them in fostering teaming relationships with other public, private, state, and federal agencies aimed at leveraging resources, information, and strategic partnerships. The shared use initiative promises significant collaboration between government and non-governmental organizations, and must have financial, contractual, marketing, and consultative support resources. Appropriate business practices associated with classroom use by non-military organizations/individuals must become standard across the DL system. All of these imperatives are being addressed by the ARNG in order to assist in the ARNG-wide implementation of DL.

COLLECTIVE TRAINING

The Collective Training Branch's Training Technology Team fielded a number of training aids, devices, simulations, and simulators (TADSS) in FY 00. These will provide soldiers the opportunity to practice gunnery, maneuver, and battle staff skills in a realistic environment so they can execute live training at higher levels of proficiency.

Under the "Training Investment in Guard Readiness" (TIGER) XXI

umbrella, the Training Division has provided Commanders' Operations Training Assistants (COTAs) to nine units to assist them with integrating TADSS into live, virtual, and constructive training strategies and methodologies that enhance readiness. Janus Technical Teams are also available throughout the United States to provide support for armory-based battle staff training.

PROFESSIONAL EDUCATION CENTER

This fiscal year, the National Guard Bureau Professional Education Center (PEC) at Camp Robinson, Arkansas, took its first step into Web-based training in collaboration with the Software Engineering Institute (SEI) at Carnegie Mellon University, Pittsburgh, Pennsylvania. This collaborative effort involves the design and development of a "Virtual Readiness University" and other Web-based training course modules. In addition, PEC began other Web-based courseware development utilizing General Services Administration contract vehicles.

Continuing its growth in training excellence, Camp Robinson will begin hosting the U.S. Army Sniper School in January 2001. This initiative is being undertaken with full cooperative support from the U.S. Army Infantry School and the U.S. Army Sniper School, Ft. Benning, Georgia.

TRAINING SUPPORT

The Training Facilities Team is the proponent for the ARNG Training Centers and other training facilities, supporting individual and collective training of ARNG units. The vision of the team is to provide training facilities to soldiers for individual task training during IDT and collective task training during Annual Training. The challenge for the Team is to provide these training facilities within the parameters of FORSCOM/NGR 350-2. The Team is the proponent for the new AR/NGR 5-3, Army National Guard Training Centers, that was developed in FY 00. The regulation will be distributed to the field in FY 01. The Training Facilities Team assists the Training Centers with issues such as TDAs, manpower, training center regulations, the Range and Training Land Program, and the Integrated Training Area Management Program.

Range and Training Lands Program (RTLTP). The RTLTP program develops the requirements for live-fire training ranges and maneuver areas through the development of State Range Development Plans (RDPs). In FY 98, the Training Facilities Team initiated a nationwide effort to complete a RDP for every state within five years. As of FY 00, RDPs for 36 states were completed or in final draft.

This fiscal year, NGB-ART formally established the ARNG Range and Targetry Centers of Excellence (COE) through memorandums of

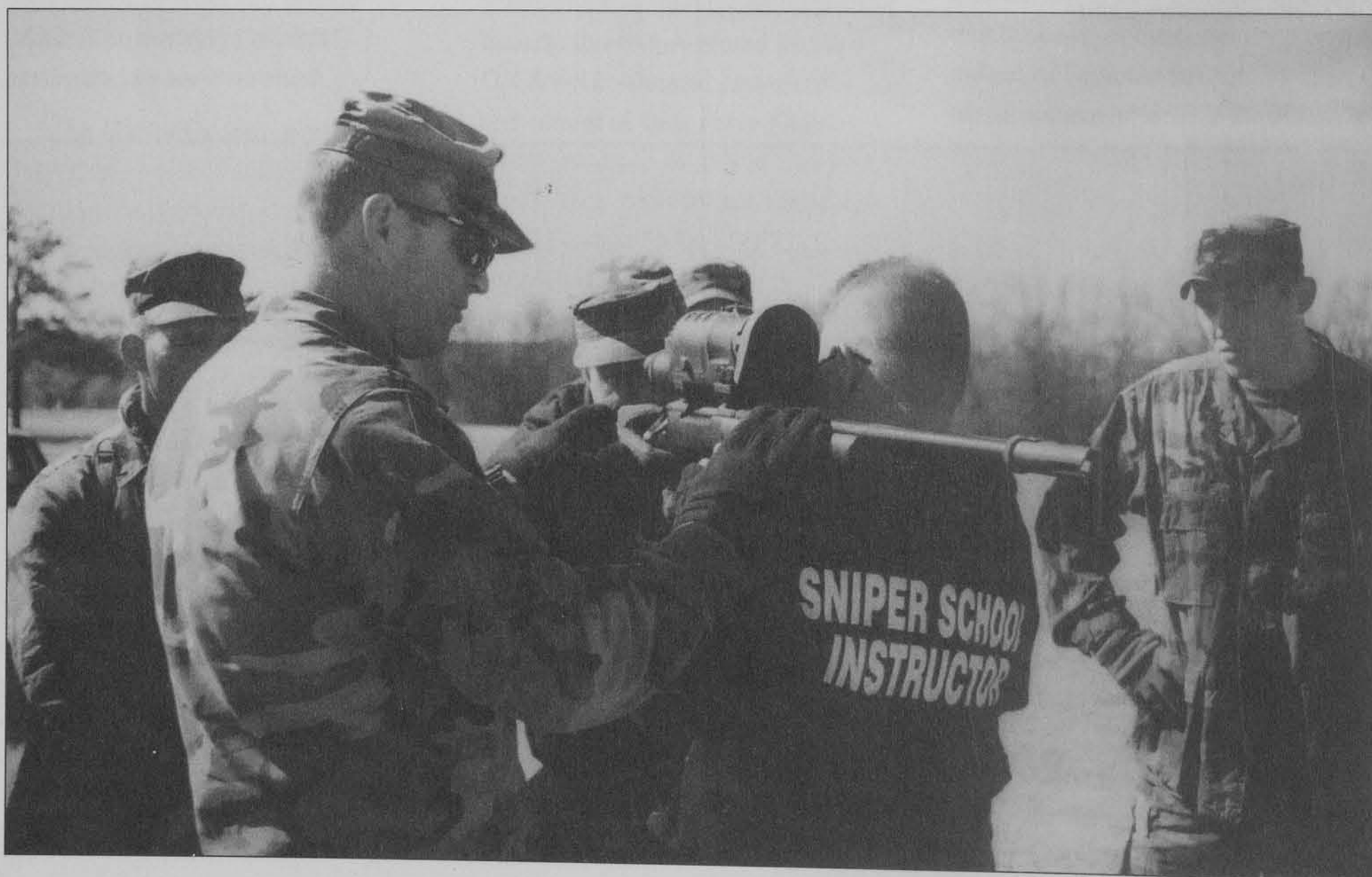
agreement with Florida and Idaho. The COEs have a two-fold mission: provide range technical assistance to the states regarding how to implement the recommendations from their RDP; and provide level 30 maintenance on targetry on ARNG ranges. The COEs save the ARNG range community \$2.6 million in maintenance and consulting costs. The Training Facilities Team also participated in the Combined Arms Military Operations in Urban Terrain Task Force (CAMTF), assisting in the development of a new Combined Arms Urban Operations doctrine, and the training facilities to support training of Urban Operations tasks.

Integrated Training Area Management (ITAM). The ITAM program develops the requirements for monitoring and the rehabilitation of maneuver areas. NGB-ART supports 61 ARNG Training Centers with the ITAM program, with 951 validated ITAM projects for FY 00. This represents 40% of all Army-validated ITAM projects. The projects are divided into four areas for ITAM support: land rehabilitation and maintenance, land condition trend analysis, training requirements integration, and environmental awareness.

Approximately 57% of the projects are in the land rehabilitation and

maintenance area, supporting the rehabilitation of ARNG maneuver land. Twenty-five percent of the projects are classified as land condition trend analysis, and monitor the status of ARNG maneuver land. The remaining 18% of the projects support the training requirements and priorities integration of the program, and the development of ARNG environmental awareness programs.

Workshops. The Training Facilities Team conducted the biannual ARNG National RTLP/ITAM Conference at Camp Shelby, Mississippi, in March 2000. Over 300 persons attended from the Army RTLP, ITAM, and Environmental Conservation commu-



nities. The workshop was a success, with presentations and information exchange from the ARNG Training Centers, Army Corps of Engineers, Army Training Support Center, and the Army Environmental Center.

Training Center Advisory Council (TCAC). The Training Facilities Team is the Training Division's support element to the TCAC, a chartered advisory council for the Chief, Training Division for issues regarding the ARNG Training Centers. The Training Facilities Team has supported the two FY 00 TCAC meetings for the Chief, NGB-ART.

DoD Active/Inactive Range Inventory. The Training Facilities Team has the ARNG lead for the DoD Active/Inactive Range

Inventory. The inventory will establish the Army's first database inventory of all training lands and ranges and will be the first database of this type to be done in a geographical information system (GIS) format.

NEW AND DISPLACED EQUIPMENT

During FY 00, the New and Displaced Equipment Training (NET/DET) Team validated and executed \$12 million in support of training and fielding requirements associated with equipment modernization. Twelve million dollars in NGPA funds resulted in approximately 80,000 mandays of training in support of an estimated 489 separate fieldings. The funds supported the fielding of the systems below:

New and displaced equipment training funds provided states and territories with critical mandates to supplement the 39 statutory training days, enabling units to attend necessary modernization training.

AMMUNITION SECTION

The Ammunition Section continues the annual process of managing at the Major Command (MACOM) level, distributing training ammunition authorizations to all 54 states, territories, and the District of Columbia. Integral to the program is the successful management of training ammunition items identified as in short supply by the Department of the Army. The goal of NGB-ART's Ammunition Section has always been

SINGARS ASIP	M109A6 PALADIN	M1A1
AFATDS	M2 BFV	PLS w ENGINEER MISSION MODULES
FAADC2I	M60AVLB	HEAVY EQUIPMENT TRANSPORTER SYSTEM (HETS)
AN/PSG-9 FED	M270 MLRS	M915A3 TRACTOR TRAILER
CRUSH SCREEN WASH PLANT	MK19 GRENADE MACHINE GUN	ATLAS
M53500 MED GENERATOR (5-60KW)	M240B MEDIUM MACHINE GUN	TRUCK DUMP-20 TON (CCE)
M56 MOTORIZED SMOKE GENERATOR	FAM OF MED TAC VEH (FMTV)	CSSCS
SENTINEL RADAR-AN/TPQ-64	AN/PVS-7D NVG	AN/TSQ-179
UH-60L BLACKHAWK	M16A4	TYPE 2 HYDRAULIC EXCAVATOR
	M4 CARBINE	

to successfully meet the minimum quantities required by priority units based on available allocation/authorizations, in accordance with policies outlined in DA PAM 350-38/39.

MASTER GUNNER SECTION

During FY 00 contributions were made to several initiatives. Input and efforts in reversal of a change to Armor and Armor Cavalry Master Gunner positions will have a major impact on the readiness of the ARNG force. The MTO&E change reduced company level Master Gunner positions from Sergeant First Class to Staff Sergeant and battalion-level positions from Master Sergeant to Sergeant First Class. Through joint efforts of NGB and several MACOMs, the threat to ARNG readiness has been resolved.

The Master Gunner section served as a point of contact in the coordination, acquisition testing and distribution of over \$1 million in range tower operations equipment for the RTLTP Manager. The section provided advice for range design and safety for four multi-million-dollar gunnery range projects.

In addition, the section's Master Gunner served as the subject matter expert and technical advisor for the design, function, basis of issue, and distribution plan for a precision gunnery trainer project that will exceed \$60 million in cost. Section personnel also served as NGB representatives on various DA-level working groups.

Readiness

The Army National Guard's Readiness goals and objectives are designed to optimize unit readiness against a finite pool of resources. The ARNG managed level of resources (MLR) model prioritizes resources toward our first to fight units, ensuring a higher state of readiness for our earliest deploying units.

In an effort to increase integration of the Active and Reserve Components, the Army announced its plan to rotate ARNG units for service in Bosnia as part of the NATO Stabilization Force (SFOR). Under the rotation plan, seven of the next ten Bosnia rotations will be commanded by ARNG divisions. Initially, the 49th Armored Division (TX ARNG) assumed command and control of Task Force Eagle Headquarters in Bosnia in March 2000. Other ARNG division rotations are planned in FY 01, FY 02, FY 03, and FY 04.

ENHANCED SEPARATE BRIGADES (eSBs)

The ARNG's 15 eSBs meet deployable readiness criteria as dictated by DoD planning guidance. In FY 00, three light Infantry companies from the 41st eSB conducted Force Protection missions as part of Southern Watch in Kuwait and the Kingdom of Saudi Arabia. The rotations were four months in duration.

U.S. EUROPEAN COMMAND (USEUCOM)

The ARNG mobilized and deployed 1,395 soldiers to support Commander in Chief, U.S. Army Europe (CINC USAREUR) for Operation JOINT FORGE (OJF) in Bosnia during FY 00. Units deployed in support of this effort included ARNG Division HHC, Medical, Public Affairs, Aviation, Military Police, and Transportation. To date, approximately 6,837 soldiers from more than 253 units, from 51 states, two territories and the District of Columbia have mobilized for active duty in support of OJF. The 49th Armored Division, (TX ARNG) provided a Division HHC for Task Force Eagle (Bosnia) from March to October 2000. FY 01 will see the first mobilizations of elements from two enhanced Separate Brigades as part of the maneuver force in Bosnia.

OPERATION JOINT GUARDIAN (OJG)

The ARNG has provided 27 units plus 26 augmentees for a total of 603 soldiers from 20 different states in support of OJG. These soldiers provide medical, legal, religious, and security support for base camp operations at Camp Able Sentry in Skopje, Macedonia. Expanded usage of ARNG units is expected in FY 01.

U.S. CENTRAL COMMAND (USCENTCOM)

The Army National Guard continues to support CENTCOM with deployments in support of Operation DESERT SPRING (ODS). The fifth rotation of ARNG units, with 149 soldiers, deployed to Kuwait as Aviation Task Force 111 in August 2000. Units from Florida (AH-64 Apache), and Montana, Idaho, Utah, and Arizona (UH-60 Blackhawk) provided the task force headquarters and aviation crews. Air traffic controllers for the task force were provided by the Indiana ARNG.

RESERVE COMPONENT EMPLOYMENT 2005 (RCE-05)

In April 1998, Secretary of Defense William S. Cohen issued Fiscal Years 2000-2005 defense planning guidance, which directed the Department to conduct the Reserve Component Employment 2005 (RCE-05) study. The document reviewed RC employment and developed several recommendations to enhance the role of the RC in the full range of military missions, focusing on three areas: military support to civil authorities, smaller-scale contingencies, and major theater wars (MTWs). Twenty key themes were selected as particularly important, and they will generate 20 additional follow-on studies. Sixteen of these additional studies will impact the ARNG.



Personnel

The FY 00 end strength objective for the Army National Guard was to achieve selected reserve strength of 350,000, consisting of 38,308 commissioned and warrant officers, and 311,692 enlisted personnel. To attain this goal, enlisted gains were programmed at 54,034, officer gains at 2,991, and enlisted extensions at 46,230. Enlisted losses would not be greater than 61,503.

The fiscal year ended with ARNG strength at 353,045, 100.8% of our end-strength objective. Total strength included 37,400 officers and 315,645 enlisted personnel. Minority strength was 91,941, 26.0% of assigned strength. There were 2,537 black

officers, 6.8% of officer strength, and 52,377 enlisted personnel, 16.6% of assigned enlisted personnel. Total black strength was 54,914, 15.6% of assigned strength. There were 1,598 Hispanic officers, 4.3% of officer strength, and 23,598 enlisted personnel, 7.5% of assigned enlisted personnel. Total Hispanic strength was 25,196, 7.1% of assigned strength.

Female strength of 37,607 was 10.5% of assigned strength and continued to climb throughout the fiscal year. Female strength was comprised of 3,422 officers, 8.9% of officer strength, and 34,185 enlisted, 10.7% of enlisted strength.

ENLISTED PERSONNEL

Enlisted accessions of 62,015 were 114.7% of the programmed objective of 54,034 for the year. Non-prior service (NPS) accessions of 32,072 were 118.7% of the objective, and prior service accessions were 29,943, or 110.8% of objective. These statistics reflect an accession mix of 51.7% non-prior and 48.3% prior service enlistments. The overall ARNG loss rate through the end of FY 00 was 19.9%.

The ARNG continues to focus on incentives and educational programs to improve quality. High school diploma graduates were 86.8%, which is only 3% below the DA goal of 90%. The percentage of high school graduates is actually 100% when Alternate High School Certificate Holder (GED) is factored in. The ARNG CAT I-III A accessions stood at 61.4%,

which is the highest the ARNG has been at the end of any fiscal year. The 61.4% exceeded the DoD goal of 60%, but did not meet the HQDA goal of 67%; the CAT IV mark was 2.0%. The breakout of NPS accession quality for FY 00 is listed in the chart below.

INCENTIVE PROGRAMS

The ARNG employed a wide variety of incentive programs in FY 00. These included the Selected Reserve Incentive Program (SRIP) and educational programs like Service Members Opportunity Colleges (SOC), educational tuition assistance, and the Montgomery GI Bill (MGIB). Together, these initiatives contributed significantly to successful ARNG Strength Maintenance efforts during the year.

The Selected Reserve Incentive Program (SRIP).

The Selected Reserve Incentive Program (SRIP) for FY 00 offered the following:

- \$3,000 Enlistment Bonus for Non-Prior Service (NPS) enlistees into high-priority units.
- \$5,000 Enlistment Bonus for NPS enlistees entering into high-priority units with hard-to-fill low density MOSs (CAT I-III A only).
- \$3,000 Enlistment Bonus for NPS enlistees in selected units with hard-to-fill low density MOS (CAT I-III A only).
- \$8,000 Civilian Acquired Skills Program (CASP) Bonus for NPS enlistees, an Affiliation Bonus for prior-

Non-Prior Service Accession Quality			Enlisted Personnel Status		
	GOAL	ACTUAL		GOAL	ACTUAL
High School Diploma Graduates	90%	86.9%	Accessions	54,034	62,015
			Non Prior	28,489	26,085
			Prior Service	27,017	32,072
Test Category			Losses	61,503	65,531
I - IIIA	67%	61.4%	Extensions		
IV	< 2%	2.0%	First Term	10,318	
			Careerist	38,062	

service enlistees based on their remaining Military Service Obligation (MSO), the Student Loan Repayment Program (SLRP) for NPS soldiers.

- \$2,500 3-year Reenlistment/Extension Bonus. A second 3-year Reenlistment Bonus of \$2,000 was offered for soldiers with less than 14 years of service. Soldiers are eligible for two 3-year Reenlistment Bonuses as long as the contracts are consecutive.

Midway through the fiscal year, Federal legislation increased the NPS enlistment bonus to \$8,000, and the ARNG began offering \$8,000 enlisted bonuses for NPS enlistees in high-priority units. Also offered were prior-service enlistment bonuses for soldiers with no remaining military service obligation, but with less than 14 years of service. These soldiers can enlist for 3 years and obtain a \$2,500 bonus.

Education Tuition Assistance.

The Guard has traditionally used educational incentives as a recruiting and retention tool. Educational benefit programs are good for the ARNG, as well as the individual soldiers.

Tuition Assistance was provided to over 22,000 M-Day soldiers in FY 00. Soldiers were offered 75% tuition assistance for 15 semester hours, not to exceed \$3,500 per soldier, during the fiscal year for post-secondary education courses.

Distance Learning and external degree tuition assistance are available for soldiers and ARNG federal civilian employees. These benefits were provided upon registration for traditional semester length courses that required 24 weeks or less for completion. Tuition reimbursement for courses greater than 24 weeks in length was also available. Enrollment in Distance Learning programs increased threefold as a result of the up-front tuition assistance offered for the shorter courses. Distance Learning programs allowed soldiers to pursue vocational, baccalaureate, graduate, and doctoral studies without entering a traditional classroom.

A one-time fee of \$75 is reimbursed for both M-Day and AGR soldiers to allow for an evaluation of service members' military education and training, previous college credit, and any college-level exams a soldier could successfully complete for college credit. The evaluation could offer a plan for soldiers to obtain an Associate or Bachelor's degree through an external degree program. Additionally, College Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST) were offered free to soldiers, their spouses, and ARNG federal civilian employees. These programs are designed to enhance recruiting and retention by allowing soldiers to earn college credit.

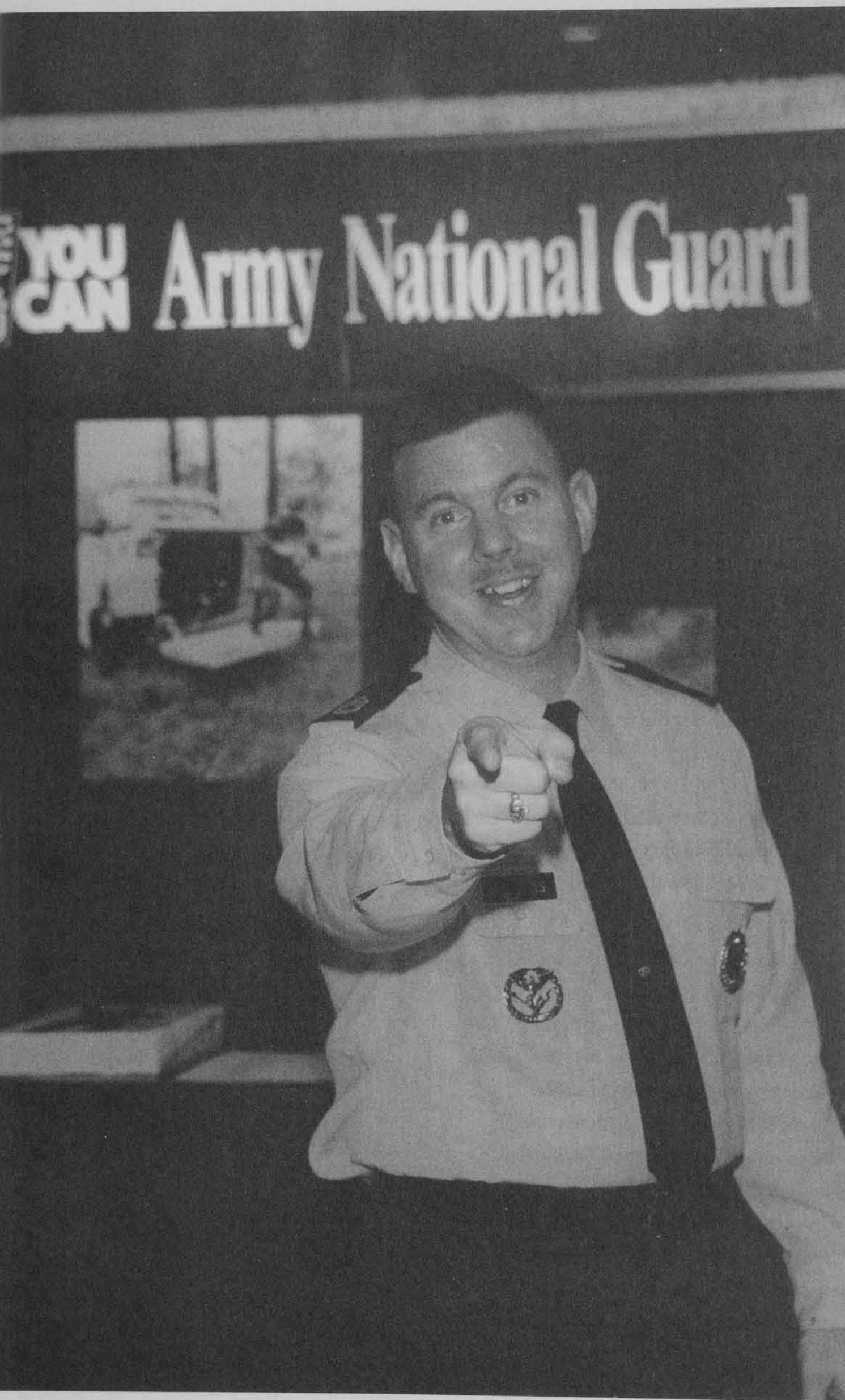
All 33 nationally recognized certification exams offered through DANTES were funded through the

Army National Guard Tuition Assistance program. Previously, only the Automotive Service Excellence (ASE) Exam and the Food Protection Certification Program (FPCP) Exam were funded. Other exams funded under this effort include the Educational Institute of the American Hotel and Motel Association (EIAH and MA) and the Institute for Certification of Computing Professionals. Soldiers are eligible to take certification exams once they complete Initial Active Duty for Training (IADT) and are awarded a MOS.

Working with the ARNG, the Servicemembers Opportunity Colleges (SOC) Guard continued to provide college workshops to encourage increased enrollments of non-member accredited colleges and universities to join SOC in support of the local ARNG community with post-secondary education programs. SOC colleges limit their on-campus requirements to 25% of required attendance, a necessary precondition for many Guard soldier-students who would otherwise be unable to attend. SOC Guard also worked in the recruiting and retention arena along with Strength Maintenance NCOs to encourage young men and women to enlist.

Benefits Administration Reporting and Tracking System (BART).

BART is a PC-based software system, which manages servicemember benefit programs. This system contains integrated SIDPERS/Personnel query



and reporting features designed to administer the tuition assistance program, Montgomery GI Bill program, and bonus incentives programs. In addition, BART monitors the regulator compliance components of program budgets, life-to-date and year-to-date maximum benefits, and automatically calculates percentages or maximum rate limits, through easy-to-use program modules. This system was developed as a result of the U.S. Army Audit Agency audit conducted from April 1994 through April 1995; a recent Inspector General assessment also made the same recommendation. The BART system tracks program eligibility, payment schedules, and programs obligations; flags files for follow-up requirements; and maintains incentive payment history. All states should have implemented BART by FY 00, but at the end of the fiscal year, only 70% had done so. However, the system was fielded nationwide by January 2001.

Montgomery GI Bill. Another primary education program is the Montgomery GI Bill (MGIB) for members of the Selected Reserve. Effective 1 October 2000, when a soldier signs a six-year contract, completes Initial Entry Training, and remains a member in good standing during the period, he or she may be entitled to education benefits totaling \$9,468. The MGIB funds undergraduate, graduate, postgraduate, vocational, and flight training; drilling Guardmembers have ten years after gaining eligibility to use the program.

In FY 00, the ARNG offered an additional MGIB financial incentive to selected units, as well as eligible Lieutenants and Warrant officer candidates at a rate of \$200 per month, which will increase monthly benefits for these selected full-time students to \$463 per month. As an incentive to recruit junior officers, the ARNG will offer a financial incentive of \$350 per month for eligible members entering a commissioning program, which will increase monthly benefits for these selected full-time students to \$613 per month.

OFFICER ACCESSIONS AND RETENTION

Total officer strength at the end of FY 00 was 37,400. While officer accessions were up 11.8% over FY 99 accessions, officer end strength was 908 officers short of the programmed objective, due to a higher-than-expected loss rate among ARNG officers. The ARNG is working vigorously to identify the reasons for higher-than-projected losses.

The ARNG began a new accelerated OCS Program that has proven very successful. In addition, Cadet Command authorized 800 Guaranteed Reserve Forces Duty contracts for the Army Reserve Components for FY 01. This is the first year that Cadet Command has established a separate mission for Reserve Component accessions, and the ARNG hopes to receive approximately 500 new accessions from this source.

The shortage of company grade officers continues to be a challenge across the entire Army. In an attempt to decrease company grade officer losses, the ARNG has initiated legislation that will offer a student loan repayment program incentive for them. The Personnel Directorate is also exploring the feasibility of submitting legislation to offer potential bonuses for company grade officer retention.

The Guard also supports the Deputy Chief of Staff, Personnel (DCSPER) initiative for Selective Retention Boards that will allow selected captains and majors to be retained to reach 20 years of active service. Further, the ARNG also supports the DCSPERs initiative to select captains for promotion without a baccalaureate degree or military education certification. The actual promotion to the next higher grade will become effective at such time as the individual provides proof of civilian or military education requirement completion.

During the initial implementation of the Reserve Officers Personnel Management Act, the time in grade requirement for promotion to first lieutenant was changed from three to two years. Second lieutenants with an excess of two years were not grandfathered; therefore, instead of seven years time in service for consideration for promotion to captain, several year groups served eight. Corrective measures were taken to rectify this error, and the second

phase of the program began in November 2000. The records of captains who were promoted by boards that met from November 1998 to February 1999 will be reviewed to determine if an adjustment to their date of rank is required. Some captains may be eligible for as much as nine months to a year of back pay with adjustment of their dates of rank.

WARRANT OFFICER PERSONNEL

The ARNG continues to face challenges in the management of its warrant officer force. Technical warrant officer strength is down to 74.5%; aviator warrant officer has fallen below requirements at 86.7.4%. The challenge in the future will be achieving technical warrant officer strength. Establishment of Chief Warrant Officer positions at the National Guard Bureau and each state is a step toward improving management of the warrant officer positions.

ENLISTED PERSONNEL MANAGEMENT

The ARNG has continued with its personnel management reform as it pertains to its enlisted soldiers. In December 1999, the ARNG became a full participant in the Army's Development System XXI initiative. Interacting with Army proponents, the issues of force structure changes, training, and strength maintenance became topics of intense interest by Army leadership as it related to enlisted personnel management.

As requested by the field, leadership has reviewed the ARNG enlisted promotion system, and some minor changes will be incorporated within the next two years. The system remains virtually unchanged in its intent and process, but will derive a greater benefit to the force by placing more emphasis on soldiers' potential to serve at a higher level of responsibility based on their performance. The current promotion system has achieved one of its primary objectives of sending the right soldier to the right school at the right time.

Key enlisted personnel management issues have been successfully staffed through both the Military Personnel Management Offices and the States Command Sergeants Majors. Their input and expertise has ensured that the ARNG is meeting the majority of ARNG enlisted soldiers' expectations and objectives.

Additionally, the Army Human Resources Division has been actively involved with the functional reviews of the various Army proponents with regard to their current initiatives to consolidate enlisted MOSs, as directed by the Army Chief of Staff. The ARNG has been successful in making the Active Army proponent aware of the impacts of major changes on the reserve components.

Full-Time Support

With the program's evolution since its inception in 1916, today's full-time support personnel are major contributors across the full spectrum of ARNG operations. They are particularly critical in that portion of the workforce that supports the administrative, payroll, supply, training, maintenance, and recruiting efforts of ARNG units. Their role becomes more important as the Army continues to place greater reliance on Reserve Component units to meet its commitments in support of the National Military Strategy.

Through the FY 00 National Defense Appropriation and Authorization Acts, Congress authorized end strengths of 23,957 Military Technician and 22,430 Active Guard Reserve (AGR) personnel. During the fiscal year, the Secretary of Defense exercised his authority to allow the military services to exceed their authorized end strengths. The ARNG finished FY 00 with end strengths of 24,590 Technician and 22,508 AGR personnel.

The full-time support program executed over \$2.4 billion during FY 00. While the program finished the fiscal year with a cadre of more than 47,000 personnel, representing modest growth over FY 99, these manning levels amounted to 54% resourcing against validated requirements,

resulting in significant readiness challenges.

Full-time support requirements are determined through a detailed analysis of the workload of units and in training support, recruiting, maintenance, and readiness management work centers. During FY 00, the Army validated a total of 83,650 ARNG FTS requirements. The validation of the FTS requirements was a significant event in that the Army acknowledged that the ARNG has a serious shortage of FTS personnel and initiated efforts to gain additional resources for the FTS program. The Army in FY 00 decided to seek additional resources to support incremental growth in the AGR program to 30,402 and in the Military Technician Program to 29,319 from FY 02 through FY 12, increases which are projected to achieve a fill of 71% of validated FTS requirements.

MANPOWER STUDIES

A critical element of requirements determination is a detailed analysis of workload. In FY 00, the ARNG completed a study of workloads in the State Military Personnel and Public Affairs Office work centers. These studies were also conducted with the intent of compliance with Defense Reform Initiative Directive 20. The studies resulted in changes to AGR and Technician requirements in the work centers and will be phased in over several years.



ACTIVE GUARD RESERVE POLICY

The Secretary of Defense Authorized the ARNG to use Temporary Early Retirement Authority (TERA) as a force shaping tool in FY 00, and the ARNG retired 186 personnel through the use of TERA. This execution in TERA was a significant decrease from the retirement of 491 soldiers under the same program in FY 99.

Army policy calls for release from AGR status of officers who attain 20 years of active Federal service. In 1991, Chief, National Guard Bureau was granted authority to extend officers for up to two years; in 1997, the Army further adjusted this policy to allow the CNGB to discount the active enlisted service of Warrant Officers.

The authority granted by the Secretary of the Army to extend officers has been used judiciously. In FY 00, a total of 64 extensions were granted to officers and warrant officers, a number representing just 1.7% of the AGR officer and warrant officer population.

Force Management

This year, the Army National Guard continued the transition to the mandated 405,000 force structure and 357,000 end-strength levels established by Congress for FY 00. During FY 00, the ARNG inactivated 63 units with 10,100 force structure spaces.

DIGITIZATION

Digitization of ARNG units began in FY 97 with the fielding of selected command and control, communications, computers, and intelligence (C4I) systems to a number of ARNG units. This included the all source analysis system (ASAS) to enhanced Separate Brigades (eSBs) and the advanced Field Artillery tactical data system (AFATDS) to I Corps Artillery. However, fielding of these digital systems to ARNG units was not linked to the Force XXI process, which will more closely align Active and Reserve Component combat units. Digitization of ARNG units within the Force XXI framework will begin with the RC elements that are part of the 4th Infantry Division (Mech) as it converts to a Division XXI design.

Digitization of ARNG units will continue when III Corps becomes the first "digitized corps" by the end of FY 04. Currently, the identification of requirements and resourcing for this digitization is separate from the Training and Doctrine Command (TRADOC) Force XXI "echelon above division" design process. Based on the "Army of Excellence" designs and "Total Army Analysis - 2007" (TAA-07) allocation rules, the first corps digitization will include ARNG combat, combat support (CS), and combat service support (CSS) units. While some units will be digitized from brigade headquarters to platform level, projected fiscal constraints have caused the Army's Deputy Chief of Staff of Operations to conduct additional research on the "required" level of digitization for many RC units in the Corps.

ARMY NATIONAL GUARD DIVISION REDESIGN STUDY (ADRS)

In May 1996, the Secretary of the Army approved the division redesign study plan, which examined the conversion of existing lower-priority ARNG combat units to required, higher-priority support forces. The plan called for the conversion of up to 12 ARNG combat brigades, and slice elements from two divisions, to the required combat support/combat service support structure during FY 99 to FY 12. Based upon a comprehensive analysis of the entire ARNG force structure, the states involved in

the conversion process select the units to be converted.

In June 1996, the Army began to develop a costing methodology study to define the total conversion cost. The entire process received intensive oversight from both the Army Secretariat and the Army Staff to ensure that all related issues were addressed. The Vice Chief of Staff, Army approved the cost analysis on 27 March 1997 and directed that the ARNG division redesign be highlighted as a major Army initiative in the Quadrennial Defense Review (QDR) process.

The Army is committed to accelerating the ARNG division redesign. The Secretary of the Army signed a memorandum (which constitutes guidance) to include appropriate funds in future budget cycles to procure necessary equipment by FY 07 and complete conversions by FY 09. This has been extended to approximately FY 11. To meet this objective requires approximately the same level of effort in succeeding years as the approximately \$600 million per year included in the FY 99 to FY 02 budgets for this process.

At an ARNG Division Project Action Committee (DIVPAC) IV meeting in December 1998, the first three brigades to convert for Phase One of division redesign were selected: the 1st Brigade, 40th Infantry Division (California); the 67th Brigade, 35th Infantry Division (Nebraska); and the 2nd Brigade, 38th Infantry Division (Indiana). The

conversion timeline for these brigades began in FY 99. The brigades selected for Phase Two are the 31st Separate Armored Brigade (Alabama); the 46th Brigade, 38th Infantry Division (Michigan), and the 27th Separate Infantry Brigade (New York).

Total Army Analysis 07 was conducted through November 1999, and the final results were published in an "Army Structure Message" of mid-December 1999. This study validated previous requirements and provided additional force structure for phases II and III of the division redesign process.

AC/RC INTEGRATION

The 32nd Air and Missile Defense Command (AAMDC) activated during the first quarter of FY 99 as the first multiple-component unit in the Army. The 32nd AAMDC consists of 77 Active Component and 104 National Guard soldiers. The Active Component element is located at Fort Bliss, Texas, while the ARNG element is composed of soldiers from the Florida ARNG. The objective of the multi-component initiative is to resource units with personnel, equipment, and funding from more than one component to enhance total force integration, improve the resource and readiness posture of Army units, and optimize the unique capabilities of all components.

While the 32nd AAMDC is the first multi-component unit to activate, 11 additional multi-component units involving the ARNG were approved

during Total Army Analysis 2005. Three of these units were converted to multi-component status in FY 99. Two units, the 142nd Signal Brigade (Alabama ARNG) and the 1st Battalion, 171st Aviation (Georgia ARNG), will have ARNG headquarters with AC subordinate elements.

Logistics

Throughout FY 00, the Logistics Division continued several ongoing programs, while initiating several new ones. All of these programs were designed to increase logistics efficiencies, save money, and provide parts and equipment to our units.

SINGLE STOCK FUND (SSF)

The HQDA Single Stock Fund (SSF) initiative is based on a DoD directive to consolidate stock funds within the Army. The active Army currently has a stock fund at both retail and wholesale levels, which duplicate both commodity sales and the staff structure to support day-to-day operations. The program manager for single stock fund (PM-SSF) has developed a phased program to reduce the Army to one wholesale stock fund.

Milestone I of the initiative capitalizes the Class II, III (P), IV, and IX stocks at the installation level. Originally scheduled for implementation in FY 00, Milestone I has now been combined with Milestone II,

with both scheduled for implementation in FY 01. Milestone II capitalizes retail stocks down to the Corps level within the Active Component. Milestone III, scheduled for FY 02, will capitalize retail stocks down to, but not including, unit prescribed load list (PLL) and shop stocks.

The NGB-ARL staff continues to work closely with the PM-SSF and the Army Materiel Command (AMC) staff to support the Army's transition to a single stock fund and to make the transition as smooth as possible for the states. The ARNG already operates in a SSF environment (single point of sale and credit) since states buy directly from wholesale. However, the ARNG annual stockage requirements must be consolidated into the national requirement. ARNG Integrated Sustainment Maintenance (ISM) sites will begin repairing components for the national level in FY 01, and unit Authorized Stockage List (ASL) stocks will be capitalized in FY 02.

A field demonstration for Milestones I and II was conducted in April 2000, with Kansas as the ARNG test state. Comparing this fiscal year's cost avoidance with the \$8.2 million avoidance in FY 98 reflects the program's growth. The Guard has increased the share of lines that it is repairing from 71 at the beginning of FY 99, to a total of 119 at the end of the year. Additionally, during FY 99, three ARNG maintenance facilities completed five short-term contracts for the Army Material Command's wholesale supply system.

INTEGRATED SUSTAINMENT MAINTENANCE (ISM)

The ARNG has participated with other Major Commands in the Army's ISM program since FY 93. In this program, installation General Support (GS) maintenance activities of FORSCOM, TRADOC, and the USAR, along with ARNG combined support maintenance shops (CSMS) and maneuver area training equipment sites (MATES) with Support, compete for end item component repair work.

The final figures from the ARNG's participation in the ISM program are impressive. Thirty-seven states participated as customers during the fiscal year, shipping 6,059 components to other ARNG, Army Reserve, or Active Component facilities for repair. In turn, the facilities logged over 41,000 hours in the repair of those components and returned 5,304 for customer use, resulting in a cost avoidance of \$17.9 million for the participating states.

As the Army enters into the single stock fund (SSF) program in FY 01, ISM as we know it today will evolve from "Repair and Return to User" to a program of repair for the supply system as a whole. The ARNG is working closely with the Department of the Army, the Army Materiel Command, and other Army MACOMs to make an efficient transition.

CONTROLLED HUMIDITY PRESERVATION (CHP)

The ARNG CHP Program is designed to offset unfunded maintenance requirements by reducing required services and repairs of equipment not frequently needed for training. The objective of the program is to place 25% of selected high-tech and maintenance-intensive equipment into CHP shelters for varying periods up to three years. When stored in shelters, under controlled conditions, the equipment is considered ready and all services are deferred until withdrawal.

During FY 00, the ARNG continued full program implementation by significantly expanding the use of the CHP Program. The NGB completed a preliminary mid-life cycle cost/benefit analysis as of 30 June 2000. The results continued to validate the 1996 Economic Analysis projection of an 8 to 1 return on investment (ROI), with a documented 7.4 to 1 ROI for systems placed in service between FY 95 and FY 00. At the end of FY 00, there were 620 fielded or funded systems in 42 states and territories, for a total program investment of approximately \$54.3 million over the past six fiscal years. As a result of a concentrated NGB effort to facilitate requirements planning in the states, an additional 174 systems in 20 states have been validated as future requirements. FY 01 will see additional projects begin in three new states, Puerto Rico, and the Virgin Islands; six states will see their CHP

programs expanded. By FY 08, each state will have some form of a CHP program.

The development of a single vehicle environmental stabilization system (SVESS) allowed CHP to be extended to low-density assets at home station. The individual vehicle de-humidifier is quickly installed in a combat vehicle's hatch cover and locked in place, thereby providing a controlled humidity environment for high-tech and maintenance-intensive home station assets. By the end of FY 00, there were approximately 200 of these units fielded at armories in 12 states.

Priorities of equipment for preservation are established to maximize the cost avoidance associated with the highest support cost systems. The highest priority is afforded to radar and missile systems, followed by combat vehicle systems. Other equipment is prioritized based on an evaluation of the annual scheduled and unscheduled maintenance requirements shown in the Army's maintenance allocation resource criteria (MARC).

EUROPEAN EQUIPMENT PROJECT OPERATION (EEPO)

The ARNG continues to benefit from its European Equipment Project Operation (EEPO), which began in FY 93. A team of two NGB Warrant Officers, working closely with item managers in U.S. Army Europe (USAREUR), locate serviceable and

economically repairable equipment and repair parts to fill ARNG MTOE and TDA authorizations. The team obtains displaced USAREUR equipment from sites throughout Europe and uses an NGB negotiated Interservice Support Agreement with Army Material Command-Europe to subcontract minor repair, administration, and support services. The equipment is shipped to the state USPFO warehouse or repair site for further distribution to ARNG units. Class IX repair parts are sent to the Kentucky Army National Guard Materiel Management Center for distribution Guard-wide.

Beginning in February 1999, the EEPO team was co-located with the 2143rd Maintenance Battalion - Europe in Kaiserslautern to better utilize ARNG personnel in an Overseas Deployment Training (ODT) status to repair selected equipment. The cost avoidance of using ODT personnel when available, versus the AMC-E contractor, is \$67 per hour. In FY 00, the 2143rd Maintenance Battalion repaired 13 M871 trailers to 10-20 maintenance standards, just for the cost of the repair parts. The equipment is then returned to CONUS in a Space Available status on Air National Guard (ANG) cargo aircraft in a program called "Operation Guardlift."

To date, this project has gathered over \$300 million worth of equipment at a cost of only \$9 million in administrative, maintenance, and transportation costs. Because the majority of

the equipment is at less than Army transfer standards, the ARNG has been successful in getting repair parts funding from DA to bring the equipment to 10-20 Standards. The Logistics Division established readiness sustainment maintenance sites

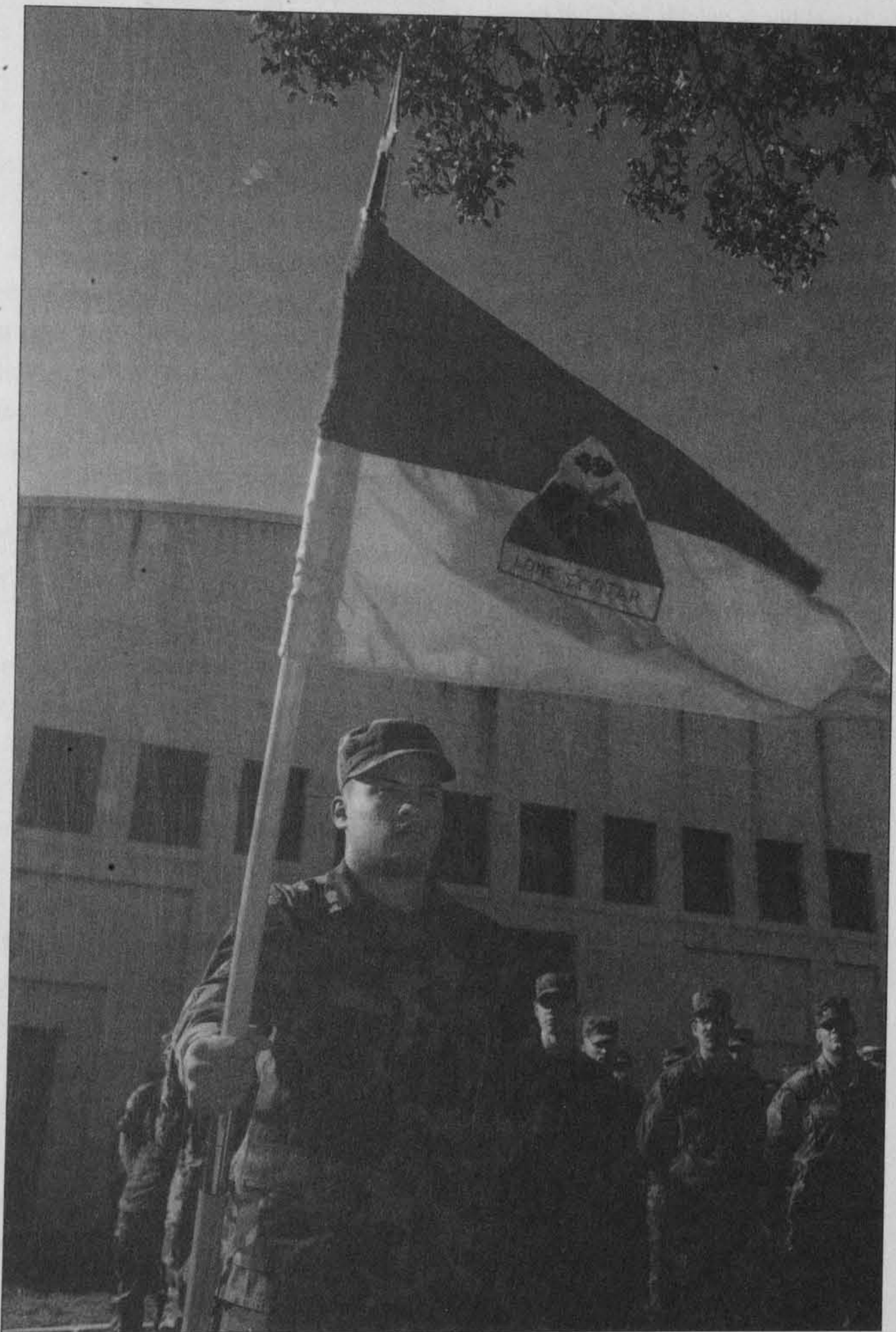
in five states to repair equipment prior to redistribution within the ARNG. These sites are located at Fort Riley, Kansas; Camp Shelby, Mississippi; Limestone, Maine; Saginaw, Texas; and Clackamas, Oregon.

OBJECTIVE SUPPLY CAPABILITY ADAPTIVE REDESIGN (OSCAR)

Developed in FY 97, OSCAR is designed to automate the NGB major end item manager functions, and to provide an interface with the standard Army retail supply system (SARRS) at the state level. OSCAR provides the states with a faster means of reporting excess stocks, and provides the NGB item manager a means to cross level excess among the states to obtain maximum unit readiness. Since its implementation, OSCAR has generated over 150,000 customer reports with an estimated value of over \$5.2 billion, and cut customer response time from NGB to less than seven days.

STATE TERRITORY ASSET REDISTRIBUTION SYSTEM (STAR)

Developed in FY 00, the ARNG STAR program automated the redistribution of RICC 2, Class II, IV, and IX Serviceable assets. This program accelerates movement of excess assets to improve the readiness of the ARNG while reducing excess on hand. The STAR program automatically processes non-funded requirements at each state to the NGB host computer, where they are matched against excess assets for redistribution. In five months, STAR has redistributed over \$1.8 million in serviceable excess to 13 states for the cost of transportation that would have been turned into a DRMO or DA supply system.



ARNG CENTRAL CLOTHING DISTRIBUTION FACILITY (CCDF)

On 1 September 1998, the Deputy Director, ARNG signed a MOA with the Defense Supply Center Philadelphia (DSCP) to provide complete supply chain management and logistics for individual clothing to all ARNG enlisted soldiers. DSCP, as the prime contractor, selected the Commonwealth of Kentucky Logistics Operation Center (LOC), located in Lexington, Kentucky, to operate the CCDF for the first two years. Following the initial two-year period, DSCP may continue the sub-contract arrangement with the LOC in Kentucky or modify its distribution methodology in any way that meets or exceeds the NGB's requirements at lower cost. Under this proposal, the ARNG will not invest in inventories of individual military clothing. Non-terminal items currently in the State Clothing Issue Points will be purchased by DSCP, which is the Defense Logistics Agency wholesaler for all military clothing. All clothing that requires patches and nametags are sewn on for the soldier free of charge at the CCDF and are shipped directly to the ordering unit. United States Property and Fiscal Officers (USP&FOs) will be billed monthly for clothing issued to their soldiers. Clothing funding will continue to be distributed to the states as it is presently. This initiative netted the DSCP and ARNG organizations the Vice President's Hammer Award for the year 2000.

NATIONAL GUARD MATERIEL MANAGEMENT CENTER (NGMMC)

Located in Lexington, Kentucky, at the Kentucky Logistics Operation Center, the NGMMC is a Surface and Air Class IX (repair parts) and Class II (clothing) distribution activity, which supports the ARNG. The NGMMC focuses on high-dollar, high-demand items turned in to the Defense Reutilization and Management Offices (DRMOs). These items are recovered from DRMOs and made available for redistribution within the Guard. Cost avoidance as a result of this innovative program is estimated at \$10 to \$20 million a year. The GMMC redistributes supplies on a "FREE ISSUE" basis. Available assets are listed on the Internet at www.ngmmc.ngb.army.mil or www.ngmmc.com. The NGMMC has the capability to electronically accept any authorized user's Unfinanced Requirements Listing and match it against NGMMC on hand assets. The NGMMC is "user friendly" and, with prior coordination, can make special supply searches, plus assist in mobilization and training exercises.

Programs, Analysis, and Evaluation

During FY 00, the Programs, Analysis and Evaluation Division participated in integrating defense strategy, programs, and budget into one comprehensive plan. The division operates under the premise that budget flows from programs, programs from requirements, requirements from missions, and missions from national security objectives.

PLANS BRANCH

The mission of the division's Plans Branch has been to assist ARNG leadership in refining ARNG strategic planning efforts, planning methodologies, and priorities. By conducting a systematic environmental scanning of both civilian and military matters as they apply to the ARNG, this branch sought out opportunities for justification, expansion, and/or development of future initiatives for the ARNG. The Plans Branch also contributed in developing the ARNG vision, mid-range planning guidance, programming guidance, and annual goals and objectives for the ARNG. National security issues relating to the Joint Operation Planning & Execution System (JOPES) enabled this branch to provide cross-functional assessments in justifying and synchronizing ARNG requirements within the Planning,

Programming, Budgeting, and Execution System (PPBES). The Plans Branch also reviewed and developed input to planning documents within the Joint Strategic Planning System (JSPS), the administrative framework for developing military requirements in support of the National Security Strategy (NSS).

The Plans Branch also developed, staffed, or presented policies and issues that further ARNG interests/initiatives. They worked closely with ARNG leadership in national-level forums to examine policies that presented cultural or structural barriers to active and reserve component integration within DA and DoD. They coordinated input from several staff agencies and provided recommendations to ARNG senior leadership for the Reserve Component Coordination Council (RCCC), Army Reserve Forces Policy Committee (ARFPC), and other forums as directed.

Plans Branch personnel also participated in preliminary studies leading to development of strategy for the FY 01 Quadrennial Defense Review (QDR). These included the National Defense University (NDU) QDR Studies Panel, the NDU/AB Tech Small Scale Contingency Force Allocation Model, the RAND Major Theater War and Synergy Costing studies, and Dynamic Commitment Wargames. While working with the Reserve Forces Policy Board (RFPB), members of the branch also reviewed and consolidated

director input to 86 issues provided electronically to OSD for their annual report to the President and Congress.

In November, Plans Branch representatives attended the Fletcher Conference sponsored by the Institute for Foreign Policy Analysis to promote dialogue on U.S. defense strategy, military force structure, modernization priorities, and the impact of technology on defense capabilities. Branch members attended the Army Force Management Course; the Planning, Programming Budgeting, and Executing System (PPBES); the Resource Management and Budget Course (RMBC); and the Defense Resource Management Course to receive training on systematic approaches to multi-year planning, programming, budget formulation, and improved effectiveness for the ARNG.

PROGRAMS BRANCH

The Programs Branch assisted the ARNG staff in making significant progress toward increased full-time support for our units, increased Operational Tempo (OPTEMPO) funding, increased Base Support funding, the continued success of Army National Guard Division Redesign Study (ADRS), and full participation in the Army's Transformation. The ARNG staff was able to get an additional \$12 billion in requirements validated by the HQDA staff.

Significant achievements were made in each of the Army's Program Evaluation Groups (PEGs). However, the most significant was the Army's recognition of Active Guard/Reserve (AGR) and Military Technician critical levels of 30,402 and 29,319, respectively, in the Manning and Organizing PEGs.

The Training PEG revalidated platoon level for division OPTEMPO requirements, and in the Installation PEG, the ARNG staff was able to get increased requirements for Real Property Maintenance recognized. The automation staff did a superb job of getting the Army to support the Reserve Component Automated System (RCAS) post-deployment plan requirements, and communication programs also received additional funding. Environmental "must fund" projects were funded, especially those associated with the Massachusetts Military Reservation. Military Construction funding is still severely underfunded and must rely on congressional add-ons.

The Sustain PEG increased funding for depot maintenance and logistics automation. They also recognized and funded the tactical wheeled vehicle rebuild program. Funding for lifecycle contract support for operational support airlift increased to 84% of requirements.

Equipment and distribution for the division redesign study (ADRS) were fully funded for phases I and II. The Military Construction, Environmental, and other ADRS tails

were also funded for phases I and II. As part of its aviation modernization plan, the Army has agreed to buy ten new UH-60s per year for the ARNG.

ANALYSIS BRANCH

The Analysis Branch supported ARNG senior leader decision-making through detailed analysis, evaluation, and validation of models, processes, and databases to ensure equitable alignment of ARNG resources and requirements. The branch identified and performed systems analysis, evaluation, and validation by applying mathematical, statistical, and operation research methods and techniques to the databases, models, and

processes that validate program requirements in the PPBES process. Additionally, the branch analyzed the data sources/feeds from other models or application programs, determined accuracy and currency of the data composition, and compared results between Army Components. The Analysis Branch also provided in-house subject matter expertise for data sources, methods, analytical techniques, and areas of application and interpretation for policy guidance and procedures relating to cost and data analysis.

The branch also assisted the logistics and installation communities develop plans for integrating the

Guard into the Army's programs and requirements models and improving data input accuracy, timeliness, and validation. They also provided support to the ARNG Senior Leaders through analysis of Missioning ARNG Divisions, ARNG Combat Division Operational Costs, and ARNG Unit Readiness in support of Total Guard Analysis XXI.

Comptroller

The FY 00 President's Budget was developed to support an ARNG military end-strength of 350,000 soldiers, which included an



Active Guard Reserve (AGR) end-strength of 21,807. The civilian end-strength was budgeted for 24,474 employees, consisting of 23,957 Military Technicians and 517 Department of the Army Civilians.

OPERATIONS AND MAINTENANCE

The request for Operations and Maintenance, Army National Guard (OMNG) budget was \$3,160.9 million to support civilian pay, operational support of military training, and administrative support of ARNG operations and facilities. During the Appropriation Committee hearings, the Congress provided an additional \$151.8 million of the \$520 million requested by the National Guard senior leadership in addition to the President's Budget OMNG submission. As with the other services within the DoD, the ARNG received a decrement of \$16.3 million as part of an across-the-board Congressional Rescission in order to off-set shortfalls in health care and other domestic programs.

OMNG funding was generally sufficient to support all mission-essential requirements in FY 00. Shortfalls in full-time support; recruiting and retention; ground operations tempo; support for school training; and information and telecommunications required the ARNG leadership to re-direct funds to meet minimum funded requirements and defer unfinanced requirements for lower-priority units to

FY 01. These shortfalls negatively impacted collective training opportunities, soldier quality-of-life issues, strength management, and ultimately, readiness levels.

Funding for full-time support personnel was not sufficient to achieve and sustain a high level of readiness across the force, and this continues to be leadership's biggest funding challenge for FY 01. Unfinanced requirements remain in Repair Parts (Class IX), which largely affects the ARNG's ability to maintain equipment and decrease critical down time.

PERSONNEL

During the course of FY 00, the ARNG received an additional \$14 million in NGPA for contingency operations, and \$12 million for recruiting and advertising in the FY 01 Emergency Supplemental.

The budget request for National Guard Personnel, Army (NGPA) was \$3,570.6 million to finance the costs to train, educate, and prepare ARNG military personnel for their Federal missions. During the Appropriation Committee hearings, the Congress provided an additional \$34.9 million of the \$75 million requested by the Senior Leadership. The ARNG also received an additional \$36.8 million in the FY 01 Emergency Supplemental to support recruiting and retention.

Funds allocated in FY 00 were utilized to reimburse CONUS operations costs and sustain soldier qualifications in officer education and

non-commissioned officer training, and in soldier Military Occupational Specialty (MOS) career fields to enhance professionalism and competitiveness of ARNG soldiers and their leaders. In addition to funding military education requirements, funds were also expended to support battle-focused, Mission-Essential Task List (METL) training. The states, territories, and District of Columbia used Annual Training funds to support collective unit/battery and battalion training. Funding to promote AC/RC integration as part of our National Military Strategy was inadequate to fully support CINC integration plans for FY 00 and will present funding challenges again in FY 01.

ACCOUNTING

The ARNG prepared and tested financial systems with an eye to possible "Y2K" system failures, and accomplished the 2000 calendar year rollover without any major system problems. Branch personnel conducted training for accountants and accounting supervisors during the year, and scheduled training in the Defense Property Accountability System for new property book officers to educate them in Chief Financial Officer reporting requirements.

This fiscal year, the ARNG reduced the net value of its unmatched disbursements (UMDs) from \$9 million to \$0.6 million, a significant decrease for the year, which reflects tremendous coordination

efforts among the Comptroller Division, the Defense Finance and Accounting Service, and the states. Negative Unliquidated Obligations (NULOs) over 180 days were reduced by 97%, surpassing DA goals. Canceling Account Unliquidated Obligations were reduced by 98%, and Delinquent Travel Advances by 76%.

MANAGEMENT PROGRAMS

In March 2000, the Strategic Management and Innovations Division, Management Directorate, Office of the Chief of Staff, Army decided to benchmark the entire Army Ideas for Excellence Program (AIEP) process. The benchmarking process will result in a new regulation published in March 2001. The ARNG received written notification from HQDA granting an exception to policy regarding paragraph 3-3d in AR 5-17 (The Army Ideas for Excellence Program), which precluded providing awards to Title 32 personnel. AR 5-17 is in the process of being changed and, when revised, will no longer exclude Title 32 personnel from being eligible to receive awards for their suggestions. The ARNG awarded over \$18,000 for adopted suggestions in FY 00.

Through e-mail, classroom training sessions, desk-side briefs, website postings, and articles in the Financial Managers' Newsletter, the ARNG Management Control Process Administrators trained over 950 pro-

gram managers and Assessable Unit Managers (AUMs) in FY 00. Two new ARNG weaknesses were reported, along with updates provided for the eight "open" weaknesses currently at HQDA for their awareness or assistance in resolution. Twenty-three weaknesses remain at ARNG for correction. Also in FY 00, the ARNG established a Senior Level Steering Group (SLSG) for management controls to ensure that a Guard-wide approach and solution are applied to the resolution of weaknesses and to identify and reduce the ARNG's areas of vulnerabilities.

The ARNG reported one potential Anti-Deficiency Act violation concerning exceeding the expense/investment threshold for the purchase of equipment; the investigation was still being conducted at the end of FY 00. A potential violation from a previous year is still being investigated, and a third potential violation investigation report concerning the FY 92 National Guard Reserve Equipment appropriation is currently being reviewed by the Army General Counsel.

FINANCIAL SERVICES CENTER

The Financial Services Center (FSC) continues to provide support to mobilized ARNG soldiers through the issuance of finance guidance and the monitoring of their pay accounts. The FSC is a member of the Defense Finance and Accounting Service - Indianapolis Center's (DFAS-IN) Crisis Control Center (CCC), which

provides a conduit for identification and resolution of pay problems affecting mobilized ARNG soldiers. The FSC produced a mobilization SOP to aid the USPFO Military Pay Sections in pay processing.

The FSC staff added many enhancements to the Jumps Standard Terminal Input System (JUSTIS), the ARNG military pay input system. One enhancement increased the efficiency of processing a unit annual training payroll, which allows for the automatic payment of the correct housing allowance to single soldiers and subsistence allowance to enlisted soldiers. In addition, edits were added to JUSTIS to ensure the accuracy of Inactive Duty for Training (IDT) payments. Upon the conversion of IDT funding to specific allotment, JUSTIS was updated to enforce the 90-day window in regards to rescheduled training. Also, JUSTIS was enhanced to ensure that a soldier performing IDT was not ordered to active duty during the period of IDT.

The staff continues to work with the personnel community on issues such as PERSTEMPO, pay for military funeral honors details, and designated unit pay. In an effort to limit overpayments to soldiers returning from Initial Entry Training, the office coordinated with the personnel community to update the SIDPERS interface, which now produces a pay transaction terminating the active duty tour. Also, the staff works with personnel representatives and repre-

sents the ARNG on pay concerns regarding development of the Defense Integrated Military Human Resources System (DIMHRS).

TRAVEL AND VENDOR PAY

In cooperation with the Cognos Corporation, we provided impromptu software training for voucher examination and accounting personnel in June and July 2000. Cognos software works in conjunction with the Operational Data Store (ODS) by accessing the ODS database to provide reports and produce query results concerning disbursements.

The FSC, in coordination with DFAS-HQ, conducted a data call of Centrally Billed Account (CBA) payments to the Bank of America (BoA). The data call was in response to BoA demand for interest and penalties due on delinquent payments. As a direct result of data provided by NGB and other DFAS-serviced agencies, the DFAS executed a contract modification settling the BoA interest claim. The settlement-covered interest due on any payments processed 31 August 1999 through 31 May 2000.

The Financial Services Center continues to actively participate in the testing of the Defense Travel System (DTS), a DoD computerized travel management system designed to reduce costs, support mission requirements, and provide superior customer service. The DTS Program Management Office and the system contractor spent most of FY 00 re-

designing the software to correct unacceptable deficiencies in the system and conducting in-house testing of those corrections. The Financial Services Center participated in the formal testing at Fort Huachuca, Arizona, when it resumed in June 2000. The final formal test in a test laboratory environment in September 2000 was the most successful to date.

The Field Systems Team trained over 1,000 Automated Fund Control Orders System (AFCOS) users in FY 00. These users ranged from brand new unit administrators to senior financial managers. The spectrum of the training spanned the most basic request for orders to the management of millions of dollars. The success of this training is directly tied to the successful and efficient execution of the FY 00 budget. FY 00 was also the first full year that all states man-

aged and executed their own IDT funding. AFCOS was greatly enhanced with tools to allow the managers to quickly and effectively manage the largest fund account managed at the state level.

OPERATIONAL REVIEW TEAM

The Operational Review Team continues their efforts to validate and monitor management controls through on-site visits to the United States Property and Fiscal Offices. As required by regulation, the team visits each state and territory on a bi-annual rotational basis. The Operational Review Program (ORP) is prevention oriented and designed to foster an environment of awareness in reducing risks, safeguarding assets against fraud, waste, and mismanagement. ORP visits were con-



ducted in 18 states during FY 00, with reports submitted to the respective Adjutants General and USPFOS of conditions and recommendations for improvements.

With cooperation and assistance from the DFAS Policy and Procedural Office, NGB and sections within the Financial Services Center, the ORP team updated their review guides to reflect current policy and procedures. The new review guides have been tested successfully at six states.

FINANCIAL MANAGEMENT TRAINING

In March 2000, the FSC and the National Guard Chapter of the American Society of Military Comptrollers jointly conducted Comptroller Division Annual Financial Management Training and a Professional Development Institute. Over 200 members of the ARNG's financial management community from all 54 states, territories, and the District of Columbia participated in the four-day training event.

Topics included the ARNG's current financial status, fiscal law, current financial management policies and procedures, current and future systems, future initiatives, personal improvement, and career enhancement. In addition, there were breakout sessions for each functional area within the Comptroller Division. Subject matter experts from the National Guard Bureau, Department of the Army, Department of Defense,

the Defense Finance and Accounting Service, U.S. Department of Agriculture Graduate School, and private industry provided the most current training available.

Installations

The ARNG operates more than 3,100 owned/ leased readiness centers/armories in about 2,500 communities in all 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition, the ARNG supports with federal funds the operation and maintenance of more than 21,000 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.

MILITARY CONSTRUCTION

The FY 00 appropriation of \$237.4 million for 22 projects included \$205.4 million for major construction, \$16.4 million for planning and design, and \$15.6 million for unspecified minor construction. The ARNG executed all five projects that were in the President's Budget Request during the first year. Of the Congressional add-on projects, nearly half were executed by 30 September 2000.

FACILITY OPERATIONS AND MAINTENANCE

In FY 00, \$245.4 million were provided for Real Property Operations and Maintenance, an increase of \$24 million from last fiscal year. This program pays for salaries required to support facility operations and maintenance, as well as providing funds for engineering services, utilities, minor construction, maintenance and repair projects, and supplies required to extend the useful life of Guard facilities. The federally supported square footage increased from 38.5 million square feet in FY 99, to 41.6 million square feet in FY 00, while equipment modernization and aging facilities have increased overall maintenance requirements.

REAL ESTATE ISSUES

A portion (approximately 1,245 acres) of the Twin Cities Army Ammunition Plant has been reassigned to the Minnesota Army National Guard (MN ARNG) for training purposes. The MN ARNG had a significant training land shortfall for Mechanized Infantry/Rifle Units to conduct adequate maneuver training in and around the "Twin Cities" of Minneapolis and St. Paul. Existing Local Training Sites limited training to squad and platoon level activities, and the acquisition of the 1,500 acres of land significantly expands training opportunities during IDT and annual training. The additional real estate has resolved a large part of the shortfalls, reduced

travel time to alternate training sites, and enhanced readiness.

Approximately 12,896 acres of the Louisiana Army Ammunition Plant has been reassigned to the Louisiana Army National Guard (LA ARNG) for training purposes. The LA ARNG had a significant training land shortfall for the 1083rd Transportation Company, whose equipment includes 96 Super Heavy Equipment Transportation System (HETS), 40 support vehicles, and 300 soldiers. This acquisition has resolved the shortfalls, provides sufficient training lands for the LA ARNG, reduces travel time to alternate training sites, and enhances readiness.

Environmental Programs

The Army National Guard's Environmental Program emphasizes responsible stewardship of land and facilities to provide quality installations and enable mission accomplishment. To ensure compliance with all environmental laws and regulations, the ARNG continues to strive for early identification of problems and immediate corrective action, focusing on four major areas: compliance, restoration, pollution prevention, and conservation.

COMPLIANCE

Using the Environmental Compliance Assessment System

(ECAS), the Environmental Programs Division has identified key areas requiring more specific Army environmental policy and guidance. Environmental Programs is developing an overarching secondary containment policy for Mobil Fuel Transports that reduces the ARNG's risk of polluting the environment and subsequent violations. This policy should be finalized early in CY 01. Another area where guidance is being formulated is in the stormwater permitting process. Due to limited available guidance in the early 1990s, many permits were obtained unnecessarily. Environmental Programs is currently evaluating the statutes and coordinating with DA and the Judge Advocate General to determine which facilities require permitting. It is expected that, in most cases, ARNG facilities are exempt from the stormwater permit process, because the functions performed there do not require it. This guidance should reduce the costs of this program substantially in FY 02.

In FY 00, Environmental Programs recognized the need for standardized and comprehensive Ozone Depleting Chemicals (ODC) Management Plans in the ARNG. Environmental Programs reviewed the program nationally and fielded draft ODC plans to the states to more efficiently meet their requirements while maintaining a standard plan across the nation. As with hazardous waste management, Environmental Programs is partnering with the Logistics community to better moni-

tor hazardous materials from "cradle to grave," implementing the DA developed "Hazardous Substance Management System" (HSMS) for this purpose. This initiative should save the ARNG money and time, and reduce the potential for environmental regulatory enforcement actions (violations).

One of the greatest successes this year was to correct many of the deficiencies that contributed to the receipt of previous environmental violations. This was accomplished through coordination and cooperative efforts with the states and environmental regulators. To facilitate continued success, Environmental Programs developed a process action team (PAT) to expeditiously correct new violations immediately, and to use analysis techniques to more efficiently identify possible weaknesses before they become violations.

POLLUTION PREVENTION

Two significant ARNG Pollution Prevention (P2) issues are continued use of aqueous parts washers and the Eagle Committee's "Authorized Use List" for solvent substitutes. Both initiatives could reduce the amount of hazardous waste generated by equipment maintenance, saving money as well as reducing the threat to the environment. The coordination with the logistics community has ensured a communications link to develop the most appropriate solution for pollution reduction.

CONSERVATION

The ARNG has successfully used programmatic environmental assessments to evaluate equipment fielding in the Paladin, MLRS, AH-64, and UH-60 programs in 17 states in order to ensure that environmental issues are nationally addressed, as required by the National Environmental Policy Act (NEPA). Additional programmatic environmental assessments involving fielding of 150TPH rock crusher units, M1A1 Tank, and M2/3 Bradley Fighting Vehicle equipment are being initiated.

Planning level surveys involving wetlands, soils, and cultural resources using national contracts are nearing completion. These efforts will ensure that all ARNG training sites have Integrated Natural Resource Management Plans, Pest Management Plans, and Cultural Resource Management Plans in place by FY 01.

The number of threatened and endangered species on ARNG lands continues to grow. Currently, 54 species have been identified on 45 ARNG training sites. Having an approved Integrated Natural Resource Management Plan may preclude the listing of valuable training land as critical habitat for certain species. Recent Executive Orders requiring consultation with federally recognized Indian tribes will require increased coordination responsibilities for many ARNG activities. To facilitate these consultation and coor-

dination requirements, ARNG has undertaken a series of regional workshops bringing together state leadership with leaders of local federally recognized tribes. Currently, all 54 states/territories are using geographic information systems (GIS) as decision-making tools to ensure that both the operational and stewardship missions of the training sites are met.

RESTORATION

The ARNG continues to evaluate sites for past practice contamination and conduct cleanup operations where necessary. In FY 00, the ARNG executed over \$35 million in Environmental Restoration, Army funding. The cleanup at the Massachusetts Military Reservation on Cape Cod continues to be the



ARNG's largest cleanup effort, with over \$28 million expended in FY 00 funds.

During the past year, the ARNG restoration program completed 20 preliminary assessments and 12 site inspections to determine the actual presence of contamination at ARNG facilities. In addition, remedial actions were completed at eight sites, with "no further action" approvals gained for eight additional sites. Ongoing projects in FY 00 included the continuing investigation and cleanup operations at the Massachusetts Military Reservation; Camp Crowder, Missouri; Camp Navajo, Arizona; and Los Alamitos AFRC, California. Investigations continued at Camp Roberts, California; Fort Chaffee, Arkansas; Fort Indiantown Gap, Pennsylvania; and Fort Pickett, Virginia, to determine if additional restoration work will be required. In addition, ARNG environmental offices in the states and territories had restoration actions either ongoing or proposed at multiple state-owned sites. The state environmental offices are responsible for tracking and executing the ARNG restoration program at state-owned facilities.

Major FY 00 accomplishments included reducing the potential of a regulatory Compliance Order at Camp Navajo, Arizona. We also completed a record search, site survey, remediation cost estimates, and flagging of unexploded ordnance for

the Camp Navajo Open Burn/Open Detonation area. The Army Environmental Center completed a Range XXI program investigation at Camp Shelby, the first such study to be completed by the Army. Negotiations were initiated to determine a better funding allocation between Army and Air Force for Installation Restoration Program sites at the Massachusetts Military Reservation, to be initiated with the FY 02 program.

Information Management

Information accessibility is a critical objective for the ARNG in the 21st century – a key to meeting many of the Army and DoD reform initiatives so as to reduce operational costs and make better use of scarce resources. High-speed information access supports initiatives such as distance learning, video teleconferencing, electronic publications and forms, electronic commerce, training simulations, and World Wide Web technology.

During FY 00, the ARNG capitalized on improving the distance learning and telecommunications infrastructure. This effort provides the capability of a single one-of-a-kind network, combining voice, video, and data traffic into an economical, highly efficient integrated network. This network, "GUARDNET XXI," consoli-

dates and upgrades numerous telecommunications functions that were operating in stand-alone, solitary, stovepipe environments. Minor modification to the design has enabled many states to integrate voice traffic into their networks, significantly reducing their long-distance telephone costs and providing a model for integrated voice, video, and data services on a single network. When fully operational, the system will provide more efficient, effective, and economical high-speed information access throughout the 54 states and territories.

The expansion and improvement of GUARDNET XXI continues as electronic classrooms are fielded to the states. The adoption and implementation of the ATM Forum standards continues to resolve the quality service issues on the network. The new standards will improve video quality on the network and provide automatic allocation of bandwidth based on established quality of service rules. Contract engineers are working with the state telecommunications providers to implement these standards.

The ARNG continued to expand the usage and improve the quality of its private web-site, "GuardNet." During FY 00, this web-site has been the focus of improving information flow within the ARNG Headquarters. Divisions within the ARNG Readiness Center, plus numerous contractors, conduct daily business

via GuardNet. With the completion of the Reserve Component Automation System (RCAS) and the fielding and installation of ATM hubs, GuardNet is in a position to progress to a level that will expand interactivity to include high-level database exchange, chat rooms, and a bulletin board forum application.

SOFTWARE DEVELOPMENT

The ARNG continued to expand its use of structured engineering methodology during FY 00. The expansion of the tool set provides the capability to develop reusable components, enforces the use of business rules and data integrity, and is platform and database independent.

The process of integrating the efforts of both functional users and information management professionals continued to improve through the Technical Review Board established by the Information Management Advisory Council. This process was implemented to establish a joint development environment between functional users and the information management community. The Training Readiness Operations Unit Planning Resources System (TROUPERS) was the first attempt to bring the functional proponents and the information agencies together to build a system that meets both communities' objectives.

VISUAL INFORMATION SUPPORT CENTER

The Visual Information Support Center (VISC) in Nashville, Tennessee, continues to serve as the ARNG production center for visual information and audio products, including regional multimedia imaging, banners, posters, and the duplication of video and audio tapes, and compact discs. During FY 00, the VISC developed visual information products for recruiting and retention, training, and drug demand reduction for numerous DoD and state organizations. Additionally, the VISC produced public service announcements and documented ARNG events for historical purposes.

During FY 00, the VISC documented disaster relief support missions in hurricane-, flood-, and ice-stricken communities across the nation. Finally, DoD selected the VISC to serve as a Component Accessioning Point (CAP); the VISC will process all ARNG images and forward them to the Defense Visual Information Center for archiving.

INFORMATION OPERATIONS

The National Guard information technology architecture is a highly interconnected and distributed information environment. This environment not only supports day-to-day administrative functions, but also provides the operational systems that

directly support the command and control of military operations. Our increased dependence on information technology also causes an increased vulnerability. These vulnerabilities in turn are exploited by threats that exist from a variety of new and different sources, and incidents occur on a continuing basis, even in peacetime.

Based on the need to protect our information infrastructure and a request from the Land Information Warfare Activity (LIWA) to provide them with information operations assistance, an Information Operations program was developed for the 54 states, territories, and the District of Columbia. The system encompasses Computer Emergency Response Teams (CERT), Vulnerability Assessment Teams (VAT), tactical sections, and Field Support Teams (FST).

The Virginia Data Processing Unit (VADPU) was expanded by 41 personnel to support the Army's Land Information Warfare Activity, providing a round-the-clock operations response to land component commanders worldwide. In addition, they support the existing NGB CERT in providing protection to the GUARDNET XXI information environment through screening, analysis, and response to penetration attempts. The VADPU was instrumental in assisting AIS in completing all Y2K testing within the allotted time. In addition, five state-level CERT teams assisted the states in the securing of their systems during this fiscal year.

Surgeon

The Army National Guard Surgeon's Office has teamed with State Surgeons to formulate a vision of an integrated medical readiness team to provide innovative leadership in a dynamic environment, with the goal of assuring relevant forces, ready and deployable for federal, state, and community missions. Highlighted medical readiness programs and initiatives include the Medical Advisory Council (MedAC), the ARNG medical readiness campaign plan, the individual medical readiness tracking system, the Federal Strategic Health Alliance Program, and the 91W MOS transition.

The Medical Advisory Council provides advice/assistance and proposed actions to the ARNG Chief Surgeon on current and future medical issues affecting readiness, policy, plans, programs, resources, training, and operations of ARNG units and soldiers. The ARNG medical readiness campaign plan is a coordinated effort between the ARNG Surgeon's Office and the 54 state/territory/District of Columbia Surgeons to address and resolve medical readiness issues that affect the mission readiness of the ARNG.

DoD recently developed a comprehensive list of all individual medical readiness requirements to ensure successful deployments of personnel to military operations. To ensure comprehensive tracking,

the ARNG will use the Medical Protection System (MEDPROS) to track the individual medical readiness (IMR) requirements for all ARNG soldiers. The Medical Occupational Data System (MODS) will provide the ARNG senior leadership with a real-time automated system to track the individual medical readiness status of the ARNG.

The Federal Strategic Health Alliance Program (FEDS HEAL) incorporates a Memorandum of Understanding with the Veterans Administration (VA) and Federal Occupational Health (FOH) networks to assist the ARNG in accomplishing its individual medical readiness requirements. The ARNG will use VA and FOH facilities and providers to supplement the State Medical Commands in accomplishing the IMR deployment requirements.

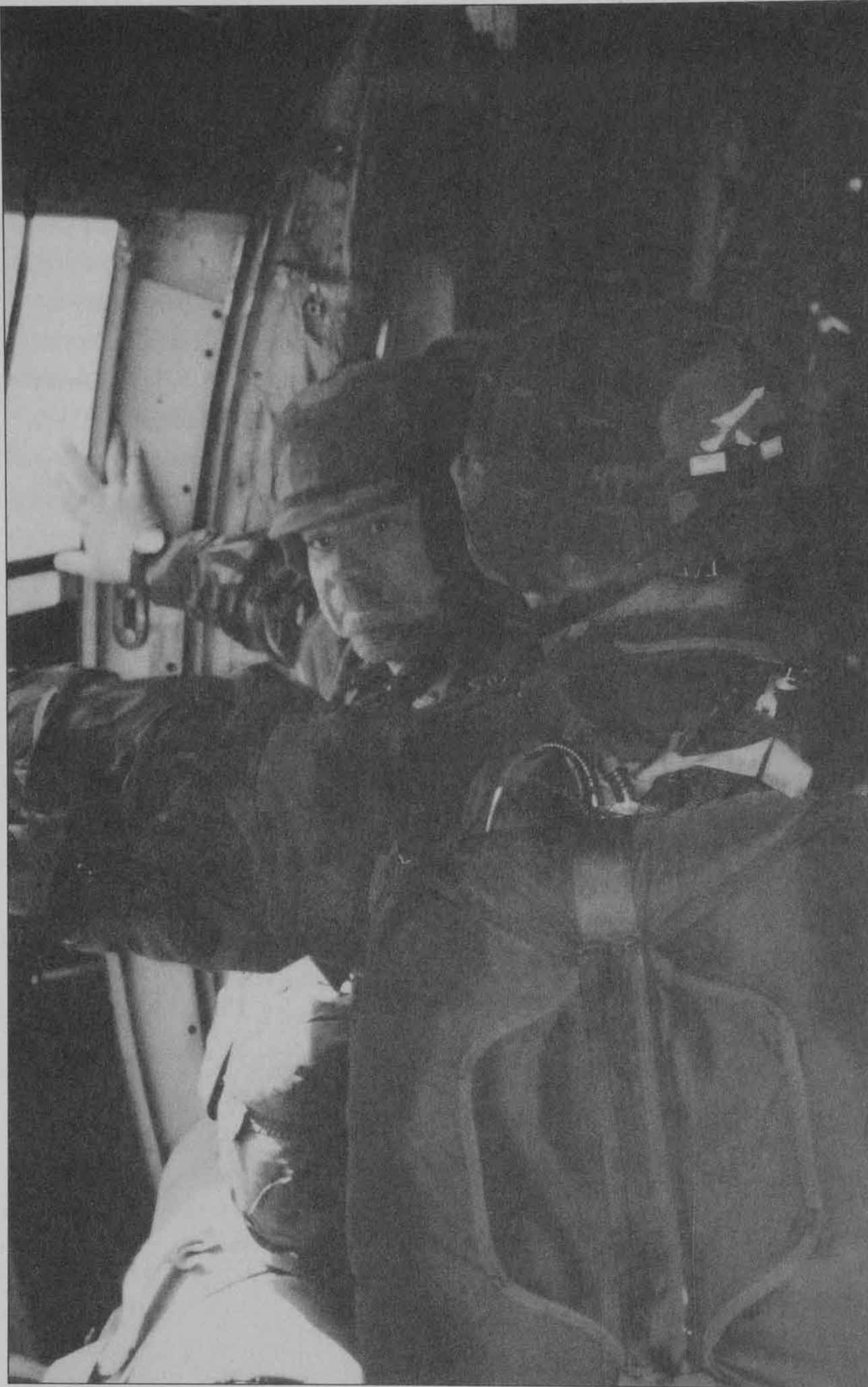
In the late 1990s, the Army Medical Department (AMEDD) Center and School launched a research study to examine the skills, training, and proficiency of the 91B10 combat medic. As a result of this study, the AMEDD has developed the 91W Healthcare Specialist MOS, which concentrates medical skills on supporting a dispersed, lethal battlefield. Through the ARNG medical campaign plan, the ARNG has begun transitioning 91B (Combat Medical Specialist) and 91C (Practical Nurse) soldiers to the new 91W Healthcare Specialist MOS.

Aviation and Safety

During FY 00, Army National Guard aviation units and Aircrew members supported numerous Presidential Select Reserve Call-up (PSRC) missions, Overseas Deployments Training (ODT) missions, Combat Training Center (CTC) and domestic support missions, as well as CONUS exercises. The PSRC deployments included the Stabilization Forces (SFOR) in Bosnia, as well as Operation DESERT SPRING (ODS) in Kuwait, Southwest Asia.

ARNG Aviation support for the SFOR was performed by the 112th Air Ambulance Company, Maine ARNG, followed by the Oregon's 1042nd Air Ambulance Company. Aviation support in Kuwait during FY 00 was provided by elements of the Mississippi ARNG's 1st Battalion, 185th Aviation, and the 1st Battalion, 151st Aviation (Attack Helicopter) from South Carolina. The 1st Battalion, 111th Aviation (Attack Helicopter), Florida ARNG; the 1st Battalion, 189th Aviation, Montana ARNG; and Company G (ATS), 238th Aviation deployed to Kuwait during August 2000 and will be on station until February 2001.

Overseas deployments supported by the ARNG included the "New Horizons" Exercises in Central and South America. Montana's 1st Battalion, 189th Aviation, deployed



to El Salvador. The 1st battalion, 108th Aviation (Air Assault), Kansas ARNG, traveled to Belize. Company G, 104th Aviation, Pennsylvania ARNG, supported operations in Nicaragua and Tennessee's Combat Enhanced Capabilities Aviation Team (CECAT), and supported the Rescue Eagle Exercise in Romania.

Army National Guard CTC rotations require Aviation Task Forces (Avn TF) from several states. The JRTC rotation featured the 76th Enhanced Separate Brigade (eSB), from Indiana. The 76th Avn TF, "Task Force Falcon," was comprised of units from Indiana, Illinois, Iowa, Wisconsin, North Dakota, Texas, and Arizona. The NTC rotation consisted

of the 218th eSB from South Carolina. The Avn TF, "Task Force Dragonslayer," consisted of units from South Carolina, North Carolina, Idaho, Georgia, Alabama, Maryland, and Tennessee.

Domestic Support Missions focused primarily on fighting wildfires. Montana, Oregon, Washington, Idaho, California, Texas, and Florida had severe wildfires, spreading throughout their states and across their state boundaries. Numerous other states from all over the country pitched in and provided aviation assistance as requested.

CONUS exercises consisted of "Global Patriot" in Utah, "Badger Triad" in Wisconsin, "Golden Coyote" in South Dakota, and support to the Special Operations Forces (SOF) Tactical Support Detachment by the New Mexico ARNG. OCONUS Exercises consisted of operation "Cooperative Safeguard" in Iceland, supported by the Nevada ARNG.

AVIATION LOGISTICS

Army National Guard units maintain the operational readiness of over 2,100 ARNG aircraft. The ARNG completed over 447 aircraft movements during FY 00, from the production line, to the refurbishment program, and between Guard units as a result of cross-leveling due to force structure changes within the ARNG. As the ARNG received modernized assets, 207 of our oldest aircraft were retired.

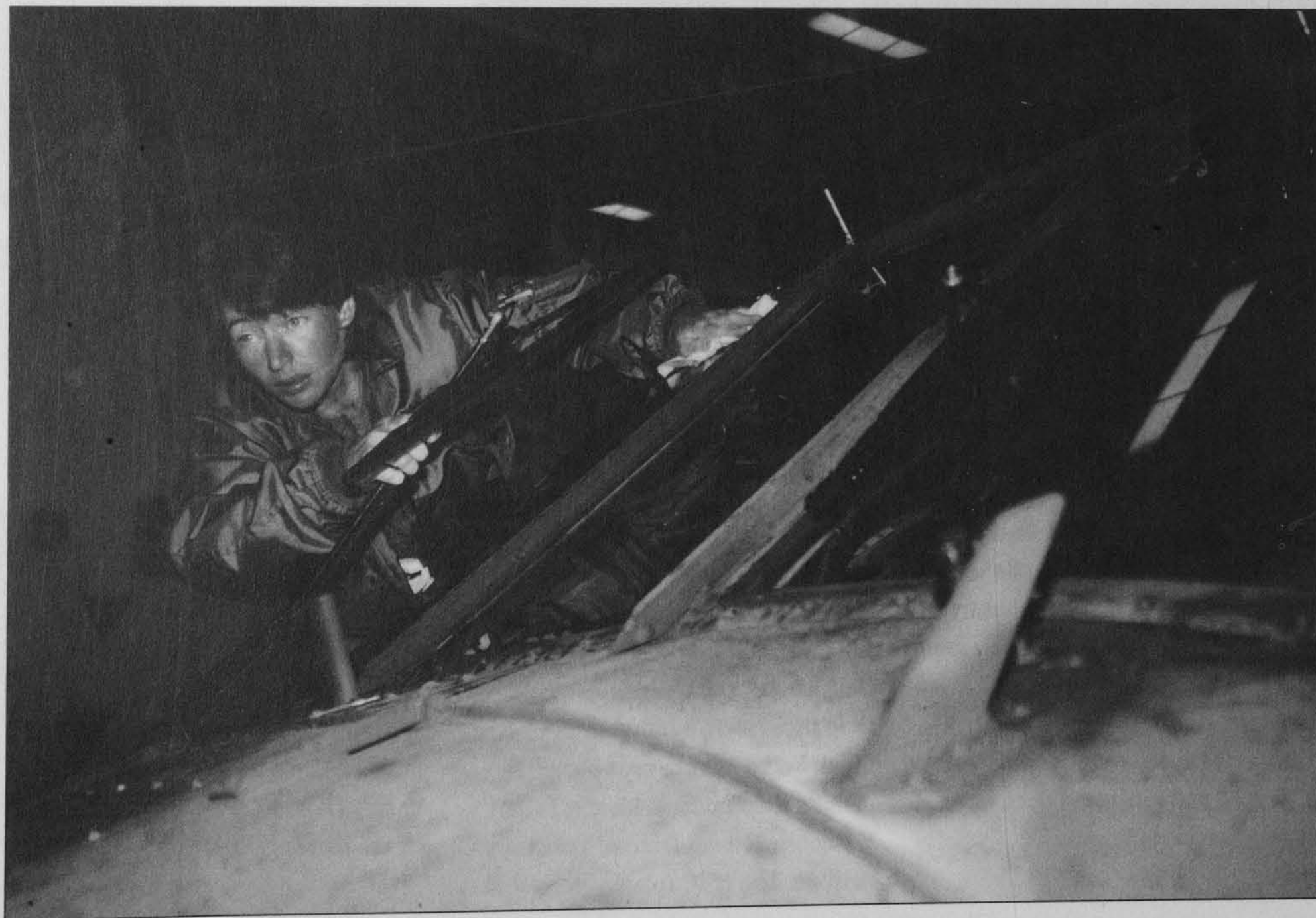
Aviation maintenance and aviation repair parts management continue to be areas of future transition within the ARNG Aviation community. The ARNG will be fully integrated into the National Maintenance Program and Single Stock Fund in FY 02; all Army maintenance will become either National or Field Level, and all authorized stockage list parts will become Army Materiel Command (AMC) owned and managed. NGB-AVS is determining the role of the ARNG Aviation Classification and Repair Depots (AVCRADs) in this program. At a minimum, the AVCRADs are expected to participate

as National Level repairers and potential managers of the regional Authorized Stockage List (ASL). NGB-AVS has begun reorganizing ARNG aviation supply support by regionalizing the Authorized Stockage Lists. The Missouri AVCRAD has implemented a Regional ASL, with the other three AVCRADs soon to follow, pending software installation.

The "Army Aviation Support Facility (AASF) 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 mission necessary to maintain the readiness of the entire ARNG aviation fleet. Selected Army Aviation Support Facilities (AASFs) have completed a test of the project, and full implementation is expected in FY 01.

The Aviation Logistics Module (ALRM)/Unit Level Logistics System Air (ULLS-A) Bridge, fielded to all ARNG units, enables units to electronically prepare and transmit real-time aircraft readiness data. AASFs are linked electronically with the National Guard Bureau, facilitating



identification and resolution of readiness issues. This program is resulting in more effective readiness management and more efficient use of critical resources.

SAFETY, OCCUPATIONAL HEALTH, AND INDUSTRIAL HYGIENE

The Safety Program supports the ARNG in four major areas: Ground Safety, Occupational Health, Industrial Hygiene, and Aviation Safety. These programs are focused on providing safe and healthful conditions in work and training environments for our soldiers and civilians, which serve to maximize cost-efficient use of resources, combat effectiveness of units, and combat readiness of personnel. The ARNG SafeGuard theme, "Make The Journey," will emphasize the importance of delivering the messages of the four pillars of Force Protection – Leadership, Standards, Discipline, and Risk Management – which are essential to the success of the accident prevention plan and safety awareness initiatives.

The Safety and Occupational Health operating budget of \$6.6 million was dedicated to programs to reduce accidents and occupational illnesses in FY 01. Safety training and awareness, accident/illness prevention programs, risk management integration, medical surveillance, and industrial hygiene surveys are examples of programs being resourced this fiscal year.

The ARNG experienced 161 Class A-C accidents in FY 00. There were 220 equivalent accidents in FY 99. In FY 00, the ARNG lost 18 soldiers in various ground vehicle accidents, which was an increase of eight over the previous year. In FY 00, 13 fatalities occurred while the soldiers were operating privately owned vehicles (POV). Excessive speed, fatigue, failure to follow procedures, and failure to wear seatbelts were the major contributors to these losses. The average age of the ARNG soldier who loses his/her life in a POV accident is 33 years. POVs continue to be the number-one cause of loss of life among our soldiers.

Army National Guard Aviation experienced 20 Class A-C aircraft accidents, resulting in four fatalities, an accident rate of 8.53 accidents per 100,000 flight hours in FY 00. In FY 99, ARNG Aviation suffered 17 Class A-C accidents with no fatalities and an accident rate of 6.51 accidents per 100,000 flight hours. The associated increase in cost for aviation accidents went from \$18.2 million in FY 99 to \$29.2 million in FY 00.

Office of the Chaplain

The mission of the Army National Guard Chaplaincy is to provide the commander and his staff with expertise in religious support, religious policies and standards, and the ethical and moral climate of today's

ARNG. The office works to ensure a balance of faiths within the ARNG chaplaincy, to maintain diversity standards, and to communicate the philosophy and culture of religious denominations reflected in the ARNG's membership.

In 1998, the ARNG and ANG Chaplaincies moved to the new NGB headquarters building in Crystal City, Virginia. Co-located in the same suite, the two offices form a joint relationship and serve the National Guard Bureau in joint related ventures.

In August 2000, for the first time in the history of the National Guard, the Army National Guard and Air Guard Chaplaincies held a joint training conference. The theme of diversity was the main topic; the Chief, National Guard Bureau, and Directors of both the Army and Air National Guard addressed the group.

In March 2000, the first ARNG 71M (Chaplain Assistant) was promoted to the rank of Sergeant Major. Along with revisions in DA Pam 611-21, we have made the 71M career field a viable and healthy MOS. Change has taken place to align the Chaplain Assistant to the Chaplain by changing the identification number to 56M. (Chaplain identifier is 56A.)

This fiscal year, chaplain year end strength was at 74% (599 assigned of 803 authorized), with Chaplain Assistant strength at 94% (758 assigned of 803 authorized). In 2001, the Strength Maintenance

Division at the Guard Bureau will become the coordination office for Chaplain and Chaplain Candidate accessions.

The critical shortage of Roman Catholic priests continues. Out of 599 assigned chaplains, only 62 are priests, while religious demographics for the Army Guard show that 32% of Christians are Roman Catholic. Efforts in recruiting and accessioning are under-way to support the states and territories in filling these vacancies. The Archdiocese of the Military has provided the ARNG with a film that they produced on this problem in the active component, and the Director, ARNG was taped in the opening of the film to highlight the shortage. Copies have been sent to all the recruiting offices in the Army Guard for promotional use.

Efforts continue to certify all Chaplain and Chaplain Assistants in Critical Incident Stress Management. This area of expertise is used in all situations that involve trauma, and is particularly aligned with weapons of mass destruction and civil support teams.

In FY 00, laptop computers were purchased and provided to each STARC Chaplain and STARC Chaplain Assistant. With this capability, we continue to become involved in the information age and develop the necessary communications for future missions, and responsibilities in taking care of soldiers.





Air

Air National Guard

Operations and Training

The Operations and Training Directorate manages training, combat support, and current operations of Air National Guard (ANG) units and personnel performing state and federal missions throughout the world.

COMBAT FORCES

The Combat Forces Division manages operations for 43 ANG fighter/bomber units throughout the United States. These units are gained in wartime by Air Combat Command, Pacific Air Forces, and Air Education and Training Command. These units are comprised of 28 F-16 units, 7 F-15 units, 6 A-10 units, and 2 B-1 units.

F-16. The success story of FY 00 for the ANG F-16 fleet is the bed-down of the LITENING II Targeting Pod. The LITENING II is a new-generation pod capable of locating and designating targets for the employment of precision weapons, a combat multiplier. This pod is an ANG-unique asset and is already through the first third of its fielding schedule. The LITENING II Pod gives the ANG a capability to go anywhere at any time and support contingency operations, increasing the viability of our fighter forces to the warfighting CINCs.

The continued fielding of Situation Awareness Data Link (SADL) to ANG F-16s is another

force multiplier. Now installed in about one-third of our F-16 units, SADL enables pilots to fly with increased awareness of friendly and enemy air assets. Additionally, by interfacing with Army and Marine units, a ground picture is available to the pilot. This invaluable source of information greatly reduces the risk of fratricide during combat operations.

Operation CORONET NIGHT-HAWK was sustained by both Active Duty and ANG F-16 units in FY 00. This AEF counterdrug mission is based in Curacao, Netherlands Antilles; fighters patrol the Caribbean in support of drug enforcement agencies of participating nations.

One of the most valuable programs is the F-16 Deep Stall/High Angle of Attack (AoA) training conducted by the Air Force Flight Test Center at Edwards AFB, California. A \$400,000 annual program in FY 00, it provided approximately 60 ANG pilots the opportunity to focus on high AoA characteristics, departure, and deep stall recovery, and simulated flame-out landing in the F-16. This training increased the combat capability of the F-16 pilots by building their confidence in the superior maneuverability of the aircraft.

F-15. The ANG has seven F-15 units — six operational and one Formal Training Unit (FTU). Two of the operational units, the 131st Fighter Wing (FW), MO ANG, and the 142nd FW, OR ANG, deployed in FY 00 in support of Air Expeditionary Force (AEF) taskings. Over each 15-

month AEF cycle, all operational units are tasked to fulfill AEF commitments.

The F-15 Eagle scored significant achievements in FY 00 with the final acquisition contract of 73 Fighter Data Link terminals, awarded in June 2000. This contract will ensure the viability of the ANG F-15 fleet to integrate into the Total Force datalink picture and will increase its lethality by a factor of four. We also saw a \$34-million Congressional plus up for a countermeasure system that increases the survivability of the F-15, while providing an increased payload of expendables. Finally, a contract was awarded for an F-15 fleet-wide interior Night Vision Imaging System that provides increased capability and safety during night operations and employment.

A-10. Three ANG A-10 units combined to participate in an Air Expeditionary Force tasking and conducted combat operations over Iraq supporting Operation SOUTHERN WATCH out of Al Jaber AB, Kuwait, from June through August 2000. The 124th Wing, ID ANG, led the team, which included the 104th FW from Massachusetts and Michigan's 110th FW, as well as augmentees from each of the remaining six ANG A-10 units.

In October, the 110th Fighter Wing hosted "Hawgsmoke 2000," a worldwide A-10 gunnery competition. Out of the 15 Total Air Force A-10 wings, 14 teams from as far away as Osan AB, Korea, were fielded, repre-



senting the Active Air Force, the Air Force Reserves and the Air National Guard. The competition was intense and the camaraderie was extraordinary. The top bombing team was the 422 Testing & Evaluation Squadron (ACC), Nellis AFB, NV. The top tactical team was the 47 FS, Barksdale AFB, Louisiana (AFRES), and the overall top A-10 team was the 118 FS, Bradley ANGB, Connecticut (ANG).

B-1. The ANG B-1 wings started off FY 00 by completing the bomber portion of a 90-day on-call period for the

Air Expeditionary Wing. During the year the 116th Bomb Wing, GA ANG, and the 184th Bomb Wing from Kansas began their upgrades to Block D, becoming the first combat aircraft within the ANG to obtain J-series weapons capability. Both B-1 units pulled another 90-day on-call period for AEF 6 while in the middle of their Block D upgrade. ANG B-1 units also accomplished global power missions throughout the world including Alaska, Hawaii, Thailand, Iceland, the United Kingdom and Germany.

MOBILITY FORCES

FY 00 was an exceptional year for the ANG, with many units completing or in the process of transitioning to new or modified aircraft. The C-130 community attained some of the highest deployment numbers in history. The three ANG C-130 units equipped with the Modular Airborne Fire Fighting participated in the second longest firefighting season ever. The 109th Airlift Wing (AW), NY ANG, acquired sole ownership of the C-130 Deep Freeze Operation supporting the National Science

Foundation this past year, accomplishing over 90% of tasked mission requirements. Maryland's 135th Airlift Group (AG) is the first ANG unit to transition to the new C-130J model, and anticipates being operational in early FY 01. The 152d AW, NV ANG, upgraded their aircraft this past year from C-130E models to the modified C-130H.

The KC-135 community is still in flux as the tankers are converted to the Pacer CRAG cockpit. The KC-135R units have just about finished conversion, with four of 11 KC-135E units starting this year. Three-person crews are the norm for flight operations; a navigator is no longer required. Operations tempo is at an all-time high, with ANG KC-135s still heavily involved in Operation NORTHERN WATCH, Operation DELIBERATE FORGE, ICELAND ALERT, and alert commitments in Geilenkirchen, Germany. At any given time this fiscal year, as many as 9 jets and 16 crews have been deployed overseas for up to 30-day rotations. ANG tankers were involved in all Red Flag and Cope Thunder Exercises, as well as 48 one-week deployments designed to provide on-site air refueling support at selected active Air Force bases.

OPERATIONS TRAINING

The Operations Training Division provides ANG flying units guidance on a variety of training issues. The training branch consists of Fighter, Mobility, and Crew Resource

Management experts who respond to field requests for flying training support. The Flying Training Branch teams with the Directorate of Personnel in the programming of individual training slots for pilot, navigator, and weapon system follow-on training. The branch also works closely with the six ANG flying schoolhouses on a myriad of issues, including manpower, training devices, and syllabus issues.

The ANG's three newest schoolhouses completed their standup in FY 00. The 173rd FW, OR ANG, has its full complement of F-15s and is training students. The unit is still awaiting a Distributed Mission Trainer to complete its buildup to a premier F-15 schoolhouse. Both the 149th FW, TX ANG, and the 178th FW from Ohio are training students in their new F-16 schoolhouses, with only facility issues remaining.

Arkansas' 189th AW completed its conversion to Formal Training Unit (FTU) in FY 00. This puts the entire C-130 instructor training in the ANG. The branch is working closely with other Air Directorate staff elements, Education and Training command, and Air Mobility Command on potential ANG schoolhouses for the KC-135E and C-17.

Operations Training Division personnel were busy in FY 00 working many issues at both the headquarter and unit level. The biggest issue this fiscal year, was coordinating the fighter "common" syllabus with Air Education and Training Command.

This entails a different view on training than that which has been in place for almost 30 years at ANG schoolhouses. Other larger active-vs.-reserve-component issues include TFAP (Total Force Absorption Program), LIMEX (Limited Experience Pro-gram), and T-1 capacity reduction.

SPACE

The Space Division is responsible for headquarters management of all aspects of ANG space programs, to include planning, programming, and budgeting for future missions as well as assisting current units in day-to-day operations. Currently, there are four mission areas within the division's purview: the 137th Space Warning Squadron (SWS), CO ANG; the ANG Space Augmentation Team (ANGSAT) attached to the 236th Combat Communications Squadron (CCS), LA ANG; the 153rd Command and Control Squadron (CACS), WY ANG; and the 148th Space Operations Squadron (SOPS), CA ANG. The 137th SWS executes the mobile ground system portion of the Defense Satellite Program (DSP) mission, providing missile warning, space launch, and nuclear detonation information to North American Air Defense Command and to Space Command. This Air Guard unit represents 100% of the Air Force's endurable survivable missile warning capability. The ANGSAT provides communications and space expertise in support of the Air Force Space Support Teams (AFSSTs) assigned to

Space Command. The 153rd CACS, with 86 AGR and 70 drill-status personnel, is responsible for maintenance and operation of one of the Air Force's mobile command and control system platforms. The 148th SOPS (4 AGR, 22 technician, and 49 drill-status personnel) is responsible for operating the MILSTAR Operations Center at Vandenberg AFB, California (MOC-V), which performs command and control of the MILSTAR communications constellation. They also serve as the backup to the active-duty 4th SOPS at Schriever AFB, Colorado.

During FY 00, the 137th SWS, the ANG's first-ever space operations unit, completed its third full year of operations in support of Space Command's missile and launch warning mission. The ANGSAF was formally organized in FY 98 to continue providing its communications expertise to the AFSSTs. At the end of FY 00, the team expanded to ten fully certified AFSST members, continuing the Guard's tremendous space support. Members of the team have performed superbly in support of AFSPC demonstrations, exercises, and real-world operations. The 153rd CACS and 148th SOPS had their Change Requests approved and joined the ANG Space organization in FY 00. They are in the early stages of conversion.

In FY 00, the Air Guard began the organizational/program change requests to move three more units into Space missions, bringing the

total to seven. These new mission areas will be concerned with operation of a fixed, ground-based missile early warning radar and manning the Space Operations Center and space launch range support. The proposals for five new missions in eight states were also started this year. These lay the groundwork for Guard participation in such mission areas as inter-continental ballistic missile manning, integrated tactical warning and attack assessment, imagery and mapping, satellite command and control, and space-based infrared systems.

The ANG is moving toward an associate unit philosophy with space and missile units. Under this approach, the Guard will be able to effectively integrate, both horizontally and vertically, into Active Component operational units, becoming an integral partner in the strategic defense of the United States against ballistic missiles and other threats.

Logistics

The ANG manages a fighter/bomber fleet which includes 586 F-16A/B/C/D, 126 F-15A/B/C/D, 102 A-10, and 18 B-1 aircraft. This comprises 42% of the F-16, 24% of the F-15, 37% of the A-10, and 19% of the B-1 fleets for the Total Air Force. ANG fighter units continue to play a role in reducing the Combat Air Force (CAF) operations tempo through support of the Aerospace Expeditionary Force (AEF). AEF

fighter mission areas for the ANG this fiscal year included offensive counter air, defensive counter air, precision-guided munitions, interdiction, and suppression of enemy air defenses.

The ANG F-15 community experienced a milestone in FY 00 during the AEF 9 deployment to Operation Southern Watch. The first ANG F-15 "rainbow" deployment to Prince Sultan AFB, Kingdom of Saudi Arabia utilized two aircraft from each of the 6 ANG F-15 units to fulfill the entire F-15 requirement for AEF 9. This included the complete organizational and intermediate level maintenance support packages staffed entirely of Air National Guard members.

Survivability of the A-10 fleet will be enhanced by the addition of the ALQ-213 Countermeasures Management System (CMS). Installation will begin in October 2000 and is expected to be completed by FY 03. This system dramatically increases survivability by automatically dispensing countermeasures in response to a vastly improved threat detection system. This system also provides a marked increase in system reliability and maintainability over the previous system, while providing system commonality with the F-16 aircraft.

The ANG has significantly expanded the combat capabilities on the Block 25/30/32 aircraft by purchasing Precision Attack Targeting Pods (PATs-Litening II) and modernizing the avionics sys-

tems on the Block 25/30/32 fleet of F-16C/D aircraft through the Combat Upgrade Plan Integrated Details (CUPID) program. PATS has significantly contributed to the AEF PGM requirements fulfilled by the Reserve Component. CUPID began in 1998 and installs the Night Vision Illuminations System (NVIS), Countermeasures Set (CMS), and Situational Awareness Data Link (SADL). CUPID also prepares the aircraft to receive the new embedded global positioning system inertial navigation unit known as "EGI"; installation began in September 2000. CUPID (including EGI) is anticipated for completion in FY 03.

B-1 units within the ANG have had a superior year of performance. Logistics support from the depot is steadily improving, and mission capable rates exceed the USAF fleet average. An added benefit was the ANG avionics and engine support provided to the Continental Air Force (CAF) B-1 fleet. An Independent Mission Readiness Spares Package (MSRP) authorization has been received that will allow ANG B-1 units to support deployed AEF commitments with no CAF augmentation.

GLOBAL MOBILITY

The Air National Guard manages a fleet of 223 KC-135 aircraft, which account for 41% of the total KC-135 fleet. This fleet of 223 aircraft is spread among 22 air-refueling squadrons under 19 wings. In partnership with the Air Mobility Command (AMC) and the Air Force Reserve Command (AFRC), the ANG continues to meet the air refueling and airlift requirements that are the key element of the Air Expeditionary Force.

During FY 00, ANG crews and aircraft participated in virtually every USAF operation that required air



refueling. Under Operations Deliberate Guard and Deliberate Forge, ANG tankers continued to provide the majority of the U.S. air refueling in support of the NATO peace-sustaining force (SFOR) in Bosnia. ANG tankers also provided a strong presence in Operation Northern Watch, which enforces the no-fly zone in Iraq. In addition, ANG assets were called upon by AMC to support U.S. alert commitments in Iceland.

Tanker units continue their support to Operation Deliberate Forge in support of ground operations in Kosovo. Six tankers remain continuously activated and deployed in support of this operation throughout the year. Air operations with active duty counterparts were seamless.

In the mobility and in the tanker arenas, the Directorate of Logistics was equally successful in FY 00. Sixty-six KC-135s were converted to the "Pacer CRAG" configuration, upgrading cockpit displays, radar systems, and several other systems on the aircraft. ANG has converted 11 units to date, and expects to remain on schedule for FY 02 completion of the remaining eight units.

The C-130 avionics modernization program (AMP) upgrades are still planned for start up during FY 07. The modernization initiative will convert all C-130/H1/H2/H3 block aircraft into one common baseline avionics configuration. AMP enhancements will incorporate the

Air Force navigation safety master plan and global air traffic management (GATM) requirements. The C-130J aircraft began delivery to the 135th Airlift Wing, Baltimore, Maryland, during the third quarter of FY 99, with all eight aircraft on board. The C-130J will provide increased capability and reliability to the fleet. Air defensive system (ADS) upgrades have begun with C-130Es for Air Expeditionary Force requirements, and will include all C-130 variants projects for completion on all C-130s by FY 02. Three Navy C-130s are being transferred to the ANG and modified to AF specifications to include current LC-130 upgrades, with the conversion scheduled for completion in FY 02.

U.S. CENTAF VEHICLE MAINTENANCE SUPPORT IN QATAR

Beginning in October 1998, the Logistics Directorate began supporting U.S. Central Air Force (CENTAF) in repairing over 550 war reserve materiel vehicles at Al Udeid AB, Qatar. The ANG supported the vehicle repair effort with a 12 to 14-man "core maintenance team" and a three-man "senior leadership team" at all times, with the core maintenance team on-site for 30 days and the senior leadership on-site for 45 days. The original 550 vehicles ballooned quickly to over 1,100 as USCENTAF continued to build up the site.

Over 340 Guardsmen participated in the overall effort, which also included supply, finance, and contracting personnel at various points in the vehicle repair effort. In the end, Guardsmen supported more than 13,000 mandays over the entire 2-year effort.

In the final analysis, ANG participation in this program saved USCENTAF over \$22 million in vehicle replacement costs, as well as \$2.8 million in travel and per diem costs. A prime example of "Total Force" in action, it was even more impressive due to the fact that the vehicle repair efforts were entirely supported by the ANG, and active duty forces were not required on-site at any time.

VEHICLE MANAGEMENT

The ANG has the single largest vehicle fleet of all CONUS/OCONUS Air Force commands, with over 19,000 vehicles. In FY 00, the ANG combined with General Services Administration (GSA) and leased a total of 73 vehicles in GSA regions 4 & 8. Complying with FY 99 Senate Appropriations Committee guidance, by FY 05 the ANG will lease a total of 353 vehicles, spanning all ten GSA administrative regions.

The ANG fleet contains approximately 235 alternative fuel vehicles (AFVs). We continue to add infrastructure to use Compressed Natural Gas (CNG), bio-diesel, and electric vehicles in support of the alt-fuel program. The AFV program is a result of the Energy Policy Act and

the latest Executive Order (13149) signed by the President in April 2000. For FY 01, the ANG received a Congressional additive of \$5 million to procure shortfalls and replacement vehicle assets for our Red Horse Units.

TRAFFIC MANAGEMENT

At the direction of the Office of the Secretary of Defense, the Air Force and the Air National Guard have begun the implementation of the PowerTrack payment system. The system expedites cargo shipment payments to the commercial carrier industry. Previously, commercial carriers providing transportation services to the government had to wait months before payment. Under PowerTrack, the process is streamlined, where the carriers now are paid for services within three days of cargo delivery. As of 30 September 2000, all 92 ANG wings are on-line and using the system.

ORGANIZATIONAL POLICY

Air National Guard Supply provides policy guidance and direction for 93 ANG Supply accounts. Collectively, the ANG Supply officers are accountable for approximately \$4 billion worth of peacetime operating stock, \$3 billion in equipment assets, and \$3 billion in readiness spares.

STOCK FUND MANAGER

The Supply Division held the first-ever Stock Fund Class at Gulfport, Mississippi, and trained 82 ANG Stock Fund Managers with excellent results. They provided training on end-of-year Stock Number User Directory (SNUD) programs and the revelation of General Support Division (GSD) inventory to moving average to ANG personnel. Additionally, the Stock Fund Manager assisted ANG Financial Management with year-end closeout by de-obligating \$1.7 million within ANG accounts.

PLANS, PROGRAMS INTEGRATION, AND MANPOWER

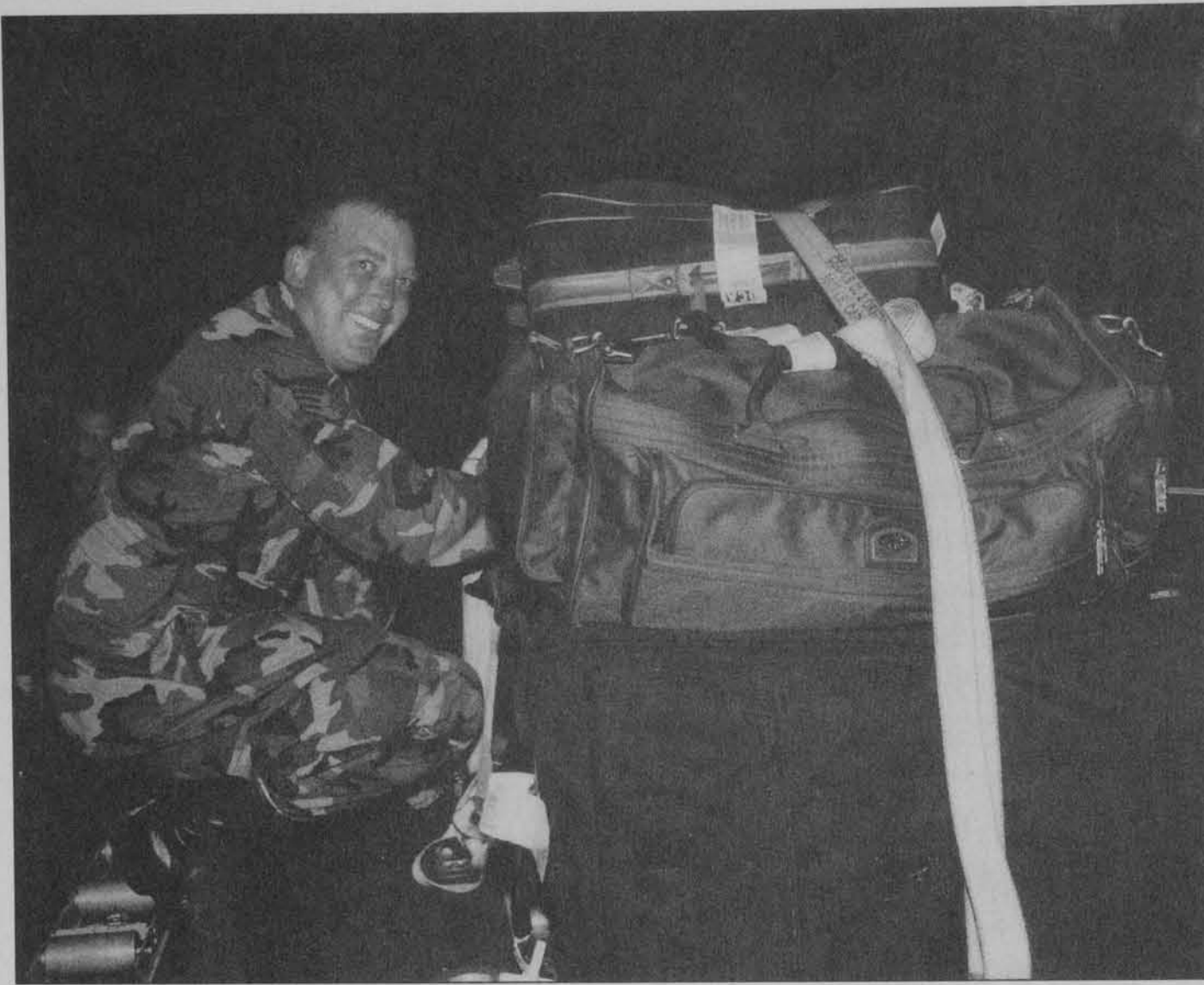
As ANG worldwide deployments reach an unprecedented number, the Logistics Plans and Programs Section provides deployment planning guidance for over 200 Air National Guard units. Plans and integration are providing guiding policy and the automated information systems support used to maintain global asset visibility and personnel information. FY 00 saw the Guard's AEF concept developed for flow of ANG assets into Cycle one rotations.

Approximately one-sixth of the Air National Guard's aircraft require depot overhaul each year. In addition, most aircraft engines and major items of communications equipment require depot level maintenance at some point. In FY 00, the total

expended for depot-purchased equipment maintenance (DPEM) exceeded \$435 million.

During FY 00, the Logistics Plans Resource Section encountered a myriad of funding problems caused by price increases upwards of 30% beyond funded levels for aircraft parts. The resulting \$175-million shortfall severely jeopardized the ANG's ability to execute its flying program. Through careful reprogramming of Logistics resources, successful pursuit of Congressional supplemental funding, and innovative reprioritization of aircraft maintenance requirements, the Resource Section was able to ensure nearly 100% fly program execution with minor long-term negative impact. Additionally, through the Air Force cost analysis improvement group funding process, Logistics Resources prepared funding justifications resulting in an increase to the fly program budget of over \$110 million for the following fiscal year.

The logistics manpower section was instrumental in managing upgrade actions of several full-time positions, including the Logistics Officer to the GS-14 level. Participating as an active member of the ANG Future Forces Team, we were instrumental in right-sizing the ANG logistics functions and standardizing the logistics support functions to reflect all the weapon systems assigned to the ANG.



Acquisition

The Directorate for Acquisitions (ANG/AQ) remains the hub for modernization efforts within the Air Guard. Each modernization program is categorized by the four tenets of the "combat quadrangle": (1) precision strike, (2) 24-hour operations, (3) data link/combat ID, and (4) enhanced survivability. The Directorate is structurally organized to reflect the main mission areas of Air Mobility, Power Projection, and Program Integration.

The Air Guard's participation in the Expeditionary Air Force, in which Guard combat units are equal partners with active component units, has dramatically accelerated modernization efforts. The Guard's modernization effort strives to close the gaps in capability, which are largely due to the older weapon systems flown by Guard units.

AIR MOBILITY DIVISION

In support of the U.S. Forest Service, a \$9.612-million contract was awarded to Aero Union of Chico, California, on 2 November 2000 to build replacement Modular Airborne Fire Fighting Systems (MAFFS). The current MAFFS units are 27 years old, prone to failure, 50% to 60% less efficient than state-of-the-art airborne fire fighting systems, and reliant on expensive, difficult-to-move, ground-support equipment. The new MAFFS unit will be capable of delivering 33% more retardant and will not require any ground equipment to support operations. Prototype testing will begin in the second quarter of FY 02, with eight production units scheduled for delivery by the fourth quarter.

The eighth and last C-130J was delivered to the 175th AG, Baltimore, Maryland, this year. Congress added \$208 million in FY 01 to fund two

C-130Js to support western states fire-fighting. The 146th AW, Channel Island, California will receive these aircraft. In addition, Congress added \$90 million to buy an EC-130J for the 193rd SOG, Harrisburg, Pennsylvania. Lastly, the C-130 Avionics Modernization Program is anticipating contract award in FY 01/2.

The ANG's modernization achievements for the KC-135 fleet continue to be robust. ANG/AQ continues to be the lead for the ANG's push for a replacement tanker. A KC-X Mission Need Statement was developed and is in coordination at AMC. Work is also in progress on a draft Operational Requirements Document. ANG/AQ personnel continue to be key players in two critical studies concerning the future of KC-135: the Tanker Requirements Study 05 and the KC-135 Economic Service Life Study. Both will be completed later this year and are directly tied to future modernization and replacement efforts.

This past year, Congress allocated funds for the first C-40C aircraft for the 201st AS, Andrews AFB, Maryland. The C-40C, a derivative of the 737 Boeing Business Jet, will replace the 35-year-old C-22. The new aircraft provide team and VIP travel anywhere in the world. The Contract Award for the first aircraft (with options for additional aircraft) was awarded in January 2001, with delivery as soon as November 2002.

POWER PROJECTION DIVISION

Continuing last year's success, the ANG procured 56 additional Litening II targeting pods with deliveries starting in March 2001. Targeting pods fill a critical need in the precision strike portion of the combat quadrangle and continue to be the number one acquisition priority for the ANG. In the future, the ANG will acquire the Advanced Targeting Pod (ATP) in conjunction with the active Air Force. Complementing ATP across the combat quadrangle is the continuing combat upgrade plan integration details (CUPID). CUPID integrates the global positioning system, night vision imaging system, countermeasures management system, and situational awareness data link into the F-16. Two additional successes for the F-16 include funding for the Pratt & Whitney 229 engine for the Block 42 aircraft and the onboard oxygen-generating system.

The two ANG B-1 units were the first units to drop the JDAM 2000-pound bomb in the ANG. The B-1 is currently undergoing the conventional munitions upgrade program, which includes the capability to drop precision-guided weapons.

The ANG was successful in bringing the tactical airborne reconnaissance system (TARS) to initial operational capability (IOC) thanks to efforts of the 192nd FW, VA ANG; the 127th FW, MI ANG; the ANG/AFRC Test Center at Tucson,

Arizona; and the System Program Office at Wright-Patterson AFB. TARS has been an ANG-managed program since its inception. Initial reliability and maintainability problems were overcome and culminated in successful deployments to the Maple Flag exercise, hosted by the Canadian Forces and the 127th FW, and the Green Flag exercise hosted by the 192nd FW. This F-16 pod-mounted system will maintain a reconnaissance capability responsive to operational mission requirements established by the theater air commander. Initially, the capability will be limited to day-only operations with beneath-the-weather electro-optical cameras. A pre-planned program improvement effort will add the capability to data link images while airborne as well as a solid-state recorder and synthetic aperture radar for all-weather, day/night operations. Additionally, there are efforts in progress to link the sensor on the TARS aircraft to strike aircraft to afford real time exchange of critical data on fleeting targets.

The F-15 Eagle scored significant achievements in FY 00 with the final acquisition contract of 73 fighter data link (FDL) terminals awarded in June 2000. The FDL will ensure greater lethality, viability, and integration of the ANG F-15 fleet in the AF data link picture. The Air Guard also witnessed a \$34-million Congressional plus up for an infrared counter-measure system that significantly increases the survivability of the F-15. Finally, a contract was awarded

for an F-15 fleet-wide interior night vision imaging system that provides increased capability and safety during night operations and employment.

Suffering from years of modernization neglect, the A-10 benefited from a proactive management approach to revitalize the weapon system. Embedded GPS INS continued its installation at Hill AFB, under Raytheon contract support, providing enhanced navigational accuracy for the aircraft. ANG initiatives have resulted in at least a 30% saving in procurement and production costs. The ANG began installation of the counter measures management system (CMMS) using a program at Bradley ANGB, which will save about two-thirds of the installation cost. CMMS will coordinate all defensive equipment (ECM, chaff, flares, RWR) for the aircrew. The ANG developed a plan for fielding the lightweight/airborne recovery system (LARS) that will be the configuration for the entire A-10 fleet. LARS will provide rescue forces pinpoint accuracy in locating downed aircrew members in combat.

INTEGRATION DIVISION

The Program Integration Division worked closely with the NGB Joint Staff's Office of Policy and Liaison and with the National Guard Association of the United States to develop and execute directorate policy and programs directing the ANG's modernization initiatives. The division also prepared the aircraft

modernization unfunded priority list detailing equipment essential for the ANG to remain an integral part of the Total Force. Providing timely and critical answers to Congressional inquiries about equipment shortfalls proved extremely successful in securing Congressional funding adds to both the FY 00 Emergency Supplemental Bill (\$11 million) and the FY 01 Defense Appropriations Bill (\$500 million) specifically for ANG aircraft modernization and procurement.

Personnel

Air National Guard Recruiting and Retention struggled during the first part of FY 00. Beginning the fiscal year more than 950 below end strength, coupled with the increasingly difficult recruiting market, was the cause for this slow beginning.

In response, the ANG took on a "wartime" mentality towards recruiting and retention. In May 00, the Director of the Air National Guard hosted a senior leader focus meeting to initiate this war on end strength. Adjutant Generals, Assistant Adjutant Generals for Air, wing and unit commanders, and Command Chief Master Sergeants were among the invitees. As a result of this senior leadership focus and numerous personnel programs, the ANG managed to achieve outstanding numbers the last two quarters of FY 00, exceeding their recruiting goal of 11,532 by

bringing in 12,348 new members. These outstanding numbers, coupled with a retention rate of 89.3%, allowed the ANG to end FY 00 at 100.1% of end strength.

RATED MANAGEMENT

The Rated Management Branch implemented two new retention programs in FY 00. The full-time military technician instructor pilots received the Special Salary Rate (SSR), which increased salaries for GS 13-15 pilots. The Active Guard/Reserve (AGR) pilots are now entitled to Aviator Continuation Pay (ACP); 408 out of 530 pilots accepted the pay and thereby extended their tours. These two programs ensure a highly trained instructor force to train the traditional Guard members. In a similar vein, legislation has been initiated to provide full flight pay for the traditional Guard members.

READINESS

FY 00 saw the beginning of a massive re-engineering process in Personnel Readiness. A formal Air-Force-wide Personnel Support for Contingency Operations (PERSCO) school was stood up at Keesler AFB, which included students from all AF components. PERSCO Unit Type Codes (UTCs) were restructured into smaller modular UTCs.

During FY 00, Personnel Readiness was active in transition to an Aerospace Expeditionary Force (AEF) structure. A full player in the AEF, the Guard deployed PERSCO

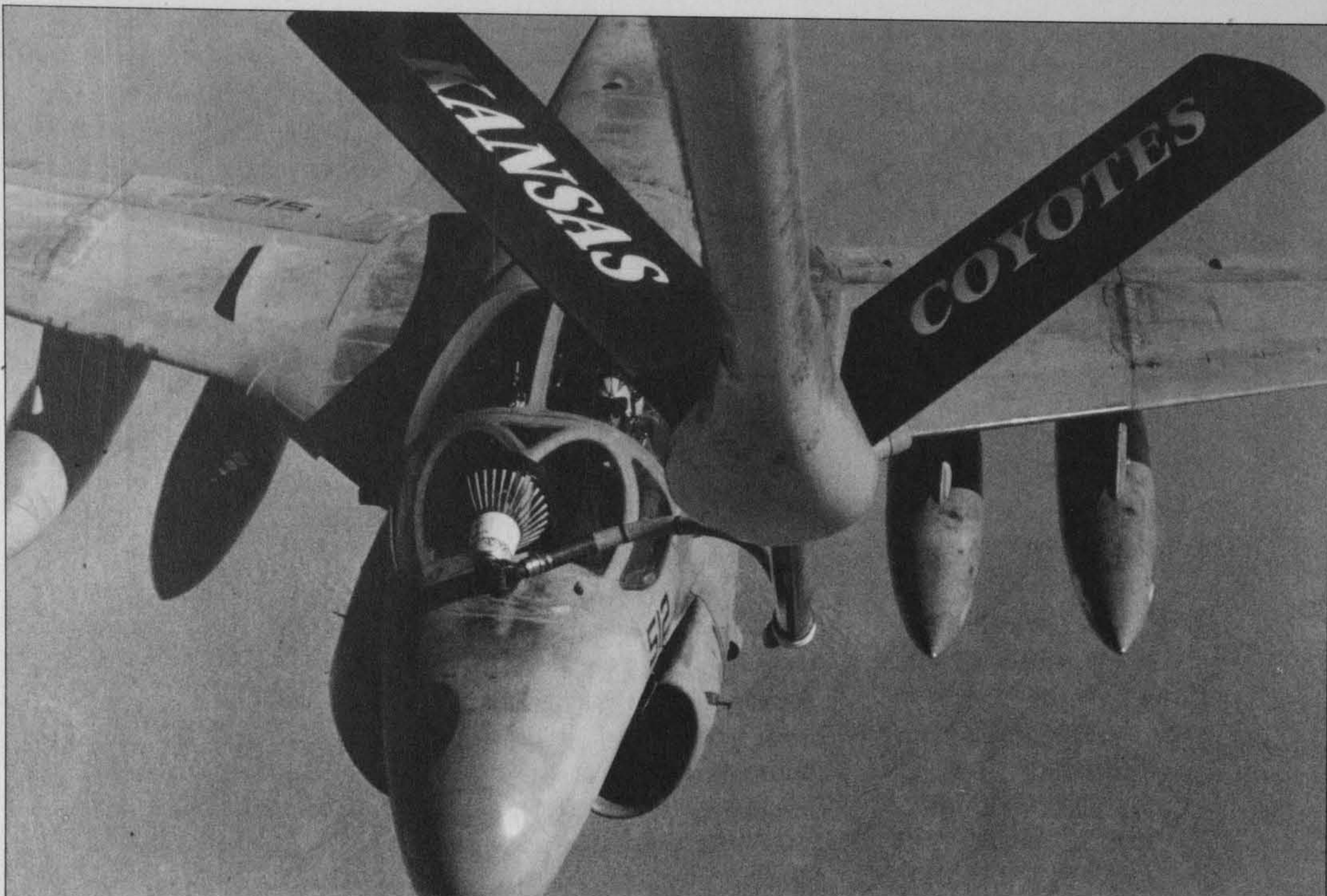
members into both CENTAF and USAFE. In addition, ANG Personnel Readiness Functions (PRFs) were responsible for ensuring complete accountability for all deploying members. In FY 00, the ANG deployed 22,955 members, or almost 22% of our end strength.

FULL-TIME PROGRAMS

In FY 00, the ANG full-time programs continued to stabilize. The ANG achieved minimal success in increasing the controlled grades for AGR members. The ability to execute all of the controlled grades for both officers and enlisted AGR members is critical. A controlled grade working group studied options for requesting substantial relief in FY 01. Changes to the AGR/Technician comparability table will allow for additional promotion opportunity. Responsibility for technician compatibility issues was returned to NGB-HR of the Joint Staff in FY 00.

PERSONNEL OPERATIONS

The Air National Guard has improved the promotion opportunity for traditional members to the top two senior enlisted grades. The Exceptional Promotion Program (EPP) offers deserving enlisted members the opportunity to achieve the rank of Senior Master Sergeant and Chief Master Sergeant that did not exist before. This program resulted in 54 additional opportunities for promotion to both Senior Master Sergeant and Chief Master



Sergeant. In FY 00, the ANG continued to expand this program, which ultimately will allow 75 additional promotion opportunities to Chief Master Sergeant and 73 to Senior Master Sergeant.

FY 00 also brought the implementation of another special category promotion program. Through the Temporary Floating Chief Program (T-FLOAT), the Air National Guard continued to improve promotion opportunity for individuals to the grade of Chief Master Sergeant. This program provides commanders

expanded flexibility in the use of their Chief Master Sergeant resources to increase overall execution rates, while also providing promotion opportunities to exceptional Senior Master Sergeants whose opportunities were only limited by the lack of Chief Master Sergeant requirements in their career fields.

Additionally, the Secretary of the Air Force approved the use of continuation boards for any lieutenant colonel assigned to an Air Force Specialty Code manned below 100%

who is reaching mandatory separation. This authority provided the ANG with needed relief to assist in the retention of officers.

PERSONNEL SYSTEMS AND ANALYSIS

The modernization of the Personnel Data System that started in April 1995 continued in earnest this fiscal year. The training demonstration environment, "Mil Demo," was tested throughout the year. It gave users, both at headquarters and

in the field, practice in using the new system prior to its implementation, scheduled for March 2001.

The Defense Integrated Military Human Resources System (DIMHRS) program, a DoD-wide initiative to develop a human resources and pay system to support all military services and components, saw serious advances, including scheduling of commercial off-the-shelf testing. The Air National Guard continues to be an active participant in the development of this system.

The Personnel Analysis Section is being built from the ground up to meet the need for accurate and timely data analysis across a broad range of subjects. Five section personnel are enrolled in an Analyst Certificate program to improve their statistical analysis capabilities. Analysis is the ANG focal point for Total Force Career Field Review (TFCFR), an Air Force Chief of Staff-directed review of all career fields across active-duty, ANG, Air Force Reserve (AFRES), and civilian categories. The effort includes ANG functional managers, as well as manpower and personnel experts. It is the first attempt to include the ANG, AFRES - and civilians in a career field review, as well as the first such review since 1992.

PERSONNEL RESOURCES

Meeting our mission of equitably distributing resources in these fiscally constrained times became a much bigger challenge during FY 00. The

Resources Management Division serves as the Air National Guard's key representative regarding all categories of training workdays and personnel end-strength programs and issues. The division is also responsible for the budget formulation, justification, and execution for more than 108,000 military members, and for more than one million training workdays, at an annual cost of over \$2 billion.

Working in conjunction with Full Time Programs, the branch ensured that neither AGR end-strength nor controlled grades were exceeded this fiscal year. The end strength management function focuses on monitoring and assessing the impact of proposed or pending OSD policy and Congressional legislation on ANG personnel, ensuring in so far as possible that all personnel end (and average) strength targets are in concert with the applicable Defense Plan and President's Budget.

FORMAL FLYING TRAINING

The Air National Guard filled 98.5 percent of its Joint Specialized Pilot Training quotas and sent 172 students to training this past year. The 1.5 percent shortfall was caused by selected pilot candidates being medically disqualified or not meeting standards at reporting time.

Navigator trainees have been on the decline due to aircraft conversions and low navigator recruitment.

The Air National Guard sent 28 students to Joint Specialized Navigator training, filling 80 percent of its allotted quotas.

There is no backlog in fighter graduate training. New training opportunities opened up at Kelly AFB, TX; Springfield, IL; and Luke AFB, AZ allowing for a larger pool of personnel to be trained. In addition, the Air National Guard was proactive in using fallout quotas from the Foreign Student Training Program in Tucson, Arizona.

Graduate training for heavy aircraft pilots was also on target, with no backlog this fiscal year. The Air Education and Training Command responded to Air National Guard unforecasted needs by providing six additional quotas throughout the year.

ADVANCED DISTRIBUTED LEARNING

The Advanced Distributed Learning (ADL) Branch was a principal writer of the Secretary of Defense Advanced Distributed Learning strategic and implementation plans presented to Congress. These plans will guide the evolution of Distance Learning for the Federal government, to include the Armed Services and their Reserve Components. The Distributed Learning Branch was also the proponent for NGB's national ADL plan. This plan is in the final stage of review and will be used to complete the implementation plan

during FY 01. Together, these plans will guide the National Guard in deploying training "anytime, anywhere" to the force.

Exemplifying a joint environment concerning Command and Control, Communications, and Computers, Advanced Distance Learning personnel worked to merge Army and Air Guard systems for satellite linkage, resulting in an immediate savings of \$4 million for the ARNG. This effectively expands the reach of each component to 302 downlinks in the 54 states and territories, and the District of Columbia.

Finally, the Satellite NCO Academy, established in 1994, graduated its 1,000th student this year. This program is the linchpin of the Distance Learning Program, and proof that DL is "force multiplier." Not only does the satellite format save \$1,357 per student in TDY costs; it allows the student to continue to work his/her primary job and remain at home, without the disruption to work and family of a 6-to-8 week class.

EDUCATION

In FY 00, the Education Branch continued to provide opportunities for Air National Guard officers and enlisted members to benefit from resident professional military education (PME). In the enlisted PME arena, The ANG enjoyed a record number of graduates from Airman Leadership School (399) and the Senior NCO Academy (124). The ANG also received 125 additional quotas at the

Senior NCO Academy this fiscal year. The ANG NCO Academy graduated 717 students in FY 00 (611 ANG, 112 Air Force, and 56 Air Force Reserve). Additionally, 35 units participated in the Satellite NCO Academy, resulting in 159 graduates. This program offers an educationally sound resident experience to ANG members who otherwise would have been limited to taking the correspondence course.

ANG officers also benefited from resident PME in FY 00, with 16 graduating from intermediate service schools and 22 from senior service schools. Squadron Officer School (SOS) opportunities were again reduced in FY 00, with 62 ANG graduates, due to sharing faculty and facilities with the new aerospace basic course (ABC). Once the Air Force determines the ABC and SOS requirements and obtains adequate facilities, we anticipate increased numbers of quotas at these important levels of officer PME. The overall picture of PME participation in FY 00 was positive and, in terms of both mission accomplishment and people issues, the Air National Guard will benefit from the education that its members received at all levels of officer and enlisted PME.

During the fiscal year, the Education Branch also managed attendance at the ANG Academy of Military Science (AMS) and skills enhancement training (SET) classes, which serves as the pre-commissioning program for ANG and selected Air

Force Reserve Command officer candidates. In FY 00, AMS graduated 492 ANG and 90 AFRC second lieutenants. SET classes are designed to provide students with ANG specific information in their career fields; subject areas include accounting and finance, civil engineering, personnel force management, safety and security, recruiting enhancement and advertising, multi-media, and computer training.

Two additional programs managed by the Education Branch are the Reserve Component National Security Course (RCNSC) and the Post-Graduate Intelligence Program (PGIP). The RCNSC is the only 2-week Phase II Joint PME exposure available to senior Reserve Component officers; 40 ANG officers attended in FY 00. The PGIP offers the opportunity for officers and enlisted members in the intelligence career field to earn a Master of Science in Strategic Intelligence from the Joint Military Intelligence College. Two to four applicants per year are accepted into the full-time PGIP and part-time PGIP for Reservists programs.

In the voluntary civilian education area, the Education Branch provided information that will help ANG members attain their education goals. In March 2000, the ANG approved funding for the Tuition Assistance Program for Distance Learning courses. This program is open to traditional Guardmembers and provides another means of

financing civilian educational goals. The Air National Guard also funded the Spouse and Civilian Employee Testing Program, which allows civilian spouses of ANG members and federal civilian employees to take College Level Examination Program (CLEP) tests and DANTES Subject Standardized Tests (DSSTs) free of charge, a savings of \$42 per test.

In FY 95, under the auspices of the DoD Reserve Component Education Panel, the Florida Pilot Testing Program was initiated. The program has provided the opportunity for Reserve Component members to take CLEP exams and DSSTs at

National Test Centers (local colleges and universities), thus avoiding a sometimes-lengthy commute to a military test site. In FY 98, the program was expanded to seven additional states (Arkansas, Iowa, Massachusetts, Montana, Oregon, West Virginia, and Wyoming). The program will continue through FY 01 and provide the opportunity for more ANG members to get college credit through testing at a time and place convenient for them.

In the area of leadership development, the Education Branch provided opportunities for new commanders with the Senior Leader Development

Course (SLDC) and the Squadron/Flight Commanders Orientation Seminar (SFCOS). The SLDC is a 10-day course focused on unique challenges of command and leadership at higher levels within the Air National Guard. It is presented by experienced field commanders and functional experts and is designed to improve the effectiveness of potential, new, or currently serving wing commanders and senior state staff. The SFCOS is a 5-day course focused on identifying key elements of command responsibility and exploring decision-making alternatives using a case study format.



FORMAL SCHOOLS

The Formal Schools Branch developed and implemented two Apprentice Knowledge Tests (AKT) as part of an agreement with the Air Education and Training Command (AETC). The AKTs will be used to validate an individual's knowledge based on prior military or civilian experience related to a particular Air Force Specialty (AFS). This validated experience and education would be a substitute for formal 3-skill level training. Once awarded the apprentice-level AFSC, members would be entered into journeyman-level upgrade training.

During FY 00, the ANG continued to utilize the program identified as Critical Mission (CRIMSON) Training Request Program. This program allows us to acquire additional technical training opportunities in career fields critical to the ANG mission. It also documents feedback from the field to aid in identifying current training shortages and future training requirements. This program was successful in gaining 708 additional technical training opportunities in critical skills. The ANG utilization rate increased 12% through strong quota management. The ANG was extremely successful during the November 2000 Trained Personnel Requirements (TPR) conference in obtaining an increase of 15% of AFSC awarding technical training school courses projected during the next three to five years. Additionally, BMT accession rates during FY 00 climbed to 3,923.

The Training and Education Management System (TEAMS) is an automated, online technical training school reservation management system using a Web-based data base transaction system similar to other e-commerce sites of today. Its most powerful feature will be its ability to bring "real-time" training resource data to the desktops of training managers, commanders, and recruiters throughout the Air National Guard.

Finally, during the fourth quarter of FY 00, the ANG received recognition from the Air Force Institute for Advanced Distributed Learning (AFIADL) for its 100% pass rate for all Career Development Courses (CDC) tests administered.

Human Resource Enhancement

The Office of Human Resources Enhancement has made notable efforts toward supporting the Human Resource Quality Board to assist in fully implementing the Air National Guard's national diversity strategy.

The ANG Diversity Education Initiative was launched in May 1999 with a "train-the-trainer" course at Andrews Air Force Base. Twenty-five master trainers participated in an intense 5-day session conducted by Dr. Samuel Betances. A full 2-day curriculum package replete with video and CD-ROM tools was devel-

oped and taught to 600 facilitators who attended two training sessions in Denver in November and December 1999. These facilitators, representing the states and various units, were charged with delivering the four-module course to Guard members throughout the nation.

After introducing the ANG Diversity Education Initiative at the 1999 Senior Leadership Conference last fall, the DANG arranged for Dr. Betances to kick off the initiative in as many states as possible in the months that followed. Valuable feedback generated by these site visits, coupled with the insights and suggestions for improvement made by the facilitators in the field, have led to an updated and streamlined version of the curriculum into a 1-day training program.

The ANG strategic workforce diversity goals and objectives aligned with the ANG Long Range Plan (LRP) and the ANG Short Plan (SP) 2000. The office of Human Resources Enhancement was responsible for five of these goals, which were aligned with the 11 ANG national diversity goals to effect positive change in the representation, retention and utilization of minorities and women.

Beginning in FY 99, the Human Resources Quality Board established the tools that would be required for field units and the ANG to incorporate diversity into their mission. A demographic study of ten "Opportunity States" was commissioned in an



effort to provide ANG leadership with an empirical foundation for evaluating and developing recruitment policies that emphasized diversity. The study series examined national, state-level, and county-level demographics for the ANG. The ten states selected for the demographics report were those initially thought to have the greatest opportunities for further diversity recruitment: Alaska, California, Colorado, Florida, Louisiana, Maryland, Mississippi, Nevada, New York, and Tennessee.

A multicultural mentoring initiative is part of the diversity education program. It is a formal, but voluntary, mentoring process aimed at developing the talents of those with the least access to leadership at all levels. An electronic database is available for matching mentors and protégés.

As part of the ANG's nationwide recruiting program, quantitative and qualitative indicators were developed to track recruiting resources spent and recruiting statistics. The indica-

tors are nationally applicable yet adaptable to each locality. Success will be measured over a period of years using the "input-output-outcome" process. In addition, career progression tracking to chart the barriers affecting minorities and women will be developed. Statistical indicators and a template will be developed to perform an assessment of career advancement of the top three officer and enlisted grades.

Financial Management

The Financial Management Directorate is responsible for the direction, control, analysis, execution, and stewardship of the Air National Guard's financial resources. The organization oversees financial services for over 106,000 personnel located at 175 locations worldwide. The directorate interfaces frequently with Air Force, Department of

Defense, and Congressional staffs regarding fiscal matters and financial service issues. The directorate consists of two divisions: financial analysis and financial services.

FINANCIAL ANALYSIS

The FY 00 President's Budget was the responsibility of the Budget Formulation Branch and reflected appropriation requests of \$3.1 billion for ANG Operation and Maintenance, \$1.6 billion for ANG Military Personnel, and \$34.8 million for ANG Military Construction to support the missions and programs of the Air National Guard.

The Operation and Maintenance (O&M) Appropriation finances the daily operation of ANG activities including civilian and technician payroll, flying hours, depot maintenance for ANG aircraft, travel, utilities, supplies, equipment, and miscellaneous service contracts. Congressional action, program transfers, supplements, and reprogramming actions resulted in a Total Obligation Authority of \$3.5 billion for FY 00. The ANG experienced several funding challenges during FY 00 within the O&M Appropriation. The flying-hour program was underfunded in the President's Budget by \$53 million, primarily because of increased spares costs and accelerated modifications on F-16 aircraft because of safety risks. Additionally, projected depot maintenance requirements exceeded available funding by \$42 million, causing the deferral of valid

aircraft/engine repair. Congress provided \$53 million in supplements and reprogrammings to improve the executability of the budget. Remaining shortfalls hampered the ability of the ANG to attain programmed strength levels, conduct flying training, and maintain mission capability. Real property maintenance funding remains at minimum levels, causing continued growth in the backlog of maintenance and repair.

The Military Personnel Appropriation funds the payroll costs for all military duty performed by ANG members. In addition, travel subsistence, clothing, bonus programs, and educational benefits are paid out of this appropriation. Congressional action and program transfers resulted in Total Obligation Authority of \$1.6 billion for FY 00. This appropriation funded military end strength of 106,365, including 11,228 Active Guard/Reserve (AGR) personnel. Pending necessary accounting adjustments, Section 8077 authority under the FY 01 Defense Appropriations Act was used to charge some FY 00 costs against the FY 01 Military Personnel Appropriation.

The Military Construction appropriation finances major and minor construction projects plus planning and design of future-year construction requirements. For FY 00, Congressional action provided an additional \$241.1 million for construction needs and Total Obligation Authority of \$262.4 million.

The Budget Execution Branch focused on a year of process improvements and automation. They implemented a new system called Checkbook in October 1999, enabling the branch to load funds for commodity managers into an account and then monitor its distribution to units. In February, the branch released the first version of its Web-based Financial Plan allowing units to submit fully automated financial plans over the Internet. Financial plan data and reports were restructured to more closely align with the budget justification material in the Budget Estimate Submission and the President's Budget. The financial plan revision combined with efforts to fully integrate the formulation and execution processes at the bureau have sensitized field units to plan and execute with a multi-year stance.

FINANCIAL SERVICES

Financial services encompass a number of financial tasks associated with paying the troops, customer service, vendor payments, and accounting for appropriated federal dollars. Providing timely and accurate pay support to members and vendors is a primary goal for all financial services personnel. Measuring results and capturing key statistical data provide a mechanism for comparing expectations and achievements. The ANG Field Support Branch developed an automated metrics system in FY 00 that

allows NGB managers and ANG field comptrollers to monitor compliance on seven critical processes, thus providing instant access to data for measuring results. Another innovative tool for measuring effectiveness and efficiencies measures system development for the ANG. This Web-based tool facilitates system implementation throughout the ANG. Continuing process improvements and metrics oversight were benchmarks for FY 00.

The Plans and Programs Branch was also active during FY 00. Its foremost accomplishment was assisting in the creation and development of the Air Expeditionary Force (AEF). This resulted in the first deployment of ANG financial management personnel in direct support of contingency operations. The key ingredient for this effort was the creation of training programs for units throughout the nation on current mobility requirements. This resulted in a better understanding of ANG financial management core competencies. The branch also coordinated national efforts to schedule ANG financial management personnel for AEF deployments. This effort resulted in the scheduled deployment of 139 personnel and allowed considerable relief for active duty forces. In addition, this branch was responsible for accomplishing a nationwide assessment of financial management staffing requirements. The resulting identification of substantial shortfalls



within the ANG community provided the foundation for addressing manpower shortfalls throughout the Air Force. Branch personnel participated in rewriting the Air Force Basic Officers Financial Management Course at Shepherd AFB, Texas, to significantly enhance the quality of training for every active and reserve component financial management officer. Another impressive accomplishment was implementation of the ANG Financial Management Professional Development Program nationally.

Civil Engineering

Constrained Air Force budgets continue to hamper the ANG's ability to fully fund its Military Construction (MILCON) requirements. Maintaining a viable MILCON investment level directly contributes to readiness, training, quality of life, recruiting, and retention in the ANG through maintenance of quality workspaces. Congressional interest and support remains high, as evidenced by the \$190 million of project adds

in FY 00. This support is vital to the support of current mission requirements for ANG facilities and infrastructure.

Air National Guard Military Construction appropriations for the past three years were as follows:

FY 00.....	\$263.7 million
FY 99.....	\$169.8 million
FY 98.....	\$190.4 million

The FY 00 MILCON program included \$252.9 million for major construction, \$3.5 million for unspecified minor construction, and \$7.3 million for planning and design. Within the

major construction funding, \$1.7 million corrected non-compliance with environmental laws, \$54.3 million supported new mission beddowns/conversions and force structure changes, and \$196.9 million corrected current mission facility deficiencies.

The ANG continues to maintain a high project execution rate. By the close of FY 00, 86% of projects in the FY 00 program for construction were awarded. Delays in environmental clearances and a siting issue with the Federal Aviation Administration caused award of six projects to slip beyond the end of the fiscal year.

Maintenance and repair work, as well as minor construction projects costing up to \$500,000, are accomplished under the real property maintenance and repair (RPM) program. Constrained RPM funding in FY 00 prevented the ANG from funding major repair requirements, particularly pavement repairs. The focus in coming years in this area will be airfield pavements, which are reaching the end of their useful life and will require a significant capital investment to upgrade and repair.

In FY 00, the ANG obligated \$123.7 million for real property maintenance and repair. Of this total, \$6.7 million supported mission conversions, while \$5.2 million funded energy, seismic, master plan, and demolition requirements. The remaining \$111.8 million funded projects that maintained and repaired facilities, utility systems, and pavements.

Command & Control, Communications and Computers (C4)

In November 1999, the new Air National Guard Command & Control, Communications and Computers Directorate was formed, assimilating all functions formerly performed by other elements within the Air Staff. The new directorate is responsible for functional management, budgeting, planning, programming, and execution for 8 Combat Communications Groups, 35 Combat Communications Squadrons, 89 Base Communications Flights, 10 Air Control Squadrons, 15 Air to Ground Ranges, 15 Air Traffic Control Squadrons, 4 Combat Readiness Training Centers, 2 Air Support Operations Centers, 8 Air Support Operations Squadrons, 19 Engineering Installation Squadrons, and 1 Special Tactics Squadron. In addition, the directorate is responsible for 4 Air Operations Groups for USAF AOC augmentation, ANG battle management, and ANG-managed airspace.

ENGINEERING AND INSTALLATION

The ANG's Engineering and Installation (EI) units provide 93% of the Air Force's wartime EI support, and 95% of the Air Force's peacetime EI support. ANG EI units work steadily in Southwest Asia, and they also perform missions for national, state, and community authorities. Ninety percent of the Combat Communications personnel are tasked with Air Expeditionary Force or other viable missions for the Air Force, while ANG Communications Flights filled 12% of Air Force Air Expeditionary Force taskings.

ARCHITECTURE

Our big success this year was the Regional Operations and Security Centers (ROSC) concept. Six ROSCs will be operational in FY 01, and they are expected to improve network security and increase bandwidth capability, as well as centralize network expertise. Expected savings are in the range of \$60 million.

AIR TRAFFIC SYSTEMS

This past year, over 875,000 aircraft operations were controlled by Air National Guardmembers worldwide, resulting in a flawless record of controller performance. On the maintenance side, major challenges existed in obtaining parts and keeping radar systems "on the air" in support of local wing flying missions. The

division is also responsible for ensuring that deployable personnel are combat ready and trained to support contingencies worldwide.

Tremendous gains were made in the ANG air traffic system around the country. Modernization of air traffic control (ATC) equipment was at the forefront as a new mobile control tower (AN/MSN-7) and upgraded navigational aid (AN/TRN-41) entered the fleet of deployable air traffic control and landing systems (DATCALS). Additionally, Congress provided \$38 million for the funding and delivery of a mobile approach control system (MACS), which will replace the 1950s era radar system currently used by ANG air traffic controllers. Finally, a new tower

simulator system (TSS) was delivered to the ANG, which will increase the training capability and ensure that mission ready controllers are available to meet their wartime taskings.

With the continuing decrease in our ability to retain high-quality maintenance personnel and air traffic controllers, who are departing for higher-paying positions in the Federal Aviation Administration (FAA) and the civilian sector, several new initiatives are under way to reverse this negative trend. Premium pay for DoD civilian air traffic controllers, and special salary rates for civilian/military air traffic controllers and maintenance personnel are all being worked, and appear close to approval.

Work is also near completion on matching the retirement plan for Title 32 personnel to the current plan enjoyed by the Title V controller force.

Finally, for the first time ever in the ANG, an air traffic controller (MSgt Tracie Larson) was the recipient of the coveted USAF Air Traffic Control Training Achievement Award as part of their Annual Air Traffic Control Awards Program.

INFORMATION SYSTEMS

As the focal point for all ANG Year 2000 (Y2K) infrastructure reporting, the Information Systems Division monitored and maintained the millennium statistical information, problems, databases, spreadsheets, and reports for the Headquarters and



88 Flying Wings. Personnel prepared inputs for Y2K special interest items to the Air Directorate, Major Commands, Air Force, Department of Defense, and Congress. The ANG experienced no significant impact in mission objectives during the millennium rollover.

INFORMATION MANAGEMENT

The C4 Directorate hosted the premier Information Management (IM) Functional Management Training Session in Hyannis, Massachusetts, 28 to 30 June 1999. Due to the dramatic, and in some instances, drastic changes in the role of the Information Manager in the last few years, the role of the IM Functional Manager at base level is more challenging and important

than ever. ANG presented a host of workshops during this training session designed to educate the IM Functional Manager in the evolution of the Information Management career field, as well as guide them in establishing effective functional management programs upon their return. HQ Air Force and MAJCOM experts, as well NGB personnel, shared their wealth of knowledge with over 300 attendees from the ANG field flying units, state headquarters, and other ANG units. This was the first gathering ever of the senior Information Management population and an excellent opportunity for information sharing and benchmarking, not only with other ANG members, but with the senior Functional Manager of almost every Major Command and the Air Force. As a result, the ANG IM Functional Managers were able

to successfully implement local programs and meet the training deadline of January 2000 for Workgroup Administration and also begin preparing other Information Managers at their units for the new skills and technology required by the mission.

INFORMATION ASSURANCE

The C4 Information Assurance office maintained an effective process, reporting receipt and compliance of 28 advisory compliance messages (44 separate supplements) to the Air Force Computer Emergency Response Team (AFCERT). Personnel provided guidance and technical support to 94 units until compliance was accomplished. To resolve Y2K issues, the office upgraded 105 wing and core routers and 248 geographically separate unit and spare routers. They also upgraded the main logic chips and doubled the memory to enhance the performance and to utilize the capabilities of the new software.

The Information Assurance office presented a security breakout session at the ANG and NGB Information Technology Summit. They led an effort to ensure that all private web servers have certificates implemented by 1 November 2000 to allow secure web traffic. They negotiated for ANG (and AFRC) to complete OSD-mandated Information Assurance training in a streamlined manner, allowing the same training to be accomplished in less than 10% of the



time originally established by HQ USAF, and also developed a method for securing vulnerable DEERS-RAPIDS servers at 39 ANG bases that were originally installed by another agency.

C4 SUPPORT

The C4 Air Force Skill Code (AFSC) Functional Management office completed implementation of three major Air Force AFSC mergers in the ANG:

- Space Maintenance/Satellite, Wideband Maintenance/and Microwave and Telemetry Maintenance
- Computer Maintenance and Crypto Maintenance
- Antenna Maintenance and Cable Maintenance

They also completed HQ ANG Grade Structure Policy for 15,000 Communications-Electronics personnel, in which approximately 600 of 15,000 communicators were upgraded.

This year saw alignment of the ANG Combat Crew Communications personnel to 3C1X1 AFSC in Tanker units. Directorate personnel processed more than 420 training waivers, saving approximately \$5.5 million in training funds. Otis ANG Base in Massachusetts was chosen by the Air Force and readied for the first implementation of the integrated maintenance data system (IMDS). The Air Force IMDS program was later put on hold by the Air Force,

necessitating development of a training plan for approximately 60 maintenance personnel from Communications units.

The Radio and Frequency Management office facilitated the first-ever Land Mobile Radio (LMR) steering group, with Air Staff, NGB headquarters, and field unit representation, developing a detailed action plan for training, budgeting, and management of LMRs and cellular phones. The group developed LMR acquisition guidance to address federally mandated narrowband frequency conversion, an extensive research effort that concentrated on current industry standards and product lines. This plan ensures that ANG units will purchase suitable replacements to meet the narrowband frequency standard. The office further guided base LMR managers in resolving problems with their LMR Tracking and Reporting System database. They corrected over 18,000 database errors and identified 6,000 LMRs that were previously unreported. They also developed an ANG-wide functional email listing ("RFLINK") to improve communications with installation spectrum managers and land mobile radio managers.

In the spectrum management area, 66% of the field installation spectrum managers have been trained in the Spectrum XXI management software. Thirty-three percent have been trained in a previous version of spectrum processing software, known as

JSMS. Over 700 new frequency requests were processed this year over the previous year's average. This reduced the process waiting time for the field from 30 months to 6 months. The Spectrum Management office also developed a frequency template for frequency support requests for the Situational Awareness Data Link (SADL) and processed 132 frequency proposals to support ANG fielding of SADL. They instituted an ANG Electronic Warfare (EW) Operating Instruction, verified frequency assignments, usage and developed EW clearance requirements for 14 ANG ranges.

Medical Services

The Directorate of Medical Services continues to aggressively maintain mission readiness through diversified training and deployments. As the active duty force structure changes, Air Reserve Component manpower is reviewed while budget constraints prevail. The ANG goal — to sustain a highly trained and ready force that meets all wartime operational, logistical, and personnel standards — must be maintained.

The Top Knife program is now fully operational at Klamath Falls AFB, Oregon. This program trains or refreshes flight surgeons on the Fighter, High-G environment, fostering improvement in safety programs,

human factor analysis, and rapport with the aviator. A new Top Knife program is currently under development at Kelly AFB, Texas, and should be operational in FY 01.

The ANG Aerospace Medicine Division, in coordination with the Air Surgeon, has delegated two important processes to the state level. State Air Surgeons are now authorized to certify commissioning physicals and special duty physicals. Additionally, State Air Surgeons may certify Line of Duty form, NGB 348, which will aid most ANG members who require medical care due to an injury or illness that was incurred while on duty.

The primary responsibility for the United States Antarctica program rests with the ANG. Flight Surgeon support was provided by the ANG during the entire austral summer season. Flight Surgeons who volunteer for the tour spend 2 to 4 weeks "on the ice" at McMurdo Station, Antarctica, supporting a 24 hours/7 days/week, 3,200 flying hours/month operation to supply food, fuel, supplies, and manpower to the continent. A physician continuing education program, named Isolated Continent Experience, In Cold Environment, Interactive Clinical Education (ICE3) is a self-paced course that is completed during the tour. ICE3 provides advanced training in cold-weather operations, high-altitude operations, remote-based operations, air evacuation, isolation psychology, circadian rhythm disturbances, and other topics to the flight surgeons.

MEDICAL READINESS

ANG medical units continued to make valuable contributions to the Air Force mission. In a wide variety of activities, they demonstrated the Air Force Surgeon General's vision of medical readiness for the new millennium.

Field Exercises. Utilizing the lead unit concept, ANG medical units successfully participated in several field exercises. The lead unit directed, coordinated, and monitored all activities associated with a deployment (pre-deployment, employment, and redeployment phases). Placing the responsibility at this level ensured that the unit was fully engaged, and increased the number of knowledgeable individuals in the field who can act independently in meeting their unit's needs during deployments.

FY 00 started with the 167 Aeromedical Evacuation Squadron (AES), WV ANG and 118 AES, TN ANG participating in PACIFIC WARRIOR, a medical exercise sponsored by Tripler Army Medical Center. Activities took place at several sites on the island of Oahu, with 47 unit members taking part. PACIFIC WARRIOR took place again in January/February 01, expanded to more islands within the Hawaiian chain and with increased participation from ANG units.

The next major exercise was GLOBAL PATRIOT at Fort Drum, New York. The 167th AES was the lead unit and integrated within it were members of 4626 AES

(RAuxAF), the only British Reserve AE unit. GLOBAL MEDIC was an Army Reserve medical exercise conducted at the same time as GLOBAL PATRIOT; 34 members of the 156th AES, NC ANG, set up a theater AE system based at Stanley County Regional Training Site, Badin, North Carolina. The Dutch Air Force and the active duty 43rd AES also participated at the site. Airlift was integrated with GLOBAL PATRIOT so that casualty flow extended from Scott AFB, Illinois to New York, North Carolina, and Georgia. These exercises truly reflected a total force, multinational effort. The year ended with the California's 146th AES participating in MEDEX 2000, an exercise conducted in Japan. This opportunity allowed 146 AES personnel to have a valuable orientation to the Pacific theater.

State Partnership Program.

ANG medical participation in the State Partnership Program (SPP) is alive and well. The focus of the SPP is to foster good relations between the U.S. states and foreign countries, accomplished through events that allow interaction and training between the military and/or civilian sectors. This fiscal year, 52 personnel from the 109th Medical Squadron, New York ANG, were involved in an SPP event in Lithuania that executed in April 00. Twenty-three personnel from the Headquarters, Kansas Air National Guard, and Kansas' 184th and 190th Medical Squadrons were involved in PEACESHIELD 2000, an SPP event that executed in July 00

in the Ukraine. Another SPP event, ROUGH and READY 2000, occurred in May 00 and involved 40 personnel from the Headquarters, California Air National Guard, and California's 146 AES and 146th Medical Squadron. ROUGH and READY 2000 also included civilian units of the California Emergency Medical System and proved to be a landmark event that captured the attention of NATO and set the standard for future SPP events.

Contingency Operations. ANG AE units continued ongoing support of channel missions to Germany, the Azores, Puerto Rico, and to CONUS locations. During FY 00, 35 missions were completed involving all ten ANG Aeromedical Squadrons. In direct support of the Expeditionary Aerospace Forces, over 400 personnel from 55 ANG medical and aeromedical units volunteered to support numerous contingencies. A wide range of ANG personnel deployed to Bosnia, Macedonia, Kosovo, Germany, Turkey, and throughout the Middle East in Operations JOINT FORGE, JOINT GUARDIAN, NORTHERN WATCH, and SOUTHERN WATCH. Flight nurses, AE medical technicians, Medical Service Corps Officers, and radio operators were tasked to work in the Mobile Aeromedical Staging Facility (MASF), Aeromedical Evacuation Liaison Team (AELT), Aeromedical Evacuation Coordination Center (AECC), and Aeromedical Crew positions in Europe and Southwest Asia. Medical squadron

and several Aeromedical personnel staffed clinics and hospitals throughout SWA and Turkey.

HUMANITARIAN AND CIVIC ASSISTANCE

In addition to contingency operations, medical personnel supported humanitarian missions and at the same time completed valuable readiness training throughout the world. Medical units from Massachusetts, New Jersey, Pennsylvania, Tennessee, Minnesota, New Mexico, Louisiana, New York, Mississippi, and Arkansas participated in six Pacific Command and six European Command Overseas Annual Training deployments. These deployments

offered theater orientation and outstanding clinical training experiences to over 470 medical personnel.

In the area of humanitarian and civic assistance, 225 ANG medical personnel completed six deployments in four Southern Command (SOUTHCOM) countries. During these missions, personnel are given the chance to render care to the indigenous populations in each country, receiving an outstanding training opportunity while helping to cement good relations between the United States and the countries involved.

These missions will continue into FY 01, with seven missions scheduled for five countries.

SOUTHCOM Humanitarian Missions

<u>UNIT(S)</u>	<u>STATE</u>	<u>PAX</u>	<u>DATE</u>	<u>COUNTRY</u>
182 Med Sqdn	IL	39	Dec 99	Honduras
153 Med Sqdn	WY	35	Jan 00	Haiti
132 Med Sqdn	IA	43	Feb 00	Guatemala
101 Med Sqdn	ME	28	Mar 00	Honduras
181 Med Sqdn	IN	1		
185 Med Sqdn	IA	35	May 00	Honduras
115 Med Sqdn	WI	1		
147 Med Sqdn	TX	1		
165 Med Sqdn	GA	33	Jun 00	Peru
123 Med Sqdn	KY	2		



Appendices

National Guard Bureau



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-Jul 98
Lieutenant General Russell C. Davis	Aug 98-

Vice Chiefs

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

Appendix B

State Adjutants General

AL Major General (AL) Willie A. Alexander	MT Major General John E. Prendergast
AK Major General (AK) Phillip E. Oates	NE Major General Stanley M. Heng
AZ Major General (AZ) David P. Rataczak	NV Major General Drennan A. Clark
AR Major General Don C. Morrow	NH Major General John E. Blair
CA Major General (CA) Paul D. Monroe, Jr.	NJ Major General Paul J. Glazar
CO Major General Mason C. Whitney	NM Brigadier General (NM) Randall E. Horn
CT Major General William A. Cugno	NY Major General John H. Fenimore V
DE Major General (DE) Francis D. Vavala	NC Major General Gerald A. Rudisill
DC Major General Warren L. Freeman	ND Major General (ND) Keith D. Bjerke
FL Major General Ronald O. Harrison	OH Major General Richard A. Alexander
GA Major General David B. Poythress	OK Major General John H. Smith
GU Major General Benny M. Paulino	OR Major General (OR) Alexander H. Burgin
HI Major General (HI) Edward L. Correa, Jr.	PA Major General William B. Lynch
ID Major General John F. Kane	PR Major General Emilio Diaz-Colon
IL Brigadier General (IL) David C. Harris	RI Major General (RI) Reginald A. Centracchio
IN Major General Robert J. Mitchell	SC Major General Stanhope Spears
IA Major General Gilbert R. Dardis	SD Major General Philip G. Killey
KS Major General (KS) Gregory B. Gardner	TN Major General Jackie P. Wood
KY Major General John R. Groves, Jr.	TX Major General Daniel James III
LA Major General Bennett C. Landreneau	UT Major General James M. Miller
ME Colonel Joseph E. Tinkham	VT Major General (VT) Martha T. Rainville
MD Major General (MD) James F. Fretterd	VA Brigadier General (VA) Claude A. Williams
MA Major General (MA) Raymond F. Vezina	VI Colonel Cleave A. McBean (Acting)
MI Major General E. Gordon Stump	WA Major General Timothy J. Lowenberg
MN Major General Eugene R. Andreotti	WV Major General Allen E. Tackett
MS Brigadier General (MS) James H. Lipscomb III	WI Major General James G. Blaney
MO Major General John D. Havens	WY Major General Edmond W. Boenisch

Appendix C

United States Property and Fiscal Officers

AK	Colonel David P. Hagarman	MT	Colonel George E. Donnelly
AL	Colonel Michael H. Sumrall	NC	Colonel William J. Dowling
AR	Colonel Charles E. Henry	ND	Colonel Jerald L. Engelman
AZ	Colonel Richard M. DeVille	NE	Colonel Stephen R. Robinson
CA	Colonel John R. Alexander	NH	Colonel Teddy W. Kehr
CO	Colonel James N. Hagenson	NJ	Colonel James W. Lovas
CT	Colonel Ireneuz J. Zembrzuski	NM	Colonel James R. Morgan
DC	Colonel Robert B. Kirkconnel	NV	Colonel Louis A. Cabrera
DE	Colonel Anthony F. Barbone	NY	Colonel Russell A. Catalano (Acting)
FL	Colonel Jesse D. Kinghorn	OH	Colonel William L. Zieber
GA	Colonel William H. Cleland	OK	Colonel Charles J. Frazier
GU	Colonel Raymond L.G. Taimanglo	OR	Colonel Douglas A. Pritt
HI	Colonel Michael E. Rawlins	PA	Colonel Daniel F. Carroll
IA	Colonel James E. McCollough	PR	Colonel Wilfredo Martinez
ID	Colonel Jerre L. Kauffman	RI	Colonel Rick Baccus
IL	Colonel John W. Newman	SC	Lieutenant Colonel Rodney D. McKittrick
IN	Colonel Jay W. Van Pelt	SD	Colonel Jerry F. Hoenke
KS	Colonel Dennis Elliott	TN	Colonel Donald H. Glover
KY	Colonel Michael A. Jones	TX	Colonel Pat W. Simpson
LA	Colonel Louis B. May	UT	Lieutenant Colonel Joe R. Behunin (Acting)
MA	Colonel Frank P. Baran	VA	Lieutenant Colonel Jeffrey R. Allen
MD	Colonel Walter R. Mueller	VI	Colonel James P. Adams
ME	Colonel James R. Tinkham	VT	Colonel Thomas J. Shailor (Acting)
MI	Colonel James V. Bedard	WA	Colonel Oscar B. Hilman
MN	Colonel Verne P. Burke	WI	Colonel Robert G. Treland
MO	Colonel Allen L. Stark	WV	Colonel Richard L. Dillon
MS	Colonel Sonny D. Jones	WY	Colonel Francis M. Henrich

Appendix D

National Guard Bureau Staff

Office of the Chief

Davis, Russell C., Lieutenant General, USAF, Chief, National Guard Bureau
Rees, Raymond F., Major General, ARNGUS, Vice Chief
Johnson, Warren, Colonel, ARNGUS, Executive
Harris, Willie, Colonel, ANGUS, Executive to Vice Chief
Gardner, Christopher, Director, Joint Staff.
Tipton, Mary Ann, Lieutenant Colonel, ANGUS, Secretary of the General Staff
Anderson, Richard, Colonel, ARNGUS, Chief, Office of Youth Programs
Broderick, Jack E., Director, Equal Opportunity
Byrd, H. Cronin, The Inspector General
Donohue, Daniel, Chief, Public Affairs.
Gilmore, Deborah, Chief, Administrative Services
Higginson, George G., Assistant for Property and Fiscal Affairs
Hise, James C., Chief Counsel
Iiams, Virgil, Colonel, ARNGUS, Chief, Office of International Affairs
Kougeas, Paula, Colonel ANGUS, Chief, Office of Policy and Liaison
Lischke, Maureen T., Chief Information Officer
Morrison, Walter T., Director, Director, Internal Review and Audit Compliance
Mosby, John C., Colonel, ARNGUS, Counterdrug Director
Ogilvy-Lee, Dorothy J., Director, Family Programs
Stine, Stephen, Director of Human Resources

Army National Guard

Schultz, Roger C., Major General, ARNGUS, Director, Army National Guard
 Squier, Michael J., Brigadier General, ARNGUS, Deputy Director
 Baldwin, Charles P., Colonel, ARNGUS, Chief of Staff and Installation Commander
 Leonard, John, Command Sergeant Major, Enlisted Advisor
 Tucker, Tom, Colonel, ARNGUS, Chief Human Resources Officer
 Taylor, John, Colonel, ARNGUS, Chief Operations Officer
 Taylor, Thomas, Colonel, ARNGUS, Chief, Director's Staff Group
 Brown, Michael F., Colonel, ARNGUS, Chief Information Officer
 Salazar, Ronald, MAJ, ARNGUS, Chief, Secretary of the General Staff
 Baldwin, Charles, Colonel, ARNGUS, Chief Support Officer
 Barrineau, James, Colonel, ARNGUS, Force Modernization Officer
 Rohde, Aleksandra, Colonel, ARGNUS, Chief, Strategic Initiatives
 Cleckley, Julia J., Colonel, ARNGUS, Chief, Personnel Division
 Germain, David K., Colonel, ARNGUS, Chief, Training Division
 Giddis, Joseph A., Colonel, ARNGUS, Commandant, LaVern E. Weber
 National Guard Professional Education Center, (N. Little Rock, AR)
 Grass, Frank J., Colonel, ARNGUS, Chief, Operations Division
 Harvey, Kevin S., Colonel, ARNGUS, Chief, Readiness Division
 Hill, Donald W., Colonel, ARNGUS, Chaplain
 Jimenez, Alberto J., Acting Chief, Aviation & Safety Division
 Jones, Larry, LTC, USA, Comptroller
 Lutz, Lawrence L., Chief, Human Resources Policy and Programs
 Murphy, Richard O., Colonel, ARNGUS, Chief, Environmental Programs Division
 Peinhardt, Kenneth K., Colonel, ARNGUS, Chief, Strength Maintenance Division
 Sarcione, Stephen M., Colonel, ARNGUS, Chief, Full-Time Support Division
 Shigley, Mike, LTC, ARNGUS, Acting Chief, Installations Division
 Sosa, Arthur J., Colonel, ARNGUS, Commander, Operational Support
 Airlift Agency

Vermeer, Philip, Colonel, ARNGUS, Chief, Information Systems

Walker, Layne J., Colonel, USA, Chief, Logistics Division

Wylie, Maureen E., Chief, Programs Analysis & Evaluation Division

Air National Guard

Weaver, Paul A., Jr., Major General, ANGUS, Director, Air National Guard

McKinley, Craig R., Brigadier General, ANGUS, Deputy Director

Dunbar, Don, Lieutenant Colonel, ANGUS, Executive Officer

Broadbent, Gary, Chief Master Sergeant, Senior Enlisted Advisor

Kimmel, Paul, Brigadier General, ANGUS, Chief Operating Officer

Scherling, Terry, Colonel, ANGUS, Chief Support Officer

Mould, William, Colonel, ANGUS, Chief Information Officer

Oberbillig, Ronald, Colonel, ANGUS, Chief Financial Officer and Comptroller

Larrabee, Debra, Colonel, ANGUS, Director, Support Group

Thompson, James, Colonel, ANGUS, Commander,
201st Mission Support Squadron

Coln, Keith, Colonel, ANGUS, Director of Acquisition

Cannon, Larry, Colonel, ANGUS, Director, Command, Control, Communications,
Computers and Information

Carroll, Timothy, Colonel, USAF, Director of Logistics

Dougherty, James J., Colonel, USAF, The Air Surgeon

Dougherty, Mark E., Colonel, ANGUS, Director of Operations

Ellington, John B., Jr., Colonel, ANGUS, Chief of Chaplains

Gavares, Peter M., Colonel, ANGUS, Director of Plans, Programs, and Manpower

Hoffmaster, Jan C., Colonel, ANGUS, Director of Security Police

Illing, Connie, Lieutenant Colonel, ANGUS, Director of Organization Management

Lundgren, Samuel A., Colonel, ANGUS, The Civil Engineer

Martin, Jim, Colonel, ANGUS, Director of Personnel and Training

Scobey, David, Colonel, ANGUS, Commander, Training and Education Center
(MCGhee-Tyson ANGB, TN)

Appendix E

Table 1

Army National Guard Statistics — Appropriations

STATE	NGPA	OMNG	MILITARY CONST	TOTAL
AK	\$ 10,442,600	\$ 28,653,400	\$ 11,623,159	\$ 50,719,159
AL	75,073,900	75,531,800	0	150,605,700
AR	50,883,600	65,080,200	0	115,963,800
AZ	24,231,700	42,484,400	0	66,716,100
CA	102,358,000	179,112,100	993,619	282,463,719
CO	18,121,600	24,354,300	0	42,475,900
CT	18,504,900	62,327,300	0	80,832,200
DC	9,911,200	17,446,100	0	27,357,300
DE	10,226,700	15,266,300	459,952	25,952,953
FL	54,245,200	63,818,800	5,423,909	123,487,909
GA	47,631,600	64,886,200	4,323,000	116,840,800
GU	5,480,500	2,673,400	5,586,000	13,739,900
HI	18,061,000	30,299,200	11,728,174	60,088,374
IA	37,171,300	52,564,400	697,799	90,433,499
ID	17,594,100	43,123,800	1,373,295	62,091,194
IL	46,587,900	44,625,900	3,671,891	94,885,691
IN	60,363,299	63,699,800	638,460	124,701,559
KS	34,065,100	53,936,700	0	88,001,800
KY	41,552,488	50,847,199	0	92,399,687
LA	53,517,202	64,245,600	0	117,762,802
MA	37,464,600	40,080,000	110,100	77,654,701
MD	33,982,801	29,257,800	1,052,149	64,292,750
ME	13,472,000	36,778,399	1,046,256	51,296,654
MI	45,551,600	59,092,300	329,625	104,973,525
MN	47,568,400	59,637,601	42,107	107,248,107
MO	42,446,300	96,763,599	223,511	139,433,410

(DOLLARS IN THOUSANDS)

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
MS	54,507,699	159,296,901	24,185,615	237,990,215
MT	16,538,800	31,053,400	2,238,430	49,830,629
NC	52,467,402	57,378,301	6,748,459	116,594,162
ND	20,107,800	25,069,100	654,115	45,831,015
NE	18,957,500	25,404,800	0	44,362,300
NH	10,299,300	12,996,500	1,636,851	24,932,651
NJ	31,868,200	42,449,701	9,405,000	83,722,901
NM	18,889,500	27,052,101	2,051	45,943,651
NV	10,582,000	17,979,200	1,326,470	29,887,670
NY	58,763,303	68,603,301	1,453,211	128,819,814
OH	45,151,200	54,711,999	2,514,113	102,377,312
OK	37,726,200	45,770,400	972,896	84,469,496
OR	36,408,401	59,482,801	11,841,180	107,732,381
PA	78,081,100	83,757,300	0	161,838,400
PR	47,224,800	32,589,500	0	79,814,300
RI	13,920,700	16,138,200	0	30,058,900
SC	60,194,899	75,268,200	211,428	135,674,527
SD	20,177,500	22,950,100	285,505	43,413,105
TN	57,662,502	71,209,801	466,900	129,339,203
TX	83,375,300	106,076,100	1,500,000	190,951,400
UT	36,500,100	38,133,800	0	74,633,900
VA	42,789,500	46,996,900	1,197,475	90,983,875
VI	5,049,300	9,435,900	0	14,485,200
VT	18,281,400	20,281,000	0	38,562,400
WA	31,421,500	48,909,500	13,355,017	93,686,017
WI	39,115,600	42,247,200	0	81,362,800
WV	24,090,200	23,896,900	3,289,200	51,276,300
WY	10,801,800	17,634,900	0	28,436,700
NG2	9,676,700	440,767,904	0	450,444,604
NGB	1,786,212,943	0	0	1,786,212,943
OSA	0	74,002,400	0	74,002,400
MISC	3,891,201	5,748,227	103,623,165	112,250,910
	\$3,737,243,940	\$3,169,878,935	\$236,230,087	\$7,142,341,274

Appendix E

Table 2

Presidential Selected Reserve Call-ups, FY 00

UNIT	HOME STATION	PAX	MOB DATE	(APPROXIMATE) TOUR LENGTH	OPERATION
Co A, 2/130th Inf	Mattoon, IL	122	09/20/2000	150	SWA*
Det 1, Co A, 1/133d Inf	Dubuque, IA	64	09/20/2000	150	SWA
Det 2, Co A, 1/133d Inf	Dubuque, IA	38	09/20/2000	150	SWA
Det 6, HHD, 2/19th SF Gp (Linguists)	Kenova, WV	2	09/14/2000	210	KFOR**
Det, 126th Mil Hist Det	Worcester, MA	1	08/31/2000	210	BOSNIA
Det, 126th Mil Hist Det	Worcester, MA	1	08/31/2000	210	BOSNIA
Det 8, HQ STARC	Phoenix, AZ	1	08/31/2000	210	KFOR
Liaison Team, 142d MI Bn (CI)	W. Jordan, UT	4	08/31/2000	210	KFOR
Liaison Team, 141st MI Bn (POW Interogation)	Draper, UT	4	08/31/2000	210	KFOR
248th Spt Gp (Rear Area Ops)	Port Orchard, WA	40	07/20/2000	210	KFOR
Det, HHD, 441st Ord Bn	Hunstville, AL	1	07/13/2000	210	BOSNIA
Det 1, Co G, 238th Avn	Camp Atterbury, IN	12	07/07/2000	210	SWA
Det 1, Co A, 1/189th Avn	Helena, MT	3	07/06/2000	210	SWA
Det 1, Co B, 1/189th Avn	Boise, ID	9	07/06/2000	210	SWA
Det 1, Co D, 1/189th Avn	W. Jordan, UT	13	07/06/2000	210	SWA
Det 1, Co E, 1/189th Avn	Phoenix, AZ	3	07/06/2000	210	SWA
Det 9, HQ STARC	St. Augustine, FL	7	07/06/2000	210	SWA
Det 1, HHC, 1/189th Avn	Helena, MT	8	07/06/2000	210	SWA
Det 1, HHSC, 1/111th Avn	Jacksonville, FL	94	07/06/2000	210	SWA

* SOUTHWEST ASIA
** KOSOVO

UNIT	HOME STATION	PAX	MOB DATE	(APPROXIMATE) TOUR LENGTH	OPERATION
Det 2, Co C, 1/131st Inf	Kankakee, IL	2	06/06/2000	150	SWA
Det 2, Co A, 1/178th Inf	Woodstock, IL	4	06/06/2000	150	SWA
Co C, 1/131st Inf	Kankakee, IL	134	05/20/2000	150	SWA
Co A, 1/178th Inf	Woodstock, IL	111	05/20/2000	150	SWA
Btry E, 161 FA Bn (Target Acq.)	Larned, KS	45	05/18/2000	210	KFOR
Det 4, 1241st Ord Det	Clackemas, OR	7	05/18/2000	210	KFOR
755th MP Co	Arecibo, PR	110	05/04/2000	210	KFOR
Det 3, HHC, 49th Avn Bde (pilot)	Austin, TX	1	05/04/2000	210	BOSNIA
138th Pub Aff Det	Latham, NY	7	04/20/2000	210	BOSNIA
176th Finance Det	Indianapolis, IN	21	04/06/2000	210	KFOR
177th Finance Det	Indianapolis, IN	8	04/06/2000	210	KFOR
65th Pub Aff Det (Press Camp)	Danvers, MA	10	04/06/2000	210	BOSNIA
Det 1, 65th Pub Aff Det (Press Camp)	Hartford, CT	4	04/06/2000	210	BOSNIA
Det 2, 65th Pub Aff Det (Press Camp)	N. Kingston, RI	7	04/06/2000	210	BOSNIA
102d Pub Aff Det	Jackson, MS	8	04/06/2000	210	BOSNIA
Det 1, 102d Pub Aff Det	New Orleans, LA	7	04/06/2000	210	BOSNIA
Det 7, HQ STARC	Oklahoma City, OK	1	03/30/2000	210	BOSNIA
Det 3, 629th MI Bn	Laurel, MD	3	03/12/2000	210	BOSNIA
149th Pers Svcs Bn	Austin, TX	32	02/28/2000	210	BOSNIA
1113th QM Det	Gatesville, TX	4	02/24/2000	210	KFOR
Co D, 1/114th Avn (ATC)	Camp Robinson, AR	21	02/24/2000	210	BOSNIA
Co H, 1/149th Avn (ATC)	San Antonio, TX	5	02/24/2000	210	BOSNIA
1042d Med Co (Air Amb)	Salem, OR	59	02/15/2000	210	BOSNIA

UNIT	HOME STATION	PAX	MOB DATE	(APPROXIMATE) TOUR LENGTH	OPERATION
Det 2, Co C, 2/162d Inf	Eugene, OR	2	02/10/2000	210	SWA
Det 2, Co B, 1/186th Inf	Medford, OR	3	02/10/2000	210	SWA
HHC, 111th Engr Bn	Abilene, TX	59	02/07/2000	210	BOSNIA
Co A, 111th Engr Bn	Abilene, TX	42	02/07/2000	210	BOSNIA
Co C, 111th Engr Bn	Irving, TX	41	02/07/2000	210	BOSNIA
Det 1, 149th MP Co	San Antonio, TX	6	02/07/2000	210	BOSNIA
Det 2, 149th Pers Svcs Bn	Austin, TX	5	02/07/2000	210	BOSNIA
1149th MP Det (CID)	Austin, TX	9	02/07/2000	210	BOSNIA
Det 1, HHC, 2/263d ADA Bn	Anderson, SC	2	02/07/2000	210	BOSNIA
HHC, 49th Armd Div	Austin, TX	264	02/07/2000	210	BOSNIA
HHC, Avn Bde, 49th Armd Div	Austin, TX	39	02/05/2000	210	BOSNIA
HHC (-), 249th Sig Bn	Dallas, TX	95	02/05/2000	210	BOSNIA
1001st Engr Det	Dothan, AL	1	02/03/2000	210	BOSNIA
1308th Engr Det	Dothan, AL	4	02/03/2000	210	BOSNIA
Det 1, 649th MI Bn	Austin, TX	10	01/31/2000	210	BOSNIA
629th MI Bn (-)	Laurel, MD	98	01/31/2000	210	BOSNIA
Det 3, HHC, 49th Armd Div	Austin, TX	23	01/29/2000	210	BOSNIA
Det 7, HQ STARC	Helena, MT	1	01/27/2000	210	BOSNIA
Det 4, Co A, 629th MI Bn (Fwd)	Laurel, MD	20	01/27/2000	210	BOSNIA
Co C, 2/162d Inf	Eugene, OR	134	01/22/2000	150	SWA
Co B, 1/186th Inf	Medford, OR	112	01/22/2000	150	SWA
Det 2, HHC, 249th Sig Bn	Dallas, TX	2	01/18/2000	210	BOSNIA
Det 2, HHC, 49th Armd Div	Austin, TX	7	01/18/2000	210	BOSNIA
Det 3, HQ STARC (Chaplain)	Frankfort, KY	1	01/13/2000	210	BOSNIA
Det 4, HHC, 249th Sig Bn	Dallas, TX	3	01/10/2000	210	BOSNIA

UNIT	HOME STATION	PAX	MOB DATE	(APPROXIMATE) TOUR LENGTH	OPERATION
Det 4, HHC, 49th Armd Div	Austin, TX	2	01/10/2000	210	BOSNIA
Co B, 142d Engr Bn	Fargo, ND	111	01/06/2000	210	KFOR
Det 1, Co B, 142d Engr Bn	Wahpeton, ND	39	01/06/2000	210	KFOR
44th Spt Gp (Rear Area Ops)	Chicago, IL	39	01/06/2000	210	KFOR
Co B, 141st MI Bn (Linguist)	Ogden, UT	3	01/06/2000	210	KFOR
Det 3, HHC, 1/185th Avn	Tupelo, MS	16	01/06/2000	210	SWA
Det 1, Co K, 185th Avn (Air Traf Con)	Camp Shelby, MS	15	01/06/2000	210	SWA
Det 9, HQ STARC	Salem, OR	1	01/06/2000	210	SWA
Det 1, Co E, 107th Avn	Smyrna, TN	5	01/06/2000	210	SWA
DET 2, 649 MI Bn	Austin, TX	1	01/02/2000	210	BOSNIA
DET 2, 629 MI Bn	Laurel, MD	5	01/02/2000	210	BOSNIA
122d Pub Aff Det	Camp Murray, WA	15	12/02/1999	210	KFOR
Det 1, HHC, 142d Engr Bn	Fargo, ND	7	12/02/1999	210	KFOR
Btry E, 151st FA Bn (Target Acq.)	Anoka, MN	45	12/02/1999	210	KFOR
10th Inf Det (Fwd)	Rochester, NY	2	11/26/1999	210	BOSNIA
Det 2, Co C, 1/162d Inf	Gresham, OR	2	10/13/1999	150	SWA
Det 3, Co C, 1/153d Inf	Mena, AR	1	10/08/1999	150	SWA
TOTAL NUMBER OF PAX AND MANDAYS DEPLOYED:		2330		16980	

Appendix E

Table 3

Overseas Deployment Training, by State, FY 00

State	CENTCOM		EUCOM		PACOM		SOUTHCOM		TOTAL	
	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers
Alaska	0	0	0	0	660	30	602	34	1262	64
Alabama	0	0	13464	789	846	36	6208	344	20518	1169
Arkansas	0	0	3507	192	105	3	0	0	3612	195
Arizona	0	0	365	21	1011	62	2339	80	3715	163
California	148	7	18563	1039	4582	254	430	26	23723	1326
Colorado	0	0	4626	212	3380	157	15	1	8021	370
Connecticut	329	14	886	45	510	25	0	0	1725	84
District of Columbia	0	0	5430	328	45	3	0	0	5475	331
Delaware	0	0	4597	264	0	0	0	0	4597	264
Florida	376	22	1263	61	1555	95	3787	164	6981	342
Georgia	375	25	538	35	447	22	15	1	1375	83
Guam	0	0	0	0	81	6	0	0	81	6
Hawaii	0	0	0	0	393	7	0	0	393	7
Iowa	0	0	4204	206	322	21	614	37	5140	264
Idaho	0	0	2675	124	85	5	289	17	3049	146
Illinois	23	1	12006	622	1188	71	4822	284	18039	978
Indiana	0	0	2310	146	0	0	0	0	2310	146
Kansas	0	0	2386	143	75	11	1938	114	4399	268
Kentucky	0	0	2234	102	0	0	922	58	3156	160
Louisiana	29	1	4820	196	188	11	23239	738	28276	946

State	CENTCOM		EUCOM		PACOM		SOUTHCOM		TOTAL	
	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers
Massachusetts	84	4	3205	209	184	12	1597	78	5070	303
Maryland	753	39	9757	589	1214	72	2293	139	14017	839
Maine	0	0	780	35	0	0	0	0	780	35
Michigan	0	0	5275	288	517	26	0	0	5792	314
Minnesota	0	0	2435	135	0	0	0	0	2435	135
Missouri	0	0	8257	429	838	42	3643	223	12738	694
Mississippi	0	0	9376	585	882	51	9273	533	19531	1169
Montana	91	7	0	0	0	0	2025	109	2116	116
North Carolina	110	5	5459	283	224	18	0	0	5793	306
North Dakota	0	0	3597	228	1266	69	612	36	5475	333
Nebraska	0	0	7076	370	0	0	0	0	7076	370
New Hampshire	0	0	759	33	0	0	243	15	1002	48
New Jersey	0	0	7497	396	0	0	0	0	7497	396
New Mexico	0	0	45	3	354	22	0	0	399	25
Nevada	0	0	2363	157	0	0	0	0	2363	157
New York	0	0	9210	500	87	3	0	0	9297	503
Ohio	0	0	4066	212	350	23	1206	72	5622	307
Oklahoma	0	0	6948	390	316	20	3680	215	10944	625
Oregon	0	0	12799	651	645	38	0	0	13444	689
Pennsylvania	110	5	33370	1632	255	13	969	57	34704	1707
Rhode Island	601	38	4551	265	0	0	0	0	5152	303
Puerto Rico	0	0	4062	168	258	9	7508	700	11828	877
South Carolina	3580	183	1517	85	440	28	431	25	5968	321

State	CENTCOM		EUCOM		PACOM		SOUTHCOM		TOTAL	
	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers	Mandays	Soldiers
South Dakota	0	0	7590	490	0	0	607	35	8197	525
Tennessee	0	0	5015	304	231	14	990	66	6236	384
Texas	0	0	10185	616	825	48	1844	92	12854	756
Utah	302	10	4213	168	8745	507	579	30	13839	715
Virginia	0	0	11120	540	304	8	1454	91	12878	639
Virgin Islands	0	0	1738	117	0	0	0	0	1738	117
Vermont	0	0	2749	136	0	0	68	4	2817	140
Washington	41	2	3641	168	1627	98	40	2	5349	270
Wisconsin	0	0	5893	287	444	28	595	41	6932	356
West Virginia	0	0	1237	65	0	0	2031	135	3268	200
Wyoming	0	0	1832	122	425	26	0	0	2257	148
TOTAL:	6,952	363	191	15,181	35,904	1,994	86,908	4,596	411,255	22,134

Appendix E

Table 4

Overseas Deployment Training Missions

1. U.S. Southern Command. The ARNG deployed nearly 4,502 soldiers to the Caribbean, Central America, and South America throughout FY 00. The majority of these forces supported the CINC's continuing disaster relief efforts in Central and South America, while the remainder continued long-held support relationships with United States Army South (2,402 participated in NEW HORIZONS exercises). With the transfer of responsibility for the Panama Canal and the relocation of SOUTHCOM and USARSO to U.S. locations, ARNG support to the region is projected to remain near these levels in out years.

a. NEW HORIZONS 2000 (Belize). Twenty-five units, with 2,300 Guardsmen from 13 states deployed with the exercise lead element from Louisiana to Belize from 10 January through 5 June 2000. The scope of this year's NEW HORIZONS exercise includes construction of seven schools, four water wells, and three Medical Readiness Training Exercises.

b. NEW HORIZONS 2000 (El Salvador). Aviation units from Montana, Idaho, and Arizona banded together to form the ARNG's support of a USAR-led NEW HORIZONS exercise in El Salvador from January through May 2000. The units, all part of 1/189 AVN, provided three UH60A helicopters and crew members for the duration of the exercise.

c. NEW HORIZONS 2000 (Nicaragua). This add-on exercise, formally approved by the Joint Staff in March, stood up in June with units from Ohio, Mississippi, Pennsylvania, Wisconsin, and California along with USMC engineer units to build three schools, one clinic, and a sports complex in Nicaragua. The purpose of this exercise is to build upon and continue the positive military-to-military engagement brought about by last year's ARNG deployment there – because of Hurricane Mitch.

d. Fuerzas Unidas ENRETE (Dominican Republic). This small U.S. Southern Command sponsored Engineer Readiness Training Exercise (ENRETE), executed on 20 to 25 February 2000 by a squad size element from MO ARNG in conjunction with four volunteers from Americacorp's YouthBuild (St Louis, MO). The Detachment spent three record-breaking days building a hurricane and tropical weatherproof composite-material building developed by the private sector and the U.S. Navy.

e. ARNG Helicopter Support. The ARNG also provided rotary-wing aviation support to two USAR-led exercises in Guatemala (4 UH-60 helicopters and crews from Wisconsin) and one USAR-led exercise in El Salvador (3 UH-1 helicopters and crews from Maryland). The Virginia ARNG supported an USAF-led NEW HORIZONS exercises in Bolivia, and the Texas ARNG flew two CH47s as part of a JCS exercise called TRADEWINDS in Guyana.

2. EUCOM FY 00

a. Exercise Support. The ARNG deployed approximately 800 soldiers from 15 ARNG units and ten different states to the EUCOM Theater in support of the following exercises:

(1) AFFIRMATIVE ALERT 00 was an ACE-led NATO exercise held in Norway during March 2000. This exercise was designed to test Article V procedures in defense of NATO's northern boundaries against a foreign intruder. Once again, the 1-125 FA BN, MN ARNG participated in this CPX exercise with only 20 soldiers, as required by their status as a member of the NATO Composite Force for the Defense of Norway (NCF).

(2) ATLAS DROP 99 was a SETAF-led bilateral field training exercise held in Tunisia, Africa, during December 1999. This exercise was designed to practice infiltration to seize an airfield, test desert survival, provide jump training, and exercise company maneuvers with the Tunisian airborne forces. Once again, the GA ARNG provided an LRS detachment in support of this exercise.

(3) COMBINED ENDEAVOR 00 was a USAREUR-sponsored, in the Spirit of PfP exercise scheduled held in Germany during May 2000. This event is designed to exercise communications interoperability between NATO and partner nations. The DE ARNG once again provided actual cable and wire-laying and communications support personnel to the exercise.

(4) COOPERATIVE BANNERS 00 was a USAREUR-sponsored, NATO PfP exercise held between May and June 2000 in Norway. This exercise was designed to enhance the coordination of land, air, and sea military forces for peace support, humanitarian aid, and maritime embargo operations. The MI ARNG sent an infantry company and a public affairs detachment to participate in this LIVEX.

(5) CORNERSTONE 00-1 was a USAREUR-sponsored, in the Spirit of PfP exercise held in Moldova during July and August 2000. This exercise was designed to train and educate partner nation engineer soldiers in the control, organization, and support of engineering operations related to humanitarian and civil assistance. The NC ARNG provided four rotations of 50 engineers each in support of this exercise.

(6) CORNERSTONE 00-2 was a NAVEUR-sponsored, in the Spirit of PfP exercise held in Estonia during July and August 2000. This exercise was designed to train and educate partner nation engineer soldiers in the control, organization, and support of engineering operations related to humanitarian and civil assistance. The MD ARNG provided two rotations of 31 engineers each in support of this exercise.

(7) PEACESHIELD 00 was a USAREUR-sponsored exercise held in Ukraine during July 2000. This exercise was a brigade-level FTX designed to further develop U.S./Ukraine relations, promote partnership for peace ideals, and enhance interoperability for the conduct of peace support operations. A total of 160 ILARNG and 40 CA ARNG soldiers participated in support of this exercise.

(8) RESCUE EAGLE 00 was a USAREUR-sponsored exercise held in Romania during July 2000. This exercise was a ground, air, and maritime LIVEX focused on examining and evaluating the compatibility of Partner Nation and NATO units to conduct joint/combined peace support operations. The AL ARNG participated with an infantry company along with the TN ARNG, who provided a UH-60Q Air Ambulance company in support of real world MEDEVAC operations.

b. Support to Major Subordinate Commands (MSCs). The ARNG deployed approximately 15,400 soldiers from 268 units in 49 states/territories to the EUCOM Theater for training and operational missions in support of USAREUR. ARNG units and individuals participated in the following deployments:

(1) 21st Theater Support Command (21st TSC). DS and GS maintenance companies continued to deploy to the Equipment Maintenance Center-Europe (EMC-E) to perform the entire spectrum of maintenance-related tasks. The 2nd BN, 502nd AVN RGT sponsored aviation intermediate maintenance units found in ARNG AVCRADs. Military Police units and engineer units also deployed year-round to train in their specialties while improving life support and base operations throughout the 21st TSC community.

(2) V Corps. The only remaining major combat formation in USAREUR, V Corps relies heavily upon reserve component units to participate as key players in most of its exercises. Just over 2,000 soldiers from 14 ARNG units and 16 different states participated in the V Corps Warfighter exercise in April 2000. Other exercises that the ARNG supported V Corps with are UNION FLASH 00 and BRIDGEX 00 (a very popular engineer exercise requiring an assault float bridge platoon participated in a Rhein river crossing operation).

(3) 7th Army Training Command (7th ATC). 7th ATC operates the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany, and sponsored over 6,000 ARNG soldiers in FY 00. ARNG units continued to deploy infantry and armor units for Opposing Force (OPFOR) rotations, and provided maintenance support, military police rotations, battle staff training, observer/controller support, and engineer missions at CMTC in Hohenfels, Germany, and at Grafenwoehr, Germany, site of the CMTC admin/logistics support base.

(4) Southern European Task Force (SETAF). SETAF is the U.S. Army component of the Allied Forces Southern Region (AFSOUTH), located in Vicenza, Italy. ARNG units participated in support of JCS exercises, maintenance missions, rigger support, linguist/MI support, engineer missions, and infantry augmentation to SETAF CMTC rotations.

(5) SOCEUR. ARNG SOF units continued to provide limited individual soldier rotations to Europe, primarily in support of the JCS exercise program. Additionally, several Joint Combined Exercise for Training (JCET) deployments into the EUCOM AOR occurred in FY 00.

(6) 5th Signal Command. Is responsible for all signal/communications operations throughout the USAREUR AO. ARNG signal corps units deployed year-round providing support in the entire spectrum of signal-related tasks to include cable and wire repair/laying, satellite communications, DOIM support, net construction, mobile subscriber equipment services, and land line/FM operations/repair.

(7) Other. Individual deployments to the various MACOMS of USAREUR occurred for MI detachments, engineer planning/design cells, chaplains, communications detachments, public affairs detachments, staff judge advocates, linguists, medical detachments, and staff augmentation at all levels.

3. Central Command. The ARNG deployed approximately 144 soldiers during FY 00 into Southwest Asia. The JCS exercise BRIGHT STAR, annually, is the major deployment into theater. BRIGHT STAR displays the United States' resolve to protect vital interests in the region. The exercise's location and dates are classified. The ARNG supported BRIGHT STAR with Military Intelligence and Signal Corps soldiers.

4. Pacific Command

a. Exercise Support. During FY 00, ARNG soldiers participated in eight major exercises in the Pacific Theater. Deploying units trained on assigned missions of Combat, Combat Support and Combat Service Support. These ODT missions provided an opportunity to develop and exercise unit war plans and to foster relationships required to ensure a smooth and effective transition to war.

(1) COBRA GOLD. USCINCPAC-scheduled (JCS-funded) Joint and Combined Command Post exercise (CPX) Field Training exercise (FTX) conducted in the Kingdom of Thailand during May 2000. This exercise was designed to improve U.S. and Thai combat readiness and interoperability while enhancing security relations, and demonstrating U.S. resolution to support friends and allies in the region. The exercise location rotates among the four Royal Thai Army regional commands, providing maximum U.S. force exposure with the Thai military and civilian community. This event-driven exercise has the CINC two-tiered Joint Task Force (JTF) concept of operations and has become the premier training opportunity in Southeast Asia. Of the approximately 7,500 U.S. participants in country, ARNG participation in 2000 was 23.

(2) FOAL EAGLE (FE). USCINCPAC-scheduled (JCS-funded), United States Forces Korea (USFK) sponsored two part Joint and Combined (Bilateral) FTX during October and November 2000. This exercise was the only large-scale Joint/Combined Corps level maneuver. It tied major field training events of all services from both countries into an integrated training scenario. Major Army, Air, and Naval Combined and Joint

operations integrated a Marine amphibious operation with smaller exercises in areas important to the security of Korea. Focus was on Special Operations / Rear Area Security; Reception, Staging, Onward-movement, and Integration (RSOI) of Time Phased Force Deployment Data (TPFDD) units and augmentees; Non-combatant Evacuation Operations (NEO); Deep strike missions; mass casualty exercises; and Nuclear, Biological, and Chemical (NBC) decontamination exercises. FOAL EAGLE is also a test bed for new weapons and C4I systems. In FY 00, FE provided the opportunity for 145 ARNG soldiers to train with Republic of Korea (ROK) Forces.

(3) KEEN EDGE / KEEN SWORD. USCINCPAC-scheduled (JCS-funded), U.S. Forces Japan (USFJ) sponsored Joint and Combined (Bilateral) CPX conducted with the Japan Self-Defense Force (JSDF). KEEN EDGE is conducted every even numbered and KEEN SWORD is every odd numbered fiscal years during January and February 2000 time frame. Both exercises were designed to strengthen the interoperability of forces from the United States and Japan, and enhance Combined training. KEEN EDGE is the primary training vehicle for the U.S. Army Japan (USARJ) staff and the Army Service Component Command in Japan. Whereas, KEEN SWORD is an umbrella exercise amalgamating several service component exercises, USARJ exercise ORIENT SHIELD is conducted as part of KEEN SWORD. This exercise increased combat readiness, coordination, and operational or tactical interoperability of both nations. ARNG participation for this year was 64 soldiers.

(4) NORTH WIND. USARJ and Japan Ground Self-Defense Force (JGSDF) CO-sponsored this company-level, cold-weather FTX in February and March 2000. The purpose of the exercise was to develop bilateral tactical cold-weather operations and war-fighting skills of a JGSDF regiment and a U.S. Army company (+) task force, under extreme field conditions. The exercise facilitated bilateral command and control, and demonstrated small unit actions and battle drills. The location rotates among the three CO-hosting northern most regional armies of the JGSDF, due to the arctic/cold weather focus. The ARNG deployed 45 soldiers to participate in the exercise.

(5) ORIENT SHIELD (OS). USARJ and JGSDF co-sponsored battalion level FTX in October through November. It was designed to improve tactical interoperability under field conditions and facilitate bilateral command and control. During odd-numbered FYs, ORIENT SHIELD is conducted as part of CJCS exercise KEEN SWORD. Fifteen ARNG soldiers participated in this exercise this FY.

(6) RECEPTION, STAGING, ONWARD MOVEMENT AND INTEGRATION (RSO&I). USCINCPAC-scheduled (JCS-funded) and USFK sponsored Joint and Combined (Bilateral) CPX focused on the reception, staging, onward movement, and integration of strategic deployment forces; rear operations command and control; force tracking; and sustainment. This exercise in April every year includes a senior leader seminar where U.S./ROK leaders discuss issues associated with the 5027 family of OPLANS and a simulation-supported CPX focused on RSOI, NEO, and War fighting issues. Approximately 144 ARNG soldiers participated in this exercise in 2000.

(7) ULCHI FOCUS LENS (UFL). This exercise was the largest CPX among JCS Exercise category events. During this exercise, in August time frame, the ROK-U.S. Combined Forces Command (CFC) and the United Nations Command (UNC) of Korea, as well as USFK practiced the implementation of OPLAN 5027 with the scenario of North Korean Peoples Army's (NKPA) aggression. Training audience was Corps-level and above staffs. Combined political-military training emphasized Flexible Deterrent Options (FDO), ROK mobilization, U.S. reinforcement, and synchronization of Deep, Close, and Rear battles. Two hundred and forty ARNG soldiers deployed and participated in 2000.

(8) YAMA SAKURA (YS). USARJ and JGSDF co-sponsored a distributive simulation CPX designed to enhance bilateral contingency planning and interoperability. The distributive simulation network includes I Corps at Ft. Lewis, Washington, and 25 ID (L) in Schofield Barracks in Hawaii. The annual exercise was held during January and the location rotates among the five co-hosting regional armies of the JGSDF. This was the second largest CPX conducted in the Pacific AOR. ARNG participation in this exercise year was 678 for both Japan and Ft. Lewis.

b. Mission Support. During FY 00, ARNG soldiers supported various units in the Pacific Theater. Deploying soldiers were assigned to the Combat, Combat Support and Combat Service Support elements in order to relieve OPTEMPO or PERSTEMPO of the assigned units. These mission supports continued to provide an opportunity to develop and exercise an individual soldier's readiness and to foster war trace relationships with Active Component (AC) units of the United States Army.

(1) Military Intelligence Mission Support. Throughout the year, ARNG Military Intelligence units provided individual base rotations to the war-traced units in Korea and Japan. Individuals work as augmenting staff in order to prepare for upcoming exercises or unit mission in the war-fighting operations within the command. Japanese and Korean linguists and Intelligence officers make up the bulk of this type of support. In FY 00 ARNG provided 104 MI personnel for Mission Support.

(2) Engineer Mission Support. During late spring to early summer, ARNG Engineers deployed to Korea and Japan to perform major installation engineering projects. ARNG Engineers worked around the clock to finish the given project and in the past, they have averaged a completion rate of 90% or better. This year 265 ARNG engineers finished 20 environmental projects and three different post building refurbishing projects.

(3) Army War Reserve Stock and Aviation Maintenance Program. Each year, ARNG provides wide range of expertise in maintenance of war stocks and current use equipment through out Korean peninsula and U.S. Army Japan (USARJ). Units and individuals relieve many hours of backlogged maintenance and, in turn, the units are able to keep up with loads required for the equipment. ARNG technicians are capable to do all level of maintenance to include depot level maintenance. In FY 00, ARNG deployed 44 soldiers for the program.

Appendix E

Table 5

Order of Battle – Headquarters of ARNG Divisions,
Brigades, Groups, Commands

UNIT	HEADQUARTERS LOCATION
28th Infantry Division	Harrisburg, PA
2nd Brigade	Washington, PA
55th Brigade	Scranton, PA
56th Brigade	Philadelphia, PA
DIVARTY	Hershey, PA
Aviation Brigade	Fort Indiantown Gap, PA
Engineer Brigade	Bowling Green, VA
DISCOM	Harrisburg, PA
29th Infantry Division	Fort Belvoir, VA
1st Brigade	Staunton, VA
3rd Brigade	Pikesville, MD
26th Brigade	Springfield, MA
DIVARTY	Sandston, VA
Aviation Brigade	Edgewood Arsenal, MD
DISCOM	Towson, MD
34th Infantry Division	Rosemont, MN
1st Brigade	Stillwater, MN
2nd Brigade	Boone, IA
32nd Brigade	Madison, WI
DIVARTY	Brooklyn Park, MN
Aviation Brigade	St. Paul, MN
Engineer Brigade	Bismarck, ND
DISCOM	Bloomington, MN
35th Infantry Division	Fort Leavenworth, KS
66th Brigade	Decatur, IL
67th Brigade	Lincoln, NE
149th Brigade	Louisville, KY
DIVARTY	Hutchinson, KS
Aviation Brigade	Warrensburg, MO
Engineer Brigade	Cape Girardeau, MO
DISCOM	Lexington, MO

UNIT	HEADQUARTERS LOCATION
38th Infantry Division	Indianapolis, IN
2nd Brigade	Kokomo, IN
37th Brigade	Canton, OH
46th Brigade	Wyoming, MI
DIVARTY	Indianapolis, IN
Aviation Brigade	Shelbyville, IN
Engineer Brigade	Flint, MI
DISCOM	Indianapolis, IN
40th Infantry Division	Los Alamitos, CA
1st Brigade	Los Alamitos, CA
2nd Brigade	San Diego, CA
3rd Brigade	San Jose, CA
DIVARTY	Los Angeles, CA
Aviation Brigade	Fresno, CA
Engineer Brigade	Vallejo, CA
DISCOM	Long Beach, CA
42nd Infantry Division	Troy, NY
3rd Brigade	Buffalo, NY
50th Brigade	Fort Dix, NJ
86th Brigade	Berlin, VT
DIVARTY	Rehoboth, MA
Aviation Brigade	Patchogue, NY
Engineer Brigade	Buffalo, NY
DISCOM	Somerset, NJ
49th Armored Division	Austin, TX
36th Brigade	Houston, TX
2nd Brigade	Fort Worth, TX
3rd Brigade	Dallas, TX
DIVARTY	San Antonio, TX
Aviation Brigade	Austin, TX
Engineer Brigade	Austin, TX
DISCOM	Austin, TX
27th Infantry Brigade	Syracuse, NY
29th Infantry Brigade	Clinton, NC
39th Infantry Brigade	Little Rock, AR
41st Infantry Brigade	Portland, OR
45th Infantry Brigade	Oklahoma City, OK
48th Infantry Brigade	Macon, GA

UNIT	HEADQUARTERS LOCATION
53rd Infantry Brigade	Tampa, FL
76th Infantry Brigade	Indianapolis, IN
81st Infantry Brigade	Seattle, WA
92nd Infantry Brigade	Juana Diaz, PR
218th Infantry Brigade	Newberry, SC
256th Infantry Brigade	Lafayette, LA
31st Armored Brigade	Northport, AL
116th Cavalry Brigade	Boise, ID
155th Armored Brigade	Tupelo, MS
278th Armored Cavalry Regiment	Knoxville, TN
19th Special Forces Group	Draper, UT
20th Special Forces Group	Birmingham, AL
207th Infantry Group (Scout)	Fort Richardson, AK
I Corps Artillery	Camp Williams, UT
45th Field Artillery Brigade	Enid, OK
54th Field Artillery Brigade	Virginia Beach, VA
57th Field Artillery Brigade	Milwaukee, WI
103rd Field Artillery Brigade	Providence, RI
113th Field Artillery Brigade	Greensboro, NC
115th Field Artillery Brigade	Cheyenne, WY
130th Field Artillery Brigade	Topeka, KS
135th Field Artillery Brigade	Sedalia, MO
138th Field Artillery Brigade	Lexington, KY
142nd Field Artillery Brigade	Fayetteville, AR
147th Field Artillery Brigade	Sioux Falls, SD
151st Field Artillery Brigade	Sumter, SC
153rd Field Artillery Brigade	Phoenix, AZ
169th Field Artillery Brigade	Aurora, CO
196th Field Artillery Brigade	Chattanooga, TN
197th Field Artillery Brigade	Manchester, NH
631st Field Artillery Brigade	Grenada, MS
111th Air Defense Artillery Brigade	Albuquerque, NM
263rd Army Air and Missile Defense Cmd	Anderson, SC
66th Aviation Brigade	Fort Lewis, WA
51st Aviation Group	Eastover, SC
63rd Aviation Group	Frankfort, KY
185th Aviation Group	Jackson, MS
204th Aviation Group	New Orleans, LA
211th Aviation Group	West Jordan, UT
385th Aviation Group	Phoenix, AZ
449th Aviation Group	Kinston, NC

UNIT	HEADQUARTERS LOCATION
16th Engineer Brigade	Columbus, OH
30th Engineer Brigade	Charlotte, NC
194th Engineer Brigade	Jackson, TN
105th Engineer Group	Winston Salem, NC
109th Engineer Group	Rapid City, SD
111th Engineer Group	St. Albans, WV
115th Engineer Group	Draper, UT
168th Engineer Group	Vicksburg, MS
225th Engineer Group	Camp Beauregard, LA
240th Engineer Group	Augusta, ME
264th Engineer Group	Chippewa Falls, WI
265th Engineer Group	Decatur, GA
416th Engineer Group	Walbridge, OH
1169th Engineer Group	Huntsville, AL
43rd Military Police Brigade	Warwick, RI
177th Military Police Brigade	Taylor, MI
260th Military Police Command	Washington, DC
142nd Signal Brigade	Decatur, AL
261st Signal Brigade	Dover, DE
228th Signal Brigade	Spartanburg, SC
300th Military Intelligence Brigade	Draper, UT
184th Transportation Group	Laurel, MS
111th Ordnance Group	Opelika, AL
167th Theater Support Command	Birmingham, AL
30th Corps Support Group	Durham, NC
107th Corps Support Group	New York, NY
122nd Corps Support Group	Selma, AL
33rd Area Support Group	Chicago, IL
50th Area Support Group	Homestead, FL
111th Area Support Group	Austin, TX
114th Area Support Group	Hattiesburg, MS
143rd Area Support Group	Hartford, CT
213th Area Support Group	Allentown, PA
226th Area Support Group	Mobile, AL
230th Area Support Group	Dyersburg, TN

Appendix F

Table 1

Air National Guard Statistics – ANG Appropriations Executed, FY 00

STATE	ANG MILITARY CONSTRUCTION	ANG MILITARY PERSONNEL	ANG OPERATION & MAINTENANCE	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
AK	\$ 9,484,875.73	\$ 2,650,859.79	\$ 47,077,682.41	\$ 1,370.00	\$ 59,214,787.93
AL	8,360,332.14	2,705,698.65	44,520,983.32	55,000.00	55,642,014.11
AR	9,247,329.00	2,422,054.72	48,142,268.59	87,672.64	59,899,324.95
AZ	91,266.18	2,200,551.19	122,864,935.98	0.00	125,156,753.35
CA	23,118,359.40	5,654,327.39	122,705,039.22	298,964.51	151,776,690.52
CO		1,490,956,600.19	56,879,523.61	12,000.00	1,547,848,123.80
CT		1,138,821.01	23,670,650.64	0.00	24,809,471.65
DC		1,880,800.00	32,785,900.00		34,666,700.00
DE	144,115.00	855,080.21	17,634,278.68	0.00	18,633,473.89
FL		2,217,020.33	46,531,493.71	215,000.00	48,963,514.04
GA	8,843,530.48	3,896,087.01	210,238,461.57		222,978,079.06
GM		435,600.00	1,495,621.29		1,931,221.29
HI		1,911,015.79	75,973,478.98	54,931.90	77,939,426.67
IA	3,360,000.00	3,015,420.94	53,224,141.26	250,000.00	59,849,562.20
ID	3,623,896.45	1,053,366.16	31,045,638.50		35,722,901.11
IL	1,376,525.97	3,221,154.68	64,868,910.79		69,466,591.44
IN	6,510,000.00	1,988,982.47	52,854,992.52	118,795.70	61,472,770.69
KS		2,069,642.64	74,325,866.84	517,252.02	76,912,761.50
KY		1,627,664.00	19,172,353.33		20,800,017.33
LA		1,523,400.00	35,892,100.00	205,000.00	37,620,500.00
MA	4,260,480.82	2,694,820.97	81,063,008.88	3,565,361.84	91,583,672.51
MD		1,741,285.20	671,295,361.74	73,614,882.75	746,651,529.69
ME		1,375,530.64	22,509,350.75	0.00	23,884,881.39
MI	9,884,555.70	3,484,966.87	104,052,149.06	460,796.00	117,882,467.63
MN		3,621,672.71	49,403,005.95	212,000.00	53,236,678.66
MO		3,065,742.38	58,520,405.63	0.00	61,586,148.01
MS	2,281,862.00	3,318,023.72	53,330,722.42		58,930,608.14
MT	1,116,435.43	1,673,098.91	28,691,687.42	5,448.18	31,486,669.94

STATE	ANG MILITARY CONSTRUCTION	ANG MILITARY PERSONNEL	ANG OPERATION & MAINTENANCE	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
NC	1,078,062.27	1,659,434.60	21,129,074.36	217,000.00	24,083,571.23
ND	14,960.00	1,939,748.00	34,915,119.49		36,869,827.49
NE		1,216,149.54	18,490,863.69	(0.00)	19,707,013.23
NH	6,600,484.20	1,262,144.89	24,438,744.87	(1,665.85)	32,299,708.11
NJ		1,709,239.27	66,414,158.72	1,424,186.60	69,547,584.59
NM	2,668,701.36	1,217,204.14	32,480,060.98	0.00	36,365,966.48
NV	35,836.00	1,167,741.36	20,768,501.70	24,344.13	21,996,423.19
NY	7,360,191.00	8,184,710.78	142,055,175.29	329,285.25	157,929,362.32
OH	11,183,311.55	5,248,642.70	150,191,936.26	60,545.17	166,684,435.68
OK	11,386,040.00	3,198,764.66	261,549,855.66	213,000.00	276,347,660.32
OR		2,054,400.65	81,199,508.52	426,594.02	83,680,503.19
PA	5,599,331.91	7,869,862.72	65,417,146.42	4,262,649.68	83,148,990.73
PR	599,999.00	1,861,000.00	28,336,404.00	206,000.00	31,003,403.00
RI	122,732.41	1,167,973.83	20,692,686.34	54,928.03	22,038,320.61
SC	6,114,700.00	2,003,218.32	26,658,497.11	63,395.82	34,839,811.25
SD	46,648.22	1,463,690.51	26,755,285.61	407,900.00	28,673,524.34
TN	7,792,416.74	5,095,794.60	69,922,135.99		82,810,347.33
TX	5,651,493.00	7,911,589.20	150,779,217.98	250,000.00	164,592,300.18
UT	8,257,716.50	2,579,580.15	88,723,791.78		99,561,088.43
VA		1,200,200.00	22,583,486.33		23,783,686.33
VT		1,387,238.44	32,208,779.45	540,990.16	34,137,008.05
WA	6,971,721.10	2,857,244.84	34,345,052.94	56,332.79	44,230,351.67
WI	7,402,983.00	2,677,475.84	54,212,051.73	64,800.00	64,357,310.57
WV		2,428,580.53	35,575,320.92	0.00	38,003,901.45
WY		1,392,222.05	19,365,298.40	230,000.00	20,987,520.45
Totals	\$180,590,892.56	1,625,153,140.19	3,779,978,167.63	88,504,761.34	5,674,226,961.72

* NOTES:

1. Other Funding includes Air Force funds executed by ANG plus ANG portion of Guard & Reserve Equipment account.
2. Military Construction includes Special 2-Year appropriation.
3. Military Personnel: All Military personnel payrolls processed at Denver CO included in Colorado totals.

Appendix F

Table 2

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
105 AW	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	AMC
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
113 WG	Andrews AFB	MD	201 AS	ACC
114 FW	Joe Foss Fld	SD	175 FS	ACC
115 FW	Truax Fld	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	AMC
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
121 ARW	Rickenbacker AGB	OH	166 ARS	AMC
122 FW	Ft Wayne IAP	IN	163 FS	ACC
123 AW	Louisville IAP	KY	165 AS	AMC
124 WG	Boise Air Term	ID	189 AS	ACC
124 WG	Boise Air Term	ID	190 FS	ACC
125 FW	Jacksonville IAP	FL	159 FS	ACC
126 ARW	Scott AFB	IL	108 ARS	AMC
127 WG	Selfridge AGB	MI	107 FS	ACC
127 AG	Selfridge AGB	MI	171 AS	AMC
128 ARW	Gen. Mitchell IAP	WI	126 ARS	AMC
129 RQW	Moffett Fld NAS	CA	129 RQS	ACC

*AS OF 4th QTR, FY 00

UNIT	LOCATION	STATE	SQUADRON	MAJCOM
130 AW	Yeager Apt	WV	130 AS	AMC
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	AMC
134 ARW	McGhee/Tyson Apt	TN	151 ARS	AMC
135 AG	Martin State Apt	MD	135 AS	AMC
136 AW	Naval AS Forth Worth	TX	181 AS	AMC
137 AW	Will Rogers Wld Apt	OK	185 AS	AMC
138 FW	Tulsa IAP	OK	125 FS	ACC
139 AW	Rosecrans Mem Apt	MO	180 AS	AMC
140 WG	Buckley AGB	CO	120 FS	ACC
140 WG	Peterson AFB	CO	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	AMC
144 FW	Fresno Air Term	CA	194 FS	ACC
145 AW	Charlotte-Douglas IAP	NC	156 AS	AMC
146 AW	Channel Island AGS	CA	115 AS	AMC
147 FW	Ellington Fld	TX	111 FS	ACC
148 FW	Duluth IAP	MN	179 FS	ACC
149 FW	Kelly AFB	TX	182 FS	AETC
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	AMC
153 AW	Cheyenne MAP	WT	187 AS	AMC
154 WG	Hickam AFB	HI	199 FS	PACAF
154 WG	Hickam AFB	HI	203 ARS	PACAF
154 WG	Hickam AFB	HI	204 AS	PACAF
155 ARW	Lincoln MAP	NE	173 ARS	AMC
156 AW	Luis Munoz Marin IAP	PR	198 AS	ACC
157 ARW	Pease AGS	NH	133 ARS	AMC
158 FW	Burlington IAP	VT	134 FS	ACC
159 FW	NAS JRB New Orleans	LA	122 FS	ACC
161 ARW	Phoenix-Sky Harbor IAP	AZ	197 ARS	AMC
162 FW	Tuscon IAP (FTU)	AR	148 FS	AETC
162 FW	Tuscon IAP (FTU)	AR	152 FS	AETC
162 FW	Tuscon IAP (FTU)	AR	198 FS	AETC
163 ARW	March AFB	CA	196 ARS	AMC
164 AW	Memphis IAP	TN	155 AS	AMC

UNIT	LOCATION	STATE	SQUADRON	MAJCOM
165 AW	Savannah IAP	GA	158 AS	AMC
166 AW	New Castle Co Apt	DE	142 AS	AMC
167 AW	EWVR Apt/Shepherd	WV	167 AS	AMC
168 ARW	Eielson AFB	AK	168 ARS	AMC
169 FW	McEntire AGS	SC	157 FS	ACC
171 ARW	Pittsburgh IAP	PA	146 ARS	AMC
171 ARW	Pittsburgh IAP	PA	147 ARS	AMC
172 AW	Jackson IAP	MS	183 AS	AMC
173 FW	Klamath Falls IAP	OR	114 FS	AETC
174 FW	Hancock Fld	NY	138 FS	ACC
175 WG	Martin State Apt	MD	104 FS	ACC
176 WG	Kulis AGB	AK	144 AS	PACAF
176 WG	Kulis AGB	AK	210 RQS	PACAF
177 FW	Atlantic City IAP	NJ	119 FS	ACC
178 FW	Springfield-Beckley MAP	OH	162 FS	AETC
179 AW	Mansfield-Lahm Apt	OH	164 AS	AMC
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	AMC
183 FW	Capital MAP	IL	170 FS	ACC
184 BW	McConnell AFB	KS	127 BMS	ACC
185 FW	Sioux Gateway Apt	IA	174 FS	ACC
186 ARW	Key Fld	MS	153 ARS	AMC
187 FW	Dannelly Fld	AL	160 FS	ACC
188 FW	Ft Smith MAP	AR	184 FS	ACC
189 AW	Little Rock AFB (FTU)	AR	154 AS	AETC
190 ARW	Forbes Fld	KS	117 ARS	AMC
192 FW	Richmond IAP	VA	149 FS	ACC
193 SOW	Harrisburg IAP	PA	193 SOS	AFSOC

Appendix F

Table 3

FY 00 Deployments for Selected Contingencies

UNIT	ACTNAME	LOCATION	START	END	A/C	OFF	ENL
137 AW	AEF #3- Lead Unit	USCENTCOM	12/30/99	02/28/00	1	8	18
136 AW	AEF #3- Supporting	USCENTCOM	12/30/99	02/28/00	1	7	18
143 AW	AEF #4- Lead Unit	EUROPE	12/30/99	02/28/00	1	11	28
146 AW	AEF #4- Supporting	EUROPE	12/30/99	02/28/00	1	10	26
182 AW	AEF #5- Lead Unit	USCENTCOM	03/01/00	05/31/00	1	8	18
152 AW	AEF #5- Supporting	USCENTCOM	03/01/00	05/31/00	1	7	18
116 BW	AEF #6- Lead Unit	EUROPE	03/01/00	05/31/00	1	11	28
166 AW	AEF #6- Lead Unit	EUROPE	03/01/00	05/31/00	1	11	28
165 AW	AEF #6- Supporting	EUROPE	03/01/00	05/31/00	1	10	26
184 BW	AEF #6- Supporting	EUROPE	03/01/00	05/31/00	6	10	26
127 AG	AEF #7- Lead Unit	USCENTCOM	06/01/00	08/31/00	1	8	18
124 WG	AEF #7- Supporting	USCENTCOM	07/15/00	08/31/00	1	7	18
167 AW	AEF #8- Lead Unit	EUROPE	06/01/00	08/31/00	1	11	28
133 AW	AEF #8- Supporting	EUROPE	06/01/00	08/31/00	1	10	26
183 FW	AEF- Ftrs (6)	Classified	10/01/99	11/01/99	6	20	100
115 FW	AEF- Ftrs (6)	Classified	11/01/99	12/01/99	6	20	100
169 FW	AEF- Ftrs (6)	Classified	01/15/00	02/21/00	6	20	100
138 FW	AEF- Ftrs (6)	Classified	02/16/00	03/17/00	10	25	120
174 FW	AEF- Ftrs (6)	Classified	03/01/00	03/31/00	6	20	100
132 FW	AEF- Ftrs (6)	Worldwide	03/18/00	04/17/00	10	25	120
122 FW	AEF- Ftrs (6)	Classified	04/01/00	04/30/00	6	20	100
180 FW	AEF- Ftrs (6)	Classified	04/18/00	05/18/00	10	25	120
144 FW	AEF- Ftrs (6)	Classified	05/01/00	05/31/00	6	20	100
124 FW	AEF- Ftrs (6)	Worldwide	06/01/00	06/30/00	12	20	100
127 FW	AEF- Ftrs (6)	Classified	06/01/00	07/15/00	6	20	100
104 FW	AEF- Ftrs (6)	Worldwide	07/01/00	07/31/00	12	20	100
192 FW	AEF- Ftrs (6)	Classified	07/15/00	08/31/00	6	20	100
110 FW	AEF- Ftrs (6)	Worldwide	08/01/00	08/31/00	12	20	100
131 FW	AEF- Ftrs (6)	Worldwide	09/01/00	09/30/00	6	20	100
142 FW	AEF- Ftrs (6)	Worldwide	09/01/00	09/30/00	6	20	100
158 FW	AEF- Ftrs (6)	Classified	09/01/00	09/30/00	6	20	100
187 FW	AEF- Ftrs (6)	Worldwide	09/01/00	09/30/00	8	20	100

UNIT	ACTNAME	LOCATION	START	END	A/C	OFF	ENL
188 FW	CORONET DEPLOY	EUROPE	04/09/00	05/02/00	6	20	80
120 FW	CORONET NIGHTHAWK	CENT. AMER	10/15/99	11/28/99	5	11	35
140 FW	CORONET NIGHTHAWK	CENT. AMER	11/27/99	01/08/00	5	11	35
113 FW	CORONET NIGHTHAWK	CENT. AMER	01/07/00	02/19/00	5	11	35
119 FW	CORONET NIGHTHAWK	CENT. AMER	02/18/00	04/01/00	5	11	35
148 FW	CORONET NIGHTHAWK	CENT. AMER	03/31/00	05/13/00	5	11	35
158 FW	CORONET NIGHTHAWK	CENT. AMER	04/16/00	05/31/00	5	11	35
114 FW	CORONET NIGHTHAWK	CENT. AMER	05/12/00	07/01/00	5	11	35
185 FW	CORONET NIGHTHAWK	CENT. AMER	06/30/00	08/19/00	5	11	35
203 ARS	CORONET NIGHTHAWK	CENT. AMER	11/27/99	11/28/99	1	3	4
176 AW	CORONET OAK-A	CENT. AMER	10/09/99	10/23/99	2	15	38
137 AW	CORONET OAK-A	CENT. AMER	10/23/99	11/06/99	2	15	38
166 AW	CORONET OAK-A	CENT. AMER	11/06/99	11/20/99	2	15	38
182 AW	CORONET OAK-A	CENT. AMER	01/01/00	01/15/00	2	15	38
118 AW	CORONET OAK-A	CENT. AMER	01/15/00	01/29/00	2	15	38
153 AW	CORONET OAK-A	PUERTO RICO	01/29/00	02/12/00	2	15	38
167 AW	CORONET OAK-A	CENT. AMER	01/29/00	02/12/00	2	15	38
153 AW	CORONET OAK-A	CENT. AMER	04/08/00	04/22/00	2	15	38
179 AW	CORONET OAK-A	CENT. AMER	04/22/00	05/06/00	2	15	38
156 AW	CORONET OAK-A	CENT. AMER	05/06/00	05/20/00	2	15	38
139 AW	CORONET OAK-A	CENT. AMER	05/20/00	06/03/00	2	15	38
143 AW	CORONET OAK-A	CENT. AMER	07/01/00	07/15/00	2	15	38
165 AW	CORONET OAK-A	CENT. AMER	07/15/00	07/29/00	2	15	38
136 AW	CORONET OAK-A	CENT. AMER	07/29/00	08/12/00	2	15	38
145 AW	CORONET OAK-A	CENT. AMER	08/12/00	08/19/00	2	15	38
133 AW	CORONET OAK-B	CENT. AMER	10/02/99	10/16/99	2	15	38
165 AW	CORONET OAK-B	CENT. AMER	10/16/99	10/30/99	2	15	38
146 AW	CORONET OAK-B	CENT. AMER	10/30/00	11/13/99	2	15	38
146 AW	CORONET OAK-B	CENT. AMER	11/13/99	11/27/99	2	15	38
127 AG	CORONET OAK-B	CENT. AMER	12/25/99	01/08/00	2	15	38
152 AW	CORONET OAK-B	CENT. AMER	01/08/00	01/22/00	2	15	38
118 AW	CORONET OAK-B	CENT. AMER	01/22/00	02/05/00	2	15	38
130 AW	CORONET OAK-B	CENT. AMER	02/05/00	02/19/00	2	15	38
123 AW	CORONET OAK-B	CENT. AMER	02/19/00	03/04/00	2	15	38
167 AW	CORONET OAK-B	CENT. AMER	04/01/00	04/15/00	2	15	38
137 AW	CORONET OAK-B	CENT. AMER	04/15/00	04/29/00	2	15	38
123 AW	CORONET OAK-B	CENT. AMER	04/29/00	05/13/00	2	15	38
143 AW	CORONET OAK-B	CENT. AMER	05/13/00	05/27/00	2	15	38

UNIT	ACTNAME	LOCATION	START	END	A/C	OFF	ENL
156 AW	CORONET OAK-B	CENT. AMER	07/08/00	07/22/00	2	15	38
139 AW	CORONET OAK-B	CENT. AMER	07/22/00	08/05/00	2	15	38
145 AW	CORONET OAK-B	CENT. AMER	08/05/00	08/19/00	2	15	38
107 ARW	DELIBERATE GUARD	USAF EUROPE	10/01/99	11/01/99	3	25	91
186 ARW	DELIBERATE GUARD	USAF EUROPE	11/01/99	12/03/99	3	25	91
107 ARW	DELIBERATE GUARD	USAF EUROPE	03/01/00	04/03/00	3	25	91
101 ARW	DELIBERATE GUARD	USAF EUROPE	04/01/00	05/03/00	3	25	91
134 ARW	DELIBERATE GUARD	USAF EUROPE	05/01/00	06/03/00	3	25	91
151 ARW	DELIBERATE GUARD	USAF EUROPE	06/01/00	07/03/00	3	25	91
190 ARW	DELIBERATE GUARD	USAF EUROPE	07/01/00	08/03/00	3	25	91
126 ARW	DELIBERATE GUARD	USAF EUROPE	08/01/00	09/03/00	3	25	91
165 AW	FLOWING PEN 00-1	SOUTHCOM	11/29/99	12/20/99	1	6	19
169 IS	FLOWING PEN 00-1	SOUTHCOM	11/29/99	12/20/99	1	1	32
165 AW	FLOWING PEN 00-2	SOUTHCOM	01/15/00	01/31/00	1	6	19
169 IS	FLOWING PEN 00-2	SOUTHCOM	01/15/00	01/30/00	1	1	32
169 IS	FLOWING PEN 00-3	SOUTHCOM	04/01/00	04/30/00	1	1	32
136 AW	FLOWING PEN 00-3	SOUTHCOM	04/15/00	05/03/00	1	6	19
169 IS	FLOWING PEN 00-4	SOUTHCOM	06/01/00	07/02/00	1	1	32
165 AW	FLOWING PEN 00-5	SOUTHCOM	07/25/00	09/05/00	1	6	19
169 IS	FLOWING PEN 00-5	SOUTHCOM	07/25/00	09/05/00	1	1	32
169 IS	FLOWING PEN 00-6	SOUTHCOM	09/01/00	09/30/00	1	1	32
127 AG	GABON 00	Africa	01/15/00	01/28/00	1	5	15
135 AG	GABON 00	Africa	01/15/00	02/04/00	1	5	15
210 RQS	HONG KONG SAREX-99	Asia	11/27/99	12/06/99	2	12	23
101 ARW	ICELAND TANKER	North Atlantic	10/02/99	10/17/99	1	6	4
108 ARW	ICELAND TANKER	North Atlantic	10/16/99	10/31/99	1	6	4
134 ARW	ICELAND TANKER	North Atlantic	10/30/99	11/14/99	1	6	4
171 ARW	ICELAND TANKER	North Atlantic	11/13/99	11/28/99	1	6	4
151 ARW	ICELAND TANKER	North Atlantic	11/27/99	12/12/99	1	6	4
161 ARW	ICELAND TANKER	North Atlantic	12/11/99	12/26/99	1	6	4
190 ARW	ICELAND TANKER	North Atlantic	01/08/00	01/23/00	0	0	0
126 ARW	ICELAND TANKER	North Atlantic	02/05/00	02/20/00	1	6	4
157 ARW	ICELAND TANKER	North Atlantic	03/18/00	04/02/00	1	6	4
168 ARW	ICELAND TANKER	North Atlantic	04/01/00	04/16/00	1	6	4
117 ARW	ICELAND TANKER	North Atlantic	04/15/00	04/30/00	1	6	4
121 ARW	ICELAND TANKER	North Atlantic	04/29/00	05/14/00	1	6	4
121 ARW	ICELAND TANKER	North Atlantic	05/13/00	05/28/00	1	6	4
108 ARW	ICELAND TANKER	North Atlantic	05/27/00	06/11/00	1	6	4

UNIT	ACTNAME	LOCATION	START	END	A/C	OFF	ENL
128 ARW	ICELAND TANKER	North Atlantic	08/19/00	09/03/00	1	6	4
203 ARS	ICELAND TANKER	North Atlantic	09/02/00	09/17/00	1	6	4
129 RQW	Keflavic-Reserve	Iceland	11/14/99	11/21/99	1	4	6
109 AW	DEEP FREEZE	Antarctica	10/01/99	03/01/00	5	35	112
118 AW	Pacific Warrior	South Pacific	11/13/99	11/18/99	1	4	6
167 AW	Pacific Warrior	South Pacific	11/13/99	11/18/99	1	4	6
154 WG	SENTRY ALOHA	Hickham AFB, HI	10/30/99	11/13/99	6	15	50
181 FW	SENTRY ALOHA	Hickham AFB, HI	10/30/99	11/13/99	6	15	50
154 WG	SENTRY ALOHA	Hickham AFB, HI	02/26/00	03/11/00	6	15	50
192 FW	SENTRY ALOHA	Hickham AFB, HI	02/26/00	03/11/00	6	15	50
144 FW	SENTRY ALOHA	Hickham AFB, HI	07/29/00	08/12/00	6	15	50
154 WG	SENTRY ALOHA	Hickham AFB, HI	07/29/00	08/12/00	6	15	50
149 FW	SENTRY ALOHA	Hickham AFB, HI	09/02/00	09/17/00	6	15	50
154 WG	SENTRY ALOHA	Hickham AFB, HI	09/02/00	09/17/00	6	15	50

Appendix G

Table 1

Emergency Response State Missions Recap

	MANDAYS	MISSIONS	CATEGORY
Alaska			
	183	3	Civil Emergency
	4	2	Law Enforcement Support
	41	1	Natural Disaster
	80	4	Other
Total Mandays	308	Total Missions	10
Alabama			
	328	3	Civil Emergency
	1730	8	Natural Disaster
	168	2	Other
Total Mandays	2226	Total Missions	13
Arkansas			
	1100	2	Civil Emergency
	930	5	Natural Disaster
	51	2	Other
Total Mandays	2081	Total Missions	9
Arizona			
	29	1	Civil Emergency
	514	11	Natural Disaster
Total Mandays	543	Total Missions	12

California

7674	1	Civil Emergency
34	3	Law Enforcement Support
3820	2	Natural Disaster
12504	2	Other
Total Mandays 24032	Total Missions 8	

Colorado

222	2	Civil Emergency
922	3	Natural Disaster
4	1	Other
Total Mandays 1148	Total Missions 6	

Connecticut

82	2	Civil Emergency
Total Mandays 82	Total Missions 2	

District of Columbia

2618	1	Civil Emergency
1823	1	Law Enforcement Support
36	1	Natural Disaster
Total Mandays 4477	Total Missions 3	

Delaware

15	1	Civil Emergency
Total Mandays 15	Total Missions 1	

Florida

688	1	Civil Emergency
12033	3	Natural Disaster
Total Mandays 12721	Total Missions 4	

Georgia

	160	1	Civil Emergency
	468	5	Natural Disaster
Total Mandays	628	Total Missions	6

Guam

	0	1	Civil Emergency
Total Mandays	0	Total Missions	1

Hawaii

	266	1	Civil Emergency
	12	2	Law Enforcement Support
	27	3	Natural Disaster
Total Mandays	305	Total Missions	6

Iowa

	38	1	Civil Emergency
	81	3	Natural Disaster
Total Mandays	119	Total Missions	4

Idaho

	120	2	Civil Emergency
	13512	1	Natural Disaster
	20	1	Other
Total Mandays	13652	Total Missions	4

Illinois

	10	1	Civil Emergency
Total Mandays	10	Total Missions	1

Indiana

	325	1	Civil Emergency
	82	4	Natural Disaster
Total Mandays	407	Total Missions	5

Kansas

	30	1	Civil Emergency
	464	5	Natural Disaster
Total Mandays	494	Total Missions	6

Kentucky

	1107	1	Civil Emergency
	3698	6	Natural Disaster
Total Mandays	4805	Total Missions	7

Louisiana

	1628	4	Civil Emergency
	2174	4	Natural Disaster
	26	1	Other
Total Mandays	3828	Total Missions	9

Massachusetts

	76	3	Civil Emergency
	4	1	Natural Disaster
	3688	3	Other
Total Mandays	3768	Total Missions	7

Maryland

	3327	1	Civil Emergency
	341	1	Natural Disaster
Total Mandays	3668	Total Missions	2

Maine

	126	1	Civil Emergency
Total Mandays	126	Total Missions	1

Michigan

	36	1	Civil Emergency
Total Mandays	36	Total Missions	1

Minnesota

	48	1	Civil Emergency
	152	1	Law Enforcement Support
	580	1	Natural Disaster
Total Mandays	780	Total Missions	3

Missouri

	156	1	Civil Emergency
	103	1	Natural Disaster
Total Mandays	259	Total Missions	2

Mississippi

	126	1	Civil Emergency
	229	2	Natural Disaster
Total Mandays	355	Total Missions	3

Montana

	200	1	Civil Emergency
	20475	1	Natural Disaster
Total Mandays	20675	Total Missions	2

North Carolina

	99	1	Civil Emergency
	3	1	Law Enforcement Support
	27548	4	Natural Disaster
	18	4	Other
Total Mandays	27668	Total Missions	10

North Dakota

	18	1	Civil Emergency
	214	3	Natural Disaster
Total Mandays	232	Total Missions	4

Nebraska

	8	1	Civil Emergency
	18	1	Law Enforcement Support
	667	3	Natural Disaster
Total Mandays	693	Total Missions	5

New Hampshire

	214	2	Civil Emergency
	21	2	Law Enforcement Support
	4	1	Other
Total Mandays	239	Total Missions	5

New Jersey

	761	1	Civil Emergency
	300	3	Natural Disaster
	859	1	Other
Total Mandays	1920	Total Missions	5

New Mexico

	213	8	Civil Emergency
	29	5	Law Enforcement Support
	7062	5	Natural Disaster
	171	2	Other
Total Mandays	7475	Total Missions	20

Nevada

	649	1	Civil Emergency
	7	1	Law Enforcement Support
	1253	1	Natural Disaster
	15	2	Other
Total Mandays	1924	Total Missions	5

New York

	2341	2	Civil Emergency
	82	4	Natural Disaster
Total Mandays	2423	Total Missions	6

Ohio

	306	1	Civil Emergency
	307	1	Natural Disaster
Total Mandays	613	Total Missions	2

Oklahoma

	2084	2	Civil Emergency
	646	1	Natural Disaster
Total Mandays	2730	Total Missions	3

Oregon

	252	1	Civil Emergency
	10892	1	Natural Disaster
Total Mandays	11144	Total Missions	2

Pennsylvania

	12	1	Civil Emergency
	3455	2	Other
Total Mandays	3467	Total Missions	3

Puerto Rico

	21	1	Civil Emergency
	1063	1	Law Enforcement Support
	1465	4	Natural Disaster
Total Mandays	2549	Total Missions	6

Rhode Island

	677	3	Civil Emergency
	536	1	Law Enforcement Support
	1522	1	Other
Total Mandays	2735	Total Missions	5

South Carolina

	24	1	Civil Emergency
	1294	2	Natural Disaster
Total Mandays	1318	Total Missions	3

South Dakota

	195	5	Civil Emergency
	8	1	Law Enforcement Support
	3458	8	Natural Disaster
	12	2	Other
Total Mandays	3673	Total Missions	16

Tennessee

	67	2	Civil Emergency
	4	1	Law Enforcement Support
	10	3	Natural Disaster
Total Mandays	81	Total Missions	6

Texas

	851	3	Civil Emergency
	8034	6	Natural Disaster
Total Mandays	8885	Total Missions	9

Utah

	734	7	Natural Disaster
	12	1	Other
Total Mandays	746	Total Missions	8

Virginia

	21	1	Civil Emergency
	928	3	Natural Disaster
Total Mandays	949	Total Missions	4

Virgin Islands

	27	1	Civil Emergency
	808	3	Natural Disaster
Total Mandays	835	Total Missions	4

Vermont

	8	1	Natural Disaster
	120	1	Other
Total Mandays	128	Total Missions	2

Washington

	4928	1	Civil Emergency
	1732	1	Law Enforcement Support
	2567	2	Natural Disaster
Total Mandays	9227	Total Missions	4

Wisconsin

	573	1	Civil Emergency
	5	1	Natural Disaster
Total Mandays	578	Total Missions	2

West Virginia

	4	1	Civil Emergency
	3170	4	Natural Disaster
Total Mandays	3174	Total Missions	5

Wyoming

	6	2	Civil Emergency
	18	1	Law Enforcement Support
	3612	3	Natural Disaster
Total Mandays	3636	Total Missions	6

Grand Total Mandays	200590	Grand Total Missions	288
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Appendix G

Table 2

Emergency Response State Missions

State	NGBMSNNum	Start	End	Category	Operation	SubOperation	ARNGSAD	ARNGTRNG	ARNGOTHER	Mandays
AK										
	AK0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	70	48	60	178
	AK0002	2/4/00	2/7/00	Natural Disaster	Mud/Land Slide	Aviation Support	41	0	0	41
	AK0003	6/22/00	6/22/00	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	1	0	0	1
	AK0004	6/26/00	6/26/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Search & Rescue Support	0	0	0	0
	AK0005	7/12/00	7/12/00	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
	AK0006	7/23/00	7/23/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Aviation Support	4	0	0	4
	AK0007	8/10/00	8/12/00	Other	Federal/State/Local Agency Support	Aviation Support	12	0	0	12
	AK0008	7/31/00	9/30/00	Other	Federal/State/Local Agency Support	Other	60	0	0	60
	AK0009	9/11/00	9/11/00	Other	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
	AK0010	9/12/00	9/12/00	Other	Federal/State/Local Agency Support	Aviation Support	4	0	0	4
Total Missions: 10					Total Mandays = 308					
AL										
	AL0001	11/2/99	11/3/99	Civil Emergency	Hazardous Material Incident	Shelter Support	2	0	0	2
	AL0002	12/21/99	12/21/99	Natural Disaster	Winter Storm	Other	2	0	0	2
	AL0003	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	320	0	0	320
	AL0004	1/23/00	1/31/00	Natural Disaster	Winter Storm	Other	249	0	0	249
	AL0005	2/9/00	2/29/00	Other	Federal/State/Local Agency Support	Utility Support	84	0	0	84
	AL0006	3/7/00	3/8/00	Natural Disaster	Fire	Aviation Support	6	0	0	6
	AL0007	4/6/00	4/7/00	Civil Emergency	Loss Of Public Utilities	Utility Support	6	0	0	6

AL0008	6/9/00	6/9/00	Natural Disaster	Drought	Aviation Support	3	0	0	3
AL0009	6/11/00	6/22/00	Natural Disaster	Fire	Aviation Support	4	0	0	4
AL0010	6/15/00	6/18/00	Natural Disaster	Drought	Transportation Support	84	0	0	84
AL0011	6/23/00	9/30/00	Natural Disaster	Drought	Transportation Support	1265	0	0	1265
AL0012	8/2/00	8/14/00	Other	Federal/State/Local Agency Support	Other	84	0	0	84
AL0013	9/18/00	9/30/00	Natural Disaster	Fire	Engineer Support	117	0	0	117

Total Missions: 13**Total Mandays = 2,226****AR**

AR0001	10/1/99	10/7/99	Other	Federal/State/Local Agency Support	Utility Support	35	0	0	35
AR0002	10/11/99	10/12/99	Other	Federal/State/Local Agency Support	Transportation Support	16	0	0	16
AR0003	10/31/99	11/5/99	Natural Disaster	Drought	Utility Support	12	0	0	12
AR0004	11/19/99	11/22/99	Natural Disaster	Fire	Transportation Support	76	0	0	76
AR0005	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	1068	0	0	1068
AR0006	1/27/00	1/31/00	Natural Disaster	Winter Storm	Other	685	0	0	685
AR0007	4/20/00	5/5/00	Civil Emergency	Federal/State/Local Agency Support	Utility Support	32	0	0	32
AR0008	8/25/00	9/11/00	Natural Disaster	Fire	Aviation Support	131	0	0	131
AR0009	9/15/00	9/21/00	Natural Disaster	Fire	Aviation Support	26	0	0	26

Total Missions: 9**Total Mandays = 2,081****AZ**

AZ0001	10/7/99	10/15/99	Natural Disaster	Fire	Other	1	0	0	1
AZ0002	10/18/99	10/20/99	Natural Disaster	Fire	Shelter Support	0	0	0	0
AZ0003	10/25/99	11/2/99	Natural Disaster	Fire	Shelter Support	0	0	0	0
AZ0004	11/16/99	12/1/99	Natural Disaster	Fire	Shelter Support	30	0	0	30
AZ0005	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	29	0	0	29
AZ0006	4/26/00	5/11/00	Natural Disaster	Fire	Shelter Support	31	0	0	31
AZ0007	5/11/00	7/3/00	Natural Disaster	Fire	Other	146	0	0	146
AZ0008	5/29/00	5/30/00	Natural Disaster	Fire	Transportation Support	24	0	0	24
AZ0009	6/4/00	6/5/00	Natural Disaster	Fire	Other	40	0	0	40

AZ0010	6/9/00	6/10/00	Natural Disaster	Fire	Transportation Support	4	0	0	4
AZ0012	7/6/00	9/13/00	Natural Disaster	Fire	Shelter Support	156	0	0	156
AZ0013	7/26/00	8/8/00	Natural Disaster	Fire	Aviation Support	82	0	0	82

Total Missions: 12 Total Mandays = 543

CA

CA0001	10/1/99	9/30/00	Other	Federal/State/Local Agency Support	Other	12078	0	0	12078
CA0002	10/1/99	12/15/99	Natural Disaster	Fire	Aviation Support	2281	0	0	2281
CA0003	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	102	2524	5048	7674
CA0003	4/14/00	5/30/00	Other	Federal/State/Local Agency Support	Search & Rescue Support	426	0	0	426
CA0004	5/16/00	5/17/00	Law Enforcement Support	Federal/State/Local Agency Support	Aviation Support	10	0	0	10
CA0005	5/21/00	5/21/00	Law Enforcement Support	Federal/State/Local Agency Support	Aviation Support	5	3	0	8
CA0006	7/27/00	9/15/00	Natural Disaster	Fire	Aviation Support	1539	0	0	1539
CA0010	8/19/00	8/22/00	Law Enforcement	Assistance To Law Enforcement Agency	Search & Rescue Support	16	0	0	16

Total Missions: 8 Total Mandays = 24,032

CO

CO0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	0	0
CO0002	5/20/00	5/24/00	Civil Emergency	Terrorist Activity	Civil Support Team	222	0	0	222
CO0003	6/12/00	6/21/00	Natural Disaster	Fire	Other	550	0	0	550
CO0004	7/24/00	8/31/00	Natural Disaster	Fire	Transportation Support	197	0	2	199
CO0005	7/28/00	7/28/00	Other	Federal/State/Local Agency Support	Aviation Support	0	0	4	4
CO0006	8/8/00	8/17/00	Natural Disaster	Fire	Other	173	0	0	173

Total Missions: 6 Total Mandays = 1,148

CT

CT0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	74	0	0	74
CT0002	5/15/00	5/16/00	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	8	0	0	8

Total Missions: 2 Total Mandays = 82

DC

DC0001	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	2618	0	0	2618
DC0003	1/25/00	1/26/00	Natural Disaster	Winter Storm	Other	36	0	0	36
DC0004	4/14/00	4/17/00	Law Enforcement Support	Civil Disturbance	Other	675	1148	0	1823

Total Missions: 3**Total Mandays = 4,477****DE**

DE0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	15	0	0	15
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Total Missions: 1**Total Mandays = 15****FL**

FL0003	10/15/99	12/6/99	Natural Disaster	Hurricane	Other	3013	0	0	3013
FL0004	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	688	0	0	688
FL0005	3/9/00	7/14/00	Natural Disaster	Fire	Aviation Support	8184	0	77	8261
FL0007	9/16/00	9/20/00	Natural Disaster	Hurricane	Other	759	0	0	759

Total Missions: 4**Total Mandays = 12,721****GA**

GA0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	160	0	160
GA0002	1/28/00	1/31/00	Natural Disaster	Winter Storm	Other	124	0	0	124
GA0003	2/14/00	2/21/00	Natural Disaster	Tornado	Aviation Support	165	0	5	170
GA0004	3/3/00	3/13/00	Natural Disaster	Fire	Aviation Support	85	0	0	85
GA0005	3/23/00	3/23/00	Natural Disaster	Fire	Aviation Support	5	0	0	5
GA0006	4/22/00	9/21/00	Natural Disaster	Fire	Aviation Support	84	0	0	84

Total Missions: 6**Total Mandays = 628****GU**

GU0002	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	0	0
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Total Missions: 1

HI

HI0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	266	0	0	266
HI0003	4/13/00	4/14/00	Law Enforcement Support	Federal/State/Local Agency Support	Transportation Support	0	0	8	8
HI0006	7/18/00	7/26/00	Natural Disaster	Fire	Aviation Support	0	0	10	10
HI0007	7/29/00	8/1/00	Natural Disaster	Hurricane	Other	1	0	0	1
HI0008	7/30/00	7/31/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Other	0	0	4	4
HI0009	8/3/00	8/9/00	Natural Disaster	Fire	Aviation Support	16	0	0	16
Total Missions: 6				Total Mandays = 305					

IA

IA0001	10/1/99	10/6/99	Natural Disaster	Flood	Transportation Support	6	0	0	6
IA0002	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	38	0	0	38
IA0003	8/19/00	9/23/00	Natural Disaster	Fire	Transportation Support	59	0	0	59
IA0004	9/7/00	9/11/00	Natural Disaster	Fire	Aviation Support	16	0	0	16
Total Missions: 4				Total Mandays = 119					

ID

ID0001	10/28/99	10/31/99	Civil Emergency	Federal/State/Local Agency Support	Aviation Support	16	0	0	16
ID0002	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	102	0	2	104
ID0003	7/29/00	9/30/00	Natural Disaster	Fire	Other	11659	0	1853	13512
ID0004	8/8/00	8/11/00	Other	Federal/State/Local Agency Support	Utility Support	20	0	0	20
Total Missions: 4				Total Mandays = 13,652					

IL

IL0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	10	0	0	10
Total Missions: 1				Total Mandays = 10					

IN

IN0001	11/7/99	11/7/99	Natural Disaster	Fire	Aviation Support	12	0	0	12
IN0002	11/10/99	11/12/99	Natural Disaster	Fire	Aviation Support	22	0	0	22
IN0003	12/8/99	12/9/99	Natural Disaster	Fire	Aviation Support	19	0	0	19

IN0004	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	242	25	58	325
IN0005	8/17/00	9/10/00	Natural Disaster	Fire	Aviation Support	29	0	0	29

Total Missions: 5**Total Mandays = 407****KS**

KS0001	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	30	0	0	30
KS0002	4/20/00	4/27/00	Natural Disaster	Tornado	Engineer Support	345	0	0	345
KS0003	5/13/00	5/13/00	Natural Disaster	High Winds/Hail	Engineer Support	16	0	0	16
KS0004	5/20/00	5/31/00	Natural Disaster	Flood	Other	60	0	0	60
KS0006	8/17/00	9/26/00	Natural Disaster	Fire	Other	23	0	0	23
KS0007	9/20/00	9/27/00	Natural Disaster	Fire	Aviation Support	20	0	0	20

Total Missions: 6**Total Mandays = 494****KY**

KY0001	10/1/99	10/29/99	Natural Disaster	Hurricane	Other	582	0	0	582
KY0002	11/13/99	11/29/99	Natural Disaster	Fire	Aviation Support	2430	0	0	2430
KY0003	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	1107	0	0	1107
KY0004	1/3/00	1/13/00	Natural Disaster	Tornado	Other	347	0	0	347
KY0007	2/19/00	2/21/00	Natural Disaster	Flood	Engineer Support	75	0	0	75
KY0008	2/18/00	2/20/00	Natural Disaster	Flood	Engineer Support	125	0	0	125
KY0009	5/23/00	5/26/00	Natural Disaster	Tornado	Other	139	0	0	139

Total Missions: 7**Total Mandays = 4,805****LA**

LA0001	10/1/99	6/2/00	Civil Emergency	Federal/State/Local Agency Support	Utility Support	1139	0	0	1139
LA0003	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	53	0	10	63
LA0008	1/28/00	2/2/00	Natural Disaster	Winter Storm	Other	0	0	80	80
LA0009	4/24/00	5/12/00	Natural Disaster	Tornado	Engineer Support	1072	0	0	1072
LA0010	5/24/00	5/26/00	Other	Federal/State/Local Agency Support	Transportation Support	26	0	0	26
LA0011	5/28/00	6/2/00	Civil Emergency	Hazardous Material Incident	Other	12	0	0	12
LA0012	6/3/00	9/30/00	Civil Emergency	Federal/State/Local Agency Support	Utility Support	414	0	0	414

LA0013	6/16/00	6/20/00	Natural Disaster	Drought	Other	15	0	0	15
LA0014	9/5/00	9/30/00	Natural Disaster	Fire	Aviation Support	1007	0	0	1007
Total Mission's: 9				Total Mandays = 3,828					

MA

MA0001	12/6/99	12/12/99	Other	Federal/State/Local Agency Support	Shelter Support	94	0	35	129
MA0002	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	50	0	0	50
MA0003	4/8/00	4/9/00	Natural Disaster	Fire	Aviation Support	4	0	0	4
MA0004	4/17/00	4/17/00	Other	Federal/State/Local Agency Support	Other	308	0	0	308
MA0005	5/15/00	5/16/00	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	6	0	0	6
MA0006	5/20/00	5/23/00	Civil Emergency	Terrorist Activity	Civil Support Team	20	0	0	20
MA0007	7/7/00	7/16/00	Other	Federal/State/Local Agency Support	Other	3251	0	0	3251
Total Missions: 7				Total Mandays = 3,768					

MD

MD0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	3327	0	0	3327
MD0002	1/25/00	1/27/00	Natural Disaster	Winter Storm	Transportation Support	341	0	0	341
Total Missions: 2				Total Mandays = 3,668					

ME

ME0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	126	0	0	126
Total Missions: 1				Total Mandays = 126					

MI

MI0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	36	0	0	36
Total Missions: 1				Total Mandays = 36					

MN

MN0002	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	48	0	0	48
MN0003	7/25/00	7/29/00	Natural Disaster	Tornado	Other	580	0	0	580
MN0004	8/31/00	8/31/00	Law Enforcement Support	Assistance To Law Enforcement Agency Search & Rescue Support		152	0	0	152
Total Missions: 3				Total Mandays = 780					

MO

MO0002	5/7/00	5/12/00	Natural Disaster	Flood	Other	103	0	0	103
MO0012	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	89	0	67	156
Total Missions: 2				Total Mandays = 259					

MS

MS0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	126	0	0	126
MS0002	1/27/00	1/28/00	Natural Disaster	Winter Storm	Other	223	0	0	223
MS0003	5/31/00	6/13/00	Natural Disaster	Fire	Aviation Support	6	0	0	6
Total Missions: 3				Total Mandays = 355					

MT

MT0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	200	200
MT0002	7/23/00	9/13/00	Natural Disaster	Fire	Other	20373	0	102	20475
Total Missions: 2				Total Mandays = 20,675					

NC

NC0001	10/1/99	12/7/99	Natural Disaster	Hurricane	Other	21490	0	0	21490
NC0002	11/11/99	11/12/99	Other	Federal/State/Local Agency Support	Aviation Support	8	0	0	8
NC0003	12/2/99	12/3/99	Other	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
NC0004	12/30/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	99	0	0	99
NC0005	12/31/99	12/31/99	Law Enforcement Support	Assistance To Law Enforcement Agency Search & Rescue Support		3	0	0	3
NC0006	1/25/00	2/5/00	Natural Disaster	Winter Storm	Other	6022	0	0	6022
NC0007	3/31/00	3/31/00	Other	Federal/State/Local Agency Support	Aviation Support	3	0	0	3
NC0008	7/10/00	7/19/00	Natural Disaster	Fire	Shelter Support	24	0	0	24
NC0009	9/6/00	9/15/00	Natural Disaster	Fire	Aviation Support	12	0	0	12
NC0010	9/20/00	9/20/00	Other	Federal/State/Local Agency Support	Aviation Support	3	0	0	3
Total Missions: 10				Total Mandays = 27,668					

ND

ND0001	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	18	18
ND0002	6/20/00	6/22/00	Natural Disaster	Flood	Transportation Support	58	0	0	58
ND0003	7/15/00	7/18/00	Natural Disaster	Fire	Other	28	0	0	28
ND0004	8/12/00	8/13/00	Natural Disaster	High Winds/Hail	Engineer Support	0	128	0	128
Total Missions: 4				Total Mandays = 232					

NE

NE0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	8	8
NE0004	2/15/00	2/16/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Aviation Support	18	0	0	18
NE0005	8/17/00	9/8/00	Natural Disaster	Fire	Aviation Support	23	0	0	23
NE0006	6/9/00	9/16/00	Natural Disaster	Fire	Aviation Support	400	0	0	400
NE0007	9/17/00	9/22/00	Natural Disaster	Fire	Other	244	0	0	244
Total Missions: 5				Total Mandays = 693					

NH

NH0001	11/19/99	11/19/99	Other	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
NH0002	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	27	0	4	31
NH0003	2/21/00	2/22/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Search & Rescue Support	16	0	0	16
NH0004	5/20/00	5/24/00	Civil Emergency	Terrorist Activity	Civil Support Team	176	7	0	183
NH0005	7/13/00	7/13/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Search & Rescue Support	5	0	0	5
Total Missions: 5				Total Mandays = 239					

NJ

NJ0001	10/1/99	10/3/99	Natural Disaster	Hurricane	Other	74	0	0	74
NJ0002	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	465	0	296	761
NJ0003	1/25/00	1/26/00	Natural Disaster	Winter Storm	Other	117	0	89	206
NJ0004	7/28/00	8/5/00	Other	Presidential/Vice Presidential Support	Other	859	0	0	859
NJ0005	8/12/00	8/13/00	Natural Disaster	Flood	Other	20	0	0	20
Total Missions: 5				Total Mandays = 1,920					

NM

NM0001	10/25/99	10/25/99	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
NM0003	11/7/99	11/8/99	Civil Emergency	Loss Of Public Utilities	Utility Support	16	0	0	16
NM0004	11/9/99	11/24/99	Civil Emergency	Loss Of Public Utilities	Utility Support	32	0	0	32
NM0005	11/15/99	11/15/99	Law Enforcement Support	Federal/State/Local Agency Support	Aviation Support	9	0	0	9
NM0006	11/30/99	11/30/99	Other	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
NM0007	12/7/99	12/10/99	Civil Emergency	Federal/State/Local Agency Support	Aviation Support	14	0	0	14
NM0008	12/17/99	12/17/99	Law Enforcement Support	Federal/State/Local Agency Support	Search & Rescue Support	4	0	0	4
NM0009	12/21/99	2/20/00	Other	Federal/State/Local Agency Support	Utility Support	167	0	0	167
NM0010	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	120	0	0	120
NM0011	1/4/00	1/4/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Search & Rescue Support	6	0	0	6
NM0012	2/17/00	2/18/00	Natural Disaster	Fire	Aviation Support	22	0	0	22
NM0013	2/25/00	2/29/00	Civil Emergency	Loss Of Public Utilities	Utility Support	10	0	0	10
NM0014	5/8/00	6/5/00	Natural Disaster	Fire	Aviation Support	6939	0	0	6939
NM0015	5/31/00	6/13/00	Natural Disaster	Drought	Transportation Support	29	0	0	29
NM0016	6/13/00	6/30/00	Natural Disaster	Fire	Other	65	0	0	65
NM0017	6/15/00	7/16/00	Natural Disaster	Drought	Other	7	0	0	7
NM0018	7/18/00	8/4/00	Civil Emergency	Loss Of Public Utilities	Utility Support	2	0	0	2
NM0019	7/23/00	7/23/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Search & Rescue Support	5	0	0	5
NM0020	7/24/00	7/26/00	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	15	0	0	15
NM0023	8/26/00	8/26/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Search & Rescue Support	5	0	0	5

Total Missions: 20**Total Mandays = 7,475****NV**

NV0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	39	0	610	649
NV0002	3/17/00	3/17/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Medical Support	7	0	0	7
NV0003	7/25/00	9/8/00	Natural Disaster	Fire	Aviation Support	1253	0	0	1253

NV0004	9/7/00	9/7/00	Other	Federal/State/Local Agency Support	Transportation Support	0	0	0	0
NV0005	9/7/00	9/7/00	Other	Federal/State/Local Agency Support	Aviation Support	15	0	0	15
Total Missions: 5				Total Mandays = 1,924					

NY

NY0001	10/1/99	9/29/99	Natural Disaster	Hurricane	Other	2	0	0	2
NY0002	11/23/99	12/1/99	Civil Emergency	Federal/State/Local Agency Support	Other	164	0	0	164
NY0003	12/31/99	1/21/00	Civil Emergency	Federal/State/Local Agency Support	Other	2177	0	0	2177
NY0004	1/20/00	1/21/00	Natural Disaster	Winter Storm	Other	38	0	0	38
NY0005	1/26/00	1/27/00	Natural Disaster	Winter Storm	Other	33	0	0	33
NY0008	5/27/00	7/7/00	Natural Disaster	Mud/Land Slide	Aviation Support	9	0	0	9
Total Missions: 6				Total Mandays = 2,423					

OH

OH0001	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	17	0	289	306
OH0002	9/20/00	9/28/00	Natural Disaster	Tornado	Other	307	0	0	307
Total Missions: 2				Total Mandays = 613					

OK

OK0001	12/7/99	12/7/99	Civil Emergency	Federal/State/Local Agency Support	Other	4	0	0	4
OK0002	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	16	2064	0	2080
OK0004	8/30/00	9/30/00	Natural Disaster	Fire	Aviation Support	646	0	0	646
Total Missions: 3				Total Mandays = 2,730					

OR

OR0001	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	252	0	0	252
OR0002	8/5/00	9/30/00	Natural Disaster	Fire	Aviation Support	10892	0	0	10892
Total Missions: 2				Total Mandays = 11,144					

PA

PA0004	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	12	0	0	12
PA0005	7/28/00	8/5/00	Other	Federal/State/Local Agency Support	Other	3449	0	0	3449
PA0006	9/28/00	9/30/00	Other			6	0	0	6
Total Missions: 3				Total Mandays = 3,467					

PR

PR0001	10/20/99	10/22/99	Natural Disaster	Hurricane	Other	382	0	8	390
PR0002	11/16/99	11/18/99	Natural Disaster	Hurricane	Other	797	0	0	797
PR0003	12/31/99	1/3/00	Civil Emergency	Federal/State/Local Agency Support	Other	21	0	0	21
PR0004	3/15/00	3/18/00	Natural Disaster	Fire	Aviation Support	16	0	0	16
PR0005	5/4/00	5/13/00	Law Enforcement Support	Civil Disturbance	Other	1063	0	0	1063
PR0006	8/22/00	8/24/00	Natural Disaster	Hurricane	Other	262	0	0	262

Total Missions: 6**Total Mandays = 2,549****RI**

RI0001	10/1/99	9/30/00	Other	Federal/State/Local Agency Support	Engineer Support	1522	0	0	1522
RI0003	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	86	0	10	96
RI0004	6/12/00	6/12/00	Civil Emergency	Loss Of Public Utilities	Other	5	0	0	5
RI0005	6/29/00	7/2/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Other	536	0	0	536
RI0006	7/26/00	7/27/00	Civil Emergency	Federal/State/Local Agency Support	Other	576	0	0	576

Total Missions: 5**Total Mandays = 2,735****SC**

SC0001	10/1/99	10/8/99	Natural Disaster	Hurricane	Other	492	0	0	492
SC0002	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	24	24
SC0003	1/25/00	2/3/00	Natural Disaster	Winter Storm	Other	802	0	0	802

Total Missions: 3**Total Mandays = 1,318****SD**

SD0001	11/6/99	11/6/99	Civil Emergency	Federal/State/Local Agency Support	Aviation Support	20	0	0	20
SD0002	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	159	159
SD0003	2/15/00	2/16/00	Law Enforcement Support	Federal/State/Local Agency Support	Aviation Support	8	0	0	8
SD0004	2/23/00	2/23/00	Civil Emergency	Federal/State/Local Agency Support	Aviation Support	3	0	1	4
SD0005	4/20/00	5/2/00	Natural Disaster	Winter Storm	Engineer Support	5	31	0	36
SD0007	6/10/00	6/12/00	Civil Emergency	Federal/State/Local Agency Support	Aviation Support	8	0	0	8

SD0008	6/11/00	6/13/00	Natural Disaster	Fire	Transportation Support	12	0	0	12
SD0009	7/15/00	7/18/00	Natural Disaster	Fire	Transportation Support	68	0	0	68
SD0010	8/1/00	8/1/00	Natural Disaster	Fire	Aviation Support	8	0	0	8
SD0011	8/1/00	8/10/00	Natural Disaster	Tornado	Other	43	4	1	48
SD0012	8/3/00	8/3/00	Other	Federal/State/Local Agency Support	Aviation Support	0	6	0	6
SD0013	8/3/00	8/7/00	Natural Disaster	Fire	Aviation Support	44	4	0	48
SD0014	8/5/00	8/6/00	Natural Disaster	High Winds/Hail	Other	0	40	0	40
SD0015	8/6/00	8/6/00	Civil Emergency	Federal/State/Local Agency Support	Transportation Support	0	4	0	4
SD0016	8/3/00	9/11/00	Natural Disaster	Fire	Aviation Support	2783	0	415	3198
SD0017	8/10/00	8/10/00	Other	Federal/State/Local Agency Support	Aviation Support	0	6	0	6

Total Missions: 16**Total Mandays = 3,673****TN**

TN0001	10/1/99	10/1/99	Natural Disaster	Hurricane	Aviation Support	0	0	0	0
TN0003	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	51	51
TN0004	2/3/00	2/4/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Other	4	0	0	4
TN0005	2/16/00	2/17/00	Civil Emergency	Federal/State/Local Agency Support	Aviation Support	16	0	0	16
TN0007	3/4/00	3/4/00	Natural Disaster	Flood	Transportation Support	2	0	0	2
TN0008	5/18/00	5/19/00	Natural Disaster	Fire	Aviation Support	8	0	0	8

Total Missions: 6**Total Mandays = 81****TX**

TX0001	10/1/99	11/30/99	Natural Disaster	Fire	Aviation Support	1091	0	0	1091
TX0002	11/18/99	11/19/99	Civil Emergency	Federal/State/Local Agency Support	Search & Rescue Support	28	0	0	28
TX0003	12/28/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	163	0	0	163
TX0004	12/30/99	1/4/00	Natural Disaster	Fire	Aviation Support	60	0	0	60
TX0005	1/3/00	1/25/00	Civil Emergency	Federal/State/Local Agency Support	Other	660	0	0	660
TX0006	3/29/00	3/30/00	Natural Disaster	Tornado	Aviation Support	8	0	0	8
TX0007	5/6/00	5/17/00	Natural Disaster	Fire	Other	420	0	0	420
TX0009	7/18/00	9/30/00	Natural Disaster	Fire	Aviation Support	6445	0	0	6445
TX0010	9/21/00	9/30/00	Natural Disaster	Fire	Aviation Support	10	0	0	10

Total Missions: 9**Total Mandays = 8,885**

UT

UT0001	10/10/99	10/13/99	Natural Disaster	Fire	Shelter Support	4	0	0	4
UT0002	12/28/99	1/6/00	Other	Federal/State/Local Agency Support	Other	12	0	0	12
UT0004	6/29/00	7/11/00	Natural Disaster	Fire	Shelter Support	5	0	0	5
UT0005	7/24/00	7/28/00	Natural Disaster	Fire	Other	0	0	0	0
UT0007	7/31/00	8/24/00	Natural Disaster	Fire	Other	687	0	0	687
UT0009	8/28/00	8/29/00	Natural Disaster	Fire	Shelter Support	0	0	0	0
UT0010	9/8/00	9/11/00	Natural Disaster	Fire	Aviation Support	38	0	0	38
UT0011	9/12/00	9/14/00	Natural Disaster	Fire	Shelter Support	0	0	0	0
Total Missions: 8				Total Mandays = 746					

VA

VA0001	10/1/99	10/11/99	Natural Disaster	Hurricane	Other	178	0	0	178
VA0002	11/18/99	11/20/99	Natural Disaster	Fire	Transportation Support	38	0	0	38
VA0003	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	7	0	14	21
VA0004	1/25/00	1/31/00	Natural Disaster	Winter Storm	Other	696	0	16	712
Total Missions: 4				Total Mandays = 949					

VI

VI0001	10/20/99	10/21/99	Natural Disaster	Hurricane	Other	0	0	6	6
VI0002	11/16/99	11/24/99	Natural Disaster	Hurricane	Other	588	0	0	588
VI0003	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	27	0	0	27
VI0005	8/21/00	8/22/00	Natural Disaster	Hurricane	Other	0	0	214	214
Total Missions: 4				Total Mandays = 835					

VT

VT0001	10/1/99	10/15/99	Natural Disaster	Drought	Transportation Support	8	0	0	8
VT0003	12/31/99	1/1/00	Other	Federal/State/Local Agency Support	Other	120	0	0	120
Total Missions: 2				Total Mandays = 128					

WA

WA0001	11/30/99	12/4/99	Law Enforcement Support	Assistance To Law Enforcement Agency Other		1732	0	0	1732
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WA0002	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	159	4769	0	4928
WA0003	6/28/00	6/30/00	Natural Disaster	Fire	Other	192	0	0	192
WA0005	8/10/00	8/15/00	Natural Disaster	Fire	Aviation Support	2375	0	0	2375

Total Missions: 4**Total Mandays = 9,227****WI**

WI0001	12/31/99	1/2/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	573	573
WI0003	5/15/00	5/15/00	Natural Disaster	High Winds/Hail	Aviation Support	5	0	0	5

Total Missions: 2**Total Mandays = 578****WV**

WV0001	10/1/99	10/8/99	Natural Disaster	Hurricane	Aviation Support	0	0	0	0
WV0002	11/16/99	12/10/99	Natural Disaster	Fire	Other	1412	0	0	1412
WV0003	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	4	4
WV0004	2/18/00	4/20/00	Natural Disaster	Flood	Search & Rescue Support	1547	0	0	1547
WV0005	8/21/00	9/20/00	Natural Disaster	Flood	Engineer Support	211	0	0	211

Total Missions: 5**Total Mandays = 3,174****WY**

WY0001	11/30/99	12/1/99	Civil Emergency	Hazardous Material Incident	Aviation Support	0	0	0	0
WY0002	12/31/99	1/1/00	Civil Emergency	Federal/State/Local Agency Support	Other	0	0	6	6
WY0003	2/15/00	2/16/00	Law Enforcement Support	Assistance To Law Enforcement Agency	Aviation Support	10	0	8	18
WY0004	7/7/00	7/11/00	Natural Disaster	Fire	Transportation Support	65	0	0	65
WY0005	7/27/00	7/27/00	Natural Disaster	Fire	Aviation Support	4	0	4	8
WY0006	7/29/00	9/30/00	Natural Disaster	Fire	Transportation Support	3539	0	0	3539

Total Missions: 6**Total Mandays = 3,636****GRAND TOTAL****Missions 288****Mandays 200,590**