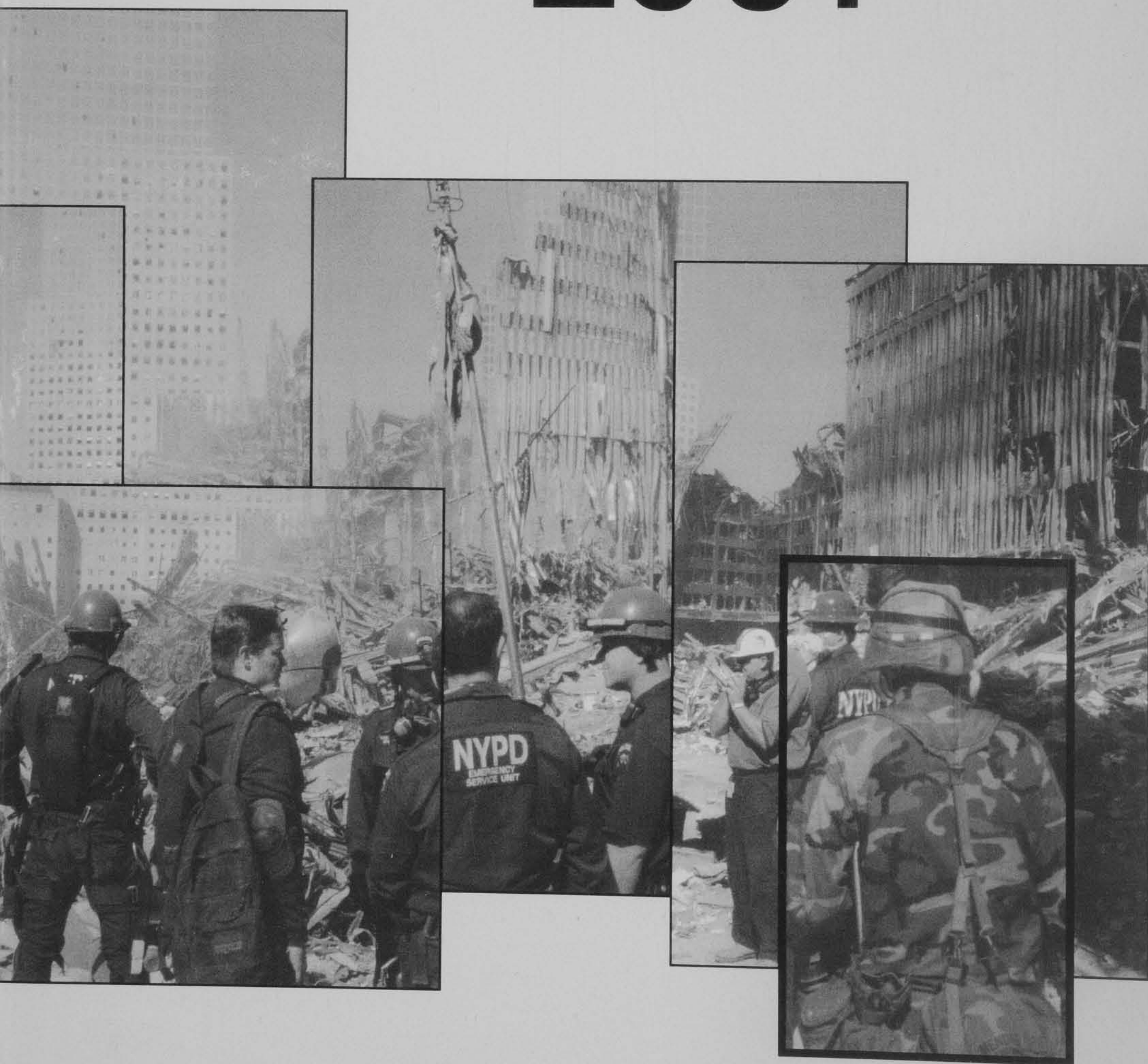
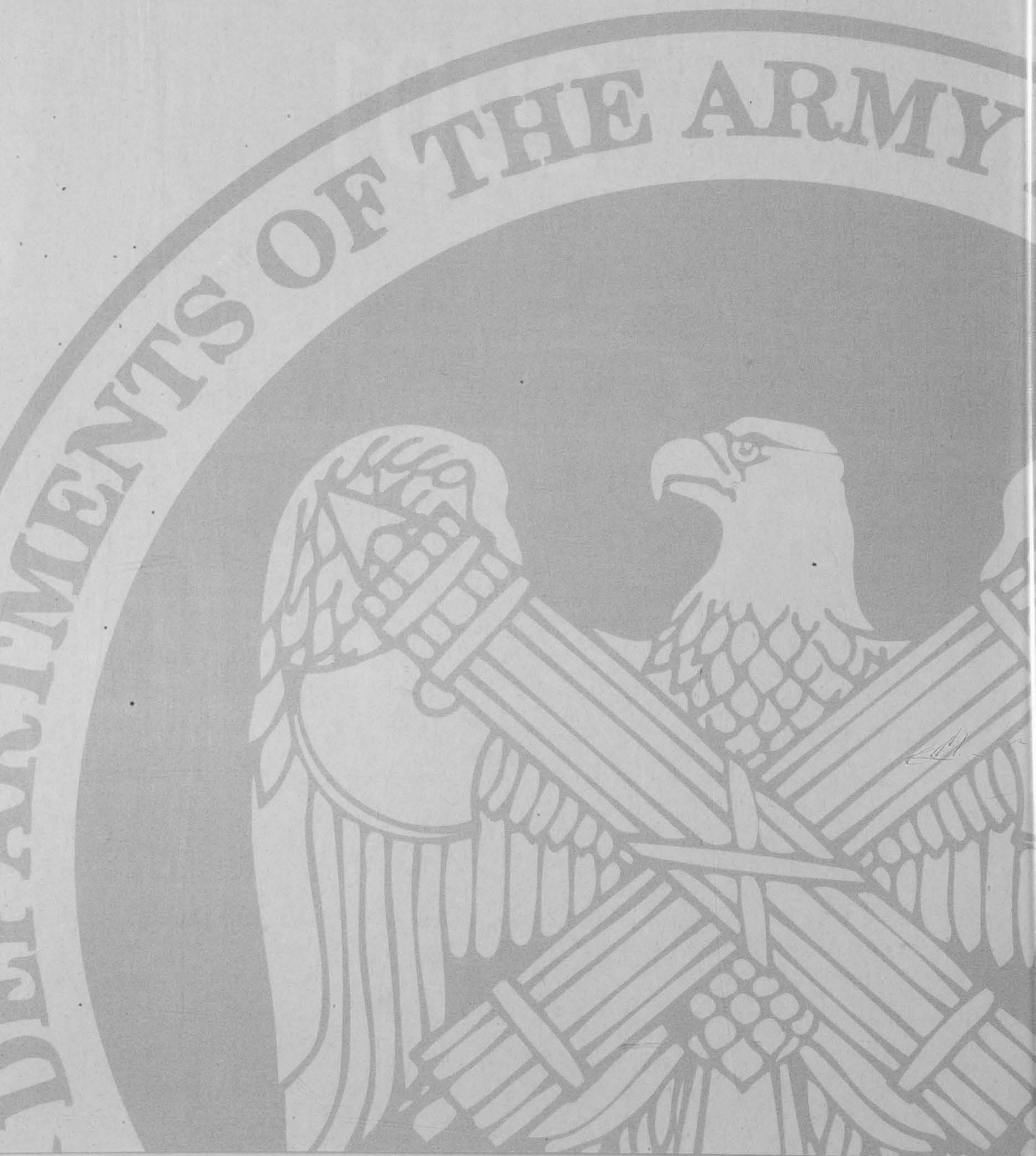


ANNUAL REVIEW OF THE CHIEF 2001



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To the Secretaries of the Army and the Air Force:

The 99th Annual Review of the Chief, National Guard Bureau covering the operations of this bureau from October 1, 2000, to September 30, 2001, is respectfully submitted.

Fiscal Year 2001, which marked the 365th birthday of the National Guard, ended in a tumultuous fashion. Once again, as it has done since its colonial beginnings, the National Guard was called upon to defend the homeland against those who would do it harm.

On September 11th, 2001, as we temporarily evacuated our headquarters a few blocks from the stricken Pentagon, the soldiers, airmen, and civilians assigned to the joint offices of the National Guard Bureau were heartened to see Air National Guard F-16s streaking by, flying combat air patrol over the nation's capitol. Not since a similarly beautiful day in Hawaii nearly sixty years earlier had our nation been the victim of a massive surprise attack on its home soil. Now, as we did then, the National Guard responded immediately, with grim determination to ensure that further attacks would not succeed, to provide solace to the grieving, and to punish those responsible.

The fiscal year closed with more than 17,000 National Guard soldiers and airmen on active duty – both in a state and a federal capacity – guarding the nation's airports, borders and military facilities, supporting operations NOBLE EAGLE and ENDURING FREEDOM, and deployed abroad in Bosnia and other locations performing a wide variety of tasks. The dual status of the Guardsman – who is sworn to serve both federal and state authorities – was demonstrated yet again as a flexible and versatile tool which can be employed in a wide variety of contingencies. Once again, the wisdom our founding fathers demonstrated in establishing a soldiery of the states – an institution which could serve both the local community and the national interest – was reaffirmed.

The National Guard has never been prouder of its service.

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

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ARMY NATIONAL GUARD



351,829 Personnel

includes 23,125 Active Guard/Reserve (AGR)
and 23,427 Dual Status Technicians

plus 1,648 Non-Dual status Technicians

Total: 353,477

AIR NATIONAL GUARD



108,485 Personnel

includes 10,870 Active Guard/Reserve (AGR)

plus 22,987 Technicians (both Dual and Non-Dual status)

Total: 131,472

MISSION, ORGANIZATION AND ADMINISTRATION

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 the current war against terrorism.

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 of the CONUS, and Army National Guard units affiliate and train with 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 and commanded force. The State mission is to provide units trained and equipped to protect life and property and to preserve peace, order, and public safety, under the order of State and Federal authorities.

The passage of the Dick Act on January 21, 1903 marked the beginning of a century of ever-increasing Federal support for the Militia of the various States and Territories, and with this increasing Federal financial commitment came the requirement to report, on an annual basis, the manner in which Federal funds were expended on the Militia. Beginning with the 1903 Annual Report of the Acting Adjutant General of the Army, the progress and development of the Militia as a Federal reserve force has been chronicled, as directed by Congress, on a yearly basis. The Militia section of this report is the predecessor of today's Annual Review.

In 1908, the duties of overseeing Federal expenditures for the Militia were transferred from the Adjutant General of the Army to a newly created Division of Militia Affairs in the office of the Secretary of War.

In 1910, the Division was placed under the Chief of Staff of the Army. 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 an 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, National Guard Bureau serves with the Chief, National Guard Bureau as advisor to the Chiefs of Staff of the Army and the Air Force in addition to assuming the duties of the Chief, National Guard Bureau when required. The grade authorized for this position is major general.

NATIONAL GUARD RESPONSE TO TERRORIST ATTACKS OF 11 SEPTEMBER 2001

September 11, 2001 marked the most significant attack on American soil since World War II. The National Guard's response to these attacks was immediate. The following timeline, covering the period from September 11 to the close of the fiscal year (September 30) was prepared by National Guard Bureau historians using information provided to the Bureau by the States, and from information available in open sources.



— **11 September 2001. Approx. 8:40 AM EDT** // With Federal Aviation Administration (FAA) notification of the assumed hijacking of American Airlines Flight 11, 1st Air Force (ACC – Air Combat Command) immediately established an Air Operations Center (AOC) to deal with the incident.

— **11 September 2001. 08:43 AM EDT** // FAA notifies North American Air Defense Command's North East Air Defense Sector (NEADS) of possible hijacking of United Airlines Flight 175, from Boston enroute to Los Angeles.



— **11 September 2001. 08:46 AM EDT** // NEADS orders F-15s scrambled from Otis Air National Guard Base (ANGB), Massachusetts, closest air defense alert site to Boston and to the two hijacked airliners. Fighters were from the 102nd Fighter Wing (FW), Massachusetts ANG.

— **11 September 2001. 08:46 AM EDT** // Flying past the tip of lower Manhattan, American Airlines Flight 11 hits the World Trade Center's 110-story North Tower, between the 94th and 98th floors.

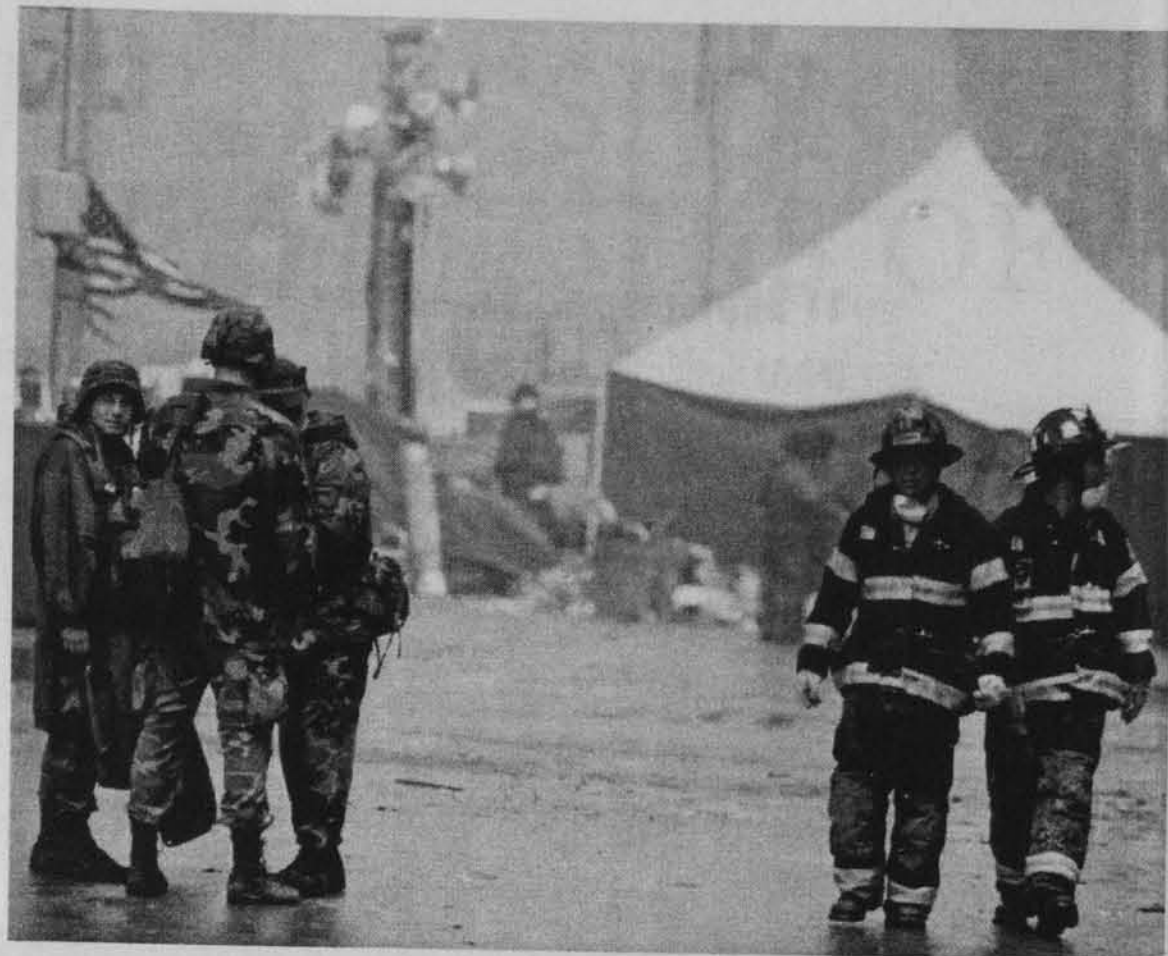
— **11 September 2001. 08:52 AM EDT** // Massachusetts ANG F-15s airborne from Otis ANGB.

■ **11 September 2001. 09:02 AM EDT**

// American Airlines Flight 175 hits the World Trade Center's South Tower, between the 78th and 84th floors.

■ **11 September 2001. 09:24 AM EDT**

// The FAA notified NEADS regarding probable hijacking of American Airlines Flight 77 from Dulles International Airport outside Washington, DC to Los Angeles.



The primary mission of Guard forces at Ground Zero was to provide security while others cleared the site. Guard members also escorted people to their homes and businesses in lower Manhattan, searched for and marked human remains for recovery by forensic teams, provided transportation, engineering, and medical support, and a host of other missions.

■ **11 September 2001. 09:24 AM EDT** // Three F-16s ordered scrambled from Langley AFB, Virginia, closest alert site to Dulles IAP.



Initially after the towers collapsed, a fine powder covered lower Manhattan to the depth of a foot in some places. A flatbed truck hauling away the twisted debris of the towers is hosed down to remove some of the residue.

■ **11 September 2001. 09:30 AM EDT** // F-16s from 119th Fighter Wing, North Dakota ANG airborne from Langley AFB.

■ **11 September 2001. 09:37 AM EDT** // Hijacked American Airlines Flight 77 hits the Pentagon. Among the 189 dead (military and civilian DoD employees, 59 passengers, and 5 hijackers) are two Active Guard/ Reserve Army National Guard members, LTC Canfield Boone of Indiana and CW4 William Ruth of Maryland.

■ **11 September 2001. 9:40 AM EDT** // The FAA halts all U.S. flight operations and orders aircraft to land.



The noxious atmosphere created by the collapse of the World Trade Center posed potential health risks for everyone involved in the rescue and recovery effort. At first, soldiers used whatever means they could to filter the air until civilian respirator masks were distributed.

■ **11 September 2001. 9:50 AM EDT** // South Tower of the World Trade Center collapses.

■ **11 September 2001. 10:03 AM EDT** // United Airlines Flight 93, Newark to San Francisco, crashes in western Pennsylvania.

■ **11 September 2001. 10:24 AM EDT** // The FAA diverts all in-bound trans-Atlantic flights to Canada.

■ **11 September 2001. 10:29 AM EDT** // The North Tower of the World Trade Center collapses. It is later determined that more than 2,800 people - occupants of the two towers, rescue workers, passengers on the hijacked jets, bystanders, and hijackers - died in the attacks, the greatest man-made disaster in U.S. history.

During and immediately after the towers' collapse, individual Guard members in New York City and vicinity, seeing the magnitude of the destruction, begin reporting to their armories or directly to lower Manhattan for disaster relief operations.

■ **11 September 2001. 10:43 AM EDT** // At the request of the Secret Service, the 113th FW, DC ANG, one of the first units to have aircraft over the Capitol, establishes a Combat Air Patrol (CAP) over Washington, D.C., with Reagan National Airport as bullseye.



New York Guardsmen in a State Active Duty role assisted the NYPD in maintaining a heightened presence at major landmarks around the city, to include Grand Central Station.

11 September 2001. 5:00 PM EDST // New York's Governor George Pataki has placed entire NY National Guard on high state of alert. All bridges and tunnels into New York City have been closed.

New Jersey's governor has declared a state of emergency. NJ National Guard medical personnel have been sent to Jersey City, immediately across from lower Manhattan, and have set up aid tents to treat casualties arriving by ferry.

Connecticut National Guard has set up a 24-hour command post at state headquarters in Hartford. Emergency equipment is being sent to New York.

11 September 2001, as of midnight, EDST // First unit (as opposed to Guard members who arrived at the site as individuals) to deploy to lower Manhattan is the 2nd Civil Support Team (Weapons of Mass Destruction) from Scotia, New York, followed by Companies B and C, 1st Battalion, 105th Infantry and the 1st Battalion, 258th Field Artillery, all from New York City.



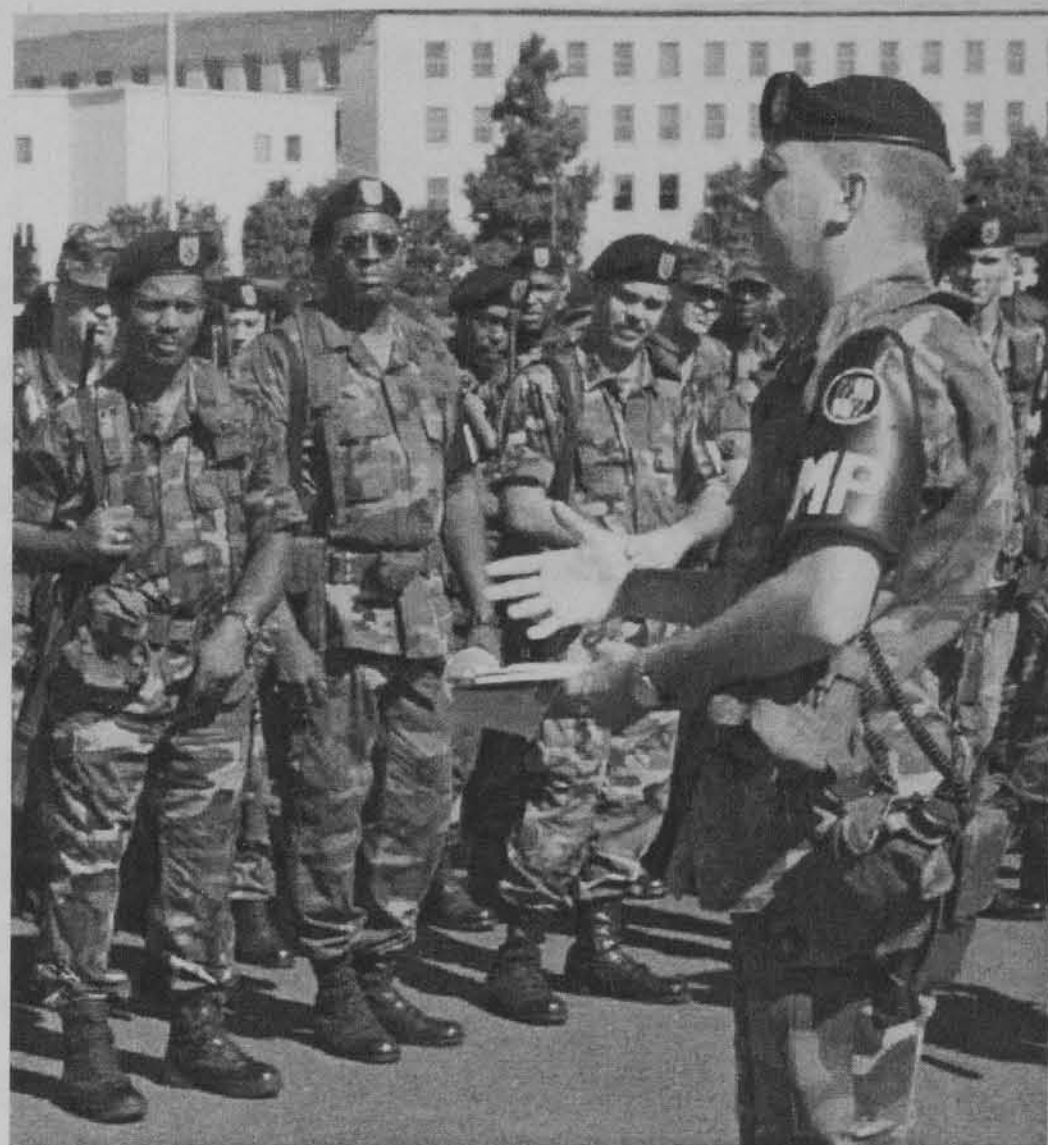
12 September 2001, as of 6:00 AM EDST // More than 1200 New York Army and Air National Guard personnel have been mobilized. Approximately 500 are on duty in lower Manhattan, most assisting law enforcement personnel with securing the "ground zero" site.

The New York ANG has set up an emergency flight operations center at Stewart ANGB to handle rescue-associated air traffic.

12 September 2001 // On the morning of September 12th, perimeter duty at the World Trade Center site is assumed by 1st Battalion, 69th Infantry and the 1st Battalion, 101st Cavalry, both New York City units.

HHD, 115th Military Police Battalion and 200th and 290th MP Companies, all from the Maryland ARNG, begin security missions at Pentagon and Ft. Myer.

ANG fighters fly 184 sorties in response to terrorist attacks of the previous day.



Members of the Maryland Army National Guard's 115th Military Police Battalion helped secure the Pentagon and Fort Meyer beginning on September 12.

13 September 2001 // 842 District of Columbia Army and Air Guard personnel respond to the crisis in DC itself, and at Ft. Belvoir, VA and Andrews AFB, MD. Virginia's 229th MP Company joins the Pentagon and Ft. Myer security mission.

As of 2:25 PM EDST, 553 Air Guard and 8,265 Army Guard personnel were on State Active Duty status in the 50 states, the District of Columbia, and the territories; more than 4,000 of these are from New York.

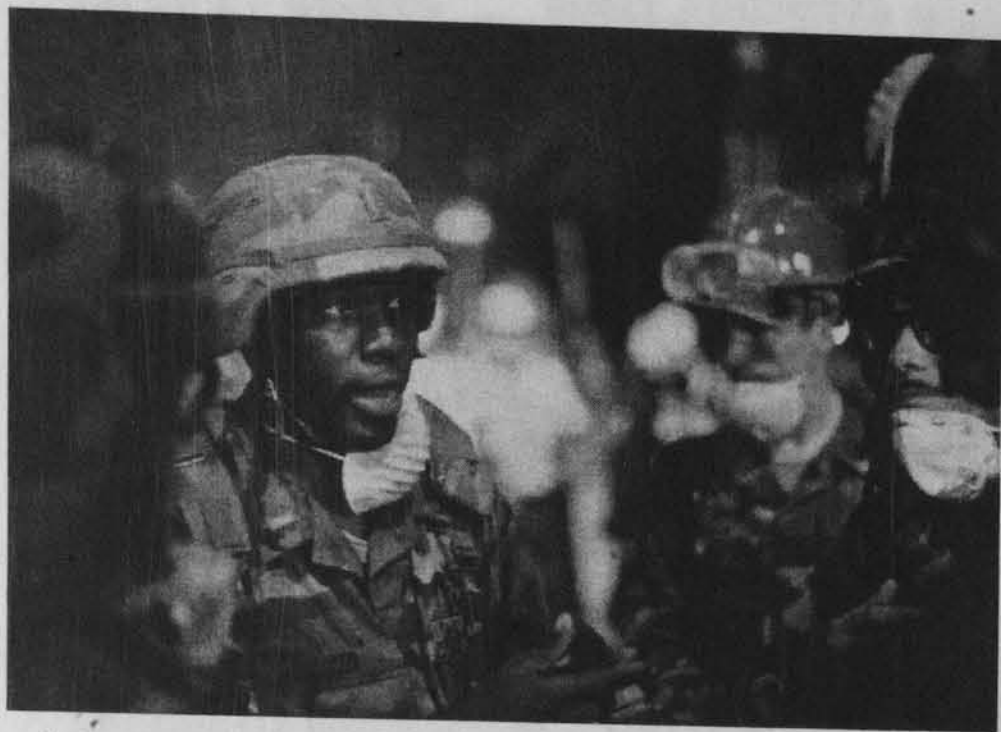
As of 10:00 PM, ANG fighters had flown 603 sorties since the attacks.



A sergeant from New York's 27th Infantry Brigade consults with an unidentified worker at Ground Zero.

13 September 2001 // The ANG Crisis Action Team reported that 9,463 Air Guard personnel were participating in the military responses to the terrorist attacks on the CONUS.

14 September 2001 // President George W. Bush authorizes the call-up of up to 50,000 Guard members and Reservists to active duty. As of 4:00 AM EDST, ANG tankers had flown 72 sorties since the terrorist attacks.



Junior officers and NCOs led from the front, often coordinating directly with the civil authorities they were supporting.

16 September 2001 // A National Guard Bureau (NGB) spokesman reported that as of this date some 10,000 Army and Air Guard personnel from 29 states and the District of Columbia were providing humanitarian relief, security, civil support, air defense and communications support as a result of the events of September 11th.

21 September 2001 // National Guard Bureau created the Office of Homeland Security, as part of NGB Joint Staff, reporting to Vice Chief, NGB.

24 September 2001 // The Department of Defense announced plans to call up an additional 5,100 Guard and Reserve troops.

27 September 2001 // After consulting with several governors, President Bush requests Governors of States, Territories and U.S. Possessions to use their National Guard forces to provide supplemental personnel for Airport security operations. Personnel will be Federally-funded, in a Title 32 status. NGB formally notifies the Adjutants General.



Members of New York City's 1st Battalion, 69th Infantry load up onto trucks from their armory on Lexington Avenue and 25th Street. The armory was the closest Guard facility to Ground Zero, and was turned into a family bereavement center in the first weeks after the crisis.

■ **27-30 September 2001** // 157 Army Guard personnel in 3 units called to active Federal service.

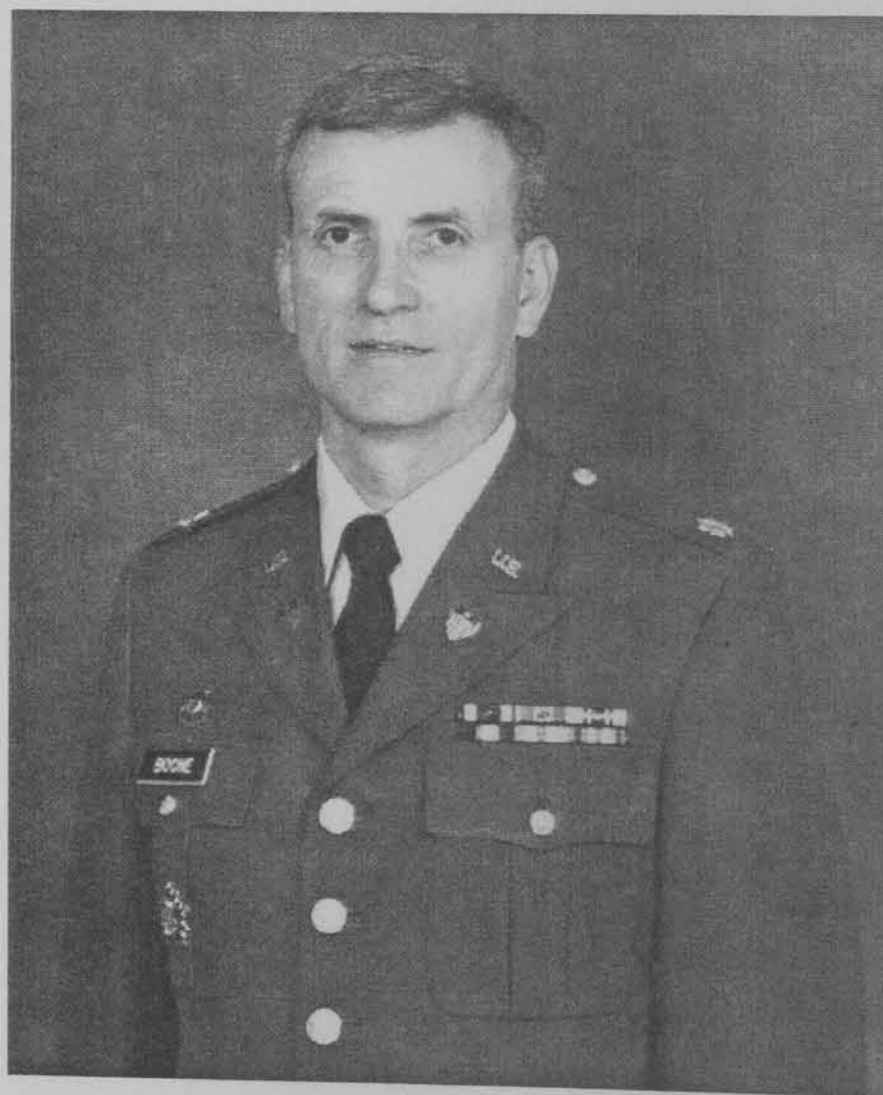
■ **30 September 2001** // 6,721 ARNG and some 10,000 ANG personnel are on duty supporting Operation "Noble Eagle," as the homeland defense mission has been titled by Secretary of Defense Donald Rumsfeld.

ARNG and ANG personnel have reported for airport security duty in Tennessee, Nebraska, North Dakota, Colorado, Oregon, Georgia and New Mexico.

■ **1 October 2001 – Beginning of Fiscal Year 2002** // More than 1,150 ARNG and ANG personnel in 13 states on active duty patrolling the nation's airports.

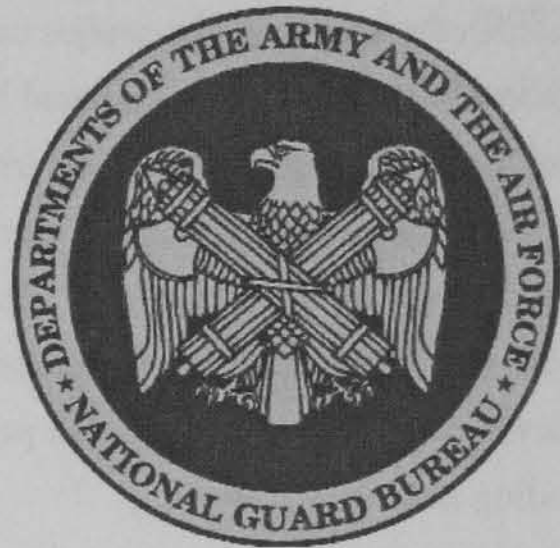


Chief Warrant Officer, W-4 William Ruth, Maryland Army National Guard. Killed September 11, 2001 – The Pentagon



Lieutenant Colonel Canfield Boone, Indiana Army National Guard. Killed September 11, 2001 – The Pentagon

Office of the Chief



INTERNATIONAL AFFAIRS

The Division of International Affairs advises the Chief of the National Guard 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 the States' National Guard, long-ranging bilateral relationships across multiple levels of society are formed that promote mutual understanding and regional stability.

State Partnership Program

Thirty-three countries are now partnered with thirty-two US states, two territories, and the District of Columbia. The National Guard State Partnership Program serves as a compelling example of military subordination to civilian authority, emphasizing the apolitical role of the military in a democracy. It also serves as a valuable example of peacetime utility of the military under control of civilian authorities for domestic emergency services, an added benefit to emerging democracies with limited funds. Long term community-to-community and people-to-people relationships aid in building a stable environment for emerging democracies.

International Affairs once again 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, in May 2001. The division also participated in an attaché tour sponsored by the Secretary of the Army, designed to introduce the foreign military attachés assigned to Washington to the Total Army and the broad cultural spectrum of the United States.

The National Guard International Affairs continued to be heavily involved in Latin America during FY01. The U.S. Southern Command (SOUTHCOM) announced the addition of one new SPP Partnership this year, giving it a total of eleven partnerships within its theater of operations. Nine U.S. states, one U.S. territory and the District of Columbia are currently partnered with eleven Latin American countries.

Major Events

Throughout the year, the NGB-IA hosts visitors and conducts National Guard and State Partnership Program briefings for people from across the globe. In February, the Division hosted an Attaché Briefing for all Foreign Military Attachés assigned to Washington, DC. The event was well attended and great interest was shown in National Guard capabilities and the State Partnership Program by several of the attachés. It was an excellent opportunity to present the National Guard story to newly



assigned attachés as well as those who will be returning to their home countries to spread the word about how the Guard can serve as a model for them.

Fifteen nations came together in Orlando, Florida for one week in May 2001 for the National Guard's fourth annual International Military Support to Civil Authorities (MSCA) Workshop. The event focused on military support to civil authorities during nuclear disasters. The primary participants 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. This highly successful workshop was hosted by the Florida National Guard and facilitated by the National Guard's National Interagency Civil-Military Institute.

US EUROPEAN COMMAND (US EUCOM)

2001 was another extremely successful year for the National Guard's European partnerships. Throughout the year our soldiers and airmen conducted a combination of 272 Minuteman Fellowship (MMF), Guardex and other events in the areas of Partnership for Peace (PfP) and In-the-Spirit-of Partnership for Peace (ISO PfP). The National Guard

State Partners executed approximately 25% of all events for U.S. European Command's (USEUCOM) Joint Contact Team Program (JCTP); facilitated civic leader visits; and conducted a number of engagement activities with the Russian Federation. The National Guard used the MMF program to bridge the gaps between other U.S. engagement programs and to touch upon levels of society that those programs cannot reach. Through this program we were able to share with our partners our experience and expertise in education, economic development, disaster response, environmental topics, and numerous other subject areas. Through these activities, state civilian officials in the areas of education, commerce, agriculture, medical emergency services, disaster response, etc. are able to exchange expertise with their partner nation counterparts.

USECOM is researching the establishment of new SPP relationships with Azerbaijan, Bosnia, South Africa, and Morocco.

US PACIFIC COMMAND (US PACOM)

2001 was another successful year for the National Guard's Pacific partnership. Throughout the year our soldiers and airmen conducted a combination of four events with the Philippines and

Hawaii partnership.

Thailand and Mongolia have formally requested to take part in the State Partnership program by submitting a request for a State Partner thru PACOM to the National Guard Bureau. A compatibility analysis is currently being conducted for each country to determine the best possible partner state.

US CENTRAL COMMAND (US CENTCOM)

The partner countries in CENTCOM's Area of Responsibility (AOR) have benefited tremendously from the National Guard's partnerships, enhancing U.S. goals and objectives and actively showing how the citizen-soldier functions in a democracy. Throughout the year our soldiers and airmen conducted a combination of nine events.

As a result of the National Guard's State Partnership Program and its participation in CENTCOM's engagement plan, specifically the Uzbekistan and Louisiana Partnership, the National Guard played a significant role in the development of relations with Uzbekistan that led to the willingness of Uzbekistan to allow the United States to use bases within their country in the wake of the September 11 terrorist attacks.

US SOUTHERN COMMAND (US SOUTHCOM)

The partner countries in SOUTHCOM's AOR also have benefited tremendously from the National Guard's partnerships. Throughout the year our soldiers and airmen conducted a combination of forty-one events. Leadership at SOUTHCOM has changed, but all indications are that increased SPP activity will occur in FY 2002 and beyond. The possibility also exists for additional partnerships. Mil-to-Mil contacts between the Mexican Military and the National Guard may increase in FY 2002 and beyond as well. Although a partnership between Mexico and a U.S. State is unlikely, SOUTHCOM officials may look to the National Guard to facilitate mil-to-mil events between Mexico and the United States.

The geographic combatant commanders continue to rely on the National Guard and specifically the National Guard State Partnership Program to execute their Theater Engagement Plans. The National Guard State Partnership Program continues to grow and provide a positive influence in the 21st Century.

PUBLIC AFFAIRS

Policy and Plans

Fiscal Year 2001 proved to be another productive year for the Policy and Plans Branch with progress made in several areas including personnel, training, deployments, force structure, advertising, and web site development and improvement. The basis for this positive evolution resides in

the continuing efforts to enhance the relationship between the National Guard Bureau and elements of the Public Affairs community at the Air and Army Guard levels as well as those PA professionals in the field.

Prior to the terrorist attacks of September 11th, much of the effort of Policy and Plans focused on solidifying and institutionalizing the personnel gains achieved in FY 00. Personnel enhancements and functional upgrades in each of our state and territory PA offices have proven extremely advantageous and have resulted in significant improvements in the way we do our Public Affairs mission throughout the system. The Air Guard has seen positive results over the past year as more and more PA responsibilities are being assigned to Community Managers and Executive Staff Support Officers within the Wings and State Area Commands.

The Policy and Plans staff were instrumental in the successful deployments of Public Affairs units to missions in the Balkans as well as numerous Air Expeditionary Force rotations. Additionally, the staff made significant improvements in the critical area of training, insuring greater access to training opportunities and, working with the Defense Information School, enhancing the quality and relevance of that training.

The staff's efforts during the year have been equally impressive in the areas of NGB Institutional Advertising and web development. Full page advertisements ran throughout the year in the *USA Today* newspaper captured the attention of both the public and senior members of sister services. With inputs from NGB Policy and Plans, the advertising agency of Laughlin, Marinaccio and Owens designed four new advertisements for the Institutional Advertising Program. Those ads were titled "Employer Support," "Global Forces," "Military Support to Civil Authorities," and "Profiles in Patriotism."

The redesigned public web site (<http://www.ngb.dtic.mil>) proved to be an enormous success resulting in 3,957,284 "hits" for the year from throughout the United States and nearly every other country in the world. In addition, the Public Affairs intranet site (<http://firstmuster.ngb.army.mil>) proved to be a valuable resource to the National Guard Public Affairs professionals. The daily updates posted to the site in the weeks following the terrorist attacks on the World Trade Center and the Pentagon proved invaluable to the National Guard PA career field.

September 11th galvanized the staff of Policy and Plans as it did every division throughout the National Guard Bureau. This final month of Fiscal Year 2001 saw Policy and Plans shift its focus virtually overnight becoming a far more integral part of the Guard's Public Affairs effort. While continuing with its day-to-day missions, Policy and Plans now found itself heavily engaged with issues of Homeland Defense and Weapons of Mass Destruction. The advertising campaign for FY 02 shifted focus, work with the media branch became more fully integrated, and efforts to track and analyze the impact of this history-altering event became added critical missions for Policy and Plans.

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 flyovers; civic and news media travel; support to private organizations; support to national military organizations, such as NGAUS and EANGUS; as well as national level media relations.

The National Guard Bureau media relations team is the primary 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 media opportunities with senior Guard officials, as well as CONUS and OCONUS media travel. The media team provides media relations guidance to the public affairs officers in our 54 states and territories on Guard 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; National Guard band performances, both in CONUS and overseas; and support to aviation related community events such as airshows and base open house events. Clearly, these highly visible programs are some of the most effective tools we have to bring our National Guard story to the American public.

During FY01, there were 3,269 civic leaders and 274 news media representatives participating in orientation flights. Out-of-state travel on National Guard aircraft provided 157 news media representatives and 1504 civic leaders an opportunity to observe a military deployment to various locations throughout the United States and around the world.

Command Information

FY 01 began with the National Guard's official newspaper *On Guard* having just completed the transition to a full-color format. During the year another major transition occurred with the retirement of the paper's longtime editor, and the year closed with the tremendous efforts required to cover the Guard's response to the attacks of September 11. *On Guard* deployed a photojournalist to the World Trade Center site who filed several stories on the activities of the soldiers and airmen as they helped in the recovery efforts. The *On Guard* staff contributed numerous other stories, and in conjunction with the Public Affairs Support Element, produced a special insert covering the Guard's response to September 11th. Coverage of the Guard's ever increasing role in Homeland Defense has become the dominant theme for FY 02 and the foreseeable future.



Public Affairs Support Element (PASE)

The NGB Public Affairs Support Element is a rapid response team created from the Theater Support Element, which had operated from Panama throughout the U.S. Southern Command area of operations. In 1998, it was moved back to NGB and began new missions and operations.

NGB-PASE conducted varied operations worldwide in FY01 while at the same time upgraded capabilities and technologies to acquire and disseminate products in a timely matter. PASE was able to conduct over 13 contingency operations and deployments in support of the Sherpa air crash, floods, fires, the September 11th terrorist attacks, border and airport security, International Affairs, and exercise coverage.

NGB-PASE also increased its role in the training realm by participating in Crisis Communication and Senior leadership training. PASE had also increased training and support to Public Affairs unit training by attending a JRTC pre-deployment exercise in Fort Polk, LA which was cut short by the events of September 11th. Soldiers from PASE have begun to attend drills to provide specific skill training to National Guard public affairs units, as requested.

Technological gains during this period were extensive with new Apple Macintosh computers providing in-the-field production capability to each individual member.

Historical Services

As required by Air Force directives, ANG historians spent much of FY 2001 researching and writing the 1998-2000 ANG history. They also edited *Through Airmen's Eyes: An Introduction to the Enlisted History and Heritage of the Air National Guard* for forthcoming publication through NGB, and *A History of*

American Military Aviation: The Indispensable Arm to be published by the Texas A&M University Press. In addition, they completed a series of oral history interviews with the retiring Director of the ANG, Maj. Gen. Paul A. Weaver, Jr. The ANG historians also published their ANG supplements to AFI 84-103, "Museum System," and AFI 84-101, "Historical Products, Services, and Requirements" during FY01.

ANG historians also facilitated the deployment of three unit historians to Turkey to fulfill a 90-day rotation with the USAF's Aerospace Expeditionary Force (AEF) during the summer of 2001. Following the September 11th terrorist attacks on New York City and Washington, ANG historians began collecting documents and interviewing key personnel in preparation for a future monograph on the ANG response to the attacks.

The ARNG historians in FY 01 published *Mobilizing for the Storm: The Army National Guard in Operations DESERT SHIELD and DESERT STORM* as part of the commemoration of the 10th Anniversary of the Persian Gulf war. They also revised NGR 870-20, "Army National Guard Museums, Museum Activities, and Historical Property" and worked, in coordination with the U.S. Army Center of Military History, on creating a draft revision of

the policies governing ARNG unit lineage and honors. Loss of historic regimental lineages continues to be a key concern as the timetable of unit conversions under the Army National Guard Division Redesign Study (ADRS) begins to speed up.

ARNG historians continued to be actively involved in the training of the Guard's Military History Detachments (MHDs), as well as the providing staff training of a historic nature at the National Guard Bureau – to include orientation classes on Guard history, lineage, and a staff ride of the Chancellorsville battlefield. Following September 11th, one historian immediately deployed from NGB to New York City to begin the process of collecting interviews, photographs, and documents, a mission which was subsequently assumed by Massachusetts's 126th MHD. As a result of their combined efforts, 82 interviews were conducted detailing the Guard's role in responding to the attack on New York.

Environmental

During the calendar year 2001, the National Guard Office of Public Affairs, Environmental Section focused on the review of technical documents for over 235 major projects. Each segment of a project was reviewed with consideration

for public release of information. Documents too technically oriented to be easily understood by the general public were recommended for revision to increase their readability, while ensuring all technical information remained intact without compromise to validity or accuracy. In addition to technical reviews, the Environmental section supported air range expansions and air space proposals; and small arms range proposals. The Environmental section provided internal and external training in risk communication and interacting with the news media to present information effectively. This training was even presented to military officers in Sri Lanka. The section routinely provided general public affairs coverage for the division, to include support with 24-hour points of contact; contributions to the development of the National Guard Strategic Communication Plan for 2001; updating existing Community Relations Plans, supporting Restoration Advisory Boards in communities throughout the nation; and support for the Unified Community Advisory Board in Tucson, Arizona. During the year, two Public Service Announcements (PSAs) were developed for release to television stations throughout the United States. The first PSA featured Mr. Randy Owen of the music group *Alabama*. The second PSA featured Mr. Davy Hite, Master

Champion Bass fisherman. These Public Service Announcements were developed to emphasize the National Guard's commitment to ensuring excellent stewardship of the lands entrusted to our care, and to promote awareness of the National Guard.

INSPECTOR GENERAL

The Office of the National Guard Bureau Inspector General (NGB-IG) is a primary element in the system of management controls monitoring the annual outflow of approximately \$10.5 billion in federal resources to the Army and Air National Guard. The NGB-IG office provides the Chief, National Guard Bureau with an ongoing assessment of the economy, efficiency, discipline, morale, esprit de corps, and readiness of the entire National Guard through an aggressive agenda of assistance, investigations, assessments, and inspections. The organization manages approximately 295 full and part time Inspector General soldiers and airmen with an annual operating budget in excess of \$2 million. NGB-IG is on the personal staff of, and reports directly to, the Chief, National Guard Bureau and, in his absence, to the Vice Chief.

Both Army and Air National Guard issues are reviewed by National Guard Inspectors General. NGB-IG has oversight responsibility of the 54 Inspector General offices in the states and territories, each of which has an active duty Army Colonel or Lieutenant Colonel serving as the State IG. All fifty-four states and territories voluntarily participate in the Active Duty State Inspectors General Program.

Operations and Support Division

The assignment of senior, active duty officers as the Inspectors General to the 54 states and territories is an invaluable program begun more than fifteen years ago by the Chief of Staff of the Army, General Wickam. In September 2001, the Director of the Army Staff approved the final phase of the State IG Program by authorizing Officer Developmental Program (ODP) support for the last 4 states, New Hampshire, Vermont, Maine, and Rhode Island. The program's intent is to provide a high level of credibility and professional military expertise to the Adjutants General, subordinate commands, soldiers, and airmen of the National Guard. This program, one of the singularly most successful, long-term commitments by the Army leadership to the Total Army concept, has shown tremendous benefits, and it is doubtful that any other program can show a higher return on the investment. The experience, expertise, and trust these Colonels and Lieutenant Colonels bring to the Guard is invaluable.

Army Assistance Division

During FY 01, the Assistance & Investigations division split into two separate divisions. This was done to mirror the Department of the Army Inspector General Office. This restructure has greatly improved the coordination and communication with our higher IG headquarters.

The Army Assistance Division processes requests for assistance that involve Army National Guard issues. Approximately 70% of requests can be solved at the State level and are referred to appropriate State IG's for action. The division receives and acts upon complaints and requests for assistance from the Office of the Inspector General, Department of Defense, Office of the Inspector General, Secretary of the Army (SAIG), State Inspectors General, military members and the general public.

Among its many functions, the Assistance & Investigations division tasks, monitors and performs requests for assistance related to the ARNG. Other functions include: taskings and monitoring investigations (DoD Hotline, SAIG, and NGB cases) into allegations of wrongdoing related to ARNG activities; maintaining Inspector General Action Requests (IGAR) cases on the Inspector General Network (IGNET) database as directed by AR 20-1 in order to support trend analysis of systemic problems within the U.S. Army and ARNG; processing requests for IG records under the Freedom of Information Act (FOIA) on cases monitored by the division; maintaining a database to document personnel within the ARNG who, as a result of NGB-IG initiated actions, have had allegations substantiated against them; processing complaints of non-IG issues by referring complainants to the appropriate redress procedure; reports and coordinating information to SAIG regarding allegations against senior level officials, field grade officers, senior NCOs (MSG, SGM or CSM) and FOIA requests to change IG records; conducting preliminary analysis (PA) on all requests for assistance, complaints or allegations of wrongdoing; and finally, preparing draft correspondence and information papers in reply to requests from members of Congress, the

congressional liaison office, and the Chief, National Guard Bureau.

Intelligence Oversight & Security Division

The Intelligence Oversight & Security Division was created in FY 99 due to the increase in the number and size of National Guard intelligence units, intelligence mission requirements, Force Protection/Security issues and the creation of the Civil Support Teams (Weapons of Mass Destruction). The division's primary missions are to conduct oversight of Guard intelligence components and activities, and over-watch of security issues as they pertain to the protection of the rights of U.S. citizens.

During FY 01 the Intelligence Oversight & Security division's main emphasis was on education, training and providing assistance in Intelligence Oversight and Security. The increased emphasis on Intelligence Oversight and Security has a direct correlation to the increase in the discussion of Homeland Defense/Security and Information Operations/Warfare Missions. The division provided training in Intelligence Oversight at the Army Inspector General School to new State IGs and at all four of the Inspector General Training Workshops. In

addition, division members had the opportunity to make presentations to several conferences, workshops, and to the TAGs and Unit Commanders/Staffs at all levels. Throughout this year division members have participated in ten conferences which covered the issues of Intelligence Oversight, Weapons of Mass Destruction, Security, and Information Technology. Additionally, division members conducted five assistance visits, three inspections, and one investigation.

Due to the events of September 11th and the new era of Homeland Defense/Security missioning for the National Guard, the division has been significantly involved in assisting with matters of application of Intelligence Oversight and Security as it pertains to the protection of the rights of U.S. citizens. Requirements and demands have dramatically increased since September 11th.

Air Inspections Division

The primary mission of the Air Inspections division is to develop, manage, coordinate, and execute all plans and actions pertaining to ANG unit inspections.

This division establishes and maintains current inspection policy for Air National Guard units throughout the

54 states and territories. The inspection policy pertains to Readiness Certification Inspections of all weapon systems, with priority given to the Air Expeditionary Force within the Air National Guard. The Air Inspections division publishes current Compliance Inspection criteria to meet Secretary of the Air Force (SAF) directives for compliance. This division coordinates and publishes special interest items from SAF and MAJCOM IGs.

The division coordinates inspection schedules and tracks all audits and inspections at ANG units. Furthermore, it performs the SAF/IG directed gatekeeper function by maintaining a coordinated inspection schedule and de-conflicting inspection visits.

Army Investigations Division

The Army Investigations conducts Investigations by teams of Inspectors General consisting of at least one officer and one senior NCO. Allegations against General Officers and Senior Executive Service employees are investigated by the Department of the Army Inspector General Office as directed by Army Regulation 20-1, *Inspector General Activities and Procedures*. IG Reports of Investigation (ROI) are not normally used for adverse action. The IG can recommend that a commander initiate an investigation under Army Regulation 15-6, *Procedure for Investigating Officers and Boards of Officers*, so that adverse action can be taken if warranted. On rare occasions, The Inspector General of the Army, upon request from a local commander, may grant release of IG records for adverse action when the evidence is so compelling as to make additional investigative work pointless. All NGB-IG ROIs are reviewed for legal sufficiency by the National Guard Bureau Staff Judge Advocate prior to case closure.

Among its many functions, the Army Investigations division tasks, monitors and performs investigations (including whistle-

blower reprisal and improper mental health referral cases) into allegations of wrongdoing related to ARNG activities. The division maintains Inspector General Action Requests (IGAR) cases on the Inspector General Network (IGNET) database as directed by AR 20-1 to support trend analysis of systemic problems within the US Army and ARNG. It also processes requests for IG records under Freedom of Information Act on cases monitored by the Division.

Army Inspections Division

The Army Inspections division has the primary mission of developing, executing, managing, and coordinating all plans and actions pertaining to the CNGB Two Year Inspection Plan and each special or systemic inspection/ assessment conducted as a part of that plan. Within that mission are four important functional areas: 1) Conduct inspections to determine compliance with regulatory guidance and assess the capabilities to perform assigned missions; 2) Conduct inspection follow-up to evaluate the degree of compliance and effectiveness of those corrective actions taken; 3) Provide external agency inspection coordination and technical liaison for actions impacting the NGB and the various States and Territories; and 4) Continue to provide limited oversight of commercial activities contracting.

In addition to conducting follow-up inspections of ARNG Enhanced Separate Brigade (eSB) participation at the Combat Training Centers (CTC) during FY01, the division completed a CNGB directed assessment of strength management issues in ARNG units with high operations tempo. Further, the division undertook several other important initiatives, including: participation in the DAIG environmental management inspection program; analysis of the personnel awards management process in the ARNG Directorate and the NGB Joint Staff; and analysis of TRICARE Line of Duty (LOD) claims processing by State level activities nation-wide. Finally, the division continued to execute its responsibilities in tracking and de-conflicting inspec-

tions of ARNG units and activities conducted by external agencies.

ACQUISITIONS

The Office of the Principal Assistant Responsible for Contracting (PARC) is responsible for oversight and administration of the National Guard contracting function and is the alter ego of the Head of the Contracting Activity for all delegated responsibilities described in the Army Federal Acquisition Regulation Supplement. The contracting functions include all contracting procedures associated with Federal contracts, cooperative agreements, and Small Business Programs throughout the 50 States, 3 territories and the District of Columbia. Additionally, the office of the Director of Acquisition is responsible for providing contracting support to the offices of the Army National Guard Directorate, the Air National Guard Directorate and offices of the Joint Staff, National Guard Bureau.

Cooperative Agreement/Grants Management

The National Guard Bureau Office of Grants and Agreements is responsible

for policy and compliance as they pertain to the cooperative agreements which support and sustain Guard units. The office also provides policy and compliance guidance for Inter-Service Support Agreements between the Army and Air Force and the National Guard Bureau. In FY01 cooperative agreement awards of \$636,310,635 were made and reported to the Department of Defense (DoD) by the National Guard Bureau through cognizant United States Property and Fiscal Officers in support of Guard units in their respective States.

The National Guard's Cooperative Agreement Operations and Maintenance Program (Catalog of Federal/Domestic Assistance Number 12.401) was recognized as one of DoD's top five programs based on FY2000 reporting.

In February 2001, members of this office participated in the NGB Acquisition Training Conference. Approximately 100 Grants Officers and Grants Officer Representatives received training on cooperative agreement related subjects during this conference.

Members of this office served as NGB representatives at the Department of Defense level on both the Standard Procurement System Working Group for the automation of Grants and Cooperative Agreement Awards and on the Functional Board for the manage-

ment of the Defense Acquisition University's Grants and Cooperative Agreements course (GRTS201). This office represents the Department of Defense on the Federal Grant Streamlining Initiative resulting from the passage of Public Law 106-107.

Ombudsman/Acquisition Reform

The Acquisition Reform advocate is responsible for developing, implementing and institutionalizing regulatory and business practice reforms within the organization. The Ombudsman is responsible for reviewing complaints from contractors and ensures that all contractors are afforded a fair opportunity to be considered, consistent with the procedures in the contract. In Fiscal Year 2001, acquisition reform training was provided through three regional "Project Management" workshops, three "Claims Avoidance" workshops and the National Guard Contracting Training Workshop. The responsibility for Alternate Dispute Resolution (ADR) for contracting was assigned to this office during FY01 and ADR training has been provided to approximately 90 contracting personnel during FY01.

Contract Policy Division/Competition Advocate

The Contract Policy division provides policy management to National Guard contracting offices. During FY01 an update was issued to the National Guard Federal Acquisition Regulation Supplement (NGFARS). In February 2001, this division hosted the biannual National Guard Contracting Training Workshop and trained approximately four hundred contracting personnel. It conducted a Task Order Contracting course that included elements of source selection for approximately forty personnel, and provided training in Commercial Purchase Card use for National Guard Agency approving officials. The division also conducted Procurement Management Assistance visits to United States Property and Fiscal Offices and associated Air National Guard units in ten States. It provided review and oversight for in excess of \$730,000,000 in contracting actions and over \$277,800,000 in Commercial Purchase Card actions. The National Guard successfully competed 95.74% of its dollars.

Operational Contracting Division (NGB-AQC)

FY01 Social Welfare Contract Support Results: One of NGB-AQC's supplemental missions is to support Congressional economic and social welfare programs through the award of contracts to various preferential business categories: small business, small and disadvantaged business, woman-owned small business, veteran-owned small business, HUB-Zone small business and Native American (Indian-owned) business. NGB-AQC was again extremely successful in supporting these Congressional economic and social programs, particularly the small and disadvantaged business and Native American (Indian-owned) business programs.

Total Dollars Awarded:	\$138,041,575	100%
Total Actions Awarded:	516	100%

COMPETED:

Dollars	\$118,381,056	96%
Actions	414	91%

AWARDED LARGE BUSINESS:

Dollars	\$60,828,550	44%
Actions	159	30%

AWARDED SMALL BUSINESS:

Dollars	\$77,213,025	56%
Actions	357	70%

AWARDED SMALL DISADVANTAGED BUSINESS*:

Dollars	\$ 21,775,485	15%
Actions	60	11%

AWARDED WOMEN-OWNED SMALL BUSINESS:

Dollars	\$5,222,775	3%
Actions	28	5%

AWARDED VETERAN OWNED SMALL BUSINESS:

Dollars	\$631,624	1%
Actions	4	1%

AWARDED HUB-ZONE SMALL BUSINESS:

Dollars	\$691,313	1%
Actions	6	1%

*Small Disadvantaged Business totals include support for 8(a) economically and socially disadvantaged businesses and Native American (Indian-owned) businesses.

FY 01 NGB-AQC Key Program/Mission Contract Support:

NGB-AQC Acquisition Training Conducted

	Times Given	Students Trained
Contracting Officers Representative Course	8	153
IMPAC Training	22	348
Performance Based Statement of Work Training	3	52
Contracting for Conferences & Food Training	3	24
Senior Executive Level Contracting Overview	1	10
Total NGB-AQC Training	37	587

Major Contracts Awarded

- 1. \$400 million competitive multiple-award advertising and marketing acquisition to support recruiting, strength maintenance, public relations and family planning programs. 6 awards were made: 2 competitive 8(a) set-asides, 1 small business set-aside and 3 full and open competitive awards.
- 2. \$8 million competitive nation-wide weather forecasting services contract to support Air Guard transcontinental flight operations and aircraft/crew safety.
- 3. \$11.2 million competitive construction award for the repair and renovation of the Air National Guard Readiness Center (ANGRC).
- 4. \$20 million 8(a) Bowhead-Eagle Alaskan Native Indian Joint Venture for logistic support.
- 5. \$38 million is software maintenance and IT operations to support the ARNG Information Systems Division, NGB-AIS.
- 6. \$16 million in ARNG Readiness Center facilities operations.

Performance Results

Despite an ever reducing contracting workforce in NGB-AQC and an ever increasing amount of contract support requested from its customers, for a third year in a row the Army National Guard achieved a 100 percent obligation rate of ARNG funded acquisition projects submitted to NGB-AQC and a 100 percent obligation of NGB Joint Staff ARNG funded acquisition projects. In addition, NGB-AQC continues to be the Guard's largest supporter of contract awards to economically and socially disadvantaged businesses and Native American owned businesses - 15% of total dollars awarded. Finally, NGB-AQC has been extremely successful supporting the ARNG military acquisition mobilization pool through its strong acquisition training program, conducting 37 contract acquisition courses to over 587 Guard personnel.

ASSOCIATE DIRECTOR OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

The Office of Small and Disadvantaged Business Utilization is a separate activity under the Chief,

National Guard Bureau. Its purpose is to be the advocate for small and disadvantaged businesses who want to compete for federal contracts. Under the concept of separation of power and authority, it is a separate activity from the contracting activity at Major Command level and is directly responsible to the Office of the Chief. Although by regulation it is not part of the Acquisition Directorate, it is co-located with NGB-AQ for convenience of coordination.

power and authority, it is a separate activity from the contracting activity at Major Command level and is directly responsible to the Office of the Chief. Although by regulation it is not part of the Acquisition Directorate, it is co-located with NGB-AQ for convenience of coordination.

During FY 01, the dollar amounts of procurement awards by NGB to small and small disadvantaged businesses were as follows:

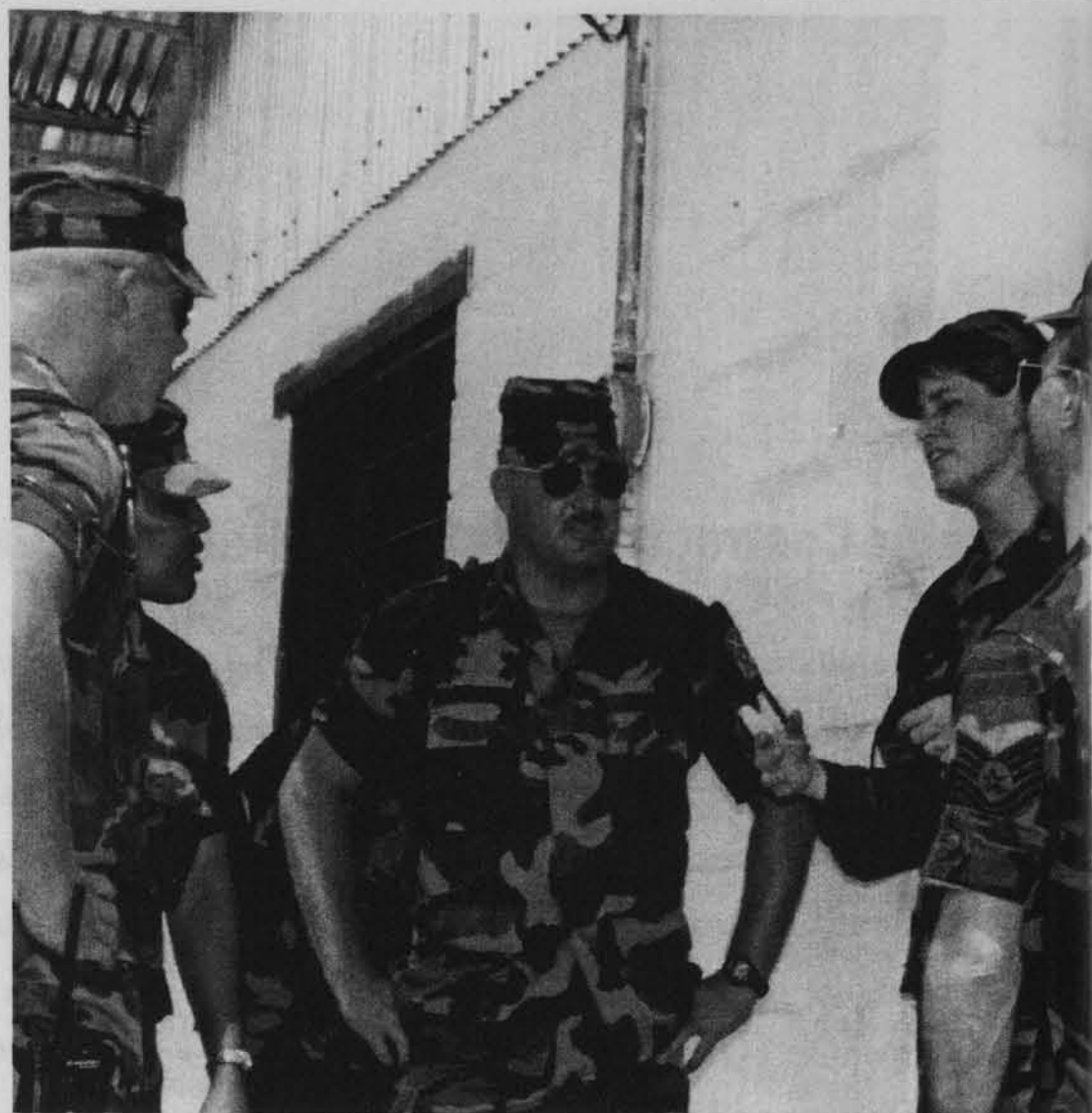
Total U.S. Business	\$707,446,903
Small Business	\$449,903,265
Small Business Set-Asides	\$128,089,521
Small Disadvantaged Business	\$97,070,130
Section 8(a)	\$62,426,522
Women-Owned Small Business	\$41,739,824
Service Disabled Veteran-Owned	\$1,448,025

HUMAN RESOURCES

The Uniformed Services Employment and Reemployment Rights Act (USERRA), enacted October 1994, significantly strengthened and expanded the reemployment rights of federal employees to include military technicians who interrupt their civilian employment to perform active military service. As one of the few government organizations with a large population of employees exercising rights under USERRA, the National Guard Office of Human Resources (NGB-HR) has been at the forefront of resolving and addressing issues raised by the implementation of this law. Following the terrorist attacks of September 11, many Guard technicians were "transitioned" from Title 32 tours to Title 10 active duty without the opportunity to first exercise their USERRA reemployment rights. As this may adversely affect the crediting of Title 32 service, NGB-HR promptly asked the Office of Personnel Management (OPM) for an official advisory on the impact of the transition on service credit. If the OPM response is not favorable, NGB-HR will seek a legislative solution to protect technicians' USERRA rights and benefits.

NGB-HR participated with other DoD elements in the development of the DoD Telework policy. The Telework Program was enacted into law in 2001 and DoD is required to identify telework positions and offer eligible incumbents of those positions the opportunity to participate in the program at a rate of 25% each for the next four years. NGB-HR is finalizing the National Guard Telework Program policy for the states and territories.

NGB-HR acted promptly in response to the terrorist attacks and published guidance and information for mobilization briefings on the reemployment rights and benefits technicians were entitled to during military service and upon return to technician duty. NGB-HR also promptly issued guidance on



the use of the various categories of military leave available to technicians to include those activated under a Presidential declaration of a national emergency.

Several bills affecting the technician workforce were introduced during the first session of the 107th Congress. For example, HR512 would end the prohibition against overtime pay for technicians, and HR513 and HR2012 would establish a blanket early optional retirement for technicians. NGB-HR is working with the NGB Judge Advocate's Office and the NGB Policy and Liaison office (NGB-PL) to assure that DoD is aware of the impact these bills will have on the technician program if they become law.

Ongoing disputes with the Federal Labor Relations Authority (FLRA) regarding the quantity of uniforms issued to technicians or the attire worn by technicians during labor-relations third party proceedings continued during FY 2001.

Efforts continued to be focused on supporting two major automated systems — sustaining the existing Defense Civilian Personnel Data System (DCPDS), and ongoing development of, and deployment preparation for the modern DCPDS for the National Guard, which is used by Human Resource Officers (HROs) throughout the Guard.

This year, NGB-HR helped guide the Adjutants General through the presidential transition. By developing guidance addressing hiring control procedures instituted by the new administration, while recognizing the unique aspects of the technician program, States were able to continue to appoint technicians during the executive moratorium on hiring within the Federal government.

In cooperation with the Army National Guard Full-time Support Division (NGB-ARM), National Guard Bureau Equal Opportunity Office (NGB-EO), Air National Guard Directorate of Personnel and Training (NGB/DP), and Air National Guard Directorate of Plans, Programs, and Manpower (NGB-XP), we hosted a national workshop for HROs and their key staff. The theme of this conference ("Where it All Begins") and its agenda were designed to address the Human Resource challenges in the National Guard as the organization evolves to face new world challenges. The workshop provided a forum for information on legislative and policy changes affecting the HR arena, as well as organizational changes, force structure evolutions and modernization in technological systems. This year, the workshop also provided an opportunity for the Chief, National Guard Bureau and U.S. Army Deputy

Chief of Staff for Personnel, to communicate their HR concerns and visions to the State HROs. NGB-HR pursued initiatives to address current and projected shortages for a number of occupations at both a national and local level. Such efforts included:

- In order to stem a loss of ARNG and ANG Air Traffic Controllers (ATC) to higher paying jobs at the Federal Aviation Administration, NGB-HR studied technician turnover and recruiting data and served on the DoD Air Traffic Controller (ATC) Working Council. Ultimately, these efforts resulted in 5% premium pay for National Guard Technician ATCs nationwide and laid the foundation to pursue additional incentives, as required.
- Studies were also conducted to help address local recruiting and retention challenges involving aircraft and electronic specialized positions at Otis ANG Base, Massachusetts, and high technology space communication positions in Greeley, Colorado. The studies resulted in acquisition of a special salary rate for specialized technician positions at Otis ANG Base and a formal request for the same at Greeley.
- To address the compensation gap for Federal Wage Technicians, this office

advocated expansion of General Schedule recruiting and retention tools to the Federal Wage system, thus contributing to the proposal and passage of such legislation during this fiscal year.

In the aftermath of the attacks at the Pentagon and the World Trade Center, guidance was published to enable the states to expedite hiring procedures, and to clarify policy regarding arming technicians and using them to perform security duties. In anticipation of the Partial Reserve Call Up on 14 September, information was disseminated addressing technician rights when entering active duty. Also, an Emergency Hiring memorandum was distributed to all National Guard Human Resource Offices. This memorandum specifically targeted the uniqueness of the dual status technician program and addressed the back-filling of positions due to the mobilization/deployment of technicians in support of Operations Enduring Freedom and Noble Eagle.

NGB-HR continued efforts to streamline personnel processes and delegate authority to the Adjutants General. Along these lines, NGB-HR developed and issued dual status compatibility instructions that expanded program management flexibilities at the state

level. Policy for key staff positions was recaptured and published, providing flexibility to the TAG via correlation of the technician position to the military organization. Simplification of merit processes at the state level was promoted by abolishing procedure-laden benchmarks and guidance (e.g. Appendix A of TPR 335). The use of military MOS/AFSCs continued to be explored as a mechanism for simplifying personnel processes while embracing military aspects of technician employment.

Since National Defense Authorization Act (NDAA) 2000 amended the law to authorize retention of up to 1950 non-dual status (NDS) technicians, we have developed and issued policies that allowed the National Guard to achieve the statutory hiring ceiling. Through careful management, and use of Voluntary Early Retirement Authority (VERA) for 12 states, we reached the goal of 1950 with little or no adverse impact to the employees. In addition, to assist the states with management objectives, we published policy providing external hiring of NDS technicians and the reallocation of NDS opportunities.

Unfamiliarity and inexperience in staffing competitive (NDS) positions, coupled with the fee-for-service requirements for a competitive list of eligibles from the federal Office of Personnel Management (OPM) have resulted in many questions to NGB. NGB-HR instructed the states to seek and utilize alternative approaches when hiring NDS technicians. The Staffing division in NGB-HR has given states instruction and guidance on how to apply non-competitive appointment authorities to their NDS technician vacancies. Additionally, information has been disseminated to the states regarding the possible employment of current Federal employees in NDS positions. Lastly, NGB-HR is exploring the possibility of obtaining from OPM, Delegated Examining Authority, and establishing a Delegated Examining Unit within the National Guard.

New changes were mandated by Section 808 to the NDAA for 2000 to determine applicability of the educational requirement changes to the GS-1102 series and its appropriateness to the NG technician program. In effect, contracting positions within the National Guard have been professionalized. A policy letter was written and distributed to the states addressing the new requirements, how the changes impacted the state contracting offices, and the effective dates of the policy.

NGB-HR advanced the ability to place high quality candidates for the position of TAG by facilitating and advancing use of the Intergovernmental Personnel Act.

Technician Training was successfully reestablished as a valid requirement during the FY 2003-2007 Program Objective Memorandum (POM). In recognizing this valid requirement, the Department of Army seeded this account with \$1 million for the out-years. With no technician training funds programmed for FY 2001, we were successful in justifying and obtaining \$8 million through the NGB Program Budgetary Advisory Committee (PBAC) process for distribution to the states in FY 2001. In an effort to capture historical data regarding the execution of training funds, we streamlined the record keeping process by establishing a uniform ledger for states use in tracking data. This system of tracking data will ensure success in validating and funding requirements during upcoming POMs.

NGB-HR continues to provide timely and accurate responses to Congressional and other high-level inquiries in the areas of technician compensation, employment, and development. We provide HR management advisory services to the Army and Air Directorates and 54 states and territories via assistance visits, seminars, Intranet, telecommunications, conversations, video-teleconferences, electronic mail, and regular correspondence. NGB-HRS has hosted and presented one NGB

Basic Staffing Course, two NGB Workforce Restructuring Courses, a Processing Personnel Actions Course, and the new Human Resource Officers course.

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
- Coordination and liaison with external audit agencies conducting business with the National Guard

The office is authorized fifteen positions; however, only eleven are filled. There are seven 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 FY01, the following audit projects were undertaken:

- Active Guard Reserve Programs
- Air National Guard IMPAC Program
- Government Travel Card Program
- ARNG Fund Control Procedures
- State Active Duty Procedures
- Management of Excess Equipment

Programs & Liaison

The Programs & Liaison branch is responsible for providing state and territory internal review offices with guidance, assistance, training and oversight. In accordance with Department of Defense policy, the branch conducts external quality assurance reviews of local internal review offices. These reviews serve to ensure that state Adjutants General and 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 Department of Defense 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 FY 2001, 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. Also during FY01, sixteen Quality Assurance Reviews were conducted. The states of Kansas, Idaho, Iowa, Rhode Island, Wyoming and Utah were recognized for their outstanding internal review programs.

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 branch 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 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 eighty audits ongoing within the National Guard at any one time.

EQUAL OPPORTUNITY

Equal Opportunity is a major priority of the National Guard. The goal of the National Guard Bureau Office of Equal Opportunity (NGB-EO) is to guarantee each man and woman, military and civilian, equal opportunity for entry and advancement in the National Guard, in an environment free from discrimination, bias, and sexual harassment.

Because of our close ties with the community, the National Guard closely reflects the cultural values and norms of the communities it serves and from which its people are drawn. Over the past 35 years the Guard has evolved from an era of racial exclusion into the dynamic present-day Guard which values diversity and equality. It is a stated goal that the National Guard "look like America" by reflecting the racial and ethnic diversity of the communities and the states it serves.

The Army National Guard, knowing the importance of diversity, has developed a team responsible for implementing diversity initiatives throughout the 54 states and territories. As the year 2002 approaches and with it the celebration of the Army National Guard's Year of Diversity, the goal of NGB-EO will continue to be the support of diversity initiatives — making heads count, and not just counting heads.

Special Emphasis Programs

NGB-EO is a key member of the DoD Special Emphasis

Program committee, which is responsible for fostering and maintaining relationships with national minority organizations and historically Black Colleges and Universities (HBCUs), and the Hispanic Association of Colleges and Universities (HACU). During FY01, the National Guard conducted training workshops at the annual conferences of Blacks in Government (BIG), Federally Employed Women (FEW), National Image, Inc., and the Federal Asian/Pacific American Conference (FAPAC). In addition, the National Guard has partnered with National IMAGE Inc. through a Memorandum of Understanding signed by the Chief, NGB and the National President of IMAGE, Inc. The National Guard Bureau continues to lead the way with "out-of-the-box," forward thinking diversity education.

At the national level, there are two energetic advisory committees positively influencing equality and diversity efforts in the National Guard. The Air Guard Human Resources Quality Board spearheaded a new Diversity Education Initiative, a voluntary leadership program to emphasize inclusiveness and cultural change throughout the Air National Guard, and a new mentoring program. The Army Guard National EO Advisory Committee focused on increasing assigned EO Advisor positions in the states as part of the

Army-wide effort to strengthen equal opportunity support and commitment, and on the development of a new pilot mentoring program.

The NGB leadership team affirmed strong commitment to equal opportunity and diversity by publishing a new National Guard Human Goals Charter and a strong new policy on sexual harassment prevention.

Statistical Measures

Today, the National Guard increasingly reflects America, as gains in diversity are slowly being made each year. At the end of FY01, the Army Guard had a minority population of 26.3% and the Air Guard minority representation was 20.32%, up slightly from the previous reporting period. In both the Army and the Air Guard minority representation continues to show some improvement among senior NCOs and officers.

Women represented 12.1% of the Army Guard at the end of FY01, an increase of 1.6%. The percentage of women in the Air Guard increased from 16.3% during FY99 to 17.12% in FY01.

During the first two years of the 21st century, the NGB leadership has introduced diversity initiatives and created an exclusive diversity committee to work in partnership with the States.

Additionally, force structure changes in the Army have continued to open more career fields and more assignment opportunities for women in the Army National Guard. Strong leadership emphasis has been placed on active recruiting and mentoring of women for these new career fields and assignment opportunities.

FAMILY PROGRAMS

The National Guard Family Program Office has supported the increasing roles and missions of the Army and Air National Guard for many years. However, the tragedies that touched our nation on September 11, 2001, gave our Family State Program Coordinators and volunteers an even stronger challenge. Our ongoing mission of ensuring ready Guard families is not optional but rather mission essential. Our past and current military missions and deployment experiences confirm the importance of having established programs in place at the national, state, and unit levels.

Readiness, support, and assistance for families of Guard members deployed in all missions and operations is the

YOUTH PROGRAMS

The Youth Programs Division manages two federally-funded National Guard youth programs: 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-nine sites across the country participated in the program this fiscal year, an increase of two sites over FY 00. With the completion of its seventeenth class, approximately 32,000 at-risk youth have graduated from the residential phase of the program, with more than 21,000 earning 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 01.

COUNTERDRUG

The National Guard Bureau and the National Guards of the 54 states and territories continue to play a major support role in the nation's struggle against the importation, manufacture, 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 Fiscal Year 2001 was \$254.6 million dollars.

Domestic Counterdrug Support

Operating under the authority of Title 32, United States Code, Section 112 (32 USC 112), the National Guard provides 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 or territory, with the authority of the Adjutant General, prepares a detailed plan outlining the type and level of counterdrug support 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 NGB-CD for review and funding recommendation. NGB-CD then forwards the plans to the Office of the Deputy Assistant Secretary of Defense for Counter Narcotics (ODASD-CN) for final approval and funding.

The states plan their counterdrug support activities under six major mission categories. These mission categories, outlined in the National Guard Regulation 500-2 (NGR 500-2) and the Air National Guard Instruction 10-801 (ANGI 10-801), are: program management and liaison; 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.

Mission Categories:

1. Program Management and Liaison
2. Technical Support
 - a. Linguistic Support
 - b. Investigative Analyst and Case Support
 - c. Deleted/Combined with 2b
 - 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

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 programs 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 3,700 soldiers and airmen supporting counterdrug programs.

During FY01, dedicated Air National Guard (ANG) and Army National Guard (ARNG) counterdrug aviation assets flew in excess of 39,000 flight hours supporting federal, state, and local law enforcement in waging the War on Drugs. The various mission profiles flown during these support efforts included command and control for high risk warrant executions, vehicle tracking, Forward Looking Infrared (FLIR) usage for evidence gathering, marijuana eradication, and fulfillment of controlled delivery requests.

Forty-two States and Territories currently possess either ARNG rotary-wing Counterdrug assets (Counterdrug Reconnaissance and Aerial Interdiction Detachments - CD RAID) or ANG fixed-wing Counterdrug assets (CD C-26), with eight of those states having a combination of both. Interstate counterdrug support to requesting law enforcement agencies continues to be

an immeasurable force multiplier toward combating illicit drug manufacture, trafficking, and distribution.

Additionally, a strong collaborative effort is maintained with CBO's and K-12 public/private educational institutions, whereby soldiers and airmen serve as role models and convey the counterdrug message to thousands of children across the Nation.

By the end of FY 01, National Guard Counterdrug Programs in the 54 States and territories received 17,811 requests for counterdrug support missions, using 1,340,444 mission man-days. Of these missions, 15,070 were completed, 1,852 were cancelled for various reasons, and 889 were unresourced. The following table indicates the seizures and arrests associated with the completed missions:

Seizures And Arrests By National Guard-Supported Law Enforcement Agencies

Cocaine and Crack	216.5 tons
Weapons	35,104
Marijuana: Processed	749.6 tons
Vehicles	322,805
Marijuana: Plants Eradicated	192,548,574
Currency	\$133.42 mil
Methamphetamines	60.47 tons
Arrests	92,955

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, determine the drug demand reduction organizations they most effectively can support. The supported organizations are primarily involved with substance abuse prevention and drug education. This support is directed primarily at our youth and includes organizations such as Drug Abuse Resistance Education (D.A.R.E.); Drug Education For Youth (DEFY); Youth Against Crime, Gangs, and Drugs; the Drug Enforcement Administration's Red Ribbon Campaign; Parents Research Institute for Drug Education (PRIDE); and Parent to Parent.

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 President's Office of National

Drug Control Policy (ONDCP), the Department of Health and Human Services Center for Substance Abuse and Prevention (CSAP), the National Institute on Drug Abuse (NIDA), and the Federal Law Enforcement Training Center (FLETC). The coordinated effort with the Multi-Jurisdictional Counterdrug Task Force Training Program (MCTFT) produced twenty programs. Topics ranged from drug investigation processes, specific drug issues including Methamphetamine, Heroin, and Ecstasy, and anti-drug coalition development and leadership. Four programs were cancelled as a result of the September 11 attacks and will be broadcast in FY02. This year, NGB-CD produced the first youth show in a series titled "Youth Truth." NGB-CD also aired the seventh annual broadcast from the Peers Influence Peers Partnership, a youth group in New York. 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 programs over fifty cable access television stations around the country allowed for 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

Drugs in the Workplace
Youth Leadership: America's Future
Prescription Drug Abuse: Diagnosing the Problem
Athletes and Drugs: Competing Against Substance Abuse
Current Trends in Environmental Approaches to Prevention

Broadcasts Partnered with FLETC

Narcotics Investigation: Navigating the Gray Areas
Roadside Drug Investigations: Going Beyond the Ticket
Drug Concealment: Detecting Hidden Compartments
Search and Seizures: Procedures & Protocol
Danger in Drug Investigations: Staying Safe

Broadcasts Partnered with ONDCP, CSAP, NIDA, CADCA

Meth: What's Cookin In Your Neighborhood
Ecstasy: What's All the Rave About?
Heroin: What's the Real Dope?

Broadcasts Partnered with LET

Chinese Organized Crime 2
Ecstasy: Danger In A Pill
Counterdrug Orientation (Civil Air Patrol)
Marijuana: More Dangerous Than Ever
Heroin, Understanding The Resurgence

Broadcasts Partnered with PIP

Peers Influence Peers Partnership

CADCA — Community Anti-Drug Coalitions of America
CSAP — Center for Substance Abuse and Prevention
FLETC — Federal Law Enforcement Training Center
LET — Law Enforcement Training
MCTFT — Multijurisdictional Counterdrug Task Force Training
NIDA — National Institute on Drug Abuse
ONDCP — White House, Office of National Drug Control Policy
PIPP — Peers Influence Peers

Counterdrug Support Outside Of the U.S.

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

AIRCRAFT. The 12th Expeditionary Fighter Squadron (12th EFS), known as Operation Coronet Nighthawk, managed the deployment of Air National Guard and active duty fighter aircraft to support the Joint Interagency Task Force - East (JIATF-E) while deployed to the Forward Operating Location (FOL) of Curaçao, The Netherlands Antilles. F-16 fighter aircraft assigned to the squadron detected and monitored suspected narco-trafficker aircraft transiting between South American source zones and U.S. arrival zones. They flew a total of 2,080 hours in support of this counterdrug mission. This program was deactivated on September 30, 2001.

Operation Shula Pen, utilizing the Senior Scout Signals Intelligence (SIGINT) platform loaded on a C-130 aircraft, represented a significant portion of USSOUTHCOM Chief's theater Intelligence, Surveillance, Reconnaissance (ISR) resources. The Senior Scout system is owned and operated by the 169th Intelligence Squadron, Salt Lake City, UT. Air National Guard and active duty C-130 aircraft and crews were deployed sixteen weeks during the fiscal year. They flew 57

sorties and a total of 496 flight hours. While operating in a counterdrug mode, these assets may also be called upon to perform search and rescue and command and control functions if required.

RADAR. At the request of USSOUTHCOM and Air Combat Command, the National Guard supported U.S. Air Force Counterdrug Radar Surveillance and Control sites in Colombia and Peru. The NGB-CD logistic and maintenance facility located at Dobbins ARB, Georgia, provided technical, maintenance, and supply support to the contractor, ensuring these surveillance systems operated at optimum capability. National Guard personnel continue to support 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. In addition, NGB-CD deployed a ground-mobile radar and personnel to the Southwest border for 45 days in response to a short notice request from the U.S. Customs Service. This resulted in the apprehension of one aerial smuggler and substantial reduction of other suspect aerial traffic.

Substance Abuse Programs

The National Guard has an aggressive internal Substance Abuse Program aimed at keeping National Guard soldiers and airmen drug-free. During the past year, the Army National Guard performed 172,835 biochemical tests (49% of assigned strength), 3,247 of which were positive for illegal narcotics (1.94% positive rate). The Air National Guard tested 35,347 members (33.6% of assigned strength) with 251 members positive for illegal narcotics (0.71% 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 its 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 135 military members successfully completed the course.

This office also hosted a Medical Review Officer (MRO) training course that was attended by 28 Air National Guard, Air Force Reserve Command, and Army National Guard physicians. This training was developed for licensed physicians who are responsible for reviewing and evaluating laboratory results generated by the drug-testing program. It included a comprehensive review of the medical, technical, and legal issues involved in the MRO process.

In FY01, the Army National Guard also held two Alcohol and Drug Control Officer Courses. These courses help prepare new Substance Abuse Program Managers and State Alcohol and Drug Control Officers to set up and manage an effective substance abuse prevention program. Approximately 65 people attended these courses.

The Army National Guard's drug testing facility, Tripler Forensic Toxicology Drug Testing Laboratory, reported that 85 percent of the ARNG specimens arriving at the lab were bar coded. This is well above the other services' bar-coded specimen submissions and in line with the new DoD requirement of 85 percent.

Towards the end of FY01, the Army National Guard began reviewing new automation software to improve the random selection process, and provide improved data management and processing of positive test results. This review will continue into FY02 with a goal to begin field-testing a new program by the end of FY02.

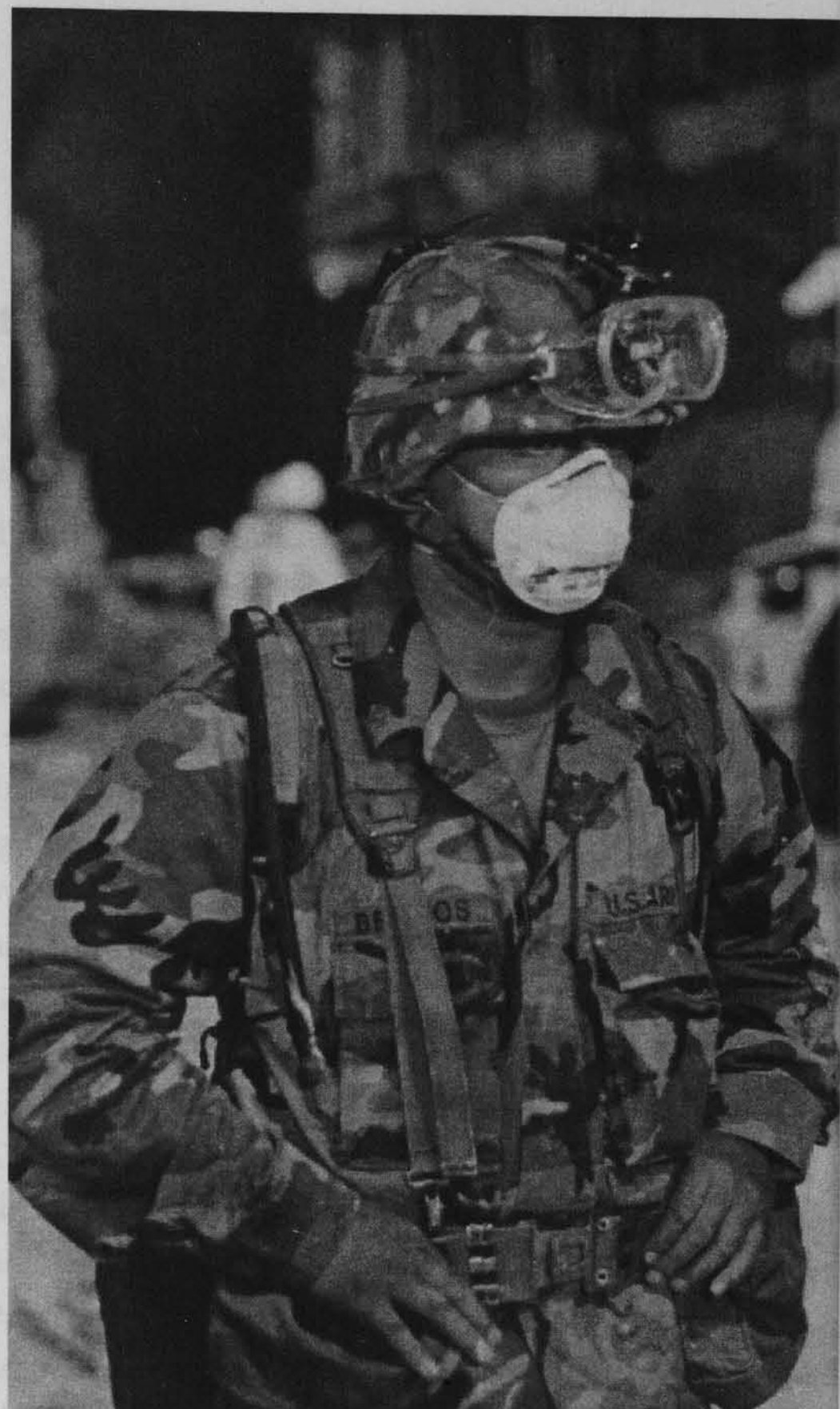
The Substance Abuse Section also sponsored the 2nd Annual National Guard Bureau Substance Abuse Program Conference, Las Vegas, NV, April 17-19, 2001, which was attended by over 300 ARNG and ANG personnel. Conference topics included: budget and funding, forensic toxicology drug testing laboratory presentations, legal issues, education and prevention, software, and program updates and overviews.

Compliance with the Government Performance and Results Act (GPRA)

The Counterdrug Office is leading the National Guard in its efforts to comply with GPRA. NGB-CD, through its published Strategic Plan, 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.

CIVIL SUPPORT

The Civil Support Teams - Weapons of Mass Destruction (CST) program, formerly called Military Support Detachment Rapid Assessment Initial Detection (RAID) teams program, began Fiscal Year 2001 with the 10 initial teams established in FY99, with teams aligned with one of the ten Federal



Emergency Management Agency (FEMA) regions. Seventeen additional CSTs (WMD) were established in FY00 and were in the final stages of hiring and training new personnel.

All 27 teams were working toward certification under the National Defense Authorization Act for FY 1999, which mandated that the CSTs may not be used to respond to an emergency unless they possess the requisite skills, training and equipment to be proficient in all mission requirements. In addition, the act required that the proficiency of each CST be certified by the Secretary of Defense. Congress did not specify a schedule for CST certification and fielding in 1999, but authorized 17 more teams in FY 2000 and five more in FY 2001, for a total of 32.

In an action that helped focus the certification efforts, the Department of Defense Inspector General published Report No. D-2001-043, "Management of National Guard Weapons of Mass Destruction-Civil Support Teams," on 31 January 2001. According to this audit, the CSTs were not operationally ready and the program lacked good management controls. On the other hand, the report cited the professionalism and dedication of the leaders and members of the initial ten CSTs.

According to the report, the program's operational and cost growth were problems stemming from ineffective management by the Consequence Management Program Integration Office (COMPIO) and inadequate oversight by the DoD.

In the National Guard Bureau response to the audit findings, the CNGB, pointed out that the CST (WMD) program was established and implemented on a compressed timeline. By congressional direction, it was expanded rapidly to expedite the provision of WMD expertise and technologies to states, via the National Guard, to enhance State emergency response programs. This rapid growth created some challenges for DoD, according to the CNGB. The National Guard Bureau strongly supports the CST program and the findings of the IG. The National Guard Bureau has already taken actions

to resolve issues identified in the report, and will continue to work on other outstanding issues.

One of the primary changes that occurred as a result of the IG report was a Program Review (which reported its findings in August, 2001) and transition of responsibility for the program from COMPIO to other DoD offices, including proponenty for the program being transferred to the National Guard.

On March 2, 2001, a memorandum signed by the Acting Secretary of the Army established the CNGB as the proponent for the CSTs. This made the CNGB responsible for all management functions, including training, organization, acquisition, sustainment, operational support and force development. All programming, budgeting and execution of funds for the CSTs is directed by the CNGB. Assignment of proponenty to NGB is consistent with the President's direction to expand the National Guard's responsibilities relative to combating terrorism and homeland security, the memorandum said.

The memorandum also delegated Component Acquisition Executive responsibilities to CNGB. The NGB will serve as the office primarily responsible for military support to the local and state civil government agencies and promote interoperability and

standardization between National Guard units and counterpart civil emergency response organizations.

In May, the CNGB testified during a hearing before the Senate Armed Services Committee regarding the issues raised by the IG audit. He told the senators that the initial ten CSTs had successfully completed external evaluations (EXEVAL) administered by First or Fifth U.S. Army. All the CST commanders had assessed their units and deemed them operationally ready during the certification process.

There were also some unresolved safety concerns about the mobile analytical lab system (MALS), which have recently been resolved. The MALS is essentially a vehicle in which a system of equipment is housed, which will allow the CSTs to analyze a chemical or biological agent.

Nine WMD-CSTs were certified in FY01 as fully ready to assist civil authorities in responding to a domestic WMD incident, and possess the requisite skills, training and equipment to be proficient in all mission requirements.

In July, 2001, the Department of Defense announced the certification of the 8th WMD-CST, Aurora, Colorado; the 2nd WMD-CST, Scotia, New York; and 10th WMD-CST, Tacoma,

Washington. In August, six more teams—the 1st WMD-CST, Natick, Massachusetts; 3rd WMD-CST, Annville, Pennsylvania; 5th WMD-CST, Bartonville, Illinois; 6th WMD-CST, Austin, Texas; 7th WMD-CST, Fort Leonard Wood, Missouri; and 9th WMD-CST Los Alamitos, California—were certified by the Office of the Secretary of Defense.

On September 10th, a memorandum signed by the Principal Deputy, Office of Assistant Secretary of Defense/Reserve Affairs, outlined the conclusions of a review of the CST program conducted between February 8 and July 11, 2001. The focus of the review was to address program deficiencies, propose needed program adjustments, and identify recommendations for integration of the management of the CST program into existing DoD business practices. During the review, the Army developed plans to conduct a Force Management Analysis (FORMAL) Review to ensure the CST program was fully integrated into the Army's institutional processes. With this commitment, the focus of the review shifted to addressing issues necessary to develop a comprehensive program baseline, and to propose adjustments necessary to effectively implement the program, pending completion of the Army's FORMAL Review. Following are the review's recommendations:

- The Army adopt the interim CST individual training standards; complete formal task analyses of CST individual training requirements; and resource required training and exercise programs developed for CSTs
- Funding requirements identified be approved as the baseline funding requirements for the program
- The components provide necessary funding to complete the fielding of the CSTs and provide for their training, operation and sustainment
- A baseline Table of Distribution and Allowances be used until the Army completes the FORMAL

- The Army expedite development and approval of requirements documents for the Mobile Analytical Laboratory System and communications capabilities, employ modernization and fielding plans developed and review the logistics support system
- Language in 10 USC 12310 be amended to clarify certification standards and establish the SECARMY and vice SECDEF as the certification authority for CSTs
- Certification requirements developed as part of the program review be adopted as the certification requirements for the CSTs

New York's 2nd WMD-CST, one of the original 10, broke the ground for all of the teams on September 11, 2001 when two hijacked jetliners toppled the World Trade Center on lower Manhattan. Within one hour of the terrorist attack, the unit packed its equipment and assembled at Stratton Air National Guard Base, ready for operational orders. The unit subsequently deployed to New York City with 18 personnel. The New York State Police provided security, escort, and route clearance, allowing the unit to move into the Area of Operations without delay.

The New York State Environmental Conservation Agency requested the 2nd CST assist in consequence management and the team was deployed to Manhattan, setting up a staging area on West Street north of the World Trade Center by 2030 on 11 September. At 2215, a survey team went downrange to conduct reconnaissance and sampling missions for chemical, biological or radiological contamination of the area, which became known as "Ground Zero."

The team spent several days amid the smoking, dusty rubble testing samples for deadly chemical and biological agents, reassuring other emergency workers that the site had not been contaminated. In addition, they helped the FBI set up a secure communications network.

Two members of the Minnesota CST were flown to New York City to reinforce the 2nd CST's communications section near the rubble of the World Trade Center. The 2nd CST continued its operations in Manhattan through 18 September, at which time the team deployed back to its home station in Scotia, New York, located about 170 miles north of Manhattan near Albany.

In the wake of the 11 September attacks, the discovery of letters containing anthrax in several states raised the specter of bioterrorism. The FBI has not found a direct connection between the incidents in Washington, D.C., New York, Florida and other states, but federal officials believe the anthrax cases are signs of bioterrorism.

Because of the anthrax incidents, requests for CSTs to respond to potential or actual WMD incidents around the country began to grow, eventually totaling more than 100. For example, the 55th WMD-CST of Minnesota tested parts of the state capital building, the governor's mansion and state mail centers for anthrax on orders from Gov. Jesse Ventura.

MISSILE DEFENSE

Based in part on the precedent of National Guard participation in the Nike-Hercules program during the Cold War, the Senate Appropriations Committee recommended that the Army National Guard establish a National Missile Defense Planning Cell. In response, the National Guard Bureau Missile Defense Cell stood up in July 2000. An organization consisting of approximately 300 personnel was approved during Total Army Analysis '07 to support the Ground Based Midcourse Defense (GMD) Segment of the Missile Defense (MD) system (formerly known as National Missile Defense) in several states, including Alaska and Colorado. When deployed, GMD will protect all 50 states from limited attack by ballistic missiles. In addition to the Midcourse Defense Segment (MDS), Ballistic Missile Defense also includes Boost Phase Segments, Terminal Defense Segments, and other activities.

The plan under the Clinton administration was to begin FY01 construction in Shemya, AK, and (silos in) Fort Greely, AK, to hold 20 interceptors (to be expanded later to 100 silos). This was a high-risk endeavor because it depended on fielding a missile that was only in its earliest stage of testing. The decision to

deploy the system was left to the Bush administration, which this year shifted the focus from fielding to testing. Unlike the previous concept of a National Missile Defense system based strictly on rigid military requirements, the new MD program is being built around a rigorous, fully funded Research, Development, Test, and Evaluation (RDT&E) effort designed to demonstrate increasing capability over time through a robust, realistic test program. Current plans call for RDT&E of a ground based "test bed" available in the FY 2004 to 2006 time frame.

As a force provider, the ARNG will provide primary homeland defense against ballistic missile attack if the United States decides to deploy the land-based, fixed-site, MD system. As of the first quarter of FY 02, the ARNG is not currently tasked to provide support personnel for the test bed, but it expects to be in the near future.

MISSILE
DEFENSE

The President has announced that the United States will develop a missile defense system to protect the country from nuclear attacks. This system is designed to detect, track, and intercept incoming ballistic missiles before they reach their targets. The President stated that this is a critical step in ensuring the security of the United States and its allies. He emphasized that the United States has a moral obligation to protect its citizens and the world from the threat of nuclear weapons. The President also mentioned that the development of this system will involve significant technological advancements and a commitment to international cooperation. He concluded by stating that the United States will continue to work with its allies to maintain global peace and stability.

Army National Guard



OPERATIONS

The Army National Guard (ARNG) Operations Division oversees the deployment of Guard soldiers and training assets around the globe. In Fiscal Year 2001, soldiers were mobilized under three major Presidential Reserve Call-Ups. The largest of the three by far was in connection with Operation Joint Forge (OJF), the peacekeeping operations in Bosnia, with some 68 units and 3,498 soldiers deployed during the year. Seventeen units, with 943 soldiers, deployed to Southwest Asia – mostly to Kuwait and Saudi Arabia in support of Operations Southern Watch and Desert Spring. Eight units with a total of 196 soldiers were deployed to Kosovo for Operation Joint Guardian (OJG).

At the very end of the fiscal year, a partial mobilization was declared for Operations Noble Eagle (the homeland defense mission) and Enduring Freedom (the war on terrorism). In the last three days of September, the first three units – totaling 157 soldiers – were called to active duty, the vanguard of a very large and lengthy mobilization which will no doubt be the primary focus of the National Guard for Fiscal Year 2002. In addition to these Federal mobilizations under Title 10 of the US Code, the Guard was deployed in even greater numbers throughout the fiscal year in a Title 32 status (Federal active duty under State control) and in a State active duty status.

Small Scale Contingency Support

In FY01, the Army National Guard's role in the Balkans made a quantum leap in supporting the peacekeeping efforts in OJF (Stabilization Force - SFOR), Bosnia. The outstanding performance and positive results of the 49th Armor Division, Texas Army National Guard in FY 00 as the first Army National Guard Division headquarters to command a multinational force in the Balkans was noted by the Army leadership. This success was rapidly followed by increased use of the Army National Guard as a partner in supporting our

country's National Military Strategy. SFOR 8 entailed the mobilization and deployment of the first Enhanced Separate Brigade units from North Carolina and Oklahoma and a full Military Intelligence Battalion from Maryland. By mid FY01 units from the 48th Infantry Brigade (Enhanced) (Separate), Georgia Army National Guard and 13 other states had stepped forward as part of the Army team, maintaining peace in Bosnia as part of SFOR 9. Seeing the tremendous success of the 49th Armored Division, the Army has placed an even greater responsibility on its Army Guard soldiers and leadership by nominating six of its remaining seven divisions as divisional headquarters for all Army units deployed to Bosnia from FY02 through FY05. The next division given this mission is the 29th Infantry Division, Virginia Army National Guard, which will deploy as part of SFOR 10 at the beginning of FY02. The division will deploy with over 1,890 soldiers representing 15 states. This is the largest single mobilization and deployment of National Guard Soldiers since the Persian Gulf War. Currently scheduled



to follow the 29th Infantry Division for rotations in Bosnia are the 28th Infantry Division, Pennsylvania ARNG; 35th Infantry Division, Kansas ARNG; 34th Infantry Division, Minnesota ARNG; 38th Infantry Division, Indiana ARNG; and the 42nd Infantry Division, New York ARNG. The Army National Guard Enhanced Separate Brigades (eSBs) are being called on to support the divisional rotations and also to provide support to the ongoing force protection mission in Kuwait and Saudi Arabia.

Combat Training Centers (CTC)

During Fiscal Year 2002, more than 50,000 Army National Guard (ARNG) soldiers conducted training associated with the ARNG Five Year Combat Training Center Training Strategy. Over 40,000 soldiers deployed to the various CTCs to conduct ARNG rotations or in support of active component CTC rotations.

National Training Center (NTC)

Louisiana's State Area Reserve Command (STARC) formed the Pelican State Task Force, representing 18 states and 38 units, and deployed to the NTC in June 2001. Louisiana's 256th Infantry Brigade, an eSB with

more than 4,900 soldiers, formed the center piece of a Brigade Combat Team which deployed to the NTC and fought against the Opposing Force (OPFOR) during a rigorous 22 day training exercise in California's Mojave Desert. The total number of ARNG soldiers involved in the rotation was 7,868.

In addition to the 256th eSB's rotation, the ARNG deployed infantry, engineer, aviation and medical units to the NTC to act as both friendly BLUEFOR and enemy OPFOR units in order to augment active component NTC rotations. Over 1,600 ARNG soldiers served in this capacity. An additional 1,250 ARNG soldiers from a variety of maintenance units deployed to the NTC to assist with the NTC's pre-positioned fleet of wheeled vehicles.

Joint Readiness Training Center (JRTC)

Personnel from New York's State Area Command (STARC) formed the nucleus of a Joint State Task Force, representing 20 states and 61 units, which deployed to the JRTC in July 2001. New York's 27th Infantry Brigade (Light), an eSB with more than 3,000 soldiers, formed the center piece of a Brigade Combat Team which deployed to the JRTC and fought against the OPFOR during a rigorous 19-day training exercise at Fort Polk, Louisiana. Connecticut's 143rd Area Support

Group and New York's 42nd Aviation Brigade made up the bulk of the troops supporting the 27th eSB. The total number of soldiers involved in the rotation was 5,861. This rotation was supported by members of the active component, U.S. Army Reserve, and Air National Guard.

In addition to the 27th Infantry Brigade's rotation, the ARNG deployed a total of 500 aviation, infantry, engineers and medical personnel to the JRTC to support active component rotations.

Battle Command Training Program (BCTP)

The Army National Guard's Training Strategy dictates that each of the Guard's eight combat divisions complete a BCTP rotation every four years. In Fiscal Year 2001, the 40th and 42nd Infantry Divisions completed the combination seminar and computer exercise at the ARNG Leadership Development Center in Fort Leavenworth, Kansas. The BCTP is a computer based simulation exercise designed to hone command and staff skills, the military decision-making process, and integration of combat assets into a realistic division level battle. It consists of a five-day warfighting seminar followed some time later by the actual warfighter

exercise. Over 1,800 ARNG soldiers participated in the 42nd Division's (Headquarters in New York, with elements throughout the Northeast) BCTP exercise in FY01. A similar number from California's 40th Infantry Division likewise rotated through the BCTP seminar and warfighter phases.

Brigade Command and Battle Staff Training Program (BCBST)

Eight ARNG eSBs conducted BCBST rotations in FY 01. The BCBST program is similar to the BCTP program, except scaled to brigade-level combat operations. Operations Group Charlie of Fort Leavenworth's Battle Command Training Program provide the support to BCBST rotations. Units that conduct BCBST rotations deploy to the Leadership Development Center at Fort Leavenworth for a five-day warfighter seminar to refine battle command and staff skills, following which Operations Group Charlie then deploys to the brigade's home station to conduct an intense three-day warfighter exercise. The following units conducted BCBST Rotations in FY01:

UNIT	STATE
41st Infantry Brigade	Oregon
76th Infantry Brigade	Indiana
53rd Infantry Brigade	Florida
218th Infantry Brigade	South Carolina
278th Armored Cavalry Regt.	Tennessee
81st Infantry Brigade	Washington
116th Cavalry Brigade	Idaho/Oregon/Montana/ Wyoming

ARNG Force-on-Force Training

The ARNG Force-on-Force Training (FFT) program pits ARNG eSBs against battalion task force sized units from ARNG Divisions in free-play unit collective training events using Multiple Integrated Laser Simulation devices to replicate live ammunition. Divisional units deploy to training sites during the eSB annual training period to conduct FFT. The program is designed to enhance the home station training of both eSBs and ARNG divisional units. Both the First and Fifth US Armys provide Observer/Controllers and exercise maneuver control cells to FFT events.

Innovative Readiness Training

Innovative Readiness Training events provide critical MOS skill and collective task training for Army National Guard units while benefiting the local community (normally through construction projects or medical exercises). The following are Innovative Readiness Training Projects (IRT) the ARNG completed in FY01:

BENENDUM AIRPORT is a construction project designed for ARNG engineer assets to assist the West Virginia Airport Authority with improving airport infrastructure. The West Virginia Army National Guard relocated sewer lines and manholes, placed several culverts to improve drainage, and continue to work on a connecting roadway between WV Route 73 and U.S. 50 with a feeder road into the new airport expansion project. The project provides METL-based training to the soldiers while providing a valuable service to the community. This project has greatly enhanced the community's ability to access the airport and provide critical infrastructure build up of community land that will continue to improve community-based initiatives.

ROLLING THUNDER is a series of Oregon Army National Guard projects designed to add value to local communities' infrastructure. The OR ARNG participates in the operation by providing engineer assets to conduct vertical and horizontal construction to schools and the expansion of community owned athletic fields.

REEFEX is a South Carolina Army National Guard project designed to use decommissioned Army vehicles to create artificial reefs in the Atlantic Ocean off the coast of South Carolina.

US PACIFIC COMMAND'S ALASKA ROAD project is a construction project designed for engineer assets to provide assistance in rebuilding primitive infrastructure within the Metlakatla Indian Community. The project calls for extended roads that give the Metlakatla improved access to medical facilities, schools, etc. The Missouri Army National Guard continues to be the PACOM lead under U.S. Alaska Command for FY02.

TASK FORCE GRIZZLY BORDER ROAD is designed to assist state and federal law enforcement efforts to decrease the flow of illegal drugs into the United States along our southern border. The Army National Guard participates in the operation by providing the exercise headquarters and engineer assets to

construct barriers and infrastructure improvement by building and maintaining access roads along the border. Opportunities exist for engineer companies wishing to plan METL focused training tailored exactly to unit needs.

Military Support to Civil Authorities

The Army National Guard and Air National Guard embrace their 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 and ANG respond to assist as needed. In FY01, local governments requested emergency support 312 times to assist victims of natural disasters such as hurricanes, floods, fires, droughts, ice storms, tornadoes and terrorist attack. In response, the ARNG and ANG provided 236,179 mandays in a State active duty (SAD) status to reduce the suffering of affected civilian populations by providing security, power, heat, water, transportation, food, shelter and emergency engineering support. During the civil unrest which accompanied the International Monetary Fund conference in January 2001, the Washington DC National Guard rapidly and professionally provided a quick reaction

force, security at local venues and manned traffic control points in support of local law enforcement. Also in January, the National Guard provided 1,111 soldiers and airmen to support the inauguration ceremonies of President George W. Bush.

The ARNG and ANG were called out in the wake of several major disasters, culminating in the terrorist attacks on the World Trade Center and the Pentagon. The fiscal year contained two major floods, one in West Virginia and the other along the upper Mississippi. In August 2001 West Virginia had its worst flooding in 300 years. Four states split over 48,100 SAD mandays to assist in recovery efforts, with inter-state cooperation secured through the use of the Emergency Management Assistance Compact. In all, flood-related mandays totaled 67,569, making floods second only to terrorist contingency operations in the total number of mandays expanded.

Tropical Storm Alison worked its way along the Texas and Louisiana coasts dumping tremendous amounts of rain and flooding in Houston, Baton Rouge, and parts of Florida. Rapidly rising floodwaters in southeastern Texas forced a massive air and ground rescue operation. More than 1,200 ARNG and ANG personnel participated in the relief effort.

Nearing the end of the fiscal year the Guard found itself in support of state and federal authorities battling major wildfires with both ground and air support. Across 10 western states, wildfires burned over a half-million acres. California, Montana, Nevada, Washington, and Oregon fires accounted for more than 18,000 of the total 29,959 mandays expended in support of civil authorities. On the East Coast, the state of Florida battled wildfires from January to June, in which time the National Guard provided another 6,431 mandays in support of authorities.

For many years, the National Guard has established contingency plans to support civil authorities in the event of possible manmade disasters. The National Guard Bureau spent many months planning for weapons of mass destruction (WMD) contingencies and ensuring positive communication links with other government agencies, as well as within NGB itself for command and control, and contingency operations. As September 11th, 2001 dawned, ten Civil Support Teams (WMD) were on national alert and ready to respond at a moment's notice. The terrorist attacks of that day thrust the National Guard into its traditional role of protecting local communities. After the initial shock of the attacks, National Guard personnel and equipment began to mobilize. On September 11th, the Maryland and District of Columbia National Guard supplied soldiers to assist in protecting the Pentagon, and patrolled the streets of the nation's capital. New Jersey, Pennsylvania, South Carolina, and Virginia provided more than 1,000 soldiers who took on a variety of missions: command and control, military police duty, liaison with federal agencies, air defense planning cells, engineering, and medical missions. In New York City, the New York National Guard had 830 personnel from 15 different units on state active duty in and around ground zero by the end of the first day, and by midnight on September 12th that number had grown to more than 4,000. New York supplied soldiers and airmen, ground transportation, aircraft, and a wide variety of

equipment - from power generators to heavy engineering vehicles - to assist local, state and federal agencies across the state. New York's 2nd Civil Support Team (WMD) was one of the first units on site at the World Trade Center on September 11th, initially ensuring that chemical agents were not used in the attack, and then staying on to monitor air quality at Ground Zero. By 6:00 a.m., September 13th, the Guard had 4,841 personnel on duty in both a state and federal status in and around New York City.

In the two weeks that followed, the National Guard, operating in support of the newly-christened Operation Noble Eagle, provided more than 70,000 mandays serving in Title 32, State-controlled, Federally paid status. These forces were generally used to provide security and support federal and local authorities at airports, on our national borders, and for critical military and civil facilities and infrastructure.

Information Operations

A detailed ARNG Information Operations (IO) requirements study was completed in FY01, providing a focus and direction for the expansion of the ARNG's role in IO. Field Support Teams and Vulnerability Assessment Teams performed missions in support of ARNG and active component exercises and deployments around the world, including the 29th Infantry Division's deployment to the Balkans for peacekeeping operations. The Vermont ARNG's IO Training Battalion, located in Burlington, has trained over 1,000 students in tactical and technical IO courses since its formation in 1999, thus disseminating IO expertise to members of all the armed services, as well as to DoD civilians and contractors. Most significantly, two IO Field Support Teams (from Washington and Texas) were mobilized and deployed in support of the Army's ongoing operations against terrorism, while members of Maryland's Joint Web Risk Assessment Cell provided support to operations Noble Eagle and Enduring Freedom.

TRAINING

The Army National Guard continued its emphasis on the training and education of both soldiers and civilian employees in FY 01. 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 72 percent 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 95 percent of the soldier population.

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 US Army War College. In FY 01, 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 US military colleges, and Fellowship MEL-1 courses at three US government agencies and six civilian institutions of higher education. In addition to the MEL-1 education, the Army, Naval, Air Force, National, and Industrial War Colleges each award their graduates a Masters Degree in a discipline related to their respective fields. Because of a serious shortage of company-grade officers, the ARNG has established the ARNG OCS accelerated course. This program is designed for soldiers who cannot attend the ARNG OCS traditional course or another precommissioning course (e.g., Federal OCS, ROTC) without severe personal hardship. The difference between the two courses is that Phase 2 is conducted in a 27-day active duty period in the accelerated option rather than in 12 weekends or their equivalent in the traditional option. Phases 1 and 3 are identical, and the 3 phases are conducted in numerical sequence in either option. In the accelerated option, the 3 phases are conducted back-to-back, allowing

the officer candidate to complete the entire OCS course in 57 consecutive days rather than approximately 13 months in the traditional option. The accelerated option started in 1997 with a goal of graduating 80 officer candidates, and has grown to a goal of 450 officer candidates in the class of 2002. Over 400 ARNG officers have graduated from the ARNG OCS accelerated course in the last five years.

Information Operations

The ARNG continues to refine the tactical and technical Information Operations courses first developed in 1999. As a result of course improvements, units from each component of the Army use the courses to prepare for current operational requirements. For example, each ARNG Enhanced Separate Brigade and Division received a Bosnia oriented version of the Tactical Information Operations course as part of unit training for Bosnia. Also, the Land Information Warfare Activity (LIWA) at Fort Belvoir, Virginia, and other active component commands required additional Functional Area 30 (Information Operations) officers following the September 11, 2001 terrorist attacks. Each of the four ARNG Information Operations courses were used by the Combined Arms Center at Fort Leavenworth to develop the current Functional Area 30 Qualification

Course. The original ARNG Information Operations courses provided the active component with the initial capability to train Functional Area 30 officers as well as the capacity to train additional officers to support current operational requirements.

Initial Entry Training (IET)

In FY 01 the Army National Guard experienced a significant challenge in meeting our personnel readiness goals due to a shortage of available IET (previously known as "basic training") seats. The lack of available training seats and excessive wait before recruits could attend IET had resulted in numerous applicants opting not to join and/or Qualifying/Not Enlisting (QNE) into the Army National Guard.

The National Guard Bureau determined several areas of improvement in the forecasting software to support the identification of IET requirements. The enhanced forecasting and execution software expands the capability of Army Training Requirements and Resources System (ATRRS) to project IET seats. It also enhances the development of the funding requirements for the Program Objective Memorandum (POM), and the execution year's Training Resources Arbitration Panel (TRAP) Process. These enhancements will enable the Army National Guard to better forecast required IET seats.

Training Support

The Training Facilities Team assists the ARNG Training Centers and other training facilities, supporting individual and collective training of ARNG units. The team is the proponent for the new regulation AR/NGR 5-3, Army National Guard Training Centers, that was developed in FY00. The

regulation will be distributed to the field in FY03. The Training Facilities Team assists the Training Centers with issues such as Table of Distributions and Allowances (TDAs – the organizational chart for the training center), Identifiable Incremental Cost, 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). The RDPs are based on a wide variety of Army and unit requirements. In FY 98, the Training Facilities Team initiated a nationwide effort to complete a RDP for every state within five years. As of FY01, RDPs for 43 states and territories were either completed or in final draft.

This fiscal year, NGB-ART formally continued the ARNG Range and Targetry Centers of Excellence (COE) program through memoranda 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 bring depot level maintenance to the field for targetry on ARNG ranges. The COEs save the ARNG range community approximately \$2.6 million in maintenance and consulting costs per year. The Training Facilities Team also provided a Training Center Manager Workshop at Camp Gruber, Oklahoma. The workshop was designed to provide the Training Center Commanders and Managers training for new staff personnel (or refresher training for experienced staff personnel) on issues considered of high importance to the Training Center Advisory.

INTEGRATED TRAINING AREA MANAGEMENT (ITAM)

The ITAM program develops the requirements for monitoring and rehabilitation of maneuver and training lands. NGB-ART

supports 63 ARNG Training Centers with the ITAM program, with 755 validated ITAM projects for FY 01. This represents 38 percent of all Army-validated ITAM projects. The projects are divided into four areas: land rehabilitation and maintenance, land condition and trend analysis, training requirements integration, and environmental awareness.

Approximately 63 percent of the projects were in the land rehabilitation and maintenance area, supporting the rehabilitation of ARNG maneuver and training lands. Twenty-one percent of the projects are classified as land condition trend analysis, and monitor the status of ARNG maneuver land. The remaining 16 percent of the projects support the training requirements and priorities integration of the program, and the development of ARNG environmental awareness programs.

DOD ACTIVE/INACTIVE RANGE INVENTORY

The Training Facilities Team has the ARNG lead for conduct of the DoD Active/Inactive Range Inventory. The seven-phase inventory is projected to conclude in July 2002 and will establish the Army's first database inventory of all training lands and ranges. The inventory will also be the first database of where the Army trains to use a geographical information system (GIS) format.

AMMUNITION SECTION

The Ammunition Section continues the annual process of managing the distribution of 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 being in short supply by HQDA. The goal of NGB-ART's Ammunition Section has always been 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.

NGB-ART continues to upgrade the Bureau's Automated Training Ammunition Management System (ATAMS) to meet the needs of the end user and the HQDA Training Ammunition Management Information System (TAMIS). Based on significant man-hour (dollar) savings through ease of use and reliability, NGB has in ATAMS a superior training ammunition management system compared to the HQDA TAMIS system.

NEW AND DISPLACED EQUIPMENT

During Fiscal Year 2001, the New and Displaced Equipment Training Team (NET/DET) validated and executed \$6.7 million in support of training and fielding requirements associated with equipment modernization. The \$6.7m

in NGPA funds resulted in approximately 53,000 mandays of training in support of an estimated 1,400 separate fieldings of 47 different pieces of equipment. The ARNG NET/DET program was funded at 70 percent of its requirements for the year. The funds supported the fielding of the following systems:

SINGARs ASIP
AFATDS
FAADC2I
AN/PSG-9 FED
UH-60L BLACKHAWK
M109A6 PALADIN
M2 BFV
M60 AVLB
M270 MLRS
MK19 GRENADE MACHINE GUN
M240B MEDIUM MACHINE GUN
FAM OF MED TAC VEH (FMTV)
AN/PVS-7D NVG
M16A4
M4 CARBINE
PLS w ENGINEER MISSION MODULES
HEAVY EQUIPMENT TRANSPORTER
SYSTEM (HETS)
M915A3 TRACTOR TRAILER
ATLAS
AN/TSQ-179
HYDRAULIC EXCAVATOR
CAISI
LOCAL COMSEC MANAGEMENT
SOFTWARE
METEROLOGICAL MEASURING SYSTEM
TACTICAL QUIET GENERATORS
TRAILERS
THSDN
FIREFINDER RADAR
MODERN BURNER UNITS
ALL SOURCE ANALYSIS SYSTEM
ALL TERRAIN CRANE
SPITFIRE

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

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 resources, providing the capability to improve readiness by enhancing 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 training locally available through Video Tele-Training (VTT) in college classrooms, and armories, and integrating it with appropriate CD-ROM or web based “self-paced” interactive multi-media instruction, will reduce a significant training obstacle: the time a soldier has to spend away from his or her unit, family, and 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 conduct 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 19K (Armor Crewman),

MOS 67T (UH-60 Helicopter Repairer), MOS 93P (Air Operations), and many others. 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, information operations, Civil Support Team training and ATRRS courses have been conducted using ARNG DL assets. Approximately 1,700 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, and connects the National Guard Bureau with the 54 State Area Commands (STARCs). 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 250 DL classrooms by the end of FY 01, with a goal of nearly 400 classrooms, contributing to the Army's distance learning program combined goal of nearly 800 digital training facilities in the active component, USAR and ARNG communities.

COURSEWARE

Work continues on redesigning traditional courses for delivery via DL. The Army Distance Learning Program goal is for 525 Duty Military Occupational Skill Qualification (DMOSQ) courses to be redesigned over a 12-year period ending in FY10. Thirty-one courses per year were converted through FY 01; 47



per year will be converted from FY 02 through FY 10. In addition, the National Guard Professional Education Center (PEC) is in the process of redesigning 70 ARNG functional courses.

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. 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. ATRRS has been adapted to manage DL course enrollment and reporting for military students. The DTTP Integrated Information System will manage instructional content within the DTTP classroom and will integrate seamlessly with ATRRS.

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 are particularly important. Guidance must be provided to the STARCs to assist them in fostering teaming relationships with other public, private, state, and federal agencies. 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 is working closely with U.S. Army Forces Command (FORSCOM) and U.S. Army Reserve Command (USARC) to establish realistic pre-mobilization training requirements for FORSCOM/ARNG/USAR Regulation 350-2. We are also synchronizing and combining many of the other regulations to avoid conflicting guidance and reduce redundancies.

The Collective Training Branch's Training Technology Team fielded a number of training aids, devices, simulations and simulators (TADSS) in FY 01. 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 "Distributed Battle Simulation Program" (DBSP) umbrella, the Training Division has provided Commanders' Operations Training Assistants (COTAs) to fifteen units to assist them with integrating TADSS into live, virtual, and constructive

training strategies and methodologies that enhance readiness. Thirteen Janus Technical Teams are also available throughout the United States to provide regional support for armory-based battle staff training utilizing the Janus computer war-fighting simulation. Four TADSS Facilitators have been added to the program in FY01 to assist Commanders in utilizing TADSS more efficiently in support of their training plans.

The Collective Training Branch has entered into a partnership with the Army's Simulations Training and Instrumentation Command (STRICOM) that allows us to leverage low-cost Constructive Training and Virtual Training resources to support National Guard Training requirements. This partnership gives us access to a wide variety of capabilities available through STRICOM and its supporting contractors, and allows us to provide quality TADSS support that would otherwise be unavailable to Army Guard units.

READINESS

The overall unit resources and training levels of the Army National Guard declined .9 percent during FY 01. This was due primarily to a decline in personnel. The aftermath of the events of September 11th made a significantly negative impact upon personnel of the Army National Guard, due in part, to the partial mobilization of ARNG units for Operations Noble Eagle and Enduring Freedom.

Nevertheless, over 60 percent of ARNG units met ARNG readiness goals with respect to their Managed Levels of Resources (MLRs). The ARNG's readiness goals and objectives are designed to optimize unit readiness against a finite pool of resources, and the MLR model prioritizes resources toward our first-to-fight units, ensuring a higher state of readiness for those which are scheduled for early deployment.

Force Support Package (FSP) Units

Overall unit resources and training levels for FSP units decreased by 6.2 percent during FY 01. Personnel levels declined by 6 percent and training by 3 percent, while equipment on hand and equipment serviceability remained relatively constant. For FY 02, approximately 140 new units have been added to the FSP program, and will be managed by NGB.

Enhanced Separate Brigades (eSBs)

During FY 01, overall eSB unit resources and training levels increased by 4.3 percent, and 14 of the ARNG's 15 eSBs met the deployable criteria as dictated by Defense planning guidance for personnel within the eSBs. In addition, equipment on hand increased by 7 percent during FY 01. Equipment serviceability and training remained relatively constant during the year.

ARNG Divisions

Overall ARNG division unit resources and training levels decreased by 5 percent during FY 01. There was a 3 percent decline in personnel, 4 percent decline in equipment on hand and training, and a 1 percent decline in equipment serviceability.

Civil Support Teams

Readiness trends in the Civil Support Teams (Weapons of Mass Destruction) have increased during the course of FY 01. The number of certified teams has increased by 15, for a total of 27, from last year and their associated unit resources and training levels have had a positive impact on overall ARNG readiness.

Integrated Readiness Strategy (IRS)

During FY 01, the Army National Guard has developed and began planning the implementation of IRS as a vehicle to link resources to readiness. The process will ensure that the requirements for the states are planned for in the long-term budget process, and that the budget is executed appropriately.

FORCE MANAGEMENT

This year, the Army National Guard maintained the mandated 388,000 force structure and 350,000 end-strength levels established by Congress in Fiscal Year 2000. During FY 01, the National Guard Bureau withdrew from the States the allotment of 83 units, consisting of 8,492 force structure spaces.

A relatively new concept in force management is that of multi-component units. 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 resources and readiness posture of Army units, and optimize the unique capabilities of all components.

Nineteen multi-component units involving the ARNG were approved during Total Army Analysis 2005. Four of these units were converted to multi-component status in FY 99. Two units, the 142nd Signal Brigade (Alabama) and the 1st Battalion, 171st Aviation (Georgia), consist of ARNG headquarters with active subordinate component elements, and were converted during FY 00. Five Aviation companies from the States of Georgia, Florida, South Carolina and Mississippi converted in FY 01.

PERSONNEL

The FY 01 end strength objective for the Army National Guard was to achieve selected reserve strength of 350,526, consisting of 37,400 commissioned and warrant officers and 313,126 enlisted personnel. To attain this goal, enlisted gains were programmed at 60,252, officer gains at 3,175 and enlisted extensions at 51,315. Enlisted losses would be not greater than 62,351.

The fiscal year ended with ARNG strength at 351,829, 100.4 percent of our end strength objective. Total strength included 36,579 officers and 315,250 enlisted personnel. Minority

strength was 92,621, 26.3 percent of assigned strength. There were 2,475 black officers, 6.8 percent of officer strength and 52,461 enlisted personnel, 16.6 percent of assigned enlisted personnel. Total black strength was 54,936, 15.6 percent of assigned strength. There were 1,591 Hispanic officers, 4.3 percent of officer strength and 23,992 enlisted personnel, 7.6 percent of assigned enlisted personnel. Total Hispanic strength was 25,583, 7.3 percent of assigned strength.

Female strength of 42,486 was 12.1 percent of assigned strength and continued to climb throughout the fiscal year. Female strength was comprised of 3,426 officers, 9.4 percent of officer strength and 39,060 enlisted, 12.4 percent of enlisted strength.

Enlisted Personnel

Enlisted accessions of 61,956 were 102.8 percent of the programmed objective of 60,252 for the year. Non-prior service accessions of 33,091 were 109.8 percent of the objective, and prior service accessions were 28,865 or 95.8 percent of objective. These statistics reflect an accession mix of 53.4 percent non-prior and 46.6 percent prior service enlistments. The overall Army National Guard loss rate through the end of FY 01 was 19 percent.

The ARNG continues to focus on incentives and educational programs to improve quality. High school diploma graduates were 86.9 percent, only 3.1 percent below the Department of the Army goal of 90 percent. The percentage of high school graduates is actually 100 percent when alternate high school certificate holders are included. The ARNG CAT I-III A accessions 60.1 percent; the CAT IV mark was 1 percent. The breakout of non prior service accession quality for FY 01 is as follows:

Non-Prior Service Accession Quality

	GOAL	ACTUAL
HSDG	90%	86.9%

Test Category

I – IIIA	67%	60.1%
IV	<2%	1%

Enlisted Personnel Status

	GOAL	ACTUAL
Accessions	60,252	61,956
Non Prior	30,129	33,091
Prior Service	30,123	28,865
Losses	63,209	62,351

Extensions

First Term	11,784
Careerist	40,222

Incentive Programs

The ARNG employed a wide variety of incentive programs in FY 01. These included the Selected Reserve Incentive Program (SRIP), Health Professional Incentives (HPI) and education assistance benefits such as the Student Loan Repayment Program (SLRP), Army National Guard

College Fund, Montgomery G. I. Bill (MGIB), Tuition Assistance and Service Members Opportunity College (SOC). These incentives contributed significantly to successful ARNG strength maintenance efforts during the year.

The FY 01 Selected Reserve Incentive Program offered the following:

- \$8,000 Enlistment Bonus for Non-Prior Service (NPS) enlistees in high priority units (CAT I-IIIB), MOS immaterial.
- \$5,000 Enlistment Bonus for Non-Prior Service (NPS) enlistees in low priority units (CAT I-IIIB), MOS immaterial.
- \$8,000 Civilian Acquired Skills Program (CASP) for soldiers enlisting in a high priority unit.
- \$5,000 Civilian Acquired Skills Program (CASP) for soldiers enlisting in a non-high priority unit.
- \$50, per month, Affiliation Bonus for prior service enlistees based on their Military Service Obligation (MSO), not to exceed 72 months or \$3,600.
- Up to \$10,000 Student Loan Repayment for CAT I-IIIA, non-prior service enlistees who enlist in a high priority unit or non-high priority unit regardless of MOS, or for current members who have served a minimum of three consecutive years re-enlist or extend in a high priority unit for a minimum of six years.
- \$5,000 Prior Service Enlistment Bonus for soldiers enlisting for six years who have completed their Military Service Obligation but have less than 14 years total service, and are qualified in the Military Occupation Skill (MOS) for which they are enlisting, or \$2,500 for three years with an option for a second, consecutive, three year extension of \$2,000.
- \$5,000 Re-enlistment/extension Bonus for soldiers with less than fourteen years who re-enlist or extend for six years in a high priority unit and are qualified in the MOS for which they are re-enlisting or extending, or \$2,500 for three years with an option for a second, consecutive, three year extension of \$2,000, in any unit

- Up to \$50,000 for Healthcare Professional Loan Repayment (HPLR) for critical wartime shortages for loans existing when the officer signs the contract.
- \$1,020, per month, Specialist Training Assistance Program for critical wartime shortages.
- \$10,000, per year, Health Professional Recruiting/Retention Bonus for approved critical wartime shortages for a one to three year contract.

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

Tuition Assistance was provided to over 30,000 M-Day (Mobilization Day) traditional, part-time soldiers in FY01. Soldiers were offered 75 percent tuition assistance up to \$187.50 per credit hour, not to exceed \$3,500 per soldier, during the fiscal year for post-secondary education courses.

Distance Learning and external degree tuition assistance are also available for soldiers and ARNG federal civilian employees. Enrollment in Distance Learning programs continued to increase as a result of the development and implementation of the ARNG Institute (ARNGI), which offers several distance learning degree programs

through its partnership colleges.

Distance Learning programs allowed soldiers to pursue vocational, baccalaureate, graduate, and doctoral studies without entering a traditional classroom.

Information Management and Reporting Center (iMARC)

iMARC is a browser-based software system, which manages service member benefit programs. This system contains integrated Total Army Personnel Data Base Guard (TAPDBG) personnel, Defense Finance Accounting System (DFAS) pay, recruiting and training information designed to support administration of the Tuition Assistance, Montgomery GI Bill SIDPERS/Personnel query, and reporting features designed to administer the following Educational Benefit Programs: tuition assistance program, Montgomery GI Bill (MGIB), Selected Reserve Incentive Program (SRIP), Student Loan Repayment Program (SLRP), and Army College Fund (MGIB-Kicker) programs. The iMARC system tracks program eligibility, payment schedules, program obligations, flags files for follow-up requirements, and maintains incentive payment history. As an upgrade from the Benefits Administration Reporting and Tracking system (BART), iMARC will be incrementally deployed during FY 02.

Montgomery GI Bill

Another primary ARNG education program is the Montgomery GI Bill-Selected Reserve (MGIB-SR). MGIB-SR soldiers who sign a six-year contract, have a high school diploma, complete Initial Entry Training and remain a member in good standing during the period, may be entitled to 36 months of education benefits totaling \$9,792. The MGIB-SR may be used towards undergraduate, graduate, postgraduate, vocational or flight training. As a drilling Guard member, soldiers have up to 10 years after gaining eligibility to use the program. The ARNG also offers a college fund financial incentive to individuals enlisting or re-enlisting into selected units, at a rate of up to \$200 per month for up to 36 months. As an incentive to recruit junior officers, the ARNG offers a financial incentive of \$350 per month for eligible members entering or completing a commissioning program.

Officer Personnel

The total officer strength at the end of FY 01 was 36,579. While officer accessions were at 107 percent of the established goal, officer end strength was 821 officers short of the programmed objective. This shortfall was due to a higher than expected loss rate among Army

National Guard officers. The Army National Guard is working vigorously to identify the reasons for these higher-than-projected losses.

In FY 01, the ARNG established the Officer Strength Maintenance Branch to formulate policies, develop programs, and validate attrition trends. As of the end of the fiscal year, 28 AGR officer strength managers in the states were dedicated to the accession and retention of company grade officers.

The ARNG has continued its NGB accelerated Officer Candidate School program, which graduated 268 second lieutenants in FY 01. Cadet Command authorized 800 Guaranteed Reserve Forces Duty contracts for the Army Reserve Components in FY 01, and the ARNG received 553 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 continued its effort to introduce legislation that will offer a student loan repayment program incentive for company grade officers. The Guard is also exploring the feasibility of submitting legislation to offer potential bonuses for company grade officers.

A large percentage of ARNG lieutenants are not selected for promotion due to their failure to fulfill the four-year college degree requirement. The ARNG is working towards establishing on-line degree programs in order to address this problem.

Warrant Officer Personnel

The Army National Guard continues to work the challenges in warrant officer professional management. Current and projected vacancies outpace our ability to assess qualified

personnel under present policies. In an attempt to address the declining strength within the technical specialty MOSs, the ARNG is following alternatives to mitigate the shortfall in our warrant officer strength. Current warrant office strength is 79 percent of authorized positions, of which aviation is at 92.4 percent fill and technical service warrants are at 70 percent fill. The critical shortage of technical service warrant officers raises concerns over the long-term impact on operational readiness.

Enlisted Personnel

Enlisted personnel management issues are continually staffed through both the Military Personnel Management Offices and State Command Sergeants Major. Consequently, many programs and issues have been resolved in improving enlisted soldiers' professional development and opportunities within the Guard.

The ARNG enlisted promotion system has been revised and the points system changed from a 250/750 to a 400/600 point spread. This new point system places greater emphasis on the soldier's performance and potential to serve at a higher level of responsibility.

The ARNG has implemented the use of the new Non-Commissioned Officer Evaluation Report (NCOER) that was revised to include the Army values. This change allows leaders to assess the NCO's professional and personal commitment to a value system long embraced by the ARNG.

The attacks on September 11, 2001 have challenged the ARNG with new policy issues surrounding deployed soldiers to include benefits, rights, medical, and dependent issues. The Enlisted Policy section has been actively involved in all mobilization issues and has been successful in resolving many of the problems our soldiers are faced with because of their deployment.

FULL-TIME SUPPORT

The full-time support (FTS) program was established by passage of the National Defense Act of 1916; the original full-time support personnel were "caretakers" for the federally-owned horses and mules which the 1916 Act mandated. With the program's evolution over the course of the 20th century, 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 work force 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.

AGRs and Technicians

The FY 01 National Defense Authorization and Appropriations Acts authorized end strengths of 22,974 Active Guard/Reserve (AGR) personnel and 24,728 Military Technicians. These end strengths provided 57 percent of Department of the Army validated FTS manpower requirements. In FY 01, the ARNG achieved end strengths of

23,125 Active Guard Reserve (AGR) and 25,125 Military Technician personnel at a cost of approximately \$2.8 billion.

Obtaining sufficient FTS manning levels remained the Number One ARNG priority for Fiscal Year 2001. The Army, through a detailed analysis of wartime deployment scenarios, determined that the minimal essential level of FTS, below which readiness in units cannot be maintained, is 71 percent of validated requirements. The Army plans to attain that level by seeking increases in FTS levels, incrementally, from Congress in fiscal years 02-12.

The ARNG efforts in FY 01 were focused on attaining requested FY 02 growth of 724 AGR and 487 Military Technician authorizations with accompanying appropriations. In addition efforts were taken to inform Congress of the value of supporting the Army's program of growth through FY 12.

Manpower Studies

During this fiscal year the ARNG participated in a year-long study commissioned by the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs. This study was a comprehensive review of

the AGR program aimed at making recommendations to strengthen and optimize program effectiveness, provide unbiased evaluation of the program, and determine how effectively the program supports the Reserve Components of the Army. The study was not completed by the close of the fiscal year.

The ARNG also participated in a Congressionally-directed study to determine the best solution to the process of annual authorizations for AGR personnel in the grades of O-6, O-5, O-4, E-9 and E-8 - known as the controlled grades. At the request of the reserve components, Congress authorized increases in controlled grades for three consecutive years but wanted the Department of Defense to determine a better system. Congress would authorize controlled grades for the reserve component of each service. From that authorization, the Army would distribute controlled grades to the ARNG and Army Reserve. The study produced a system indexing controlled grades to the authorized AGR endstrength where each reserve component would receive its own authorization. Both the House and Senate adopted the distribution method in their versions of the FY 02 National Defense Authorization Act.

OFFICE OF THE CHIEF SURGEON

In 2001, the Army National Guard Surgeon's Office continued to work on its vision of promoting the medical readiness of the Army National Guard. Efforts were focused on the Medical Advisory Committee, or MedAC, teams created in 1999 between Title 10 AGR personnel and the fifty-four State Surgeons. The MedAC realized advances as a result of their 2000 campaign plan and produced a 2001 campaign plan with focus areas covering health services policy, health services operations, medical force modernization, medical personnel management, quality management, and preventive medicine. Within each focus area were a number of specific objectives that were co-championed by a State Surgeon and a Title 10 AGR officer. The MedAC's strategic planning resulted in an action plan with a step-by-step plan to move all the objectives toward completion.

Medical Protection System (MEDPROS)

The implementation of the Medical Protection System, a tracking system for individual medical readiness, was one of the most significant objectives achieved in FY 01. Individual medical readiness is a critical part of soldier readiness and a force multiplier that must be monitored continuously and MEDPROS allows leaders at all levels the ability to obtain real time reporting of medical readiness in their command. While MEDPROS was established as the Department of the Army medical tracing system, the ARNG was the first of the three Army components to fully implement it. The success of the 29th Infantry Division (Light) soldier readiness processing prior to their deployment to Bosnia was in part due to the use of MEDPROS.

On October 1, 2001, all 91B (Medical Specialist) and 91C (Licensed Practical Nurse) were transitioned to the 91W (Health Care Specialist) MOS. 91W is the second largest MOS in the Army and as of December 1, 2002, the ARNG possesses 12,951 91W/91W_Y2/91W_M6 soldiers or approximately 28.5 percent of the total Army 91W inventory. This represented a unique and monumental challenge to the training, personnel and resourcing communities to undertake this unique challenge. During FY 01 the ARNG established two 91W transition training programs within the ARNG, at Fort Indiantown Gap, Pennsylvania, and at Camp Shelby, Mississippi. These two sites are training all three Army components. Additionally, NGB-ARS initiated the development of a 91W MOS sustainment training force structure for the proposed HQ, STARC Medical Detachment TDA redesign.

One of the most monumental and far-reaching accomplishments of the fiscal year was the establishment of the full-time Deputy State Surgeon position. The vouchers for the positions were distributed in April and at year's end approximately 24 Deputy State Surgeons were already hired. Prior to this position being established, there was no full-time presence representing the State Surgeon to integrate the medical aspects of all the functional areas within the State. Medical issues were often low in priority and this was reflected in the lack of medical readiness of units showing up at the mobilization stations.

Medical Personnel

The Medical Personnel section validated 330 promotions of AMEDD officers nationwide. The section issued 110 Temporary Additional Positions (medical students, dental students, physician assistant program students, and officers pending loss), allowing states to more effectively manage their force structure by recruiting needed new officers and promoting eligible officers. 35 Mandatory Removal Date Extensions

were also validated. In January, the annual validation for the personnel status report to Congress was accomplished at the Defense Manpower Data Center. Increased emphasis has been given to educating the states to correct SIDPERS medical personnel data so that personnel officers will be able to accurately determine the status of their medical professionals for mobilizations. To this end, training was provided at the Military Personnel Officers Conference and at the Staff Support Conference. For the first time in ten years an All States Letter was completed that gave guidance to the states on the execution of the Continuing Medical Education (CME) Program. CME is a benefit to health care providers and the lack of standardization in the program's application had been hurting retention of these critical personnel. We also continued in refining Incentive Policy for the recruiting and retention of our medical personnel, with an increase of eligible specialties in FY01.

Medical Readiness

While ARNG medical readiness has historically been underfunded, this office continued its trend of defending POM requirements. Medical readiness requirements have dramatically increased in prior years and the ARNG has been unable to meet these require-

ments. The entire amount funded for FY01 was expended attempting to meet these requirements. Through our POM efforts the projected FY02 distribution to the States will be increased by 50 percent over FY 01. This section developed a comprehensive budget estimating process for the States to use so as to more accurately calculate the requirements for Medical Readiness when submitting a budget request to NGB. This process was used during FY 01 for the FY 02 budget. We unsuccessfully continued our effort to transfer the medical care portion of our program to the Defense Health Program (DHP). This program is dramatically underfunded and results in large bills that require us to take money from other ARNG programs to meet these expenses. In the interim, we have identified costs that have been previously attributed to the ARNG that should be properly attributed to the Army MEDCOM. Current savings are at \$150K per annum, with projected savings of an additional \$5-10M per annum. The Medical Waivers Section processed over 5000 medical actions ranging from waivers for physical exams to lines of duty. To help alleviate the backlog, NGB-ARS hired a contract physician who came on board in June. By early September the backlog was down to a matter of days (unfortunately, post September 11th, the division saw a tremendous increase in actions and

another backlog developed). FY 00 basic training data demonstrated that the USAR and AC medical discharge rate was 21-25 percent while the ARNG's was 5-7 percent. These data supports the premise that the ARNG process is correctly determining which individuals should be granted a waiver and which should not.

Response to 9/11

If there were any doubts that the campaign plan provided the correct strategic direction to the ARNG Medical community, the terrorist acts of September 11, 2001 and the subsequent activation of National Guard assets validated objectives. The Deputy State Surgeon proved essential to the ability of the New York ARNG to accomplish its mission in such a splendid manner, and as soldiers performed unexpected missions (such as handling human remains) they required immunizations that would have been much easier to accomplish had MEDPROS been more fully implemented. The Office of the ARNG Surgeon sent liaison officers to assist the NY ARNG negotiate the complicated process of identifying and requesting military support for civilian authorities. The NY ARNG experience illuminated the need for a capability that had not been formally identified for the National

Guard—that of Critical Incident Stress Management teams. The Army and Air Surgeons and Chaplains at NGB worked together identifying existing resources for the NY ARNG so they could request them as needed. As a result of the experience gained by the NY ARNG, psychiatric assets were added to the proposed STARC TDA being developed in FY 01 for all the States. Finally, the mobilization of ARNG personnel subsequent to the September 11th attacks clearly revealed the disparity of benefits between different categories of mobilized soldiers, particularly the differences in medical benefits between those on state active duty versus those on federal active duty. It became very apparent that the differences in medical benefits between these categories were not clearly understood at all organizational levels.

CHIEF OF CHAPLAINS

The Army National Guard Chaplaincy struggled in 2002 with recruiting. While 809 positions are authorized throughout the Army Guard, only 557 are assigned. The critical faith shortage remains with Roman Catholic Priests at less than 9 percent filled. An all-out effort will be mounted to address these shortfalls.

The September 11th attack on the Pentagon brought on 30 unit ministry teams (UMTs) to the area, mainly to augment the active component and to facilitate operations at the NGB Chaplains office. This deployment lasted 30 days. As a follow on to the September 11 call up, an additional 15 UMTs deployed to assist units conducting force protection early in FY 02.

The ARNG Chaplaincy also supported the peacekeeping missions in Bosnia, Kosovo, and the Sinai. At the present time

there are 9 Chaplains and 10 Chaplain Assistants deployed in support of these operations.

LOGISTICS

Throughout Fiscal Year 2001, the Logistics Division has continued several ongoing programs and initiated several new efforts designed to increase logistics efficiencies, save money and provide parts and equipment to our units.

Velocity Management

Velocity Management (VM) is an Army process designed to improve logistics responsiveness both in garrison and when deployed. The program objective is to decrease reliance on stockpiled commodities and rely on automation, speed, and transportation to move logistics support into the hands of soldiers as rapidly as commercial activities. Implementation of VM has assured effective supply performance by finding and eliminating sources of delay and unreliability in The Army's logistics processes. States Site Improvement Teams are using the VM principles of Define, Measure, and Improve efficiency. Requisition Wait Time has been reduced from a program initiation high of 98 days to 25 days with at least 27 states posting 24 days or less every month.

Single Stock Fund (SSF) Initiative

The Army National Guard is participating in the Single Stock Fund (SSF) initiative, a Department of the Army business process engineering change designed to improve and streamline the Army's logistics and financial processes for classes of supply.

The implementation of SSF has progressed through three of four phases or milestones which began in January 1998. Completion is scheduled for June 2003.

Although the Army's Theater and Corps/Installation Authorized Stockage Lists (ASL) assets, and Operations and Maintenance (O&M) stocks, above the Division ASL, were incorporated (capitalized) under Army Materiel Command's (AMC) management in FY 01, the ARNG assets were not. The Army's new Credit Policy also went into effect in FY 01, and 18 ARNG Integrated Sustainment Maintenance (ISM) Centers of Excellence (COEs) became part of the AMC's National Maintenance Management (NMM) program. The COE's became known as Sources of Repair (SOR) under NMM, and their work expanded beyond repairing, to include stocking and shipping repaired Army Working Capital Fund assets to worldwide Army customers.

A Verification of Initial Operating Capability (VIOC) is planned for FY02, in preparation for the third milestone, when the Tactical Army's assets will be capitalized into the Army Working Capital Fund-Supply Management Army (AWCF-SMA) revolving fund account. The Texas ARNG will be the Guard's VIOC participant. The schedule for SSF implementation for the active Army

is planned to begin in June 2002, and for the ARNG, the 2nd quarter of FY03. At that point, each United States Property and Fiscal Officer (USPFO) will begin operating an AWCF SARSS-1 and the ARNG will be fully integrated into the SSF. To implement SSF, the ARNG will experience cultural, procedural and systemic changes. Some of the ARNG processes are currently under revision to accomplish SSF transition including fielding a software program which will allow positive control of direct funding at unit level, aggressive credit management assistance resulting in increased unit buying power, Corps/Theater ADP Service Center (CTASC) consolidation which will reduce operating costs and duplication of effort and automation assets, and planning for AWCF-SMA ASL ownership which will greatly reduce the amount of capital invested. The ARNG directorate staff continues to work closely with DA, AMC, other MACOMs and the states to facilitate a smooth transition to SSF.

National Maintenance Management (NMM) in the ARNG

Fiscal Year 2001 was a year of transition in the area of component repairs. In prior years, the Integrated Sustainment Maintenance Program (ISM) functioned as a "repair and return to owner" pro-

gram. However, in FY 01 the Army National Guard Centers of Excellence (COE), along with the rest of the Army Installation COEs, migrated to the National Maintenance Management (NMM) program. NMM is more than a new acronym for an old program; it is a whole new way of doing business. The NMM, following Single Stock Fund (SSF) tenants, returns repaired items to the Army's wholesale supply system, known as the Army's Working Capital Fund-Supply Management Army (AWCF-SMA), for sale to unit customers. This allows Army-wide visibility of repaired assets, thereby reducing stockage requirements. In this program, AC Installation General Support (GS) Maintenance Activities-named Centers of Excellence (COE's) of FORSCOM, TRADOC, USAR, and ARNG Combined Support Maintenance Shops (CSMS) and Maneuver Area Training Equipment Sites (MATES), compete for component repair work.

At maturity, all NMM repairs will be completed against a National Maintenance Repair Standard, which is basically an overhaul standard. The establishment of a Quality Control Office at Rock Island Arsenal, Illinois, along with the requirement that



maintenance activities, repairing for the AWCF, be ISO 9000 compliant prior to participating in the program will enhance product quality. Most of the ARNG SORs are currently compliant, and the remainder will be in 2002. In FY 01, 18 ARNG maintenance activities were NMM SORs for 72 different items. These 18 SORs expended 14,779 man-hours to repair 3,225 repairable parts. The Army National Guard continues to work closely with DA, Army Materiel Command and other Major Army Commands (MACOM) to make this transition successful.

Depot Maintenance

The ARNG depot maintenance program is based on a "repair and return to user" premise. Unlike the active component, the ARNG does not have a surplus quantity of selected items authorized for use as immediate replacements by units when critical equipment is sent to the depot for repair. This means

ARNG equipment, which is necessary to meet deployable readiness goals, is not replaced in the unit until the depot repairs the item, and thus readiness ratings are lowered during the time the equipment is away.

Requirements (items sent to be repaired) in FY 01 for the overall depot maintenance program increased by 11 percent. This requirement increase was attributable primarily to an increase in ARNG aviation modernization programs and increases for rebuilding of the ARNG's aged tactical wheeled vehicle fleet. Funding for the ARNG's depot maintenance requirement was at 77 percent in FY 01. Depot Maintenance programs for early deployers, including the eSBs, have continued to be funded at 80 percent of requirements. Funding for ARNG divisional units was at 74 percent for the fiscal year.

Previous low levels of funding resulted in a backlog of unserviceable equipment that must be supported. Depot maintenance backlog decreases the ARNG's capability to meet assigned

materiel readiness goals, decreases the quantities of serviceable equipment available to support ARNG training programs, and impairs the ARNG's capability to rapidly mobilize and deploy high priority units. Maintenance of adequate resource levels on an annual basis is essential to overall ARNG readiness. The ARNG depot maintenance program has received significantly increased funding in the last three Program Objective Memorandum (POM) cycles. These resources will assist in AC/RC integration, compliment the readiness of units, and serve to decrease the ARNG backlog of unserviceable equipment. Depot level maintenance of aging ARNG equipment is the key to obtaining the highest possible level of ARNG equipment readiness.

Five Readiness Sustainment

Maintenance Sites have been established by the ARNG to repair trucks, trailers, and electronic equipment. Four sites specialize in refurbishing HMMWVs, five-ton cargo trucks, tractors, wreckers, HEMTTs, 10-ton tractors, trailers that are pulled by a fifth wheel and bulldozers. The fifth site repairs night vision devices and generators.

The decision to develop repair sites was based on past experience, which showed the ARNG saved scarce funds by completing the work in-house and produced

a quality product. A by-product of these programs demonstrated that they were excellent recruiting and retention tools for ARNG soldiers.

RSMS sites are located in Kansas, Mississippi, Texas, Maine, and Oregon. All five sites performed work for the ARNG before being selected as an RSMS.

Acquisition Career Management

The ARNG Acquisition Career Management Branch (ACMB) was established in August 2000 to ensure the ARNG has a trained and qualified workforce fully integrated into the Army Acquisition Workforce and Corps. The objective is to develop and manage the ARNG acquisition workforce so that it is capable of supporting the ARNG and the active component (AC) during peacetime, contingency operations and mobilizations. The goal is to become a full and equal partner with the Army Acquisition Workforce and Corps no later than FY 04.

Phase 1 of the partnership program (FY 00 through FY 01) began with the establishment of the ARNG Acquisition Career Management Branch; the branch immediately initiated and completed the baseline for the ARNG Acquisition Position List (APL). In

previous years ARNG acquisition professionals have had difficulty obtaining priority Defense Acquisition University courses for their certification requirements. In order to remedy this issue, the ACMB conducted over 20 state assistance visits and assisted and trained over 600 customers on how to update their acquisition records or obtain acquisition training in a timely manner. By interceding with RDAISA, we have ensured that all personnel who have applied and met the certification requirements now have their official certification.

During Phase II (FY02) of the program, the ARNG ACMB will obtain and manage Title 10 authorizations for ARNG acquisition positions. In fiscal year 2001 five candidates submitted their packets for Product Manager Positions (PM) and two were selected, one for PM Smoke and one for PM Civil Support (WMD). These positions are equivalent to battalion-level commands.

In Phase III (FY03 through FY04), we will continue Acquisition Work Force growth and maintenance operations, the final piece of the program. During this time, the ARNG ACMB will formalize and document all procedural processes; these processes will be added to the ACMB web site located on Guardnet.

ARNG Central Issue Facility (CIF)

The Secretary of the Army memorandum dated 14 Aug 95 and Army Regulation 710-2, Inventory Management Supply Policy Below the Wholesale Level, provides the basis for the Army National Guard to establish Central Issue Facilities (CIFs). Therefore, the ARNG is revising the current system of managing Organizational Clothing and Equipment (OCIE) to a CIF program. Each state and territory will establish the revised OCIE management process under the CIF program for a period of two years. Once the CIFs have been established and are operating in each state and territory, the ARNG will consider options to regionalize the program. The revised process will move the OCIE operations from a decentralized to a centralized support system. All states operating a CIF, must use the single ARNG Central Issue Facility operating process as specified in DA PAM 710-2-1 and the ARNG CIF Implementation and Management Plan. Each state and territory will be required to use the Minnesota Army National Guard (MNARNG) CIF software to establish the CIF system for the distribution and accountability of OCIE. The MNARNG CIF program and software has been in operation over two years. The processes used in the MNARNG CIF program have provided significant reduction in inventory and operational cost with no adverse impact on soldier support.

National Guard Materiel Management Center (NGMMC)

Located in Lexington, Kentucky, the NGMMC is a Surface and Air Class IX (repair parts) and Class II (clothing) distribution activity, which supports the entire Army National Guard. The NGMMC focuses on high dollar, high demand items turned in to the Defense Reutilization and Management Offices (DRMOs). Beginning in FY 02, the NGMMC will reduce its focus on supporting Class IX items and increase its Class II operations. These items are recovered from DRMO's

and made available for redistribution within the Guard. Savings as a result of this innovative program are estimated at a \$10-\$20 million a year. The GMMC redistributes supplies on a "FREE ISSUE" basis. Available assets are listed on the internet, and the NGMMC has the capability to electronically accept any authorized user's Unfinanced Requirements Listing and match it against NGMMC on hand assets.

State Territory Asset Redistribution System (STAR)

Developed in FY 00, The Army National Guard STAR program automated the redistribution of RICC 2, Class II, IV, and Class IX serviceable assets. The program was designed to accelerate the movement of excess assets and to improve the readiness at an overall cost savings to the ARNG while reducing excess. The program processes nonfunded requirements at each state against reported excess. STAR has redistributed 19,404 items to 28 states between 1 January and 20 December, 2001 to 28 states for a cost savings of over \$10 million. The program was taken off line in August during the Corps/ Theater Automated Support Center conversions and is scheduled to start again in January 2002.

Automated Logistics Management Systems

To ensure a fully successful Single Stock Fund, the Army National Guard needed to provide new business rules to function within this new way of doing business. The Integrated Materiel Automation Program (IMAP) was the chosen solution. The SSF business rules require all requisitions to be fully funded when submitted, but the ARNG finance system (SABERS) does not have this capability. The IMAP program provides the necessary interface; if funds are not available, IMAP will not allow a requisition to be submitted. Instead the requisition will be

placed to hold the file until adequate funds are made available.

The IMAP program went through successful acceptance testing in Texas and Iowa in October, 2001. Plans for fielding IMAP to the remainder of the States, Territories and the District of Columbia will be developed in FY 02.

CTASC Consolidation

Calendar year 2001 saw a major change in the manner in which the ARNG operates automation to support supply operations within the Supply Support Activities (SSAs) operated in each of the 54 States and Territories. The ARNG effected a consolidation of the Corps/Theater Automated Support Center (CTASC) computers from 54 locations to four sites. The ARNG uses the CTASC computer to operate the Standard Army Retail Supply System corps level programs (SARSS-2AC) to manage stocks in approximately 90 stock record accounts (SRAs) and associated SARSS 1 level automated systems. Each United States Property & Fiscal Office (USPFO) operated its own CTASC. Consolidation was driven by the following factors:

- Projected implementation of Single Stock Fund (SSF)
- DA decision to replace Army

equipment (CTASC "K" series computers with "L" series) by September 30, 2001

- Replacing all K series computers was not cost effective
- DA approved purchase of only 11 "L" series replacement systems for ARNG

Effective and efficient communication support became a prime consideration for location of the consolidated sites. Three sites were selected because of close proximity to major ARNG communications hubs—Des Moines, Iowa, Raleigh, North Carolina, and Little Rock, Arkansas. Each site supports 15-18 States/Territories. The final site in Honolulu, Hawaii was selected to operate in close association with the Active Army CTASC site located in Hawaii which supports only Alaska, Hawaii and Guam. Of the 11 "L" series CTASC computers, three were installed at each of the CONUS sites, one in Hawaii, and one will be used at the ARNG Professional Education Center in North Little Rock, Arkansas to support SARSS training. Contractor personnel supports the technical operation of each site. Once data was transferred from individual State/Territory CTASC to a consolidated CTASC, USPFO personnel continued functional management activities as before. Under the consolidation effort, USPFOs continue to provide effective supply support to the ARNG.

European Equipment Program Operation (EEPO)

The mission of the EEPO is to locate and facilitate movement of serviceable excess equipment from Europe to fill shortages within the ARNG. The Army National Guard continues to benefit from its European Equipment Program Operation, which started in FY 93. A team of two NGB Warrant Officers work closely with item managers in U.S. Army Europe to locate serviceable and economically repairable equipment and repair parts to fill ARNG MTOE and TDA authorizations. The team obtains excess materiel from USAREUR, finds displaced equipment as the result of New Equipment Fieldings as well as locates stocks being released from CEG-E and DRMO sites throughout Europe. EEPO operates utilizing a NGB negotiated Interservice Support Agreement with Army Material Command-Europe to subcontract minor repair, administration and support services for the project. The equipment is then shipped to state USPFO warehouses for distribution or to one of the five Readiness Sustainment Repair Sites for refurbishment. During FY 01, 62 opportune airlifts were utilized to move over 200 trucks and another 200 trailers. In addition, 265 tons of general cargo worth a total of \$26.5 million was returned to CONUS. In all, the utilization of Opportune Air has made

possible for a savings of some \$5.28 million this year alone. To date this project has gathered more than \$350 million worth of equipment for the ARNG at a cost of only \$10 million in administrative, maintenance and transportation dollars.

Tool Recovery and Warehousing (TRW) Program

During FY 01, \$1.8 million worth of tools were returned to Tank and Armament Command, Rock Island Arsenal, Illinois, for disposal through public tool sales. To date, the number of serviceable tools turned in to Defense Reutilization and Marketing (DRMO) is unknown. The ARNG is short of a large number of tool Sets, Kits and Outfits (SKOs), yet a large number of "excess" SKOs are turned in to DRMO by the Guard on a daily basis. Tools are not glamorous, nor are they always on the commanders must-fund list, but without the proper tools to keep vehicles and equipment maintained, commanders can not meet readiness expectations, or achieve mission success.

To correct shortfalls in this area of concern, the ARNG Logistics Division has co-created and launched the TRW Program with the Montana Army National Guard. The TRW Program provides commanders an avenue to requisition non-aviation hand tools through normal supply channels, but without being charged for the tool. All tools in stock at the TRW warehouse are free issue. The key to the program is the State and Territory Asset Redistribution (STAR) program. States must be online with STAR to reap the benefits of the TRW Program. During FY 01, 36,800 unfinanced requirements (UFRs) were generated for tools. Of those UFRs, the TRW Program filled 11,368, saving the Guard an estimated \$1.3 million annually and increasing readiness in the process. ARNG units in possession of excess tools are required to cross level those tools to fill shortages in other tool kits. Remaining

tools are warehoused and offered for redistribution through the STAR system. The State of Montana alone saved over \$1.5 million utilizing these practices. Centralized warehousing of excess tools could potentially save the ARNG \$15 million per year.

INSTALLATIONS

There are more than 3,000 ARNG armories in some 2,700 communities within the 50 states, three territories and the District of Columbia. Across the nation, the ARNG gives federal support to the operation and maintenance of over 27,000 training, aviation and logistical facilities. The sustainment, restoration and modernization of facilities is a key to readiness and provides power projection support to the Army.

Military Construction

The ARNG's budget request was \$59 million for military construction (MILCON) in FY 01. Congress appropriated \$285 million, which increased the construction program in FY 01 from 28 to 50 projects. These funds included construction for support of the Weapons of Mass Destruction/Civil Support Teams; 14 projects to support Phase I of the Army Division Redesign Study (ADRS); and 32 other projects.

Facility Operations and Maintenance

In FY 01, \$224 million was provided for Real Property Operations and Maintenance, a decrease of \$97 million from Fiscal Year 2000. This program pays for salaries to support facility operations and maintenance as well as providing funds

for engineering services, utilities, minor construction, maintenance and repair projects. It also provides supplies required to extend the useful life of Guard facilities.

Real Estate Issues

A significant milestone was reached when the Army acquired the former Navy facility at Barbers Point, Hawaii, helping to resolve shortfalls in the stationing of units and equipment in the Hawaii Army National Guard. The 150-acre training site allows the Hawaii ARNG to consolidate four units of the 29th Infantry Brigade and a maintenance operation. The new location reduces soldier travel time and provides facilities to conduct mission essential operations.

An additional 5,225 acres in Ravenna, Ohio, added to the existing license held by the Ohio Army National Guard, has resolved encroachment issues. This action also allows resolution of the shortfalls in maneuver training area to battalion level. This acquisition will facilitate armor, mechanized infantry and engineer unit training.

12,896 acres of training land recently acquired from the Army Materiel Command (AMC) in Minden, Louisiana has enhanced training opportunities for the Louisiana Guard. This

land, obtained by license to the Louisiana Army National Guard from the Army, will allow for transportation, dismounted infantry and engineer training.

The Minnesota Army National Guard has also received land from AMC. Using the former Twin Cities Army Ammunition Plant, Minnesota will enhance its training area and reduce travel time to increase training quality. This 1,245-acre acquisition will be used by mechanized infantry, signal and military police units.

Achievements in FY 01

NGB Installations Division, with support of the states, has achieved a greater fidelity of installation data that is now available for all users across the country. This information is now used to validate requirements in the budget. The substantial increases that are anticipated for FY 02 and in subsequent years for sustainment, revitalization and modernization will be principally due to the efforts of the states in recording this data. This is a large step forward in validating requirements and gaining needed money for all of our installations.

ENVIRONMENTAL PROGRAMS

The Army National Guard's Environmental Program emphasizes responsible stewardship of land and facilities to provide environmentally compliant installations in support of the training mission. To ensure compliance with all environmental laws and regulations, the ARNG continues to strive for early identification of problems and immediate corrective action.

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

Compliance

Throughout FY 01, the ARNG Environmental Programs Division conducted twelve external Environmental Compliance Assessment System (ECAS) visits. The ECAS visit identifies practices that are out of compliance with Federal, State, local and Army environmental regulations. The visit results in development of an Installation Corrective Action Plan, which provides recommended actions to bring deficiencies into compliance. States and Territories not scheduled for external assessment visits are highly recommended to use the program for internal self assessments. An improved Windows

Compliance Assessment Software System (WINCASS) has been developed to provide an easy automated assessment tool that can be utilized for both the external and internal compliance assessments that are conducted. A Web-based system (WEBCASS) has also been developed that will enable program managers at the state and national level to evaluate all compliance findings through three phases (11 years) of ECAS.

Through a cooperative effort with the United States Geologic Service (USGS), a very proactive approach has been implemented to determine environmental risk to our training sites. The USGS is conducting a literature review of ARNG training sites on sole source aquifers. The literature search will provide the ARNG with what relevant data we have versus what we need to determine if our range operations pose any risk to human health or the environment.

The ARNG successfully met the Army's FY 01 goals for new and open enforcement actions. The goals were achieved through numerous proactive initiatives to include the development of a Notice of Violation (NOV) Alert. The Alert electronically transmits information to all states and territories when a new NOV is received from a regulatory agency. The goal of the NOV Alert is to quickly notify other states and territories of regulatory enforcement actions that may be applicable to their facilities. The states and territories can then investigate their facilities and take corrective action if necessary to avoid a similar NOV. This initiative has great potential to reduce the number of NOV's that the ARNG receives.

The Assistant Secretary of the Army for Installations and Environment recently revised the goal and reporting procedures for new and open enforcement actions (ENFs). The Army goal is now zero new and open ENFs. Additionally, ENFs are to be reported within 24 hours. The new goal and reporting procedures will prove to be a significant challenge for the ARNG.

Funding requirements associated with the Massachusetts Military Reservation (MMR) Impact Area Groundwater Study continue to pose significant challenges. Additional year of execution requirements and prior year unfinanced requirements resulted in a total FY 01 unfinanced requirement of \$22.4 million. As a result, other must-fund environmental projects totaling \$15.6 million were not executed and had to be deferred to future years.

Pollution Prevention

The ARNG Environmental Programs Division has developed a strategy to support the use of mobile refueling vehicles commensurate with all federal regulations. This strategy was jointly developed with the ARNG Logistics Division and is centered on the states and territories developing and implementing a Fuel Management Plan. The strategy supports the Army Division Redesign in which the ARNG is gaining more combat service support refueling assets. It is anticipated that the strategy will reduce our regulatory oversight and save up to \$100 million in cost to construct permanent secondary containment structures.

Conservation

The ARNG has been challenged with completing approved Integrated Natural Resource Management Plans (INRMP) not later than 17 November 2001. The ARNG is responsible for completing 90 of the 184 Department of the Army required plans. Despite a lack of formal guidance, early resourcing, and regulatory support, the ARNG will achieve this goal by the deadline. Additionally the ARNG is attempting to complete 50 statewide Integrated Cultural Resource Management Plans (ICRMP). Formal consultation with over 200 federally recognized Native American tribes has slowed this process. Significant challenges in implementation of both these plans are anticipated in the form of additional personnel, resourcing and regulatory coordination.

Restoration

The ongoing data collection for the Closed, Transferred, Transferring Range Inventory continues. To gather the necessary information, 11 states were visited in FY 01. An interactive web page has been established to allow states to review and update existing range information and to be able to add new ranges and range data to the inventory. A range closure plan is being completed and contains information on range requirements, range funding, and other needed environmental information.

Facing the threat of a Compliance Order from the Arizona Attorney General's Office, the ARNG has taken the lead to remediate and close the Open Burn/Open Detonation site at Camp Navajo, Arizona. The Army Base Realignment and Closure (BRAC) program, Army Environmental Center (AEC) and Army Material Command (AMC) will support ARNG efforts. The Army Base Closure Office has funded an Airborne Geophysical survey of the site to determine the extent of contamination. The Base Closure Office has also agreed to fund a Natural Resources Survey as part of the ongoing requirements of the Integrated Natural Resources Management Plan for the installation. A plan identifying future actions required for site closure has been provided to the Arizona Department of

Environmental Quality. Funding for remaining actions has not been established. Lack of funding and progress could result in the issuance of a Compliance Order.

Investigation work is ongoing at Camp Crowder, Missouri to complete an engineering evaluation/cost analysis with the intent of establishing remediation alternatives for the engine test area site. The engine test area is part of the Pools Prairie national priorities list, a Superfund clean-up site. The remaining Pools Prairie sites are under the Corps of Engineers Formerly Used Defense Site program.

Revisions to the Memorandum of Agreement covering the responsibilities for the Installation Restoration Program at the Massachusetts Military Reservation (MMR) were completed. The Memorandum of Agreement spells out the responsibilities of both NGB and the Air Force in executing the program. The Air Force continues to be the lead federal agency for completing the Installation Restoration Program.

The Department of Justice has issued a complaint against Support Terminal Services in an attempt to recover the costs of the investigation and remediation at MMR's fuel spill 12 site. The funds to be recovered could be as much as \$40 million for work already

completed and \$28 million for work that is still required. The \$40 million would be returned to the Army Installation Restoration Program.

At the Los Alamitos Joint Forces Training Base, California, work continues to investigate and remediate contaminated sites. One remedial action has been completed and it is anticipated that the jet fuel remediation will be completed later this year. Remedial actions are planned for two more Los Alamitos sites, with investigation work completed and work plans submitted. NGB developed a plan to deal with the power outages programmed for Southern California this past summer; the anticipated power problems could have disrupted the ongoing remedial actions.

The ARNG continues to be concerned about funding for investigation and remediation at state-owned closed and transferred ranges. It appears that funding will come from the Environmental Restoration, Army account, which precludes the use of the funding at non-federally owned facilities. This could result in a significant impact to the ARNG Operations and Maintenance funding. ARNG is working with the AEC and the Assistant Chief of Staff for Installation Management to resolve this issue.

AVIATION AND SAFETY

The Aviation and Safety Division manages the allocation and distribution of resources to the ARNG aviation community, for the accomplishment of State and Federal missions. The division uses four distinct branches to accomplish resourcing goals. The Operations and Training Branch, the Aviation Systems and Logistics Branch, the Safety and Occupational Health Branch and the Aviation Programs Integration Branch all work to maximize unit readiness by providing regulatory interpretation, programs funding, individual training seats, logistics oversight, and safety and occupational health programs.

Safety, Occupational Health and Industrial Hygiene

Safety programs support the ARNG by ensuring mission preparedness through unit readiness and force protection. The ground safety, aviation safety, occupational health and industrial hygiene programs focus on ensuring combat readiness by reducing the amount of money and man-hours lost due to accidents and injuries. With an operating budget of \$7 million, the Safety and Occupational Health Branch earmarked funds for programs to reduce accidents and occupational illnesses through safety awareness training, accident/illness prevention programs, risk management integration, range certifications, medical surveillance, and industrial hygiene surveys. Commanders, NCOs and civilian supervisors reaped the benefits of safety courses which trained approximately 1500 M-day soldiers, 325-unit level Safety Officers, 200 full-time supervisors and 50 State Safety Managers. Only a broad based approach at all levels of the National Guard can ensure maximum effectiveness of the safety program and keep safety awareness at the forefront of all operations.

The ARNG experienced 156 Class A-C ground accidents in FY 01, sixteen of which resulted in military fatalities. The comparable figures for FY 00 were 161 Class A-C ground accidents, resulting in eighteen fatalities. Privately-owned vehicles continued to claim soldiers as twelve more Guardsmen lost their lives while operating POVs. Technician employees submitted 649 lost-time claims during FY 01, down almost 7 percent from the previous year while maintaining a lower rate than the five-year average. Also this year, the Army National Guard Director and Command Sergeant Major facilitated the annual SafeGuard Campaign to highlight the major causes of accidents, accident trends and disseminate countermeasures. Featuring videos, posters, and calendar cards, the SafeGuard Program, "Make the Journey," was distributed to the field in FY 01. Finally, in May, 2001 the ARNG established its Explosive Safety Council to monitor and validate the performance of the overall ARNG Explosive Safety Program, review explosive accidents and evaluate their impact on ARNG activities.

This fiscal year the ARNG experienced twelve Aviation Class A-C flight accidents, down from twenty in the previous year. This resulted in a Class A-C accident rate of 5.08 accidents per 100,000 hours, compared to 8.53 for FY 00. More importantly, only one of these twelve was a Class A accident. Unfortunately, this statement belies the fact that in this one accident, eighteen ANG and three ARNG service members were killed and one C-23 Sherpa airplane destroyed. Despite this considerable loss of life, with a Class A accident rate down from 0.88 in FY00 to 0.42 this year, the ARNG was just one mistake away from another aviation-fatality-free year. A corresponding reduction in aircraft damage costs from \$24M last year to \$11M in FY01 was another product of this year's exceptionally low aviation accident rate.

The Occupational Health Program contributed greatly to the overall ARNG readiness with its preventive and corrective services for both military and civilian personnel. The ARNG

Radiation Safety Program (RSP), administered by the State ARNG Occupational Health Nurses, had a 90 percent compliance (i.e., no deficiencies) rate for the FY 01 RSP evaluations by the U.S. Army Communications and Electronics Command (CECOM) Radiation Control Officer for the ARNG. All deficiencies were either corrected on the spot or within 10 days of the end of the RSP evaluation. The health monitoring, wellness education and medical surveillance activities - over 18,000 activities this past year - were key to maintaining a healthy workforce.

In 2001, Industrial Hygiene professionals certified over 150 audio-metric booths belonging to DoD Military Entry Processing Stations. Special surveys conducted on wheeled vehicle mechanics resulted in them being removed from the asbestos and respiratory protection surveillance programs, thus saving the ARNG significant amounts of safety and occupational health money.

After the attacks on 11 September, IH personnel responded immediately, providing personal protective equipment and guidance to ARNG rescue and security personnel. They conducted vital surveys of operational areas ensuring no personnel were over-exposed to potentially harmful contaminants.

Aviation Systems and Logistics

Under the current plan, the ARNG will divest legacy aircraft completely (AH-1, UH-1, and OH-58A/C) in MTOE units by FY 04. The remaining fleet of ARNG aircraft (UH-60A/L, AH-64A/D, CH-47D/F and OH-58D) will be assigned to deployable, warfight-missioned units. The ARNG Aviation community will be smaller, but it will be modernized. The Army is still taking some near term risk by not fully equipping ARNG MEDEVAC units with UH-60s and ARNG divisional Cavalry units with AH-64s; however, aviation resources in ARNG divisions are scheduled to be modernized to levels not seen since the Vietnam War. While repair parts and aircraft readiness will remain top challenges, ARNG Aviation is well postured for the 21st Century.

Aviation Operations

During FY 01, Army National Guard Aviation units and aircrew members supported numerous Presidential Reserve Call-up (PRC) missions, Overseas Deployments for Training (ODT), Combat Training Centers (CTC), Domestic Support Missions and CONUS Exercises. Deployments included Stabilization Forces (SFOR) in Bosnia and Operation Desert Spring (ODS) in Kuwait.

ARNG Aviation support for SFOR was performed by the 1022nd Air Ambulance (AA) Medical Company, Wyoming ARNG (4 UH-60s), followed by the 2d battalion, 224th Aviation, Virginia ARNG (15 UH-60s).

Overseas training missions supported by the ARNG in FY 01 included "New Horizons" exercises in Central and South America. The 1/207th CSAB, Alaska ARNG deployed to Honduras (3 UH-60) and to Guatemala (2 UH-60s). A detachment of Company F, 106th Heavy Lift Battalion, Iowa ARNG (2 CH-47s) performed vital missions in Paraguay. Operation Northern Viking deployed on a training opportunity to Iceland with elements and attachments of the 1-106th Assault Battalion from the Illinois ARNG (6 UH-60s and 4 CH-47s). The Army National Guard assisted numerous active component deployments by augmenting them with support from ARNG Air Ambulance Companies. Additionally, the ARNG supported Operation Bright Star with three UH-60s.

Support to Operation Desert Spring (ODS), Kuwait, began during FY 01 by the 1st Battalion, 189th Aviation (CSAB), Montana ARNG (two UH-60s). They were relieved on-station by 1st Battalion, 211th Aviation, Utah ARNG (eight AH-64s); the 1-149th Combat Support Aviation Battalion

(CSAB), from Wisconsin (three UH-60s) and Indiana (1 UH-60) deployed to Kuwait during August 2001.

Combat Training Center rotations required aviation task forces from several States. National Training Center rotations were supported by the 256th Enhanced Separate Brigade (eSB), from Louisiana, which was comprised of units from Louisiana, New Mexico, Texas, Washington, Wisconsin, and Mississippi. A Joint Readiness Training Center rotation featured the 27th eSB Avn TF from New York. "Aviation Task Force Liberty" was comprised of units from New York, Connecticut, South Dakota, Texas, Alabama, New Jersey, Massachusetts, New Hampshire, Nebraska and active component units from the 10th Mountain (Light) Infantry Division. ARNG aviation units also supported the Combat Maneuver Training Center (CMTC) in Hohenfels, Germany, where the Army National Guard provides UH-1 crews and maintenance personnel to assist maneuver training for visiting units. Units from California, Arkansas, Delaware, and North Dakota also provided support.

Domestic support missions in FY 01 focused primarily on support to wildfires and floods. Montana, Oregon, Washington, Idaho, California, Texas, West Virginia and Florida suffered wildfires and floods, throughout their States and across State boundaries.

Aviation Programs Integration Activities

Fiscal Year 2001 activities included POM and budget action for over \$350 million in the areas of flying hour programs, depot maintenance, maintenance contracts, additional flight training, aviation special training, air traffic control, and safety and occupational health and industrial hygiene. Significant increases to the FY 02-07 POM surfaced in the FY 03 depot maintenance and safety, occupational health and industrial

hygiene programs as a result of POM action. During FY 01, additional management controls were established to enhance procedures for committing funds and fund transfers. Indicators were changed to reflect more meaningful measures of readiness.

Major efforts were directed toward changes to Army and Army National Guard force structure, including Aviation.

The Aviation and Safety Division played significant roles in hosting, directing and participating in an Army Aviation Transformation Task Force. Since the beginning of Aviation Transformation efforts over two years ago, there have been six major iterations of an Aviation Transformation Task Force involving Headquarters, Department of the Army and Major Commands. The high costs to implement the recommended courses of action from these task forces were offset by projected reductions in the size and number of Army aviation units.

Many changes in ARNG aviation force structure have resulted from these reductions. And distribution changes to aviation units, personnel and aircraft inventories have impacted each State. Existing redistribution plans were modified many times, to accommodate HQDA finalization of transformation. The Army Chief of Staff final determination of Army Force Structure (including Aviation) is planned for release in the second quarter of FY02.

ARNG Aviation Training Sites (AATS)

The National Guard Bureau oversees four State-operated Aviation Training Sites designated as national training sites for the Army. The Eastern ARNG Aviation Training Site (EAATS) is located at Fort Indiantown Gap, Pennsylvania, and conducted Aviator Qualification Courses (AQC), enlisted training courses, Noncommissioned Officer Education System (NCOES) courses and Foreign Military Sales (FMS) training for UH-1, UH-60 and CH-47D helicopters.



The Western ARNG Aviation Training Site (WAATS) is located at Silver Bell Army Heliport, Marana, Arizona, and conducts aircraft qualification training, enlisted Aviation MOS training, NCOES and FMS training for OH-58 helicopters and Counter Drug RAID aircraft. With the retirement of the AH-1 Cobra and modernization of the Army National Guard, initiatives and planning call for the WAATS to train all Army components in the AH-64A helicopter within the next two years.

The High Altitude Training Site (HATS) is located in Gypsum, Colorado, and con-

ducts high-altitude power management courses in Utility, Cargo and Observation aircraft for Active and Reserve Component and Foreign Military Sales activities. The Army National Guard, through OSAA, operates the Fixed-Wing ARNG Aviation Training Site (FWATS) in Clarksburg, West Virginia. The FWAATS conducts pilot qualification training in C-12, C-26 and C-23 fixed wing aircraft for the Total Army.

In all, the Army National Guard Aviation Training Sites provided training for over 1,000 National Guard officers and enlisted Aviation personnel.

Additionally, both the EAATS and WAATS are regional Aviation simulation sites, and provided more than 18,000 hours of simulation support to the Total Army in UH-1H, UH-60, CH-47D and AH-64A helicopters.

INFORMATION MANAGEMENT

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

During FY 01 the ARNG continued capitalization on the improvement of the distance learning and telecommunication 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," consolidates and upgrades numerous telecommunications functions and with minor

modification to the design has enabled many states to integrate voice traffic into their networks, significantly reducing their long distance telephone costs. When fully operational, the system will provide more efficient, effective, and economical high-speed information access throughout the fifty-four 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. These standards have improved video quality on the network and provided automatic allocation of bandwidth based off established quality of service rules. The ARNG continued to expand the usage and improve the quality of its private web-site, "Guardnet." During FY 01 this web-site has been the focus of improving information flow within the ARNG Head-quarters. Divisions within the ARNG Readiness Center, plus numerous contractors, conduct daily business via GuardNet. Development of web based applications has caused a re-focus of this web site to expand interactivity to include high-level database exchange, report forums, and bulletin board services.

Software Development

The ARNG continued to expand its use of structured engineering methodology during FY01. 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 environ-

ment between functional users and the information management community. Numerous other applications have been successfully developed in this mode which has led to web based application development for future applications.

Visual Information Support Center

The Visual Information Support Center (VISC) in Nashville, Tennessee, continues to serve as the Army Guard 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. In addition the VISC provided support in the development of visual information products for recruiting and retention, training, and drug demand reduction for numerous DoD and State organizations as well as public service announcements and documented ARNG support to emergency events for historical purposes.

During FY01 the VISC documented disaster relief support missions in hurricane, flood and ice stricken communities across the nation, as well as on-scene in New York City following the attacks of September 11th. The VISC continued to serve as a Component Accessioning Point (CAP) which processes all ARNG images and forwards 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 54 states. The system encompasses Computer Emergency Response Teams (CERT), Vulnerability Assessment Teams (VAT), tactical sections, and Field Support Teams (FST) providing a round-the-clock operations response capability to ARNG elements CONUS wide. ARNG Vulnerability Analysis support to the existing NGB CERT is providing protection to the GUARDNET XXI information environment through screening, analysis and response to penetration attempts. The Texas VAT team performed an additional Vulnerability Assessment of the ARNG network system following the events of September 11. State level CERT teams have assisted many states in the securing of their systems during this fiscal year.

COMPTROLLER

The FY 01 President's Budget was developed to support a military end-strength of 350,000 soldiers, which included an Active Guard Reserve (AGR) end-strength of 22,974. The civilian end-strength was budgeted for 25,240 employees consisting of 24,728 Military Technicians and 512 Department of the Army Civilians.

Operations and Maintenance

The request for Operations and Maintenance, Army National Guard (OMNG) budget was \$3.182 billion to support operational, logistical and administrative support for the Army National Guard. Congress provided an additional \$152 million; the FY 01/02 Supplemental provided approximately \$43 million to cover base operations and real property maintenance bills; and \$24 million was supplied for counterdrug activities. After other minor adjustments, the final total was \$3.398 billion.

Personnel (NGPA)

The FY 01 NGPA President's Budget requested \$3.748 billion to train, educate, and prepare ARNG soldiers

for their Federal missions. Congress provided an additional \$34.9 million and another \$148 million for counter-drug activities.

Funds allocated in FY 01 were utilized to reimburse CONUS operations costs, sustain soldier qualifications in officer and non-commissioned officer education, and training in soldier Military Occupational Specialty (MOS) career fields to enhance the 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 active/reserve component integration as part of our national military strategy was inadequate to fully support CINC integration plans for FY 01, and will present funding challenges again in FY 02.

Accounting

The Accounting Branch established a Configuration Control Board for SABERS, the primary ARNG financial system, to proactively address functional and programming issues, assign work priorities, and improve the management of releasing program updates. Branch

personnel conducted training for accountants and accounting supervisors during the year, and coordinated with Defense Financing and Accounting Service (DFAS) to conduct accountant training for the Defense Cash Accountability System and Electra programs, training approximately 60 accountants in the use of each system. Branch personnel also managed the redesign of the account structure in one of the ARNG appropriations. As a result of the terrorist attacks on September 11, 2001, the Accounting Branch provided timely accounting guidance to the states and established new accounts and duty codes to facilitate the accounting process. Simultaneously, the Branch provided guidance and assistance to the states to successfully close the fiscal year.

During FY 01, the ARNG reduced the net values in all categories of the DA goals, which reflects tremendous coordination efforts among the Comptroller Division, DFAS, and the states and territories. Unmatched disbursements (UMDs) were reduced from \$0.6M to \$0.2M, a decrease for the third consecutive year. Negative unliquidated obligations (NULO) over 180 days and over 360 days were reduced to zero, surpassing DA goals. Canceling account unliquidated obligations were reduced from \$36.2M to \$7.1M, a reduction of over 80 percent. Delinquent travel advances were reduced by over 85 percent this fiscal year.

Management Programs

HQDA will publish the Army Ideas for Excellence Program (AIEP) regulation in 2002. The regulation will provide one major change: the program name will now be called the Army Suggestion Program (ASP). NGB-ARC reviewed the regulation to ensure Title 32 personnel were not precluded from participation in the program and receipt of awards. The evaluation of suggestions was centralized at the ARNG Readiness Center. All suggestions from the states are required

to process through the Readiness Center prior to be sent to any MACOM. The ARNG awarded over \$30,000 for adopted suggestions in FY 01.

Management Efficiencies and Performance

Through e-mail, classroom training sessions, desk side briefs, web-site postings, and articles in the Financial Managers' Newsletter, the ARNG Management Control Process Administrator trained over 1,000 program managers and Assessable Unit Managers (AUMs) in FY 01. One new ARNG weakness was reported along with eight updates for the "open" weaknesses currently at HQDA for their awareness or assistance in resolution and "close-out" documentation on two material weaknesses. Fourteen weaknesses remain at ARNG for correction and fifteen ARNG level material weaknesses closed this fiscal year. The ARNG Senior Level Steering Group (SLSG) for management controls continues to be the most effective means of ensuring a Guard-wide approach and solutions to the resolution of weaknesses and to identify and to reduce the ARNG's areas of vulnerabilities.

Financial Services Center (FSC)

The Financial Services Center continues to provide support to mobilized ARNG soldiers and ARNG soldiers in support of Homeland Defense Operations through the issuance of finance guidance and the monitoring of military pay accounts. This office is a member of the Defense Finance and Accounting Service - Indianapolis Center's (DFAS-IN) Emergency Operations Center (EOC), which provides a conduit for identification and resolution of pay problems affecting ARNG soldiers. An updated mobilization SOP that contained all the lessons learned from prior mobilizations was distributed to aid the USPFO Military Pay Sections in pay processing.

Over 1,000 users of the Automated Fund Control Order System (AFCOS) were trained in FY 01, making this a record training year. Most of the training was centrally executed at the National Guard Professional Education Center in Arkansas. Several classes were given twice during FY 01 because of high demand. Special emphasis was given to courses with high budget impact.

The FSC staff added many enhancements to AFCOS and the Joint Uniform Military Pay System (JUMPS) Standard Terminal Input System (JUSTIS), the ARNG military pay input system. Enhancements include the prevention of an order or payment of soldiers beyond their Expiration Term of Service (ETS); processing new entitlements such as PERSTEMPO, pay for military funeral honor details, and family Servicemember's Group Life Insurance (SGLI); and a new AFCOS module that will allow the USPFO Budget Officer to monitor obligation plans and electronically submit budget plans.

Timeliness of military pay transactions was developed and incorporated into the State Performance Indicators Report (SPIRS). The goal is to increase timeliness 5 percent by June 2002.

Travel and Vendor Pay

The FSC continues to provide the most current policy, procedural and systems guidance to the field. The staff also assisted with the implementation of all scheduled standard systems upgrades.

The FSC continues to actively participate in the testing of Defense Travel System (DTS), a Department of Defense computerized travel management system designed to reduce costs, support mission requirements and provide superior customer service. In November 2000, the Army tested its primary accounting and disbursing systems with DTS. At the Army's request, a member of the FSC functioned as the Test Director at Fort Huachuca, Arizona. The test was moderately successful, although problems were identified. Once the problems are corrected, the systems will be re-tested prior to any widespread deployment.

Operational Review Team

The Operational Review Team continues its 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 biannual rotational basis. The Operational Review Program (ORP) is prevention oriented

and designed to foster an environment of awareness in reducing risks and safeguarding assets against fraud, waste and mismanagement. ORP visits were conducted in twenty-one states during FY01, with reports of conditions and recommendations for improvements submitted to the respective Adjutants General and USPFOs.

Financial Management Training

In March 2001, the FSC and the National Guard Chapter of the American Society of Military Comptrollers once again conducted their annual Financial Management Training and Professional Development Institute. As in years past, over 200 members of the ARNG's financial management community from all 54 States, Territories and the District of Columbia participated in the five-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.

Individual Travel Card

The travel card contractor made significant improvements in its ability

to correctly assign cardholders to the proper hierarchy. Travel card delinquency remains the major concern. The ARNG made dramatic progress in reducing its delinquency during the first seven months of the fiscal year. However, during the last five months of the year, the delinquency rate rose back to the same level as at the beginning of the year.

PROGRAMS, ANALYSIS AND EVALUATION

During Fiscal Year 2001, the Programs, Analysis and Evaluation Division participated in integrating defense strategy, programs, and budget into one comprehensive plan. Within the Department of Defense budgets flow from programs, programs from requirements, requirements from missions, and missions from national security objectives.

Plans

The FY 2003-2007 Defense Planning Guidance (DPG), 2001 Quadrennial Review (QDR) and FY 2000 Joint Strategy Review (JSR) highlight the work of this division in the planning arena. In support of these missions, personnel frequently interfaced during FY01 with Joint, Army and ARNG directorate planners to analyze new or proposed language from other services and/or components and determined potential impacts on ARNG operations, programs and priorities. Personnel also participated in wargames, exercises, and planning conferences as time and funding permitted to help defend ARNG force structure and resources in support of the Office of the Secretary of Defense's 2001 QDR deliberations.

Planners also developed, staffed or presented policies and issues that further ARNG interests and initiatives. The division worked closely with ARNG leadership at national-level forums to examine policies presenting cultural or structural barriers to active and reserve component integration within DA and DoD. Input from several staff agencies was compiled and analyzed to provide recommendations to ARNG senior leadership for the Reserve Component Coordination Council (RCCC), Army Reserve Forces Policy Committee (ARFPC) and Reserves Forces Policy Board (RFPB).

While working with the RFPB, members of the division also reviewed and consolidated directorate input to 74 issues provided electronically to OSD for their annual report to the President and the Congress.

Programs

The division also assisted the ARNG staff in making significant progress in the FY 03-07 POM, laying the foundation for success in future decision-making processes. Due to the division's efforts, the ARNG was able to get an additional \$7.3 billion in requirements validated by the HQDA staff. More importantly, the ARNG garnered an additional \$873 million in FY 02 and an \$8.1 billion increase over the POM years in funding.

In the Program Execution Group (PEG) for manning, the full time support ramp is funded in FY 05-07; however, it remains unfunded for FY 03 and 04. In the Training PEG, the emphasis in the school program is the achievement of 85 percent Duty Military Occupation Specialty Qualification (DMOSQ), to be achieved by FY 05. Requirements and funding for school seats and schoolhouse support are linked, ensuring that we have the support needed for the number of seats funded.

In the Installation PEG, increased requirements for real property maintenance, base communications, environmental, and family programs were recognized. Funding increased for every one of these programs, as compared to the 02-07 POM. Environmental "must fund" projects as well as other class 1 and 2 projects were funded. Gains were also made in military construction funding; although still below the required amount, the funding increases over \$700 million over the POM cycle.

The Sustain PEG increased funding for depot maintenance and logistics automation. Depot maintenance for early deployers (Force Package I, II, and the eSBs) is funded to a minimum of 80 percent in FY 03, with both early and late deployers are funded to 100 percent for FY 04-07. The PEG also recognized the tactical wheeled vehicle rebound program and funded it at an average of 80 percent over the POM years. Second Destination Transportation (SDT) requirements were recognized for the first time but were funded at only 26 percent in FY 03, dropping to 7 percent in FY07 (an average of 15 percent across the POM years).

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 10 new UH-60's per year for the ARNG.

New Equipment/Displaced Equipment Training (NET/DET) funding increased. However, it is still well short of the requirement (average of 32 percent across the POM).

Analysis

Over the past year, the division was heavily involved in the Quadrennial Defense Review (QDR) process. Analysts worked in conjunction with the HQDA staff to ensure that ARNG issues were accurately represented. Additionally, our analysts played an integral role in the execution of two OSD seminar wargames that fueled the QDR process—Dynamic Commitment and Positive Match.

Our analysts continued to support the requirements development process. As a case in point, analysis of the military technician program contributed to an increase of over \$220 million across POM 03-07. Our analysts provided similar relevant analysis in the OPTEMPO, logistics, and installations arenas.

Throughout the year, the division supported senior ARNG leaders with analysis of missioning of ARNG divisions; operational costing; and unit readiness in support of the ARNG integrated readiness strategy and Total Guard Analysis XXI. The Military Operations Research Society (MORS) published an analysis branch paper on attrition among deploying ARNG units in the September edition of *Phalanx*, its quarterly bulletin, which was also selected for presentation at the annual Army Operations Research Symposium (AORS).

The tragic events of 11 September forced the analysts within the division to refocus somewhat. Analysts provided timely contingency cost analysis and developed an automated means of selecting units to be mobilized and tracking deployments. We continue to provide liaison with ODCSOPS and present analysis in support of Operations Noble Eagle and Enduring Freedom.

Air National Guard



ANG OPERATIONS

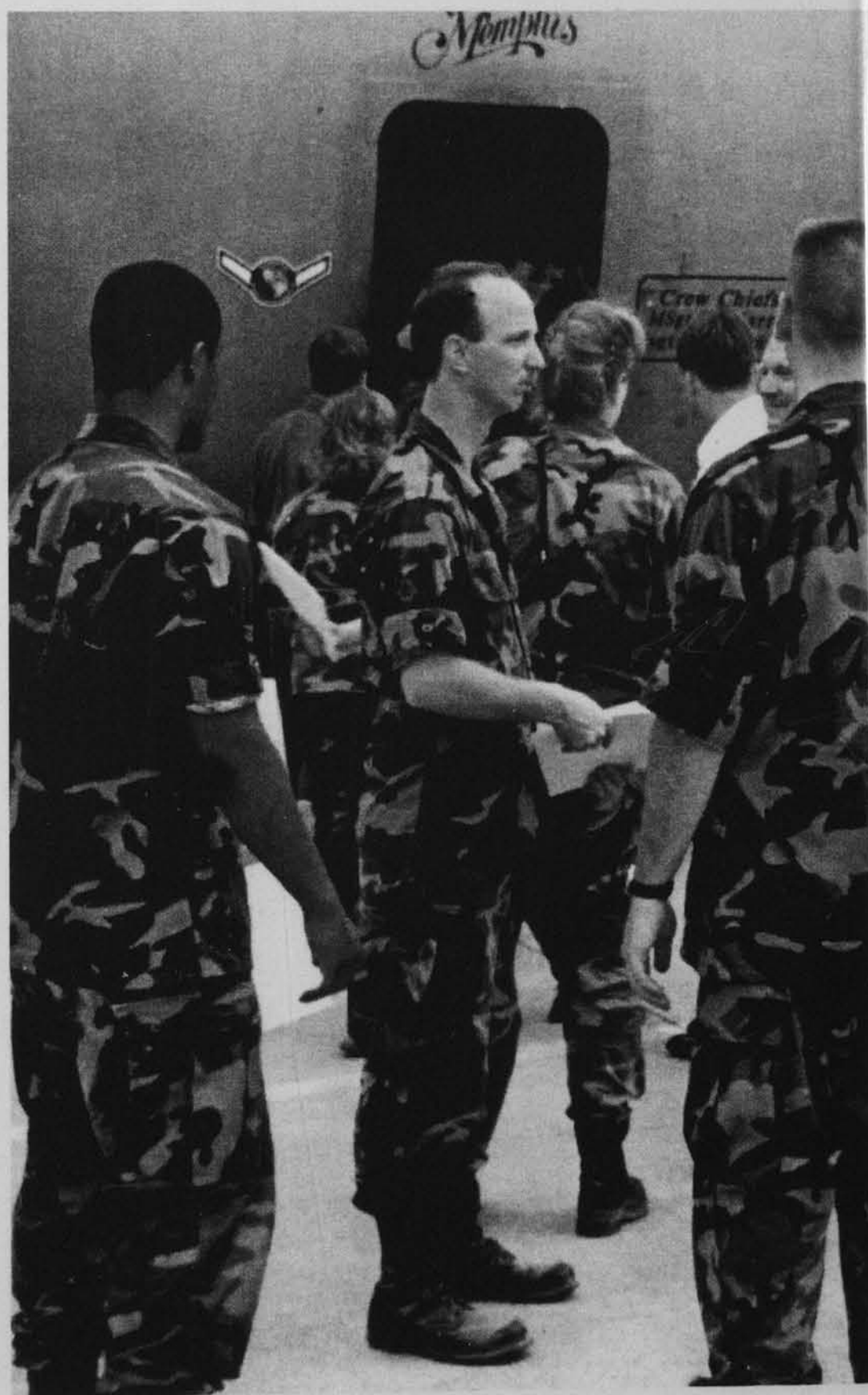
Fiscal Year (FY) 2001 was a busy and successful one for the Operations Directorate. The fiscal year was capped by the events of 9/11, and in its aftermath Directorate personnel and ANG units in the field responded successfully to unprecedented requirements for defending the United States within her own borders.

Deployments

In FY 01, the Deployments Branch instituted a cross-functional centralized management team, designed to facilitate Expeditionary Aerospace Force (EAF) operations within the ANG. During AEF Cycle One, the team prepared force packages for contingency steady-state rotations, and integrated trained aerospace forces to meet the theater Commander in Chiefs' (CINC) requirements across the full spectrum of AFSQ specialties. ANG/DO ensured the deployment of 24,184 Air Guard members to 39 countries around the world, a 98.7 percent fill rate of the Air Guard's support commitment to AEF Expeditionary Combat Support during this period. For the FY 01 portion of Cycle Two, the fill rate was 99.6 percent.

Early in FY 01, as the Directorate was completing the processing and deployment of AEF Cycle One, the Exercises and Joint Operations Team, DOXJ, began compiling lessons learned from the highly successful Joint Patriot 2000, from early October 2000. As the National Guard was being called upon in larger numbers, for longer periods, to support US military requirements and obligations, a need existed for stable, dependable and realistic training. Joint Patriot, coordinated through an 18 member team of dedicated full-time and part-time professionals, provided a joint/combined training scenario at strategic training locations throughout the United States. Along with the ANG HQ team, 46 personnel from field units across the country assisted in the planning

and execution of Joint Patriot 2001 (JP2001). The more inclusive JP2001 brought together 2,388 Army and Air National Guard personnel along with 1,672 Active Duty personnel from the Air Force, Army and Navy. Sixty-one personnel from the Royal Air Force also participated in JP2001 gaining critical experience in combined operations. JP2001 fulfilled the training needs of unit commanders, meeting identified requirements of CINCs during wartime. At seven locations, unit commanders were allowed to achieve training requirements and be assessed by Operational Readiness Inspection teams from many Major Commands as they performed specialties in a realistic environment. Through the JP2001 exercise, units completed five required Operational Readiness Inspections.



Plans and Programs Branch continued to provide the planning required for the fighter exercises and tanker support required to fulfill ANG training missions. During FY 01, ANG fighters deployed as units 91 times to 24 different exercises, of which 3 were in direct support of real-world contingencies utilizing 25 ANG Fighter units. These missions included cooperative training exercises with the active duty, and Guard-specific missions to include:

AIR WARRIOR
BUCKEYE
COMBAT ARCHER
COMBAT HAMMER
COMMANDO SLING
COPE THUNDER
CORONET NIGHTHAWK
DELIBERATE GUARD
FIGHTER WEAPONS SCHOOL
JFTEX
JOINT PATRIOT
MAPLE FLAG
NORAD
NORTHERN WATCH
RED FLAG
SENTRY THUNDER
SENTRY WHITE EAGLE
SENTRY ALOHA SNOWBIRD
SOUTHERN WATCH
TACTICAL FIGHTER WEAPONRY
TANDEM THRUST
WINTERBASING

Utilizing some 45,000 workdays, deployment personnel were able to increase training effectiveness through

insight into needs of the theaters in which each unit was scheduled to operate. \$3.5 million in Operations and Maintenance funds was expended to assure proper training to allow use of units, or portions of units as a force multiplier.

Demonstrating the ability of ANG/DO's various branches to operate as a team, there are many missions that 'crossover' from one group to another. Operation Coronet Nighthawk, a fighter deployment, and Coronet Oak, a C-130 rotation, exhibit the communication which exists among support cells. These deployments, along with many others, provide the ANG with credit for fulfilling these real-world missions as a part of the AEF. In FY01 the Exercises team processed 6,335 Mission Readiness Airlift missions in support of National Guard training and Air Mobility Command (AMC) missions. Coordinating the resources of the C-130, C-5 and C-141 Air Guard Airlift units, the ANG supported over thirty five per cent of these missions and saved the Army National Guard more than \$45.8 Million dollars in transportation costs.

The ANG's airlift deployment management team provides origination to termination support, coordination, funding, and operational assistance for C-130, C-141 and C-5 exercises,

contingencies, and deployments on a worldwide basis. The team expended 16,366 officer and 24,089 enlisted workdays equating to \$2,901,300 dollars in personnel funding and \$667,200 dollars in National Guard Bureau Operations and Maintenance funds. The 29 Air Guard C-130 units provide 54 percent of the total USAF C-130 inventory. The C-141s are earmarked for replacement with the latest strategic airlifter of the Air Force, the C-17.

The airlift team began FY01 by coordinating a Concept of Operations of unprecedented scope in support of the "Phoenix Banner" missions, the movement of military and US Presidential Protective Service (PPS) support teams ahead of the candidates in the 2000 Presidential election race. Additional fiscal year highlights were the 77 rotations to support the AEF in Operations Joint Forge, Coronet Oak, and later, post-September 11th support. Following the September 11th attacks, the ANG provided more than three-fifths of the airlift required for quick and rapid reaction forces.

Fighters and Tankers — the Response to 9/11

On the morning of September 11th, 2001 ANG/DOX personnel were making plans for a move to the National

Guard Bureau's main headquarters in Crystal City, Virginia, near the Pentagon. The Pentagon attack and those on the World Trade Center put an indefinite end to those plans. ANG fighters from the 113th FW, DC ANG, and the 102d FW from Massachusetts were among the first to reach the stricken cities of New York and Washington, and ANG/DO immediately activated a twenty-four hour, seven day a week, 25-member Crisis Action Team (CAT).

The ANG fighter response to the events of World Trade Center and Pentagon attacks, which became known as Operation Noble Eagle, was beyond anything in plans at the time. In the first 24 hours of air defense operations, ANG fighters had flown 77 sorties for 351 hours in support of Combat Air Patrols (CAP) over the United States. Within the remaining weeks of September, DOX coordination had helped activate approximately 2,500 troops and 90 fighter aircraft to support 3,311 hours of CAP and Alert launches — flown almost exclusively by the ANG.

The Deployments Branch Aerial Refueling section manages an aging fleet of 222 KC-135 aircraft, totaling more than 47 percent of the nation's air refueling capability, and is organized into 22 squadrons under 19 wings. In initial response to Operation Noble Eagle, the ANG responded with 97 aircraft from 17 units. In the remaining days of September, ANG tankers flew 500 hours and 120 sorties in support of homeland defense operations.

Technological Support

The Technological Support team provides electronic interaction within the Deployments Branch, working within the technology community and the military networks. Major challenges met and exceeded by the technological support branch include the activation and implementation of the new and improved Defense Messaging System (DMS). FY 01 saw

the replacement of the Directorate's old and cumbersome scheduling system with a Windows-based and highly task-reactive, integrated database system. This allowed for electronic processing, tracking and payment for the more than five thousand Air Guard Support missions flown in the past year, providing greater interaction with the H Joint Decision Support Systems used worldwide by all branches of the military.

Security Forces

The September 11th attacks gave Security Forces one of its most challenging, but ultimately successful years. Within hours, ANG security forces were providing protection to ANG Bases, resources and personnel. By the end of September, of the 5,363 Security Forces personnel available, all but 16 were on Federal or State active duty status.

The overall strength in the career field is excellent with most units maintaining 110 percent of authorized end strength. Since the 11 September attacks, Security Forces continues to play a lead role in the Antiterrorist Force Protection program in the Air Guard. The full time manning requirements at ANG Installations has drastically increased in order to meet the current Force Protection Level of Bravo. Currently the Air Force is re-evaluating security at its installations and assessing the incorporation of electronic measures to assist in the early detection of terrorists events in order to allow for increased response time and greater protection of its resources and personnel. The Air Guard will work aggressively with the Air Force on this and other Security Forces programs.

Ready Team

Following the terrorist attacks of 9/11, the Operations Directorate's Ready Team immediately suspended all scheduled aircraft conversion-related site visits and task forces. This freed 8

of the 11 Ready Team members to be temporarily detailed to the ANG Crisis Action Team (CAT). They were able to stand up and operate a 24-hr CAT Airlift Cell, within 3 hours of the World Trade Center and Pentagon attacks. It directed urgent airlift of troops, FBI, Customs, and FEMA personnel and equipment to NYC and DC, and it moved blood and organs to medical centers cutoff by the grounded airlines. This quick action eliminated response delays to the emergency, and allowed time to carefully select augmentees from various units to come and sustain the CAT for an indefinite period.

The mobilization which followed September 11th froze in place 12 unit conversions. Conversion implementation plans will be revised and reactivated upon demobilization.

Safety

The Air National Guard concluded Fiscal Year 2001 with the greatest aviation safety record in its history. With only two aircraft lost and a record low Class A flight mishap rate of 0.59 losses per 100,000 flight hours, the ANG undercut the previous record by another 30 percent. With over 340,000 flying hours, FY 2001 was also the first time in ANG flying history that there were ZERO aviation fatalities.

LOGISTICS

The Air National Guard manages a fighter/bomber fleet that includes 586 F-16A/B/C/D, 126 F-15A/B/C/D, 102 A-10, and 18 B-1 aircraft. This comprises 42 percent of the F-16, 24 percent of the F-15, 37 percent of the A-10, and 19 percent of the B-1 fleets for the Total Air Force. ANG fighter forces continue to play the major role in the defense of air sovereignty of the United States in support of Operation Noble Eagle and a support role in Operation Enduring Freedom. ANG F-15s and F-16s were called into service immediately on September 11th. Both air defense and general purpose fighter units began flying around-the-clock Combat Air Patrols (CAP).

Tasking additional units increased the established 24-hour/7 day per week alert posture. Guard F-15 and F-16 units flew at unprecedented optempos, providing 24 hour CAP over tasked locations for the remainder of the year and into '02 while maintaining the increased alert tasking. Even though these Homeland Defense taskings had a significant impact on aircraft availability, ANG fighter units continued to play a role in reducing the Combat Air Force (CAF) operations' tempo through support of the Aerospace Expeditionary Force (AEF). The ANG continues to provide support to the AEF in the areas

of offensive counter air, defensive counter air, precision guided munitions, interdiction, and suppression of enemy air defenses

To ensure the continued viability of the F-15 fleet, a series of modifications is under way to ensure the future viability of this weapons system. The validation of the tasking to modify the fleet will be conducted in early '02, with installation to begin in mid '03. Modification of Guard F-15s with the Fighter Data Link (FDL) will provide pilots with increased situational awareness through the sharing of aircraft sensor data over a secure data link. The ANG should complete this program in late '03.

Survivability of the A-10 fleet is being enhanced by the addition of the ALQ-213 Countermeasures Management System (CMS). Installation began in October 2000 and is expected to be completed by FY03. This system dramatically increases survivability by automatically dispensing countermeasures in response to a vastly improved threat detection system. The Lightweight Airborne Recovery System is a modification to dramatically reduce the time it takes to locate downed pilots. The ANG is accomplishing this mod concurrently with CMS to minimize the impact on aircraft availability and to take advantage of economies of scale.

The ANG has significantly expanded the combat capabilities on the F-16 Block 25/30/32 aircraft by purchasing Precision Attack Targeting Pods (PATs – Litening II) and modernizing the avionics systems on the Block 25/30/32 fleet of F-16C/D aircraft. This fiscal year, the Air Force awarded the contract for an even more sophisticated targeting pod system, the Advanced Targeting Pod. This pod features both “laser spot” tracking and the ability to generate the coordinates of ground targets and feed them directly into “smart” munitions guided by the Global Positioning System. Fielding of this pod is scheduled to begin in August 2003.

The ANG is pursuing modification of the F-16 Block 42 fleet to the F100-PW-229 engine. This engine will provide 20-30 percent improved thrust as well as improved reliability and significantly enhanced combat capability of these high demand all-weather precision targeting-equipped assets. During FY01, the ANG purchased 8 of these engines and associated support equipment. Re-engining these aircraft will require 63 new production engines.

Munitions

With the events of September 11th the Air National Guard's munitions mission changed to support changing times. The ability to get the right munitions to the right place to support specific missions clearly demonstrated the ANG's importance during a national emergency. Munitions were built, delivered, and loaded. Multiple munitions shipments of small arms were made in support of deploying security forces, combat communications, and civil engineering operations. Likewise, timely response to Air Staff re-distribution orders ensured requirements for Joint Direct Attack Munitions (JDAM) were in-place, and on time, to support theater commanders. Air Medium Range Air-to-Air missiles (AMRAAM) were acquired directly from Raytheon and from theater stockpiles,

delivering an increased capability to ANG units.

In FY 01, NGB/LG developed and established an ANG Logistics Readiness Center (LRC). This “one stop” location integrates all ANG logistics activities which support contingency operations. This saves time and helps eliminate possible duplicate taskings.

This fiscal year the ANG took its first in-depth look at explosive storage capability in order to assess its impact on readiness. The goals of this initiative were: align munitions at locations where they are required, complete a master storage plan, identify storage capability, including needed construction, and establish regional storage plans.

Logistics Division personnel were requested, on a by-name basis, by the Air Staff to serve as consultants for establishing Munitions Accountable Supply Officer (MASO) courses for the Air Force. In addition, as an interim measure to correct the Air Force-wide deficiency in MASO training, the ANG conducted a special MASO training workshop focusing on key functions and responsibilities.

Vehicle Management

The ANG has the single largest vehicle fleet of all CONUS/OCONUS Air Force commands, with over 18,000 vehicles. In FY 01, the ANG combined with General Services Administration (GSA) and leased a total of 78 vehicles in GSA regions 4 & 8. In FY 02 the ANG will add GSA regions 2 & 6, bringing the total number of leased vehicles to 172. Complying with FY 99 Senate Appropriations Committee guidance, by FY 05 the ANG will lease a total of 378 vehicles, spanning all 10 GSA administrative regions.

AEF Participation

The Supply Division continues to provide excellent support to AEF. The average supply provides 41-43 individuals per bucket with a fill rate of 99.5 percent. Individuals continue to volunteer for duty in austere locations performing fuels, storage and issue functions.

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 is providing guiding policy along with the automated information systems support used to maintain global asset visibility and personnel information. FY 01 saw the Guard's AEF concept continue to develop the flow of ANG assets into Cycle Two 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 01 the total expended for depot-purchased equipment maintenance (DPEM) exceeded \$490 million.

During FY 01, the Logistics Plans Resource Section encountered a myriad of funding problems caused by price increases of 30 percent or more beyond funded levels for aircraft parts. The resulting \$100 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 percent fly program executions 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 \$300 million for the following fiscal year.

PLANS, PROGRAMS, AND MANPOWER

During FY 2001, the Air National Guard Plans, Programs, and Manpower division continued to improve on the restructure of several years ago, bringing the office into alignment with its Air Staff counterparts. This restructure has

greatly improved communications and coordination of programming and execution activities, allowing the Air Directorate to follow a more coherent plan to support our federal, state, and community missions.

As part of the division restructure, a corporate process was established at the ANG staff and field levels. The "ANG Group" was created to present corporate recommendations to senior leadership that are comprehensive, balanced, and fully coordinated. The Group incorporates guidance and direction obtained in the ANG Integrated Planning Process into the Air Force planning, programming and budgeting processes. The Group serves as the link between ANG programming and execution, recommending program adjustments when required. Membership in the ANG Group, which is divided into four mission areas, is chaired by the Plans, Programs, and Manpower Directorate, and includes representation from all directorates. During late FY 2001, the ANG Board and Council were developed. The membership of the ANG Board consists of office chiefs or their designated representatives. The ANG Council consists of the NGB General Officers. Both of these functions provide the link between the Air Force and the Air National Guard planning, programming, and manpower actions.

Plans Division

During FY 01, the Plans Division saw further changes in its organizational structure, with the conceptual development of the Future Planning Branch, which will focus on future missions, while the Strategic and Deliberate Planning Branches continue to focus on federal and state missions. This realignment of the ANG Future Missions office from the Director's office (NGB/CFM) to the ANG Plans, Programs, and Manpower office will in the upcoming year enhance the relationship between federal planning documents and future state missions.

INTEGRATED PLANNING. The Strategic Planning Branch marked FY 01 as a year of progress with both planning products and processes. The Director of Air National Guard formulated the Air National Guard's Integrated Planning Process (IPP) to tie critical elements of planning and execution into a coherent process. The IPP aligns key planning, programming, and feedback processes of federal and state organizations and units to ensure that programming and execution activities follow a coherent plan.

The Strategic Plans Branch developed a Long Range Plan Annex, which includes key concepts in Air Force plans. The document will be the launching point for the next Long Range Plan due next year summarizing the Air National Guard core competencies as vetted through the IPP.

Branch members were active participants in the Air National Guard Quadrennial Defense Review (QDR) process. The branch chief was a member of the strategy committee and participated in the Air Force strategy meetings, which provided vital ANG input into this process. To help this process, the May IPP conference focused on homeland security, resulting in the briefings and breakouts which solidified the ANG's homeland security role.

Teaming with the ANG's field units and the staff, the branch has completed the second Air National Guard Corporate Strategic Plan, a compilation of the IPP's near-term goals. A direct result was the development of the first-ever ANG planning and programming guidance, which included federal, state, and community priorities, and is to be presented annually to Headquarters, United States Air Force.

During this fiscal year, the branch worked very closely with the Joint Staff and the Air Force to redefine the Reserve Component's contribution to the Total Air Force. The branch participated in three interrelated studies that efficiently integrated the Reserve Components into a more responsive and effective fighting team. Planning Personnel were key players in helping the Air Force ascertain correct ANG employment roles for FY 01, and assisted in redefining the Air Expeditionary Force (AEF) concept.

DELIBERATE PLANNING. During FY01, the Deliberate Planning Branch continued to define the Air National Guard's participation in two areas of interest which ultimately dominated this year's planning arena: Weapons of Mass Destruction (WMD) and the Expeditionary Air Force (EAF). Tremendous energy was expended on these two areas as the branch outlined new ways to rapidly respond to new missions and threats such as the attacks upon the Pentagon and the World Trade Center. Increased interaction with the office of the Assistant Secretary of Defense for Reserve Affairs has produced further development of a more relevant mobilization authority for operations supporting homeland defense. The Office of the Secretary of Defense, working through the Department of the Army's Director of Military Support, identified the National Guard as a key player in responding to homeland defense and security events as a result of 11 September 2001.

In a related effort, the branch revised its Continuity of

Operations Plan for the Air National Guard (COOP-ANG), which enhanced the policy and procedures for relocation of ANG senior staff and planners in support of the Air Force COOP Plan. This plan ensures that critical functions will not be interrupted in the event a WMD or other cataclysmic event occurs in the nation's capital.

Significant to war-planning operations this year was the effort to fully source the AEFs in the combat and combat support areas. These expeditionary combat support forces would deploy for 15-day rotations within the 90-day vulnerability window. The individuals would not, according to the plan, be sourced again as participants for 30 months.

The immediate impact on deliberate planning has resulted in the need to review and restructure current Unit Type Codes (UTCs) which will better fit into an AEF. For the combat and combat support areas, approximately 300 new UTCs have been developed this year to support AEF. This resizing and reshaping of UTCs will continue to impact all future missions and tasking. This year, work has been done to regroup current UTCs into groups known as force modules, which are the building blocks of an AEF. One dramatic example of this restructuring is the Fighter Aviation UTCs, from 15 Primary Authorized Aircraft (PAA) to 6

PAA leads, 6 PAA follow, and 3 PAA follow. By FY 03, all these new UTCs should be built and aligned to support the AEF. Other aviation UTCs (airlift and tanker) as well as headquarters and support unit UTCs will continue to be updated to meet additional AEF requirements.

Notable following the attacks of 9/11 was the increased participation of the ANG Plans staff in supporting Operations Noble Eagle and Enduring Freedom through the Air Force Crisis Action Team (AF/CAT). ANG participation on the AF/CAT has significantly increased mobilization, demobilization, strength accountability, and current operations information flow between the Air National Guard and the Air Force. Additionally, support of the ANG senior leadership in the AF/CAT and ANG/CAT has enhanced the federal, state, and community relations.

Programs Division

The Programs Division is responsible for developing, integrating, and implementing operations policy and programs for Air National Guard (ANG) combat and mobility forces. The division develops and coordinates wartime forces for the ANG and prepares and justifies the ANG program. It is accountable for the combat readiness of all ANG combat

and mobility forces, bed down, unit conversions, and bases. The division is organized into Power Projection and Mobility Forces Branches.

Manpower and Organization Division

The Manpower and Organization Division manages all matters pertaining to manpower, organization, and management engineering. The customers for its services and products include a broad range of organizations, including field units, functions managers within the ANG, the Air Staff, and DoD. The division has been actively implementing new unit manpower requirements validated in the total Re-Engineering of the ANG force structure. This Re-Engineering effort reflected the changes in federal planning documents ranging from the National Military Strategy, Defense Planning Guidance, and Air Force Planning and Programming Guidance.

MILITARY REQUIREMENTS. The Military Requirements Branch is responsible for managing all military (mobility) manpower for the ANG, and with providing senior leaders with accurate and current information to ensure that ANG program decisions reflect effective, efficient and

economical management of military manpower resources. Validating and streamlining processes that lead to accurate statements of manpower requirements, and maintenance of the command Unit Manpower Document (UMD), are primary responsibilities of this branch. In FY 00 and FY 01, changes resulting from an increase emphasis on the Total Force concept, and the Air Staff's elimination of Manpower Type (MNT) codes Air Force wide, generated the requirement for the Military Requirements Branch to initiate development of MANFOR manpower determinants for smaller, scaleable Unit Type Codes (UTCs) throughout all ANG functional areas. In addition, new Air Force Space Command missions, and support requirements generated by the National Science Agency (NSA) and the National Science Foundation (NSF) catapulted the Military Requirements Branch into managing military manpower resources in the joint Space & Intel arena, as well as agencies outside the DoD.

FULL-TIME REQUIREMENTS. The Full-Time Requirements Branch provides support to ANG senior leadership with regard to the peacetime mission. Validation of manpower requirements (Air Technician, Title 5, and Active Guard Reserve) is maintained by manpower standards applications, developing standards and guides, and by continuous review of the active Full-time Manpower Document for 88 Flying Wings and other associated units through use of the Manpower Data System (MDS). The Full-time Requirements Branch encompasses all aircraft maintenance and operational flying/training squadrons, plus air control squadrons, ranges, base and combat communications, weather, and other operation units, along with all rated authorizations.

Significant activities this fiscal year were the transfer of space missions from the Active Air Force to the ANG. We developed planning documents for various aircraft conversions to include C-17, JSTARS, C-130, and KC-135.

MANAGEMENT ENGINEERING. The Management Engineering Branch administers the Air National Guard's Management Engineering Program (MEP). The MEP encompasses developing and monitoring manpower standards, managing the Air Force and Air National Guard Suggestion Programs, and managing other productivity programs.

During 2001, standards were completed for Contracting, Plans and Programs, Transportation, TMO, F-16 engine shop, the 204th Security Squadron, C-130 Aircraft Maintenance, communications flights, and special studies for the CRTC's, Host-Tenant Agreements, Standard Allowed Indirect Work, and Military Personnel Flights.

The Suggestion Program saved over six million dollars in this calendar year. Also, the Management Engineering Branch realized a return on investment of engineering activities of \$12.35 per dollar expended for the year, which includes all employee salaries and Temporary Duty (TDY) monies expended.

MANPOWER RESOURCES. The Manpower Resources Branch is responsible for managing all active Air National Guard manpower resources to include Active Guard Reserve (officer and enlisted), air technicians, federal civilians (Title V), and Air Force active duty (officer and enlisted). Branch personnel analyze ANG programs to maintain consistency between programs, allocation and execution. They work closely with programmers in ANG Programs Integration Branch (NGB-XPPI) to ensure that Program Objective Memorandum (POM), Budget Estimate Submission (BES) and President's Budget (PB) changes are implemented to ensure Unit Authorization File (UAF) adjustments are made, and serve as the manpower approving authority for 'active' projects created in the Manpower Data System. The branch allocates air technician work years and temporary positions to ANG Headquarters and State Headquarters and manages end strength execution.



During this FY the branch resourced the allocations of the Air National Guard 02 Re-engineering document, an effort to more closely link the ANG program, budget and allocation (execution) processes.

PROGRAM DEVELOPMENT

BRANCH. The Program Development Branch develops and maintains the processes and procedures used to implement ANG manpower policies and responsibilities. It is responsible for coordinating cross branch activities and taskings and providing a unified division response. The Branch is also responsible for running the ANG Manpower Working Group (MWG), which consists of a representative of each mission panel and functional area. The purpose of this group is to resolve manpower requirements' execution issues. During the Calendar Year 2001 the ANG addressed numerous issues pertaining to the implementation of the re-engineering of the ANG force structure.

PERSONNEL

Recruiting and Retention

At the beginning of the fiscal year, the task of achieving a programmed end strength of 108,022 seemed formidable, requiring as it did the filling of 1,344 new positions in addition to recruiting a sufficient number of individuals to replace the Guard's historical losses of about 11.5 percent. However, in FY01 the Recruiting and Retention Team motivated over 11,000 qualified individuals to join the Air National Guard, while at the same time retaining record numbers of current members.

Goals were set and challenges issued at five Recruiting and Retention regional workshops. The workshops devised strategies to attain these goals concentrating on the redistribution of unit advertising funds to more effectively market the ANG in local

communities and establish a National Lead Referral Program. Both tactics along with other recommendations for process improvement were incorporated into the national plan and began to pay immediate dividends. Additionally, FY01 was the first full year the Air National Guard utilized paid advertising campaigns for television and radio in targeted market areas. Our media campaign had a marked effect in public awareness and increased local inquiries about the Guard by over 300 percent.

In addition to an exceptional recruiting year, the Air National Guard realized its best retention rate in over 10 years - 91.3 percent - the highest rate among all reserve components. Stated another way, by retaining over 1,900 more members than it did at the same time last year, the Air Guard was easily able to exceed its programmed end strength and finish the fiscal year at 100.4 percent assigned strength.

Personnel Management

The past year has also seen the greatest, sustained reliance on the ANG since Operation Desert Shield/Storm in 1991-1992. With the nation's leaders aware of the fact that the requirements of Reserve Component membership today exceed those of the Cold War years, many new incentives and Quality of Life (QoL) programs have become

law recently, as DoD strives to maintain its membership in the face of the increasing deployments.

Each of these new programs makes ANG membership more attractive. First is the recent increase in the maximum coverage under the Servicemen's Group Life Insurance (SGLI) program to \$250,000. On the heels of that improvement, SGLI was expanded to include families. The SGLI and Family SGLI programs provide our members with a single comprehensive source of affordable life insurance.

The recent creation of the Uniformed Services Thrift Savings Plan (UNISERV TSP) is another example of a far-reaching QoL initiative. Under this program, already available to the U.S. government's civilian workforce, all members of the Uniformed Services, to include Reservists, are now eligible to supplement their retirement by pre-tax payroll deduction. Personnel Policy staff represented the Air National Guard in the implementation of this program, working closely with HQ USAF and the Air Force Reserve Command to ensure Total Force implementation.

The Career Status Bonus was also implemented, allowing those entering the service after 31 Jul '86, who are eligible for the least generous military retirement, to convert their retirement (Active Guard/Reserve retirements only) to the "high three" retirement plan, or remain in their current plan and accept a \$30,000 lump sum payment.

Lastly, the "TRICARE For Life" extension of military health care to Medicare-eligible retirees is an important QoL enhancement that encourages our members to serve to retirement. Retired members and their dependents who become eligible for Medicare can enroll in TRICARE, with its important prescription drug coverage, as a supplement to Medicare.

Innovative personnel management programs for ANG enlisted men and women were also implemented during FY01.

ANG/DP was able to promote 78 members to the grade of Chief Master Sergeant and 62 to the grade of Senior Master Sergeant through the Temporary Floating Chiefs (T-Float) and Exceptional Performance Promotion (EPP) programs. In addition, over 1,000 waivers were processed this fiscal year, covering such areas as enlistment, overgrade/excess assignments, and military classification actions. The approval of these waivers aided immeasurably in the ANG meeting its end strength goal for FY01.

The Enlisted Grades Program was another success for FY01. This program has added an additional 88 Senior Master Sergeant authorizations to the Military Personnel Flights, which has provided enlisted career progression within the personnel career field. Finally, 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 percent who are reaching mandatory separation. This authority provided the ANG with needed relief to assist in the retention of officers.

Rated Management

The Rated Management Branch has continued their retention programs first implemented in FY00. Our full-time military technician instructor pilots received the Special Salary Rate (SSR); this program increased salaries for GS 13-15 pilots. Our active guard and reserve (AGR) pilots continue to be entitled to Aviator Continuation Pay (ACP); 450 out of 483 pilots have accepted ACP, extending their tours from 3 to 25 years of aviation service. These two programs insure a highly trained instructor force to train our traditional guardsman. In line with ACP and SSR we have initiated legislation in the FY03 ULB to eliminate the 1/30th rule as it applies to Aviation Career Incentive Pay (ACP). This program will provide full flight pay

for our traditional guardsman. All of these programs are designed to increase our retention rates significantly.

Readiness

Prior to September 11th, ANG personnel readiness continued to be a full player in the deployment process for Aerospace Expeditionary Force operations, deploying ANG members worldwide. In addition, the ANG participated in the ongoing Air Force wide Personnel Readiness Re-engineering process, working to make the transition from a requirements based Air Force to the capabilities based Air Force of the future. Fortunately, these efforts prepared us to swing into action when the balloon went up.

Even though it only occurred in the last month of the last quarter of FY01, the September 11th tragedy and the subsequent Presidential Partial Mobilization order on September 14th were by far the most significant events in Personnel Readiness. The Personnel Readiness branch stood up 24 hour operations on the 11th, providing full-time support to the field and to the Air National Guard Crisis Action Team. In the early days of Operation NOBLE EAGLE, Personnel Readiness provided the personnel guidance needed to implement the Air National Guard's

revolutionary mix of volunteers and mobilized members necessary to meet Operation NOBLE EAGLE requirements.

Personnel Systems and Analysis

After six years in development, the modernized Personnel Data System finally deployed at 22:28 hours on 5 June 2001. While the system initially had some major defects in the accession area, which affected new hire and component-transferring members' pay, for the most part the legacy system worked well. By the end of the fiscal year, most of the accession issues were fixed, and efforts refocused on the mobilization system processes to ensure the system was ready to support the impending partial mobilization being invoked due to September 11th terrorist attacks.

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, made defining progress this fiscal year. The migration strategy changed, which shortened the timeline and set first deployment to the Army. The development strategy changed to developing pay and

personnel functionality simultaneously, vice developing all pay first and then personnel. The PeopleSoft Commercial Off-The-Shelf (COTS) human resources package was selected on March 20, 2001 to be the basis of the system. The Air National Guard continues to be an active participant in the concept and development of this system.

The Personnel Analysis Section was built from the ground up to meet the need for accurate and timely data analysis across a broad range of subjects. This year, five members of the branch completed a yearlong program of study at the U.S. Department of Agriculture Graduate School, vastly improving the ANG Directorate of Personnel's statistical analysis capabilities. Members of the Analysis section also completed training in SAS, a statistical analysis and programming language.

Personnel Resources

Meeting our mission of equitably distributing resources in these fiscally constrained times became a much bigger challenge during FY01 and will continue to be as challenging in the out-years. The Resources Management Branch serves as the Air National Guard's key representative regarding all categories of training workdays and personnel end strength programs and

issues. The branch is also responsible for the budget formulation, justification and execution of over 108,000 military members and over 1 million training workdays at an annual cost of over \$2 billion. The full time controlled grade manager was integrated into this branch. That position tracks all actions to ensure neither AGR end-strength nor controlled grades were over-executed for FY01. The end strength management function focuses on monitoring and assessing the impact of proposed or pending OSD policy and Congressional legislation on ANG personnel. It ensures that all personnel end (and average) strength targets are adhered to and executed in concert with the Future Years Defense Plan and the President's Budget to the highest degree possible.

Education

In FY 01, 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, a record 419 personnel graduated from Airman Leadership School (ALS), the first of three levels of enlisted PME. Our Air Force certified in-resident Non-commissioned Officer Academy (NCOA), the second level of enlisted PME, produced 496 ANG graduates. Additionally, 102 ANG members graduated from other Air Force Major Command (MAJCOM) NCOAs, and our Air Force certified Satellite NCOA graduated 251 ANG members. In sum, 849 ANG enlisted personnel graduated from NCOAs. Finally, 124 ANG personnel completed the USAF Senior NCO Academy, the highest level of enlisted PME.

ANG officers also benefited from resident PME in FY 01, with 20 graduating from Senior Service Schools (SSS), 19 graduating from Intermediate Service Schools (ISS), and 88 completing Squadron Officer School (SOS). The overall

picture of PME participation in FY 02 is somewhat unclear due to the high level of ANG participation in current contingencies.

During FY01, the Education Branch also managed attendance at the ANG Academy of Military Science (AMS), which serves as the pre-commissioning program for ANG officer candidates, and Skills Enhancement Training (SET) courses. In FY01, AMS commissioned 305 ANG 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. Combined, SET courses produced over 800 graduates.

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 two-week Phase II Joint PME exposure available to senior Reserve Component officers, and 21 ANG officers attended in FY01. 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. Five ANG officers participated in the PGIP in FY01.

In the voluntary civilian education area, the Education Branch provided information that will help ANG members attain their education goals. The Tuition Assistance Program for Distance Learning courses continued as programmed from FY00, its inaugural year of funding. This program is opened to traditional guard members 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 FY98, the program was expanded to seven additional states (Arkansas, Iowa, Massachusetts, Montana, Oregon, West Virginia, and Wyoming). The program will continue through FY 02 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 Seminar (SLS) and the Intermediate Leader Seminar (ILS). The SLS is a 10-day course focused on unique challenges of command and leadership at higher levels within the Air National Guard. It is presented three times per year with a total of 96 participants. Experienced field commanders and functional experts facilitate the seminar, focusing on improvement of the effectiveness of potential, new, or currently serving wing commanders and senior state staff. The ILS is a 4-day course offered five times per year to a total of 120 attendees. This course is focused on

identifying key elements of command responsibility and exploring decision-making alternatives using a case study format. Like the SLS, the ILS is presented by senior field commanders and functional experts.

Formal Schools

During FY 01, the ANG has 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 1,503 additional technical training opportunities in critical skills during FY 01. The ANG utilization rate increased 24.7 percent through strong quota management. The ANG was extremely successful during the November 2001 Trained Personnel Requirements (TPR) conference in obtaining an increase of 23 percent of Air Force Specialty Code (AFSC) awarding technical training school courses over current FY 02 allocations, an increase of 1,956 allocations. Additionally, Basic Military Training (BMT) accession rates during FY 01 climbed to 4,881, an increase of 1,042 allocations from FY 00.

The Training and Education Management System (TEAMS) is an automated, on-line technical training school reservation management system which uses 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. Projected program implementation to the field is February 2002.

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 108,000 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 FY01 President's Budget was the responsibility of the Budget Formulation Branch and reflected appropriation requests of \$3.4 billion for ANG Operation and Maintenance, \$1.6 billion for ANG Military Personnel, and \$50.2 million for ANG Military Construction to support the missions and programs of the Air National Guard. In addition, the Defense Emergency Response Fund Appropriation provided \$21.8 million to the ANG to offset incremental FY01 expenses for Operation Noble Eagle.

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, supplemental appropriations, and reprogramming actions resulted in a Total Obligation Authority of \$3.6 billion for FY01. The ANG experienced several funding challenges during FY01 within the O&M Appropriation. The flying hour program was under-funded in the President's Budget by \$93 million, primarily because of increased spares costs, unprogrammed time change technical order modifications across the fleet, and unscheduled F15 and F16 engine overhauls. Additionally, projected depot maintenance requirements exceeded available funding by \$25.1 million causing the deferral of valid aircraft/ engine repair. The O&M appropriation was further challenged by a \$16 million utilities requirement brought on by harsh winter weather and escalation natural gas prices. Congress provided \$125.7 million through supplemental funding and reprogramming actions to improve the executability of the budget. Real property maintenance funding remained 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 exceeding \$1.6 billion for FY01. This appropriation funded military end strength of 108,022, including 11,170 Active Guard/Reserve (AGR) personnel.

The Military Construction appropriation finances major and minor construction projects plus planning and design of future year construction requirements. For FY01, Congressional action provided an additional \$159.9 million for construction needs and Total Obligation Authority of \$210.1 million.

During FY01 the Budget Execution Branch embarked on an initiative to transition management of the Military Personnel Appropriation. This initiative, though still a work in process, now delivers timely and precise cost factors that accurately validate year to date consumption and confidently assess risk. On the O&M front aviation fuel funds were successfully decentralized enabling extremely flexible and comprehensive flying hour management at wing level. Added flexibility was the watchword as another O&M initiative consolidated base operating costs (travel, contract services, and supplies/ equipment) to simplify funds distribution and maximize wing commander resource options.

Financial Services

The Financial Services Division establishes policy, implements systems, creates accounting processes, directs payment procedures, oversees pay operations, and deploys forces in order to provide a broad range of financial services to personnel throughout the world and in every state and territory in the Nation. The division consists of three branches – the Financial

Services Field Guidance and Systems Branch, the Plans and Programs Branch, and the Accounting Branch.

Overseeing Air National Guard pay operations, implementing and monitoring systems, and overseeing Air National Guard field accounting operations is the responsibility of the Financial Services, Field Guidance and Systems Branch. This branch tested, implemented, and deployed several new systems to units throughout the nation. The Fuel Automated System was deployed enabling a decentralized fuel accounting process and better control over fuel expenditures. The Automated Business Service System was also deployed. It automated the purchase request processes allowing users a more efficient paperless tracking system. Other successful initiatives of the Branch include creating guidance for units regarding new initiatives and entitlements such as Hardship Duty Pay, Funeral Honors Duty Pay, Family Servicemen Group Life Insurance benefits, Thrift Savings Plan Contributions, and Combat Zone Tax Exclusion benefits. The branch also spearheaded efforts regarding the establishment of pay and allowances for mobilized Guardsmen supporting current operations throughout the nation and the world.

The responsibility of accounting for billions of dollars in expenditures falls to the Accounting Branch. The Accounting Branch recently deployed the Federal Automated System for Travel within the National Guard Bureau. This system automates the travel voucher filing process, and has decreased the average amount of time it takes to pay a travel voucher to 5 days. The branch has also developed accounting processes for tracking environmental contracts that use multi-year funds with multiple tasks. The process ensures financial integrity is established, payments are made timely, and applicable expenditure caps are kept in place.

Mobilization of Air National Guard Financial Management personnel is a responsibility of the Plans and Programs Branch. This branch has been very involved in recent developments around the world, and has deployed 98 Financial Management members in support of current operations over the past year. In addition to monitoring financial management personnel deployments, this branch oversees the functional awards program and functional training.

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 \$143 million of project ads in FY 2001. 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 2001	\$201.6 million
FY 2000	\$263.7 million
FY 1999	\$169.8 million

The FY 2001 MILCON program included \$173.2 million for major construction, \$8.0 million for unspecified minor construction, and \$20.4 million for planning and design. Within the major construction funding, \$3.4 million corrected non-compliance with environmental laws, \$52.3 million supported new mission beddowns/conversions and force structure changes,

and \$117.5 million corrected current mission facility deficiencies.

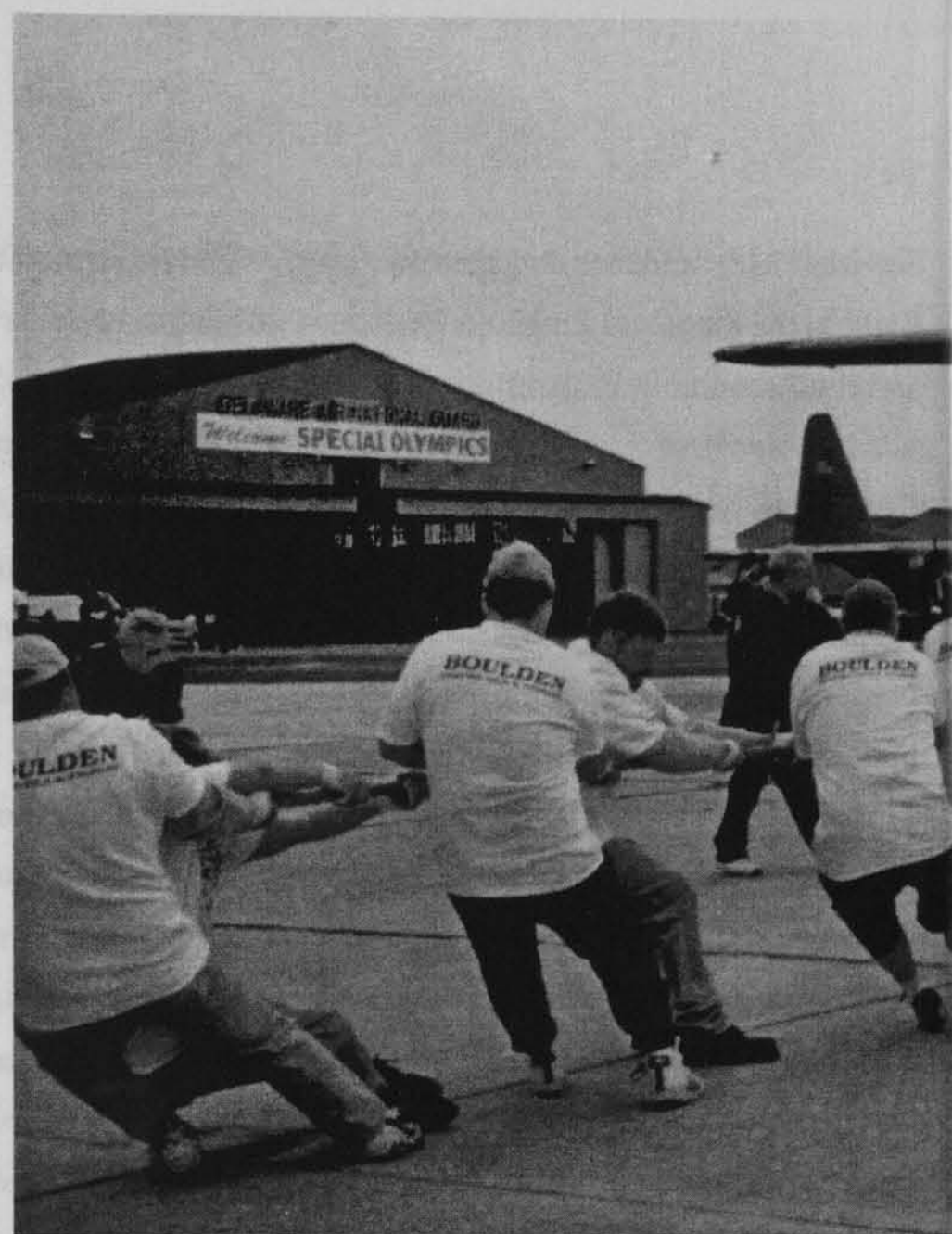
The ANG continues to maintain a high project execution rate. By the close of FY 2001, 79 percent of projects in the FY 2001 program for construction was awarded. Delays as a result in funds released due to the B-1 decision, slow execution, and delays caused the awarding of 6 projects to slip beyond the end of the fiscal year.

Maintenance and repair work, as well as minor construction projects costing up to \$500,000, are accomplished under the sustainment restoration and modernization (SRM) program. Constrained SRM funding in FY 2001 prevented the ANG from funding major repair requirements, particularly pavement repairs. The focus for 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. Additionally, funds will be required to support NOBLE EAGLE air defense and antiterrorism/force protection requirements in response to the events of 11 Sep 2001.

In FY 2001, the ANG obligated \$119.3 million for sustainment restoration and modernization (SRM). Of this total, \$4.9 million supported mission conversions, while \$4.1 million funded energy, seismic, master plan, and demolition requirements. The remaining \$110.3 million funded projects which maintained and repaired facilities, utility systems, and pavements.

Deployments for Training

Air National Guard Civil Engineering Squadrons (CES) and RED HORSE Squadrons conducted 90 deployments during FY 01 supporting United States Air Force Major Commands, Air and Army National Guard Locations, exchange



deployments with Canada, United Kingdom, and Norway, Exercise Related Construction in Israel, and the United States Coast Guard. Each deployment consisted of approximately 40 personnel deploying for two weeks of annual training to complete construction and renovation projects. As required, deployments involve Prime BEEF personnel, fire fighters, and readiness and services personnel.

The 157h CES, NH ANG, and the 176h CES, AK ANG, deployed to Pacoche en Medio in the coastal lowlands of Ecuador for two two-week rotations to construct a school. The deployment consisted of 41 members from the 176th and 35 members from the 156th deploying over the four week period, expending over 1000 annual training days. They constructed a concrete block school, manually mixing 55 cubic yards of concrete and installing more than 2,100 square feet of metal roofing.

The 203d RED HORSE Flight, VA ANG, is constructing a memorial to commemorate the 18 RED HORSE members and



3 Florida Army National Guard members that were killed en route back to Virginia Beach, VA after a training mission at Hurlbet Field, FL. The US Air Force Civil Engineers provided the ANG with \$135,000 to build the memorial; other funds were raised through donations and memorabilia sales. The memorial will involve a 200 x 300 ft excavated/graded area with an architectural design memorial of concrete and masonry units built by RED HORSE personnel. Each Air National Guard RED HORSE unit will be deployed for two weeks to assist with the construction of the memorial. The memorial will be dedicated on the one year anniversary of the fatal crash, 3 March 2002.

Aerospace Expeditionary Forces

Air National Guard civil engineers deployed every two-weeks in support of 83 steady-state AEF positions in FY01, utilizing approximately 2200 mandays. Locations supported were Moron Air Base, Spain; Incirlik Air Base, Turkey; Curacao, Dutch Antilles; Coronet Oak, Puerto Rico; Ali Al Salem, Kuwait; Al Jaber, Kuwait; Al Dhafra, United Arab Emirates; Prince Sultan Air Base, Saudi Arabia. The ANG Civil Engineers deployed in direct support of active duty requirements contributing to a significant reduction in the active duty operations tempo.

Operation NOBLE EAGLE/ENDURING FREEDOM

Civil Engineer (CE) requirements have steadily increased since 11 September 2001, resulting in approximately 1,500 CE personnel tasked at the end of Calendar Year '01. Air National Guard civil engineers have supported Operation Noble Eagle and Operation Enduring Freedom by contributing support for both CONUS and OCONUS requirements. Finally CE units from the New York Air National Guard were major contributors to the massive clean-up and recovery operations at the World Trade Center.

COMMAND & CONTROL, COMMUNICATIONS AND COMPUTERS (C4)

In November 1999, the Air National Guard Command & Control, Communications and Computers Directorate was formed, assimilating all functions formerly performed by other elements within the Air Staff. The 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, 16 Air Traffic Control Squadrons, 4 Combat Readiness Training Centers, 2 Air Support Operations Groups, 8 Air Support Operations Squadrons, 19 Engineering Installation Squadrons, and one Special Tactics Squadron. In addition, the directorate is responsible for 4 Air Operations Groups, ANG battle management, and ANG-managed airspace.

Air Traffic Systems Division

FY 2001 was a banner year for the Air National Guard Air Traffic Systems community. The ANG's ten Air Traffic Control (ATC) squadrons make up 62.5 percent of the Air Force's air traffic control wartime mission, and our 16 locations across the nation controlled over 900,000 aircraft operations at home stations. Meanwhile, we demonstrated our tactical capabilities by deploying to support operations around the globe, and after 9/11, to various locations in support of Operations NOBLE EAGLE and ENDURING FREEDOM. Two units underwent their first ever Operational Readiness Inspections.

The air traffic systems community continues to face challenges in equipment supportability and full-time staffing. Air Traffic Control and Landing Systems (ATCALS) maintainers worked their magic again this year to keep the aging MPN-14K Mobile Radar System on the air in spite of the lack of available parts. Additionally, our community is dealing with losses of full-time personnel across the board to higher-paying positions with the Federal Aviation Administration. To combat these losses, the Air Traffic Systems Division pushed through three critical initiatives: a full-time Chief Master Sergeant position for ATCALS maintenance, 5 percent Premium Pay for our Title 32 and Title 5 air traffic controllers, and an equitable retirement plan for our Title 32

personnel. The Air Force also approved Special Duty Assignment Pay for ATC Watch Supervisors. Additionally, a formal package has been forwarded to approve Special Salary Rate (SSR) for our Title V, DoD air traffic controllers.

Finally, a new squadron, the 235th Air Traffic Control Squadron, stood up at Stanly County Airport in New London, North Carolina on 31 December '01. A new air traffic control tower was completed this year at Stanly County, and when the 235th comes out of conversion they will be outfitted with next-generation tactical equipment for all of their Unit Type Code packages.

Airspace and Ranges

It is the mission of ANG/C4R, Airspace and Range Division, to ensure training airspace and ranges remain available for vital training in the face of increasing pressure from competing interests. The C4R Division is responsible for 14 air-to-ground bombing ranges, four Combat Readiness Training Centers (CRTC), four Air Combat Maneuvering Instrumentation Systems (ACMI), and one Range Control Squadron (operating threat emitters) as well as the ANG Special Use Airspace infrastructure. This year, ANG/C4R maintained training support for over 29,000 sorties on ANG Ranges and 780 deployments at the CRTCs.

The terrorist attacks on 11 September provided an increased urgency to training airspace issues, with efforts to provide "lights out" night vision device training receiving renewed emphasis. The Federal Aviation Authority's (FAA) National Airspace Redesign (NAR) continues to emphasize the need for better coordination between the FAA and the ANG. Incidents of airspace denial by FAA Air Traffic Control facilities rose during this fiscal year, resulting in loss of valuable training airspace.

The ANG ACMI facilities, located at each of the CRTCs, have

integrated air-to-ground training by adding threat simulators. The "rangeless" ACMI system at the Alpena CRTC has lead the way in a revolution in aircrew training. The "rangeless" system does not require the ground towers or infrastructure necessary for traditional ACMI systems, allowing Alpena to deploy the system anywhere when not required at Alpena. More initiatives to acquire "rangeless" systems to be hosted at the CRTCs are being pursued through the P4RC re-configuration program. Another major leap in this training revolution was made with the deployment of the SCU-4 upgrade to the F-16 Data Transfer Cartridge (DTC), which uses the C4R developed Personal Computer Debrief System (PCDS) to provide an on-board ACMI debrief capability (called Mega-DTC Debrief). This upgrade began to be fielded in September 2001 and within two years will provide an on-board ACMI capability for 77 percent of the ANG F-16 fleet. Initiatives are underway to provide this same capability to other block F-16s, as well as F-15s and A-10s.

Information Assurance (ANG4C4I)

The C4 Information Assurance (IA) office has been busy with a variety of projects in FY 01. Branch personnel presented an IA session at the National Guard Bureau Information Technology

Summit, and also chaired a panel at the Regional Operations and Security Center's sixth annual conference. The branch actively assists the USAF and DoD in the development of information and assured use of wireless systems. In response to 9/11, the IA staff is now actively involved in an FBI/Department of Commerce initiative for state infrastructure protection efforts and homeland defense.

The office is working to gain additional resources to enhance IA training. They are actively involved in the Air Force chaired IA Architecture Sub-Council in developing and securing an Air Force intranet along with the other Air Force Major Commands. The IA office is co-chair of the NGB IA Integrated Process Team (IPT), and works on issues to share information and expertise between the Air and Army National Guard, as well as other tasks as assigned by the NGB Chief Information Officer and Operations IPT. They worked in partnership with the AF Reserve Command to produce articles and items of interest regarding Telecommunications for the Air Force's IA Awareness Campaign.

Information Management

ANG/C4 is the functional manager for the nearly 4000 Air National Guard Information Managers (IMs) located

in every type of unit throughout the ANG. The C4 Directorate hosted an ANG IM Conference in Reno, Nevada, in December 2000. Training was provided on a wide variety of subjects, from electronic publishing to Internet and Email use. Web Technology Day covered web site security, web design, and other web-related issues. This was the first ANG conference to which information managers throughout the ANG were invited.

The ANG has postal wartime requirements for information managers to augment US postal activities which support Air Force units. The only postal training available is that provided by the military postal activities located in Europe and the Pacific, and the ANG provides volunteers for 30-day training, year-round, in a highly-successful training program.

Communications Career Field Management

C4 is the functional manager for the nearly 3500 Air National Guard communications-computers (3C) and 8000 communications electronics (2E) personnel located in various types of units throughout the ANG. As communications systems change so do training requirements; communications operations and maintenance

training has intensified by requiring operators to become network professionals, while increasing the amount of systems for maintenance personnel to sustain. In order to keep up with technology, training time has significantly increased.

Information Systems Division

Under the C4 Directorate's reorganization in February 2001, spectrum management and Air Force specialty code functional management were realigned under the Global Communications Division. The web technology applications and development section merged with the software development branch and became C4SA, Applications Development Branch. Among many accomplishments of this branch was the conversion of the ANG-wide unit and personnel directory to be accessible for change and update by the field, resulting in more timely and efficient unit and state information available on line at all times.

As part of an Air Force initiative for a top down information technology revolution and per direction from the Air Force Chief of Staff, Secretary of the Air Force, and Air Force Deputy Chief of Staff for Communications and Information, ANG/C4S implemented the use of the USAF portal in the ANG HQ and field. In an Air Force memorandum, the USAF portal was directed to be the single interface to all USAF unclassified combat/mission support and service applications. ANG/C4S was designated as ANG portal content manager and subsequently established a portal content management board at HQ level to facilitate input of ANG systems to the portal registry. Thirty two ANG unique systems were registered in the Portal registry; 13 systems have been portalized, and the balance are being staffed for migration or possible waiver. Close to 10,000 ANG unit personnel were registered by the Communications Flight Commander of the 107th Air Refueling Wing in New York. Over 1,000 Army and Air Guard, men and women, including DoD civilian

employees of the Guard Bureau, have been registered as potential users of the Portal. Five hundred additional people, representing the four Air Directorates on Andrews AFB, are currently registered

The events of 11 Sep '01 significantly impacted operations in the Information Systems Division at Andrews AFB. The network support branch went to "24/7" on-site coverage for an indefinite period, and classified network support greatly increased. The integrated automated orders system program analyst made numerous adjustments to the system and answered field questions on orders required for activation of ANG members.

DIRECTORATE OF ACQUISITION

The Directorate of Acquisition is responsible for the acquisition and modification of fighter, reconnaissance, bomber, rescue, special mission, airlift aircraft, and training systems, and for the test and evaluation of those systems to ensure the ANG is equitably equipped and modernized to be fully capable of meeting its Total Force tasking. ANG/AQ is structurally organized into divisions to reflect the main mission areas of air mobility, power projection and program integration.

Air National Guard participation in the Expeditionary Air Force has dramatically accelerated modernization efforts, with interoperability requirements mandating that the ANG can no longer be relegated to a backup role for active duty forces. The acquisition focus is on Combat Quadrangle and Air Expeditionary Force support, with priority given to precision strike, information dominance and battle space awareness through data/link combat identification, 24-hour Homeland Defense operations, and enhanced survivability.

Air Mobility Division

The Mobility Division is engaged in a wide variety of programs, from new aircraft acquisition to modification and modernization of existing systems. The 2 Dec '01 rollout of the C-130J-30 at Quonset Air National Guard Base, Rhode Island, marked the first delivery to the Air Force of this "stretched" version of the C-130J. The new airlifter is the latest in the 45 year production cycle of the workhorse C-130, and marks a dramatic improvement in capability with a 30 percent increase in cargo and troop/paratroop capacity, a 20 percent increase in range, and a 15 percent increase in speed. The delivery is the culmination of three years of work to acquire, test, and beddown this revolutionary aircraft.

The first EC-130J is nearing completion. This heavily modified C-130J is used in the Psychological Operations mission. The first EC-130J is in the "Senior Hunter" configuration, and will be used for testing and design. The first EC-130E to be retired was demodified in order to use its Special Mission Equipment for installation on the new "Commando Solo."

The replacement of the ANG C-22 fleet is now a reality, with the contract award for the first C-40B for the 201st Airlift Squadron, DC ANG. The aircraft will serve in a variety of missions as

part of the operational support aircraft program. The C-40B will be delivered in August 2003 and will be operated and supported under a unique arrangement with the 89th AW at Andrews AFB; Boeing, and Delta Airlines for parts; and United Airlines for flight dispatching. Three more C-40Bs are required to complete the transition of the 201st from the retiring C-22s.

Airborne firefighting is a vital mission of the Air National Guard. C-130s will now have a new system to greatly enhance their capability and flexibility in protecting life and property. Small scale prototype testing has been completed, and a radical new design will ensure more accurate coverage and 33 percent more volume of retardant. The first full scale prototype will begin testing in the second quarter of FY 02, with production units scheduled for fourth-quarter delivery, in time to prepare for the summer 2003 fire season.

The C-130 avionics modernization program contract was awarded to Boeing. All types of C-130E/H aircraft will receive a common, modern cockpit that will ensure interoperability, capability, and reliability for the next 40 years.

Existing systems are being modified to meet the challenges of 21st century

warfare. HC-130 rescue aircraft are receiving new radars, forward looking infra red (FLIR), night vision lighting, and satellite communications capability. HH-60 rescue helicopters just completed a major reengining effort to enable them to carry the greater weight associated with rescue mission equipment. In addition, the Air National Guard now has AEF-capable aircraft with self protection systems, satellite communications, armor, and both the improved GAU-2 and M-240 machine guns. Airlift C-130s will benefit from ANG purchases of armor to protect aircrews and vital aircraft components. Also, night vision goggles are being incorporated into all C-130 operations as the need to execute missions in all conditions has changed our operating environment.

The LC-130 polar airlift program got a boost from delivery of its first Navy LC-130R that was converted to the LC-130H2 configuration. The LC-130H2 is more capable and supportable than its Navy predecessor and should enable the National Science Foundation to pursue its aggressive buildup of the South Pole Station and remote sites for purely scientific purposes.

Modernization of the tanker fleet gained significant momentum with the desire of the Air Force to procure a commercial Boeing 767 tanker/

transport aircraft. The Reserve Components contain the lion's share of the Air Force's tanker fleet, and the 767 program was aided by the Air Guard's "KC-X" Mission Need Statement. ANG units will benefit from the 767 effort by receiving KC-135R aircraft currently in Regular Air Force units that will be converting to 767s. A limited number of 767s will probably come to the ANG, but no units have been specified.

Power Projection Division

The Power Projection Division, in concert with the AF Reserve Command, Air Combat Command, and the Air Staff, is proactively pushing the ANG aircraft modernization programs for every major weapons system. The events of 9/11 have added particular urgency across all of the programs.

ANG/AQP uses the year 2010 as the focal point for the medium-term timeline, focusing particularly on structural integrity and engines. The long-term focal point is the year 2015 and includes more fundamental issues such as future missions and their impact on an evolving change in force structure. The ANG wants the F-16 community to be armed with a full precision strike capability by 2006. Current events demonstrate daily the need for robust visual identification capability.

When the September 11th attacks triggered Operation Noble Eagle to bolster homeland defense, the superior capability of the Block 25/30/32 F-16s made them a clear choice to provide air defense across the country. The Block 25/30/32 F-16s have become more interoperable and lethal, as they are now precision-guided munitions capable and equipped with the situational awareness data link (SADL), a night vision instrumentation system (NVIS), and a global positioning system (GPS). The Theater Airborne Reconnaissance System (TARS) continues its development, opening even broader

aircraft capability. The Falcon STAR engine and structure modifications will bridge the pre-Block 40 F-16s to the next generation power projection systems, hopefully the Joint Strike Fighter (JSF).

ANG F-15 A/Bs shouldered the air superiority mission for AEF #9 in Southwest Asia, as Operation Noble Eagle increased the F-15s commitment to a 24-hour, 7 days per week combat air patrol. The bolt-on launcher (BOL) infra-red (IR) countermeasure system and the multifunctional information distribution system (MIDS) fighter data link (FDL) are two current programs successfully increasing the combat capability of the F-15s. Long-term plans call for replacing the A/B models with C/D models and then replacing the F-15 C/Ds with the F-22. As the air sovereignty and homeland defense missions gain priority, the ANG expects the current timing of these modernization efforts to accelerate.

The ANG A-10s have a short-term modernization program in three parts. The precision engagement (PE) phase combines several programs to modernize the A-10 cockpit to allow delivery of precision munitions. The "Hog-Up" program is an AF Materiel Command initiative to replace the A-10 wing spars. The third part of the modernization program is the engine replacement program. Upon completion of an A-10 engine operational requirements document (ORD), the AF will oversee a competition for the supplier. The long-term vision for the A-10 is replacement by the Joint Strike Fighter.

Program Integration Division

AQX works closely with the Air Staff and the Office of the Secretary of Defense for Reserve Affairs (OSD/RA) to insure that the ANG's modernization needs are presented by the Congress in detail. The National Guard and Reserve Equipment Report (NGRER) is prepared by the branch for OSD/RA

submission to the Congress. The NGRER contains the "big picture" view of the Air Guard's current and future equipment requirements in concert with the other reserve components. AQX also prepares the ANG Unfunded Modernization Priority Book, which lists all of the modernization and acquisition priorities, provides background data on each and establishes a proposed funding time line. AQX also manages the execution of the National Guard and Reserve Equipment Account (NGREA) for the ANG. NGREA is a discretionary acquisition fund provided by Congress that allows the Air Guard to leverage relatively small sums into expanded combat capability. In FY01, the ANG received \$30 million in NGREA funds.

MEDICAL SERVICES

The Directorate of Medical Services focus for 2001 was to provide a "full-spectrum" fit force. Perhaps most important for the 100,000-plus members of the Air Guard, was the new ANG Fitness Testing Program that was tested this fiscal year, and will be fielded in 2002. The program uses the step-test and Fitness Age computer database to measure fitness and age

equivalency, and will also incorporate health promotion efforts.

The terrorist attacks of 9/11 also highlighted another of the directorate's main responsibilities, homeland security. September 11th intensified work on a mission which was already evolving within the ANG medical community.

New Technology

The new web-based Self Inspection Database has provided ANG medical units with a measure of quality control for their many programs. The Aeromedical Information Management Waiver Tracking System (AIMWTS), another web-based program, enables physicians to submit flying or special medical waivers more quickly. The Preventive Health Assessment Individual Medical Readiness (PIMR) database provides up-to-date medical readiness information on all ANG personnel. AIMWTS and PIMR are scheduled for installation at all ANG units by the end of FY 02.

Training

The Innovative Readiness Training program is a form of humanitarian and civic assistance in which ANG medical units go to U.S. counties and territories to provide health care to underserved populations. This program is overseen

by the Office of the Assistant Secretary of Defense for Reserve Affairs. During this fiscal year, units from the 122nd and 181st Medical Squadrons, Indiana ANG, performed over 14,000 medical screenings in seven Indiana counties and in the U.S. Virgin Islands. Patients were given 1200 referrals for follow-up care for potentially life-threatening conditions.

In the OCONUS arena, ANG/SG added an active duty physician (an AF Medical Operations Agency asset) to work with International Health Specialist issues. This officer will help coordinate resources for units involved in international medical contingencies and humanitarian assistance programs.

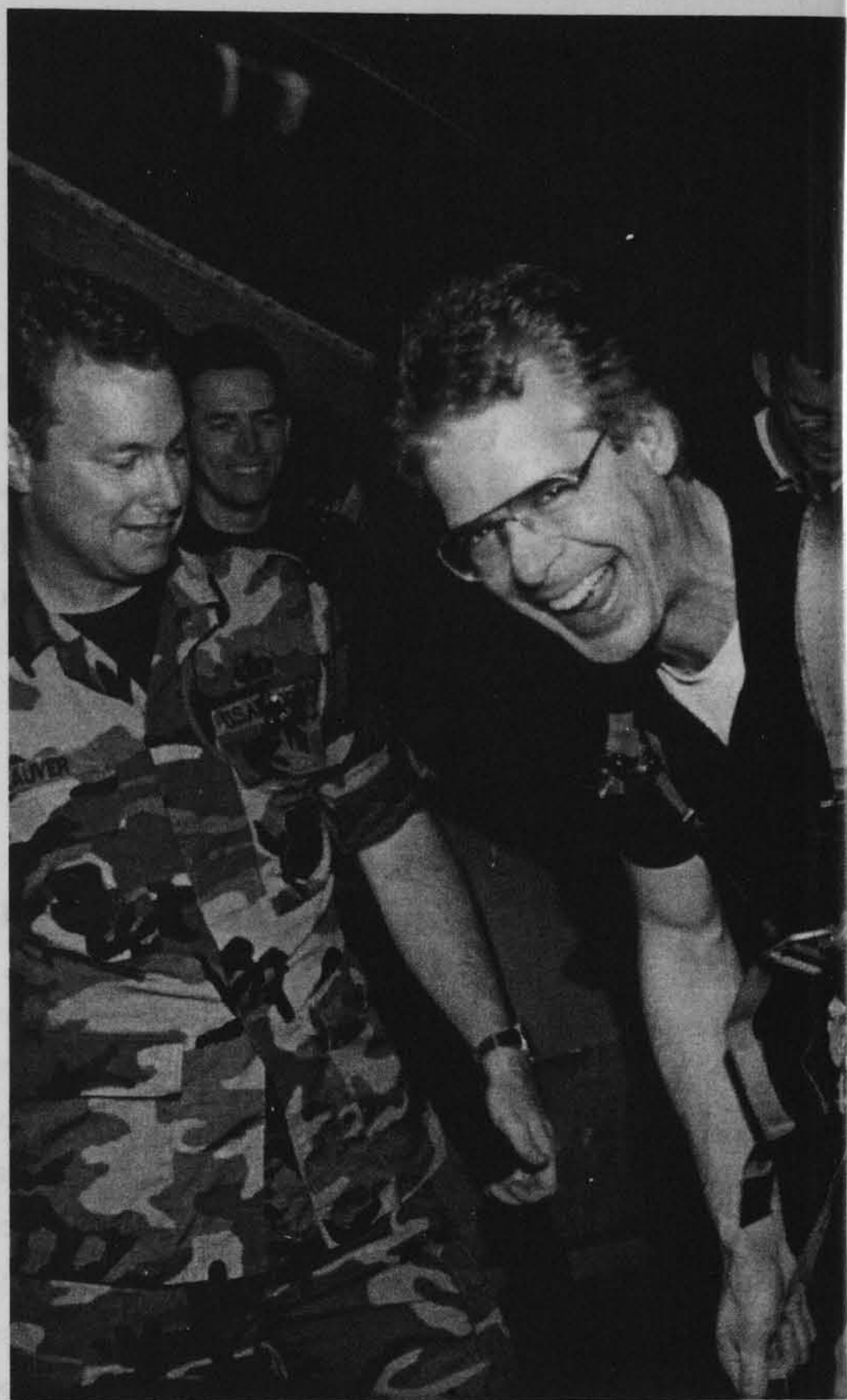
The ANG Medical Readiness Training Site (MRTS) at Alpena, Michigan, continues to be the primary field training venue for the ANG medical service. Personnel attending this site receive top-notch training in a realistic environment. Also, unique cold-weather survival training is provided during the MRTS's "Cool School" program. The Top Knife program is now fully operational at Klamath Falls AFB, Oregon and Kelly AFB, Texas. This program trains or refreshes flight surgeons on the high-G fighter aircraft environment, fostering improvement in safety programs, human factor analysis and rapport with the aviator.

ICE 3 - Antarctica

Nine flight surgeons were selected by a special selection board to participate/ support the United States Antarctica program in CY 2002. Flight Surgeons who volunteer for the tour spend two to four weeks "on the ice" at McMurdo Station, Antarctica, supporting a 24 hour/7 days/week, 3200 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 for Homeland Security

The focus on homeland security started even before the events of 11 September 2001. FY 01 saw the ANG in the process of transitioning its Medical Service into a major player with the Active and Reserve components' medical communities, and with Aerospace Expeditionary Forces (AEF), while simultaneously planning for and providing viable and needed medical services to our local communities, states, and Federal Emergency Management Agency (FEMA) regions. Joint cooperation between the ANG, ARNG, and FEMA promoted increased medical responsibilities within the Air National Guard. During the period March 2000 to September 2001, the ANG Medical Service developed a draft Homeland Security Concept of Operations (CONOPS) to help establish its roles and capabilities in support of homeland defense. The events of September 11th sped up this process immeasurably.



Unit capabilities were changed to support the Expeditionary Medical Support (EMEDS) rapid response systems, and programming for EMEDS equipment also began. The basic structure of the Homeland Security CONOPS is to assign CP-EMEDS personnel and equipment packages in each of the 10 FEMA regions. These EMEDS packages can then provide rapid medical response capability to State governments and be able to fill the critical gap between local emergency responders and the arrival of Federalized resources. The planned support will allow each State to use its Air National Guard assets prior to the Federalization process. In order to provide this capability, the Air National Guard Unit Type Codes (UTCs) will be re-aligned, equipped, and staffed to provide CP-EMEDS capability in each FEMA region.

HUMAN RESOURCE ENHANCEMENT

The Office of Human Resource Enhancement has made notable endeavors in supporting the Human Resource Quality Board to assist in fully implementing the Air National Guard's national diversity strategy. The mission of the Diversity Office is to increase mission readiness in the Air National Guard by focusing on workforce diversity and assuring fair and equitable participation for all. The goal is to recruit, retain and promote men and women from every heritage, racial, and ethnic group. In view of demographics changes in our heterogeneous society, it is imperative that diversity be embraced as a mission-readiness, bottom-line business issue. Traditional sources for recruitment will not satisfy the need for ensuring a balanced workforce.

Despite a 7.8 percent reduction in manpower between 1989 and 2001, the ANG has continued to become more diverse. During those years, there has been a consistent growth in the recruitment and retention of women. The ANG diversity strategy is built on a foundation of leadership commitment to create an environment that fosters diversity. The focus of planning is on

establishing organizational structures, education and training, and establishing measures of success. Leadership's continuous emphasis on EO and diversity ideals and issues is necessary to maintain momentum and ensure training and program implementation. In addition, declines in prior service accessions require increased emphasis on training and mentoring programs. The Defense Advisory Committee on Women in the Services (DACOWITS) recommended the ANG Diversity Initiative as the "benchmark for all the Services and Reserve Components."

At the 2001 Senior Leadership Conference, the Chief of the National Guard Bureau designated the year 2002 as the "Year of Diversity" for both the Army and the Air National Guard. At the end of FY 01, planning efforts were underway to make 2002 a year of celebration, as well as a focus on the future.

CHAPLAIN SERVICE

The mission of the Air National Guard Chaplain Service includes the accession, training, mentoring and deployment of

more than 260 chaplains and 250 chaplain assistants who serve the men and women of the Air National Guard through a ministry that is unique, challenging and extremely rewarding. ANG chaplains meet the diverse pastoral needs of a multi-cultural community serving our nation and states. Among ANG chaplains' many and diverse duties are full-time participation in contingency operations and the Aerospace Expeditionary Force (AEF) program, partnership with the National Science Foundation in providing chaplain services to the U.S. Antarctic Program (USAP), and providing ANG personnel with stress management and suicide intervention training.

During FY01, the Air National Guard Chaplain Service continued its trend of growth and diversification. The office achieved unprecedented success in the accession of under-represented groups of minorities, women, and Catholic priests. Cultural, ethnic, and religious diversity is now a way of life for ANG chaplains.

Also during this fiscal year, ANG/HC obtained approval for a state-of-the-art Academy for Innovative Ministry (AIM) at the ANG Training and Education Center, McGhee Tyson ANGB, TN. The academy, due to open in the Spring

of 2002, will provide critical chaplain training in stress management, homeland security issues, suicide prevention and other vital ANG-specific areas.

In March 2001, the Air National Guard suffered the worse peacetime disaster in its history, the crash of a C-23 Sherpa aircraft which resulted in the death of 21 Air and Army Guard personnel, 18 of them from the 203rd Red Horse Flight, Virginia Air National Guard. Within hours of the disaster, over 25 ANG Chaplain Service personnel rapidly converged on the 203rd unit at Virginia Beach and, in the course of the days that followed, provided vital and individualized crisis intervention and pastoral care to the bereaved families of the victims of the crash. Given the nature of this crisis, a high level of coordination took place between the chaplains and mortuary affairs, family liaison officers, the victims' employers, community agencies such as the American Red Cross and Tragedy Assistance Program for Survivors (TAPS), funeral directors, and houses of worship – resulting in the successful accomplishment of our commitment to ministry through presence, care and hope.

Near the close of FY 01, on 11 September 2001, the Air National Guard Chaplain Service encountered perhaps its most challenging moment. Dozens of ANG Chaplain Service personnel volunteered for duty within hours of the terrorist attacks on New York and Washington. In the days and weeks which followed, over 40 ANG chaplains and chaplain assistants were deployed to provide superb ministry at the Pentagon disaster sight, as well as at the Family Assistance Center at the Sheraton Hotel, the National Guard Bureau in Crystal City, Virginia, the Crisis Action Team (CAT), Andrews AFB, and at other governmental agencies. Dozens more Chaplain Service personnel were mobilized at their home stations.

Appendices



APPENDIX A. CHIEFS OF THE NATIONAL GUARD BUREAU

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie McL. Carter	1917-1918
Brigadier General John W. Heavey (acting)	1918-1919
Major General George C. Rickards	1921-1925
Major General Creed C. Hammond	1925-1929
Colonel Ernest R. Redmond (acting)	1929-1929
Major General William G. Everson	1929-1931
Major General George E. Leach	1931-1935
Colonel Harold J. Weiler (acting)	1935-1936
Colonel John F. Williams (acting)	1936-1936
Major General Albert H. Blanding	1936-1940
Major General John F. Williams	1940-1946
Major General Butler B. Miltonberger	1946-1947
Major General Kenneth F. Cramer	1947-1950
Major General Raymond H. Fleming (acting)	1950-1951
Major General Raymond H. Fleming	1951-1953
Major General Earl T. Ricks (acting)	1953-1953
Major General Edgar C. Erickson	1953-1959
Major General Winston P. Wilson (acting)	1959-1959
Major General Donald W. McGowan	1959-1963
Major General Winston P. Wilson	1963-1971
Major General Francis S. Greenlief	1971-1974
Lieutenant General La Vern E. Weber	1974-1982
Lieutenant General Emmett H. Walker, Jr.	1982-1986
Lieutenant General Herbert R. Temple, Jr.	1986-1990
Lieutenant General John B. Conway	1990-December 1993
Major General Philip G. Killey (acting)	December 1993-January 1994
Major General Raymond F. Rees (acting)	January 1994-July 1994
Major General John R. D'Araujo, Jr. (acting)	July 1994-September 1994
Lieutenant General Edward D. Baca	October 1994-July 1998
Lieutenant General Russell C. Davis	August 1998-

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	BG (AL) Michael H. Sumrall	MT	MG John E. Prendergast
AK	MG (AK) Phillip E. Oates	NE	Maj Gen (NE) Roger P. Lempke
AZ	MG David P. Rataczak	NV	Maj Gen Giles E. Vanderhoof
AR	MG Don C. Morrow	NH	MG John E. Blair
CA	MG (CA) Paul D. Monroe Jr.	NJ	MG Paul J. Glazar
CO	Maj Gen Mason C. Whitney	NM	Maj Gen (NM) Randall E. Horn
CT	MG William A. Cugno	NY	Maj Gen Thomas P. Maguire Jr.
DE	MG Francis D. Vavala	NC	MG (NC) William E. Ingram Jr.
DC	MG Warren L. Freeman	ND	Maj Gen Michael J. Haugen
FL	Maj Gen (FL) Douglas Burnett	OH	Maj Gen John H. Smith
GA	Maj Gen David B. Poythress	OK	Maj Gen Stephen P. Cortright
GU	MG Benny M. Paulino	OR	MG Alexander H. Burgin
HI	MG Edward L. Correa Jr.	PA	Maj Gen William B. Lynch
ID	MG John F. Kane	PR	BG (PR) Francisco A. Marquez
IL	MG (IL) David C. Harris	RI	MG Reginald A. Centracchio
IN	MG (IN) George A. Buskirk Jr.	SC	MG (SC) Stanhope Spears
IA	Maj Gen Gilbert R. Dardis	SD	Maj Gen Philip G. Killey
KS	Maj Gen Gregory B. Gardner	TN	MG Jackie D. Wood
KY	BG Dean A. Youngman	TX	Maj Gen Daniel James III
LA	MG Bennett C. Landreneau	UT	MG (UT) Brian L. Tarbet
ME	BG (ME) Joseph E. Tinkham II	VT	Maj Gen Martha T. Rainville
MD	MG (MD) James F. Fretterd	VA	MG (VA) Claude A. Williams
MA	Brig Gen George W. Keefe	VI	BG (VI) Cleave A. McBean
MI	Maj Gen E. Gordon Stump	WA	Maj Gen Timothy J. Lowenberg
MN	Maj Gen Eugene R. Andreotti	WV	MG Allen E. Tackett
MS	MG James H. Lipscomb III	WI	MG James G. Blaney
MO	BG (MO) George D. Shull	WY	Maj Gen Edmond W. Boenisch Jr.

APPENDIX C. UNITED STATES PROPERTY AND FISCAL OFFICERS

AK	Col Charles W. Warren (ANG)	MT	Col George E. Donnelly (ANG)
AL	COL Wayne A. Pratt (ARNG) (Acting)	NC	COL William J. Dowling (ARNG)
AR	COL Charles E. Henry (ARNG)	ND	Col Jerald L. Engelman (ANG)
AZ	COL Richard M. DeVille (ARNG)	NE	COL Stephen R. Robinson (ARNG)
CA	COL John R. Alexander (ARNG)	NH	COL Teddy W. Kehr (ARNG)
CO	Col James Hagenson (ANG)	NJ	COL James W. Lovas (ARNG)
CT	COL Thomas P. Thomas (ARNG)	NM	COL James R. Morgan (ARNG)
DC	LTC Evelyn M. Wilson (ARNG)	NV	COL Louis A. Cabrera (ARNG)
DE	Col Hugh T. Broomall (ANG)	NY	COL James E. Lamback (ARNG)
FL	Col Jesse D. Kinghorn Jr. (ANG)	OH	COL William L. Zieber (ARNG)
GA	Col William H. Cleland (ANG)	OK	COL Charles J. Frazier (ARNG)
GU	COL Raimond L. G. Taimanglo (ARNG)	OR	COL Robert H. Rhen (ARNG)
HI	COL Michael E. Rawlins (ARNG)	PA	COL Daniel F. Carroll (ARNG)
IA	COL Bernard P. Kozosky (ARNG)	PR	COL Wilfredo Martinez (ARNG)
ID	Col Mark S. Funairole (ANG)	RI	Col James J D'Agostino (ANG)
IL	Col John W. Newman (ANG)	SC	COL Rodney D. McKittrick (ARNG)
IN	COL Michael A. James (ARNG)	SD	COL Jerry F. Hoenke (ARNG)
KS	COL Dennis L. Elliott (ARNG)	TN	COL Donald H. Glover (ARNG)
KY	COL Michael A. Jones (ARNG)	TX	COL Pat W. Simpson (ARNG)
LA	COL John F. Pugh (ARNG)	UT	COL Joe R. Behunin (ARNG)
MA	COL Frank P. Baran (ARNG)	VA	Col Jeffrey R. Allen (ANG)
MD	Col Carl Nagel III (ANG)	VI	COL Marion Y. Petersen (ANG)
ME	COL James R. Tinkham (ARNG)	VT	COL Thomas J. Shailor (ARNG)
MI	COL James V. Bedard (ARNG)	WA	COL Oscar B. Hilman (ARNG)
MN	Col Verne P. Burque (ANG)	WI	COL Robert G. Treland (ARNG)
MO	COL Calvin P. Broughton	WV	COL Richard L. Dillon (ARNG)
MS	COL Michael D. Gilpin (ARNG)	WY	COL Francis M. Henrich (ARNG)

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, National Guard Bureau
Johnson, Warren, Colonel, ARNGUS, Executive to Chief
Harris, Willie, Colonel, ANGUS, Executive to Vice Chief
Gardner, Christopher D., Director, Joint Staff
McIntosh, Ann, Deputy Director, Joint Staff
Anderson, Richard F., Colonel, ARNGUS, Chief, Youth Programs
Byrd, H. Cronin, The Inspector General
Davenport, Willie D., Colonel, ARNGUS, Chief, Sports Management
Davis, Jack, Colonel, ARNGUS, Chief, National Missile Defense
Donohue, Daniel, Chief, Public Affairs and Community Support
Gilmore, Deborah, Chief, Support Services
Higginson, George E., Assistant for Property and Fiscal Affairs
Hise, James C., Chief Counsel
Kalber, Mark, Colonel, ANGUS, Chief, International Affairs
Kennedy, Thomas H. Chief, Acquisition and Principal Assistant Responsible for Contracting
Kish, James, Lieutenant Colonel, ARNGUS, Chief, Civil Support (WMD)
Miller, Michael, Colonel, ANGUS, Chief, Office of Policy and Liaison
Morrison, Walter T., Chief, Internal Review Directorate
Mosbey, John C., Colonel, ARNGUS, Chief, Counterdrug Division
Perry, Kathleen T., Colonel, ANGUS, Chief, General Officer Management
Plott, Connie, Resource Manager
Stine, Stephen, Chief, Human Resources

ARMY NATIONAL GUARD DIRECTORATE

Schultz, Roger C., Lieutenant General, USA, Director, Army National Guard
Squier, Michael J., Brigadier General, ARNGUS, Deputy Director
Dittig, Sandi, Lieutenant Colonel, ARNGUS, Executive Officer
Baldwin, Charles P., Colonel, ARNGUS, Chief of Staff
Bugge, Paul W., Lieutenant Colonel, ARNGUS, Secretary of the General Staff
Lever, Frank A., Command Sergeant Major, Enlisted Advisor
Barrineau, James A., Jr., Colonel, ARNGUS, Chief, Force Management
Cleckley, Julia J., Colonel, ARNGUS, Chief Human Resources Officer
Dean, Thomas D., Colonel, ARNGUS, Chief, Director's Staff Group
Findlay, Richard, Colonel, Chief Information Officer
Ford, William M., Colonel, ARNGUS, Chief Resource Management Officer
Geary, Reginald B., Colonel, ARNGUS, Chief, Personnel Division
Germain, David K., Colonel, ARNGUS, Chief, Training Division
Gluski, George J., Colonel, ARNGUS, Chief, Aviation and Safety

Grass, Frank J., Colonel, ARNGUS, Chief, Operations Division
 Harvey, Kevin S., Colonel, ARNGUS, Chief, Readiness Division
 Hill, Donald W., Colonel, ARNGUS, Chief of Chaplains
 Iadisernia, Philip J., Major, ARNGUS, Chief, Resource Management Office
 Jones, Larry R., Colonel, ARNGUS, Comptroller
 McCaffrey, Michael K., Colonel, USA, Chief Surgeon
 Munoz-Atkinson, John B., Lieutenant Colonel, ARNGUS, Chief, ARNG Leader Development Center
 Murphy, Richard O., Colonel, ARNGUS, Chief, Environmental Programs
 Norrell, Oliver L., Colonel, ARNGUS, Chief, ARNG Staff Management Office
 Peinhardt, Kenneth K., Colonel, ARNGUS, Chief, Strength Maintenance Division
 Reynolds, John F., Colonel, ARNGUS, Chief, ARNG Human Resources Policy and Programs
 Rohde, Aleksandra M., Colonel, ARNGUS, Chief, Strategic Initiatives
 Sarcione, Stephen M., Colonel, ARNGUS, Chief, Full-Time Support Division
 Smith, David C., Colonel, ARNGUS, Chief, Installations Division
 Sosa, Arthur J., Colonel, ARNGUS, Commander, Operational Support Airlift Command
 Taylor, John D., Colonel, ARNGUS, Chief Operating Officer
 Trexler, Michael, Facility Manager
 Vermeer, Philip E., Colonel, ARNGUS, Chief, Information Systems
 Walker, Layne J., Colonel, USA, Chief, Logistics Division
 Walker, Glenn W., Colonel, ARNGUS, Chief Support Officer
 Wylie, Maureen E., Chief, Program Analysis & Evaluation Division

AIR NATIONAL GUARD DIRECTORATE

Weaver, Paul A. Jr., Major General, ANGUS, Director, Air National Guard
 Kimmel, Paul, Brigadier General, ANGUS, Chief Operating Officer
 Dunbar, Don, Lieutenant Colonel, ANGUS, Executive
 Larrabee, Debra, Colonel, ANGUS, Director, Support Group
 Benton, Valerie, Chief Master Sergeant, Senior Enlisted Advisor
 Manadier, Naomi, Commander, 201st Mission Support Squadron
 Coln, Keith, Colonel, ANGUS, Director of Acquisition
 Cannon, Larry, Colonel, ANGUS, Chief of Command, Control, Communications, Computers and Information
 Carroll, Timothy, Colonel, USAF, Director of Logistics
 Dougherty, Mark E., Colonel, ANGUS, Director of Operations
 Ellington, John B., Jr., Chief of Chaplains
 Falk, Randy, Colonel, USAF, The Air Surgeon
 Gavares, Peter M., Colonel ANGUS, Director of Plans, Programs and Manpower
 Hillestad, Michael, Colonel, ANGUS, Director of Organization Management
 Hoffmaster, Jan C., Colonel, Director of Security Police
 Martin, Jim, Colonel, ANGUS, Director of Personnel and Training
 Scobey, David, Colonel, ANGUS, Commander, Training and Education Center, McGhee-Tyson ANGB, TN
 Stritzinger, Janice M., Colonel, USAF, The Civil Engineer
 Oberbillig, Ronald, Colonel, ANGUS, Chief Financial Officer

APPENDIX E. ARMY NATIONAL GUARD STATISTICS

TABLE 1. FY01 FUNDING SUMMARY*

STATE	NGPA	OMNG	MILITARY CONST	TOTAL
AK	\$11,617,300	\$32,513,000	\$563,961	\$44,694,261
AL	\$76,186,000	\$86,432,303	\$0	\$162,618,303
AR	\$49,475,101	\$66,706,400	\$75,472	\$116,256,973
AZ	\$26,842,656	\$46,940,500	\$0	\$73,783,156
CA	\$99,743,400	\$172,037,300	\$4,631,870	\$276,412,570
CO	\$19,269,600	\$27,038,900	\$14,072,172	\$60,380,672
CT	\$20,311,400	\$55,750,500	\$532,000	\$76,593,900
DC	\$9,579,000	\$15,193,500	\$0	\$24,772,500
DE	\$9,744,200	\$16,754,000	\$4,778,097	\$31,276,297
FL	\$57,453,498	\$70,956,800	\$1,519,139	\$129,929,437
GA	\$50,433,500	\$65,503,500	\$0	\$115,937,000
GU	\$5,278,500	\$3,282,100	\$0	\$8,560,600
HI	\$18,211,499	\$30,762,400	\$0	\$48,973,899
IA	\$37,549,900	\$57,306,200	\$1,123,571	\$95,979,671
ID	\$19,456,500	\$44,302,400	\$124,442	\$63,883,342
IL	\$46,937,000	\$54,617,900	\$2,846,659	\$104,401,559
IN	\$57,303,098	\$63,727,200	\$60,770	\$121,091,068
KS	\$32,832,300	\$64,340,301	\$631,598	\$97,804,199
KY	\$36,854,499	\$61,280,039	\$268,573	\$98,403,111
LA	\$58,488,100	\$77,540,900	\$77,088	\$136,106,088
MA	\$38,417,800	\$80,213,002	\$1,552,884	\$120,183,686
MD	\$38,788,000	\$35,103,200	\$0	\$73,891,200
ME	\$14,119,101	\$37,809,600	\$113,700	\$52,042,401
MI	\$47,796,701	\$63,221,900	\$0	\$111,018,601
MN	\$49,973,897	\$67,711,698	\$11,180,469	\$128,866,064
MO	\$44,642,499	\$85,079,302	\$4,203,572	\$133,925,373
MS	\$63,133,799	\$140,052,800	\$4,741,631	\$207,928,230
MT	\$16,378,700	\$37,106,000	\$15,131,851	\$68,616,551
NC	\$51,228,200	\$57,545,100	\$8,709,000	\$117,482,300
ND	\$21,842,200	\$26,069,500	\$9,661,191	\$57,572,891
NE	\$20,081,200	\$28,299,001	\$429,007	\$48,809,208
NH	\$10,094,000	\$14,187,800	\$0	\$24,281,800
NJ	\$34,707,400	\$43,718,600	\$0	\$78,426,000
NM	\$20,150,199	\$30,637,000	\$0	\$50,787,199
NV	\$11,421,400	\$20,111,901	\$246,801	\$31,780,102
NY	\$66,730,600	\$82,724,000	\$4,355,021	\$153,809,621
OH	\$47,610,600	\$58,853,600	\$0	\$106,464,200
OK	\$38,258,100	\$48,617,100	\$11,370,360	\$98,245,560

OR	\$35,861,344	\$51,313,298	\$1,676,571	\$88,851,213
PA	\$82,013,500	\$96,647,600	\$720,698	\$179,381,798
PR	\$49,587,700	\$34,142,302	\$0	\$83,730,002
RI	\$13,302,000	\$18,294,000	\$0	\$31,596,000
SC	\$48,925,100	\$65,332,400	\$10,437,444	\$124,694,944
SD	\$20,908,500	\$26,287,401	\$6,524,803	\$53,720,704
TN	\$62,396,401	\$79,542,499	\$7,032,526	\$148,971,426
TX	\$83,735,700	\$114,036,499	\$1,785,748	\$199,557,947
UT	\$40,051,001	\$42,805,901	\$1,000,000	\$83,856,902
VA	\$45,014,500	\$52,742,500	\$799,937	\$98,556,937
VI	\$4,782,900	\$10,107,800	\$0	\$14,890,700
VT	\$18,760,200	\$23,969,000	\$4,032,192	\$46,761,392
WA	\$33,445,802	\$52,168,301	\$6,073,549	\$91,687,652
WI	\$39,188,652	\$45,653,400	\$0	\$84,842,052
WV	\$26,279,200	\$28,507,000	\$1,145,183	\$55,931,383
WY	\$11,123,700	\$17,749,800	\$13,000	\$28,886,500
NG2	\$8,165,731	\$478,664,159	\$0	\$486,829,890
NGB - OPEN ALLOT	\$1,985,396,598	\$0	\$0	\$1,985,396,598
OSA	\$0	\$64,989,000	\$0	\$64,989,000
MISC	\$44,000	\$25,530,893	\$141,344,452	\$166,919,345
TOTAL	\$3,987,923,976	\$3,398,531,000	\$285,587,002	\$7,672,041,978

*MISC includes: RCAS; funding provided to other MACOMs; and funding that cannot be assigned to any state or activity due to accounting errors.

TABLE 2. ARNG UNITS MOBILIZED FOR ACTIVE DUTY, FY 01

DUTY TYPE	MOB DATE	UNIT DESC	OPERATION NAME	HOME STATION	STATE	TOTAL
Operation Noble Eagle (ONE)/Operation Enduring Freedom (OEF)						
	9/27/01	Mobilization Augmentation DET 4	ENDURING FREEDOM	WASHINGTON	DC	25
	9/28/01	32 Army Air & Missile Def Cmd DET 2	ENDURING FREEDOM	ORLANDO	FL	29
	9/30/01	72 Mil Police Co	NOBLE EAGLE	HENDERSON	NV	103
					Total	157
PRC BOSNIA						
	1/28/01	DET 2,HHC,1-118 Inf	JOINT FORGE	MT PLEASANT	SC	38
	2/1/01	223 Mil Police Co	JOINT FORGE	LOUISVILLE	KY	152
		DET 2, 267 Mil Police Co	JOINT FORGE	LEBANON	TN	15
	2/3/01	CoA,1-121 Inf	JOINT FORGE	LAWRENCEVILLE	GA	85
		CoA,148 Combat Spt Bn	JOINT FORGE	DUBLIN	GA	70
		CoA,2-121 Inf	JOINT FORGE	VALDOSTA	GA	64
		CoB,1-108 Armor	JOINT FORGE	CANTON	GA	67
		CoB,1-121 Inf	JOINT FORGE	THOMASTON	GA	75
		CoB,148 Combat Spt Bn	JOINT FORGE	HINESVILLE	GA	70
		CoB,2-121 Inf	JOINT FORGE	CORDELE	GA	64
		CoC,1-121 Inf	JOINT FORGE	GAINESVILLE	GA	85
		CoC,148 Combat Spt Bn	JOINT FORGE	MACON	GA	70
		CoC,2-121 Inf	JOINT FORGE	AMERICUS	GA	64
		CoC,648 Engineer Bn	JOINT FORGE	DOUGLAS	GA	64
		CoD,1-153 Inf	JOINT FORGE	SHERIDAN	AR	85
		CoD,3-153 Inf	JOINT FORGE	MAGNOLIA	AR	85
		HHC,48 Inf Brigade	JOINT FORGE	MACON	GA	74
		HHC,1-121 Inf	JOINT FORGE	WINDER	GA	75
		HHC,148 Combat Spt Bn	JOINT FORGE	FORSYTH	GA	70
		HHC,2-121 Inf Bn	JOINT FORGE	ALBANY	GA	210
	2/15/01	DET 1,141 Mil Intel Bn	JOINT FORGE	OREN	UT	4
		DET 1,142 Mil Intel Bn	JOINT FORGE	JORDAN	UT	4
		DET 1,A/415 Mil Intel Bn	JOINT FORGE	CARVILLE	LA	4
		DET 1,HHSC/260 Mil Intel Bn	JOINT FORGE	MIAMI	FL	5
		DET 2,142 Mil Intel Bn	JOINT FORGE	JORDAN	UT	4
	2/22/01	1022 Med Co (Air Ambulance)	JOINT FORGE	CHEYENNE	WY	36
		DET 1,141 Med Co (Air Ambulance)	JOINT FORGE	NEW BRITIAN	CT	18
		DET 1,1022 Med Co (Air Ambulance)	JOINT FORGE	AURORA	CO	20
	3/29/01	126 Press Camp HQs	JOINT FORGE	AUGUSTA	MI	13
		DET 1,126 Public Affair Det	JOINT FORGE	INDIANAPOLIS	IN	8
		DET 6 - STARC - Indiana	JOINT FORGE	INDIANAPOLIS	IN	4
	4/13/01	STARC - Maine	JOINT FORGE	BANGOR	ME	1
	7/24/01	46 Mil Police Co	JOINT FORGE	LANSING	MI	48
	8/2/01	1-155 Inf	JOINT FORGE	MCCOMB	MS	291
	8/4/01	29 Mil Police Co	JOINT FORGE	TOWSON	MD	14
		Det,STARC - Massachusetts	JOINT FORGE	SPRINGFIELD	MA	2
	8/9/01	1-198 Armor	JOINT FORGE	BOONEVILLE	MS	20
		2-198 Armor	JOINT FORGE	OXFORD	MS	65
	8/13/01	105 Personnel Svcs Bn	JOINT FORGE	NASHVILLE	TN	4
		173 Personnel Svcs Det	JOINT FORGE	NASHVILLE	TN	16
	8/14/01	HHC,29 Avn Bde	JOINT FORGE	ABERDEEN	MD	78
	8/15/01	2-224 Avn	JOINT FORGE	SANDSTONE	VA	124
		CoB,229 Engr Bn	JOINT FORGE	WARRENTON	VA	80
	8/16/01	1-150 Avn	JOINT FORGE	LAWRENCEVILLE	NJ	14
		250 Finance Det	JOINT FORGE	LAWRENCEVILLE	NJ	2
		3-141 Inf	JOINT FORGE	WESLACO	TX	90

		TrpA,1-158 Cav	JOINT FORGE	ANNAPOLIS	MD	44
8/17/01		HHC,29 Inf Division	JOINT FORGE	FT BELVOIR	VA	224
		Det,STARC - Connecticut	JOINT FORGE	HARTFORD	CT	2
8/18/01		50 Personnel Svcs Bn	JOINT FORGE	LAWRENCEVILLE	NJ	9
8/19/01		211 Mil Police Bn (Det)	JOINT FORGE		MA	16
		CoF,224 Avn	JOINT FORGE	ABERDEEN	MD	54
		STARC - Mississippi	JOINT FORGE	JACKSON	MS	11
		Det,STARC - Tennessee	JOINT FORGE	NASHVILLE	TN	1
8/20/01		1-102 Inf	JOINT FORGE	MANCHESTER	CT	95
		129 Signal Bn	JOINT FORGE	BELAIR	MD	6
8/21/01		1-104 Inf	JOINT FORGE	WESTFIELD	MA	85
		223 Mil Intel Bn (Det)	JOINT FORGE		CA	4
8/22/01		1-181 Inf	JOINT FORGE	WORCESTER	MA	85
		29 Div Spt Cmd	JOINT FORGE	TOWSON	MD	21
8/23/01		143 Fwd Spt Bn	JOINT FORGE	WATERBURY	CT	149
8/26/01		241 Mil Intel Co	JOINT FORGE		OR	36
8/29/01		1006 Eng Det	JOINT FORGE	DOTHAN	AL	6
		STARC - Iowa (Det)	JOINT FORGE	JOHNSTOWN	IA	1
8/30/01		2-114 Field Arty	JOINT FORGE	STARKVILLE	MS	3
		341 Mil Intel Bn	JOINT FORGE	PORT ORCHARD	WA	4
9/4/01		382 Mobile Pub Affairs Det	JOINT FORGE	RALEIGH	NC	20
9/6/01		106 Spt Bn	JOINT FORGE	TAYLORSVILLE	MS	50
				BOSNIA TOTAL		3498
PRC KOSOVO	11/24/00	DET 1 F/144 Field Arty (Target Acq)	JOINT GUARDIAN	LOS ANGELES	CA	45
	1/18/01	41 Spt CTR (Rear Area Ops)	JOINT GUARDIAN	LINCOLN	NE	38
		142 Mil Intel Bn (Det)	JOINT GUARDIAN	WEST JORDAN	UT	4
	2/21/01	Det 3, 2 Bn 19 Gp	JOINT GUARDIAN	MIDDLETON	RI	10
	3/1/01	155 Engr Co (Fwd)	JOINT GUARDIAN	NASHVILLE	TN	37
	6/1/01	DET 1, Avn Bde (Fwd)	JOINT GUARDIAN	SHELBYVILLE	IN	1
	6/21/01	130 Rear Area Ops Ctr	JOINT GUARDIAN	TULLAHOMA	TN	38
		Op Det. A 951, B/2-19 SFG	JOINT GUARDIAN	COLUMBUS	OH	12
	9/4/01	Op Det. A 966, C/2-19 SFG	JOINT GUARDIAN		WV	10
	9/28/01	DET 2, 1-108 Inf	JOINT GUARDIAN		NY	1
				KOSOVO TOTAL		196
PRC SW ASIA	1/2/01	DET 1 1/203 Air Def Arty	SOUTHERN WATCH	HUNTSVILLE	AL	74
	1/13/01	DET 2 A/1/189 AVN	SOUTHERN WATCH	HELENA	MT	1
		DET 2 C/1/189 AVN	SOUTHERN WATCH	PHOENIX	AZ	13
		DET 2 E/1/189 AVN	SOUTHERN WATCH	PHOENIX	AZ	3
		DET 2 HHC 1/189 AVN	SOUTHERN WATCH	HELENA	MT	7
	1/18/01	B/2/135 Inf	SOUTHERN WATCH	ROCHESTER	MN	102
		C/1/168 Inf	SOUTHERN WATCH	COUNCIL BLUFF	IA	122
	5/4/01	A/2/200 Air Def Arty	SOUTHERN WATCH	RIO RANCHERO	MN	24
		HHB 2/200 Air Def Arty	SOUTHERN WATCH	RIO RANCHERO	MN	19
	5/5/01	2-200 Air Def Arty	DESERT SPRING		NM	41
	5/21/01	A/2/137 Inf	DESERT SPRING	KANSAS CITY	KS	64
		B/1/167 Cavalry	SOUTHERN WATCH	BEATRICE	NE	80
		C/1/167 Cavalry	SOUTHERN WATCH	FREMONT	NE	80
	7/20/01	1-211 AVN (ATK)	DESERT SPRING		UT	120
		B/1-147 AVN	DESERT SPRING		IN	11
		HHC/1-147 AVN (ASLT)	DESERT SPRING		WI	22
	9/9/01	1-184 Inf	DESERT SPRING		CA	160
				SOUTHWEST ASIA TOTAL		943
				Grand Total		4794

APPENDIX F. AIR NATIONAL GUARD STATISTICS

TABLE 1. ANG BUDGET

ST	O&M	Mil Con	Mil Pers	Grand Total
AK	\$50,566,602.00	\$12,376,712.00	\$2,338,050.27	\$65,281,364.27
AL	\$50,445,101.51		\$2,374,538.75	\$52,819,640.26
AR	\$51,766,370.04	\$1,492,090.54	\$1,834,224.39	\$55,092,684.97
AZ	\$142,407,561.87	\$17,904.00	\$1,697,443.27	\$144,122,909.14
CA	\$113,529,718.00	\$242,019.34	\$5,796,193.90	\$119,567,931.24
CO	\$44,281,960.47	\$5,788,093.59	\$1,599,968,192.06	\$1,650,038,246.12
CT	\$26,197,019.17	\$504,623.00	\$1,004,929.00	\$27,706,571.17
DC	\$36,019,800.00	\$5,054.00	\$1,355,000.00	\$37,379,854.00
DE	\$18,917,794.28	\$0.00	\$871,389.47	\$19,789,183.75
FL	\$60,219,397.62	\$96,922.00	\$1,984,368.85	\$62,300,688.47
GA	\$196,884,780.96	\$77,842.96	\$3,568,970.17	\$200,531,594.09
GM	\$677,300.00		\$574,300.00	\$1,251,600.00
HI	\$84,965,894.19	\$40,571.85	\$1,868,937.91	\$86,875,403.95
IA	\$69,547,192.57	\$42,959.91	\$2,768,477.66	\$72,358,630.14
ID	\$34,286,925.40	\$3,837,163.00	\$1,034,662.45	\$39,158,750.85
IL	\$72,595,073.17	\$2,287,809.27	\$3,411,239.30	\$78,294,121.74
IN	\$57,143,703.26	\$0.00	\$1,927,966.18	\$59,071,669.44
KS	\$85,600,344.72		\$2,012,098.30	\$87,612,443.02
KY	\$21,661,257.80		\$1,567,097.30	\$23,228,355.10
LA	\$54,693,500.00		\$1,572,200.00	\$56,265,700.00
MA	\$86,911,431.14	\$5,901,160.24	\$2,065,313.49	\$94,877,904.87
MD	\$486,737,961.17		\$1,855,496.52	\$488,593,457.69
ME	\$29,477,187.57	\$0.00	\$1,346,912.70	\$30,824,100.27
MI	\$112,677,812.95	\$21,385,889.53	\$3,328,440.25	\$137,392,142.73
MN	\$58,596,252.58	\$309,750.31	\$3,266,383.78	\$62,172,386.67
MO	\$74,162,320.48	\$406,968.00	\$2,810,807.37	\$77,380,095.85
MS	\$58,561,999.68	\$636,772.18	\$2,911,925.99	\$62,110,697.85
MT	\$27,907,395.46	\$1,030,355.90	\$1,424,506.30	\$30,362,257.66
NC	\$23,652,337.61	\$3,978,840.00	\$1,661,911.55	\$29,293,089.16
ND	\$35,148,771.18	\$919,727.70	\$1,833,199.59	\$37,901,698.47
NE	\$22,988,246.32		\$1,304,701.00	\$24,292,947.32
NH	\$28,836,116.12	\$3,342,194.34	\$1,034,715.72	\$33,213,026.18
NJ	\$61,173,214.33	\$0.00	\$1,766,735.65	\$62,939,949.98
NM	\$33,732,808.20	\$1,360,975.59	\$999,634.02	\$36,093,417.81
NV	\$20,685,218.23	\$6,363,308.78	\$987,853.70	\$28,036,380.71
NY	\$159,972,207.28	\$11,958,370.34	\$7,587,142.27	\$179,517,719.89
OH	\$160,379,227.24	\$6,270,555.00	\$5,402,488.34	\$172,052,270.58
OK	\$382,933,976.51		\$3,076,276.17	\$386,010,252.68
OR	\$107,410,754.31	\$70,112.00	\$2,370,500.00	\$109,851,366.31
PA	\$69,325,915.36	\$0.00	\$5,384,413.38	\$74,710,328.74
PR	\$25,299,968.10	\$381,979.86	\$1,788,560.54	\$27,470,508.50
RI	\$21,875,501.99	\$1,471,406.37	\$991,650.74	\$24,338,559.10
SC	\$39,659,873.09		\$1,692,557.85	\$41,352,430.94
SD	\$29,040,230.31		\$989,899.31	\$30,030,129.62
TN	\$78,154,054.97	\$16,239.77	\$4,529,845.31	\$82,700,140.05
TX	\$86,519,482.66	\$7,878,300.00	\$8,384,546.68	\$102,782,329.34
UT	\$92,888,972.03	\$8,510,012.07	\$2,298,921.37	\$103,697,905.47
VA	\$29,394,610.12		\$1,301,700.00	\$30,696,310.12
VT	\$32,708,443.98	\$6,641,232.00	\$1,130,001.17	\$40,479,677.15
WA	\$35,878,057.32	\$1,841.81	\$2,727,069.53	\$38,606,968.66
WI	\$63,044,388.14	\$1,425,261.07	\$3,060,497.26	\$67,530,146.47
WV	\$39,109,209.84	\$2,275,304.14	\$2,396,910.43	\$43,781,424.41
WY	\$24,884,070.00	\$1,450,000.00	\$1,516,608.41	\$27,850,678.41
Grand Total	\$3,912,135,313.30	\$120,796,322.46	\$1,724,758,405.62	\$5,757,690,041.38

Note: The spikes in expenditures for CO and MD reflect the fact that ANG Mil PERS is processed in Denver, CO and MD is the home of the ANG Headquarters

TABLE 2. MAJOR EXERCISES & DEPLOYMENTS

START DATE	END DATE	UNIT	STATE	# PERSONNEL	# AIRCRAFT	LOCATION	DESCRIPTION
Air Defense Alert							
1-Oct-00	31-Oct-00	125FW	FL	80	2	Iceland	Air Defense Alert
1-Nov-00	30-Nov-00	102FW	MA	80	2	Iceland	Air Defense Alert
1-Nov-00	30-Nov-00	154FW	HI	80	2	Iceland	Air Defense Alert
1-Oct-00	31-Oct-00	159FW	LA	80	2	Iceland	Air Defense Alert
1-Oct-00	18-Sep-01	102FW	MA	40	3	Homestation	Air Defense Alert
1-Oct-00	18-Sep-01	147FW	TX	40	3	Homestation	Air Defense Alert
1-Oct-00	18-Sep-01	142FW	OR	40	3	Homestation	Air Defense Alert
1-Oct-00	18-Sep-01	125FW	FL	40	3	Homestead ARB, FL	Air Defense Alert
1-Oct-00	18-Sep-01	119FW	ND	40	3	Langley AFB, VA	Air Defense Alert
1-Oct-00	18-Sep-01	148FW	MN	40	3	Tyndall AFB, FL	Air Defense Alert
1-Oct-00	18-Sep-01	144FW	CA	40	3	March ARB, CA	Air Defense Alert
Total Air Defense Alert				600	29		
Coronet Oak							
7-Oct-00	21-Oct-00	133AW	MN	52	2	Puerto Rico	Coronet Oak
14-Oct-00	28-Oct-00	146AW	CA	56	2	Puerto Rico	Coronet Oak
21-Oct-00	4-Nov-00	156AW	PR	56	2	Puerto Rico	Coronet Oak
28-Oct-00	12-Nov-00	127WG	MI	28	1	Puerto Rico	Coronet Oak
29-Oct-00	11-Nov-00	124WG	ID	28	1	Puerto Rico	Coronet Oak
29-Oct-00	11-Nov-00	124WG	ID	28	1	Puerto Rico	Coronet Oak
4-Nov-00	18-Nov-00	165AW	GA	56	2	Puerto Rico	Coronet Oak
10-Nov-00	24-Nov-00	165AW	GA	56	2	Puerto Rico	Coronet Oak
30-Dec-00	13-Jan-01	118AW	TN	56	2	Puerto Rico	Coronet Oak
6-Jan-01	20-Jan-01	118AW	TN	56	2	Puerto Rico	Coronet Oak
13-Jan-01	27-Jan-01	182AW	IL	56	2	Puerto Rico	Coronet Oak
20-Jan-01	3-Feb-01	143AW	RI	56	2	Puerto Rico	Coronet Oak
27-Jan-01	10-Feb-01	130AW	WV	56	2	Puerto Rico	Coronet Oak
3-Feb-01	17-Feb-01	152AW	NV	56	2	Puerto Rico	Coronet Oak
10-Feb-01	24-Feb-01	166AW	DE	56	2	Puerto Rico	Coronet Oak
17-Feb-01	3-Mar-01	133AW	MN	56	2	Puerto Rico	Coronet Oak
31-Mar-01	14-Apr-01	156AW	PR	56	2	Puerto Rico	Coronet Oak
7-Apr-01	21-Apr-01	167AW	WV	56	2	Puerto Rico	Coronet Oak
14-Apr-01	28-Apr-01	153AW	WY	56	2	Puerto Rico	Coronet Oak
21-Apr-01	5-May-01	167AW	WV	56	2	Puerto Rico	Coronet Oak
28-Apr-01	12-May-01	127WG	MI	56	2	Puerto Rico	Coronet Oak
5-May-01	19-May-01	146AW	CA	56	2	Puerto Rico	Coronet Oak
21-May-01	26-May-01	123AW	KY	56	2	Puerto Rico	Coronet Oak
19-May-01	2-Jun-01	179AW	OH	56	2	Puerto Rico	Coronet Oak
30-Jun-01	14-Jul-01	165AW	GA	56	2	Puerto Rico	Coronet Oak
7-Jul-01	21-Jul-01	165AW	GA	56	2	Puerto Rico	Coronet Oak
14-Jul-01	28-Jul-01	165AW	GA	56	2	Puerto Rico	Coronet Oak
21-Jul-01	4-Aug-01	165AW	GA	56	2	Puerto Rico	Coronet Oak
28-Jul-01	11-Aug-01	165AW	GA	56	2	Puerto Rico	Coronet Oak
4-Aug-01	18-Aug-01	123AW	KY	56	2	Puerto Rico	Coronet Oak
11-Aug-01	25-Aug-01	118AW	TN	56	2	Puerto Rico	Coronet Oak
18-Aug-01	1-Sep-01	145AW	NC	56	2	Puerto Rico	Coronet Oak
Total Coronet Oak				1704	61		

START DATE	END DATE	UNIT	STATE	# PERSONNEL	# AIRCRAFT	LOCATION	DESCRIPTION
Iceland Defense Agreement							
1-Oct-00	14-Oct-00	186ARW	MS	10	1	Iceland	Iceland Defense Agreement
15-Oct-00	28-Oct-00	155ARW	NE	10	1	Iceland	Iceland Defense Agreement
29-Oct-00	11-Nov-00	171ARW	PA	10	1	Iceland	Iceland Defense Agreement
12-Nov-00	25-Nov-00	107ARW	NY	10	1	Iceland	Iceland Defense Agreement
26-Nov-00	9-Dec-00	128ARW	WI	10	1	Iceland	Iceland Defense Agreement
10-Dec-00	23-Dec-00	117ARW	AL	10	1	Iceland	Iceland Defense Agreement
24-Dec-00	6-Jan-01	141ARW	WA	10	1	Iceland	Iceland Defense Agreement
7-Jan-01	20-Jan-01	134ARW	TN	10	1	Iceland	Iceland Defense Agreement
21-Jan-01	3-Feb-01	126ARW	IL	10	1	Iceland	Iceland Defense Agreement
4-Feb-01	17-Feb-01	190ARW	KS	10	1	Iceland	Iceland Defense Agreement
18-Feb-01	3-Mar-01	171ARW	PA	10	1	Iceland	Iceland Defense Agreement
27-May-01	9-Jun-01	121ARW	OH	10	1	Iceland	Iceland Defense Agreement
10-Jun-01	23-Jun-01	154WG	HI	10	1	Iceland	Iceland Defense Agreement
24-Jun-01	7-Jul-01	186ARW	MS	10	1	Iceland	Iceland Defense Agreement
8-Jul-01	21-Jul-01	157ARW	NH	10	1	Iceland	Iceland Defense Agreement
22-Jul-01	4-Aug-01	107ARW	NY	10	1	Iceland	Iceland Defense Agreement
5-Aug-01	18-Aug-01	168ARW	AK	10	1	Iceland	Iceland Defense Agreement
19-Aug-01	1-Sep-01	163ARW	CA	10	1	Iceland	Iceland Defense Agreement
2-Sep-01	15-Sep-01	121ARW	OH	10	1	Iceland	Iceland Defense Agreement

Total Iceland Defense Agreement 190 19

Joint Forge

29-Oct-00	2-Dec-00	154AW	HI	86	1	Ramstein	Joint Forge
1-Dec-00	1-Mar-01	123AW	KY	86	1	Ramstein	Joint Forge
1-Dec-00	1-Mar-01	179AW	OH	86	1	Ramstein	Joint Forge
1-Mar-01	30-May-01	136AW	TX	86	1	Ramstein	Joint Forge
1-Mar-01	30-May-01	137AW	OK	86	1	Ramstein	Joint Forge
1-Jun-01	30-Aug-01	152AW	NV	86	1	Ramstein	Joint Forge
1-Jun-01	30-Aug-01	182AW	IL	86	1	Ramstein	Joint Forge

Total Joint Forge 602 7

Nighthawk

13-Jul-01	1-Sep-01	119FW	ND	160	5	Curacao	Nighthawk
26-Jan-01	3-Mar-01	115FW	WI	160	5	Curacao	Nighthawk
1-Jun-01	14-Jul-01	148FW	MN	160	5	Curacao	Nighthawk
29-Dec-00	27-Jan-01	183FW	IL	160	5	Curacao	Nighthawk
1-Dec-01	30-Dec-00	192FW	VA	160	5	Curacao	Nighthawk

Total Nighthawk 800 25

Noble Eagle

11-Sep-01	30-Sep-01	101ARW	ME	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	107ARW	NY	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	108ARW	NJ	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	117ARW	AL	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	121ARW	OH	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	126ARW	IL	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	128ARW	WI	Classified	Classified	Classified	Noble Eagle

START DATE	END DATE	UNIT	STATE	# PERSONNEL	# AIRCRAFT	LOCATION	DESCRIPTION
Air Defense							
11-Sep-01	30-Sep-01	134ARW	TN	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	141ARW	WA	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	151ARW	UT	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	155ARW	NE	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	157ARW	NH	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	161ARW	AZ	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	163ARW	CA	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	168ARW	AK	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	171ARW	PA	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	186ARW	MS	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	190ARW	KS	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	154WG	HI	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	102FW	MA	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	127WG	MI	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	147FW	TX	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	177FW	NJ	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	140WG	CO	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	159FW	LA	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	142FW	OR	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	158FW	VT	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	162FW	AZ	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	192FW	VA	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	125FW	FL	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	115FW	WI	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	119FW	ND	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	148FW	MN	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	120FW	MT	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	144FW	CA	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	187FW	AL	Classified	Classified	Classified	Noble Eagle
18-Sep-01	30-Sep-01	188FW	AR	Classified	Classified	Classified	Noble Eagle
11-Sep-01	30-Sep-01	Multiple		Classified	Classified	Classified	Noble Eagle

Total Noble Eagle

Classified

Classified

Operation Joint Force (OJF)

1-Nov-00	1-Dec-00	163ARW	CA	116	3	EUCOM	OJF
1-Dec-00	1-Jan-01	171ARW	PA	116	3	EUCOM	OJF
1-Jan-01	1-Feb-01	155ARW	NE	116	3	EUCOM	OJF
1-Feb-01	1-Mar-01	161ARW	AZ	116	3	EUCOM	OJF
1-Mar-01	1-Apr-01	126ARW	IL	40	1	EUCOM	OJF
1-Mar-01	1-Apr-01	134ARW	TN	40	1	EUCOM	OJF
1-Mar-01	1-Apr-01	101ARW	ME	36	1	EUCOM	OJF
1-Apr-01	1-May-01	117ARW	AL	116	3	EUCOM	OJF
1-May-01	1-Jun-01	108ARW	NJ	116	3	EUCOM	OJF
1-Jun-01	1-Jul-01	128ARW	WI	116	3	EUCOM	OJF
1-Jul-01	1-Aug-01	101ARW	ME	116	3	EUCOM	OJF
1-Aug-01	1-Sep-01	186ARW	MS	116	3	EUCOM	OJF
1-Oct-00	1-Nov-00	121ARW	OH	116	3	EUCOM	OJF

Total Operation Joint Force

1276

33

START DATE	END DATE	UNIT	STATE	# PERSONNEL	# AIRCRAFT	LOCATION	DESCRIPTION
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Operation Northern Watch (ONW)

1-Nov-00	1-Dec-00	168ARW	AL	85	2	EUCOM	ONW
1-Dec-00	1-Jan-01	107ARW	NY	85	2	EUCOM	ONW
1-Jan-01	1-Feb-01	186ARW	MS	85	2	EUCOM	ONW
1-Jun-01	1-Jul-01	171ARW	PA	85	2	EUCOM	ONW
1-Jul-01	1-Aug-01	190ARW	KS	85	2	EUCOM	ONW
1-Aug-01	1-Sep-01	134ARW	TN	85	2	EUCOM	ONW
15-Jan-01	28-Feb-01	150FW	NM	280	10	Incirlik	ONW
1-Jun-01	30-Sep-01	129RQW	CA	250	5	EUCOM	ONW
1-Oct-00	1-Nov-00	126ARW	IL	85	2	EUCOM	ONW

Total Operation Northern Watch

1125 29

Operation Southern Watch (OSW)

1-Jun-01	30-Jun-01	122FW	IN	238	6	Saudi Arabia	OSW
1-Sep-01	30-Sep-01	127WG	MI	238	6	Saudi Arabia	OSW
1-Jun-00	30-Jun-01	132FW	IA	406	10	Saudi Arabia	OSW
1-Aug-01	31-Aug-01	138FW	OK	406	10	Saudi Arabia	OSW
1-Nov-00	30-Oct-00	140WG	CO	406	10	Saudi Arabia	OSW
1-Jul-01	31-Jul-01	144FW	CA	238	6	Saudi Arabia	OSW
1-Oct-00	31-Oct-00	147FW	TX	238	6	Saudi Arabia	OSW
1-Apr-01	30-Apr-01	169FW	SC	238	8	Saudi Arabia	OSW
1-Aug-01	31-Aug-01	174FW	NY	238	6	Saudi Arabia	OSW
1-Nov-00	30-Nov-00	177FW	NJ	238	6	Saudi Arabia	OSW
1-Jul-01	31-Jul-01	180FW	OH	406	10	Saudi Arabia	OSW
1-Sep-01	30-Sep-00	103FW	CT	417	12	Saudi Arabia	OSW

Total Operation Southern Watch

3707 96

Sarex

2-Dec-00	13-Dec-00	176WG	AK	12	1	Hong Kong (exercise)	Sarex
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Total Sarex

12 1

Shula Pen

10-Mar-01	13-Apr-01	152AW	NV	30	1	South America	Shula Pen
30-Oct-00	29-Nov-00	166AW	DE	30	1	South America	Shula Pen
24-Apr-01	24-May-01	193SOW	PA	30	1	South America	Shula Pen
26-Jul-01	25-Aug-01	165AW	GA	30	1	South America	Shula Pen

Total Shula Pen

120 4

Tandem Thrust

8-May-01	28-May-01	145AW	NC	37	4	Australia (exercise)	Tandem Thrust
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Total Tandem Thrust

37 4

TOTAL Without Classified data

10173 308

APPENDIX G. STATE MISSIONS

	START	END	OPERATION	SUBOPERATION	MANDAYS
ALASKA					
AK0001	10/1/00	8/10/01	Federal/State/Local Agency Support	Other	316
AK0002	12/1/00	12/1/00	Federal/State/Local Agency Support	Search & Rescue Support	1
AK0003	12/24/00	12/25/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0004	12/26/00	12/27/00	Federal/State/Local Agency Support	Search & Rescue Support	6
AK0005	1/12/01	1/12/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0006	1/24/01	1/24/01	Federal/State/Local Agency Support	Aviation Support	3
AK0007	1/24/01	1/24/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0008	1/29/01	1/30/01	Federal/State/Local Agency Support	Search & Rescue Support	6
AK0009	10/22/00	10/22/00	Federal/State/Local Agency Support	Search & Rescue Support	4
AK0010	10/29/00	10/29/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0011	11/1/00	11/1/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0012	11/14/00	11/14/00	Federal/State/Local Agency Support	Search & Rescue Support	2
AK0013	12/22/00	12/22/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0014	11/2/00	11/2/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0015	12/28/00	12/29/00	Federal/State/Local Agency Support	Search & Rescue Support	6
AK0016	12/29/00	12/29/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0017	12/29/00	12/29/00	Federal/State/Local Agency Support	Search & Rescue Support	6
AK0018	1/12/01	1/12/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0019	12/22/00	12/22/00	Federal/State/Local Agency Support	Search & Rescue Support	0
AK0020	11/27/00	11/27/00	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0023	2/3/01	2/4/01	Federal/State/Local Agency Support	Search & Rescue Support	20
AK0024	2/7/01	2/7/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0026	2/19/01	2/19/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0028	3/4/01	3/4/01	Federal/State/Local Agency Support	Search & Rescue Support	14
AK0029	2/26/01	2/26/01	Federal/State/Local Agency Support	Aviation Support	2
AK0035	3/21/01	3/21/01	Federal/State/Local Agency Support	Search & Rescue Support	10
AK0036	4/3/01	4/3/01	Federal/State/Local Agency Support	Search & Rescue Support	4
AK0037	4/24/01	4/24/01	Federal/State/Local Agency Support	Search & Rescue Support	4
AK0038	4/18/01	4/18/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0039	5/14/01	5/14/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0040	5/18/01	5/18/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0041	5/31/01	6/15/01	Flood	Other	16
AK0042	6/28/01	7/5/01	Fire	Aviation Support	120
AK0044	7/2/01	7/3/01	Federal/State/Local Agency Support	Search & Rescue Support	6
AK0045	7/8/01	7/9/01	Federal/State/Local Agency Support	Aviation Support	6
AK0046	7/11/01	7/11/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0047	7/19/01	7/19/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0048	7/25/01	7/25/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0049	7/25/01	7/25/01	Federal/State/Local Agency Support	Search & Rescue Support	9
AK0050	7/27/01	7/27/01	Federal/State/Local Agency Support	Search & Rescue Support	9
AK0051	8/1/01	8/1/01	Federal/State/Local Agency Support	Search & Rescue Support	5
AK0052	8/2/01	8/2/01	Federal/State/Local Agency Support	Search & Rescue Support	5
AK0053	8/2/01	8/2/01	Federal/State/Local Agency Support	Search & Rescue Support	2
AK0056	8/10/01	8/10/01	Federal/State/Local Agency Support	Search & Rescue Support	13
AK0058	8/10/01	8/10/01	Federal/State/Local Agency Support	Search & Rescue Support	2
AK0059	8/13/01	8/13/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0060	8/15/01	8/15/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0061	8/19/01	8/19/01	Federal/State/Local Agency Support	Search & Rescue Support	8

	START	END	OPERATION	SUBOPERATION	MANDAYS
AK0062	8/20/01	8/21/01	Federal/State/Local Agency Support	Aviation Support	6
AK0063	8/29/01	8/29/01	Federal/State/Local Agency Support	Aviation Support	3
AK0064	8/30/01	8/30/01	Federal/State/Local Agency Support	Aviation Support	3
AK0066	9/4/01	9/4/01	Federal/State/Local Agency Support	Search & Rescue Support	5
AK0067	9/4/01	9/4/01	Federal/State/Local Agency Support	Search & Rescue Support	5
AK0068	8/19/01	8/28/01	Federal/State/Local Agency Support	Search & Rescue Support	12
AK0070	9/8/01	9/8/01	Federal/State/Local Agency Support	Search & Rescue Support	3
AK0071	9/11/01	9/11/01	Federal/State/Local Agency Support	Search & Rescue Support	5
AK0073	9/11/01	9/11/00	Civil Disturbance	Aviation Support	3
AK0074	8/12/01	8/12/01	Federal/State/Local Agency Support	Aviation Support	3
AK0075	9/14/01	9/14/01	Federal/State/Local Agency Support	Search & Rescue Support	7
AK0076	9/20/01	9/20/01	Federal/State/Local Agency Support	Search & Rescue Support	5
AK0077	9/21/01	9/21/01	Federal/State/Local Agency Support	Aviation Support	13

TOTAL : 61 TOTAL MANDAYS : 738

ALABAMA

AL0001	10/1/00	10/1/00	Drought	Transportation Support	2
AL0002	11/30/00	12/1/00	Federal/State/Local Agency Support	Other	16
AL0003	10/1/00	10/1/00	Fire	Engineer Support	9
AL0004	12/16/00	12/21/00	Tornado	Other	532
AL0005	12/20/00	12/21/00	Winter Storm	Shelter Support	24
AL0006	12/27/00	1/9/01	Tornado	Engineer Support	82
AL0007	1/1/01	1/2/01	Winter Storm	Transportation Support	14
AL0008	3/3/01	3/18/01	Fire	Other	8
AL0010	5/16/01	5/17/01	Fire	Aviation Support	6
AL0011	8/5/01	8/7/01	Flood	Engineer Support	186

TOTAL : 10 TOTAL MANDAYS : 879

ARKANSAS

AR0001	12/13/00	12/18/00	Winter Storm	Utility Support	1,548
AR0002	12/25/00	1/29/01	Winter Storm	Shelter Support	6,191
AR0003	4/30/01	5/4/01	Federal/State/Local Agency Support	Search & Rescue-Support	118

TOTAL : 3 TOTAL MANDAYS : 7,857

ARIZONA

AZ0001	10/6/00	10/7/00	Fire	Shelter Support	2
AZ0002	10/22/00	11/9/00	Federal/State/Local Agency Support	Search & Rescue Support	618
AZ0002	4/11/01	4/11/01	Fire	Shelter Support	1
AZ0003	10/31/00	11/1/00	Hazardous Material Incident	Other	18
AZ0003	4/17/01	4/20/01	Fire	Shelter Support	12
AZ0004	10/30/00	11/20/00	Fire	Shelter Support	22
AZ0004	5/5/01	5/6/01	Federal/State/Local Agency Support	Shelter Support	4
AZ0005	5/21/01	6/4/01	Federal/State/Local Agency Support	Shelter Support	45
AZ0006	6/13/01	6/25/01	Fire	Shelter Support	39
AZ0007	6/6/01	6/12/01	Fire	Shelter Support	21
AZ0008	6/18/01	6/19/01	Fire	Shelter Support	2
AZ0009	6/20/01	6/25/01	Fire	Shelter Support	12
AZ0010	7/11/01	Natural Disaster	Fire	Shelter Support	199

TOTAL : 13 TOTAL MANDAYS : 995

CALIFORNIA

CA0001	10/1/00	10/1/00	Federal/State/Local Agency Support	Other	33
CA0002	12/14/00	12/15/00	Federal/State/Local Agency Support	Search & Rescue Support	10
CA0003	12/29/00	12/29/00	Federal/State/Local Agency Support	Search & Rescue Support	4
CA0004	1/3/01	1/3/01	Federal/State/Local Agency Support	Other	3

	START	END	OPERATION	SUBOPERATION	MANDAYS
CA0005	2/1/01	2/1/01	Assistance To Law Enforcement	Other	2
CA0006	2/22/01	2/22/01	Federal/State/Local Agency Support	Aviation Support	4
CA0007	3/6/01	3/6/01	Flood	Transportation Support	3
CA0008	3/22/01	3/22/01	Presidential/Vice Presidential Support	Aviation Support	21
CA0010	3/28/01	4/4/01	Assistance To Law Enforcement	Other	21
CA0011	4/12/01	4/12/01	Federal/State/Local Agency Support	Search & Rescue Support	4
CA0012	5/4/01	5/6/01	Fire	Shelter Support	12
CA0013	5/23/01	5/24/01	Assistance To Law Enforcement	Search & Rescue Support	8
CA0014	5/24/01	5/25/01	Federal/State/Local Agency Support	Aviation Support	8
CA0015	6/18/01	6/22/01	Fire	Aviation Support	79
CA0016	6/24/01	6/25/01	Federal/State/Local Agency Support	Search & Rescue Support	8
CA0017	7/10/01	7/12/01	Fire	Shelter Support	12
CA0018	7/11/01	7/11/01	Federal/State/Local Agency Support	Aviation Support	4
CA0019	7/16/01	7/16/01	Federal/State/Local Agency Support	Aviation Support	4
CA0021	8/10/01	8/31/01	Fire	Aviation Support	1,421
CA0022	8/12/01	8/12/01	Federal/State/Local Agency Support	Search & Rescue Support	4
CA0023	8/16/01	8/16/01	Federal/State/Local Agency Support	Aviation Support	4
CA0025	8/28/01	8/28/01	Federal/State/Local Agency Support	Search & Rescue Support	2
CA0026	8/30/01	8/31/01	Fire	Aviation Support	12
CA0027	9/7/01	9/14/01	Fire	Aviation Support	300
CA0029	9/24/01	9/25/01	Fire	Shelter Support	8

TOTAL : 25 TOTAL MANDAYS : 1,991

COLORADO

CO0002	9/29/01		Federal/State/Local Agency Support	Other	12
TOTAL	1		TOTAL MANDAYS:	12	

CONNECTICUT

CT0001	2/5/01	2/6/01	Winter Storm	Other	14
CT0002	3/5/01	3/6/01	Winter Storm	Transportation Support	8
CT0003	3/19/01	3/25/01	Civil Disturbance	Other	1,096
CT0004	4/9/01	4/10/01	Federal/State/Local Agency Support	Medical Support	158
CT0005	4/30/01	5/25/01	Federal/State/Local Agency Support	Medical Support	724
CT0006	5/15/01	5/15/01	Fire	Aviation Support	4

TOTAL : 6 TOTAL MANDAYS : 2,004

DISTRICT OF COLUMBIA

DC0001	1/19/01	1/20/01	Presidential/Vice Presidential Support	Civil Support Team	1,007
DC0002	6/14/01	6/16/01	Loss Of Public Utilities	Utility Support	9

TOTAL : 2 TOTAL MANDAYS : 1,016

FLORIDA

FL0001	10/4/00	11/30/00	Flood	Transportation Support	4,300
FL0002	1/26/01	4/10/01	Fire	Aviation Support	3,564
FL0003	4/14/01	6/30/01	Fire	Other	2,867
FL0004	8/5/01	8/8/01	Flood	Other	379
FL0007	9/13/01	9/19/01	Hurricane	Other	249

TOTAL : 5 TOTAL MANDAYS : 11,359

GEORGIA

GA0001	5/19/01	5/30/01	Fire	Aviation Support	190
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TOTAL : 1 TOTAL MANDAYS : 190

HAWAII

HI0001	11/2/00	12/7/00	Flood	Other	646
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	START	END	OPERATION	SUBOPERATION	MANDAYS
HI0002	12/15/00	12/16/00	Federal/State/Local Agency Support	Search & Rescue Support	4
HI0002	2/2/01	2/4/01	Federal/State/Local Agency Support	Aviation Support	9
HI0004	3/17/01	3/18/01	Hazardous Material Incident	Other	48
HI0005	5/5/01	5/12/01	Federal/State/Local Agency Support	Transportation Support	803

TOTAL : 5 TOTAL MANDAYS : 1,510

IOWA

IA0001	2/9/01	2/9/01	Winter Storm	Transportation Support	25
IA0002	4/17/01	8/13/01	Flood	Other	3,516

TOTAL : 2 TOTAL MANDAYS : 3,541

IDAHO

ID0001	10/1/00	10/4/00	Fire	Other	117
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TOTAL : 1 TOTAL MANDAYS : 117

ILLINOIS

IL0001	4/21/01	5/4/01	Flood	Other	2,125
IL0002	7/25/01	7/25/01	Federal/State/Local Agency Support	Other	14

TOTAL : 2 TOTAL MANDAYS : 2,139

INDIANA

IN0001	12/12/00	12/12/00	Winter Storm	Transportation Support	14
IN0002	12/21/00	12/23/00	Winter Storm	Engineer Support	24
IN0003	6/9/01	6/12/01	Federal/State/Local Agency Support	Other	752

TOTAL : 3 TOTAL MANDAYS : 790

KANSAS

KS0001	1/18/01	1/23/01	Federal/State/Local Agency Support	Other	171
KS0002	4/22/01	4/24/01	Tornado	Other	43

TOTAL : 2 TOTAL MANDAYS : 214

KENTUCKY

KY0001	10/15/00	10/24/00	Loss Of Public Utilities	Utility Support	211
KY0001	7/12/01	8/5/01	Flood	Other	5
KY0002	11/1/00	11/10/00	Fire	Aviation Support	1,016
KY0002	8/4/01	8/10/01	Flood	Transportation Support	7

TOTAL : 4 TOTAL MANDAYS : 1,239

LOUISIANA

LA0001	10/1/00	3/8/01	Federal/State/Local Agency Support	Utility Support	323
LA0002	10/1/00	10/1/00	Fire	Aviation Support	0
LA0003	10/31/00	11/3/00	Fire	Aviation Support	91
LA0004	12/13/00	1/2/01	Winter Storm	Utility Support	149
LA0005	12/28/00	12/29/00	Winter Storm	Utility Support	68
LA0006	3/1/01	3/20/01	Flood	Transportation Support	210
LA0007	4/6/01	8/7/01	Federal/State/Local Agency Support	Utility Support	0
LA0008	4/20/01	4/22/01	Assistance To Law Enforcement	Search & Rescue Support	36
LA0009	6/6/01	7/7/01	Hurricane	Engineer Support	973
LA0010	9/6/01		Federal/State/Local Agency Support	Other	65

TOTAL : 10 TOTAL MANDAYS : 1,915

MASSACHUSETTES

MA0001	11/5/00	11/7/00	Fire	Aviation Support	15
MA0001	3/5/01	3/12/01	Winter Storm	Transportation Support	1,031
MA0002	3/22/01	3/28/01	Federal/State/Local Agency Support	Transportation Support	152
MA0003	3/30/01	4/3/01	Flood	Other	28

	START	END	OPERATION	SUBOPERATION	MANDAYS
MA0004	4/16/01	4/16/01	Federal/State/Local Agency Support	Other	327
MA0005	5/3/01	5/3/01	Fire	Aviation Support	8
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TOTAL : 6	TOTAL MANDAYS : 1,561				
MARYLAND					
MD0001	1/30/01	1/30/01	Parade	Transportation Support	70
MD0002	5/19/01	5/19/01	Assistance To Law Enforcement	Other	41
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TOTAL : 2	TOTAL MANDAYS : 111				
MINNESOTA					
MN0001	10/20/00	10/23/00	Fire	Aviation Support	75
MN0001	4/7/01	5/4/01	Flood	Transportation Support	4,177
MN0002	4/28/01	4/30/01	Fire	Aviation Support	30
MN0003	5/1/01	5/4/01	Tornado	Other	156
MN0004	6/11/01	6/13/01	High Winds/Hail	Other	137
MN0005	6/14/01	6/16/01	High Winds/Hail	Other	193
MN0006	9/6/01	9/16/01	Federal/State/Local Agency Support	Other	3,603
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TOTAL : 7	TOTAL MANDAYS : 8,371				
MISSOURI					
MO0001	12/27/00	1/2/01	Winter Storm	Engineer Support	75
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TOTAL : 1	TOTAL MANDAYS : 75				
MISSISSIPPI					
MS0001	2/16/01	2/18/01	Tornado	Other	16
MS0002	2/25/01	3/9/01	Tornado	Aviation Support	66
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TOTAL : 2	TOTAL MANDAYS : 82				
MONTANA					
MT0001	8/17/01	9/16/01	Fire	Aviation Support	2,750
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TOTAL : 1	TOTAL MANDAYS : 2,750				
NORTH CAROLINA					
NC0001	10/6/00	10/7/00	Federal/State/Local Agency Support	Search & Rescue Support	6
NC0002	10/31/00	11/1/00	Federal/State/Local Agency Support	Search & Rescue Support	4
NC0003	11/2/00	11/2/00	Federal/State/Local Agency Support	Aviation Support	3
NC0004	11/3/00	11/9/00	Fire	Transportation Support	355
NC0005	11/5/00	11/7/00	Federal/State/Local Agency Support	Search & Rescue Support	6
NC0006	12/2/00	12/5/00	Winter Storm	Transportation Support	434
NC0007	12/28/00	12/30/00	Federal/State/Local Agency Support	Aviation Support	6
NC0008	12/3/00	12/4/00	Federal/State/Local Agency Support	Search & Rescue Support	4
NC0009	2/11/01	2/11/01	Federal/State/Local Agency Support	Aviation Support	2
NC0010	1/6/01	1/6/01	Federal/State/Local Agency Support	Civil Support Team	44
NC0011	2/12/01	2/12/01	Hurricane	Shelter Support	3
NC0012	6/3/01	6/3/01	Federal/State/Local Agency Support	Aviation Support	2
NC0013	7/19/01	7/20/01	CFederal/State/Local Agency Support	Search & Rescue Support	6
NC0014	7/22/01	7/22/01	Federal/State/Local Agency Support	Aviation Support	4
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TOTAL : 14	TOTAL MANDAYS : 879				
NORTH DAKOTA					
ND0001	4/11/01	4/20/01	Flood	Other	687
ND0002	8/8/01	8/14/01	High Winds/Hail	Other	440
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TOTAL : 2	TOTAL MANDAYS : 1,127				
NEBRASKA					
NE0001	2/27/01	2/27/01	Winter Storm	Aviation Support	3

	START	END	OPERATION	SUBOPERATION	MANDAYS
NE0003	8/17/01	8/19/01	Tornado	Aviation Support	81

TOTAL : 2 TOTAL MANDAYS : 84

NEW HAMPSHIRE

NH0001	12/3/00	12/3/00	Federal/State/Local Agency Support	Search & Rescue Support	4
NH0002	1/11/01	1/11/01	Federal/State/Local Agency Support	Aviation Support	4
NH0003	1/11/01	1/11/01	Presidential/Vice Presidential Support	Aviation Support	93
NH0004	3/12/01	3/12/01	Federal/State/Local Agency Support	Search & Rescue Support	4
NH0005	4/19/01	4/22/01	Federal/State/Local Agency Support	Other	12
NH0006	5/11/01	5/11/01	Federal/State/Local Agency Support	Aviation Support	4
NH0007	8/27/01	8/28/01	Federal/State/Local Agency Support	Search & Rescue Support	20
NH0008	9/4/01	9/4/01	Federal/State/Local Agency Support	Search & Rescue Support	4

TOTAL : 8 TOTAL MANDAYS : 145

NEW JERSEY

NJ0001	12/30/00	12/31/00	Winter Storm	Transportation Support	100
NJ0003	2/5/01	2/5/01	Winter Storm	Other	2
NJ0004	3/3/01	3/6/01	Winter Storm	Transportation Support	991
NJ0005	9/11/01		Terrorist Activity	Other	4,519

TOTAL : 4 TOTAL MANDAYS : 5,612

NEW MEXICO

NM0001	10/3/00	2/21/01	Drought	Other	46
NM0002	10/11/00	10/12/01	Federal/State/Local Agency Support	Search & Rescue Support	8
NM0003	1/3/01	1/4/01	Federal/State/Local Agency Support	Transportation Support	8
NM0004	11/6/00	11/7/00	Federal/State/Local Agency Support	Search & Rescue Support	10
NM0005	3/1/01	3/16/01	Federal/State/Local Agency Support	Other	96
NM0006	4/11/01	4/11/01	Federal/State/Local Agency Support	Aviation Support	4
NM0008	5/28/01	5/28/01	Assistance To Law Enforcement	Search & Rescue Support	5
NM0009	6/2/01	6/8/01	Fire	Other	559
NM0010	7/12/01	7/12/01	Federal/State/Local Agency Support	Aviation Support	4
NM0011	7/25/01	7/26/01	Loss Of Public Utilities	Other	18
NM0012	7/26/01	7/26/01	Federal/State/Local Agency Support	Search & Rescue Support	4
NM0013	8/7/01	8/10/01	Loss Of Public Utilities	Utility Support	15
NM0014	8/18/01		Federal/State/Local Agency Support	Other	74
NM0015	8/18/01		Loss Of Public Utilities	Utility Support	122
NM0017	9/22/01	9/22/01	Federal/State/Local Agency Support	Search & Rescue Support	3

TOTAL : 15 TOTAL MANDAYS : 976

NEVADA

NV0001	2/21/01	2/22/01	Federal/State/Local Agency Support	Aviation Support	8
NV0002	6/17/01	6/25/01	Fire	Aviation Support	360
NV0003	6/17/01	6/25/01	Federal/State/Local Agency Support	Search & Rescue Support	36
NV0004	7/5/01	7/5/01	Fire	Aviation Support	16
NV0005	7/5/01	7/8/01	Fire	Aviation Support	29
NV0006	7/24/01	7/24/01	Federal/State/Local Agency Support	Aviation Support	4
NV0008	8/12/01	8/31/01	Fire	Other	635

TOTAL : 7 TOTAL MANDAYS : 1,088

NEW YORK

NY0001	11/20/00	12/6/00	Winter Storm	Transportation Support	763
NY0002	12/29/00	12/30/00	Winter Storm	Transportation Support	282
NY0003	2/2/01	2/6/01	Earthquake	Other	135
NY0003	3/5/01	3/7/01	Winter Storm	Transportation Support	310
NY0004	7/25/01	7/25/01	Federal/State/Local Agency Support	Search & Rescue Support	14

	START	END	OPERATION	SUBOPERATION	MANDAYS
NY0005	9/11/01		Terrorist Activity	Other	65,905

TOTAL : 6 TOTAL MANDAYS : 67,409

OHIO

OH0001	11/16/00	11/20/00	Assistance To Law Enforcement	Civil Support Team	44
OH0001	3/27/01	3/31/01	Federal/State/Local Agency Support	Aviation Support	60
OH0002	7/30/01	8/3/01	Flood	Civil Support Team	4
OH0003	9/10/01		Federal/State/Local Agency Support	Other	182

TOTAL : 4 TOTAL MANDAYS : 290

OKLAHOMA

OK0001	10/1/00	10/22/00	Fire	Aviation Support	365
OK0002	10/24/00	11/13/00	Flood	Utility Support	28
OK0003	12/26/00	2/23/01	Winter Storm	Other	1,800
OK0004	5/28/01	6/2/01	High Winds/Hail	Utility Support	92
OK0005	7/18/01	7/18/01	Fire	Aviation Support	4
OK0006	7/22/01	7/22/01	Fire	Aviation Support	4
OK0007	8/9/01	8/9/01	Fire	Aviation Support	4
OK0008	8/21/01	8/27/01	Fire	Aviation Support	56

TOTAL : 8 TOTAL MANDAYS : 2,353

OREGON

OR0001	10/1/00	10/23/00	Fire	Aviation Support	22
OR0002	8/13/01	8/30/01	Fire	Other	4,919

TOTAL : 2 TOTAL MANDAYS : 4,941

PENNSYLVANIA

PA0001	10/1/00	10/13/00	Loss Of Public Utilities	Other	26
PA0002	11/22/00	11/27/00	Loss Of Public Utilities	Engineer Support	12
PA0003	12/29/00	12/30/00	Winter Storm	Other	8
PA0004	3/4/01	3/6/01	Winter Storm	Other	116
PA0005	7/25/01	7/26/01	Federal/State/Local Agency Support	Search & Rescue Support	16

TOTAL : 5 TOTAL MANDAYS : 178

PUERTO RICO

PR0001	2/6/01	3/2/01	Federal/State/Local Agency Support	Transportation Support	196
PR0002	7/2/01		Federal/State/Local Agency Support	Transportation Support	29,706

TOTAL : 2 TOTAL MANDAYS : 29,902

RHODE ISLAND

RI0002	10/1/00	4/20/01	Federal/State/Local Agency Support	Engineer Support	850
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TOTAL : 1 TOTAL MANDAYS : 850

SOUTH CAROLINA

SC0001	7/16/01	7/31/01	Flood	Other	832
SC0002	8/18/01	8/21/01	Federal/State/Local Agency Support	Other	60

TOTAL : 2 TOTAL MANDAYS : 892

SOUTH DAKOTA

SD0001	11/20/00	11/22/00	Federal/State/Local Agency Support	Transportation Support	9
SD0002	12/7/00	12/8/00	Federal/State/Local Agency Support	Search & Rescue Support	20
SD0003	1/30/01	2/5/01	Winter Storm	Other	14
SD0004	2/26/01	3/9/01	Federal/State/Local Agency Support	Search & Rescue Support	28
SD0005	4/6/01	4/8/01	Flood	Engineer Support	146
SD0006	4/9/01	4/9/01	Flood	Other	128
SD0007	4/11/01	4/12/01	Flood	Transportation Support	43

	START	END	OPERATION	SUBOPERATION	MANDAYS
SD0008	5/8/01	5/8/01	Federal/State/Local Agency Support	Transportation Support	4
SD0009	5/29/01	6/1/01	Federal/State/Local Agency Support	Transportation Support	4
SD0010	6/10/01	6/10/01	Fire	Transportation Support	4
SD0011	6/13/01	6/14/01	Fire	Aviation Support	4
SD0012	7/4/01	7/4/01	Fire	Transportation Support	3
SD0013	7/5/01	7/5/01	Assistance To Law Enforcement	Transportation Support	3
SD0014	7/31/01	8/8/01	Fire	Aviation Support	311
SD0015	8/12/01	8/27/01	Fire	Aviation Support	185
SD0016	9/1/01	9/4/01	Fire	Aviation Support	106
SD0019	9/26/01		Fire	Other	180

TOTAL : 17 TOTAL MANDAYS : 1,192

TENNESSEE

TN0001	11/1/00	11/9/00	Fire	Aviation Support	101
TN0002	12/20/00	12/20/00	Federal/State/Local Agency Support	Aviation Support	4
TN0003	4/18/01	4/19/01	Assistance To Law Enforcement	Search & Rescue Support	4
TN0004	6/26/01	6/26/01	Federal/State/Local Agency Support	Search & Rescue Support	3
TN0006	7/17/01	7/31/01	Flood	Engineer Support	308
TN0007	8/4/01	8/7/01	Flood	Search & Rescue Support	17
TN0008	8/16/01	8/16/01	Flood	Search & Rescue Support	3

TOTAL : 7 TOTAL MANDAYS : 440

TEXAS

TX0001	10/1/00	10/13/00	Fire	Aviation Support	305
TX0002	10/1/00	10/1/00	Fire	Aviation Support	8
TX0003	11/3/00	11/7/00	Flood	Aviation Support	340
TX0004	12/12/00	12/13/00	Winter Storm	Shelter Support	301
TX0005	12/26/00	1/9/01	Winter Storm	Other	480
TX0006	1/8/01	2/3/01	Federal/State/Local Agency Support	Other	746
TX0007	1/16/01	1/17/01	Winter Storm	Other	34
TX0008	3/6/01	3/9/01	Flood	Aviation Support	12
TX0009	6/9/01	7/3/01	Hurricane	Search & Rescue Support	2,820
TX0010	7/18/01	7/20/01	Fire	Aviation Support	36
TX0011	8/30/01	9/1/01	Flood	Other	222

TOTAL : 11 TOTAL MANDAYS : 5,304

UTAH

UT0001	6/11/01	6/14/01	Fire	Shelter Support	1
UT0002	7/5/01	7/14/01	Fire	Shelter Support	17
UT0003	7/16/01	7/23/01	Fire	Other	270
UT0004	8/9/01	8/12/01	Fire	Shelter Support	6

TOTAL : 4 TOTAL MANDAYS : 294

VIRGINIA

VA0001	7/9/01	7/27/01	Flood	Other	824
VA0002	7/9/01	7/12/01	Flood	Other	12
VA0003	7/29/01	8/1/01	Flood	Engineer Support	265

TOTAL : 3 TOTAL MANDAYS : 1,101

VERMONT

VT0001	4/18/01	4/22/01	Federal/State/Local Agency Support	Other	928
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TOTAL : 1 TOTAL MANDAYS : 928

WASHINGTON

WA0001	2/28/01	3/5/01	Earthquake	Other	102
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	START	END	OPERATION	SUBOPERATION	MANDAYS
WA0002	8/15/01	9/2/01	Fire	Other	7,803

TOTAL : 2 TOTAL MANDAYS : 7,905

WISCONSIN

WI0001	4/16/01	4/16/01	Flood	Aviation Support	5
WI0002	4/19/01	4/21/01	Flood	Transportation Support	46
WI0003	6/15/01	6/17/01	High Winds/Hail	Engineer Support	150

TOTAL : 3 TOTAL MANDAYS : 201

WEST VIRGINIA

WV0001	5/21/01	6/7/01	Flood	Other	312
WV0002	7/8/01		Flood	Other	47,737

TOTAL : 2 TOTAL MANDAYS : 48,049

WYOMING

WY0001	10/1/00	10/1/00	Fire	Transportation Support	0
WY0002	7/29/01	8/4/01	Fire	Other	28
WY0003	8/3/01	8/6/01	Fire	Engineer Support	8
WY0004	8/30/01	9/9/01	Fire	Other	231

TOTAL : 4 TOTAL Mandays : 267

TOTAL : 311 Grand TOTAL : 233,863

