

# 2002

ANNUAL REVIEW  
OF THE CHIEF

NATIONAL GUARD  
BUREAU







**Cover:** Detail from "The Battle of Takur Ghar," an original oil painting by Keith Rocco, commissioned as part of the National Guard Heritage Series. Technical Sergeant Keary Miller, a pararescue medic from the Kentucky Air National Guard's 123d Special Tactics Squadron, was awarded the Silver Star for his heroism on March 4<sup>th</sup>, 2002, on this mountaintop in southeast Afghanistan.



# Annual Review of the Chief, National Guard Bureau Fiscal Year 2002

Departments of the Army and the Air Force  
National Guard Bureau  
Arlington, Virginia 22002



Annual Review of the Chief  
National Guard Bureau  
Fiscal Year 2002



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To the Secretaries of the Army and the Air Force:

The 100th Annual Review of the Chief, National Guard Bureau covering the operations of this bureau from October 1, 2001, to September 30, 2002, is respectfully submitted.

Fiscal Year 2002, which marked the 366th birthday of the National Guard, was a remarkably busy year, highlighted by the mobilization of tens of thousands of soldiers and airmen for Operations Noble Eagle and Enduring Freedom, as well as thousands more for contingency operations that have become commonplace for the Guard prior to 9/11 – peacekeeping and support operations in Bosnia, Kosovo, Macedonia, Kuwait and Saudi Arabia.

The Guard also played a particularly key role in Homeland Defense and Homeland Security operations this year. The Airport Security mission initiated by President Bush and the governors of this nation was just getting started as the fiscal year commenced. The public's confidence in the safety of air travel in this nation was at an all-time low, and the multi-billion dollar airline industry was in danger of collapsing. The Guard willingly stepped forward, with thousands of Guardsmen – nearly all volunteers – working under state control in the first major operational use of the Guard under Title 32 USC. At its peak during the 2002 holiday season, nearly 9,000 Army and Air Guardsmen were on active duty at 442 of our nation's airports. In the midst of this ongoing mission, another 5,000 Guardsmen supported the Winter Olympics in Salt Lake City, Utah. In both cases, the effort expended was successful in deterring a possible terrorist attack, and the Guard was widely praised for helping to raise American spirits and confidence during this first year following the September 11th attacks.

It has been a long and challenging year, and the National Guard Bureau has much to be proud of.

Raymond F. Rees  
Major General, U.S. Army  
Acting Chief, National Guard Bureau



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# **CHIEF, NATIONAL GUARD BUREAU**

## **DIRECTOR, JOINT STAFF**

### **Initiatives Group Executive Services**

Chief Counsel  
Support Services  
Aquisition  
Counterdrug Division  
General Officer Management  
Resource Management

### **Office of the Chief**

Inspector General  
Internal Review  
Human Resources  
Equal Oppurtunity  
Youth Programs  
Family Programs  
National Missile Defense

### **Chief Information Officer**

Civil Support (WMD)  
Policy & Liason  
Public Affairs  
Assistance for Property  
and Fiscal Affairs  
International Affairs  
Sports Management

## **DIRECTOR, ARMY NATIONAL GUARD**

Director's Staff Group  
Strategic Initiatives  
Chief Human Resources Officer  
Chief Resource Management Officer  
Chief Operations Officer  
Chief Support Officer  
Chief Information Officer  
Staff Management Office

## **DIRECTOR, AIR NATIONAL GUARD**

201st Mission  
Support Sqdn

Office of the Chief of Staff  
Secretary of the General Staff  
Installation Support Office  
Product Improvement Office  
Human Resources Policy & Programs  
Resources Management Office  
Comptroller Division  
Aviation & Safety Division  
Chief of Chaplains  
Office of the Chief Surgeon  
Enviornmental Programs Division  
Force Management Division  
Provost Marshall  
Full-Time Support Division  
Information Systems Division

Installation Division  
Logistics Division  
Operations Division  
Personnel Division  
Programs Analysis &  
Evaluation Division  
Readiness Division  
Strength Maintenance Division  
Training Division  
Operational Spt Airlift  
Agency (Ft Belvoir, VA)  
Professional Education Ctr  
(N Little Rock, AR)  
Leader Development Ctr  
(Ft Leavenworth, KS)

Directorate of Operations  
Directorate of Acquisition  
Directorate of Personnel  
& Training  
Directorate of Financial  
Mgmt & Comptroller  
Directorate of Plans,  
Programs & Manpower  
Directorate of Logistics  
The Air Surgeon  
Directorate of Organization  
Management

Chief of Chaplains  
Directorate of Civil Engineer  
Directorate of Counterdrugs  
Command, Control,  
Communications,  
Computer & Information  
Directorate  
Directorate of Security Police  
Training & Education Ctr  
(McGhee-Tyson ANGB, TN)

In Memoriam  
Operation Enduring Freedom (Afghanistan)

SFC Daniel Romero, 30,  
Colorado, 19<sup>th</sup> Special Forces Gp, April 15, 2002, Afghanistan, KIA.

SGT Gene Vance Jr., 38,  
Morgantown, West Virginia, 19<sup>th</sup> Special Forces Gp, May 19, 2002, Afghanistan, KIA.



# CHIEF, NATIONAL GUARD BUREAU

## DIRECTOR, JOINT STAFF

### Initiative Group Department Services

Chief Counsel  
Special Services  
Academy  
Outstanding Division  
Special Officer Training  
System Management

### Office of the Chief

Training Division  
Adjoint Chief  
Personnel Division  
Legal Division  
Health Division  
Academy Division  
Special Services Division

### Chief Information Officer

Chief Support Office  
Policy & Plans  
Public Affairs  
Academy for Property  
and Fiscal Affairs  
International Affairs  
System Management

## DIRECTOR ARMY NATIONAL GUARD

## DIRECTOR AIR NATIONAL GUARD

Chief of Staff  
Chief of Operations  
Chief of Logistics  
Chief of Personnel  
Chief of Training  
Chief of Administration  
Chief of Information  
Chief of Security  
Chief of Legal  
Chief of Health  
Chief of Academy  
Chief of Special Services  
Chief of System Management  
Chief of International Affairs  
Chief of Public Affairs  
Chief of Policy & Plans  
Chief of Support Office

Chief of Staff  
Chief of Operations  
Chief of Logistics  
Chief of Personnel  
Chief of Training  
Chief of Administration  
Chief of Information  
Chief of Security  
Chief of Legal  
Chief of Health  
Chief of Academy  
Chief of Special Services  
Chief of System Management  
Chief of International Affairs  
Chief of Public Affairs  
Chief of Policy & Plans  
Chief of Support Office

# MISSION, ORGANIZATION & 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.

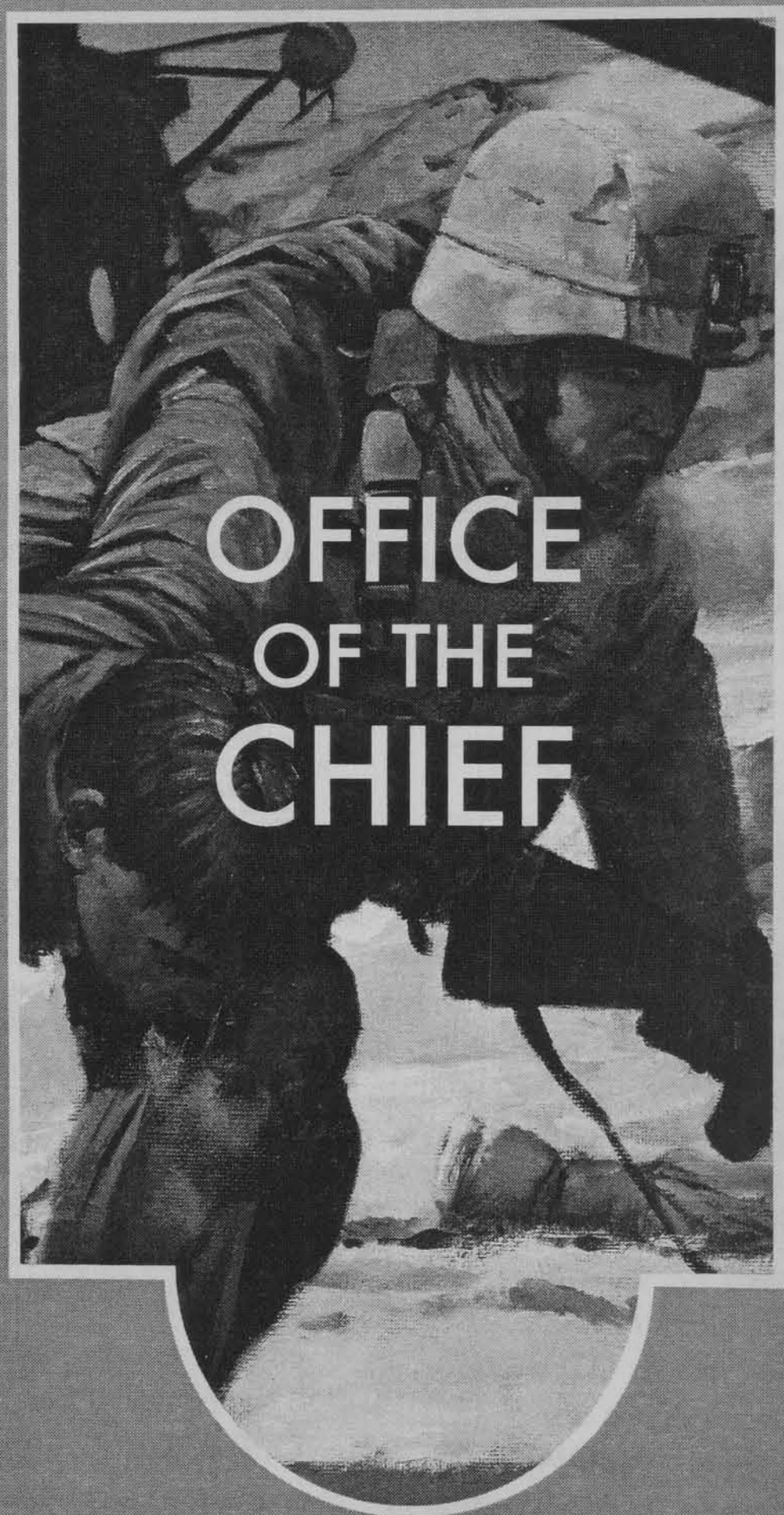
In 1933, the Militia Bureau was redesignated the National Guard Bureau. After World War II, the Bureau became a joint agency of the Department of the Army and the Air Force. The Chief, National Guard Bureau reports to the Secretaries of the Army and the Air Force through the respective Chiefs of Staff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





OFFICE  
OF THE  
CHIEF



# INTERNATIONAL AFFAIRS

The Division of International Affairs advises the Chief, National Guard Bureau on a wide range of international initiatives and programs. The National Guard's principal international program, the National Guard State Partnership Program (SPP), capitalizes on the unique capabilities of citizen-soldiers in shaping the international security environment. By linking defense ministries and government agencies of partner countries primarily through the vehicle of the National Guard, long-ranging bilateral relationships across multiple levels of society are formed that promote mutual understanding and regional stability. The State Partnership Program serves as a tool for Guard members to perform as a compelling example of military subordination to civilian authority, emphasizing the apolitical role of the military in a democracy. They also serve as a valuable example of the peacetime utility of the military under control of civilian authorities for domestic emergency services, an added benefit to emerging democracies with limited funds.

## State Partnership Program (SPP)

Thirty-six countries are now partnered with thirty-five US states, two territories, and the District of Columbia. This fiscal year saw the dissolution of the partnership between Utah and Belarus, due to the country's inability to comply with security cooperation requirements.

## US Central Command (CENTCOM)

Under the State Partnership Program, ARNG and ANG personnel conducted several significant events in the CENTCOM Area of Responsibility (AOR) in FY 02. The Montana-Kyrgyzstan partnership is a vibrant relationship that has been warmly embraced not only by the Montana National Guard but also by the citizens of the state. In the summer of 2002 the Commanding General of the Kyrgyzstan National Guard visited Montana's war veteran organizations. In September a

group of military cadets from Kyrgyzstan made a series of visits to the University of Montana, and Montana law enforcement representatives visited counterparts in Kyrgyzstan. The Arizona-Kazakhstan partnership continues. In September 2002 a delegation from Arizona visited Kazakhstan, meeting with the Kazakhstan Border Guard, the Emergency Situations Agency, and key personnel from the U.S. Embassy. The highlight of the very successful Louisiana-Uzbekistan partnership in FY 02 was planning for Louisiana's hosting of the 2003 International Workshop for Emergency Response (IWER).

## United States European Command (EUCOM)

2002 was another exceptionally successful year for the National Guard's European partnerships. Key accomplishments for FY 02 were the formation of two more partnerships and the planning of a third. Oklahoma-Azerbaijan and Kansas-Armenia are the two new partnerships. The third request for a partnership was received from Bosnia. Iowa's informal partnership with Russia increased during FY 02, and Iowa was selected to be a part of the Office of the Secretary of Defense evaluation team sent to Russia in September 2002. Finally, Latvia hosted the first, and highly successful, regional Environmental Conference in Latvia in August 2002, with attendees from Lithuania and Estonia.

Throughout the year National Guard soldiers and airmen conducted a combination of Minuteman Fellows (MMF), Guardex, Joint Contact Team Program, and other such events. The National Guard State Partners executed approximately 25% of all events for EUCOM's Joint Contact Team Program (JCTP); facilitated civic leader visits; and conducted a number of engagement activities with the Russian Federation. The National Guard now provides a Bilateral Affairs Officer (BAO), a major or lieutenant colonel, as a permanent PCS position, saving hundreds of thousands of dollars in per diem. EUCOM submitted a request for Cooperative Threat Reduction funding to offset the funding shortage for the SPP Program. EUCOM Reserve Affairs obtained funding supporting two temporary TTAD positions in the European Branch. The SPP Life Cycle was developed by ECRA and NGB-IA. NGB-IA, in coordination with ECRA,



worked with SPP Coordinators to incorporate SPP Events into the EUCOM Country Work Plans to reduce the number of "pop up" events during the fiscal year. A partnership was established between SPP states and the NATO School in Oberammergau, Germany which allows SPP states to send Subject Matter Experts to courses along with partner country counterparts. This type of engagement activity supports the EUCOM combatant commander's security cooperation goals. Latvia hosted the first, and highly successful, regional Environmental Conference in August 2002 which included participants from Lithuania and Estonia. Iowa's informal partnership with Russia increased during FY02 and the state was selected for representation on the evaluation team dispatched to that country by the Office of the Secretary of Defense. Political issues and the inability of Belarus to comply with security cooperation requirements resulted in dissolution of the partnership with Utah.

## United States Pacific Command (PACOM)

2002 was another successful year for the National Guard's Pacific partnership. A key event this year was the formation of a partnership between Washington and Thailand. The Chief, NGB and the Adjutant General of Washington officially inaugurated the Thailand partnership with leaders of the Royal Thai Armed Forces in April, 2002 and several productive visits followed.

The Hawaii/Guam partnership has been formalized into the US-Philippines Mutual Defense Board, enabling Guam to support annual disaster response exercises in the Philippines. Subject Matter Expert exchanges in areas such as public affairs, environmental issues, and medical events were undertaken this fiscal year with Sri Lanka, the Maldives, Nepal, and India.

## United States Southern Command (SOUTHCOM)

The National Guard has continued its many activities in the Latin American region in FY 02. SOUTHCOM announced the addition of one new SPP Partnership

this year, Arkansas / Guatemala, for a total of twelve partnerships. Ten US states, one US territory and the District of Columbia are currently partnered with twelve Latin American countries.

International Affairs once more 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 2002. The division also participated in attaché tours sponsored by the Secretaries of the Army and the Air Force, designed to introduce the foreign military attaches assigned to Washington, D.C. to the Total Army and Total Air Force, as well as the broad cultural spectrum of the United States. In February 2002 the division hosted a well-attended attaché briefing for all foreign military attaches assigned to Washington, D.C. Several attending attaches expressed great interest in National Guard capabilities and the State Partnership Program (SPP). The event provided an excellent opportunity to present the National Guard story to both newly assigned attaches and those who will soon be returning to their home countries and spreading the word about how the Guard can serve as a model for them.

# COUNTERDRUG OFFICE

The National Guard continues to play a major support role in the nation's struggle against the importation, manufacture, distribution, and use of illegal drugs. The NGB Counterdrug Office (NGB-CD) is the Bureau's staff proponent for this effort. It administers the program under three distinct areas of focus: domestic CD support; CD support outside of the United States (U.S.); and the internal National Guard Substance Abuse (NG SA) Program. The National Guard's total budget for fiscal year 2002 was \$232.8 million dollars.

## Domestic Counterdrug Support

Operating under the authority of Title 32, United States Code, Section 112 (32 USC 112), the NG provides drug supply interdiction and demand reduction support to local, state and Federal law enforcement



agencies (LEAs), task forces and community-based anti-drug organizations (CBOs).

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 CD support the state anticipates providing to LEAs and CBOs 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 CD 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:

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

Note: National Guard personnel are in a Title 32, active duty status and remain under the control of the Governor

## Supply Reduction

National Guard personnel engaged in CD support activities for which federal funding is provided must be acting in support of LEAs and/or CBOs. NG CD programs will only provide support to LEAs, and/or CBOs that have a CD 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 3,200 soldiers and airmen supporting CD programs.

During FY 02, dedicated Air National Guard (ANG) and Army National Guard (ARNG) CD aviation assets flew in excess of 40,000 flight hours supporting federal, state, and local law enforcement. 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 CD assets (CD Reconnaissance and Aerial Interdiction Detachments - CD RAID) or ANG fixed-wing CD assets (CD C-26), with eight of those states having a combination of both. Interstate CD 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 CBOs and K-12 public/private educational institutions, whereby soldiers and airmen serve as role models and convey the CD message to thousands of children across the nation.

By the end of FY02, NG CD programs in the 54 states and territories received 15,048 requests for CD support missions, using 1,203,448 mission man-days for this support, of which 12,730 were completed, 1,318 were cancelled for various reasons and 1,000 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

<b>Cocaine and Crack</b>	242 tons
<b>Marijuana: Processed</b>	5,645 tons
<b>Marijuana: Plants Eradicated</b>	1,938,020
<b>Methamphetamines</b>	9.87 tons
<b>Weapons</b>	195,947
<b>Vehicles</b>	140,177
<b>Currency</b>	\$183.03 mil
<b>Arrests</b>	83,080

## Drug Demand Reduction (DDR)

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 inputs from the Adjutant General, the CDC, and the Drug Demand Reduction Administrator (DDRA) determines the DDR organizations they can most effectively support. The supported organizations are primarily involved with substance abuse prevention and drug education directed primarily at our youth. They include 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 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 DDR topics. Additionally, NGB-CD 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 thirteen programs. Topics ranged from drug investigation processes; specific drug issues including methamphetamine, heroin, and ecstasy, and anti-drug coalition development and leadership. NGB-CD also aired the eighth annual broadcast from the Peers Influence Peers Partnership (PIPP), 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, reached potential audiences of up to ten million people. The following table describes the variety of broadcasts and the specific partners associated with them

Broadcasts:

TOPIC	SPONSOR
Advocacy: Leading the Nation towards Change	CADCA
Danger in Drug Investigations: Staying Safe	FLETC
Drug Concealment: Detecting Hidden Compartments	FLETC
Ecstasy: Danger in a Pill (Re-broadcast)	ONDCP and CSAP
Evaluation: Effective Prevention Practices to Use and Learn From	CADCA
Gamma Hydroxybutenol (GHB) Update	LET
Heroin: Understanding the Resurgence (Re-broadcast)	ONDCP and CSAP
Inhalants: You Try, You Fry!	ONDCP, CSAP, and LET
Leap of Faith: Bringing Faith-Based Programs into your Community Coalition	CADCA
Marijuana: Weeding Out the Hype	ONDCP and CSAP
Narcotics Investigations: Navigating the Gray Areas	FLETC
Narcotics Investigative Techniques: An Integrated Approach	FLETC
Peers Influence Peers VIII	PIPP
Prescription Drug Abuse	LET
Prescription Drugs: Misuse, Abuse and Addiction Update	CADCA
Roadside Drug Investigations: Going Beyond the Ticket	FLETC
Search and Seizure: Procedures & Protocol	FLETC
School Resource Officer (SRO) Update	LET
Sustaining Coalitions	CADCA
Youth Truth: Amy's Story	ONDCP

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 Partnership

## OCONUS Counterdrug Activities

The National Guard also provided military CD 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

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, and reconnaissance (ISR) resources. The Senior Scout system is owned and operated by the 169th Intelligence Squadron (169th IS), Salt Lake City, UT. Since October of 2001, the 169th IS has been activated and deployed to USSOUTHCOM in support of Operation Enduring Freedom (OEF). The Shula Pen is currently backfilling for other assets pulled out of the AOR to support U.S. Central Command (CENTCOM). At this time, all the funding is coming out of other non-counterdrug budgets.

The 169th flew approximately 144 sorties for a total of 1,152 flight hours. While operating in a CD 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 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 Air Reserve Base, GA, provided technical, maintenance and supply support to the contractor, ensuring these surveillance systems operated at optimum capability. Guard members 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, as well as other military resources, to the state of Idaho for 30 days in response to a short notice request from the U.S. Forest Service. This joint effort resulted in the apprehension of two people and the seizure of an aircraft and approximately 100 kilos of BC Bud marijuana, and a substantial reduction of other suspect aerial traffic.

## Substance Abuse Programs (SA)

The National Guard has an aggressive internal SA program aimed at keeping soldiers and airmen drug-free. During the past year, the ARNG performed 195,964 biochemical tests (56% of assigned strength), 3,697 of which were positive for illegal narcotics (1.88% positive rate). The ANG tested 38,331 members (35.5% of assigned strength) with 263 members positive for illegal narcotics (0.69% positive rate).

Both the Army and Air National Guard stress preventive education for Guard members and their families, as well as drug testing as a deterrent. During the past year, the SA program continued their partnership with the Army Center for Substance Abuse and continued to host a joint intranet web site, offering military substance abuse professionals a ready resource for information and regulatory assistance.

The Air Guard, which created the Air Force's first Drug Testing Program Administrative Manager (DTPAM) course, continued to work with the Air Force Reserve Command (AFRC) in a joint effort to educate and train program managers on correct urine collection procedures as well as proper program management. During FY02, we conducted 6 DTPAM training courses, attended by 176 military members.

This office also hosts Medical Review Officer (MRO) training courses for ANG, AFRC, and ARNG medical officers. This training was developed for licensed physicians who are responsible for reviewing and evaluating laboratory results generated by the drug testing program. It includes a comprehensive review of the medical, technical, and legal issues involved in the MRO process.

The ARNG also held one Alcohol and Drug Control Officer (ADCO) course in FY02. This course helps prepare new SA Program Managers and State ADCOs to set up and manage an effective substance abuse prevention program. Approximately 34 people attended this course. The SA section also sponsored the 3rd Annual NGB SA Program Conference, Tempe, AZ, 17-21 Jun 02, which was attended by over 350 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.

## MISSILE DEFENSE

Defense against ballistic missile attack is a key component of the national security strategy. The National Guard is playing a major role in this mission as the force provider for the Missile Defense system. The segment known as ground-based midcourse defense (GMD) is the cornerstone of the Ballistic Missile Defense System. National Security Presidential Decision (NSPD) 23, "National Policy on Ballistic Missile Defense," dated 16 Dec 2002, directs the immediate deployment of the GMD system, increases the number of interceptors at Fort Greely, Alaska, and directs basing interceptors at Vandenberg AFB, California; initial defensive operations (IDO) capability is scheduled for September 2004.

The Army is the lead service for the ground-based portion of missile defense and the Army National Guard was assigned the manning of the Army portion of the system and to assist in user-end testing; this was validated as a result of Total Army Analysis (TAA) 09. As force provider to the Army, the National Guard will provide the primary homeland defense against ballistic missile attack when the United States deploys the land-based, fixed-site missile defense system. The benefits of involving Army and Air Guard personnel in defense of national interests, now including GMD, are proven and critical to the Homeland Defense mission.

The ballistic missile defense system is an evolving program, with many late-breaking changes and decisions. Current force design includes 295 ARNG soldiers for the GMD mission, with AGR manpower requirements validated by the Army Staff. Program Budget Decision 224, "Missile Defense," dated 9 December 2002, provided funding and ARNG AGR authorizations for 85 ARNG personnel for FY 04 through FY 09. As force provider, the National Guard may request last-minute changes in Active Guard and Reserve (AGR) manpower authorizations and related funding as a result of these decisions.

## OFFICE OF THE INSPECTOR GENERAL

The Office of the National Guard Bureau Inspector General 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. NGB-IG 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 coordinates approval of all Inspectors General assigned to the National Guard (Active, Army Guard and civilian) through the Army Office of the Inspector General and subsequent attendance at the Army's Inspector General School.

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. Fifty-four states and territories voluntarily participate in the Active Duty State Inspectors General Program. These 50 states and 4 territories have an active duty Army Colonel or Lieutenant Colonel serving as the State IG.

### Operations and Support Division

The assignment of senior active-component 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. In September 2001 the Director of the Army Staff approved the final phase of the State IG Program by authorizing support for the last 4 states to join the program: NH, VT, ME,



and RI. Currently, all 54 states and territories have an Active Component officer serving as the State or Territory Inspector General. This program, one of the singularly most successful, long-term commitments by the Army leadership to the Total Army concept, has shown tremendous benefits.

## Army Assistance Division

The Army Assistance Division processes requests for assistance that involve Army National Guard issues. Approximately 75% of requests can be solved at the State level and are referred to appropriate State IGs for action. The division receives and acts upon complaints and requests for assistance from Office of the Inspector General, Department of Defense and Office of the Inspector General, Secretary of the Army (SAIG), State Inspectors General, members of Congress, military members and the general public. During Calendar Year 2002, NGB-IGA opened and inquired into 218 cases, and completed and closed 181 additional cases.

As required by AR 20-1, Inspector General Activities and Procedures, NGB-IGA maintains Inspector General Action Requests (IGAR) cases on the Inspector General Network (IGNET) database in order to support trend analysis of systemic problems within the US Army and the ARNG.

## Air Inspection Division

The Air Inspections Division has the primary mission to coordinate with Air Force Inspectors General to provide for responsive and independent assessment of Air National Guard wartime readiness and critical compliance areas mandated by law.

During FY 02, the division undertook several important initiatives including the publication of new ANG inspection guidance, the first regulatory update in over 10 years. Next, the division worked through SAF/IG and the MAJCOMs to spearhead a visionary concept to integrate deployment and inspection scheduling into a single process to increase availability. The division also negotiated a groundbreaking merger of MAJCOM and ANG compliance checklists into one product. Finally, the division methodically compiled over 25 years of

miscellaneous ANG inspection records into a sortable, single source database.

## Army Investigations Division

The Army Investigations Division conducts investigations and inquiries into allegations made against Title 10 soldiers assigned to the National Guard Bureau. Additionally, it investigates allegations made against State Inspectors General, and serves as the primary point of contact for all potential violations of the Military Whistleblower Protection Act related to the ARNG. Additionally, NGB-IGQ provides expert investigative advice and guidance to 54 State Inspectors General, and routinely coordinates with both the Department of Defense and Department of the Army Inspector General Agencies.

During Calendar Year 2002, NGB-IGQ completed numerous sensitive investigations and inquiries, including twelve Military Whistleblower Reprisal investigations, four Department of Defense Hotline inquiries, and one Improper Mental Health Evaluation Referral investigation.

## Army Inspections & Analysis

The Army Inspections Division has the primary mission of developing, coordinating, and executing, all plans and actions pertaining to the CNGB's two-year inspection plan. As part of that plan, the division conducts special or systemic inspection/assessments within NGB and the states and territories.

In addition to conducting follow-up inspections of ARNG Enhanced Separate Brigade (eSB) participation at the Combat Training Centers (CTC) during FY 02, the division completed a CNGB-directed working group study that is intended to enhance units' success at the CTCs. Further, the division undertook several other important initiatives, including participation in two DAIG assessments of ARNG units, the "Individual Soldier Readiness Program" and the "Anti-terrorism/Force Protection Program" in the ARNG. The division also assisted the FORSCOM IG in the Unit Readiness Assessment in the ARNG. Finally, the Division continued to execute its responsibilities in



tracking and de-conflicting inspections of ARNG units and activities conducted by external agencies.

## Intelligence Oversight & Security Division

The Intelligence Oversight & Security Division's primary mission is to conduct oversight of National Guard intelligence components and activities. In order to accomplish this mission, the division conducts inspection and investigations, and provides assistance for Intelligence Oversight and Security issues. The division is also charged with the Inspector General responsibilities for five secondary missions; Anti-Terrorism/Force Protection, Homeland Defense/Security, Weapons of Mass Destruction, Civil Support Teams and Counterdrug.

During FY 02 the Intelligence Oversight & Security Division's main emphasis was on conducting inspections and providing assistance in Intelligence Oversight and Security. A new position was established that provided increased emphasis on the Intelligence Oversight and Security in the Air National Guard. The addition of this position to the division has provided more focus on inspections and assistance in the Air National Guard and has established a better liaison with the Air Force Inspector General Office. To this end, two division members were trained at the Air Force Inspector General School.

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 FY 02 division members participated in conferences which covered the issues of Intelligence Oversight, Security, Antiterrorism/Force Protection, Weapons of Mass Destruction, and Information Technology. Additionally, division members conducted six assistance visits, six inspections, and three investigations.

# INTERNAL REVIEW

The Internal Review Division provides the National Guard Bureau leadership with professional oversight capability. The mission of the office is to provide professional audit services for senior National Guard leaders, along with recommendations to improve operations, guidance, direction, and training for state internal review auditors; and to liaise with external audit agencies which are conducting audits of the National Guard.

## Operations

The Operations Branch is responsible for conducting audits and other internal review services for senior NGB officials. Subjects for audits 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. This division also provides quick reaction and "troubleshooting" reviews to senior NGB officials.

During Fiscal Year 2002 the following audit projects were undertaken:

- Consulting Engagement of the Western Classification Activity
- Consulting Review of Consolidated Interactive Virtual Information Center
- ARNG Compliance with the DA Environmental 'Must Fund' Policy
- Maine Publications Management Center  
Validation of AR 5-17 Award for modification to maintenance schedule for AH-1 (Cobra) Helicopter.
- Follow-up Review of National Interagency Civil-Military



## Institute

- Follow-up Review of AAA Audit of Virgin Islands Accountability
- Validation of AH-64 Modification to Intermediate Gearbox Fairing
- Assist to AAA on Government Purchase Card Audit
- Consulting Review of NGB-SD Government Purchase Card Holder

## Programs and Liaison

The Programs and Liaison Branch is responsible for providing state and territory internal review offices with guidance, assistance, training, and oversight. In accordance with DOD policy, the branch conducts quality assurance reviews of state internal review offices. These reviews serve to ensure that state auditors are meeting professional standards promulgated by the General Accounting Office. Under this program, a team of professional auditors review each state/territory every three years.

During the fiscal year, states benefited from Quality Assurance Reviews. Benefits resulting from these reviews included additional staffing, upgrades, acquisition of new audiovisual equipment, removal of independence impairments, and procedural changes which increased productivity.

The Programs and Liaison Branch also manages the National Guard's Auditor Training Program. This program provides courses of instruction required to meet federal auditor training requirements established by the President's Council on Integrity and Efficiency. In addition, 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 Audit Compliance and Liaison section serves as the Chief, NGB's central point of contact with external audit agencies (i.e., General Accounting Office,

Department of Defense; Inspector General, U.S. Army Audit Agency, and U.S. Air Force Audit Agency). The Audit Compliance and Liaison section ensures audit agencies are in contact with proper functional officials by 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.

## Acquisition

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 all of the offices and divisions of the Army National Guard Directorate, Air National Guard Directorate, and the National Guard Bureau Joint Staff.

## 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 ensuring that all FY 02 contractors are afforded a fair opportunity to be considered, consistent with procedures in the contract. In FY 02, acquisition reform training was provided through four "Claims Avoidance" workshops. Training in "alternate dispute resolution" (ADR) for contracting was provided to approximately 250 contracting personnel during the fiscal year.

## Acquisition Policy/Special Competition Advocate

The Acquisition Policy Division provides guidance and



policy direction/management to the 55 Army National Guard and 94 Air National Guard field contracting offices. During FY 02, the Acquisition Policy Division updated and re-issued the National Guard Federal Acquisition Regulation Supplement (NGFARS) and issued two contract policy letters. Also, the Policy Division provided acquisition training to approximately 200 field contracting personnel, and conducted procurement management assistance visits at the United States Property and Fiscal Offices and associated Air National Guard activities in eleven states.

The division performed oversight and review of various contract actions for the field contracting offices with a value in excess of \$1,103,081,956. This dollar volume represents a 50% increase over the FY 01 total of \$729,039,000. For the government purchase card program, the National Guard accomplished 819,454 transactions totaling \$333,577,536.00, a 20% increase over the previous year's figure of \$278,487,128. Finally, in FY 02 the National Guard successfully competed 94.1% of its contract dollars.

For the Government Purchase Card (GPC) Program, the National Guard accomplished 819,454 transactions totaling \$333,577,536.00. This dollar volume represents a 20% increase over the FY01 figure of \$278,487,128.00.

Following 11 September 2001, the Acquisition Policy Division supported an emergency contracting cycle in support of Operation Noble Eagle (ONE) and Operation Enduring Freedom (OEF). The Policy Division also supported the Combat Air Patrol (CAP) with an emergency \$23,000,000 construction contract to build 44 alert hangars on Air National Guard installations by mid-December 2001, a construction effort acknowledged as a major achievement.

## Cooperative Agreements/Grants Management

The National Guard Bureau Office of Grants and Agreements is responsible for policy and compliance pertaining 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.

Members of this office serve as NGB representatives on the functional board for the management of the Defense Acquisition University's Grants and Cooperative Agreements course. Personnel from the Office of Grants Agreements also represent the Department of Defense on the Federal Grant Streamlining Initiative resulting from passage of Public Law 106-107.

## Environmental Acquisitions

The Environmental Acquisitions Division has been providing environmental contracting support to the Air and Army National Guard since its inception over 10 years ago. A wide range of environmental services are being contracted for by AQE, including environmental restoration studies, remediation design and cleanup; environmental impact statements; historical and archeological inventories; pollution prevention and spill prevention program studies; environmental assessments for construction, for aircraft conversions and mission changes; community relations plans and a variety of training, such as risk communication training, pest management and hazardous waste operator's training.

FY 02 marked the culmination of a major source selection for the award of seven contracts for environmental engineering/professional and technical and remediation support services for the National Guard. These contracts have a value of \$598 million over a contract period of 10 years. Against these "indefinite-delivery, indefinite-quantity" contracts, task orders may be awarded by NGB-AQE, USPFO and base contracting offices, as well as other federal agencies.

These second-generation contracts incorporate significant cost efficiencies and streamlined contracting processes to provide a user-friendly platform for the procurement of environmental services by the entire National Guard and counterparts throughout the federal contracting community. The award of these contracts allows the National Guard's environmental pro-



grams to remain completely self-reliant. No longer is the National Guard left to off-load its environmental requirements on the Department of Energy, the U.S. Army Corps of Engineers and others, and pay costly fees, overhead costs, and subcontractor pass-through costs. The cost competitiveness and the "user-friendly" features of these contracts have appealed to a number of DOD and other federal customers. Under these contracts, services are being provided to Eglin, Langley, and Brooks Air Force Bases; to the U.S. Army Corps of Engineers' Omaha, Louisville and Savannah Districts; to the Federal Aviation Authority; and to others.

To promote maximum utilization of these contracts, AQE continues to place emphasis on training the USPFOs, Air Guard contracting officers, facility maintenance officers, environmental managers and base civil engineers on their use. An upgraded and expanded virtual guidebook to accessing AQE's environmental contracts was posted to the ANG and GKO sites during FY02. AQE actively participates in the ANG's annual Environmental Manager's Training, as a stakeholder in the Environmental Restoration Strategic Look Conference, AQ's Contracting Training Workshop, and more.

In partnership with its customers and contractors, NGB-AQE continued to promote direct awards or subcontract awards to small businesses and small disadvantaged businesses. One of the National Guard's seven environmental contracts is with a small disadvantaged, woman-owned company, PEER Consultants. Participation of this business in the ANG's environmental program has resulted in AQE exceeding their woman-owned award target. Established subcontracting goals in the six contracts awarded to large businesses were met or exceeded.

## Operational Contracting Division (Army)

The NGB-AQC mission is to provide timely, effective and efficient life cycle acquisition support to the Office of Chief, National Guard Bureau and staff, and the Director of the Army National Guard and staff. With a shrinking contracting workforce and an ever increasing amount of contract support requirements, for a fourth year in a row NGB-AQC achieved a 100 percent obli-

gation rate of ARNG funded acquisition projects and a 100 percent obligation of NGB Joint Staff ARNG funded acquisition projects submitted to NGB-AQC. In FY 02, 97% of the division's contract dollars were competitively awarded, a percentage which far exceeds the U.S. Army average.

This fiscal year, NGB-AQC successfully implemented the new "PR Web" automated purchase request system that makes the entire NGB-AQC contracting system totally paperless, from the customer acquisition request to the close-out of the contract. The branch also completed implementation of the NGB-AQC Public Web-site for ARNG contracting opportunities to public businesses, which is also linked to the Army "Single Face to Industry" Web-site. This provides potential contractors with on-line internet access to NGB-AQC contracting opportunities, making access to information on NGB-AQC contracting opportunities more accessible to the public, and fostering more competition.

NGB-AQC continues to be the Guard's largest supporter of contract awards to small businesses, and economically and socially-disadvantaged businesses. 63% of the total dollar amount awarded during FY 02 was awarded to small businesses. This exceeds U.S. Army goals.

NGB-AQC has been extremely successful in supporting the ARNG military acquisition mobilization pool through its strong acquisition training programs. As a result, all military contracting officers assigned to NGB are Acquisition Corps Level III certified. Thirteen ARNG contracting personnel received 18 awards for recognition of outstanding achievement as part of the Secretary of the Army's Excellence in Contracting Awards Program.

**Socio-Economic Programs.** One of NGB-AQC's supplemental missions is to support socio-economic programs through the award of contracts to various preferential business categories: small business, small and disadvantaged business, woman-owned small business, service disabled 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 business and small and disadvantaged business pro-



grams.

**Acquisition Training.** NGB-AQC provided contract training to 214 ARNG personnel during FY 02, with heavy emphasis on the proper use of government charge cards.

Personnel Trained	
Contracting Officers Representative Course	35
IMPAC Training	116
Performance Based Statement of Work Training	12
Contracting for Conferences & Food Training	10
PR Web	31
Senior Executive Level Contracting Overview	10
Total NGB-AQC Training	214

**Major Contract Awards.** For a \$400 million competitive multiple-award multi-year indefinite-delivery indefinite-quantity (IDIQ) advertising and marketing acquisition to support ARNG recruiting, strength maintenance, public relations and family planning programs, six awards were made: two competitive 8(a) set-asides, one small business set-aside and 3 full and open competitive awards. Five of the six awards were won by small businesses: three small businesses and two 8(a) small businesses. Awards included \$10.3 million for the ARNG "You Can" Program and \$9 million for the ARNG Sustainment Program.

This fiscal year saw a number of contracting support actions for the Counter-Drug Taskforce, including \$10 million to equip ARNG aircraft with Forward Looking Infrared Systems (FLIRs), and as a result of the terrorist attacks of 9/11, there were numerous emergency rapid response acquisitions to support military security requirements.

In FY 02 NGB-AQC awarded a \$7.5 million contract to provide educational support to ARNG military, civilian and family members to acquire bachelors, masters and doctoral degrees; a \$5.4 million storage area network project the support automation projects in the 54 state headquarters; and \$1.3 million to enhance ARNG recruitment diversity and to support a major minority development program

**Acquisition Corps Mobilization Pool.** Another of NGB-AQC's missions is to support the development of

the ARNG Acquisition Corps mobilization pool of qualified 51C military contracting officers. As a result of intensified training during FY 02, all skill identifier 51C military contracting officers assigned to contracting became Acquisition Corps Level III certified, thus increasing the strength of the ARNG military mobilization pool.

**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 at the National Guard Bureau reports directly to the Chief.

During FY 02, the dollar amounts of procurement awards by NGB to small and small disadvantaged businesses were as follows:

Total U.S. Business	\$1,131,884,740
Small Business	\$654,468,418
Small Business Set-Asides	\$134,448,268
Small Disadvantaged Business	\$157,509,562
Section 8(a)	\$46,037,414
Women-Owned Small Business	\$65,885,953
Service Disabled Veteran-Owner	\$3,328,161
Hub-Zone	\$61,485,989

## HUMAN RESOURCES

This year the Office of Human Resources restructured and reorganized in order to promote efficiency and enhance quality of products to customers. These initiatives included 1) the closure of the St. Louis office and realignment of its functions to NGB's Arlington, VA location; 2) reorganization of the Labor and Employee



Relations Division into two separate divisions, the Benefits and Career Development Division and the Labor Management Division; and 3) realignment of the Employee Development function from the Employment, Pay, and Development Division to the Benefits and Career Development Division.

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 extended Emergency Hiring Flexibilities for Dual Status Technicians and worked with DoD to obtain an extension of Emergency Hiring Flexibilities offered by the Office of Personnel Management. Notification of these authorities were provided to state Human Resource Offices for immediate dissemination to management.

## Legislative Initiatives

Several bills affecting the technician workforce were introduced during the first session of the 107th Congress. 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 ensure that DoD is aware of the impact these bills will have on the technician program if they become law.

NGB-HR continued efforts prompting and supporting various legislative initiatives. Several issues were defined and presented for consideration and/or submission. Ongoing disputes with the Federal Labor Relations Authority (FLRA) regarding the quantity of uniforms issued to technicians continued during FY 2002. The FLRA continues to hold that the CNGB must ensure that the TAGs comply with FLRA orders. There is a chain of communication from the NGB to the TAGs, but NGB has no capability to direct the states to accomplish ordered remedies, except in the

area of classification where NGB retains authority via direction of respective service secretaries. NGB-HRL continues to dispute the legality of the FLRA's position that NGB is a chain of command.

NGB-HR was successful in deploying the latest version of Defense Civilian Personnel Data System (DCPDS) during the second quarter of this fiscal year. A joint effort between NGB and DOD-CPMS ensured a smooth transition from the legacy system. NGB-HRL continued ongoing efforts developing the next generation of DCPDS, a web based version. This effort is scheduled for deployment in the latter part of the upcoming FY.

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 (ANG/DP), and Air National Guard Directorate of Plans, Programs, and Manpower (ANG/XPM), NGB-HR hosted a national workshop for HROs only. The agenda was designed to address the human resource challenges in the National Guard as the organization continues to face never ending changes. 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.

## New Initiatives

NGB-HR pursued initiatives to address current and projected shortages for a number of technician occupations at both a national and local level. Such efforts included:

- A study to address local recruitment and retention problems for the Connecticut Army National Guard (1109th AVCRAD) in Groton. NGB-HRS was able to demonstrate the necessity for Special Wage Rate for Aircraft Mechanics, providing a 5% increase effective January 2003.
- Authority for an 'advanced minimum rate' for New York Air National Guard technicians assigned at the Stewart Air National Guard Base. This authority allows initial appointment of WG-10 aircraft maintenance personnel at the equivalent of step 5 (instead of the customary step 1). The



special rate also went into effect in January 2003.

- Special Wage and Special Salary Rate authorities for many of the high technology positions at the 137th SPACE COM in Greeley, Colorado. These rates provide for a salary increase of almost 20% in order to enable the 137th to compete with the private sector in obtaining quality candidates for positions requiring knowledge of new and emerging technologies. These rates became effective in February 2002.

- Nationwide guidance was developed and issued for use of Student Loan Repayment Authority for National Guard Technicians.

- Nationwide guidance was developed and issued clarifying non-competitive appointment authorities for Non-Dual Status Technicians.

- NGB-HRS pursued and was successful in obtaining "Delegated Examining Authority" for the National Guard. This authority will enable the National Guard to centralize costs of examining Non-Dual Status candidates by establishment of a centralized examining unit.

Technician professional development training was successfully funded as a valid requirement in FY 2003 Program Objective Memorandum (POM), and work has been undertaken to fund skill level training requirements for FY 05 and beyond. NGB-HR continues the effort to capture historical data regarding the execution of training funds through financial records and DCPDS. This year new reporting requirements will be established, which will validate training requests for the out-year training requirements. These training requirements will be provided to the field in time for next year's budget submissions.

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. HR management advisory services are provided to the Army and Air Directorates and 54 states and territories via assistance visits, seminars, Intranet, telecommunications, conversations, video-conferences, electronic mail, and regular correspondence. NGB-HR hosted and conducted an HRO Workshop and HR personnel actively partici-

pated in various work groups.

## 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 where all people are treated with dignity and respect.

The National Guard reflects the cultural values and norms of the communities it serves and from which its personnel are drawn. Over the past 40 years the Guard has evolved along with the rest of America from an era of racial exclusion into the dynamic present-day Guard which values diversity and equality. The goal is that the National Guard "look like America" by responding to demographic changes and reflecting the racial and ethnic diversity of the communities and the states it serves.

### 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, historically Black Colleges and Universities (HBCU's), and the Hispanic Association of Colleges and Universities (HACU). During FY 02, 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 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 advisory committees positively influencing equality and diversity efforts in



the National Guard. The Air Guard Human Resources Quality Board is implementing a successful 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 is focused on increasing EO Advisor authorization positions in the states as part of the Army-wide effort to strengthen equal opportunity support and commitment. The pilot mentoring program is successful at the National Guard Bureau level and is ready for adoption by the 54 states and territories.

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.

## Transformation

NGB-EO is implementing information technology transformation and in FY 03, NGB-EO will introduce two new web-based programs to the field. The Unit Climate Assessment survey (UCA) satisfies regulatory requirements for all commanders. The UCA consists of 40 questions that assists EO managers at all command levels to determine the existing human relations climate within their respective organizations. This program identifies human relation factors, both positive and negative, that affect productivity, such as morale, equal opportunity, interpersonal relationships and communications. The UCA calculates the data and provides a detailed report of respondents' perceptions, feelings, and opinions by sex, race/ethnicity, and other factors as determined by the administrator. Presently, the Air Force and Air Guard are successfully using this program and by the close of FY 03, the Army National Guard will join and make this a "Purple" program.

The second web-based program is an EO Statistical Program allowing users to analyze their organizational information in pie charts, graphs, or cross tab reports that identify the demographics at unit, battalion, brigade, MACOM and State levels. Users can roll up the statistical information from SIDPERS and TAPDB programs to address the Annual Narrative and Statistical Report requirement, saving huge amounts of

time and effort over the manual method.

## Statistical Measures

Today, the National Guard continues to reflect America, showing annual gains in diversity. At the end of FY 02, the Army Guard had a minority population of 26.5% and the Air Guard minority representation was 20.05%, down slightly from the previous reporting period. In both the Army and the Air Guard minority representation continued to show improvement among officers and senior NCOs. Women represented 12.4% of the Army Guard at the end of FY 02, an increase of 0.3%. The percentage of women in the Air Guard increased from 17.12% during FY01 to 17.35% in FY02.

During the first two years of the 21st century, the NGB leadership introduced diversity initiatives and created a diversity committee dedicated exclusively to working in partnership with the States. Additionally, force structure changes in the Army have continued to open more career fields and create more assignment opportunities for women in the Army National Guard. Strong National Guard leadership places emphasis on active recruiting and mentoring of women for these new career fields and assignment opportunities.

# PUBLIC AFFAIRS

The Office of Public Affairs and Community Support's 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 all 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 air shows and base open house events. Clearly, these highly visible programs are some of the most effective tools we have to bring the National Guard story to the American public.

During FY 02, 2,225 civic leaders and 477 news media representatives participated in orientation flights. Out-of-state travel on National Guard aircraft provided 182 news media representatives and 712 civic leaders an opportunity to observe a military deployment to various locations throughout the United States and around the world.

## Command Information

Command Information provides members of the National Guard, their families and other interested persons with timely, factual information about the mission of the National Guard and professional and personal benefits of joining or maintaining membership in the National Guard. Such information efforts enhance unit recruiting, retention and readiness. This is accomplished through *The On Guard*, a thirty-two year-old monthly publication produced using federal funds under provisions of AR 360-81 by the Command Information Branch of the National Guard Bureau's Public Affairs Office. *The On Guard* distributes 50,000 copies to all National Guard units and selected organizations throughout DOD.

Fiscal year 02 was "history in the making" for the

National Guard. Command Information covered many stories that made National Guard history. Guard support of, and participation in the XIX Winter Olympics was significant. The Department of Defense agreed to commit 4,000 troops to assist law enforcement agencies in providing security for domestic and international athletes and spectators attending or participating in the Olympics. Approximately 3,100 of these military personnel were Guard members. SPC Jill Bakken, 25, of the Utah National Guard, and civilian brakeman Vonella Flowers from Alabama made Olympic history by winning gold medals in the first women's bobsled competition ever featured in the games. Virginia Guardsman SPC Mike Kohn and Oregon Guardsman SPC Dan Steele were part of the four-man team whose performance earned the United States a bronze medal, its first Olympic bobsled medals since 1956.

## Environmental Public Affairs

During calendar year 2002, the Office of Public Affairs' Environmental Section focused on the new Environmental National Public Affairs Campaign (ENPAC). This campaign produces unified public affairs products that are informative to both internal and external audiences. Each phase or piece of work integrates and supports every other piece, allowing public affairs and the environmental offices to maximize the impact of National Guard environmental messages. For example, the 44-page Army National Guard Environmental Excellence booklet has a companion video, a briefing, and a series of one-page fact sheets expanding on specific topics covered in the booklet.

Along with ENPAC, the Environmental Public Affairs team reviews technical documents for over 230 major projects in progress nationwide. Each segment of a project was reviewed with pointed considerations for the public release of information and the readability, style of writing and compliance with laws and guidance concerning public participation. If a document was too technically oriented to be easily understood by the general public, public affairs recommended revisions to facilitate comprehension by the public while ensuring that all technical information remained intact, without compromise to validity or accuracy.



In addition to technical reviews, the Environmental Section supported public participation and public information regarding the Readiness and Range Preservation Initiative, the movement of PCBs from OCONUS installations to treatment centers in the US and the on-going issues involving the U.S.

Environmental Protection Agency's establishment of minimum impact standards for perchlorate. The Environmental Section provided internal and external training in Risk Communication and in interacting with news media to present information effectively. All members of this Section routinely provided general public affairs coverage for the office. This involved support with 24-hour points of contact; updating existing Community Relations Plans and Public Affairs Plans; and supporting Restoration Advisory Boards in communities throughout the nation. These and other programs and projects were developed to emphasize the National Guard's commitment to ensuring excellent stewardship of the lands entrusted to our care, and to promote greater awareness that the National Guard military mission is infused with a world-class environmental program, effectively implemented.

## Public Affairs Support Element

The Public Affairs Support Element (NGB-PASE) provided digital still photography and digital videography (and news releases) on-site at "Ground Zero" following the 9/11 collapse of the World Trade Center towers.

The PASE team was the only team allowed inside the perimeter during the first week, and the team provided nearly 500 digital still photographs and hours of video from the scene. Their video footage was provided to all the major U.S. television networks, plus some foreign networks. PASE also manned the Public Affairs desk at the National Guard's Emergency Operations Center beginning immediately after the attacks and over the following two weeks.

As FY 02 began, PASE members provided public affairs coverage of the National Guard's major airport security mission. As the year progressed, the team covered the Winter Olympics in Utah, floods in West Virginia, Western forest fires, and various Innovative Readiness Training (IRT) exercises. PASE also produced numerous media products for internal use, to include both photographic and video production. Though PASE has

long been equipped with professional-level digital photographic and video equipment, lessons learned indicated necessary upgrades. New professional video editing software was acquired this fiscal year, along with additional computers capable of editing, more professional products. Also included in the upgrade package were new laptop computers capable of the same editing while still in the field. This enabled PASE to produce products immediately on site and distribute them to commercial news agencies and NGB leadership much more quickly.

PASE participated heavily in the issues of force structure and equipping of National Guard Mobile Public Affairs Detachments (MPADs). Equipment issues have plagued National Guard public affairs units for two decades, and the efforts of PASE staff helped gain initial resolution of the most serious of these problems. Equipment is now being phased in to the MPADs that would not have been purchased without PASE involvement. PASE also assisted units in the field by providing on-site training in specific skills for three MPADs on their request.

## Historical Services

Both ARNG and ANG historians at NGB focused on documenting the Guard's participation in Operations Noble Eagle (ONE) and Enduring Freedom (OEF) during FY 02. The Chief, ARNG History, edited oral history interviews with ARNG personnel on duty immediately after the attacks on the World Trade Center, interviews which were taped within a week of the 9/11 attacks. Historians provided technical background for two additional paintings in the highly popular Heritage Painting series, bringing the total number of paintings in the series to sixty three. The new additions cover Air Guard participation in Operation Coronet Oak from 1977 to the present, as well as combat action over the skies of Kosovo in 1999. Given the renewed emphasis on Homeland Defense brought about by the September 11, 2001 attacks, the next paintings in the series will highlight the National Guard's role in homeland defense in the twentieth century by spotlighting the ANG's participation in the Runway Alert experiment in 1953, as well as the ARNG's manning of NIKE batteries from 1954 to 1974.



ANG historians also coordinated the employment of ANG unit historians, both volunteers and mobilized personnel, to help document ONE/OEF. In addition, they continued researching and writing the CY 1998-2000 ANG history. Army Guard historians served as Forces Command's liaison for the deployment of ARNG Military History Detachments, several of them to Afghanistan.

## FAMILY PROGRAM

The National Guard Family Program continues to support the families of National Guard members as they face a steep increase in military activity. This heightened state of alert and deployment has further shown the importance of having well established and ongoing family programs at the national, state and unit levels.

Unprecedented operations tempo has brought a heightened focus on the military family and specifically on reserve components families. As of this writing, National Guard soldiers and airmen make up more than half of the mobilized reserve force. The number of alerted Guard members is already well above the total mobilized for Operations Desert Shield and Desert Storm. Our State Family Program Coordinators and volunteers have met the ongoing challenges of continuous deployments with skill, dedication and pride.

The National Guard Family Program's primary mission at all levels is to provide support, assistance and resources to Guard families thereby increasing readiness. The lifeline for the accomplishments of this mission is the State Family Program Coordinator, one of whom is located in each state and territory (a total of 54). They provide the view from the field and act as the facilitators for communication with units and families throughout their states and territories. Our greatest asset is our nationwide network of over 20,000 trained Army and Air Guard volunteers consisting of retirees and spouses, parents, grandparents and the "significant others" of Guard members. NGB's Family Program office is supporting and working for funding of options such as the use of professional personnel and contract services in order to provide appropriate support for higher risk families of some deployed Guard members, support which would normally be readily available to activated Guard members if they lived near an active

duty installation.

The increased operations tempo over the past year and a half has allowed the family program to identify primary needs and explore creative options to meet those needs. One of the greatest challenges in meeting the needs of Guard families is their wide geographic dispersion. To facilitate communication among National Guard youth, a special Youth website has been launched and is kept up-to-date with current information. A Guard Family website with information relevant to all stages of deployment has also been launched and is constantly being improved and updated. The National Guard Bureau office compiles and sends out a "News You Can Use" bulletin weekly to all State Family Program Coordinators containing announcements regarding benefit updates, news releases and web resources. Recently, the Family Program office participated in a workshop and meeting aimed at working together with the family program offices of all seven services towards inter-service cooperation in meeting the needs of all military from across the nation, regardless of place or residence or branch of service of the military member(s).

## Quality of Life Issues

The Family Program is the proponent for Quality of Life issues for the National Guard. The following issues have been identified as top priorities:

- Crisis intervention counseling and family advocacy; identifying and assisting "at risk" families
- Recognizing the importance of having actual person-to-person contact with families in addition to technological tools
- Expanded information and referral services to community resources
- Marital counseling
- Preparation, support and information for each stage of deployment, especially reunion issues
- Consumer affairs and financial assistance counseling
- Enhanced outreach programs and information dissemination
- Establishing a youth program to facilitate connectivity among children of Guard members



## Program Implementation

The National Guard Bureau provides funding directly to the states for family programs. This funding includes Army appropriated and non-appropriated funds and Air appropriated funds. The greatest part of the funds is applied to Volunteer and Family Program Coordinator training, Family Readiness educational materials and program awareness.

## Training

In order to accomplish the Family Program mission, Family Program coordinators and volunteers must be trained and kept informed of changing trends and needs to continually be able to help Guard families meet the increased challenges of more frequent and lengthy deployments. To keep coordinators and volunteers up-to-date and ready, two national-level training events took place in 2002.

In March, the Family Program Coordinator Training Workshop was held in Sedona, Arizona where the training focused on giving the State Family Program Coordinators the tools they need to accomplish their mission. A unique aspect of this training is that the seasoned coordinators train the new coordinators, providing great camaraderie and building a network of peer contact. This is especially important to new coordinators learning their jobs.

The second annual event was the National Guard Family Program Workshop and Youth Symposium held in Des Moines, Iowa last August with over 600 attendees consisting of Family Program Coordinators, Army and Air Guard family member volunteers, key military personnel and civilian members of the Guard family. The workshop focus was on, "The New Reality," of the transition of the National Guard to an integral part of the Total Force with a higher operations tempo.

The Youth Symposium continued the work begun at the first meeting of this type held in 2001, and welcomed over 60 delegates. This important event for the Family Program enabled children of National Guard

members to come together to organize the core group and share experiences about the challenges of having parents in the Guard and dealing with deployment. The youth delegates were energized to return to their states and start programs that would get other youth of Guard members involved.

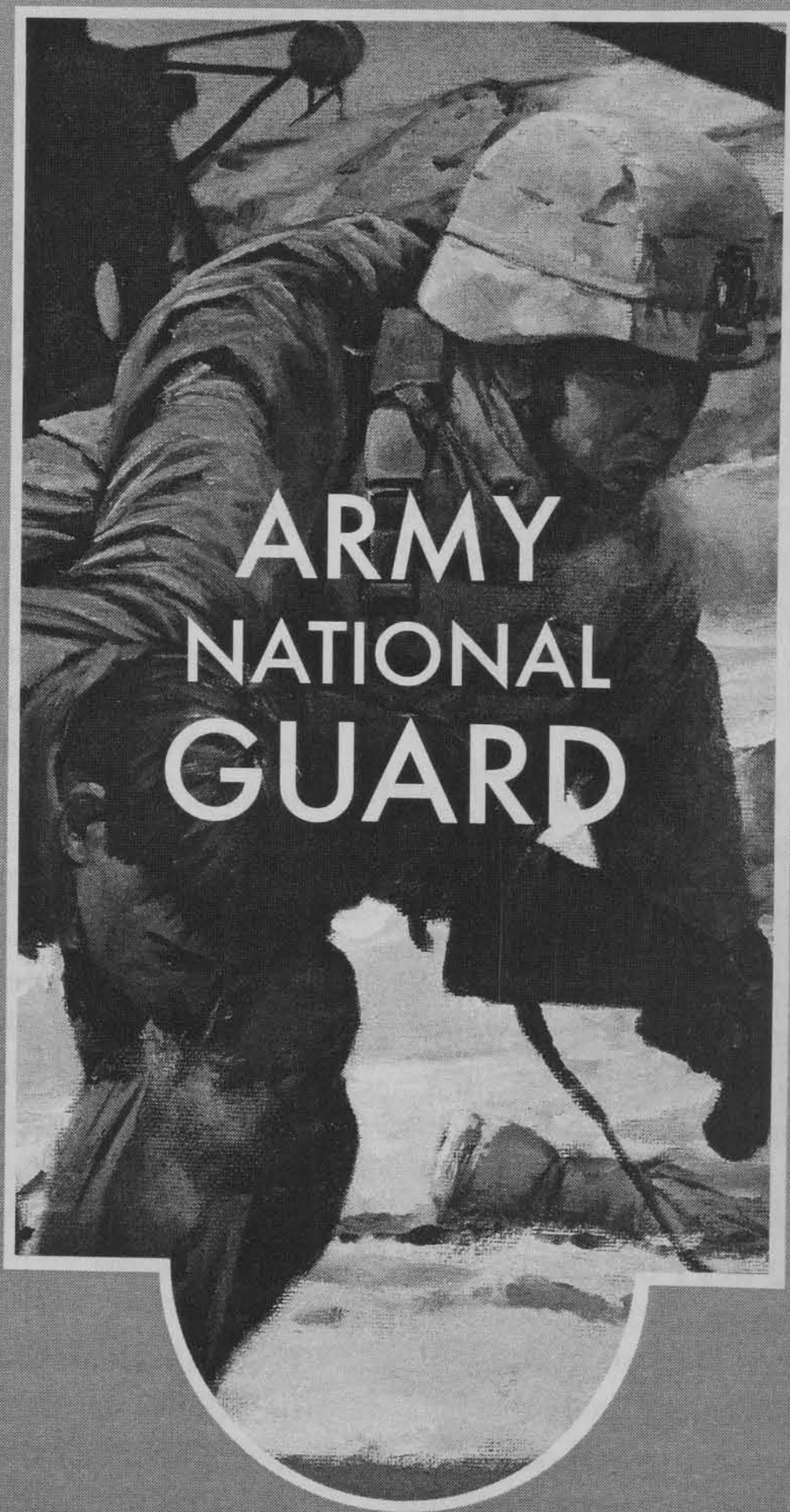
## YOUTH PROGRAMS

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 yearlong mentoring phase for 16- to 18-year old high school dropouts who are drug free, not in trouble with the law, and unemployed. Thirty one sites in 27 states and territories participated in the program this fiscal year, an increase of two sites over FY 01. With the completion of its ninth class, approximately 40,000 at-risk youth have graduated from the residential phase of the program, with more than 26,400 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 that exposes classes and teachers, mainly at inner city schools, to real-world applications of math and science through hands-on learning, simulations, and experiments in aviation and space-related fields. Thirty program sites in twenty states and territories participated in FY 02.







# OPERATIONS

This fiscal year, in addition to providing soldiers for wartime missions overseas, the Army National Guard (ARNG) continued its role as America's first line of defense at home. The ARNG employed its soldiers and training resources to continue its multi-year advance to integrate with Active Component forces and to support the Unified Commands at its highest levels since the Gulf War of 1990-91. In FY 02, the ARNG deployed 6,697 personnel to support operations in Bosnia, Kosovo, Kuwait, Macedonia, and Saudi Arabia. An additional 22,483 soldiers conducted Combatant Commander mission support and training events in 83 other countries.

During FY 02, the ARNG participated in direct combat in Afghanistan, small-scale contingencies, domestic terrorism consequence management, homeland security, emergency responses, and national missile defense. The ARNG mobilized and deployed over 26,500 soldiers in support of Operations Noble Eagle (homeland defense) and Enduring Freedom (Afghanistan).

The ARNG also fortified its success in the Balkans with a long-term leadership role in peacekeeping efforts there. The performance and positive results of the 49th Armor Division (TX ARNG) and the 29th Infantry Division (VA ARNG) as Army division headquarters commanding a multi-national force in Bosnia will be rapidly followed by increased use of the ARNG in Balkan peacekeeping. Pennsylvania's 28th Infantry Division undertook the next rotation in Bosnia, one which is completely comprised of ARNG soldiers, and the next five rotations (FY 02 to FY 05) will be headquartered mostly by ARNG units.

This fiscal year, the ARNG continued in its role as America's first line of defense at home, supporting state and local authorities in all 50 states, 3 territories, and the District of Columbia, providing assistance during natural and manmade disasters, and supporting homeland security by guarding airports, nuclear power plants, domestic water supplies, bridges, tunnels, and military assets. In the wake of the terrorist attacks of 11 September 2001, Guardmembers secured the Pentagon and provided continuous support to local

authorities at the site of the World Trade Center. Across the country, the ARNG responded to 263 requests for assistance. At the Winter Olympics, more than 4,000 soldiers provided perimeter security, command and control, transportation, and aviation support. By the end of the year the Guard had expended 645,419 mandays in assistance to civilian authorities.

## Support to Combatant Commanders

The ARNG consistently employs approximately 6% of its force overseas to support Combatant Commanders' requirements. The ARNG jointly accomplishes mission essential unit training objectives, creates critical mission flexibility for active component units, and provides integration between active and reserve component forces. The Combatant Commanders are demonstrating the increased importance of ARNG Overseas Mission Support to their respective theatres by providing increased funding to transport and support ARNG forces.

**Southern Command (SOUTHCOM).** In FY 02, the ARNG increased participation in unit exchange, peacekeeping, and humanitarian exercises while maintaining its traditional leadership role in New Horizons and other exercises. The ARNG deployed 3,418 soldiers for 65,561 mandays to SOUTHCOM's area of operations. New Horizons is the largest single ARNG-led deployment and training exercise in the world. It is also the single largest engagement exercise in SOUTHCOM. Task Force Chontales (Nicaragua) deployed 2,265 ARNG soldiers and 35 units from 18 states. Aviation units from Kentucky participated in another New Horizons exercise in El Salvador supporting the U.S. Army Reserve.

**U.S. European Command (EUCOM).** In FY 02, the ARNG deployed 11,607 soldiers to the EUCOM area of operations, totaling 214,286 mandays. The ARNG is integrated into the U.S. Army Europe Command because of the high active duty operational tempo. As a result, the U.S. Army Europe relies on the ARNG to provide infantry, engineer, and aviation units to train at the Combat Maneuver Training Center (CMTC), preparing units to deploy to for peacekeeping and other missions.



ARNG units at all levels participated in 16 military exercises in various NATO countries, which expanded U.S. participation in FY-02. In addition, 1,900 ARNG soldiers trained with their war trace headquarters in the V Corps War Fighter exercise. ARNG maintenance units performed Direct Support, General Support, and Aviation maintenance sustaining USAREUR equipment readiness at U.S. maintenance facilities in Germany and Italy; ARNG engineer units performed troop construction projects at military sites and for humanitarian projects in various countries; ARNG Military Intelligence (linguists & counterintelligence) and Military Police personnel augmented the active component MI & MP units.

**Central Command (CENTCOM).** ARNG support to CENTCOM continued to grow in FY 02, with CENTCOM utilizing 914 soldiers for a total of 16,072 mandays. The ARNG soldiers primarily supported military intelligence, military police, and communications efforts of active component and joint exercises such as Bright Star, Eastern Castle, Lucky Sentinel, Eager Light, Regional Cooperation, and Internal Look.

**Pacific Command (PACOM).** In FY 02, the ARNG deployed 3,094 soldiers to PACOM for a total of 54,393 mandays. ARNG units play a key role in the defense of South Korea and participate annually in exercises designed to demonstrate U.S. resolve. Guard members deployed in support of major joint exercises such as Foal Eagle, Yama Sakura, Cobra Gold, and Ulchi Focus Lens. The ARNG also deployed soldiers to South Korea to participate in Eighth U.S. Army command post exercises.

**Joint Forces Command (JFCOM).** The ARNG provides primary support to JFCOM through participation in CONUS-based exercises. The ARNG's Combat Support and Combat Service Support forces conducted joint and combined arms training in multiple major CONUS exercises. 461 soldiers from 52 units trained 6,944 mandays on mission essential tasks while participating in exercises. In JFCOM's overseas area of responsibility, 3,449 ARNG soldiers deployed for a total of 51,292 mandays in support of the Icelandic Defense Forces exercise Cooperative Safeguard and the Patriot Exercise in Canada.

**Special Operations Command (SOCOM).** The nation's only reserve component Special Forces capability resides in the ARNG's 19th and 20th Special Forces Groups (SFGs). The 19th SFG focuses its support to the PACOM and EUCOM theaters, while the 20th SFG focuses its support on the SOUTHCOM theater. Major elements of the 20th Special Forces Group are currently in Afghanistan, led by the first ARNG colonel to command in a combat zone since Korean War.

## Small Scale Contingencies

Not since the Persian Gulf War of a decade earlier have so many Army National Guard soldiers mobilized and deployed to support the needs of the Army and nation. In FY 02, ARNG units provided forces to ongoing contingency operations in Bosnia, Kosovo and Southwest Asia. The ARNG mobilized and deployed 4,800 ARNG soldiers from 29 units in 26 states under Presidential Reserve Call-Up and Contingency Operations Temporary Tours of Active Duty to participate in Operations Joint Forge (Bosnia), Joint Guardian (Kosovo), and Southern Watch (Kuwait and Saudi Arabia). The 29th Infantry Division (Light), VA ARNG, deployed over 1,890 soldiers representing 15 states at the beginning of the fiscal year. Another 600 soldiers from Indiana's 76th Enhanced Separate Brigade (eSB) and the 116th eSB (ID, OR, MT, WY) deployed with the active-component 25th Infantry Division during the second half of FY 02. Between FY 03 and FY 06, six of the remaining seven Army Guard divisions will also deploy as headquarters for all Army forces deployed to Operation Joint Forge.

## Innovative Readiness Training (IRT)

The IRT program showcases the ARNG's citizen-soldier role in support of civilian authorities. Missions integrate required training into community support projects. Under this program, 4,003 ARNG soldiers from 37 states provided in excess of 92,816 soldier workdays to improve public facilities, build and maintain roads, and provide medical and dental care.

The ARNG leads four major multi-year IRT construction projects. In Alaska, an ARNG task force leads a joint, seven-year engineering project to construct a 15-mile road on Annette Island, normally accessible only



by boat. When complete, the road will connect a village to a port. In Clarksburg, West Virginia, ARNG engineers continued efforts to expand and improve the Benedum Airport infrastructure. In California, Task Force Grizzly built and improved existing road networks on the border between the United States and Mexico. Task Force Douglas continues the Task Force Grizzly concept in support of the U.S. Border Patrol in Arizona. Many other states execute smaller engineer IRT projects within their state.

In Wisconsin, Alaska, Arizona, Indiana, Montana, Texas, and Illinois, ARNG medical personnel provided additional under-served populations with inoculations, physicals, and other routine medical and dental services.

## State Missions

The attacks of September 11, 2001 emphasized the Guard's traditional role of protecting the people, the government and our daily lives in the continental United States. The September 11th terrorist attacks spurred unprecedented ARNG support to civil authorities and redressed ARNG roles and responsibilities for homeland security. Guard members in New York, New Jersey, and Pennsylvania provided security, logistics support, transportation, and family care centers using New York City armories. These three states provided over 96,100 mandays in support of World Trade Center relief operations. The ARNG's contingency planning ensured positive communications links with other government agencies (e.g., FEMA, FBI, NSA, DTRA) and states in the immediate aftermath of the terrorist attacks.

In two weeks the National Guard, operating in support of Operation Noble Eagle, provided more than 70,000 mandays serving in state controlled, federally paid status. Guard members provided force protection, security, consequence management, and support to federal and local authorities at airports, borders, national assets and critical military facilities. ARNG soldiers have deployed throughout the United States for force protection missions at 41 vital military installations, training facilities and critical Army Material Command depots. Additionally, the Guard mobilized units that provided power projection capability to units and equipment

being readied for prolonged operations to combat terrorism in other parts of the world.

In FY 02, the National Guard fulfilled local government's request for emergency support 263 times to assist victims of natural disasters such as hurricanes, floods, fires, droughts, ice storms, tornadoes, and terrorist attack. In response, Guard members provided 645,419 mandays by providing security, power, heat, water, transportation, food, shelter, aviation, emergency engineering and other support.

Safety was given special emphasis at the Winter Olympics in Salt Lake City, which was designated a National Special Security Event. Dozens of local, state and federal governmental and law enforcement agencies shared coordination for this special security effort. As part of this force, Guard members from 25 different states provided civil support (chemical/biological detection), radar, aviation, transportation, communication, military police, explosive ordnance disposal, and nine troop life support areas. At its peak, more than 5,000 Guard members were on duty. At ground checkpoints and at the gateway airports leading into Salt Lake City, the Guard screened 1,069 trucks and 918 general aviation aircraft, while the Explosive Ordnance Disposal Unit responded to 108 incidents.

The disaster season began in November 2001 with heavy rain and flash flooding in Texas. The Texas National Guard averaged 70 soldiers a day with twenty trucks and four UH60 helicopters performing search and rescue and evacuation missions. In March of 2002, flooding hit the states of Kentucky, Virginia and Tennessee, bringing seven deaths and destroying hundreds of homes. Severe flooding once again devastated the lower counties of West Virginia, prompting the expenditure of over 17,000 mandays. At the end of the year, the Guard used 23,882 mandays in support of citizens recovering from the effects of floods.

The Guard fought fires in nine states in December 2001, and major wildfires involving 21 states attacked the west in the spring of 2002. The fires consumed 6.6 million acres of wild land and 47,519 Guard mandays. Support provided by the National Guard included aviation with water bucket drops, security, command and control, and other missions as directed. Several states opened armories to provide shelter and staging areas for



civilian firefighters and transportation and evacuation of citizens.

## Military Intelligence Support

Although military intelligence assets represent a very small portion of the ARNG's overall force structure, ARNG Military Intelligence (MI) soldiers play an increasingly vital role in national security. Guard members contribute in both national and tactical intelligence. National intelligence assets collectively known as the National Foreign Intelligence Program (NFIP) enabled ARNG MI elements to assist in such fields as signals intelligence, counter-drug intelligence, and open source intelligence. The NFIP funding supported players such as Defense Intelligence Agency, National Security Agency, and elements of the State, Treasury, and Justice Departments. ARNG MI assets also participated in defense-wide intelligence support to the Combatant Commanders through the Joint Military Intelligence Program. Activities included imagery and signals intelligence, document exploitation, and all-source analysis.

## LOGISTICS

Developed in FY 00, the Army National Guard State-Territory Asset Redistribution System (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 non-funded requirements at each state against reported excess.

The program has been changed to adapt to Single Stock Fund (SSF) fielding and will allow for the redistribution of certain assets against non funded requests in Integrated Materiel Automation Program (IMAP). State/Territory Asset Redistribution will provide a means to move assets from one state to another against authorizations, allowing only true Army National Guard excess to be turned in to the SSF.

During FY 02, \$1.8 million worth of tools were returned to Tank and Armament Command, Rock

Island Arsenal, Illinois, for disposal through public sales. Tools are not always on the "must fund" list, but without proper tools to keep vehicles and equipment maintained, readiness and mission will suffer. 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 Defense Reutilization and Marketing (DRMO) every day.

In an attempt to correct this imbalance, the Logistics Division and the Montana Army National Guard have launched the Tool Recovery and Warehousing (TRW) Program. The program provides commanders an avenue to requisition non-aviation hand tools through normal supply channels, but without being charged for the tools; all tools in stock at the TRW warehouse are free issue.

The program hinges on participation in the State - Territory Asset Redistribution (STAR) program. 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.

From FY 01 to through the 2d quarter of 02, 36,800 non-funded requirements were generated for tools; of those, the TRW Program filled 22,162 unit requests, saving the Guard an estimated \$530,888.50 and increasing readiness in the process. The state of Montana alone saved over \$1.5 million. Centralized warehousing of excess tools could potentially save the ARNG millions per year.

## Acquisition Career Management

The Logistics Division's Acquisition Career Management Branch (ACMB) was established in August 2000 to ensure that the ARNG fulfilled the mandated intent of the Defense Acquisition Workforce Improvement Act (DAWIA), enacted in 1990 to improve the overall effectiveness of military and civilian personnel responsible for the management and administration of Defense Acquisition programs. The ARNG continues in its efforts to mitigate manpower and force structure issues to accomplish DAWIA mandates for Acquisition Workforce (AWF) professionals.



In FY 01, the Acquisition Career Management Branch initiated a baseline for ARNG AWF personnel in Contracting. While contracting is one of 11 career fields in the AWF, representing only about 22% of Active Component AWF personnel, Contracting personnel make up approximately 98% of ARNG acquisition workforce.

In previous years, ARNG AWF personnel had difficulty obtaining priority status for Defense Acquisition University (DAU) courses required for certification by DAWIA mandates. To resolve this, the ACMB conducted approximately 20 state assistance visits to train personnel on correct procedures for updating their records and obtaining necessary training. The magnitude of the training shortfall is indicated by a recent NGB-ARL audit, which suggests that only about 50% of the ARNG's Contracting AWF personnel currently maintain the required Acquisition Position List (APL). Personnel occupying an acquisition position without an APL identifier are subject to delay when applying for the training and certification courses mandated by DAWIA policy.

During FY 02, database interface problems often required manual data re-entry to compensate for errors. In addition, personnel shortages within the Acquisition Career Management Branch, coupled with a high turnover of state personnel, impacted processes to accurately and expediently mitigate training issues. To help alleviate these problems, accessions of Title 10 acquisition positions within the ARNG full-time force structure continues.

## National Maintenance Management (NMM)

In FY 02, 16 ARNG maintenance activities were NMM Sources of Repair (SOR) for 73 different items. The 16 SORs expended 34,735 man-hours to repair 4,921 repairable parts at a reimbursable cost of \$2,831,250. FY02 saw a reduction in the number of Army National Guard (ARNG) maintenance facilities (SOR) participating in National Maintenance Management (NMM) from 18 to 16. Four facilities left the program while two shops became new SORs. The decrease was mainly attributed to the National Maintenance Program Office, at Headquarters Army

Materiel Command (HQAMC), decision to the streamline operations by decreasing the number of SOR's.

The NMM program also transitioned to the new ISO 9001:2000 quality standard, which all sites must comply with by 1 October 2003. In support of this effort there were four regional training sessions to facilitate the transition to this new standard. Aviation maintenance participation in these classes was in preparation for possible participation by the Aviation Classification Repair Activity Depot (AVCRAD) in FY 04.

## 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 started in FY 93. A team of two NGB warrant officers works closely with item managers in U.S. Army Europe (USAREUR) 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, and allocates stocks being released from CEG-E and DRMO sites throughout Europe.

EEPO operates utilizing a NGB negotiated Interservice Support Agreement with Army Materiel 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. In the past 6 years alone EEPO has been responsible for the recovery and return of over 3,000 trucks and trailers as well as over 500 Tons of general cargo valued at over \$300 Million. Since the inception of the program in 1993 EEPO has returned an estimated gross total of some \$400 Million in required equipment to fill shortages within the ARNG.



## 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 reduced its focus on supporting Class IX items and increased its Class II operations. These items are recovered from DRMOs 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 these 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. Additionally, NGMMC serves as the Logistics Divisions' primary platform for central purchases and issue of specific soldier items, ie: Extended Cold Weather Clothing System (ECWCS), Improved Physical Fitness Uniform (IPFU), and Black Berets. From here, GMMC can use its outstanding distribution capability to execute fielding plans. This site has already proven itself as a critical resource during previous and ongoing mobilizations of numerous ARNG units in support of the War On Terrorism.

## PROGRAMS, ANALYSIS & EVALUATION

During Fiscal Year 2002, in the wake of the terrorist attacks of 9/11, the Army National Guard Programs, Analysis and Evaluation Division performed a variety of functions including strategic planning, fiscal programming and in depth analytical studies on a variety of issues. In addition to the office's ongoing day to day operations, NGB-ARA developed many new and innovative strategies to resource the ARNG's role in the emerging Global War on Terror.

## Plans

The primary mission of ARA-PL is to ensure ARNG requirements and senior leadership vision are articulated in top-level DoD and Army planning and resourcing documents. To this end, ARA-PL was heavily engaged in coordinating the review of the FY 04-09 Defense Planning Guidance (DPG), The Army Plan (TAP) 2005-2020, and other key documents during FY 02. ARA-PL personnel frequently interacted with other DoD planners to analyze new or proposed language from other services and/or components. As part of this process, they determined impacts of these proposed changes on ARNG operations, programs, force structure, and priorities. These personnel also helped to ensure the ARNG maintained a clear and consistent message within these documents and throughout the planning community.

ARA planners also developed, staffed or presented policies and issues that advanced ARNG interests and initiatives. The division worked closely with ARNG leadership in 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).

## Programs

The ARNG succeeded in increasing its funding during the 04-09 budget cycle. Although all Army components were forced to operate in a fiscally constrained environment, the ARNG programmers were successful in increasing both validated requirements and funding for years FY 04-09. A key aspect of this success was the increase of more than \$1.2 billion in actual funding for FY 03 over the FY 02 final levels. This dramatic funding increase is a result of our ability to organize, present and ultimately defend both existing and emerging requirements for the ARNG, resulting in additional training dollars, equipment upgrades and revitalization of facilities.



In the Program Execution Group (PEG) for manning, the full time support ramp is funded for FY 04-09, but shortfalls exist in FY 03. This is a significant success and represents one of the top ARNG priorities for scarce resources. 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.

In the Installation PEG we achieved an increase in validated requirements for programs such as real property maintenance, base communications, environmental and family programs. Subsequent funding is still a challenge as all components struggle with adequately funding key programs, but we feel that we are trending towards parity with both the Active and USAR components. Although significant shortfalls still exist, we continue to close the gap in funding these critical programs. The most significant gains were made in military construction funding; although still below the required amount, the funding increases in excess of \$700 million over the budget cycle.

The Sustaining PEG increased funding for depot maintenance and logistics automation. Depot maintenance for early deployers (Force Packages I and II, and the Enhanced Separate Brigades) is funded to a minimum of 80 percent in FY 04, with both early and late deployers funded to 100 percent for FY 04-09. The PEG also recognized the tactical wheeled vehicle rebuild 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 less than 50 percent in FY 04. This presents a significant challenge to fielding of both new and cascaded equipment and is a major concern in the upcoming years.

The Army National Guard Restructuring Initiative (AGRI) is a Vice Chief of Staff of the Army initiative designed to transition a portion of ARNG force structure into 10 new Mobile Light Brigades. Although the design and costs have not been determined, the ARNG will work with the Department of the Army staff to develop reasonable and attainable goals for these new units. We expect initial requirements to be submitted in POM 05-09 and the full implementation program to be validated in POM 06-11.

## Analysis

Throughout the year, ARNG analysts supported senior ARNG leaders by providing quality control for the FY03 funding distribution process; continuing to support requirements development; conducting operational costing; and improving a mobilization database for the Operations Directorate that has streamlined the process of identifying and preparing units for deployment in support of the Global War on Terrorism.

# FORCE MANAGEMENT

During FY 02, NGB-ARF participated in the mobilization of Army National Guard (ARNG) units for the Global War on Terrorism (GWOT), including Operations Enduring Freedom (OEF) and Noble Eagle (ONE). The division assisted in completing the staffing of the Army Aviation Transformation and Modernization Campaign plan and began its implementation in the ARNG, an implementation that included 56 new unit activations, 68 unit conversions, and 10 unit inactivations, which affected virtually every state and aviation unit in the ARNG. The division participated in the Requirements phase of the Total Army Analysis (TAA) 2011, documented changes for FY 04, and began the process for completing documentation of modernization and changes in FY 05.

## Futures Branch

The principal long-term product managed and published by NGB-ARF's Futures Branch was the Troop Structure Program (TSP). The TSP redocumented projected force structure changes within all the 54 states, territories, and the District of Columbia through the end of FY 2009. In addition to the TSP, branch personnel continued their participation in the TAA 2011 process, which focuses on the size and composition of the ARNG as a component of the Army through the end of 2011. From a near term perspective, the branch submitted and tracked concept plans, requirements integration conferences, activities central to the mod-



ernization of the ARNG Force Feasibility Review (FFR) and the Force Validation Committee (FVC). Personnel also monitored implementation of the Army National Guard Division Redesign Study Initiative (ADRS), and the Force Design Update process.

Futures Branch personnel responded to numerous inquiries from the Army Staff, the Reserve Component Coordination Council (RCCC), the Senior Leaders Conference, Army Reserve Forces Policy Committee (ARFPC), as well as the Quarterly Readiness Review (QRR). Additional information requirements were met in support of request from the Congress of the United States. Futures Branch also engaged in a host of activities that included the Army Transformation Campaign Plan, the Objective Force, as well as the Army National Guard Restructuring Initiative (AGRI).

## Combat Service Support Integration

The Combat Service Support Integration Branch actively manages all of the ARNG's Combat Service Support (CSS) units, a large number of which were alerted, mobilized and deployed to support a myriad of ongoing missions, many a direct outgrowth of the 9/11 attacks. The ARNG's CSS force structure (medical, quartermaster, ordnance, transportation, and composite logistics units) grew considerably in FY 02 primarily as a result of the Army National Guard Redesign Study, which converted ARNG combat units to combat support and combat service support. This growth is programmed to continue through FY 07. Branch personnel were also integral participants in TAA2011, which will ultimately determine the CS and CSS force structure requirements and authorizations for the ARNG in 2011.

## Modernization and Requirements

The Force Modernization and Requirements Branch provides document-based requirements development, programming and materiel fielding oversight for common systems fielded to the ARNG. During the past fiscal year, the Branch provided input and supporting information to the NGB leadership on thirteen of the "ARNG Top 25 Equipment Modernization Shortfall List." Further, efforts of the branch's system integrators ensured key common systems were programmed for

Army National Guard Division Redesign Study (ADRS) Phase I and II for units activating in FY 04-07. Finally, the Branch developed and activated a website on Guard Knowledge On-line (GKO) that enabled Force Integration and Readiness Officers (FIROs) in the states to access System Distribution/Fielding Plans for modernization systems, significantly improving their ability to perform their duties and coordinate actions with NGB.

## Strategy, Plans and Policy

The Strategy, Plans and Policy Branch worked with HQDA, Forces Command (FORSCOM), and various ARNG staffs in the sourcing of over 14,000 ARNG soldiers in support of Operations Enduring Freedom, Noble Eagle, and ongoing SFOR and KFOR peace-keeping operations in Bosnia and Kosovo. Branch personnel worked to ensure that the ARNG leadership, all affected states and territories, and soldiers were informed of the requirements and ready for their mobilization and deployment.

## Combat Support Integration

The Combat Support Integration Branch provided vital daily assistance to both NGB operations personnel and the 54 states and territories in support of the GWOT, ONE and OEF.

Modified Tables of Organization and Equipment (MTOE) authorizations in the Combat Support force structure grew in 2002, mostly due to the activation of 17 chemical units and various reorganizations and MTOE adjustments to other Combat Support force structure. Engineer force structure experienced a minor decrease in authorizations in 2002; however the demand for multi-role bridging (MRBC) assets gained extreme visibility during 2002, and all ARNG MRBC units were called upon to support major operations.

The demand for Military Police units increased significantly after September 11, 2001 to provide force protection and base security, with this trend continuing throughout FY 02. Demand has been so high that units have been double-tapped and sometimes triple-tapped to provide force protection support.



Signal force structure authorizations remained steady in FY 02. Military Intelligence (MI) authorizations remained steady in FY 02, but demand increased for trained MI personnel to fill that authorized structure.

Organizational integrators within NGB-ARF provided daily support to the operators and to 54 states and territories for the ongoing GWOT mission, while continuing preparations for Command Plan 2004 and preparation of the ARNG position for the Requirements Determination part of TAA 2011, conducted in October 2002.

## TDA and Services Branch

The Force Management TDA & Services Branch revised National Guard Regulation 10-1, Organization and Federal Recognition of Army National Guard Units, with an effective date of 22 November 2002.

This revision adds a Management Control Evaluation checklist to the Federal Recognition process and ensures compliance with Department of Defense Directive (DoDD) 1225.7 and DoD Instruction (DoDI) 11225.8. The revision also updates office symbols, acronyms and regulations.

Per Army directive under AR 71-32, "Force Development and Documentation Consolidated Policies," the Force Management Division continued the process of standardizing Tables of Distribution and Allowance (TDA). The Army G-3, Force Management, approved the State Area Command (STARC) model during Command Plan 04. The STARC model will be an Army document that can be jointly manned. The first states to convert to the model have an effective date of change (edate) of 1 December 2003.

# PERSONNEL

The FY 02 end strength objective for the Army National Guard was to achieve selected reserve strength of 350,000, consisting of 36,580 commissioned and warrant officers and 313,420 enlisted personnel. To attain this goal, enlisted gains were programmed at 60,504, officer gains at 3,608 and enlisted extensions at 53,042. Enlisted losses would be not greater than 62,233.

The fiscal year ended with ARNG strength at 351,078, 100.3% of the end strength objective. Total strength included 36,449 officers and 314,629 enlisted personnel. Minority strength was 91,204, representing 26.0% of assigned strength. There were 2,546 African American Officers or 7.0% of officer strength and 50,726 enlisted personnel or 16.1% of assigned enlisted personnel. Total African American strength was 53,272, 15.2% of assigned strength. There were 1,558 Hispanic officers, 4.3% of officer strength and 24,239 Hispanic enlisted personnel representing 7.2% of assigned enlisted personnel. Total Hispanic strength was 25,797 or 7.3% of assigned strength.

Female strength of 43,436 was 12.4% of assigned strength and continued to climb throughout the fiscal year. Female strength was comprised of 3,559 officers, 9.8% of officer strength and 39,877 enlisted equating to 12.7% of enlisted strength.

## Enlisted Personnel

Enlisted accessions of 63,251 were 104.5% of the programmed objective of 60,504 for the year. Non-prior service accessions of 32,811 were 108.5% of the objective, and prior service accessions were 30,440 or 100.6% of objective. These statistics reflect an accession mix of 51.9% non-prior service and 48.1% prior service enlistments. The overall Army National Guard Loss Rate through the end of FY02 was 19.3%.

The ARNG continues to focus on incentives and educational programs to improve quality. High school diploma graduates were 85.6% of accessions, which is only 4% below the DA goal of 90%. The percentage of high school graduates is actually 100% when Alternate High School Certificate Holders (GED) are factored in. The ARNG Category (CAT) I through Category IIIA accessions was 59.8%; the CAT IV mark was 2%. The breakout of NPS accession quality for FY02 is as follows:

### Non-Prior Service Accession Quality

	GOAL	ACTUAL
HSDG	90%	85.6%



<b>Test Category</b>		
I – IIIA	67%	59.8%
IV	< 2%	2%

<b>Enlisted Personnel Status</b>		
	<b>GOAL</b>	<b>ACTUAL</b>
Accessions	60,504	63,251
Non Prior	30,254	32,811
Prior Service	30,250	30,440
Losses	62,333	63,872

<b>Extensions</b>	
First Term	13,149
Careerist	44,764

## Incentive Programs

The ARNG employed a wide variety of incentive programs in FY 02. 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 02 Selected Reserve Incentive Program offered the following:

- \$3,000 enlistment bonus in any unit other than a TDA (Category I-IIIB), MOS immaterial.
- Additional \$3,000 for Non-Prior Service (NPS) enlistees in a critical skill identified by the state.
- Additional \$2,000 “Off Peak Ship” bonus for an NPS enlistees who agrees to take initial training during the November – March off peak period
- \$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 (SLRP) for CAT I-IIIA, non-prior service enlistees who have existing loans at the time of enlistment and enlist for a minimum of

- six years (MOS) immaterial
- \$5,000 Prior Service Enlistment Bonus for soldiers enlisting for six years who have less than 14 years total service, and are qualified in the Military Occupational Specialty (MOS) for which they are enlisting. (This incentive was terminated 1 Apr 02)
- A Prior Service Enlistment Bonus of \$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. (This incentive was terminated 1 Apr 02)
- A Re-enlistment/extension Bonus of \$ 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 shortage AOCs, for loans existing when the officer signs the contract.
- \$1,020 per month Specialist Training Assistance Program for critical wartime shortages.
- A \$10,000 per year Health Professional Recruiting/Retention Bonus for approved critical wartime shortages, for a one to three year contract.

## Educational Benefits and Incentives

Educational benefits and incentives are excellent recruiting and retention tools to help the ARNG maintain strength and readiness objectives. Tuition Assistance was provided to over 30,000 M-Day soldiers in FY 02. Soldiers were offered up to 75% tuition assistance for up to \$187.50 per credit hour, not to exceed \$3,500 per soldier per fiscal year. Soldiers may use their tuition assistance benefit for the pursuit of one credential at the associate degree through master degree level, and also for a technical certification.

Another primary education program for the ARNG is the Montgomery G.I. Bill(MGIB): the MGIB-Selected Reserve (MGIB-SR) and MGIB-SR “Kicker” program.



The MGIB-SR is offered to any soldier who signs a six-year contract, completes Initial Active Duty for Training (IADT) and has a high school diploma. Soldiers must remain members in good standing to be eligible for the benefit and are entitled to up to 36 months of full-time education benefits worth over \$9,000. The MGIB-SR may be used towards undergraduate, graduate, and post graduate degree work, as well as vocational training, flight training, correspondence training and several other categories. Soldiers who first became eligible after 1 Oct 92 have up to fourteen years to use the program.

The MGIB-SR 'Kicker' is a financial incentive in addition to the MGIB basic benefit offered to individuals enlisting or re-enlisting into critical ARNG units and/or skills, at a rate up to \$200 per month. As an incentive to recruit junior officers, the ARNG also offers a \$350 MGIB per month "Kicker" for eligible ARNG soldiers entering or completing a commissioning program.

**Education Support Center (ESC).** The ARNG ESC (formerly the ARNG Institute) continues to offer several benefits to help soldiers, their spouses, and ARNG civilian employees attain their educational objectives. Services offered through the ESC include the development of a comprehensive military transcript, the development of up to three personalized college degree plans, and educational counseling. Through the ESCs' partnerships with over 20 accredited colleges, soldiers are able to optimize their military experience and schooling and get well on their way to obtaining a college degree. During FY 02, the ESC produced over 6,000 degree plans averaging nearly 500 degree plans each month.

#### **Servicemembers Opportunity Colleges (SOC).**

The Servicemembers Opportunity Colleges continue to work with ARNG State Education Services Officers (ESOs) to provide college workshops to encourage increased SOC enrollments of non-member accredited colleges and universities in support of the local ARNG communities with post-secondary education programs. SOC colleges limit their on-campus requirements to 25 percent of required attendance, a necessary precondition for many Guard soldier-students who would otherwise be unable to attend. SOC Guard also worked in the recruiting and retention arena providing essential

information, support, and training to Recruiting and Retention NCOs to better penetrate the college market.

**DANTES.** Through the Defense Activity for Non Traditional Education Support, or DANTES, ARNG soldiers and their spouses are eligible to take numerous college level tests (i.e. CLEP, DSST, ECE), usually at no cost to the soldier or spouse. Successful test completion leads to award of college level credit and is an excellent alternative to taking traditional college courses via the classroom. In addition to testing opportunities, ARNG soldiers are also eligible to take a certification test that is related to their MOS to earn a valuable civilian credential. During FY 02, ARNG soldiers completed over 5000 college levels test and over 100 certification exams.

#### **Information Management and Reporting Center (iMARC).**

iMARC is a browser-based software system which manages service member benefit programs. The system contains integrated Total Army personnel database pay, recruitment, and training data designed to support administration of a full spectrum of educational benefit and enlistment incentive programs. The iMARC system tracks program eligibility, payment schedules, and obligations; flags files for follow-up requirements; and maintains incentive payment history via the individual's Social Security number. This technology allows "real time" NGB and state visibility for all programs. As an upgrade from Benefits Administration Reporting and Tracking system (BART), iMARC is being incrementally deployed starting this fiscal year, and continuing during FY 03, with the goal of being fully operational in FY 04.

### **Officer Accessions and Retention**

The total officer strength at the end of FY 02 was 36,449. While officer accessions were up, officer end strength was 131 officers short of the programmed objective, 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.

The Army's ROTC Cadet Command authorized 800 Guaranteed Reserve Forces Duty contracts for the Army Reserve Components. The ARNG has received



495 new accessions from this source. In addition, the ARNG has had continued success with its NGB accelerated Officer Candidate School program.

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 the Total Army 4-year degree requirement. The ARNG is working towards establishing on-line degree programs for its lieutenants in order to rectify this problem.

## Warrant Officer Personnel

Warrant Officer personnel management continues to present challenges for the Army National Guard. 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 MOS, the ARNG is following alternatives to mitigate the shortfall. Current warrant officer strength is 77.8% fill of authorized, of which aviation is at 92.2% fill and technical service warrants are at 67.1% fill. The critical shortage of Transportation warrant officers and its impact on operational readiness is a significant concern.

## Enlisted Personnel Management

The Enlisted Policy section continually staffs personnel management issues through both the Military Personnel Management Offices, State Command Sergeants Major, and subject matter experts from the field. Consequently, draft policy and programs have been created to improve enlisted soldiers' professional development and opportunities within the Army National Guard. Policy revisions for regulations and directives concerning the procurement and management of personnel are currently underway, with anticipated publication of new guidance in FY 04.

The Enlisted Policy section has been participated in the Army's initiative for the restructuring of enlisted MOS including elimination of MOS 71L (administrative).

The ARNG has worked to develop policy regarding the management of soldiers and their careers to ensure the least amount of turbulence for the individuals affected.

During this fiscal year, a vastly increased number of mobilizations and pending demobilizations have challenged the ARNG with new policy issues surrounding deployed soldiers, to include rights and benefits, medical, and dependent care issues. The Enlisted Policy section has been actively involved in all mobilization/demobilization issues and has been successful in resolving many of the problems encountered by enlisted personnel due to deployment.

# FULL-TIME SUPPORT

The National Defense Act of 1916 provided for the first full-time support within units of the Organized Militia. As the full-time support (FTS) program enters the 21st century, today's full-time 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. The role of FTS personnel has become more important as the Army places greater reliance on Reserve Component units to meet its commitments at home and abroad.

The FY 02 National Defense Authorization and Appropriations Acts authorized end strengths of 23,698 Active Guard/Reserve (AGR) personnel and 25,215 Military Technicians. These end strengths provided 58 percent of Department of the Army-validated FTS manpower requirements for the ARNG. In FY 02, the ARNG achieved end strengths of 23,341 Active Guard Reserve (AGR) and 25,322 Military Technician personnel at a cost of approximately \$3.2 billion.



tempo, and military and civilian education requirements. The key to increasing and sustaining company grade strength is qualifying lieutenants for promotion.

At the end of FY 02, the ARNG had dedicated 52 officer strength manager and 36 medical strength manager authorizations in the states, territories, and the District of Columbia to combat this challenge. Officer strength managers are leveraging various commissioning sources, to include state OCS, accelerated OCS, the OCS enlistment option, ROTC, and direct commissioning to access new lieutenants. Further, states are improving coordination with active installation transition points to access separating active duty officers directly into the ARNG.

The focus on personnel policy and programs to streamline officer accession and retention efforts continued to be a priority. The Officer Strength Branch has partnered with the Military Personnel Officer Advisory Committee, the Officer Strength Advisory Committee, the Army Medical Advisory Committee, and the Warrant Officer Advisory Committee to advance national initiatives integral to achievement of an officer strength posture central to achievement of personnel readiness.

## READINESS

The overall unit resources and training levels of the Army National Guard decreased 2.8 percent during FY 02. This was due primarily to a decline in personnel. The aftermath of the events of September 11th negatively impacted personnel of the Army National Guard, due in part to the 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 1.4 percent during FY 02. Personnel levels declined by 2.5 percent. Training increased by 1.9 percent, equipment on hand by 0.7 percent, and equipment serviceability by 2.4 percent. 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 02, overall eSB unit resources and training levels decreased by 8.4 percent. Personnel levels decreased 4.7 percent, equipment on hand decreased by 0.1 percent, equipment serviceability decreased 5.9 percent, and training decreased by 2.2 percent.

## ARNG Divisions

Overall ARNG division unit readiness level decreased by 4.7 percent during FY 02. There was a 5.6 % decrease in personnel, .03 % increase in equipment on hand and 3.1% increase in equipment serviceability, and a 2.2 % decrease in training.

## Civil Support Teams

Readiness trends in the Civil Support Teams (Weapons of Mass Destruction) showed improvement during the course of FY 02. The number of teams has increased to 32. All teams have been certified, and their associated unit resources and training levels have had a positive impact on overall ARNG readiness.

## INSTALLATIONS

There are more than 3,000 ARNG Readiness Centers (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 \$267 million for military construction (MILCON) in fiscal year 2002. Congress appropriated \$401 million, which increased the construction program from 26 to 39 projects. The majority of these funds included construction for support of the "Army Facility Strategy." The program's first stage is focused on readiness centers, vehicle maintenance shops and training classrooms. Funding of three projects for the Army Division Redesign Study (ADRS) and \$6 million for facilities to house the Weapons of Mass Destruction/ Civil Support Teams were also included in our fiscal year 2002 military construction appropriation.

## Facility Operations and Maintenance

In fiscal year 2002, \$526 million was provided for Operation and Maintenance Sustainment. This program pays for salaries to support facility operations and maintenance, and also provides funds for engineering services, utilities, minor construction, maintenance and repair projects. It also provides required supplies to extend the useful life of Guard facilities.

## Real Estate

The Minnesota Army National Guard received the final 276 acres of the former Twin Cities Army Ammunition Plant. This acquisition will provide encroachment protection for Mechanized Infantry, Signal Corps and Military Police unit training.

## Real Property

NGB-ARI, with the support of the states, has continued to achieve a greater fidelity of installation data, which is now available for all users across the country. The National Guard is leading the way within Army to achieve Chief Financial Officer Act compliance for real property reporting. This is a large step forward in achieving validated requirements and gaining accuracy of information that will assist in demonstrating a need for increased appropriations.

## Future Projections

NGB-ARI improved the quality of data in the Army Stationing and Installation Plan (ASIP), through the efforts of the ASIP editors in the states. In addition, NGB-ARI, in partnership with the Training Division, briefed the Army's Assistant Chief of Staff for Installation Management who approved the use of the ARNG Training Readiness and Operations Unit Planning Execution Resourcing System (TROUPERS) to document ARNG training load. Lastly, NGB-ARI worked with the Force Management and Readiness Divisions to register over 2,400 ARNG readiness centers and 4,500 ARNG units with their own Army Location (ARLOC) and Geographic Location (GELOC).

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

## Compliance

Throughout FY 02, the ARNG Environmental Programs Division conducted twelve external Environmental Compliance Assessment System (ECAS) visits. States visited included MI, WA, OK, GA, MS, IA, AZ, KY, CA, VA, TN, and NY. These provided a process for assessing facilities for compliance with Federal, State, local and Army environmental regulations, identifying and tracking corrective actions to bring the facility back into compliance. This fiscal year the National Guard Bureau fielded an



improved automated assessment tool which can be utilized for both the external and internal compliance assessments. The Windows Compliance Assessment Software System (WINCASS) enables program managers at the state and national level to manage the Installation Corrective Action Plan and monitor compliance findings through three phases (11 years) of assessment.

NGB is using the results of the previous year's data consolidation and gap analysis to evaluate environmental vulnerabilities at ARNG training centers. The goals include providing installation commanders an environmental sustainment profile of their installations, as well as giving the ARNG the ability to prioritize resources for training centers based on critical risk factors. This initiative was assigned to the Environmental Division by the Range Sustainment Integration Council, and involves extensive coordination and cooperation among many divisions within NGB.

This fiscal year, The ARNG instituted a program whereby all major ARNG wastewater treatment and drinking water facilities are assessed for operability, condition of infrastructure, and environmental compliance. Results obtained from the survey will allow the Environmental and Installations Divisions to assist ARNG facilities in improving their compliance and maintenance programs which will result in improved operational efficiency.

The ARNG successfully met the Army's FY 02 short-term goals for new and open enforcement actions. The goals were achieved through numerous proactive initiatives to include increased command emphasis, increased scrutiny of ECAS findings, and prompt follow-up of corrective actions. The Assistant Secretary of the Army for Installations and Environment's goal of zero new and open enforcements, and the requirement to report within 24 hours, will continue to challenge the ARNG.

The Impact Area Groundwater Study Program at the Massachusetts Military Reservation completed its FY 02 requirements. This was accomplished despite significant additional funding requirements that resulted from the detection of perchlorate in the water supply wells of the town of Bourne.

During FY 02, the National Guard Bureau worked with the Army to implement the recommendations of

the Army Audit Agency Report on the management of the Impact Area Groundwater Study Program (IAGWSP). Specifically, the Army assigned a program manager, an environmental attorney, and necessary staff to augment the IAGWSP office, and assumed overall program management responsibilities. Implementation of the recommendations began with a Memorandum of Agreement between the Army, NGB and the Massachusetts National Guard, signed in December 02.

## Pollution Prevention

The ARNG is working to update pollution prevention plans and increase pollution prevention efforts in lieu of traditional compliance. In accordance with Executive Order 13148, "Greening the Government through Leadership in Environmental Management," the ARNG will focus its efforts on pollution prevention through the development and establishment of an environmental management system at appropriate ARNG facilities.

## Conservation

The ARNG National Environmental Protection Act (NEPA) program successfully completed three Programmatic Environmental Assessments for the nationwide fielding of the AH-64 Apache Attack Helicopter, UH-60 Blackhawk Helicopter and 150TPH Rock Crusher systems. These cost-effective analyses have provided an excellent way to analyze major equipment systems that can be tiered to a site specific fielding document. The Ft. Indiantown Gap, PA comprehensive Environmental Impact Statement (EIS) was successfully completed, paving the way for initiation of an EIS for Stryker Brigade Combat Team training at the post.

The ARNG entered into the implementation phase of 90 Integrated Natural Resource Management Plans (INRMP). This is approximately 50% of the total Army plans, and has resulted in a significant increase in requests for funding. As a result of implementation of 50 state-wide Integrated Cultural Resource Management Plans, significant progress was achieved in formal consultation with over 200 federally recognized Native American tribes on issues relating to National



Guard facilities and training. In addition, the centralization of Geographic Information Systems (GIS) data into nationwide databases continues, with over five terabytes of data available.

## Restoration

The ongoing data collection for the Closed, Transferred, Transferring Range Inventory continues and is to be completed by 31 May 03. To gather the necessary information, 24 states were visited in FY 02. An interactive web page is being used 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 continues to be updated and contains information on range requirements, range funding, and other needed environmental information.

The ARNG continues to work toward closure of the open burn/open detonation permit at Camp Navajo, Arizona. The Army Base Closure Office has funded an Airborne Geophysical survey of the site to determine the extent of contamination and the Director of Environmental Programs has offered to fund the project at \$5 million per year from FYs 05-09. Natural and Cultural Resources studies have been completed. Fencing repair has also been completed, along with placement of signs to reduce the threat of incidental trespass. The major issue in the open burn/open detonation area is the presence of submunitions. Notification has been provided to the Army, but the area is currently closed to all personnel until a waiver can be granted to allow entrance.

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, an Environmental Protection Agency Superfund clean-up site. NGB is working with the Army and the Department of Justice to turn the engine test area over to the Boeing Corporation for completion of remedial action.

At the Los Alamitos Joint Forces Training Base, California, work continues to investigate and remediate contaminated sites. Two remedial actions have been

completed, and two additional sites have begun remediation treatment. Phytoremediation using willow trees has been installed along the western boundary to help contain and uptake residual contamination in lieu of using costly and protracted pump and treat technology.

The ARNG continues to be concerned about funding for investigation and remediation at state-owned closed and transferred ranges. It appears that Army 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 Army Environmental Center and the Assistant Chief of Staff for Installation Management to resolve this issue.

## COMPTROLLER

In FY 02, four appropriations comprised the bulk of the obligation authority of the Army National Guard (ARNG): Operations and Maintenance, National Guard (OMNG), National Guard Personnel, Army (NGPA), Military Construction, National Guard (MCNG), and Defense Emergency Response Fund (DERF). The FY 02 President's Budget for OMNG provided resources to support a civilian end-strength of 25,727, including 512 Department of the Army Civilians. The FY 02 President's Budget for NGPA supported the pay and allowances for 350,000 Guard members, including 23,698 Active Guard/Reserves. The DERF funded incremental pay for force protection and base operations support costs for ARNG soldiers who aided in the nation's recovery from the September 11, 2001 terrorist attacks. The FY 02 MCNG appropriation funded 21 readiness centers (armories), 16 maintenance facilities, 3 training projects (including 2 facility types for 1 appropriated project), and planning and design of future projects and unspecified minor construction funds. Thirty-seven of the total military construction projects were for revitalization. Other appropriations and individual state contributions (for state-related functions only) provided additional obligation authority to support miscellaneous operations and activities throughout the fiscal year.

Operations and Maintenance, National



## Guard (OMNG)

The OMNG appropriation funds the operational, logistical, and administrative support for Army National Guard forces. After the conclusion of the OSD Program Budget Decision cycle, the ARNG's President's budget submission was \$3.677 billion. Congressional actions provided an additional \$56.4 million for a revised total of \$3.733 billion. In addition to recurring Congressional adjustments, the ARNG received increased funding for sustainment, restoration, and modernization (SRM), full-time support, and distributed learning.

## National Guard Personnel, Army (NGPA)

The NGPA appropriation finances the costs to train, educate, and prepare ARNG soldiers for their federal missions. The FY 02 NGPA President's Budget request was \$4.014 billion. Congress provided an additional \$30.4 million, for a final total of \$4.044 billion. These increases were in the areas of AGR end-strength, schools, special training, and emergency spill response. Congress also approved realignment of over \$50 million for bonus funding within NGPA.

## Military Construction, National Guard (MCNG)

The ARNG received funding for 24 major military construction (MILCON) projects valued at more than \$110 million in FY 01. The FY 02 appropriation of \$405 million funded 39 major projects, including \$353 million for major construction, \$36 million for planning and design, and \$16 million for unspecified minor construction. A general reduction of 1.127 percent was imposed on the appropriation, bringing the FY 02 MILCON appropriation to \$401 million.

## Defense Emergency Response Fund (DERF)

DERF funding provided much needed relief after the tragic events of September 11, 2001. Upon enactment, the new appropriation provided the Army National

Guard with a multi-year, general fund appropriation to support the full spectrum of missions associated with Operations Noble Eagle and Enduring Freedom. The Army National Guard initially received \$36.8 million in FY 01, with an additional \$363 million in FY 02 to support Operations Noble Eagle and Enduring Freedom. In general, DERF was expended for military pay and allowances in support of force protection missions abroad, to include the airport security mission and operation and maintenance costs incurred for improving physical security of federal facilities.

## Financial Community Highlights

FY 02 began with furious activity in the Defense Emergency Relief Fund. The emergency funds appropriation created the need for several new codes in the Army National Guard's financial systems. The Army National Guard Comptroller worked with Defense Finance and Accounting Service (DFAS) to establish appropriate codes that responded to new duty requirements in the aftermath of the events of September 11, 2001. As the War on Terrorism matured and the Office of the Secretary of Defense (OSD) needed to capture specific categories of expenses, coding needs changed to specifically identify expenditures within the states of New York, Pennsylvania, and Virginia. In addition, OSD directed that the Army National Guard Comptroller specifically capture all pre-mobilization and de-mobilization costs associated with the ongoing effort.

As a result of the terrorist attack and subsequent additional requests for ARNG operational support from several federal agencies, the Funded Reimbursable program of the Open Allotment grew significantly to accommodate the reimbursement for borrowed military manpower. The Army Guard Comptroller requested and received an increase in reimbursable authority from \$8 million to \$150 million in order to support the Transportation Security Administration in airport security, the U.S. Capitol Police in relieving overworked law enforcement officials, and U.S. Customs in meeting border guard support requirements. This also included a significant increase in security support for the 2002 Winter Olympics in Salt Lake City. The Army Guard Comptroller worked closely with the Joint Task Force Olympics to ensure reimbursement authority was available as various requirements for support crews from



across the country were identified.

In 2002, NGB-ARC conducted a gap analysis between its current resource management and accounting environment and the Chief Financial Officers' Act requirements for a statutorily compliant financial management system. United States Property and Fiscal Officer (USPFO) teams identified business enterprise areas within their states and territories and developed functional and resource management requirements necessary for an ARNG system that would meet Department of Treasury financial system requirements, as well as ARNG functional resource management needs. NGB divisional representatives also participated in defining headquarters-level requirements. In the end, Department of Army requested that the ARNG accounting offices implement the Standard Army Financial System (STANFINS) until a standard Department of Defense system is developed. The Army Guard Comptroller worked closely with DFAS and the Assistant Secretary of Army for Financial Management Office to prepare the state and territory offices for transition. Within six months, DFAS presented seven STANFINS training sessions at four locations for the states and territories, and assembled a trouble-shooting desktop helper for new users. DFAS identified operational requirements built within the current ARNG accounting system State Accounting Budgeting Expenditure and Reservation System (SABERS), and built any necessary requirements into its Operational Data Store.

The Army Guard Comptroller participated in the development and fielding of Single Stock Fund resulting in the first successful ARNG prototype site in Texas. This effort required extensive review and testing within the accounting arena because the ARNG receives its financial data directly from the supply system (SARSS) into its SABERS accounting system, unlike any other Army component. Simultaneously, the accounting offices migrated off their old K-class servers to the much faster and more sophisticated L-class server. Several states participated in laborious testing procedures to ensure a successful migration.

## Financial Services Center (FSC)

The Financial Services Center has been deeply involved with pay issues of mobilized ARNG soldiers, issuing finance guidance and monitoring military pay accounts for guidance of those personnel supporting Homeland Defense Operations. The Comptroller's FSC 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 lessons learned from prior mobilizations was distributed to aid the USPFO Military Pay Sections in pay processing.

Over 1200 users of the Automated Fund Control Order System (AFCOS) were trained in FY 02. A majority of the training was centrally executed at the National Guard Professional Education Center in Arkansas. Several classes were given twice during FY 02 because of high demand. A heavy emphasis was placed on the State Automated Budget System since it was a relatively new system.

In July 2002, it was decided that the ARNG would take the lead in converting the ARNG financial community from SABERS to STANFINS through pilot program transitioning of five United States Property and Fiscal Offices from their current accounting system to the standard Army accounting system called STANFINS. This was accomplished while supporting the requirements of the existing ARNG military pay input system, the ARNG order-writing system, and the ARNG budget system. FSC systems staff worked long hours over the summer and fall to ensure the success of the transition for these five pilot USPFOs. Numerous feats of ingenuity and problem solving efforts were employed, and many more will be needed to bring the remaining forty-nine sites on line in October 2003.

The FSC also trained 1,200 students in using the software and tools of the ARNG order-writing system and the ARNG budget system. Additionally, the FSC decentralized the USPFO for Minnesota's use of the Defense Civilian Pay System (DCPS) by converting to online Time and Attendance (T&A) reporting. The ARNG is the first DCPS customer to completely con-



vert DCPS T&A input to Secure Web Access and this online T&A reporting will expand the USPFO capability by adding DCPS online input sites at the timekeeper level. The USPFO will maintain and concentrate on management duties of DCPS while eliminating the key entry of T&A Reports. The next states scheduled for conversion are Wisconsin and Kansas. A total of 25,344 ARNG (Title 32 technician and Title 5 civilian) pay accounts of the 53 USPFOs (Guam excluded) and the ARNG Readiness Center were moved to the database serviced by the Denver payroll office (PRO). The realignment of the three payroll offices and fourteen databases constituted the largest pay account move within the Federal Government. The ARNG expects this consolidation to result in more consistent and responsive payroll service.

## Operational Review Program (ORP)

The ARNG Operational Review Program (ORP) provided objective analysis of financial operations to the National Guard Bureau, the Adjutants General of the states, the Chief of Staff, and the United States Property and Fiscal Officers. The ORP's team served as the "cutting edge" for oversight and compliance in relation to the financial goals established by the Director, Army National Guard. The ORP was also the primary component of the management control process for financial operations within the ARNG.

The ORP Team continued its efforts to validate and monitor management controls through on-site visits to the United States Property and Fiscal Offices (USPFO). During FY 02, the team provided management and leadership with objective reviews, which assisted the ARNG Comptroller in discharging his mission (financial) requirements. These reviews, conducted in twenty-one states, furnished reports of condition, analysis, assessments, and recommendations applicable to management duties and responsibilities to the respective Adjutants General and USPFOs. Additionally, two special reviews were accomplished at the direction of the ARNG Comptroller. These reviews included the following functional areas: accounting, fund control, management controls, vendor pay, travel pay, government travel card, civilian pay, reserve military pay, and AGR military pay. Special emphasis was placed on functional areas directly related to the STANFINS conversion.

Starting in FY 02, the ORP Team enhanced their capability and value in presenting real time analysis by providing an automated reporting process that gathers and analyzes electronic data files and various DFAS-IN reporting data before proceeding to each state visit. Improvements focus on meeting the states' needs to ensure compliance with required NGB standards, minimizing non-value-added work and leveraging technology where ever and whenever possible. The additional functional processes covered by ORP are Command Expenditure Report Variances (CER), travel charge card (Bank of America) abuse, expired ETS dates, SGLI debts in excess of 40 months, AWOL attendance for soldiers with MGIB and/or bonus payments, and timely revocation of active duty and travel orders.

## Travel Charge Accounts

As the Department of Army MACOM with the largest number of active individual travel charge account cards, this DTS program continues to represent a major management challenge for the ARNG. In July 2002 there were 20,444 charge cards used and \$6.7 million dollars charged. Use of the charge card eliminates the need for manually processed travel advances in the majority of travel situations.

To combat rising delinquency rates, the ARNG took two major steps. A fulltime position as Agency program Coordinator was authorized in each state, territory, and the District of Columbia to provide proactive management of the program. Also, the ARNG order-writing system was modified to allow import of charge card data from the bank's database. The functions of the order-writing system include using the bank data, preventing the issue of travel orders for individuals with delinquent accounts, notifying management when travel orders are issued for individuals without charge cards, allowing management to activate and deactivate charge cards based upon actual travel dates, and identifying individuals with active charge cards who have separated from the ARNG.

## Travel and Vendor Pay

The Defense Travel System (DTS) development team has begun actively working with the ARNG on our



requirements to support implementation of DTS. DTS as currently designed does not support the integrated requirements for the ARNG order-writing, travel and fund management system. The ARNG is currently scheduled to begin fielding DTS in FY 06. Fielding cannot be supported until a solution to a DTS integration with the ARNG order-writing, travel and fund control systems are met.

With the Army's largest number of active individual travel charge card accounts, high rates of travel card abuse and delinquencies continue to plague the ARNG. Legislative action will allow DOD to institute mandatory split disbursement, which will greatly aid in reducing delinquencies. Increased mobilizations in support of Operations Noble Eagle and Enduring Freedom have hampered the ARNG's ability to effectively manage travel card abuse and delinquency.

## Financial Management Training

In March 2002, 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.

# INFORMATION SYSTEMS

The Army National Guard is shaping its "Knowledge Infrastructure" organization by capitalizing on the Army Knowledge Management (AKM) initiative. AKM embodies the vision of a single Army network, one enterprise Army portal and universal access to Army information technology, managed by NETCOM. AKM supports the ability to maintain and improve individual and unit readiness, and affects the ARNG's

ability to mobilize quickly and efficiently by investing in the information structure.

AKM will improve the ability to identify, distribute, enable access and enhance application of knowledge assets from Army, Army National Guard and other military and civilian organizations. It will strengthen information security and information assurance in order to ensure the integration of "best practices" by commands, units and individuals. AKM will also enhance the capabilities and operations of Guardnet XXI as a communications network supporting Homeland Security operations by the Guard, Federal agencies, and when appropriate, other governmental organizations.

Progressing with implementation of AKM is based on 5 major goals:

*Changing culture and governance toward a knowledge-based organization* continues to work toward becoming a network-centric, knowledge-based force. The office of the Chief Information Officer (CIO) is undergoing a reorganization to create a more flexible, responsive organization that is, within the framework of emerging missions, integrated and coordinated with the Army Knowledge Management (AKM) goals.

*Implementing "best practices" and knowledge management.* The CIO has established several working groups to identify and implement information management "best practices" across the ARNG. To date, our most successful program is the close relationship with the National Guard Information Management Council, made up of Army and Air Guard representatives from the 54 states, territories and the District of Columbia. This council passes on best practices and lessons learned from across the Guard, helping NGB to set and enforce policies that change the management of the knowledge infrastructure.

*Building an Army Enterprise Info-structure.* In this area of greatest advances, the CIO is building on the many years of investment in the Reserve Component Automation System (RCAS), Distributed Training Technology Project (DTTP) and Guardnet to complete the information technology transformation. The ARNG Network Operations Center has been relocated to a better, more secure location, which should improve



customer service and better maintain network integrity. Efforts are underway to increase the available bandwidth, or allowable data flow to the national communications network, and successful software development efforts also continued during this fiscal year.

***Establishing Army Knowledge Online (AKO).*** The ARNG fully supports the establishment of AKO; the Guardnet web site has been linked, with a single login, with the AKO site. As fielding of the DEERS/ Rapids software and issuing of the Common Access Card continues, the ARNG moves forward with establishing AKO e-mail accounts for all its personnel. At the end of FY 02, approximately 25% of the force was registered with AKO. The goal is for 100% during the first quarter of FY 03.

***Harnessing human capital.*** The ARNG needs to provide its military and civilian personnel with the learning opportunities, career-building tools, and mentoring relationships. The CIO continues to seek out and develop training and learning opportunities for the ARNG, focusing on the DTTP program and many other DoD learning initiatives. These opportunities will be expanded and developed in FY 03 as we seek to capitalize and expand these efforts to provide a world class knowledge management and learning environment.

## AVIATION & SAFETY

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

FY 02 was a significant and critical year for ARNG aviation, as it marked the beginning of the actual imple-

mentation of the long-awaited Army Aviation Transformation (AAT). Under the AAT and the Army Aviation Modernization Plan (AAMP), the ARNG aviation force began transitioning to a fully modernized force, but with fewer units, aircraft and personnel. The AAMP reduces ARNG aircraft requirements of the warfighting force structure by 26%. When Table of Distribution and Allowances (TDA) aircraft are included in the total aircraft on hand, the loss grows to 30%. The loss of 27% in utility helicopter assets structure between FY 02 and FY 05 is significant and impacts the ARNG's ability to perform peacetime missions in the States; the modernized aircraft are more capable, but fewer in number.

In 2000 the ARNG had structure requirements for 970 UH-1s and UH-60s, but has now dropped to 783 UH-60 requirements. In addition, under the AAMP the ARNG will only be equipped with 647 utility aircraft by 2005 and will not reach the maximum procurement cap of 687 UH-60s until 2007 (against the full requirement of 783 UH-60s). Modernization has reduced the size and total number of organizations. General impacts on the ARNG are:

- (1) Loss of one battalion headquarters and 30 companies
- (2) Loss of 26% of aircraft
- (3) Loss of 500+ aviators due to force structure and aircraft losses.
- (4) Loss of 2% of total aviation personnel.

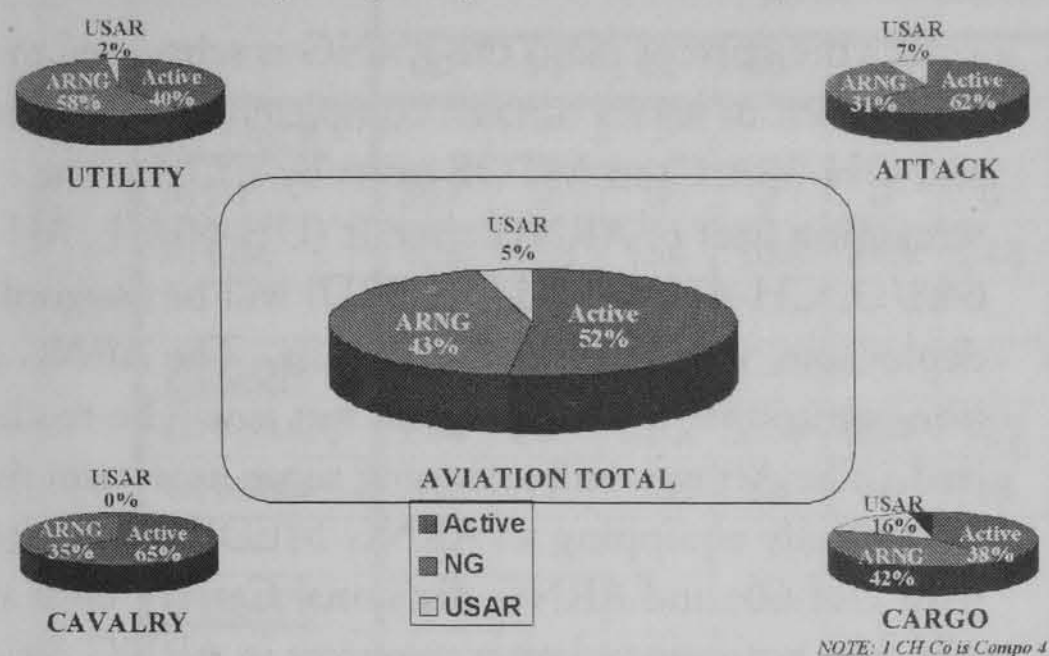
By the end of FY 02 the Army had increased the number of modern aircraft in the ARNG to the following levels: 592 of 783 required UH-60s; 135 of 150 required CH-47s; 135 of 296 required AH-64s; and 18 of 24 required OH-58Ds. Progress was slowed primarily due to operational contingencies in Afghanistan that delayed conversion of the 101st Airborne Division and withheld 34 UH-60s and 24 AH-64s from the ARNG.

Under the AAT, the ARNG still contributes almost half of Army aviation, as the chart shows:



## Army Aviation MTOE\* Composition FY02

(Rotary Wing Co's -- AC / RC Mix)



\* Modified Table of Organization & Equipment define the mission, structure requirements and authorizations for Army units

## Aviation Operations & Training

During FY 02, Army National Guard Aviation units and aircrew members continued to support numerous Presidential Reserve Call-up (PRC) missions, Overseas Deployments for Training (ODT), support for CONUS and overseas Combat Training Centers (CTC), CONUS and OCONUS exercises, domestic support missions and Presidential/Vice Presidential support missions. Mobilizations and deployments included Stabilization Forces (SFOR) in Bosnia and KFOR in Kosovo; Operation Desert Spring (ODS) in Kuwait; Operation Noble Eagle (ONE) in Afghanistan; and Operation Enduring Freedom (OEF) in the USA.

Overseas ODT training missions supported by the ARNG in FY 02 included "New Horizons" exercises in Central and South America, "Cooperative Safeguard" in Iceland, and "Tradewinds" in Antigua/St. Kitts. The 3/142d Combat Support Aviation Battalion from New York deployed to Nicaragua (3 UH-60s); Kentucky's Company B, 1/114 Air Assault Battalion to El Salvador (2 UH-60s); Co G, 104th Aviation Company from Connecticut to Peru and Iceland; and Company G, 140th Aviation Battalion from Nevada to Antigua/St. Kitts. Additionally, the ARNG supported Operation Bright Star in Egypt with three UH-60s from the 24th Medical Company (Air Ambulance), a unit split between the NE and KS ARNG.

ARNG aviation support for SFOR in Bosnia was performed by the 2/224th Aviation (Virginia) (15 UH-60s); Co F, 224th Aviation (Maryland); and also by a detachment from Maryland's 29th Aviation Brigade in SFOR-10. The next rotation included the 1085th Medical Company (Air Ambulance) from South Dakota and Montana, as well as fixed-wing pilots from Operational Support Airlift Command (OSACOM). New Mexico's 717th Medical Company (Air Ambulance) deployed to Kosovo.

FY 02 support to Operation Desert Spring (ODS), Kuwait, included elements of the 1/211 Aviation (Utah) and the 1/147 Aviation (Wisconsin, Indiana). Selected fixed-wing pilots from OSACOM detachments in Oregon, Nebraska, West Virginia, Texas, Missouri, and Vermont also supported rotations in Kuwait.

Combat Training Center (CTC) rotations required aviation task forces from many states, including ARNG assets from Oklahoma, Kansas, Texas, Mississippi, South Carolina, Oregon, and Vermont. Selected fixed-wing pilots from OSACOM detachments in Oregon, Nebraska, West Virginia, Texas, Missouri, and Vermont also supported four different rotations at Joint Readiness Training Center (JRTC), Fort Polk, LA. A rotation at the National Training Center (NTC) was supported by 4/278 Aviation of Tennessee's 278th ACR, assisted by Illinois assets. Ten rotations at the Combat Maneuver Training Center (CMTTC) in Hohenfels, Germany were supported by ARNG aircrews and support personnel from California, Colorado, Louisiana, Maine, Missouri, North Dakota, and Rhode Island.

Domestic support missions in FY 02 focused primarily on fighting wildfires in Oregon; to the Olympics and Para-Olympics in Utah; support to active component units; ROTC support; and numerous other activities.

## ARNG Aviation Training Sites (AATS)

The Army National Guard continued to augment the Army's institutional aviation training base and Total Army School System (TASS) with its four state-operat-



ed Aviation Training Sites, designated as national training sites for the Army.

The Eastern ARNG Aviation Training Site (EAATS), located at Fort Indiantown Gap, Pennsylvania, conducted Aviator Qualification Courses (AQC), enlisted training courses, Noncommissioned Officer Education System (NCOES) courses and Foreign Military Sales (FMS) training for UH-1, UH-60 and CH-47D helicopters.

The Western ARNG Aviation Training Site (WAATS), located at Silver Bell Army Heliport, Marana, Arizona, conducted aircraft qualification training, enlisted Aviation MOS training, NCOES and FMS training for OH-58 helicopters and Counter Drug RAID aircraft. Following the retirement of the Army AH-1 Cobra fleet at the end of FY01, the WAATS began conduct of initial test courses preparatory to its new mission of conducting all AH-64 "A" model training for the Army not later than FY 05.

The High Altitude Training Site (HATS), located in Gypsum, Colorado, continued to conduct high-altitude power management courses in utility, cargo and observation aircraft for Active and Reserve Component and Foreign Military Sales activities. The high value of this training to the US Army became even more apparent during the 2002 contingency operations in the rugged terrain and weather of Afghanistan. This critical training for flight operations at high altitudes in mountainous terrain saves lives and aircraft, as well as contributing to more effective military operations.

The Fixed-Wing ARNG Aviation Training Site (FWAATS), operated through the Operational Support Airlift Agency (OSAA), is located 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.

As part of the Total Army School System (TASS), the Army National Guard Aviation Training Sites provided training for over 1000 National Guard officers and enlisted Aviation personnel. Additionally, both the EAATS and WAATS 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.

## Aviation Systems and Logistics

Under the current plan, the ARNG is scheduled to divest itself of 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 assuming some near-term risk by not fully equipping all 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.

**Utility Helicopters.** NGB-AVS-A began implementing the Army's Aviation and Transformation Plan (AAMTP), later changed to Aviation Transformation Plan 2002 (ATP-02) as directed by the Army Chief of Staff of the Army in January 2002. During FY 02 the ARNG inventory grew by 82 modern UH-60 Blackhawk helicopters aircraft to a total of 587 Blackhawks. At the same time, the ARNG retired 373 older UH-I aircraft, reducing the remaining inventory to 268. Several deployments in support of the Global War on Terrorism (GWOT) and Operation Enduring Freedom (OEF) slowed the cascade of UH-60s from the Active Army to the ARNG. The ARNG was still able to celebrate a significant milestone in 2002 by achieving the goal of the Director, Army National Guard to have UH-60s assigned to every state plus Washington, D.C. and Puerto Rico.

**Aviation Life Support Equipment (ALSE).** Fielding of nearly 2800 of the latest helmet for Army Aviators, the HGU-56/P was completed in FY02. There is a remaining requirement for 3600 helmets scheduled to be fielded in FY03. The fielding of the latest chemical protective mask for Army Aviators, the M-45 resumed in FY02 with fielding to eight more states completed. This fielding schedule will continue to completion in FY03.

**Avionics.** The Systems Branch was successful in getting the Office of the Secretary of Defense to increase



Helicopter Type	Actual or Projected ARNG Inventory at End of Each FY										ARNG Full Requirement	Projected FY09 Shortages *
	00	01	02	03	04	05	06	07	08	09		
<b><u>ATTACK</u></b>												
AH-1	357	0	0	0	0	0	0	0	0	0	0	N/A *
AH-64	128	128	134	164	245	248	248	248	248	248	296	48
<b><u>RECON</u></b>												
OH-58A/C	264	286	293	294	294	125	125	125	125	125	125	0
OH-58D	13	17	18	18	18	18	18	18	18	18	24	6
<b><u>UTILITY</u></b>												
UH-1	628	524	268	170	0	0	0	0	0	0	0	N/A *
UH-60	501	505	587	603	644	647	664	687	687	687	783	96
<b><u>CARGO</u></b>												
CH-47	133	133	135	135	135	135	135	135	135	135	150	15
<b><u>TOTALS</u></b>	<b>2024</b>	<b>1593</b>	<b>1435</b>	<b>1384</b>	<b>1336</b>	<b>1173</b>	<b>1190</b>	<b>1213</b>	<b>1213</b>	<b>1213</b>	<b>1378</b>	<b>165 *</b>

\* **NOTE:** Shortages are shown only in relation to the required modernized-series aircraft

the acquisition objective for Airborne SINCGARS radios by 363 radios. This will allow the ARNG to procure sufficient additional SINCGARS radios to relieve shortages in the UH-60 fleet.

**Air Survivability Equipment (ASE).** With the retirement of the AH-1 Cobra fleet, the Systems Branch recovered limited quantities of Aircraft Survivability Equipment (ASE) that will be re-distributed to other aircraft remaining in the ARNG. While this effort somewhat mitigates shortages within the ARNG, ASE equipment shortages will remain a challenge in the coming years, particularly in the UH-60 fleet.

**Avum/Avim Modified Tables of Organization and Equipment.** The NGB- AVS Systems Branch in concert with AVS Integrations Branch painstakingly reviewed the new aviation maintenance element authorization documents and split them into companies and detachments. Two principles that guided this process were the need to provide viable maintenance capability in each element as well as give all soldiers a career progression path in grade and job specialty.

**Aviation Facilities.** Fielding of modernized aircraft in the ARNG continues to increase the requirement for additional maintenance hangar space. Aviation facility construction projects were completed to expand and

modernize ARNG Aviation Support Facilities in Oklahoma and Wisconsin in FY02. Four new AASF projects totaling \$78.8 million were funded in FY02. Additional funding for ten aviation facility projects totaling \$107.2 million was added to the Future Years Defense Plan to support The ARNG Aviation Transformation and Modernization Plan.

## Aviation Programs Integration

For ARNG aviation funding, Fiscal Year 2002 activities included POM and budget action for over \$375 million dollars in the areas of flying programs, depot maintenance, maintenance contracts, additional flight training, aviation special training, air traffic control, and safety and occupational health and industrial hygiene. Significant increases were secured for the FY 04-09 POM in the flying hour, depot maintenance, safety and occupational health, and industrial hygiene programs as a result of POM action.

The overall Army plan for aircraft transfers to the ARNG was outlined in HQDA Operations Order #2002-02, published October 7, 2002 by the Army G3. The table displays the Army plan for these aircraft transfers to the ARNG out through FY09.



Below is a visual comparison of the new 2002 AAT Plan with the previous 1993 ARI Plan for Army aviation (NOTE: Aircraft numbers in this slide are for the number of aircraft fills, not the number required)

## ARNG Aviation Historical Look

		ARI Plan (1993) Avn Restructure Initiative	AAT Plan (2002) Army Avn Transformation
<b>Flags</b>	Bde	16	17
	Bn	44	43
	Co	297	267*
<b>Personnel</b>	Off	1,975	1,933
	WO	3,755	3,296
	Enl	19,879	19,705
		<b>25,608</b>	<b>24,929</b>
		- 2.7%	
<b>Aircraft (Resourced)</b>	Atk	328	248
	Util	970	687*
	Cargo	136	135
	Scout	346**	143**
		<b>1780</b>	<b>1213***</b>
		- 33%	

\* Does Not Include  
4 BGF Cos (60 UH)

\*\* Includes 125 CD RAID  
at least through FY 05

\*\*\* Total requirements are 1354  
acft loss would only be -24%

20 Feb 03

## Safety, Occupational Health and Industrial Hygiene

An important way the ARNG ensures mission preparedness, unit readiness and force protection is through an active and involved safety program. The ARNG Safety Program, consisting of the ground safety, aviation safety, occupational health (OH) and industrial hygiene (IH) programs, ensures combat readiness by reducing the amount of man-hours lost due to accidents, injuries, and illness. It may also have a significant financial effect by reducing aircraft, vehicle and equipment accident loss costs. These easily identifiable equipment losses, as significant as they are, do not reflect the potentially much larger costs associated with serious personal injuries and fatalities. Medical costs for treating work-related accidents, injuries, and illness along with the recruiting and training costs of replacing deceased soldiers are also recognized additional costs that have yet to be satisfactorily identified.

The \$6.5 million FY 02 Safety and Occupational Health (SOH) operating budget constituted more than a 20% reduction from the previous year. Despite this reduction, the SOH Branch still funded numerous 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. Most of this money was sent directly to the states and used to conduct valuable training courses for Commanders, NCOs and civilian supervisors. The SOH Branch, acting as a coordinator for many of these courses, has helped train over 3500 M-day soldiers, 450 unit-level Safety Officers, 320 full-time supervisors and 90 State Safety Managers. The rest of the state funds provided for needs like Occupational Health services and other costs associated with running their Safety Programs.

**Ground Safety.** In FY 02, the ARNG experienced 84 Class A-C ground accidents, nineteen of which were military fatalities. The comparable figures for FY 01 were 156 Class A-C ground accidents, resulting in sixteen fatalities. Due to the lag in the authorized reporting time for Class C accidents, the number of reported Class Cs may continue to rise until the end of the second quarter, FY03. Historically we can expect as many as another 20 Class Cs to come in before then. Even so, we expect to have a reduction in the over-all Class A-C accidents totals for FY02 compared to FY01. Privately owned vehicles (POV) accidents claimed the lives of eleven more Guardsmen in FY02, and although this was down from the previous year's twelve, it still accounted for the single largest killer of ARNG soldiers. In an attempt to reduce or eliminate this cause, the ARNG ramped-up efforts to combat these incidents by thoroughly analyzing vehicular accidents and initiated an ARNG Strategic Accident Reduction Plan. Coordination and staffing for a flexible Defensive Drivers Training Program to be offered to every ARNG soldier started in FY 02. A distance learning Internet version allowing access 24 hours a day, 7 days a week, anywhere in the world, will be available to all Guardsmen starting mid-FY 03. This training meets requirements of AR 385-55, Prevention of Motor Vehicle Accidents, and is user-friendly, easily accessible to all soldiers, and designed to increase driver safety awareness.

The ARNG Explosive Safety Program continued to provide Safety Managers, Unit Commanders and soldiers with ammunition and explosives subject matter expertise through a cadre of Quality Assurance Specialists – Ammunition Surveillance (QASAS). The



QASAS, assigned to ammunition supply points at major ARNG training sites, created and began training their Ammunition Handlers and providing Ammunition Drivers Certification courses in addition to their usual ammunition surveillance and stockpile reliability duties. These courses, requested by the field and critical for ensuring safety during mobilizations, deployments and training, were highly successful and demand for them continues to grow. Another key initiative of the Explosive Safety Program included the deployment of the Explosive Safety Siting System used to expedite DoD Explosive Safety Board approval of training range and ammunition storage construction plans.

**Aviation Safety.** The ARNG experienced fifteen Aviation Class A-C flight accidents in FY02, an increase from the previous year by three. Class A accidents also increased in FY02, up from one the previous year to four this year, one of which produced a fatality. Unfortunately, one of the Class A accidents involved starting a ground fire resulting in property damage of almost \$36 million. Although both ARNG aviation Class A and Class A-C accident rates per 100,000 flying hours increased in FY02, the Class A-C rate was still lower than the FY00 number of 8.53. This was accomplished while performing at a much higher operational tempo (OPTEMPO) rate brought on by events of 9-11, the world-wide war on terrorism and, most importantly for the ARNG, great increases in Homeland Defense requirements.

In FY02, through a coordinated, mutually advantageous arrangement, the ARNG began offering classes as part of the Aviation Safety Officer Course (ASOC). Due to a PERSCOM identified requirement for an additional six week ASOC during the summer peak PCS period, the U.S. Army Safety Center (USASC) was faced with canceling the two (2) two-week Reserve Component (RC) ASOC courses. These courses, Part II of the two-part correspondence/resident training course, are also offered during the summer months because they fit in particularly well for RC soldiers as part of their two week annual training (AT) period. Instead of canceling or changing the dates, the USASC, which was not funded to conduct the course, agreed to allow the ARNG to conduct the resident Phase II portion of the course. USASC remains the proponent for

the ASOC. Courses are now being conducted twice a summer at ARNG training sites by a USASC approved contractor. Graduates receive the same qualifications, credentials and MOS as those previously training through the USASC. The course services ARNG and USAR soldiers specifically but class seats are opened up to regular Army soldiers who have completed the Phase I correspondence course as the course date approaches and seats remain unfilled. An additional advantage to the ARNG was the USASC's approval to modify the ASOC Program of Instruction to address and provide instruction for some ARNG specific safety issues. This additional training better prepares the returning Safety Officers for duties back at their ARNG units. Finally, as part of the contract negotiation, the approved contractor for the ASOC( Alamo Safety Organization) is updating the Phase I correspondence course materials at no charge to the Army.

**Occupational Health.** The Occupational Health Program (OHP) contributed greatly to the overall medical readiness of the ARNG by developing policy and providing guidance for the promotion of health and the prevention of disease and injury for both military and civilian personnel. In conjunction with the NGB Information Management staff, an updated and user-friendly NGB-AVS OHP Web Site was developed. As part of a national ARNG medical surveillance initiative to increase medical readiness, ARNG Occupational Health, U.S. Health & Human Services (USHHS) - Federal Occupational Health (FOH) and the ARNG Surgeon's office developed an ARNG OHP interface/electronic linking Army data systems, (e.g., Force Medical Protection System (MEDPROS /MODS Interface), Automated Voucher System (AVS) & Federal Strategic Health Alliance (FEDS\_HEAL). The ARNG Radiation Safety Program (RSP), administered by the State ARNG Occupational Health Nurses/Specialists, achieved greater than 90 percent compliance rate for FY 02 in evaluations done by the U.S. Army Communications and Electronics Command (CECOM) Radiation Control Officer. All deficiencies were either corrected on the spot or within 10 days of the end of the RSP evaluation. All these health monitoring, wellness education, and medical surveillance activities were key to maintaining a healthy ARNG workforce in FY 02.



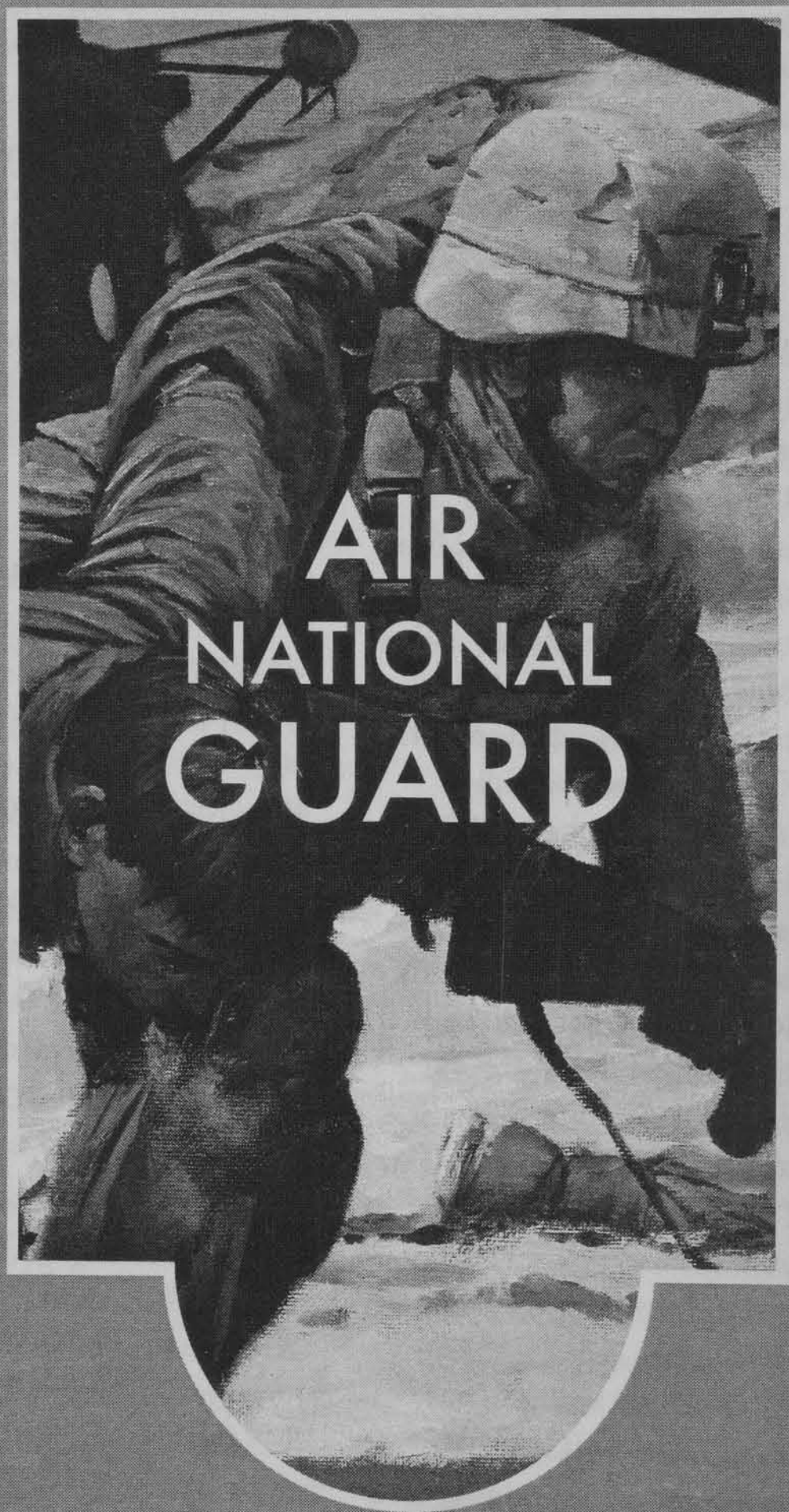
**Industrial Hygiene.** In 2002, IH professionals conducted 128 baseline surveys, 91 annual surveys and 134 other special surveys on ARNG facilities. Nearly 6000 samples were taken and processed as the ARNG IH Program continued its steady progress of establishing a baseline of occupational health and industrial hygiene (IH) compliance within the ARNG.

## CHIEF OF CHAPLAINS

The Army National Guard Chaplaincy experienced a difficult recruiting environment in 2002. While 772 positions are authorized throughout the ARNG, only 522 chaplains are assigned. A critical faith shortage remains, with Roman Catholic chaplain positions at less than 9 percent filled. An all-out effort has been mounted to address these shortfalls. The challenge facing personnel assigned as chaplain assistants in the upcoming fiscal year (FY) is improvement of the ARNG's 64% MOS-qualified rate in FY 02.

In FY 02 success was achieved in deploying chaplains and chaplain assistants throughout the world to include support of peacekeeping missions in Bosnia, Kosovo, the Sinai, CENTCOM, and a number of short term overseas deployments. Fifteen Unit Ministry Teams provided pastoral care to Army Material Command sites throughout the United States. Other teams provided spiritual care to soldiers (and family members) on homeland security missions. Since the events of September 11th, the ARNG has mobilized and deployed more chaplains and chaplain assistants than at anytime since the Gulf War, 1990-1991.





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# OPERATIONS

FY 02 was an extremely busy year for the Current Operations Division. The division (ANG/XOO) is comprised of four separate branches: Combat Forces, Mobility Forces, Support, and Personnel Recovery/Special Missions. All branches maintain interoperability with training and force structure as well as daily "real-time" current operations issues while working closely with Operations Group Commanders to ensure all operational requirements are met.

## Combat Forces

One of the major issues for the Combat Forces Branch was the conversion of Georgia's 116th Bomb Wing, which flew B-1 bombers, to the 116th Aerial Control Wing (ACW), flying the E-8 C Joint Surveillance Targeting Attack Radar System (JSTARS). The 116th ACW became the Air Force's first Future Total Force (FTF) Blended Wing combining the strengths of active duty and Air National personnel in one "blended" wing. This transition required close coordination with Air Combat Command (ACC), which relinquished operational control of the wing on 1 October 2002.

During the early coordination effort, the B-1 operational functional manager was converted to a JSTARS functional manager. This functional manager led the ANG's first JSTARS Integrated Process Team (IPT) combining a cross-functional group into one team addressing critical cross-functional JSTARS issues. The branch also led JSTARS first integration into the ANG's Weapons and Tactics Conference (WEPTAC) and prioritized the JSTARS warfighting requirements.

The combat forces fighter action officer was able to procure significant funding to provide ANG A-10/F-15/F-16 weapon systems with the required training and resources. A-10's trained in joint Combat Search and Rescue (CSAR) exercises and this training was applied during combat operations in Afghanistan and Iraq. Combat Forces also led the Combat Air Forces (CAF) effort to procure Fighter Data Link for its F-15s. Finally, F-16 mishap prevention was significantly increased after funding was procured to send ANG F-

16 pilots to the F-16 High Angle of Attack/Deep Stall program at Edwards AFB, CA.

## Mobility Forces

The Mobility Forces Branch also had significant issues and challenges to address during this time frame. They provided personnel to support both the Air Force's Crisis Action Team (CAT) and the Air National Guard CAT until sufficient augmentees were located and trained to staff the various desks. The branch also enabled conversions of multiple ANG KC-135 units to block 30 and/or Pacer CRAG and streamlined reconstitutions of C-130, KC-135 and strategic air units returning to normal peacetime operations after OEF deployments. The mobility branch is also responsible for the ANG's large C-130 fleet and this required them to stay engaged with the C-130J and C-130X (AMP) to ensure the Guard was properly resourced for these programs.

Mobility Forces Branch also developed extensive policies for ANG units on such topics as arming of crewmembers and OCONUS force protection. In addition, they drafted initial "concept of operations" and worked related issues for the ANG's first C-17 unit at Jackson, MS. Finally, they obtained seed funding for providing a limited number of mission planning technical support contractors to the highest-need units, enabling F-16 units to accelerate their implementation of J-series precision strike capabilities.

## Personnel Recovery/Special Missions

This year the Personnel Recovery/Special Missions Branch was engaged on multiple fronts. The functional managers coordinated with the Contingency Action Team the mobilization and deployment of low density/high demand (LD/HD) Combat Search and Rescue (CSAR) units and Special Tactics units to both OEF and OIF. The branch stood up the new Combat Rescue Officer (CRO) career field in the ANG and coordinated with ANG/XP to secure the resources and approval to stand up three CRO-led Rescue Squadrons made up of CROs, Pararescuemen (PJs), and Survival, Evasion, Resistance, Escape (SERE) technicians. The branch also coordinated approval from HQ USAF to split three composite rescue squadrons with HH-60Gs



and M/HC-130s into individual MDS squadrons to be stood up starting in FY 04. The functional managers were members of the working group that developed the proposal to move all CSAR assets from ACC to AFSOC. This proposal was approved by Chief of Staff, Air Force and is scheduled for execution on 1 Oct 03.

## Deployments

In FY 02, Deployments Branch utilized a cross-functional centralized management team, designed to facilitate Aerospace Expeditionary Force (AEF) operations within the ANG. During the FY 02 AEF cycles, the team prepared force packages for both contingency and steady-state rotations for integrated trained aerospace forces, to meet the theater Combatant Commanders' requirements in the Global War on Terrorism (GWOT). ANG/XOX deployed Air Guard members to 39 countries around the world, compiling a 98.5 percent fill rate.

**Expeditionary Combat Support.** As the Directorate was completing the processing and deployment of ANG personnel, the Exercises and Joint Operations Team, (ANG/XOXJ) began compiling lessons learned from the highly successful exercise "Patriot 2002". As the National Guard was being called upon in larger numbers and for longer periods to support the GWOT, a need existed for stable, dependable and realistic training. "Patriot 2002", although reduced in size due to real world commitments, provided a joint/combined training scenario at strategic training locations throughout the United States. Led by a 15-member headquarters team along with 28 personnel from across the country, "Patriot 2002" was instrumental in preparing National Guard personnel for the GWOT. The inclusive exercise brought together 1,033 Army and Air National Guard personnel, satisfying the training needs of unit commanders and meeting the requirements of combatant commanders. At two select training locations, ANG units completed specialized training events not available at home station. Overall, "Patriot 2002" airlifted over 1,000 passengers/aircrews and 154,750 lbs. of cargo.

**Plans and Programs.** XOXJ continued to provide the planning and execution for fighter, airlift and tanker exercises. During FY 02, ANG fighters deployed as

units 61 times to 23 different exercises, of which three were in direct support of real-world contingencies utilizing 30 ANG fighter units. These missions included cooperative training exercises with the active duty, and Guard-specific missions, to include:

- Air Warrior
- Annual Field Training
- Clean Hunter
- Combat Archer
- Combat Hammer
- Commando Sling
- Cope Thunder
- Fighter Weapons School
- Patriot
- Maple Flag
- Michelle 02
- NORAD
- NATO Air Meet
- Operation Northern Watch
- Operation Noble Eagle
- Red Flag
- Sentry Thunder
- Sentry Aloha & Snowbird
- Operation Southern Watch
- Tactical Fighter Weaponry
- Winterbasing

Utilizing some 50,000 workdays, deployment personnel were able to increase training effectiveness through constant communication with the MAJCOMs. \$4.5 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.

In FY02 the "Guardlift" Execution Team processed 4,400 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 seventy-three per cent of these missions and saved the Army and Air National Guard more than \$90 million 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 18,000 workdays



equating to \$2,700,000 dollars in personnel funding and \$ 878,000 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-141's are earmarked for replacement with the latest strategic airlifter of the Air Force, the C-17. The ANG continues to provide more than one third of the airlift required for quick and rapid reaction forces.

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. The Aerial Refueling section expended over 40,000 workdays and almost \$4,000,000 in matching funds training and deploying ANG KC-135 aircrews.

**Technological Support.** The Technological Support team provides electronic interaction within the Deployments Branch, working within the technology community and military networks. Major challenges met and exceeded by the technological support branch included the 1,000 percent growth of ANG/XOX classified computer systems. This seamless transition allowed for the electronic processing and tracking of more than 25,000 Air Guard personnel during FY 02.

## Security Forces

FY 02 has been one of the most demanding 12 months in ANG history. Mobilized shortly after September 11, 2001 the men and women of the ANG Security Forces have been on duty in more than a hundred locations around the world as active participants in Operations Noble Eagle (ONE) and Enduring Freedom (OEF).

Most units maintained 95 percent of their authorized end strength, maintaining overall strength in the career field, despite FY 02's extremely high operations tempo. Senior leaders in Security Forces continued to play a leading role in the development of the Air National Guard's antiterrorism program. Over 90 percent of Air Guard units have trained Antiterrorism Officers who are actively engaged in the development of their local programs.

Full-time manning requirements remained top priority for the Directorate staff and for local commanders. When the new steady-state requirement of force protection condition Alpha-plus strained available resources during this FY, the Air National Guard provided much needed relief by supplying 2,320 trained augmentees for a two-year period. The Air Force continued to evaluate security requirements and determine how the integration of electronic measures and new technology could enhance the overall security picture, and the Air National Guard continued to work closely with the Air Force on these and many other issues facing the Security Forces career field.

## Intelligence

Intelligence personnel from the 88 flying units, 1st Air Force, air control squadrons, and two air operations groups contributed heavily to Operation Noble Eagle (ONE), starting on the morning of 11 September 2001 and continuing in FY 02. Throughout the operation, these personnel participated in operations at home station, alert detachments, HQ 1st Air Force, and the regional Air Defense Sectors. As Operation Enduring Freedom (OEF) started in Afghanistan, these personnel were critical to the successful interdiction of Taliban and Al Qaeda forces. ANG intelligence personnel were among the first US troops on the ground in Afghanistan supporting Special Operations missions. In the Central Command AOR many personnel supported air operations center and flying operations alongside their active duty counterparts. Finally, the ANG had a strong presence at HQ USCENTCOM Intelligence Division, providing vital support to the Combatant Commander.

Throughout 2002, the Intelligence, Surveillance and Reconnaissance (ISR) Branch continued to provide programmatic and functional support for the four ANG intelligence squadrons and functional support for intelligence personnel in the 88 flying units, 1st Air Force, the Air Control squadrons, and two Air Operations groups.

After the terrorist attacks of September 2001, personnel from the three ANG imagery intelligence squadrons were activated and deployed to support the Air Combat Command's (ACC) Distributed Ground System (DGS).



1 at Langley AFB, VA and DGS 2 at Beale AFB, CA. Many of these intelligence specialists worked directly in support of the Air Force's new "Global Hawk" unmanned aerial reconnaissance mission. Some unit personnel forward deployed to locations in the USEUCOM and USCENTCOM AORs, primarily to support Global Hawk and U-2 operations.

Most of the intelligence specialists from the ANG's three imagery squadrons remained mobilized throughout 2002. Since their activation and deployment, these ANG personnel have been indispensable in supporting Air Force Global Hawk and U-2 tasking, processing, exploitation, and dissemination (TPED) operations from their deployed locations. For a period of time, personnel from Nevada's 152nd Intelligence Squadron (IS) were the only intelligence personnel directly supporting Global Hawk missions.

In late 2002, in an effort to improve Global Hawk support and alleviate the hardship on mobilized members, Air Combat Command funded another TPED system (Deployable Transit-cased System) for installation at the home base of the 152d IS in Reno, NV. Installation is scheduled for the first quarter of 2003. The 152d IS will then become the primary intelligence unit supporting Global Hawk, and will do so entirely from home station.

In addition to the contribution of the three ANG imagery squadrons in the Global War on Terrorism, the Air National Guard's C-130-borne "Senior Scout" signals intelligence (SIGINT) system quickly deployed to fill a void caused by the rapid realignment of national and theater intelligence, surveillance, and reconnaissance (ISR) systems. Senior Scout deployed to the USSOUTHCOM AOR in October 2001 and remained there throughout 2002, providing that command's primary ISR support.

These four Air National Guard intelligence squadrons provided essential signals and imagery intelligence to the unified commands and Air Force component commanders, and by the end of FY 02 efforts were well underway to stand up additional ANG imagery squadrons.

## Information Warfare

During FY 02, the Air National Guard continued aggressively transforming Information Warfare. The 193rd Special Operations Wing (SOW), Pennsylvania ANG, led the way for the Air Guard in Information Operations. The 193 SOW performs the high operations tempo Commando Solo mission, the Air Force's only airborne psychological operations broadcasting platform, under Air Force Special Operations Command. The 193 SOW aircraft are equipped to transmit radio and television broadcasts to targeted areas. The unit deployed personnel overseas for Operation Enduring Freedom (OEF), Operation Noble Eagle at various CONUS locations, and for Operation Shula Pen in South America. The 193 SOW was commended by Secretary of Defense Rumsfeld for broadcasting news briefings to the people of Iraq.

In addition to the 193d's work in psychological operations, the ANG activated its first unit to perform the Information Warfare aggressor mission. In January 2002, Headquarters, U.S. Air Force approved an initiative to re-flag Washington's 262d Combat Communications Squadron as the 262d Information Warfare Aggressor Squadron (IWAS). The 262 IWAS is currently going through the conversion process and will perform the Information Warfare Aggressor function in conjunction with the active Air Force's 92 IWAS and in support of the 318th Information Operations Group to assess vulnerabilities of friendly USAF networks and systems. The 262 IWAS provided support for Operation Noble Eagle throughout the year.

Additionally, several units within the Air National Guard have fulfilled operational requirements for Air Force and Joint customers with organic resources. The Maryland ANG supported the National Security Agency (NSA), augmenting the Signals Intelligence Support to Information Operations and Defensive Information Operations Organization at NSA headquarters at Fort Meade, MD. . The Delaware ANG provided support to the Information Operations Technology Center at Fort Meade. The Vermont ANG partnered with the VT Army National Guard to establish an Information Operations Training and Development Center, and has developed a distance-learning course to serve as a prerequisite for the Air



Force's "Information Operations Integration Course." The Rhode Island ANG provided Computer Emergency Response Team support to the Defense Information Systems Agency, while Utah conducted information warfare planning for 1st Air Force Continental United States North American Aerospace Defense Command Region (CONR) homeland security and defense mission.

## Training

The Rated Operations Training Branch has been heavily involved with multiple issues to include litening pods for F-16s, B-1 conversions at McConnell AFB, KS and Robins AFB, GA and also the conversion from C-141 to C-17 at Jackson, MS. The litening pod TX plan was completed, ensuring all ANG F-16 units were pod capable, and the ANG F-16 schoolhouses incorporated night vision goggles into their syllabus.

The conversion of B-1s at McConnell AFB, KS literally happened overnight. The Kansas ANG's 184th Bomb Wing stopped flying B-1s on a Friday and started flying KC-135 Continuation Training missions the following Monday. The Robins AFB, GA B-1 aircrew from the 116th Bomb Wing got a good start on their conversion in FY 02 to be completed in FY 03. The 172d Airlift Group, Jackson, MS will receive their first C-17 in December 2003, which would not have been possible without the work accomplished in 2002, to include initial cadre training at Altus AFB, OK and seasoning flying with the Active Air Force.

The Enlisted Aircrew Training Branch is responsible for career enlisted aviator (CEA) and enlisted aircrew and has multiple responsibilities: Training, Operations, and Standardization and Evaluation. The branch has been instrumental in 4 major weapon system conversions (one of which was accomplished in one year) requiring careful student placement and coordination between this office and Air Education and Training Command (AETC). The branch is involved with the Air Mobility Command (AMC) initiative to rewrite all weapon systems flight manuals, the C-130 performance manual and the future paperless flight manuals. Branch personnel also stood up two independent enlisted formal training schools, whose missions are unique to the Air National Guard.

## Safety

The Air National Guard concluded Fiscal Year 2002 with the greatest aviation safety record in its history. A new record low Class A flight mishap rate of 0.49 losses per 100,000 flight hours undercut the previous record by another 17 percent. With over 410,000 flying hours, FY 2002 was the second consecutive year in ANG flying history that there were ZERO aviation fatalities. The ANG ground safety record was also noteworthy. There was one on-duty fatal ground mishap, and only six off-duty reportable fatal ground mishaps. Additionally, there were no weapons safety mishaps.

## Ready Team

All conversions suspended due to the terrorist attacks of 11 September 2001 were restarted during FY 02, and the task of planning future conversions also resumed. During FY 02, the Air and Space Operations Directorate's Ready Team managed 50 conversions, ranging from block changes (F-16 A/B to F-16 C/D) to total MDS changes (F-16 to KC-135), along with totally new missions such as Information Warfare and Special Tactics Squadrons. The Ready Team also began the process of web-basing its various functions, starting with the conversion financial plans (FINPLANS). Later in the FY 02, several conversions were placed on hold during the build-up of forces in Central Command. Units impacted by this action will be reviewed after demobilization.

# LOGISTICS

## Fighter/Bomber (ANG/LGMF)

The Air National Guard manages a fighter/bomber fleet that includes 566 F-16A/B/C/D, 126 F-15A/B/C/D, and 102 A-10 aircraft. This comprises 41 percent of the F-16, 24 percent of the F-15, and 37 percent of the A-10 fleets for the Total Air Force. In FY 02 ANG fighter forces continued to play the major



role in the defense of air sovereignty of the United States, supporting Operation Noble Eagle as well as playing a supporting role in Operations Enduring Freedom and Operations Northern and Southern Watch. ANG F-15s and F-16s were called into service immediately on September 11th, 2001. Both air defense and general purpose fighter units began flying around-the-clock Combat Air Patrols (CAP) that continued throughout FY 02.

Tasking additional units increased the established "24/7" alert posture. ANG F15 and F-16 units flew at unprecedented operational tempos (optempos) during FY 02, providing 24 hour CAP over tasked locations for all of FY 02 and into FY 03 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.

The high optempos required to support Operation Noble Eagle continued through much of FY 02. The F-15, as the USAF's primary air defense fighter, figured prominently in the support of this operation. All three ANG Air Defense Units continued to support high optempos as well as receiving support from traditionally "General Purpose" fighter units such as the 159th FW, LA ANG. As part of the USAF's "Total Force," F-15s from the 159th participated in AEF 9-10 in support of Operation Northern Watch while also assuming an air defense alert tasking.

To ensure the continued reliability and relevance of the F-15 fleet to support these operations, a series of modifications commenced to ensure the future viability of this weapons system. The ANG is leading the way with the planned modification to provide the F-15 with the ALE-58 (BOL-IR) countermeasure dispenser. Planning and acquisition for this program is complete, and installation will take place at the "Queen Bee" location, the 173d FW at Kingsley Field, OR starting in June 2003. This is currently an ANG- unique modification, as the active duty units are not funded for this capability at this time.

One of the ANG's most successful modification programs is the addition of the Fighter Data Link (FDL) capability, which provides pilots with increased situational awareness through the sharing of aircraft sensor data over a secure data link. The ANG will complete this program in late FY 03. Another initiative that will improve combat capability, maintainability, and sustainability is the transition to F100-PW-220 motors from the F100-PW-100 motor. This will be accomplished through the reclamation of -220 motors from F16 aircraft that are being retired to AMARC as well as the conversion of existing -100 motors to the 220 configuration.

Embedded Global Positioning and Inertial Navigation Systems were installed through FY 02 and FY 03 to upgrade positioning and improve weapons delivery capabilities. During the latter part of FY 02 and into FY 03 the ANG temporarily modified aircraft for the Litening II Targeting Pod that provided precision engagement capability during Operation Iraqi Freedom. 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 should be completed in FY 03. 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 that dramatically reduces the time it takes to locate downed pilots. The ANG is accomplishing this modification concurrently with CMS to minimize the impact on aircraft availability and to take advantage of economies of scale.

The ANG significantly expanded the combat capabilities on the F16 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. In FY 02, the Air Force awarded the contract for an even more sophisticated targeting pod system, the Sniper XR Pod, to be fielded in October 2003. 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.



The ANG is continued pursuit of its program to modify its combat coded F-16 Block 42 fleet to the F100-PW-229 engine. This engine provides 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. Evidence of the significance of this program was the deployment of 12 F100-PW-229 modified Block 42 aircraft to ONW in FY 02. During this 90-day AEF rotation there were no ground or air aborts associated with engine issues and there were no engine spares required for any reason. There are currently 15 ANG Block 42 F-16 modified with the PW-229 engine. Re-engining these aircraft will require 63 new production engines.

## Global Mobility (ANG/LGMA)

The Air National Guard manages an airlift/tanker fleet that includes 243 C-130 E/H/J/Special Purpose aircraft, 229 KC-135D/E/R, 18 C-141C, 13 C-5A, and 19 Operational Support Aircraft (OSA). This comprises 52 percent of the C-130, 43 percent of the KC-135, 21 percent of the C-141, 10 percent of the C-5, and 15 percent of the OSA Total Air Force fleets. The ANG Mobility Air Force (MAF) fleet continues to shoulder a heavy load in supporting ongoing inter/intra theater airlift and air refueling operations in Operation Enduring Freedom, while ensuring the air sovereignty of the United States through Operation Noble Eagle and on-going counter-drug operations. The ANG MAF played an immediate role in the nation's response to the terrorist attacks of September 11, 2001, and continued to support retaliation operations throughout FY 02 at home and overseas. In addition to supporting an unprecedented airlift/air refueling workload throughout FY 02, the ANG MAF continued its unparalleled support to various special missions with its fleet of uniquely equipped C-130 aircraft. These missions included our annual support to the National Science Foundation's ongoing research in Antarctica using LC-130 "Ski-bird" aircraft, as well as the demanding Low Density, High Demand (LDHD) Combat Search and Rescue (CSAR) missions worldwide. Our EC-130Es took on quite a challenge in FY 02, continuing their LDHD psychological operations mission while undergoing a conversion to the newly acquired EC-130J aircraft.

The increased optempo of FY 02 ensures that the ANG MAF fleet will continue to play a critical role in domestic national security and the defense of U.S. national interests abroad. In order to meet these future challenges, the ANG MAF fleet is scheduled to undergo several aircraft modifications and aircraft acquisitions within the next 10 years. Some of these modifications will ensure structural airworthiness of the air vessels themselves, while others will outfit our ANG MAF aircraft with avionics suites that meet future Federal Aviation Administration (FAA) requirements and provide the aircrews with enhanced capability and situational awareness.

The ANG C-130 fleet is scheduled for a turbulent period of aircraft retirements, acquisitions, and upgrades well in to the next decade. To replace the aging fleet of C-130Es (currently averaging 39 years of age), the ANG is scheduled to receive several C-130J aircraft. The acquisition of the C-130Js will help to alleviate most of the current "aging aircraft" anomalies plaguing the C-130E fleet, while providing increased intra-theater tactical airlift capability to the combatant commands. The ANG C-130H fleet is relatively young from an airframe standpoint (13 years average), but the avionics on even the newest C-130H aircraft are growing more and more obsolete each year.

The ANG KC-135 fleet completed a major avionics upgrade in FY 02 and is programmed to begin its second major modification in just 5 years. In September 2002, the ANG's last KC-135 was upgraded to the Block 30 configuration, completing the Pacer Compass, Radar, and Global Positioning System (CRAG) modification. Immediately following Pacer CRAG, the ANG started the next major avionics upgrade, the Block 40 Global Air Traffic Management (GATM) modification. ANG KC-135 aircraft will begin receiving the GATM Block 40 modification in FY 03, and will continue to receive this modification until 2014. Structural issues are beginning to take their toll on the older KC-135E aircraft; these aircraft will require a significant overhaul on their TF 33-102 engine pylons to remain airworthy past FY 05. This enhancement began in FY 01 with an overhaul of the engine pylons while the aircraft underwent Programmed Depot Maintenance (PDM). However, during the end of FY 02, the KC-135 SPD conducted an analysis of this program, and concluded these repairs would only add, at the very most, 5 years



of structural life to the engine pylons. This analysis prompted a strut replacement program for the KC-135E fleet, beginning in FY 05.

The ANG C-141C fleet is scheduled to retire in FY 04, and will not be undergoing any modifications, other than those meant to ensure airworthiness of the fleet. However, the ANG C-5A fleet is scheduled to undergo 2 major modifications designed to enhance systems reliability and upgrade the avionics suite. The C-5 Avionics Modernization Program (AMP), similar to the C-130 AMP, will begin in FY 07 for the C-5A fleet. The Reliability Enhancement and Re-Engine Modification Program (RERP), scheduled to begin in FY 08, will provide much needed reliability enhancements on several systems on the aircraft and is expected to resolve many of the issues that currently drive the sub-standard Mission Capability (MC) and Departure Reliability rates that have been the hallmark of the C-5A for many years. The ANG OSA fleet, relatively new, enjoys modern avionics suites that have not yet started to experience "aging aircraft" issues applicable the rest of the ANG MAF fleet.

However, a disturbing logistical anomaly impacted the ANG MAF community in FY 02, despite the fleet's successes in the operational and aircraft enhancement arenas. During FY 02, each of the Air Logistics Centers (ALCs) raised their sales rates well beyond the expected inflation rates, resulting in drastic funding shortfalls in FY 02, extending throughout the Future Year Defense Plan (FYDP). This increase had a significant impact the ANG's ability to fund Programmed Depot Maintenance on aircraft, and overhauls on the various engines installed on such a diverse fleet. This significant shortfall was overcome in FY 02 in by utilizing the extra appropriations generated from the ongoing contingency operations. But, should the FY 2002 price increases continue throughout the next few fiscal years, this will generate a continuing shortage of funds that will severely degrade the ANG's ability to operate and maintain its MAF fleet for the foreseeable future.

## 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 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.

## Transportation Management

The ANG has the single largest vehicle fleet of all CONUS/OCONUS Air Force commands, with over 18,000 vehicles. In FY 02, the ANG combined with General Services Administration (GSA) and leased a total of 172 vehicles in GSA regions 2, 4, 6 & 8. 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.



In conjunction with First Air Force, ANG's Transportation Division provided numerous vehicles to standup alert sites nationwide, for Homeland Defense. We have additionally provided vehicles for security of our military installations, snow removal, fire protection, Red Horse and Electronic Installation (E&I) deployments.

Transportation personnel participation in overseas deployments also expanded in the aftermath of the events of September 11, 2001, with an increased role in AEF and significant support for Operation ENDURING FREEDOM. Transportation personnel and vehicles were instrumental in the search and recovery efforts in New York City, as well as supporting Homeland Security/Operation NOBLE EAGLE requirements throughout the country.

## Logistics Plans

As the Air National Guard became an increasingly active partner in Total Force deployment operations, over 200 ANG units looked to the Logistics Plans Division for critical deployment planning guidance. FY 02 saw the Air Guard's Aerospace Expeditionary Force (AEF) participation expand significantly with Operations Noble Eagle and Enduring Freedom in response to the tragedies of 11 September 2001. ANG Logistics Plans Division (ANG/LGX) stood up the Crisis Action Team's (CAT) Logistics Cell, trained 39 field augmentees and was the primary advisor to the CAT on planning and deployment policy. Managing ANG unit type codes (UTCs) to ensure combat capability for all Guard units, ANG/LGX initiated a groundbreaking "right-sizing" and re-engineering effort in concert with HQ AF planners during FY 02. Appointed as the ANG's focal point for the AEF Reporting Tool program—the primary vehicle for presenting combat-ready forces for over 12,600 UTCs—ANG/LGX program management was lauded by Air Staff as a Command benchmark. The Division also led the way in Logistics systems integration for deployment planning and execution, ensuring secure communications capability for all ANG flying wings. As Program Manager for the Air Force's largest War Reserve Materiel—204 accounts for \$58M in assets—and Expeditionary Site Planning (289 sites) programs, Logistics Plans continually improved the go-to-war

capability of the Air Force. Currently managing 549 support agreements, LGX ensured the proper recording of reimbursable monetary and manpower support to and by Air Guard units.

A significant professional event in FY 02 was the merger of the Logistics Plans, Supply and Transportation Officer career fields across the Air Force into the new Logistics Readiness Officer (LRO) specialty. As the single Career Field Manager for all ANG LROs, LGX ensured the successful conversion of and training opportunity for 500+ officers across the Guard. To maintain the combat readiness of the ANG, the Logistics Plans Division continually improved the Guard's capability to seamlessly integrate into the exceptionally active deployment optempo of the Total Force.

## Logistics Resources

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 02 the total expended for depot-purchased equipment maintenance (DPEM) exceeded \$710 million.

During FY 02, the Logistics Resource Section encountered a myriad of funding problems caused by price increases of 30 percent or more in excess of 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, 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 (XP)

The two main programming events for ANG/XP in FY02 were finishing up the FY03 President's Budget (PB), and building the ANG FY04-09 Program Objective Memorandum (POM) submission. FY02 was the second year the Air Force Corporate Structure (AFCS) combined the POM and the Budget Estimate Submission (BES) into what it called a Program Budget Review (PBR). The Annual Planning and Programming Guidance (APPG) for the FY04-09 PBR specified that the ANG would be treated as a MAJCOM for the purposes of the POM. This meant that ANG would be required to submit a zero-balanced POM submission and pay an AFCS withhold based on its share of AF Total Obligation Authority (TOA).

There were three rounds of the FY04-09 PBR. Round one was the baseline extension round, extending the new Future Years Defense Plan (FYDP) to FY09. Round two, was the initial review and balancing of MAJCOM POM submissions by the AFCS. In round three, the AFCS realigned dollars to fund critical total force shortfalls and initiatives that were still on the AF Unfunded Requirements List at the end of round two.

ANG/XP began building the ANG POM submission in Jan 02, vetting issues through the ANG Group and Board. Two major ANG staff analytical efforts supported the FY04-09 POM: The Workforce IPT and FY02 Re-engineering. The Workforce IPT, supported by representatives from XP, FM, and DP, was created and tasked to evaluate the ANG training pipeline program. Recruiting trends indicated a shift in the ratio of prior service to non-prior service accessions. This would require the ANG to send more students to Basic Military Training (BMT). As a result, the IPT recommended reprogramming drill manpower into the training pipeline so that Air Education and Training Command (AETC) would support the increased BMT and Technical Training requirements. Though the recommendations of the FY02 Re-engineering Study were

implemented in the FY02-07 POM, ANG/XP continued to refine the distribution of manpower to better fit the increasing support for Air Expeditionary Force (AEF) deployments.

ANG/XP briefed the balanced ANG POM submission to the AFCS at the beginning of April. It paid an \$81.7M AFCS Withhold, reprogrammed the ANG training pipeline, refined the FY02 Re-Engineering full-time manpower increases, funded contract support for the ANG Family Readiness Program, funded a joint ANG/AFRC Airlift Advanced Tactics Course, and funded a shortfall in funding for state security guards. In round two, ANG TOA grew \$3.0 billion over the FYDP.

Some of this program growth was reversed in round three of the FY04-09 PBR as the AFCS began to rebalance the Air Force POM while funding urgent shortfalls and initiatives that were still on the AF Unfunded Requirements List. ANG took \$413 million in cuts from the Depot Procured Equipment Maintenance (DPEM) and Flying Hours Spares for Depot Level Repairs (DLR) accounts to pay total force bills.

## CIVIL ENGINEERING

Air National Guard engineers continue to be an integral part of the total Air Force capability. During FY 02, the Air National Guard supported 74 steady state lines, using over 1900 man-days. Locations supported by these teams and individuals included sites in Puerto Rico, Turkey, Kuwait, United Arab Emirates, Diego Garcia, and Saudi Arabia. With several civil engineering specialties on the "stressed career field" list, this contribution of Air National Guard personnel had a significant impact on active duty operations tempo.

### Operations Noble Eagle & Operation Enduring Freedom

The Air National Guard provided volunteers to cover numerous contingency requirements for the Global



War on Terrorism (GWOT). Some 1325 personnel deployed to overseas locations supporting wartime requirements in calendar year 2002. Air National Guard fire fighters were some of the first Air Force personnel into Afghanistan under Operation Enduring Freedom (OEF) and facilitated aircraft operations in that theater. Five of the six RED HORSE teams deployed to the Southwest Asia theater to take part in the largest construction program in the history of RED HORSE. Many additional personnel are serving at stateside locations supporting the alert missions for continental air defense.

An ANG engineering team deployed a mobile aircraft arresting system (MAAS) to Travis AFB, CA in support of Operation Noble Eagle (ONE). The MAAS was obtained from the Defense Reutilization and Marketing Office (DRMA), was completely overhauled and refurbished by technicians at the ANG technical center in Minot, ND and then shipped to Travis AFB. The barrier was engaged by an active duty F-16 while deployed, saving the aircraft and pilot from damage or loss of life.

## Deployments for Training

Air National Guard engineering personnel completed a tremendous amount of training through deployments in addition to the heavy load of mobilizations supporting real world contingencies. Prime BEEF and RED HORSE teams sent guardmembers on 100 deployments for training during FY 02 to points OCONUS including exchange deployments in Canada, United Kingdom, Norway and Israel. Each deployment typically involved 40-50 people on two weeks of annual training to complete construction and renovation projects that tested war time force beddown and base sustainment skills.

## Explosive Ordnance Disposal

The explosive ordnance disposal (EOD) program has been a part of the Air National Guard engineering program for several years but is just beginning to achieve new prominence. In FY 02 members of the 15 EOD teams participated in 4 aircraft incidents involving munitions/components/explosives, 48 incidents involving U.S. military munitions, 16 incidents involving

improvised explosive devices, 10 incidents involving commercial type explosives, 5 incidents involving foreign or unknown munitions and 2 United States Secret Service protection missions.

## Equipping the Forces

Fiscal Year 2002 was highlighted by receipt of unexpected funding for several programs. A \$5M heavy equipment purchase supplied ANG RED HORSE teams with needed equipment and purchased four sets of vehicles for the Regional Equipment Operators Training Site (REOTS). This site, the sole provider of heavy equipment training for the Total Force, is ready for the future.

Fire vehicles within the Air National Guard have exceeded their service life and are in desperate need of replacement. In fiscal year 2002 \$7.5M was received from Congress and the Air Force to replace 16 vehicles. Year-end saw an additional windfall of \$16M that was dispersed to the units for purchase of Status for Readiness and Training (SORTS) reportable equipment. Funding was also re-established in the disaster preparedness account for the first time in many years. This nearly completed the outfitting of our new disaster preparedness team kits.

## Training the Forces

The Regional Equipment Operator Training Site (REOTS) developed and began teaching a certified operator crane course. This course was brought on line to train two personnel per Prime BEEF team on the operation of a 15-ton crane, which is a new Air Force requirement. During June 2002, the Air National Guard took the first steps to train its personnel in the new Counter-Chemical Warfare Concept of Operations (CONOPS). Readiness technicians from ANG units and headquarters functional areas were invited to Andrews AFB to undergo two weeks of intensive general and functional area training. They returned to their units and began to teach the new CONOPS with the goal of complete unit training by 1 December 2003.



## Military Construction

Constrained Air Force budgets continued 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. However Congressional interest and support remained high as evidenced by the \$104.3 million of project ads in Fiscal Year 2002 (FY 02). 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:

FY2002	\$248.5 million
FY 2001	\$201.6 million
FY 2000	\$263.7 million

The FY 02 MILCON program included \$234.9 million for major construction, \$6.6 million for unspecified minor construction, and \$7.0 million for planning and design. Within the major construction funding \$136.5 million supported new mission beddowns/conversions and force structure changes, and \$98.4 million corrected current mission facility deficiencies.

The ANG continues to maintain a high project execution rate. By the close of FY 02, 94 percent of projects in the year's program for construction were awarded. The two projects that were not executed by the end of the fiscal year were the Operations and Training Facility at Robins AFB, GA due to a mission change and the Replace Aircraft Hangar at Nashville, TN due to redesign since the unit only received approximately half of the required funding for the full project.

Maintenance and repair work, as well as minor construction projects costing up to \$750,000, are accomplished under the sustainment restoration and modernization (SRM) program. Constrained SRM funding in FY 02 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

Operation Noble Eagle (ONE) air defense and antiterrorism/force protection requirements in response to the events of 11 Sep 2001.

In FY 2002, the ANG obligated \$184.3 million for sustainment restoration and modernization (SRM). Of this total, \$1.6 million supported mission conversions, \$33.8 million for ONE, and \$3.1 million for several smaller programs to include energy, seismic, master plan, and demolition requirements. The remaining \$145.8 million funded projects that maintained and repaired facilities, utility systems, and pavements.

## COMMAND & CONTROL, COMMUNICATIONS AND COMPUTERS (C4)

The Air National Guard Command & Control, Communications and Computers Directorate is responsible for functional management, budgeting, planning, programming, and execution for 10 Air Traffic Control Squadrons, 10 Air Control Squadrons, 2 Air Support Operations Centers, 8 Air Support Operations Squadrons, 4 Air Operations Center (AOC) augmentation units, 8 Combat Communications Groups, 34 Combat Communications Squadrons, 2 Joint Combat Support Squadrons, 19 Engineering Installation Squadrons, 88 Base Communications Flights, 14 Air to Ground Ranges, 4 Combat Readiness Training Centers, 5 Air Defense Sectors, the ANG Network Operations Security Center (NOSC), and 6 ANG Regional Operations Security Centers (ROSCs). In addition, the directorate is responsible for air traffic control at 22 locations, air traffic control contract management, and ANG-managed airspace.



## Air Traffic Systems

In FY 02 Air National Guard air traffic control achieved a new prominence as a ready, reliable, and relevant player in the military air traffic control program. The Air National Guard was ranked as the third busiest major command (out of 10), controlling over 880,000 aircraft operations in 2002. Moreover, the control tower at the air traffic control squadron in Hawaii was ranked as the busiest facility in the Air Force, worldwide.

In support of Operation Noble Eagle (ONE), forty-one (41) ANG air traffic controllers deployed to AMC, ACC, and AFSOC active-duty bases support of extended hours of operations for their air traffic control facilities. In support of Operation Enduring Freedom (OEF), over 75 air traffic controllers and over 40 Air Traffic Control and Landing Systems (ATCALS) maintainers deployed to Afghanistan and Pakistan.

Noteworthy successes were realized in other areas of the ANG air traffic control program. All fourteen ANG control towers will receive a fully funded Control Tower Simulator System (CTSS), and all 10 ANG radar facilities will receive a newly developed SIGNAL radar simulator, which will replace the antiquated and unsupportable Air Traffic Control Training Device (ATCTD). Work continued on modernizing the 1950s vintage radar system employed by the ANG. The AN/MPN-14K has been identified for replacement by the AN/MPN-26, Mobile Approach Control System (MACS). Delivery of this new system will begin in FY05, with fielding completed by FY08.

Quality of life issues continue to be prevalent, with many highly qualified and skilled personnel departing for higher wages in the civilian sector with the Federal Aviation Administration (FAA). To combat this exodus, the ANG was able to obtain approval for the payment of premium pay for the civilian air traffic control workforce. Working in concert with active duty counterparts, approval was received from the Chief of the Staff of the Air Force for Special Salary Rate (SSR) implementation. Both of these initiatives will result in an increase of 25%-35% in pay for ANG civilian controllers. Initial indications show these measures are having positive results in retention of the ANG civilian air traffic control workforce.

## Air Battle Management

The Air National Guard contains five air defense sectors and squadrons providing 100% of Continental United States (CONUS), Puerto Rico, and Hawaiian command and control, air surveillance, identification, and intercept control capability (homeland defense). The North-East Air Defense Sector (NEADS), NY; South-East Air Defense Sector (SEADS), FL; Western Air Defense Sector (WADS), WA; and 169 Air Control & Warning Squadron (ACWS), HI are unique to the Air National Guard. They have been fully involved in ONE operations from the start and continue to respond to an ongoing tasking.

There are ten (10) ANG ACSs providing 50% of the USAF's wartime battle space management capability. All of these units were tasked 100% during ONE and at times dispersed through out CONUS. The newest unit to join the ANG air defense capability is the 611 Air Control Squadron (ACS), newly activated in the AR ANG. The 611 began converting from an active duty to an ANG unit in 2001 and was redesignated as the 176 ACS, AK ANG.

There are eight Tactical Air Control Party (TACP) squadrons and two Air Support Operations Centers (ASOC) providing 24% of the USAF's wartime close-air-support capability. A new and unique tasking for the ASOCs is as a Special Operations Force's (SOF) Theater Air Control Party (TACP). This is a specially trained and qualified airman in AFSC 1C451 or 1C471 who is Terminal Attack Control certified. About one third of the ANG's SOF TACP personnel have been deployed in excess of 270 days in combat operations over the past year and the remainder have been deployed in excess of 200 days in training and combat operations over the past year. The number of missions they are asked to support continues to grow and while versatile enough to be able to accomplish them the existing force structure was based solely on the support of unconventional warfare and strategic reconnaissance missions. These missions have expanded to include personnel recovery, foreign internal defense, civil affairs, and humanitarian missions. SSgt Jacob Frazier, an Illinois ANG SOF TACP member, was killed in Afghanistan during an ambush while returning from a humanitarian mission. The personnel shortfall has been temporarily addressed with the use of



pecially trained augmentees, but that has been done at the expense of conventional units.

The ANG provides the Air Force with three of five Air Operations Center augmentation units. The newest unit is Pennsylvania's 112th Air Operations Squadron, PA, recently converted from an ANG ACS. These units were involved as augmentation capability for ONE and OEF.

The ANG has two battle management support units: 107th ACS (AZ), AZ, and the 133d Test Squadron (IA), providing Enlisted Weapons Directors (AFSC1C5X1D) training and Modular Control System (MCS) testing respectively. Both units also provided augmentation for ONE taskings.

## Global Communications

The ANG's Engineering and Installation (EI) units provide 96% of the Air Force's wartime EI support, and 95% of the Air Force's total EI capability. ANG EI units work steadily in all major theaters to fulfill 100% of Air Expeditionary Force tasks and 98% of all combatant commander requirements, and perform additional missions for national, state and community authorities.

ANG Combat Communications continues to be a key factor in the Total Force, representing approximately 70% of the Total Air Force Combat Communications assets. Combat Communications support by approximately 750 personnel using 440 short tons of equipment was committed in support of ONE and OEF; personnel were tasked for deployments ranging from 30 days to six months. ANG Combat Command Units continued to support Air Expeditionary Forces (AEF) in both Operations Northern Watch and Southern Watch. In concert with the Air Staff requirement to have a lighter and more deployable force, the ANG continues to equip Combat Communications units with Theater Deployable Communications (TDC) suites.

Almost 6000 Communications Flight personnel were mobilized in support of OIF, OEF, and ONE. Within Communications Flights, a highly-visible program coordinated efforts ANG-wide to ensure timely pro-

gression toward fulfillment of the National Telecommunications and Information Administration (NTIA) mandate to convert wideband radio assets to the narrowband frequency standard. Direct and productive liaisons were conducted with Land Mobile Radio (LMR) steering groups, Air Staff, National Guard Bureau agencies, and field units to develop detailed action plans for training, funds acquisition, and management of the LMR radio migration. Initial funds distribution of \$26.5 million ensured ANG units received approved replacement radios toward achievement of the federally mandated program objective.

In the spectrum management area, 62% of all the field installation spectrum managers at all units are trained in the Spectrum XXI software. Last year 290 new frequency requests were processed with 267 being returned as assignments for a 92% completion rate and 366 records were reviewed to maintain an accurate database of over 4000 ANG frequency assignments in the Air Force database. NGB/C4 partnered with the Air Force Frequency Management Agency (AFFMA) in the resolution of interference problems between ANG units and Canadian users along the northern border. They obtained tentative approval from AFFMA on modifying AFI 33-118, Radio Frequency (RF) Spectrum Management, excluding the ANG from having to physically perform emitter surveys at every unit, reducing the total physical inspection number drastically and effecting savings in TDY costs and man-hours away from the office.

In the training arena the C4 Career Field Manager successfully sought and received approval for 60 extra mandays for individuals upon completion of 3-level training so they can work on their 5-level skills.

## Airspace and Ranges

Thorough and realistic training is required to ensure the highest state of combat readiness is achieved by the ANG personnel. Implementation requires the effective development and management of special use airspace and ranges and constitutes the mission of ANG/C4R, Airspace and Range Division. The division ensured that these training assets remain available in the face of increasing pressure from competing interests. C4R is responsible for 14 air-to-ground bombing ranges, four Combat Readiness Training Centers (CRTC) with asso-



ciated Air Combat Maneuvering Instrumentation Systems, one Range Control Squadron (operating threat emitters) as well as the ANG Special Use Airspace infrastructure. During FY 02, 193 CRTC and Range personnel (plus an additional 50 personnel through May 2003) deployed in support of various contingencies including AEF and ONE, and OIF.

**Airspace.** During FY 02, six major airspace proposals were charted, providing required training for numerous ANG units. Seven airspace proposals are being worked with the FAA, with additional concepts under development. The National and Regional Airspace/Range Councils, co-chaired by both the ANG and Air Force, continued to identify and work airspace/range issues affecting combat capability. Among the major initiatives advanced by these councils was "lights-out" night training to support Night-Vision Device operations. An exemption to conduct this training in the high altitude airspace structure was granted earlier this year. The exemption for lower altitude training in Military Operation Areas (MOAs) is in the final stages of coordination.

The Airspace/Range Councils, along with C4R and C4B, have engaged the FAA in the re-design of the National Airspace System. The cooperation between the ANG and the FAA in seeking a mutual solution to congestion caused by commercial expansion at the Cincinnati, Ohio airport and the resulting Buckeye Memorandum of Agreement (supporting the 178 FW training mission) has established the template for cooperation in the future. Pressure from commercial aviation continues to increase pressure on the National Airspace System and has increased the number of airspace denials/caps experienced by the ANG. Coordination between the ANG, AF, and FAA has reversed this trend in the past few months.

**Ranges.** Transformation efforts to improve realistic training at ANG ranges have been identified by several units as instrumental in preparing them for combat deployments. The recently deployed Joint Modular Ground Targets (JMGT) and Urban Area Targets provide training that reflects today's combat realities. Ranges are being equipped with modernized scoring equipment necessary to support precision-guided weapons training. Critical training is provided to ground Forward Air Controllers as well as aircrews.

Targets are being replaced with JMGTs, enhancing realism with a smaller environmental footprint. Range residual clean-up and associated environmental issues remain a major challenge. Five ANG ranges were cleaned of residual this Fiscal Year (with a partial clean up at a sixth).

## Combat Readiness Training Centers (CRTCs)

Utilization at the four CRTCs remained high, despite the impact of unit deployments. Continued improvements in billeting and training facilities enrich the Training Centers while maintaining their cost effectiveness. The Air Mobility Command (AMC) has selected the CRTCs as the exclusive sites for Expeditionary Operational Readiness Inspections for ANG, Active Duty, and Reserve AMC units. The CRTCs also support major joint force exercises, such as ASCIET and Global Patriot.

An integral part of the CRTCs is the co-located Air Combat Maneuvering Instrumentation (ACMI) facilities. Originally intended as an air-to-air training aid, the ANG sites have also integrated air-to-ground training by adding threat simulators to the Gulfport, MS and Volk Field, WI sites. A new dimension of training was acquired through the "rangeless" ACMI system at the Alpena, Michigan CRTC, which does not require the ground towers necessary for traditional ACMI systems. This allows Alpena to deploy the system anywhere when not required to support CRTC deployments. This system has been used to support Flight Training Unit (FTU) operations at the 173rd FW, (OR); 178th FW, (OH); and 149th FW (TX). Current upgrades to the block 25/30/32 F-16s give these aircraft an onboard ACMI capability requiring neither pods nor ground towers. This capability uses the ANG-sponsored Personal Computer Debrief System (PCDS) as the debrief platform. More initiatives to acquire "rangeless" systems, to be hosted at the CRTCs are being pursued to maximize dissemination of this outstanding training aid throughout the ANG.



## Information Systems

As a result of 9/11 and the subsequent anthrax attacks, C4 has focused on making critical information available on the web to protect ANG personnel and networks from harm. NGB/C4 established and maintained a comprehensive web site with information from the Center for Disease Control, U.S. Postal Service, the Surgeon General of the U.S., the Air Force, etc. on how to respond to an Anthrax threat and other biological agents, to suspicious mail, incident reporting, mail bombs, etc. This web site provided critical information for official mail center personnel in ANG flying units and was recommended by other government agencies as a training tool for their personnel.

## Information Management (IM)

The role of the IM Functional Manager at base level is more challenging and important than ever. The ANG IM Career Field Manager, ANG/C4IM, continued to maintain an effective and comprehensive program supporting over 3,800 IM ANG personnel. The ANG IM web page provides the IM workforce with daily information on career field management updates and tools.

ANG/C4IM initiated the transfer of responsibility for Command Publications (ANG publications) to the 201 MSS. This is a "first" for the ANG, and as a result C4 was able to transition ANG publications into the AF publications inventory along with the other AF Major Commands and Agencies.

AF Forms are now referred to as Information Management Tools (IMTs). New software (i.e., Pure Edge Designer and ICS Viewer) for IMT management was implemented throughout the ANG. The Command IMT Manager (ANG/C4IM) worked to procure sufficient program and IMT licenses and worked with the AF Departmental Publishing Office (AFDPO) to ensure that ANG IMT Managers were trained during the first classes in 2002.

The ANG Command Records Management function worked with the AF Communications Agency (AFCA) on the AF's Enterprise Information Management (EIM) initiative, focused on finding solutions for electronic workflow, document management, and electronic records management. It includes programs for the Electronic Suspense Tracking and Routing System (E-

STARS) and the Electronic Records Management System (ERMS).

As the Defense Messaging System (DMS) continued to be implemented across the DoD, C4IM worked to ensure that all ANG units and organizations registered appropriate address listings.

## Information Assurance (IA)

The C4 Information Assurance Office (ANG/C4IS) continues to work closely with DoD, Joint, Service, and Agency information assurance (IA) staffs to provide full spectrum IA support to the ANG.

In response to the Defense Information Technology Certification and Accreditation Process (DITSCAP), C4IS initiated and followed through on the purchase and utilization of an automated Certification and Accreditation (C&A) tool (Xacta) to support hardware and software systems throughout the ANG. Additionally, C4IS worked closely with the ANG Chief Information Officer (CIO) on the review, assessment, certification of networkiness, and certificate to operate of systems implemented on the ANG networks.

In 2002, C4 began to implement Public Key Enabling (PKE) and Public Key Infrastructure (PKI) throughout the ANG. This included working closely with the AF PKI Program Management Office to provide and install appropriate PKI middleware and card readers to ANG units, acquire Common Access Card (CAC) capabilities, and train ANG and AF users on PKI processes and requirements. It also included actions to secure private web servers with client authentication capabilities. These actions will extend into 2003 and 2004 as the program moves to fruition.

As the ANG continued to implement the Network Operations and Security Center (NOSC) and six-site Regional Operations and Security Center (ROSC) concept for the ANG Enterprise Network (ANGEN), C4IS worked closely with these entities and the ANG CIO to ensure ANG IA policies and guidance kept pace with rapidly changing network security demands. These actions coupled with an effective IA Awareness program and outstanding customer service helped ensure that ANGEN users and professionals at all levels



are educated and trained on appropriate IA processes and methods for keeping the ANGEN and supporting IT capabilities secure.

## CHIEF INFORMATION OFFICER

In 2002, the ANG Chief Information Officer Directorate became a stand-alone directorate focused on the Clinger-Cohen Act (formerly known as the "Info Tech Management Reform Act of 1996") and AF-directed Chief Information Officer core competencies. As a separate directorate from ANG/C4, ANG-CIO will be better able to focus on strategic issues such as architecture, enterprise-wide planning for new technologies, metrics and cost measurement among others while being freed of the inherent conflicting focus of day-to-day operation of the ANG info tech systems.

One of the first major actions taken by the ANG Chief Information Officer Directorate (CIO) was the award of a \$23M Microsoft software license covering almost 50,000 machines nationwide. This license yielded a cost-per-seat at less than that available from the Air Force or the Army National Guard. The directorate also stood up a Guard-wide contract mechanism for the purchase of the Blackberry remote wireless email device. The contract yielded tremendous cost savings by moving all units of the Air and Army Guard to a single vendor to reduce the cost per unit and standardize on a common remote wireless email device.

The directorate also completed a nationwide upgrade of the ANG IT backbone, increasing the speed and efficiency of backbone-based communications. We also reformed our use of the certificate to operate, and certificate of worthiness processes to provide an approach to providing new systems which balances the need for customers' evolving requirements against security needs.

This fiscal year, ANG-CIO followed the Air Force lead

placed by forming an ANG Executive Committee (EXCOM), made up of the ANG functional directors and key IT stakeholders. The EXCOM serves as a forum to continue the dialog between the IT and functional communities both in a vertical (from the AF down) and horizontal (across the functional communities) manner.

## PERSONNEL

For Fiscal Year 2002, the Air National Guard's (ANG) programmed end strength was 108,400. For the first time in over ten years, the ANG's assigned strength exceeded its programmed end strength throughout the entire fiscal year. The ANG's average assigned strength throughout FY 02 was 102.5% and ended the year at 103.4% of programmed strength. This situation was primarily due to three factors: 1) the implementation of Stop Loss throughout most of FY 02 which served to reduce separations, 2) a general downturn in the economy which compelled more enlistment-eligible individuals to consider military service and, for those currently serving, encouraged them to extend their enlistments (after Stop Loss was rescinded), and 3) outstanding success on the part of the ANG's Recruiting Team in exceeding their Recruiting Goal of 11,350 by 1.02%. Starting in FY 03, the ANG's Programmed End Strength was rolled back to 106,600; however, as of 30 September 2002, the Air National Guard had 112,070 assigned members.

The ANG's Retention Rate for Fiscal Year 2002 was artificially inflated due to the effects of Stop Loss. The retention rate since FY 97 averaged approximately 89.5%. However, at the conclusion of FY 02, the ANG's retention rate stood at 92.7%. Personnel shortages remained in some critical Air Force Specialty Codes (AFSC), primarily aircraft maintenance career fields. Recruiting and retention emphasis was placed on these and other career fields by offering enlistment and reenlistment bonuses, the Student Loan Repayment Program, and the Montgomery GI Bill Kicker Program resulting in strength growth from 2-6% over the past two fiscal years in many of the critical maintenance AFSCs.



## Personnel Management

In today's Air Force, the Air National Guard is central to the Total Force, and plays an ever-increasing role as a partner in the Global War on Terrorism (GWOT).

This past year has been the Air National Guard's busiest ever. More Air Guard members were activated for the GWOT and Operation Iraqi Freedom (OIF) than in all other previous conflicts since the Korean War. Over 28,000 Air National Guard members have served in support of Operations Noble Eagle (ONE) and Enduring Freedom (OEF), and many more will continue to deploy to fill Air Expeditionary Force steady state requirements around the globe. Many new incentives and Quality of Life (QoL) programs have become law recently, as DoD strives to maintain its membership in the face of increasing deployments.

During the first quarter of FY02, Public Law 107-107 extended Survivor Benefit Plan (SBP) eligibility to the spouses or eligible children of all active duty service member deaths, including Reserve Component members on active duty orders, classified in the line-of-duty (LOD) since 10 Sep 01. The SBP annuity is computed as if the member was retired with a full disability rating on the date of death. The amount of the annuity that is immediately payable is 55 percent of the retired pay entitlement the member would receive if retired with a total disability rating on the date of death. This new change makes ANG membership more attractive because it is beneficial for the surviving family members of the Reserve Component member who had not yet reached the 60th birthday eligibility date for receipt of retired pay at the time of the LOD-connected death.

The Office of Personnel Management (OPM) implemented the Long Term Care Insurance program, established by Public Law 106-265, the Long Term Care Security Act. Reserve Component members were afforded the opportunity to enroll in a long-term insurance coverage program that provides comprehensive insurance that makes payments toward several types of long-term care, to include nursing home care, assisted living facility care and, formal and informal care in the home, hospice care, and respite care. The Federal Long Term Care Insurance Program sponsored by the U.S. Office of Personnel Management and offered by design-

nated private sector insurance carriers is the only official program authorized by Congress to be offered to members and retired members of the uniformed services and qualified family members. Premiums are based on age when buying the coverage – the younger the person, the lower the premiums. Premiums also vary based on the chosen benefits. This program is attractive to members of the ANG since it provides the added benefit of allowing him or her the ability to compare the premiums for various options in order to select the long term care options best suited for the member and eligible family members.

Aggressive personnel management programs for ANG enlisted men and women were tremendously successful during FY 02. The Air Guard promoted over 90 members to the grade of Chief Master Sergeant (E-9) and 100 to the grade of Senior Master Sergeant (E-8) through the Temporary Floating Chiefs (T-Float) and Exceptional Performance Promotion (EPP) programs. During FY 02, the Exceptional Performance Promotion (EPP) program was approved as a permanent program for traditional ANG enlisted personnel. The goal of the EPP is to provide promotion opportunity strictly for traditional guard members by allowing exceptional individuals to attain senior NCO rank when Unit Manning Documents authorizations cannot accommodate these promotions. Over 2,100 personnel waivers were flawlessly executed during this fiscal year, covering actions associated with enlistment, reenlistment, over-grade/excess assignments, and military classification.

With Secretary of the Air Force approval, the Air National Guard was able to extend over 90 officer Mandatory Separation Dates (MSDs) through the effective utilization of the Selective Continuation Boards, governed by Title 10 USC 14507 and 14703. This authority has provided the ANG with an effective force management tool to retain highly qualified ANG officers in numerous critical Air Force Specialty Codes.

Following the tragedies of September 11th, and the implementation of Stop-Loss as a result of Operations Noble Eagle and Enduring Freedom, the ANG efficiently processed over 2,200 Stop-Loss waivers and 75 demobilization requests.



The Personnel Directorate stood up the Field Operations Support Branch in May 2002. This branch is responsible for developing the personnel career field knowledge base and improving the quality of personnel data actions. Some of the significant programs and additional duties include: mission support flight reengineering, position description rewriting, future force reengineering, staff assistance visits, records management, and career field management for both officer and enlisted personnel career fields.

## Readiness

The Personnel Readiness Branch was Personnel's critical player in the Air National Guard's contribution to the Global War on Terror (GWOT) during Fiscal Year 02. Responsible for the voluntary activation of 12,864 Air National Guard members and the involuntary mobilization of 18,512 Air National Guard members, the personnel Readiness Branch efforts supported both Operation Noble Eagle (ONE) and Operation Enduring Freedom (OEF). In addition to activation, the Personnel Readiness branch was also the hub for the deployments of over ten thousand personnel.

Just as the GWOT is like no other war the United States has fought, the activation for the GWOT was unique. Personnel Readiness was responsible for developing the ground-breaking guidance used: mobilize by need, rather than requirement, due to the ANG's ability to fill a large number of the initial requirements through the use of volunteers. As the ANG transitioned from the primary use of volunteers to reliance on Presidentially-directed mobilization, personnel readiness continuously monitored and provided guidance to the field on these revolutionary changes.

Not only was GWOT mobilization policy unprecedented, mobilization reporting went from the unit level reporting used during Operations Desert Shield/Desert Storm and the Balkan activations, to a report requiring specific details. This level of detail was required for the reporting of mobilized members, but also for Title 10 USC volunteers. In response to these new and immediate requirements, Personnel Readiness developed a web-based reporting system to improve the accuracy and visibility of the manual reporting system used for Kosovo Operations. As a result, the Air National

Guard was able to monitor all activated members, both mobilized and volunteer, with unprecedented accuracy.

## Personnel Resources and Analysis

Meeting the mission of equitably distributing resources in fiscally constrained times became a much bigger challenge during FY02 and will continue in the out-years. This year was particularly difficult due to a \$23M cut in the Special Training program. Branch innovative thinking and the field commanders' willingness to consider new functional strategies resulted in a total success ensuring that all training needs were fulfilled. The Resources Management Branch serves as the Air National Guard's administrator for 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 actions impacting over 112,000 military members, and over \$1 million training workdays at an annual cost of over \$2 billion. 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.

The Personnel Analysis Branch continued to expand their duties. A new simulated model is near completion in development that will offer even better projections to the end strength manager for the vital budget exhibits, and to Recruiting and Retention to assist with achieving their goals. Additional training in statistical analysis and programming language (SAS), will provide the necessary tools to enhance customer support.

## Systems and Innovations

At the opening of the FY 02, the modernized Military Personnel Data System had been in use for less than 4 months. On the whole, the system has worked well for the Air National Guard. The accession and component transfer issues that were prevalent since initial deployment have continued but became less frequent as user knowledge increased and system modifications were accomplished.



When members began to be placed on volunteer tours and mobilized in support of ONE and OEF from mid-September FY 01, the Military Personnel Data System contingency update procedures were put to the test. Although the system processes were sound, there was a conflict with pay transactions from the ANG orders writing system that generated pay problems. Although quickly fixed, the resulting problems caused difficulties with members' pay and follow-on system updates for many months to come. The Air Force Personnel and Pay Council was established as an official forum that brings together these two functional "communities" on a monthly basis to discuss issues and find solutions.

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, continued to make progress this fiscal year. The migration strategy continues to be developing pay and personnel functionality simultaneously with initial utilization by the Army.. Business process capturing began in earnest beginning with a workshop on the subject of Enlisted Accessions. It was followed by two Focus Groups—one on Cross Servicing and one on Member Self-Servicing. The result of these initial sessions was a new strategy to capture business process—the Comprehensive Analysis process. In September 2002, five vendors (Computer Science Corp, IBM, Lockheed-Martin, Northrop Grumman, and Price Waterhouse Cooper) were selected for the risk assessment phase and will compete for the final development contract. The Air National Guard continues to be an active participant in the concept and development of this system.

## Formal Training

The ANG uses the trained personnel requirement (TPR) and mission readiness training programs (MRTP) to identify enlisted and non-rated officer training requirements. This process looks at approximately 142 different career field training requirements at the apprentice, journeyman and craftsman levels for the ANG, and projects those requirements two years in advance for a five to seven year window.

The ANG establishes an internal goal for scheduling of initial skills enlisted and non-rated officer training from

seven to not more than thirty days. The ANG requirement for commencement of scheduled initial skills training is not more than 365 days from date of enlistment with the target set as not more than 180 days from date of enlistment. Due to the constraints (infrastructure, instructor, equipment, billeting, etc) placed on certain AFSC-producing schoolhouses, a small number of the ANG total career fields (31 of 142) may experience more of a delay than is desired.

Field units are provided with an Access data base system, titled "Formal Training Report Card," which tracks the effective use of the training allocations provided to the units and members. This Report Card provides the units with information as to how well they are utilizing their issued training allocations. If unit enlisted members and non-rated officers complete their initial skills training, they are awarded a training apprentice skill level (3-Level). Depending on the readiness requirement for the specific unit, this may or may not contribute to the overall unit readiness requirement due to higher skill level requirements, i.e. journeyman (5-Level), and craftsman (7-Level).

## Education

In FY 02, the Education Branch increased opportunities for Air National Guard officers and enlisted members to benefit from resident Professional Military Education (PME). Working with active duty counterparts, additional school quotas were secured. In the enlisted PME arena, a record 620 personnel graduated from Airman Leadership School (ALS), the first of three levels of enlisted PME. The Air Force certified in-resident Noncommissioned Officer Academy (NCOA), the second level of enlisted PME, produced 338 ANG graduates. Additionally, 90 ANG members graduated from other Air Force Major Command (MAJCOM) NCO Academies, and the Air Force certified Satellite NCO Academy graduated 198 ANG members. 112 ANG personnel completed the USAF Senior NCO Academy, the highest level of enlisted PME. A total of 1,358 ANG enlisted personnel graduated from PME schools.

ANG officers participated in the four levels of officer PME during FY 02. In all, 20 graduated from senior service schools, 18 from intermediate service schools



(ISS), 60 from squadron officer school and 20 from the Aerospace Basic course.

During FY 02, the Education Branch also managed attendance of personnel at the ANG Academy of Military Science (AMS), which serves as the pre-commissioning program for ANG officer candidates, and offers skills enhancement training (SET) courses. In FY 02, AMS commissioned 251 ANG second lieutenants, while SET courses produced over 800 graduates. are designed to provide students with ANG specific information in their career fields.

The Education Branch also manages courses designed to increase knowledge in the area of joint operations. The Reserve Component National Security Course (RCNSC) is the only two-week Phase II Joint PME exposure available to senior Reserve Component officers, and 40 ANG officers attended in FY 02—approximately a 97% increase from FY 01 attendance. The Post-Graduate Intelligence Program (PGIP) is a unique course, as it 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. One ANG officer participated in FY 02.

In the voluntary civilian education area, the Education Branch provided information on scholarship opportunities and college programs available to ANG members at low or no cost. The use of the ANG Tuition Assistance Program for Distance Learning courses achieved a record level of participation. FY 01 funding ended with approximately \$20,000.00 expended—FY 02 ended with an astounding \$175,000.00 expended. 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 the area of leadership development, the Education Branch provided opportunities for new commanders with the senior leader seminar and intermediate leader seminar. The senior leader seminar is a 10-day course presented three times per year with a total of 65 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 intermediate leader seminar, a 4-day course offered five times per year to a total of 79 attendees, is focused on identifying key elements of command responsibility and exploring decision-making alternatives using a case study format.

Advanced Distributed Learning (ADL), a new section in the ANG Education Branch, is a growing force in education and training. In FY 02 some 12,562 members completed a plethora of ADL courses, significantly reducing time away from the unit and the member's family. Seven-level courses and Type 6 courses in FY 02 saw the largest single increase in course completion, with 95% of enrollees passing. A total of 40,016 ANG members enrolled in Distributed Learning courses, which can be delivered via computer, interactive television, or the internet.

## Rated Management

The Rated Management Branch has continued retention programs first implemented in FY 00. During the past year the Air National Guard continued to see a strong acceptance rate of Aviator Continuation Pay (ACP). Currently 508 out of 618 eligible Active Guard Reserve pilots (82% of eligibles) have signed up for the bonus. ACP has accomplished its goal by retaining qualified instructor pilots to train and sustain our combat force – a critical force enabler in today's crisis environment. Our greatest challenge will be pursuing legislation to eliminate the 1/30th rule as it applies to Aviation Career Incentive Pay (ACIP) and Career Enlisted Flight Incentive Pay (CEFIP). This initiative, which affects over 13,000 officers and enlisted crew members in the National Guard and Reserve, is aimed at providing an incentive to drill-status aviators, who are participating at historically high levels. The ANG is also implementing recruiting procedures to expediently identify eligible prior-service military pilots that may be interested in a career with the Air National Guard. All of these programs are designed to significantly increase ANG retention and recruiting rates.



## Human Resource Enhancement

The Office of Human Resource Enhancement continues to strive in supporting the Human Resource Quality Board's implementation of the Air National Guard's national diversity strategy. The purpose of the diversity strategy 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 issue.

The ANG has continued to become more diverse.

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."

The ANG Formal Mentoring Initiative is scheduled for a fall 2003 nation-wide rollout that should be a key component in the continuous development of ANG members.

## FINANCIAL MANAGEMENT

The Directorate of Financial Management and Comptroller is responsible for budget development and

control, analysis, execution, and stewardship of Air National Guard financial resources. The directorate oversees financial services for over 110,000 personnel located at 175 locations worldwide. Personnel routinely interface with the Air Force, the Department of Defense, and congressional staffs regarding budget, fiscal policy and financial services issues. The directorate consists of two divisions: Financial Analysis and Financial Services.

### Financial Analysis

The ANG, comprising 7% of Air Force total budget authority, totalled \$5.8 billion in the FY 02 President's Budget. It was the best reflection of requirements in many years. To support the missions and programs of the ANG, the President's Budget consisted of appropriation requests of \$3.9 billion for ANG Operation and Maintenance (O&M), \$1.8 billion for Military Personnel and \$140.1 million for ANG Military Construction. The budget supported 88 flying units, 243 mission support units, and 1,164 primary aircraft. Additionally, it fully funded 347,100 flying hours for air defense, tactical air, air refueling, strategic/tactical airlift, and rescue/recovery. The budget provided 15-day annual training tours, 48 drills, and other special training for 96,271 traditional Guardsmen and supported an average strength of 11,544 ActiveGuard/Reserve (AGR) personnel. Additionally, for fiscal year 2002, the ANG reimbursement program of \$781.1 million included \$470 million for flying hours and the remainder went to travel, per diem, non-fly supplies and equipment. The FY 02 budget also highlighted the implementation of reengineering efforts to improve operational capabilities and enhance total force integration. Specifically, the ANG reengineered its full-time work force to accommodate the Air Expeditionary Force (AEF) construct for responding to contingency operations.

The O&M appropriation finances the daily operation of ANG activities including civilian and technician payrolls, 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 \$3.9 billion for fiscal year 2002. The ANG experi-



enced several funding challenges within the O&M Appropriation. The flying hour program under-executed the President's Budget request. Due to flying hour reimbursements for contingency operations and reduced costs per flying hour associated with the Global War on Terrorism (GWOT), the ANG realized \$470 million funding available for realignment. Funding was used to pay incremental costs of war due to population surge (\$101 million), costs of war with residual value (\$35 million), depot maintenance (\$263 million), chemical warfare defense equipment (\$35 million), communications equipment (\$17 million) and flying mission equipment (\$24 million).

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 fiscal year 2002. This appropriation funded military end strength of 108,022.

The Military Construction appropriation finances major and minor construction projects and planning and design of future year construction requirements. For fiscal year 2002, Congressional action provided an additional \$110.4 million for ANG construction requirements and Total Obligation Authority of \$250.5 million.

During fiscal year 2002, the Budget Execution Branch embarked on an initiative to transition management of the Military Personnel Appropriation. This initiative, though still a work in progress, now delivers timely and precise cost factors that accurately validate year-to-date consumption and confidently assesses 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) simplifying funds distribution and maximizing 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 its personnel in order to provide a broad range of financial services to Air National Guard members throughout the world and in CONUS. The division consists of the Field Support Branch, the Plans and Programs Branch, and the Accounting Branch.

The Field Support Branch (FMFF) is responsible for overseeing Air National Guard pay operations and field accounting operations. The most significant challenge of FY 02 was the mobilization of over 25,000 ANG personnel in support of Operation Enduring Freedom, in which oversight and guidance was provided that ensured 96 ANG bases correctly processed the pay for every mobilized Guardsman. As the operation drew down, the branch coordinated closely with the Personnel Directorate to begin de-mobilization procedures to bring those members back home. FMFF Pay analysts took the initiative and undertook an extensive planning effort in developing command level guidance to ensure every ANG Airman was provided a seamless transition back to normal duty status. The branch also assisted the FM Systems Branch in their role as functional managers directly responsible for the operational testing and development of the new ANG/FM metrics program. The success of that project elicited Air Force interest in the program and currently it is poised to become the benchmark program for reserve/active forces financial management metrics.

A case management system project was implemented in FY 02. This initiative involved close partnering with DP and enabled FMFF to put in place a system enabling the tracking of pay issues from the base FM shop, through ANG HQ's FM & DP directorates and up to the Defense Finance & Accounting Service (DFAS). This program resulted in significantly improved customer service that now enables the pay technicians and personnel analysts to coordinate an action from beginning to end. Other successful initiatives of the branch included creating guidance for units regarding new initiatives/entitlements such as the Thrift Savings Plan, combat zone tax exclusion issues and critical man-day authorizations.



Plans and Programs Branch is responsible for the mobilization of ANG financial management personnel. This branch responded to recent developments around the world, and deployed 158 guardmembers during FY 02. In addition to monitoring the deployment of financial management personnel, this branch oversees the functional awards program and functional training. In response to the field's urgent requests for training, the Field Support Branch hosted a pay workshop and an accounting workshop. Other successful initiatives were the Commander's Resource Integrated Systems (CRIS), which allows resource managers and budget officers to extract and analyze financial allows management information and the Customer Automation and Reporting Environment system which provides very efficient management of the Government Purchase Card transactions.

The Accounting Operations Branch is responsible for ensuring the proper accounting of funds distributed to the Air National Guard Headquarters. Accounting Operations Branch successfully implemented the Automated Business Service System (ABSS), which is an Air Force financial management system for creating, certifying, and processing commitment and obligation documents. The accuracy rate of processing documents has increased exponentially, and customers can utilize the system from their desks versus manually processing and routing the documents.

## MEDICAL SERVICES

In FY 02, the Directorate of Medical Services continued to provide comprehensive policy and planning support of medical/dental readiness and force health protection requirements for over 100,000 members of the Air National Guard (ANG). Development of a transformational ANG Medical Service "dual mission" concept of operations to support both OCONUS expeditionary medical support (EMEDS) operations as well as regional responses to domestic contingencies highlighted the expansion of mission responsibility and capability into the area of homeland security.

Among the fiscal year's important highlights was the

development of the new ANG Fitness Testing Program, field-tested throughout 2002 and readied for full implementation in 2003. The program incorporates health promotion efforts and features a benchmark "step-test" methodology and state-of-the-art "Fitness Age" computer database to measure fitness and age equivalency.

## New Technology

A number of decision support software tools for improving mission support to ANG units underwent steady development throughout FY 02, including integration of these capabilities with the emerging GUARDIAN, intranet and internet web-based platforms. The Aeromedical Information Management Waiver Tracking System (AIMWTS), fully deployed throughout the ANG in 2002, enables physicians to submit flying or special medical waivers more quickly. The Preventive Health Assessment Individual Medical Readiness (PIMR) database, another web-based tool, provides up-to-date medical readiness information on all ANG personnel is currently being phased in at all ANG units. The new web-based Self Inspection Database (SID) has provided ANG medical units with a measure of quality control for their many programs. Programming was completed in 2002 and is now being beta-tested. Simultaneously with the beta testing, "Phase II" development will incorporate the SID program into the ANG Guardian (internet, intranet, and extranet password protected) system. This will allow multiple-level access from the medical unit, to the State Air Surgeon, the Air National Guard Air Surgeon, the Air Force Surgeon General, and the Air Force Inspection Agency (AFIA), based on level of responsibility. The SG directorate's Medical Readiness Oversight and Technology branch continued efforts to provide the ANG Director and Air Surgeon the "cockpit" view of unit, state, and FEMA regional medical response and leadership capability. The Readiness and Training (RAT) management and tracking system database, designed to meet reporting requirements of both Medical and Aeromedical Evacuation Squadrons, is another major technology improvements feeding into the "cockpit" and is presently being beta-tested. Status of Resources and Training System (SORTS), the Air and Space Expeditionary Force (AEF) Reporting Tool (ART), the Medical Readiness Decision Support System (MRDSS), Health Service Inspection (HSI)



findings, Staff Assistance Visit (SAV) findings, and ANG/SG Performance Measures are current reporting systems providing additional insights for the ANG/SG "cockpit". Once integrated into the Guardian and Secure Net systems, this suite of programs will decrease redundant reporting requirements at the unit level, and improve the visibility at levels above the unit.

## Training

The Office of the Secretary of Defense (Reserve Affairs)-sponsored Individual Readiness Training program, 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, continued vigorously during this fiscal year. ANG medical squadrons from several states performed medical screenings and gave referrals for follow-up care for potentially life-threatening conditions. In 2002, ANG/SG, spearheaded by an active duty physician assigned to the AF Medical Operations Agency, continued to refine its International Health Specialist program and contributed effectively coordinated resources for units involved in international medical contingencies and humanitarian assistance programs.

The ANG Medical Readiness Training Site (MRTS), located at Alpena, Michigan, continued to sponsor a number of realistic and cost-effective programs. As the primary field training venue for the ANG Medical Service, it offered superior training in support of the Expeditionary Medical Support (EMEDS) system, trauma care, and homeland security. During FY 02, the Alpena MRTS trained 18 percent of all ANG medical personnel (approximately 40 percent of all AFMS members receiving EMEDS training) on the newest Air Force Medical Service (AFMS) wartime platform...the EMEDS system. In FY 02, ANG/SG purchased its first EMEDS+25 (25-bed critical care medical facility) equipment package for the Alpena MRTS, to stand-up the only EMEDS+25 training site in the AFMS. This wartime platform will provide Unit Type Code (UTC) and Homeland Security training for the Air National Guard, and the Air Force Reserve Command and active duty units, as needed. Also, unique cold-weather survival training is provided during the MRTS's "Cool School" program.

In 2002, the diversified training curriculum was complemented by the highly acclaimed Centers for Sustainment of Trauma and Readiness Skills (C-STARS) trauma training through Detroit Medical Center clinical rotations ("Motown Medics"), as well as innovative aeromedical evacuation training in Puerto Rico in conjunction with CORONET OAK mission requirements. C-STARS, based in St Louis, enhances medical readiness clinical treatment skills of the Total Force by providing hands-on trauma patient care opportunities, reviewed and reinforced by classroom and problem-based lab simulations. During this year, 23 ANG physicians, nurses, and other providers sharpened EMEDS and First Responder skills through ICU rotations and other experiential learning.

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.

## Medical Readiness for Homeland Security

The events of September 11th coincided with an ongoing 18-month effort by the ANG Medical Service to develop a Homeland Security Concept of Operations (CONOPS) to help establish its roles and capabilities in support of homeland defense. With the events of 11 September 2001 as a catalyst, a final draft was published, and the ANG accelerated plans to integrate its Medical Service as a major player with the Active and Reserve components' medical communities, and with Air and Space Expeditionary Forces (AEF), plus simultaneously plan and provide for viable and needed medical services to our local communities, states, and Federal Emergency Management Agency (FEMA) regions. All ANG medical units were transformed in 2002 from the old (antiquated and heavy) Air Transportable Hospital (ATH) system into the EMEDS and Air Force Theater Hospital (AFTH) system. Only two months after the major transformation and before all recruiting could be completed, ANG/SG deployed almost 10% of its medical capability in support of Operation Iraqi Freedom (OIF). In contrast, the amount of support during Operations Desert Shield



and Desert Storm, ANG deployed approximated three (3) percent of the force. That deployment included approximately 670 personnel, deployed to 12 countries, 19 specific locations, and for the first time in ANG history deployed EMEDS and Critical Care Air Transport Teams, which are the "heart-beat" of emergency medicine.

Unit capabilities continue their transformation toward implementation of an ANGMS dual mission CONOPS. Assigning CP-EMEDS personnel and equipment packages in each of the 10 FEMA regions allows flexible regional and mission employment providing maximum Medical EMEDS support as well as rapid medical response capability to state governments as needed to fill the critical gap between local emergency responders and the arrival of Federalized resources. In order to provide this capability, the Air National Guard Unit Type Codes (UTCs) are being realigned, equipped, and staffed to provide CP-EMEDS capability in each FEMA region. Programming for EMEDS equipment is also underway, and \$3.5M in FY02 fallout dollars were applied to purchase much-needed sustainment and EMEDS assemblage parts for the ANGMS, an unfunded priority requirement deferred since 2000.

Not only are these "Global Strike" wartime medical platforms more visible and supportive of combatant commanders, they are also more visible to, and supportive of, state governments. These same capabilities, utilizing personnel with appropriate Air Force Specialty Codes (AFSCs)) are configured into 13 specific disaster response teams which can marry-up with National Guard Civil Support Teams (CSTs) and Mass Decontamination equipment to provide "911" support to the nation's "911" First Responders. These 13 disaster response teams are organized by FEMA region for homeland security Military Support to Civil Authorities (MSCA) response, which enables maximum state-to-state Compact and Emergency Management Assistance Compact (EMAC) planning and execution.

## Preventive Medicine

The Air National Guard Quantitative Fit-Testing (QNFT) Program, begun in 1999, was fully implemented throughout the Air National Guard in 2002 to

meet training requirements established by Air Force Medical Operations Agency (AFMOA). The goal is to complete the fitness-testing of all deployable ANG personnel issued a Ground Crew Ensemble (GCE) and MCU-2/P mask. The purpose of the program is to provide wearers a high level of confidence when the mask is employed in a Nuclear, Chemical, Biological (NBC) environment. The three-year Air Force implementation plan mandated for base-level Bioenvironmental Engineering personnel by ANG/SG was completed 6 months ahead of schedule, and final summary results forwarded to AFMOA.

## TRICARE, Manpower, and Personnel Support

In 2002, each ANG medical and aeromedical squadron commander received a "TRICARE Commander's Toolkit" to assist their understanding of the TRICARE healthcare program as it applies to ANG members and their families. The toolkit includes basic TRICARE program information on a number of program changes in benefits and entitlements for Air National Guardmembers on active Federal service and their eligible family members. As part of a sweeping initiative to improve continuing customer service and communication, ANG/SG began examining the feasibility of adopting an ANG/VA Interagency Sharing Agreement to expand healthcare access for TRICARE-eligible active Guard and activated traditional members and dependents in remote geographical locations, under existing Congressional and DoD authority.

At the end of 2002, we began the process of defining a role for Beneficiary Counseling and Assistance Coordinators and Physical Examination Board Liaison Officers to be placed at each medical unit in the event of intensified operations tempo and need for related medical mobilization and personnel program support. In addition, a comprehensive analysis of work center descriptions of all fulltime medical unit positions was requested, and participants favorably received a re-vitalized State Air Surgeon orientation and certification course



# CHAPLAIN SERVICES

The mission of the Air National Guard Chaplain Service is to meet the spiritual needs of Air National Guard personnel through the assigned chaplains and chaplain assistants. To execute this mission, the Chaplain Service must accession, train, mentor and deploy more than 260 chaplains and 250 chaplain assistants who serve the men and women of the Air National Guard.

This year, duties of ANG chaplains have included full-time participation in Operations Enduring Freedom, and Noble Eagle; the Aerospace Expeditionary Force (AEF) program; partnership with the National Science Foundation in providing chaplain services to the U.S. Antarctic Program (USAP); Critical Incident Stress Management (CISM); and Applied Suicide Intervention Skills Training (ASIST).

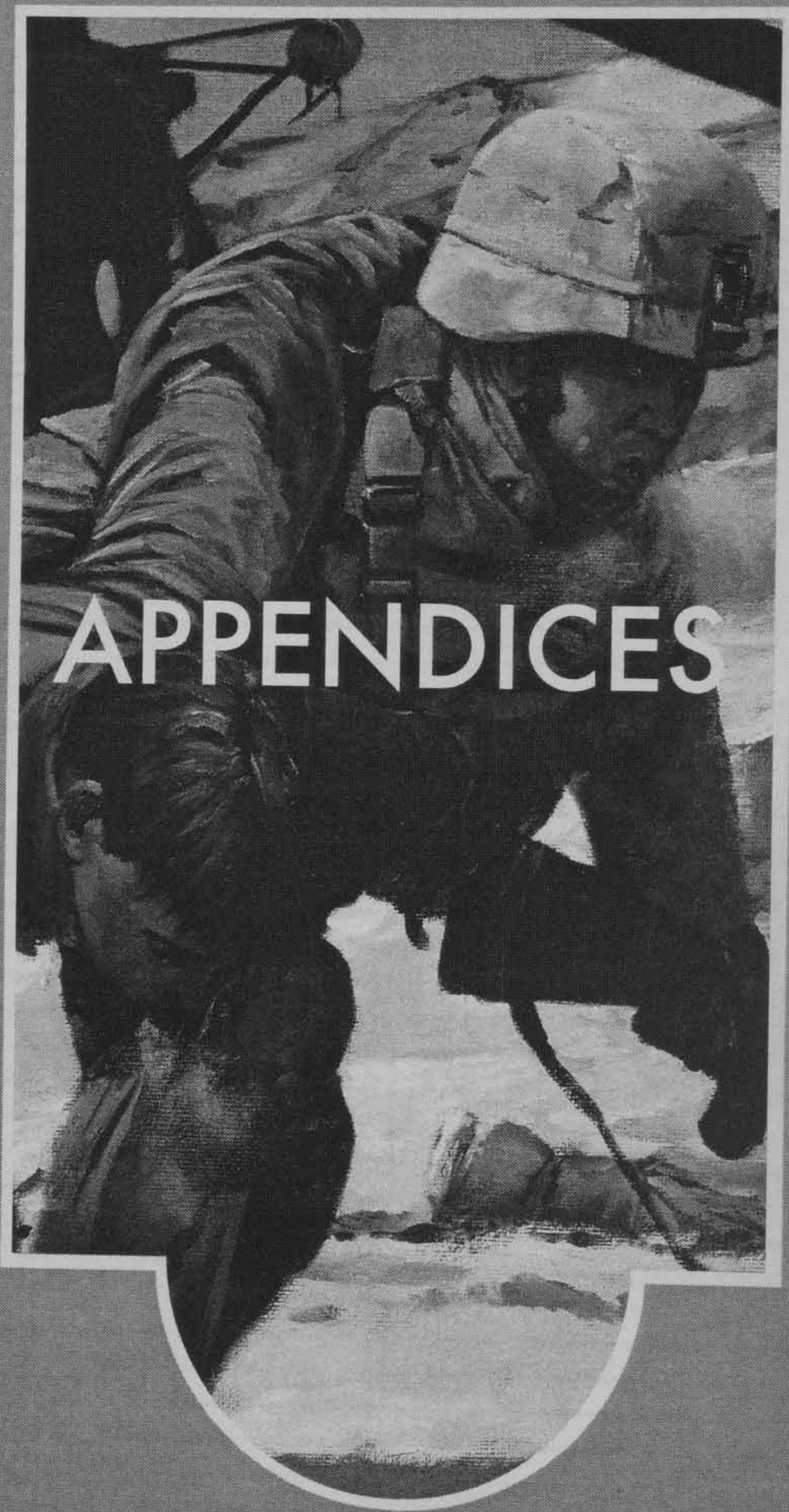
During FY 02, the Air National Guard Chaplain Service continued its success in the accession of under-represented groups - minorities, women, and Catholic clergy.

ANG/HC activated its state-of-the-art Academy for Innovative Ministry (AIM) at ANGTEC, Tyson McGhee ANGB, TN, in the summer of 2002. The Academy has already provided critical chaplain training in CISM, ASIST, Homeland Security, and other ANG-specific areas.

On 11 September 2001 the Air National Guard Chaplain Service encountered perhaps its most challenging moment – the terrorist attacks at the World Trade Center in New York City, the attack on the Pentagon, and the crash of a commercial airliner in western Pennsylvania. Significant numbers of ANG Chaplain Service personnel “answered the call” within hours of these attacks. In the days and weeks that followed, over 40 ANG chaplains and chaplain assistants were deployed to provide a ministry at the Pentagon disaster site, 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. Additionally, as weeks turned into months (and well into FY '02) dozens more chaplain service personnel were mobilized at their home units and responded with equal fervor. In July 2002, the ANG Chaplain Service held its biennial chaplaincy conference, in Sioux Falls, SD. The theme was “Ministering to America at War”, and was considered to be the best ANG Chaplaincy Conference held to date. The conference was attended by key ANG leadership, the AF Chief of Chaplains and the Canadian Forces Chaplain General.







## Appendix A. Chiefs of the National Guard Bureau

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie McL. Carter	1917-1918
Brigadier General John W. Heavey (acting)	1918-1919
Major General George C. Rickards	1921-1925
Major General Creed C. Hammond	1925-1929
Colonel Ernest R. Redmond (acting)	1929-1929
Major General William G. Everson	1929-1931
Major General George E. Leach	1931-1935
Colonel Harold J. Weiler (acting)	1935-1936
Colonel John F. Williams (acting)	1936-1936
Major General Albert H. Blanding	1936-1940
Major General John F. Williams	1940-1946
Major General Butler B. Miltonberger	1946-1947
Major General Kenneth F. Cramer	1947-1950
Major General Raymond H. Fleming (acting)	1950-1951
Major General Raymond H. Fleming	1951-1953
Major General Earl T. Ricks (acting)	1953-1953
Major General Edgar C. Erickson	1953-1959
Major General Winston P. Wilson (acting)	1959-1959
Major General Donald W. McGowan	1959-1963
Major General Winston P. Wilson	1963-1971
Major General Francis S. Greenlief	1971-1974
Lieutenant General La Vern E. Weber	1974-1982
Lieutenant General Emmett H. Walker, Jr.	1982-1986
Lieutenant General Herbert R. Temple, Jr.	1986-1990
Lieutenant General John B. Conaway	1990-Dec 93
Major General Philip G. Killey (acting)	Dec 93-Jan 94
Major General Raymond F. Rees (acting)	Jan 94-Jul 94
Major General John R. D'Araujo, Jr. (acting)	Jul 94-Sep 94
Lieutenant General Edward D. Baca	Oct. 94-Jul 98
Lieutenant General Russell C. Davis	Aug 98-Aug 02
Major General Raymond F. Rees (acting)	Sep 02-

### 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	1998-2002



# Appendix B: ARNG Data Table 1. ARNG Appropriations, FY 02

STATE	NGPA	OMNG	TOTAL
AK	11,184,900	33,794,400	44,979,300
AL	78,298,100	86,140,600	164,438,700
AR	51,223,200	73,717,700	124,940,900
AZ	27,036,600	53,967,000	81,003,600
CA	98,027,500	207,356,202	305,383,702
CO	19,177,991	30,155,200	49,333,191
CT	19,105,400	72,402,900	91,508,300
DC	8,733,400	16,357,200	25,090,600
DE	10,701,200	16,753,501	27,454,701
FL	61,929,401	81,735,999	143,665,400
GA	48,255,300	69,318,900	117,574,200
GU	5,259,300	3,818,000	9,077,300
HI	18,357,800	35,027,500	53,385,300
IA	41,453,900	68,924,300	110,378,200
ID	19,419,700	50,525,800	69,945,500
IL	46,686,802	52,364,601	99,051,403
IN	61,930,400	65,201,199	127,131,599
KS	38,297,301	83,549,600	121,846,901
KY	40,529,000	74,590,800	115,119,800
LA	53,721,802	77,474,898	131,196,700
MA	39,299,401	66,445,000	105,744,401
MD	37,382,000	33,396,300	70,778,300
ME	13,329,190	48,415,700	61,744,890
MISC	50,209,200	67,539,400	117,748,600
MN	51,584,800	68,305,400	119,890,200
MO	45,336,698	108,133,001	153,469,699
MS	60,584,600	162,271,332	222,855,932
MT	16,914,400	38,249,200	55,163,600
NC	58,220,600	71,915,100	130,135,700
ND	22,231,500	26,721,700	48,953,200
NE	20,503,000	42,144,300	62,647,300
NH	11,124,300	14,636,000	25,760,300
NJ	31,914,600	45,583,700	77,498,300
NM	19,574,600	32,702,500	52,277,100
NV	12,423,300	21,600,700	34,024,000
NY	66,436,600	77,149,20	143,585,800
OH	48,906,301	62,054,700	110,961,001
OK	44,006,500	58,512,599	102,519,099
OR	34,733,800	61,434,898	96,168,698
PA	89,648,300	106,876,900	196,525,200
PR	49,111,100	34,874,500	83,985,600
RI	13,973,600	18,509,900	32,483,500
SC	48,794,300	71,223,698	120,017,998
SD	21,420,300	26,869,900	48,290,200
TN	74,687,901	96,990,600	171,678,501
TX	88,400,398	120,239,996	208,640,394
UT	41,757,500	45,760,000	87,517,500
VA	42,105,900	53,493,700	95,599,600
VI	4,533,800	11,225,600	15,759,400
VT	19,634,700	24,637,000	44,271,700
WA	33,498,600	56,293,900	89,792,500
WI	40,935,200	45,204,000	86,139,200
WV	25,123,400	29,001,256	54,124,656
WY	12,041,200	18,796,100	30,837,300
NG	9,709,900	453,300	10,163,200
NGB-Open Allot	2,244,139,966	0	2,244,139,966
OPSPT AHT	0	77,987,401	77,987,401
Other	315,000	541,498,347	541,813,347
APPN Total	4,303,875,452	3,740,323,128	8,044,198,580



# Table 2. ARNG Federal Call - Ups, FY 02

GWOT= Global War on Terrorism FP = Force Protection OEF= Operation Enduring Freedom ONE= Operation Noble Eagle GTMO= Guantanamo, Cuba  
MDW= Military District Washington

Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 207 Inf (Scout)	FT RICHARDSON	AK	OEF	GWOT - PACOM	FT WAINWRIGHT	1	8-Feb-02	7-Feb-04	1
Co C, 1/167 Inf	CULLMAN	AL	ONE	CONUS FP	REDSTONE AD	1	3-Oct-01	5-Oct-03	1
Det 1, Co A, 1/167 Inf	HEFLIN	AL	ONE	CONUS FP	FT RUCKER	23	6-Oct-01	5-Oct-02	23
Det 1, Co A, 1/167 Inf	HEFLIN	AL	ONE	CONUS FP	FT RUCKER	1	6-Oct-01	5-Oct-03	1
Co A, 1/167 Inf	VALLEY	AL	ONE	CONUS FP	FT RUCKER	1	6-Oct-01	5-Oct-03	1
Co A, 1/167 Inf	VALLEY	AL	ONE	CONUS FP	FT RUCKER	76	6-Oct-01	5-Oct-02	77
Co A, 1/167 Inf	VALLEY	AL	ONE	CONUS FP	FT RUCKER	1	6-Oct-01	5-Oct-02	1
Co B, 1/167 Inf	PELHAM	AL	ONE	CONUS FP	ANNISTON AD	1	6-Oct-01	5-Oct-03	1
Co B, 1/167 Inf	PELHAM	AL	ONE	CONUS FP	ANNISTON AD	129	6-Oct-01	5-Oct-02	130
Co B, 1/167 Inf	PELHAM	AL	ONE	CONUS FP	ANNISTON AD	1	6-Oct-01	5-Oct-03	1
Co C, 1/167 Inf	CULLMAN	AL	ONE	CONUS FP	REDSTONE AD	99	6-Oct-01	5-Oct-02	100
Co C, 1/167 Inf	CULLMAN	AL	ONE	CONUS FP	FT RUCKER	1	6-Oct-01	5-Oct-03	1
1/167 Inf	TALLADEGA	AL	ONE	CONUS FP	FT RUCKER	0	6-Oct-01	5-Oct-02	0
131 Public Affairs Det	MONTGOMERY	AL	JOINT GUARDIAN	KFOR 3B	KOSOVO	20	18-Oct-01	14-Jul-02	20
HQ STARC AL ARNG	MONTGOMERY	AL	ONE	CONUS BASE SPT	FT BRAGG	1	22-Oct-01	21-Oct-03	1
HHC, 167 Spt Cmd	BIRMINGHAM	AL	ONE	C2 Augmentation	NORFOLK	31	26-Oct-01	25-Oct-02	56
HHC, 167 Spt Cmd	BIRMINGHAM	AL	ONE	CONUS BASE SPT	NORFOLK	23	26-Oct-01	25-Oct-03	56
HHC, 20 SF Gp	BIRMINGHAM	AL	OEF	OEF 1	KARSHI-KHANABA	1	2-Nov-01	1-Nov-03	1
Det 1, Co A, 1/ 20 SFGp	AUBURN	AL	OEF	TNG BASE EXP	FT BRAGG	1	2-Nov-01	1-Nov-03	6
Det 2, Co B, 1/20 SF Gp	MOBILE	AL	OEF	TNG BASE EXP	FT BRAGG	1	9-Nov-01	11-Nov-03	1
Spt Co, 20 SF Gp	BIRMINGHAM	AL	OEF	TNG BASE EXP	FT BRAGG	1	9-Nov-01	8-Nov-03	1
Det 3, Co B, 1/20 SF Gp	MOBILE	AL	OEF	OEF 1	FT BRAGG	13	20-Dec-01	19-Dec-03	10
Det 3, Co B, 1/20 SF Gp	MOBILE	AL	ONE	CONUS BASE SPT	FT BRAGG	1	20-Dec-01	19-Dec-02	10
Spt Co, 20 SF Gp	BIRMINGHAM	AL	OEF	OEF	CENTCOM	1	3-Jan-02	2-Jan-03	2
Co B, 1/20 SF Gp	MOBILE	AL	OEF	OEF 1	CENTCOM	6	3-Jan-02	2-Jan-03	70
Co B, 1/20 SF Gp	MOBILE	AL	OEF	OEF 1	CENTCOM	59	3-Jan-02	12-Jul-03	70
HHC, 20 SF Gp	BIRMINGHAM	AL	OEF	OEF 1	CENTCOM	2	3-Jan-02	2-Jan-04	2
HHC, 167 Spt Cmd	BIRMINGHAM	AL	ONE	C2 Augmentation	FT MCPHERSON	7	4-Jan-02	3-Jan-03	8
HHC, 167 Spt Cmd	BIRMINGHAM	AL	ONE	CONUS BASE SPT	FT MCPHERSON	1	4-Jan-02	3-Jan-04	8
Det 2, Co B, 1/167 Inf	PELHAM	AL	ONE	CONUS FP	ANNISTON AD	30	6-Jan-02	5-Oct-02	30
HQ STARC AL ARNG (Chap)	MONTGOMERY	AL	ONE	CONUS FP	ANNISTON AD	1	23-Jan-02	22-Jan-04	1
HHC, 167 Spt Cmd	BIRMINGHAM	AL	OEF	GWOT - JFCOM	FT SAM HOUSTON	12	1-Feb-02	31-Jan-03	12
Det 1, 200 Spt Ctr	HOMEWOOD	AL	OEF	GWOT- EUCOM	EUCOM	3	1-Feb-02	31-Jan-04	12
HHC, 167 Spt Cmd	BIRMINGHAM	AL	ONE	C2 Augmentation	FT SAM HOUSTON	12	1-Feb-02	31-Jan-03	12
Det 1, 200 Spt Ctr	HOMEWOOD	AL	ONE	C2 Augmentation	EUCOM	9	1-Feb-02	31-Jan-03	12
Spt Co, 20 SF Gp	BIRMINGHAM	AL	OEF	GWOT - SWA	FT BRAGG	1	14-Feb-02	14-Feb-04	1
HQ STARC AL ARNG (Chap)	MONTGOMERY	AL	ONE	CONUS FP	ANNISTON AD	1	25-Mar-02	22-Mar-03	1
Spt Co, 20 SF Gp	BIRMINGHAM	AL	OEF	GWOT - SWA	FT DIX	110	1-May-02	30-Jun-03	120
Spt Co, 20 SF Gp	BIRMINGHAM	AL	OEF	GWOT - SWA	FT DIX	5	1-May-02	29-Apr-04	5
HHC, 20 SF Gp	BIRMINGHAM	AL	OEF	OEF 2	CENTCOM	1	1-May-02	29-Apr-04	1
HHC, 20 SF Gp	BIRMINGHAM	AL	OEF	OEF 2	CENTCOM	76	1-May-02	30-Jun-03	80
1/167 Inf	TALLADEGA	AL	ONE	CONUS FP	ANNISTON AD	75	5-May-02	2-Nov-02	75
1002 Engr Det	NEW BROCKTON	AL	JOINT FORGE	SFOR 12	BOSNIA	4	15-Jul-02	14-Mar-03	4
1303 Engr Det	NEW BROCKTON	AL	JOINT FORGE	SFOR 12	BOSNIA	1	24-Jul-02	20-May-03	1
Co C, 1/131 Armor	FLORALA	AL	ONE	CONUS FP	ANNISTON AD	17	1-Aug-02	31-Jul-03	31
Det 1, Co C, 1/131 Armor	FLORALA	AL	ONE	CONUS FP	ANNISTON AD	5	1-Aug-02	14-Jul-04	30



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Det 2, HHC, 1/131 Armor	ASHFORD	AL	ONE	CONUS FP	FT RUCKER	28	1-Aug-02	31-Jul-03	25
Det 2, HHC, 1/131 Armor	ASHFORD	AL	ONE	CONUS FP	FT RUCKER	16	1-Aug-02	14-Jul-04	43
HHC, 1/131 Armor	OZARK	AL	ONE	CONUS FP	ANNISTON AD	37	1-Aug-02	14-Jul-04	37
HHC, 1/131 Armor	OZARK	AL	ONE	CONUS FP	ANNISTON AD	96	1-Aug-02	31-Jul-03	96
Det 1, HHC, 1/131 Armor	ABBEVILLE	AL	ONE	CONUS FP	FT RUCKER(3)/ ANNISTON AD(41)	6	1-Aug-02	14-Jul-04	24
Det 1, HHC, 1/131 Armor	ABBEVILLE	AL	ONE	CONUS FP	FT RUCKER	20	1-Aug-02	31-Jul-03	24
1/131 Armor	OZARK	AL	ONE	CONUS FP	FT RUCKER	0	1-Aug-02	3-Aug-03	0
Co A, 1/20 SF Gp	AUBURN	AL	OEF	OEF 3	CENTCOM	79	5-Aug-02	12-Jul-03	86
HQ Det, 1/20 SF Gp	HUNTSVILLE	AL	OEF	OEF 3	CENTCOM	39	5-Aug-02	12-Jul-03	43
1/20 SF Gp	HUNTSVILLE	AL	OEF	OEF 3	CENTCOM	0	5-Aug-02	25-Jun-03	0
Spt Co, 20 SF Gp	HUNTSVILLE	AL	OEF	OEF 3	CENTCOM	99	5-Aug-02	12-Jul-03	101
Spt Co, 20 SF Gp	BIRMINGHAM	AL	OEF	OEF 3	CENTCOM	5	5-Aug-02	12-Jul-03	5
Det 1, Trp E, 31 Cav	CALERA	AL	ONE	CONUS FP	BENNING (33) REDSTONE (2)	12	3-Sep-02	15-Jul-04	14
Det 1, Trp E, 31 Cav	CALERA	AL	ONE	CONUS FP	BENNING (33) REDSTONE (2)	21	3-Sep-02	1-Aug-03	14
Trp E, 31 Cav	SYLACAUGA	AL	ONE	CONUS FP	FT STEWART	13	3-Sep-02	14-Jul-04	50
Trp E, 31 Cav	SYLACAUGA	AL	ONE	CONUS FP	FT STEWART	15	3-Sep-02	1-Aug-03	50
Det 1, Co B, 31 Spt Bn	OXFORD	AL	ONE	CONUS FP	REDSTONE AD	17	3-Sep-02	1-Aug-04	71
Det 1, Co B, 31 Spt Bn	OXFORD	AL	ONE	CONUS FP	REDSTONE AD	49	3-Sep-02	1-Aug-03	71
Co A, 1/131 Armor	CENTRE	AL	ONE	CONUS FP	REDSTONE AD	7	3-Sep-02	2-Sep-04	19
Co A, 1/131 Armor	CENTRE	AL	ONE	CONUS FP	REDSTONE AD	10	3-Sep-02	2-Sep-03	10
Co B, 1/131 Armor	HARTFORD	AL	ONE	CONUS FP	FT RUCKER	16	3-Sep-02	1-Aug-03	32
Co B, 1/131 Armor	HARTFORD	AL	ONE	CONUS FP	REDSTONE AD	11	3-Sep-02	14-Jul-04	32
217 MP Co	PRATTVILLE	AL	ONE	CONUS FP	McPHERSON/GILLEM (100) Benning (29)	129	9-Sep-02	8-Sep-04	169
2/153 Inf	SEARCY	AR	MFO-SINAI	MFO #42	SINAI	478	8-Oct-01	22-Aug-02	659
HHC, 39 Inf Bde	LITTLE ROCK	AR	MFO-SINAI	MFO #42	SINAI	37	18-Oct-01	22-Aug-02	37
239 Engr Co	CLARKSVILLE	AR	MFO-SINAI	MFO #42	SINAI	8	18-Oct-01	22-Aug-02	8
Det 1, HHSB, 206 FA	NO LITTLE ROCK	AR	JOINT GUARDIAN	KFOR 3B	KOSOVO	1	25-Oct-01	21-Jul-02	1
Btry A, 2/142 FA	VAN BUREN	AR	ONE	CONUS FP	FT HUACHUCA/POLK/RED RIVER	74	3-Sep-02	2-Sep-03	72
Btry B, 2/142 FA	SILAM SPRINGS	AR	ONE	CONUS FP	FT HUACHUCA/POLK/RED RIVER	73	3-Sep-02	2-Sep-03	73
Btry C, 2/142 FA	OZARK	AR	ONE	CONUS FP	FT HUACHUCA/POLK/RED RIVER	85	3-Sep-02	2-Sep-03	73
Det 1, HHSB, 2142 FA	LINCOLN	AR	ONE	CONUS FP	FT HUACHUCA/POLK/RED RIVER	18	3-Sep-02	2-Sep-03	20
HHSB, 2/142 FA	FT SMITH	AR	ONE	CONUS FP	FT HUACHUCA/POLK/RED RIVER	43	3-Sep-02	2-Sep-03	42
2/142 FA	FT SMITH	AR	ONE	CONUS FP	FT POLK	0	3-Sep-02	2-Sep-03	0
HQ STARC AZ ARNG	PHOENIX	AZ	ONE	BORDER SECURITY	AZ BORDER	67	4-Mar-02	29-Aug-02	67
HQ STARC AZ ARNG	PHOENIX	AZ	ONE	BORDER SECURITY	AZ BORDER	10	4-Mar-02	29-Aug-02	10
Btry B, 2/180 FA	TUCSON	AZ	ONE	BORDER SECURITY	AZ BORDER	29	9-Mar-02	3-Sep-02	29
Btry C, 2/180 FA	CHANDLER	AZ	ONE	BORDER SECURITY	AZ BORDER	35	9-Mar-02	3-Sep-02	35
HHC, 1/285 Avn	MARANA	AZ	OEF	OEF 3	CENTCOM	1	15-Aug-02	14-Aug-03	1
Det 2, Co D, 245 Avn	MARANA	AZ	OEF	CONUS BASE SPT	FT CAMPBELL	20	19-Sep-02	18-Sep-03	20
270 MP Co	SACRAMENTO	CA	ONE	CONUS FP	FT LEWIS	147	1-Oct-01	30-Sep-02	167
3/160 Inf	OXNARD	CA	ONE	CONUS FP	TOOELE CD	63	6-Oct-01	5-Oct-02	66
3/160 Inf	INGLEWOOD	CA	ONE	CONUS FP	DUGWAY PG	95	6-Oct-01	5-Oct-02	100
Det 1, 3/160 Inf	GLENDALE	CA	ONE	CONUS FP	TOOELE CD	34	6-Oct-01	5-Oct-02	34
Co A, 1/185 Inf	VISALIA	CA	ONE	CONUS FP	UMATILLA AD	94	6-Oct-01	5-Oct-02	100
1/185 Inf	PORTERVILLE	CA	ONE	CONUS FP	HAWTHORNE AD	36	6-Oct-01	5-Oct-02	36
HHD, 49 MP Bn	PITTSBURG	CA	ONE	CONUS FP	FT LEWIS	54	9-Oct-01	28-Jul-02	70
870 MP Co	PITTSBURG	CA	ONE	CONUS FP	FT LEWIS	124	9-Oct-01	28-Jul-02	167
Co B, 3/160 Inf	BAKERSFIELD	CA	ONE	CONUS FP	DESERET CD	110	10-Oct-01	5-Oct-02	116



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob bPax	Mob Date	Refrad Date	Pax
1/185 Inf	SAN JOSE	CA	ONE	CONUS FP	FT HUACHUCA	120	10-Oct-01	9-Oct-02	100
Det 1, 1/185 Inf	SIERRA DEPOT	CA	ONE	CONUS FP	FT HUNTER LIGGETT	39	10-Oct-01	9-Oct-02	30
1/185 Inf	FRESNO	CA	ONE	CONUS FP	FT HUNTER LIGGETT	164	10-Oct-01	9-Oct-02	168
HHC, 3/160 Inf	INGLEWOOD	CA	ONE	CONUS FP	TOOELE CD	169	15-Oct-01	5-Oct-02	184
3/160 Inf	INGLEWOOD	CA	ONE	CONUS FP	TOOELE CD	0	15-Oct-01	14-Oct-02	0
Co A, 5/19 SF Gp	LOS ALAMITOS	CA	OEF	TNG BASE EXP	FT BRAGG	1	2-Nov-01	1-Nov-03	2
Det 2, 649 MP Co	SAN LUIS OBISPO	CA	ONE	CONUS FP	FT IRWIN	42	5-Nov-01	21-Jul-02	42
Co B, 223 MI Bn	FT ORD	CA	MFO-SINAI	MFO #42	SINAI	3	26-Nov-01	22-Aug-02	3
Det 3, Co A, 5/19 SF Gp	LOS ALAMITOS	CA	OEF	OEF 1	FT BRAGG	3	20-Dec-01	19-Dec-03	5
HQ STARC CA ARNG	SACRAMENTO	CA	ONE	C2 Augmentation	HQ EUCOM (PATCH BARRACKS)	2	1-Feb-02	10-Oct-02	1
HQ STARC CA ARNG	SACRAMENTO	CA	ONE	BORDER SECURITY	CA BORDER	266	4-Mar-02	29-Aug-02	266
HQ STARC CA ARNG	SACRAMENTO	CA	ONE	BORDER SECURITY	CA BORDER	18	4-Mar-02	29-Aug-02	18
HQ STARC CA ARNG	SACRAMENTO	CA	ONE	BORDER SECURITY	CA BORDER	26	4-Mar-02	3-Sep-02	26
HHC, 250 MI Bn	SAN RAFAEL	CA	ONE	C2 Augmentation	FT LEWIS	25	25-Mar-02	24-Mar-03	1
HHC, 250 MI Bn	SAN RAFAEL	CA	ONE	CONUS BASE SPT	FT LEWIS	3	25-Mar-02	24-Mar-04	1
3/160 Inf	INGLEWOOD	CA	ONE	CONUS FP	TOOELE CD	25	5-May-02	4-Nov-02	25
HHC, 1/185 Inf	FRESNO	CA	ONE	CONUS FP	FT HUNTER LIGGETT	58	5-May-02	9-Oct-02	58
HHD, 49 MP Bn	PITTSBURG	CA	ONE	CONUS FP	FT LEWIS	12	11-May-02	28-Jul-02	12
270 MP Co	SACRAMENTO	CA	ONE	CONUS FP	FT LEWIS	19	11-May-02	10-Nov-02	19
870 MP Co	PITTSBURG	CA	ONE	CONUS FP	FT LEWIS	6	11-May-02	28-Jul-02	6
Co A, 5/19 SF Gp	LOS ALAMITOS	CA	OEF	OEF 3	CENTCOM	75	15-Aug-02	14-Aug-03	75
Co A, 132 Engr Bn	REDDING	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	7	3-Sep-02	14-Jul-04	7
Co A, 132 Engr Bn	REDDING	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	58	3-Sep-02	1-Aug-03	58
Det 1, Co B, 132 Engr Bn	YREKA	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	12	3-Sep-02	1-Aug-03	12
Det 1, Co B, 132 Engr Bn	YREKA	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	4	3-Sep-02	1-Aug-04	8
Co B, 132 Engr Bn	MT SHASTA	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	5	3-Sep-02	1-Aug-04	6
Co B, 132 Engr Bn	MT SHASTA	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	34	3-Sep-02	1-Aug-03	34
132 Engr Bn	SACRAMENTO	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	0	3-Sep-02	1-Aug-03	0
HHC, 132 Engr Bn	SACRAMENTO	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	21	3-Sep-02	14-Jul-04	23
HHC, 132 Engr Bn	SACRAMENTO	CA	ONE	CONUS FP	(DUGWAY, TOOELE)	100	3-Sep-02	1-Aug-03	100
Co B, 1/149 Armor	CP ROBERTS	CA	ONE	CONUS FP	CP ROBERTS	30	3-Sep-02	14-Jul-04	32
Co B, 1/149 Armor	CP ROBERTS	CA	ONE	CONUS FP	CP ROBERTS	5	3-Sep-02	1-Aug-03	5
Det 1, Co B, 1/149 Armor	SEASIDE	CA	ONE	CONUS FP	CP ROBERTS	5	3-Sep-02	1-Aug-03	5
HHC, 1/149 Armor	SEASIDE	CA	ONE	CONUS FP	DLI	55	3-Sep-02	14-Jul-04	24
HHC, 1/149 Armor	SEASIDE	CA	ONE	CONUS FP	CP ROBERTS	55	3-Sep-02	14-Jul-04	60
1/149 Armor	SEASIDE	CA	ONE	CONUS FP	FT LEWIS	0	3-Sep-02	2-Sep-03	0
40 MP Co	LOS ALAMITOS	CA	ONE	CONUS FP	FT LEWIS	153	9-Sep-02	8-Sep-03	160
Det 1, HHD, 5/19 SF Gp	WATKINS	CO	OEF	TNG BASE EXP	FT BRAGG	3	1-Oct-01	1-Oct-03	3
Det 2, HHD, 5/19 SF Gp	WATKINS	CO	OEF	TNG BASE EXP	FT BRAGG	5	2-Nov-01	1-Nov-03	5
Det 3, HHD, 5/19 SF Gp	WATKINS	CO	ONE	CONUS BASE SPT	FT BRAGG	2	9-Nov-01	8-Nov-03	2
Co C, 5/19 SF Gp	FT COLLINS	CO	ONE	CONUS BASE SPT	FT BRAGG	1	15-Nov-01	14-Nov-03	1
Army Space Spt Bn	CO SPRINGS	CO	OEF	GWOT - JFCOM	COLORADO SPRINGS	6	26-Nov-01	25-Nov-02	9
Army Space Spt Bn	CO SPRINGS	CO	ONE	CONUS BASE SPT	COLORADO SPRINGS	4	26-Nov-01	25-Nov-03	4
HQ STARC CO ARNG	CP GEORGE WEST	CO	ONE	C2 Augmentation	FT BRAGG	1	1-Dec-01	30-Nov-02	1
Co B, 5/19 SF Gp	PUEBLO	CO	OEF	OEF	CENTCOM	62	5-Dec-01	4-Dec-02	83
Co B, 5/19 SF Gp	PUEBLO	CO	OEF	OEF 1	CENTCOM	8	5-Dec-01	4-Dec-03	83
HQ STARC CO ARNG	CO SPRINGS	CO	ONE	C2 Augmentation	COLORADO SPRINGS	14	7-Jan-02	6-Jan-04	14
HQ STARC CO ARNG	CP GEORGE WEST	CO	OEF	OEF 4	CENTCOM	1	16-Jan-02	18-Apr-02	1
HQ STARC CO ARNG	CP GEORGE WEST	CO	ONE	CONUS FP	PUEBLO CD	2	23-Jan-02	22-Jan-03	2



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
5/19 SF Gp	WATKINS	CO	OEF	OEF 3	CENTCOM	0	15-Aug-02	14-Aug-03	0
Co C, 5/19 SF Gp	FT COLLINS	CO	OEF	OEF 3	CENTCOM	42	15-Aug-02	14-Aug-03	42
Co C, 5/19 SF Gp	FT COLLINS	CO	OEF	OEF 3	CENTCOM	1	15-Aug-02	14-Aug-04	3
HHD, 5/19 SF Gp	WATKINS	CO	OEF	OEF 3	CENTCOM	3	15-Aug-02	14-Aug-04	3
HHD, 5/19 SF Gp	WATKINS	CO	OEF	OEF 3	CENTCOM	37	15-Aug-02	14-Aug-03	37
Spt Co, 5/19 SF Gp	WATKINS	CO	OEF	OEF 3	CENTCOM	3	15-Aug-02	14-Aug-04	3
Spt Co, 5/19 SF Gp	WATKINS	CO	OEF	OEF 3	CENTCOM	96	15-Aug-02	14-Aug-03	96
HQ STARC CT ARNG	HARTFORD	CT	ONE	CONUS BASE SPT	CENTCOM	1	16-Jan-02	5-Jan-03	1
275 MP Co	WASHINGTON	DC	ONE	CONUS FP	FT LEAVENWORTH	94	1-Oct-01	7-Oct-02	117
274 MP Co	WASHINGTON	DC	ONE	CONUS FP	FT DETRICK (MEDCOM)	36	6-Oct-01	5-Oct-02	36
260 MP Cmd (Chap)	WASHINGTON	DC	ONE	CONUS BASE SPT	ABERDEEN PG	1	23-Jan-02	30-Dec-03	1
273 MP Co	WASHINGTON	DC	ONE	CONUS FP	MDW	99	1-Sep-02	14-Jul-04	125
153 MP Co	DELAWARE CITY	DE	DESERT SPRING	ODS	CENTCOM	144	9-Aug-02	15-Jul-03	145
D 4 HHB 32 Army Air Miss Def Cmd	ORLANDO	FL	OEF	CONUS BASE SPT	FT BLISS	3	15-Oct-01	18-Oct-03	3
D 4 HHB 32 Army Air Miss Def Cmd	ORLANDO	FL	ONE	CONUS BASE SPT	FT BLISS	3	15-Oct-01	18-Oct-03	4
Det 1, HHB, 265 ADA	DAYTONA BEACH	FL	OEF	OIF 1	FT BLISS	1	19-Oct-01	18-Oct-02	1
D 3 32 Army Air Miss Def Cmd	ORLANDO	FL	ONE	CONUS BASE SPT	FT BLISS	1	23-Oct-01	31-Aug-02	1
D 5 32 Army Air Miss Def Cmd	ORLANDO	FL	OEF	OIF 1	CENTCOM	10	29-Oct-01	28-Oct-03	30
Det 2, HHB, 265 ADA	DAYTONA BEACH	FL	OEF	OIF 1	FT BLISS	1	29-Oct-01	28-Oct-02	1
Co A, 260 MI Bn	MIAMI	FL	ONE	CONUS BASE SPT	UZBEKISTAN	1	29-Oct-01	28-Oct-02	1
Det 2, Co C, 3/20 SF Gp	FT LAUDERDALE	FL	OEF	TNG BASE EXP	FT BRAGG	6	2-Nov-01	1-Nov-03	6
Co B, 260 MI Bn	MIAMI	FL	OEF	OEF 1	UZBEKISTAN	2	4-Nov-01	6-Aug-02	2
Det 3, Co C, 3/20 SF Gp	FT LAUDERDALE	FL	OEF	TNG BASE EXP	FT BRAGG	3	9-Nov-01	8-Nov-03	3
Co A, 3/20 SF Gp	OCALA	FL	OEF	OEF 1	FT BRAGG	5	20-Dec-01	19-Dec-03	5
Det 3, HHD, 3/20 SF Gp	CP BLANDING	FL	OEF	TNG BASE EXP	FT BRAGG	15	20-Dec-01	19-Dec-03	17
Det 4, Co C, 3/20 SF Gp	FT LAUDERDALE	FL	ONE	CONUS BASE SPT	FT BRAGG	1	20-Dec-01	19-Dec-02	1
HHD, 3/20 SF Gp	CP BLANDING	FL	OEF	OEF	CENTCOM	37	3-Jan-02	2-Jan-03	37
Co D, 3/20 SF Gp	CP BLANDING	FL	OEF	OEF 1	CENTCOM	76	3-Jan-02	2-Jan-03	77
D 6 HHB 32 Army Air Miss Def Cmd	ORLANDO	FL	ONE	CONUS BASE SPT	FT BLISS	1	11-Mar-02	10-Mar-04	1
D 8 HHB 32 Army Air Miss Def Cmd	ORLANDO	FL	ONE	CONUS BASE SPT	FT BLISS	3	25-May-02	11-May-04	4
D 7 HHB 32 Army Air Miss Def Cmd	ORLANDO	FL	ONE	CONUS FP	FT BLISS	1	1-Jun-02	31-May-03	1
HQ 930 Army Liaison Det	HOMESTEAD	FL	OEF	OEF 2	CENTCOM	21	5-Jul-02	4-Jul-03	24
HHD, 153 Finance Bn	ST AUGUSTINE	FL	OEF	GWOT - GTMO	GTMO	9	16-Aug-02	10-May-03	9
HQ STARC FL ARNG	ST AUGUSTINE	FL	OEF	GWOT - GTMO	GTMO	2	16-Aug-02	10-May-03	2
Det 4, 3/20 SF Gp	CP BLANDING	FL	JOINT FORGE	SFOR 13	BOSNIA	1	8-Sep-02	4-Jun-03	1
Det 2, Co A, 3/20 SF Gp	OCALA	FL	JOINT FORGE	SFOR 16	BOSNIA	8	8-Sep-02	4-Jun-03	8
190 MP Co	KENNESAW	GA	ONE	CONUS FP	FT BENNING	112	9-Oct-01	8-Oct-02	117
HHC, 122 Rear Area Ops Ctr	SAVANNAH	GA	ONE	CONUS BASE SPT	FT MCPHERSON	28	4-Nov-01	3-Nov-02	23
HQ STARC GA ARNG	ELLENWOOD	GA	OEF	GWOT - JFCOM	FT MCPHERSON	1	8-Dec-01	7-Dec-03	2
Det 2, HHC, 93 Sig Bde	FT GORDON	GA	OEF	TNG BASE EXP	FT GORDON	1	4-Jan-02	3-Jan-04	3
Det 2, HHC, 93 Sig Bde	FT GORDON	GA	OEF	TNG BASE EXP	FT GORDON	1	4-Jan-02	3-Jan-03	7
178 MP Co	MONROE	GA	ONE	CONUS FP	GTMO	179	11-Feb-02	17-Dec-02	182
(3 Inf Div, Rear Cmd Post Ops Cell)	FT STEWART	GA	ONE	CONUS BASE SPT	FT MCPHERSON	1	6-May-02	5-May-04	1
HQ STARC GA ARNG	ELLENWOOD	GA	ONE	CONUS BASE SPT	FT MCPHERSON	1	6-May-02	5-May-04	1
HHC, 265 Engr Gp	DECATUR	GA	ONE	CONUS FP	BLUEGRASS AD	1	12-Jun-02	11-Jun-03	1
HQ STARC GA ARNG	ELLENWOOD	GA	ONE	CONUS BASE SPT	FT MCPHERSON	1	30-Sep-02	29-Sep-04	1
25 Inf Div, Rear Cmd Post Ops Cell	PEARL CITY	HI	ONE	C2 Augmentation	FT SHAFTER (USARPAC)	18	19-Oct-01	18-Oct-02	18
Det 1, US Army Pacific Cmd	FT SHAFTER	HI	ONE	CONUS BASE SPT	FT SHAFTER (USARPAC)	1	19-Nov-01	18-Nov-03	2



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Co D, 1/109 Avn	BOONE	IA	ONE	CONUS BASE SPT	FT CAMPBELL	134	1-Nov-01	31-Oct-02	190
1/109 Avn	BOONE	IA	OEF	CONUS BASE SPT	FT CAMPBELL	3	31-Jan-02	31-Oct-02	3
1/109 Avn	BOONE	IA	OEF	CONUS BASE SPT	FT CAMPBELL	2	4-Feb-02	3-Jan-03	2
1/194 FA	FT DODGE	IA	ONE	CONUS FP	FT KNOX	0	3-Sep-02	2-Sep-03	0
Btry A, 1/194 FA	SPENCER	IA	ONE	CONUS FP	NEWPORT CD	58	3-Sep-02	2-Sep-03	66
Btry B, 1/194 FA	ALGONA	IA	ONE	CONUS FP	SELFREDGE ANGB	64	3-Sep-02	2-Sep-03	65
Btry C, 1/194 FA	ESTHERVILLE	IA	ONE	CONUS FP	NEWPORT CD	65	3-Sep-02	2-Sep-03	65
HHC, 1/194 FA	FT DODGE	IA	ONE	CONUS FP	NEWPORT CD	151	3-Sep-02	2-Sep-03	151
Co C, 2/116 Armor	BOISE	ID	JOINT FORGE	SFOR 11	BOSNIA	34	7-Feb-02	3-Nov-02	32
Det 1, HHC, 2/116 Armor	BUHL	ID	JOINT FORGE	SFOR 11	BOSNIA	6	7-Feb-02	3-Nov-02	6
1/183 Avn	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	0	16-Jun-02	20-May-03	0
Co A, 1/183 Avn	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	27	16-Jun-02	20-May-03	27
Co D, 1/183 Avn	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	33	16-Jun-02	20-May-03	33
HHC, 1/183 Avn	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	43	16-Jun-02	20-May-03	43
HQ STARC ID ARNG	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	2	16-Jun-02	20-May-03	2
204 Regt (Tng)	BOISE	ID	JOINT FORGE	SFOR 12	BOSNIA	1	16-Jun-02	20-May-03	1
HQ STARC ID ARNG	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	1	20-Jul-02	20-May-03	1
Det 1, Co B, 1/183 Avn	GOWEN FIELD	ID	JOINT FORGE	SFOR 12	BOSNIA	3	26-Jul-02	20-May-03	3
Co C, 341 MI Bn	CHICAGO	IL	OEF	GWOT - JFCOM	UZBEKISTAN	6	1-Nov-01	31-Oct-02	6
Det 2, Co A, 2/20 SF Gp	CHICAGO	IL	OEF	TNG BASE EXP	FT BRAGG	1	9-Nov-01	8-Nov-03	1
Det 4, Co A, 2/20 SF Gp	CHICAGO	IL	OEF	OEF 1	FT BRAGG	6	20-Dec-01	19-Dec-03	12
Det 3, Co A, 2/20 SF Gp	CHICAGO	IL	JOINT FORGE	SFOR 11	BOSNIA	12	31-Dec-01	26-Sep-02	12
HHC, 66 Inf Bde	DECATUR	IL	OEF	USAREUR FP	GERMISCHIE	92	4-Jan-02	30-Sep-02	99
Co A, 2/130 Inf	MATTOON	IL	OEF	USAREUR FP	KAISERSLAUTERN	141	4-Jan-02	4-Sep-02	142
Co B, 2/130 Inf	EFFINGHAM	IL	OEF	USAREUR FP	MANNHEIM	109	4-Jan-02	4-Sep-02	109
Co B, 1/176 Inf	ELGIN	IL	OEF	USAREUR FP	DARMSTADT	107	4-Jan-02	4-Sep-02	108
Co C, 1/178 Inf	AURORA	IL	OEF	USAREUR FP	HEIDELBERG	142	4-Jan-02	14-Sep-02	142
HHC, 1/178 Inf	CHICAGO	IL	OEF	USAREUR FP	GERMISCHIE	13	4-Jan-02	17-Sep-02	79
HHC, 1/178 Inf	CHICAGO	IL	OEF	USAREUR FP	VICENZA & DARBY	68*	4-Jan-02	18-Sep-02	0
Co C, 2/130 Inf	LITCHFIELD	IL	OEF	USAREUR FP	GARMISCH (30 PAX) & BAD AIBLING (40 PAX)	70	18-Jan-02	18-Sep-02	74
Co A, 1/131 Inf	BARTONVILLE	IL	OEF	USAREUR FP	WEISBADEN	142	18-Jan-02	14-Sep-02	142
1/178 Inf	WOODSTOCK	IL	OEF	USAREUR FP	HEIDELBERG	45	18-Jan-02	18-Sep-02	135
1/178 Inf	WOODSTOCK	IL	OEF	USAREUR FP	STUTTGART	97	18-Jan-02	18-Sep-02	0
Co B, 1/131 Inf	BLOOMING-	IL	OEF	USAREUR FP	VILSECK	140	1-Feb-02	19-Oct-03	142
Co C, 1/131 Inf	KANKAKEE	IL	OEF	USAREUR FP	HOHENFELS	141	1-Feb-02	19-Oct-02	142
HHC, Avn Bde, 38 Inf Div	SHELBYVILLE	IN	DESERT SPRING	ODS	CENTCOM	1	22-Jan-02	23-Oct-02	1
Det 2, Co B, 1/147 Avn	SHELBYVILLE	IN	DESERT SPRING	ODS	CENTCOM	3	22-Jan-02		3
HQ STARC IN ARNG (Chap)	INDIANAPOLIS	IN	ONE	CONUS FP	NEWPORT CD	2	23-Jan-02	22-Jan-03	2
176 Finance Det	INDIANAPOLIS	IN	ONE	CONUS BASE SPT	INDIANAPOLIS	18	1-Feb-02	31-Jan-04	19
HHC, 2d Bde, 38 Inf Div	KOKOMO	IN	JOINT FORGE	SFOR 11	BOSNIA	8	21-Feb-02	17-Nov-02	8
HHC, 2 Bde, 38 Inf Div	KOKOMO	IN	JOINT FORGE	SFOR 11	BOSNIA	1	21-Feb-02	17-Nov-02	1
HHC, 1/151 Inf	NEW ALBANY	IN	JOINT FORGE	SFOR 11	BOSNIA	113	21-Feb-02	17-Nov-03	113
1/151 Inf	SALEM	IN	JOINT FORGE	SFOR 11	BOSNIA	89	21-Feb-02	17-Nov-02	89
Co C, 1/152 Inf	TELL CITY	IN	JOINT FORGE	SFOR 11	BOSNIA	78	21-Feb-02	17-Nov-02	93
Det 1, HHC, 2/152 Inf	MUNCIE	IN	JOINT FORGE	SFOR 11	BOSNIA	2	21-Feb-02	17-Nov-02	11
Det 1, HHC, 2/152 Inf	MUNCIE	IN	JOINT FORGE	SFOR 11	BOSNIA	2	21-Feb-02	17-Nov-02	2
HHSB, 1/163 FA	EVANSVILLE	IN	JOINT FORGE	SFOR 11	BOSNIA	6	21-Feb-02	17-Nov-02	6
Trp E, 238 Armor	BLUFFTON	IN	JOINT FORGE	SFOR 11	BOSNIA	61	21-Feb-02	17-Nov-02	61



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HQ STARC MA ARNG	SPRINGFIELD	MA	ONE	AOC CAT	MDW - PENTAGON	1	30-May-02	29-May-04	1
972 MP Co	MELROSE	MA	OEF	OEF 3	UZBEKISTAN	180	17-Jun-02	4-Apr-03	182
772 MP Co	TAUNTON	MA	OEF	OEF 2	CENTCOM	173	7-Jul-02	2-Apr-03	184
HHD, 2121 MP Bn	LEXINGTON	MA	OEF	OIF 1	CENTCOM	69	7-Jul-02	12-Nov-03	74
Co C, 1/20 SF Gp	SPRINGFIELD	MA	OEF	OEF 3	CENTCOM	84	5-Aug-02	12-Jul-03	92
Btry E, 101 FA	REHOBOTH	MA	OEF	OEF 3	CENTCOM	6	2-Sep-02	5-Sep-03	6
Co A, 1/104 Inf	AGAWAM	MA	ONE	CONUS FP	NATICK SSC	80	3-Sep-02	2-Sep-03	81
Co B, 1/104 Inf	GREENFIELD	MA	ONE	CONUS FP	TOBYHANNA/NATICK	58	3-Sep-02	2-Sep-03	60
Co C, 1/104 Inf	PITTSFIELD	MA	ONE	CONUS FP	FT DIX/ FT MONMOUTH	62	3-Sep-02	2-Sep-03	62
HHC, 1/104 Inf	WESTFIELD	MA	ONE	CONUS FP	TOBYHANNA/ NATICK	97	3-Sep-02	2-Sep-03	97
1/104 Inf	WESTFIELD	MA	ONE	CONUS FP	FT MONMOUTH / FT DIX	0	3-Sep-02	2-Sep-03	0
HHC, 115 MP Bn	SALISBURY	MD	OEF	GWOT - GTMO	GTMO	106	1-Oct-01	10-Jul-02	153
200 MP Co	SALISBURY	MD	ONE	CONUS FP	MDW	71	1-Oct-01	30-Sep-02	117
290 MP Co	BALTIMORE	MD	ONE	CONUS FP	MDW	16	1-Oct-01	30-Sep-02	117
Co A, 1/115 Inf	FREDERICK	MD	ONE	CONUS FP	FT LEE	100	6-Oct-01	5-Oct-02	100
Co B, 1/115 Inf	GAITHERSBURG	MD	ONE	CONUS FP	FT MONROE	30	6-Oct-01	5-Oct-02	30
Co B, 1/115 Inf	GAITHERSBURG	MD	ONE	CONUS FP	LETTERKENNY AD	30	6-Oct-01	5-Oct-02	30
Co B, 1/115 Inf	GAITHERSBURG	MD	ONE	CONUS FP	ADELPHI RESEARCH CENTER	30	6-Oct-01	5-Oct-02	30
Co C, 1/115 Inf	GREENBELT	MD	ONE	CONUS FP	ABERDEEN PG	100	6-Oct-01	5-Oct-02	100
HHC, 1/115 Inf	SILVER SPRING	MD	ONE	CONUS FP	ABERDEEN PG	100	15-Oct-01	10-Oct-02	100
1/115 Inf	SILVER SPRING	MD	ONE	CONUS FP	ABERDEEN PG	0	15-Oct-01	10-Oct-02	0
Det 2, Co B, 2/20 SF Gp	GLEN ARM	MD	OEF	GWOT - JFCOM	FT BRAGG	1	15-Nov-01	14-Nov-03	1
Det 3, Co B, 2/20 SF Gp	GLEN ARM	MD	OEF	OEF 1	FT BRAGG	7	20-Dec-01	19-Dec-03	9
Det 3, Co B, 2/20 SF Gp	GLEN ARM	MD	OEF	OEF 1	FT BRAGG	7	20-Dec-01	19-Dec-03	7
2/110 FA	PIKESVILLE	MD	ONE	CONUS FP	MDW	331	30-Mar-02	29-Mar-03	331
1/115 Inf	SILVER SPRING	MD	ONE	CONUS FP	ABERDEEN PG	102	5-May-02	2-Nov-02	102
HQ, 29 Spt Det	PIKESVILLE	MD	OEF	OEF 2	CENTCOM	14	11-Jun-02	10-Jun-03	20
HQ, 29 Spt Det	PIKESVILLE	MD	OEF	OEF 4	CENTCOM	2	11-Jun-02	10-Jun-04	20
Recon Air Interdiction Det	BANGOR	ME	ONE	BORDER SECURITY	ME BORDER	11	4-Mar-02	29-Aug-02	11
HQ STARC ME ARNG	AUGUSTA	ME	ONE	BORDER SECURITY	ME BORDER	31	4-Mar-02	29-Aug-02	31
HQ STARC ME ARNG	AUGUSTA	ME	ONE	BORDER SECURITY	ME BORDER	6	4-Mar-02	29-Aug-02	6
HQ STARC ME ARNG	AUGUSTA	ME	ONE	BORDER SECURITY	ME BORDER	57	9-Mar-02	3-Sep-02	57
(Co E, 120 Avn)	BANGOR	ME	JOINT FORGE	SFOR 12	BOSNIA	8	31-Jul-02	30-May-03	9
46 MP Co	BANGOR	ME	JOINT FORGE	SFOR 12	BOSNIA	1	31-Jul-02	30-May-03	1
46 MP Co	LANSING	MI	JOINT FORGE	SFOR 10	BOSNIA	33	25-Nov-01	19-Apr-02	33
Recon Air Interdiction Det	GRAND LEDGE	MI	ONE	BORDER SECURITY	MI BORDER	8	4-Mar-02	29-Aug-02	8
HQ STARC MI ARNG	LANSING	MI	ONE	BORDER SECURITY	MI BORDER	85	4-Mar-02	29-Aug-02	85
HQ STARC MI ARNG	LANSING	MI	ONE	BORDER SECURITY	MI BORDER	7	4-Mar-02	29-Aug-02	7
HQ STARC MI ARNG	LANSING	MI	ONE	BORDER SECURITY	MI BORDER	46	9-Mar-02	3-Sep-02	46
144 MP Co	OWOSSO	MI	ONE	CONUS FP	MDW	179	14-Mar-02	13-Mar-03	181
1776 MP Co	TAYLOR	MI	ONE	CONUS FP	MDW	152	16-Mar-02	22-Mar-03	181
Det 1, Spt Co, 1/19 SF Gp	MT CLEMENS	MI	OEF	GWOT - PACOM	FT LEWIS	2	25-Jul-02	24-Jul-03	2
HHD, 210 MP Bn	TAYLOR	MI	ONE	CONUS FP	MDW	60	1-Sep-02	30-Aug-03	70
Btry E, 151 FA	ANOKA	MN	JOINT GUARDIAN	KFOR 3B	KOSOVO	2	1-Oct-01	14-Jul-02	2
HHC, 147 Finance B	ROSEVILLE	MN	ONE	CONUS BASE SPT	CENTCOM	1	16-Jan-02	15-Jan-03	1
HQ STARC MN ARNG	ST PAUL	MN	ONE	BORDER SECURITY	MN BORDER	3	4-Mar-02	29-Aug-02	3
HQ STARC MN ARNG	ST PAUL	MN	ONE	BORDER SECURITY	MN BORDER	6	9-Mar-02	3-Sep-02	6
147 Finance Det	ROSEVILLE	MN	JOINT FORGE	SFOR 12	BOSNIA	4	11-Jul-02	20-May-03	4



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
1138 MP Co	W PLAINS	MO	ONE	CONUS FP	FT LEONARD WOOD	110	1-Oct-01	30-Sep-02	117
2175 MP Co	ST CLAIR	MO	JOINT GUARDIAN	KFOR 3B	KOSOVO	105	4-Oct-01	31-May-02	110
2175 MP Co	ST CLAIR	MO	JOINT GUARDIAN	KFOR 3B	KOSOVO	5	1-Nov-01	23-Jul-02	5
HSC, 205 Medical Bn	KANSAS CITY	MO	MFO-SINAI	MFO #42	SINAI	3	26-Nov-01	22-Aug-02	3
1139 MP Co	HARRISONVILLE	MO	ONE	CONUS FP	LAKE CITY / KANSAS AAP	138	26-Nov-01	1-Oct-02	138
1138 MP Co	SPRINGFIELD	MO	ONE	CONUS FP	FT LEONARD WOOD	8	27-Dec-01	30-Sep-02	8
HQ STARC MO ARNG	JEFFERSON CITY	MO	OEF	OEF	CENTCOM	1	29-May-02	28-May-03	1
Det 2, Co C, 2/20 SF Gp	CP MCCAIN	MS	OEF	TNG BASE EXP	FT BRAGG	1	9-Nov-01	11-Nov-03	1
Det 3, HHD, 2/20 SF Gp	JACKSON	MS	OEF	GWOT - JFCOM	FT BRAGG	1	15-Nov-01	14-Nov-02	1
Det 3, Co C, 2/20 SF Gp	CP MCCAIN	MS	OEF	OEF 1	FT BRAGG	2	20-Dec-01	19-Dec-02	12
Det 3, Co C, 2/20 SF Gp	CP MCCAIN	MS	OEF	OEF 1	FT BRAGG	7	20-Dec-01	19-Dec-03	12
Co C, 2/20 SF Gp	CP MCCAIN	MS	OEF	OEF	CENTCOM	70	3-Jan-02	2-Jan-03	78
114 MP Co	CLINTON	MS	OEF	GWOT - GTMO	GTMO	138	6-Jan-02	5-Jan-03	138
220 Finance Det	JACKSON	MS	JOINT FORGE	SFOR 12	BOSNIA	13	15-Jul-02	20-May-03	17
HQ STARC MS ARNG	JACKSON	MS	JOINT FORGE	SFOR 12	BOSNIA	4	18-Jul-02	20-May-03	4
HQ STARC MS ARNG	JACKSON	MS	JOINT FORGE	SFOR 12	BOSNIA	1	24-Jul-02	30-May-03	1
HQ STARC MS ARNG	JACKSON	MS	JOINT FORGE	SFOR 12	BOSNIA	1	24-Jul-02	20-May-03	1
HHC, 1/163 Inf	BOZEMAN	MT	JOINT FORGE	SFOR 11	BOSNIA	12	4-Feb-02	31-Oct-02	12
1085 Medical Co	HELENA	MT	JOINT FORGE	SFOR 11	BOSNIA	15	21-Feb-02	12-Oct-02	15
HQ STARC MT ARNG	HELENA	MT	ONE	BORDER SECURITY	MT BORDER	1	4-Mar-02	29-Aug-02	1
HQ STARC MT ARNG	HELENA	MT	ONE	BORDER SECURITY	MT BORDER	3	4-Mar-02	29-Aug-02	3
HQ STARC MT ARNG	HELENA	MT	ONE	BORDER SECURITY	MT BORDER	19	9-Mar-02	3-Sep-02	20
HQ STARC MT ARNG	HELENA	MT	ONE	BORDER SECURITY	MT BORDER	1	15-Apr-02	3-Sep-02	1
ARNG Element, Jnt Force Cmd	RALEIGH	NC	OEF	GWOT - JFCOM	NORFOLK	1	5-Nov-01	4-Nov-03	1
139 Spt Det (Rear Area Ops Ctr)	MORRISVILLE	NC	ONE	CONUS BASE SPT	FT BRAGG	52	8-Nov-01	7-Nov-02	52
139 Spt Det (Rear Area Ops Ctr)	MORRISVILLE	NC	ONE	CONUS BASE SPT	FT BRAGG	7	8-Nov-01	7-Nov-03	11
ARNG Element, Jnt Force Cmd	RALEIGH	NC	OEF	GWOT - JFCOM	NORFOLK	2	26-Nov-01	25-Nov-03	3
130 Military History Det	RALEIGH	NC	OEF	OIF 1	CENTCOM	3	7-Dec-01	6-Dec-02	3
626 Ordnance Co	HICKORY	NC	ONE	CONUS BASE SPT	FT BRAGG	174	12-Dec-01	11-Dec-02	210
731 Ordnance Co	HICKORY	NC	ONE	CONUS BASE SPT	FT BRAGG	1	12-Dec-01	11-Dec-03	1
211 MP Co	CLYDE	NC	OEF	OEF	CENTCOM	106	7-Jan-02	18-Oct-02	124
Recon Air Interdiction Det	MORRISVILLE	NC	ONE	BORDER SECURITY	NY BORDER	3	9-Mar-02	3-Sep-02	3
505 Engr Bn	GASTONIA	NC	ONE	CONUS FP	FT MEADE	0	3-Sep-02	2-Sep-03	0
Co A, 505 Engr Bn	N WILKESBORO	NC	ONE	CONUS FP	NSA (93) MEADE (6)	100	3-Sep-02	2-Sep-03	100
Co B, 505 Engr Bn	KINGS MTN	NC	ONE	CONUS FP	FT MEADE (2) NSA (70) C2 (22)	94	3-Sep-02	2-Sep-03	100
HHSC, 505 Engr Bn	GASTONIA	NC	ONE	CONUS FP	ASC (27) NSA (2)	29	3-Sep-02	2-Sep-03	30
Recon Air Interdiction Det	BISMARCK	ND	ONE	BORDER SECURITY	ND BORDER	11	4-Mar-02	29-Aug-02	11
HQ STARC ND ARNG	BISMARCK	ND	ONE	BORDER SECURITY	ND BORDER	9	4-Mar-02	29-Aug-02	9
HQ STARC ND ARNG	BISMARCK	ND	ONE	BORDER SECURITY	ND BORDER	5	4-Mar-02	29-Aug-02	5
HQ STARC ND ARNG	BISMARCK	ND	ONE	BORDER SECURITY	ND BORDER	32	9-Mar-02	3-Sep-02	32
Det 2, Co D, 109 Avn	LINCOLN	NE	ONE	CONUS BASE SPT	FT CAMPBELL	54	7-Nov-01	31-Oct-02	54
Det 2, Co D, 109 Avn	LINCOLN MUNICIPAL	NE	OEF	CONUS BASE SPT	FT CAMPBELL	7	1-Feb-02	31-Oct-02	7
111 Public Affairs Det	LINCOLN	NE	ONE	CONUS BASE SPT	FT BELVOIR	1	7-Mar-02	6-Mar-03	1
Det 43, Op Spt Alft Cmd	LINCOLN	NE	OEF	OEF	CENTCOM	1	29-May-02	28-May-03	1
1159 Medical Co	CONCORD	NH	JOINT FORGE	SFOR 12	BOSNIA	35	15-Jul-02	20-May-03	47
717 Medical Co	ALBUQUERQUE	NM	JOINT GUARDIAN	KFOR 3B	KOSOVO	26	11-Oct-01	7-Jul-02	26
HQ STARC NM ARNG	SANTA FE	NM	ONE	BORDER SECURITY	NM BORDER	1	4-Mar-02	29-Aug-02	1
HQ STARC NM ARNG	SANTA FE	NM	ONE	BORDER SECURITY	NM BORDER	14	9-Mar-02	3-Sep-02	14



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob	Mob Date	Refrad Date	Pac
Det 1, 717 Medical Co	RENO-STEAD	NV	JOINT GUARDIAN	KFOR 3B	KOSOVO	18	11-Oct-01	7-Jul-02	25
Co A, 1/69 Inf	NEW YORK	NY	ONE	CONUS FP	WEST POINT (USAMA)	100	26-Oct-01	25-Oct-02	100
Co B, 1/69 Inf	BAY SHORE	NY	ONE	CONUS FP	WEST POINT (USAMA)	100	26-Oct-01	30-Jun-02	100
10 Mtn Div, Rear Cmd Post Ops Cell	ROCHESTER	NY	ONE	C2 Augmentation	FT DRUM	25	10-Jan-02	9-Jan-03	25
HHC, 42 Inf Div (Chap)	BUFFALO	NY	ONE	CONUS FP	NATICK SSC	1	23-Jan-02	22-Jan-03	1
HQ STARC NY ARNG (Chap)	LATHAM	NY	ONE	CONUS FP	NATICK SSC	1	23-Jan-02	22-Jan-03	1
107 MP Co	UTICA	NY	ONE	CONUS FP	FT DRUM	100	10-Feb-02	15-Dec-02	100
Co C, 1/69 Inf	FREEPORT	NY	ONE	CONUS FP	LETTERKENNY AD	15	11-Feb-02	15-Nov-02	15
HQ STARC NY ARNG	LATHAM	NY	ONE	BORDER SECURITY	NY BORDER	37	4-Mar-02	12-Aug-02	40
HQ STARC NY ARNG	LATHAM	NY	ONE	BORDER SECURITY	NY BORDER	6	4-Mar-02	12-Aug-02	6
HQ STARC NY ARNG	LATHAM	NY	ONE	BORDER SECURITY	NY BORDER	31	9-Mar-02	12-Sep-02	31
HCB, 1/258 FA	JAMAICA	NY	ONE	CONUS FP	USMA	85	4-May-02	3-May-03	100
Co A, 3/142 Avn	LATHAM	NY	JOINT FORGE	SFOR 12	BOSNIA	17	1-Jun-02	30-May-03	17
Co B, 3/142 Avn	RONKONKOMA	NY	JOINT FORGE	SFOR 12	BOSNIA	19	1-Jun-02	30-May-03	21
Co B, 3/142 Avn	RONKONKOMA	NY	JOINT FORGE	SFOR 12	BOSNIA	2	1-Jun-02	30-May-03	2
Co C, 3/142 Avn	LATHAM	NY	JOINT FORGE	SFOR 12	BOSNIA	13	1-Jun-02	30-May-03	16
Co E, 3/142 Avn	LATHAM	NY	JOINT FORGE	SFOR 12	BOSNIA	22	1-Jun-02	30-May-03	22
HHC, 3/142 Avn	LATHAM	NY	JOINT FORGE	SFOR 12	BOSNIA	19	1-Jun-02	30-May-03	22
HHC, 3/142 Avn	LATHAM	NY	JOINT FORGE	SFOR 12	BOSNIA	1	1-Jun-02	30-May-03	1
27 Spt Ctr (RAOC)	WHITESTONE	NY	JOINT FORGE	SFOR 12	BOSNIA	4	15-Jul-02	20-May-03	9
HHC, 1/142 Avn	ROCHESTER	NY	JOINT FORGE	SFOR 12	BOSNIA	1	23-Aug-02	20-May-03	1
HHC, 3/142 Avn	LATHAM	NY	JOINT FORGE	SFOR 12	BOSNIA	1	23-Aug-02	20-May-03	1
Co A, 1/127 Armor	DUNKIRK	NY	ONE	CONUS FP	USMA	57	3-Sep-02	2-Sep-03	57
Co B, 1/127 Armor	JAMESTOWN	NY	ONE	CONUS FP	USMA	59	3-Sep-02	2-Sep-03	59
Co C, 1/127 Armor	OLEAN	NY	ONE	CONUS FP	CARLISLE BARRACKS (USAWC)	39	3-Sep-02	2-Sep-03	41
Co D, 1/127 Armor	CORTLAND	NY	ONE	CONUS FP	LETTERKENNY AD	37	3-Sep-02	2-Sep-03	37
HHC, 1/127 Armor	BUFFALO	NY	ONE	CONUS FP	PICATINNY AR	36	3-Sep-02	2-Sep-03	36
1/127 Armor	BUFFALO	NY	ONE	CONUS FP	FT DRUM	0	3-Sep-02	2-Sep-03	0
Det 1, Co A, 1/148 Inf	XENIA	OH	ONE	CONUS FP	NEWPORT CD	25	6-Oct-01	5-Oct-02	25
Co C, 1/148 Inf	BELLEFONTAINE	OH	ONE	CONUS FP	LIMA TANK PLANT	105	6-Oct-01	5-Oct-02	105
Co D, 1/148 Inf	CANTON	OH	ONE	CONUS FP	SELFRIDGE ANGB	112	6-Oct-01	5-Oct-02	130
Co D, 1/148 Inf	CANTON	OH	ONE	CONUS FP	SELFRIDGE ANGB	2	6-Oct-01	11-Dec-02	2
Co A, 1/148 Inf	HILLSBORO	OH	ONE	CONUS FP	NEWPORT CD	75	6-Oct-01	5-Oct-02	75
Co B, 1/148 Inf	NAPOLEON	OH	ONE	CONUS FP	FT KNOX	100	6-Oct-01	5-Oct-02	105
135 MP Co	CHAGRIN FALLS	OH	ONE	CONUS FP	FT BRAGG	165	9-Oct-01	28-Jul-02	167
323 MP Co	TOLEDO	OH	ONE	CONUS FP	FT BRAGG	167	9-Oct-01	8-Oct-02	167
HHC, 1/148 Inf	LIMA	OH	ONE	CONUS FP	ROCK ISLAND ARSENAL	150	15-Oct-01	14-Oct-02	155
1/148 Inf	LIMA	OH	ONE	CONUS FP	FT KNOX	0	15-Oct-01	14-Oct-02	0
Det 4, Co B, 2/19 SF Gp	CHAGRIN FALLS	OH	OEF	OEF 1	FT BRAGG	12	20-Dec-01	19-Dec-03	12
Co D, 137 Avn	COLUMBUS	OH	ONE	CONUS BASE SPT	FT BRAGG	2	3-Jan-02	2-Jan-03	2
838 MP Co	YOUNGSTOWN	OH	ONE	CONUS FP	MDW	129	23-Mar-02	22-Mar-03	181
1/148 Inf	LIMA	OH	ONE	CONUS FP	FT KNOX	83	5-May-02	2-Nov-02	83
45 Spt Det (Rear Area Ops)	OKLAHOMA CITY	OK	OEF	OIF 1	CENTCOM	1	24-Nov-01	23-Nov-03	1
Co D, 245 Avn	TULSA	OK	OEF	CONUS BASE SPT	FT CAMPBELL	118	29-Aug-02	28-Aug-03	126
Det 1, Co D, 245 Avn	LEXINGTON	OK	OEF	CONUS BASE SPT	FT CAMPBELL	67	29-Aug-02	28-Aug-03	67
1/171 FA	ALTUS	OK	ONE	CONUS FP	FT CARSON	0	3-Sep-02	2-Sep-03	0
Btry A, 1/171 FA	HOBART	OK	ONE	CONUS FP	FT SILL	37	3-Sep-02	2-Sep-03	49
Det 1, Btry A, 1/171 FA	MANGUM	OK	ONE	CONUS FP	FT SILL	25	3-Sep-02	2-Sep-03	31
Btry B, 1/171 FA	CLINTON	OK	ONE	CONUS FP	FT SILL	37	3-Sep-02	2-Sep-03	47



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Det 1, Btry B, 1/171 FA	ELK CITY	OK	ONE	CONUS FP	FT SILL	32	3-Sep-02	2-Sep-03	43
Btry C, 1/171 FA	WEATHERFORD	OK	ONE	CONUS FP	FT SILL	45	3-Sep-02	2-Sep-03	64
Det 1, Btry C, 1/171 FA	FREDERICK	OK	ONE	CONUS FP	FT SILL	21	3-Sep-02	2-Sep-03	28
HHSB, 1/171 FA	ALTUS	OK	ONE	CONUS FP	FT CARSON	30	3-Sep-02	2-Sep-03	30
HHSB, 1/171 FA	ALTUS	OK	ONE	CONUS FP	FT CARSON	56	3-Sep-02	2-Sep-03	99
OR Element, Jnt Force HQ	SALEM	OR	OEF	GWOT - PACOM	US FORCES KOREA	1	26-Oct-01	25-Oct-02	1
HQ STARC OR ARNG	SALEM	OR	ONE	CONUS FP	UMATILLA AD	2	23-Jan-02	22-Jan-03	2
HQ STARC OR ARNG	SALEM	OR	ONE	C2 Augmentation	US FORCES KOREA	1	25-Mar-02	30-Jun-03	1
HHC, 1/186 Inf	ASHLAND	OR	MFO-SINAI	MFO #43	SINAI	16	1-Apr-02	2-Mar-03	16
1042 Medical Co	SALEM	OR	OEF	OEF 2	CENTCOM	20	30-Apr-02	29-Apr-03	20
HHC, 41 Inf Bde	PORTLAND	OR	JOINT GUARDIAN	KFOR 4B	KOSOVO	1	2-May-02	26-Jan-03	1
1/186 Inf	ASHLAND	OR	MFO-SINAI	MFO #42	SINAI	529	6-May-02	5-May-03	565
HHC, 1/186 Inf Bde	ASHLAND	OR	ONE	CONUS FP	FT CARSON	3	6-May-02	29-Mar-03	3
1042 Medical Co	SALEM	OR	OEF	OEF 2	CENTCOM	88	28-May-02	27-May-03	88
1042 Medical Co	SALEM	OR	OEF	OEF 2	CENTCOM	21	28-May-02	30-Aug-03	20
HQ STARC OR ARNG	SALEM	OR	OEF	OEF	CENTCOM	3	29-May-02	28-May-03	3
28 Inf Div Det (Rear Area Ops)	HARRISBURG	PA	ONE	C2 Augmentation	FT MCPHERSON	1	7-Oct-01	20-Dec-01	1
Btry F, 109 FA	YORK	PA	JOINT GUARDIAN	KFOR 3B	KOSOVO	30	25-Oct-01	21-Jul-02	43
Btry F, 109 FA	YORK	PA	JOINT GUARDIAN	KFOR 3B	KOSOVO	2	1-Nov-01	28-Jul-02	2
HQ STARC PA ARNG	FT ITOWN GAP	PA	ONE	C2 Augmentation	FT MCPHERSON	1	8-Dec-01	7-Dec-02	1
Recon Air Interdiction Det	FT ITOWN GAP	PA	ONE	BORDER SECURITY	PA BORDER	6	4-Mar-02	29-Aug-02	7
HHT, 1/104 Cav	PHILADELPHIA	PA	JOINT FORGE	SFOR 12	BOSNIA	70	28-May-02	20-May-03	75
Trp A, 1/104 Cav	PHILADELPHIA	PA	JOINT FORGE	SFOR 12	BOSNIA	90	28-May-02	20-May-03	92
Trp B, 1/104 Cav	PHILADELPHIA	PA	JOINT FORGE	SFOR 12	BOSNIA	16	28-May-02	20-May-03	16
Trp C, 1/104 Cav	FT ITOWN GAP	PA	JOINT FORGE	SFOR 12	BOSNIA	0	28-May-02	20-May-03	92
Co A, 1/109 Inf	HONESDALE	PA	JOINT FORGE	SFOR 12	BOSNIA	91	28-May-02	20-May-03	92
Co C, 1/109 Inf	NEW MILFORD	PA	JOINT FORGE	SFOR 12	BOSNIA	68	28-May-02	20-May-03	69
HHC, 1/109 Inf	SCRANTON	PA	JOINT FORGE	SFOR 12	BOSNIA	68	28-May-02	20-May-03	75
HHC, 1/109 Inf	SCRANTON	PA	JOINT FORGE	SFOR 12	BOSNIA	1	28-May-02	20-May-03	1
Co B, 1/109 Inf	WILLIAMSPORT	PA	JOINT FORGE	SFOR 12	BOSNIA	43	28-May-02	20-May-03	92
HHT, 1/104 Cav	PHILADELPHIA	PA	JOINT FORGE	SFOR 12	BOSNIA	24	31-May-02	30-May-03	29
HHT, 1/104 Cav	PHILADELPHIA	PA	JOINT FORGE	SFOR 12	BOSNIA	1	31-May-02	30-May-03	1
Co A, 1/109 Inf	HONESDALE	PA	JOINT FORGE	SFOR 12	BOSNIA	20	31-May-02	30-May-03	22
Co C, 1/109 Inf	NEW MILFORD	PA	JOINT FORGE	SFOR 12	BOSNIA	29	31-May-02	30-May-03	29
HHC, 1/109 Inf	SCRANTON	PA	JOINT FORGE	SFOR 12	BOSNIA	28	31-May-02	30-May-03	29
HHC, 55 Bde, 28 Inf Div	SCRANTON	PA	OEF	USAREUR FP	EUCOM	71	25-Jun-02	24-Mar-03	71
Co A, 1/103 Armor	LIGONIER	PA	OEF	USAREUR FP	EUCOM	33	25-Jun-02	24-Mar-03	33
Co C, 1/103 Armor	FRIEDENS	PA	OEF	USAREUR FP	EUCOM	40	25-Jun-02	24-Mar-03	40
Co D, 1/103 Armor	CONNELLSVILLE	PA	OEF	USAREUR FP	EUCOM	36	25-Jun-02	24-Jun-03	36
HHC, 1/103 Armor	JOHNSTOWN	PA	OEF	USAREUR FP	EUCOM	117	25-Jun-02	24-Jun-03	117
1/103 Armor	JOHNSTOWN	PA	OEF	USAREUR FP	EUCOM	0	25-Jun-02	24-Mar-03	0
HHC, 1/110 Inf	MT PLEASANT	PA	OEF	USAREUR FP	EUCOM	36	25-Jun-02	24-Mar-03	36
Co A, 128 Spt Bn	BUTLER	PA	OEF	USAREUR FP	EUCOM	39	25-Jun-02	24-Jun-03	39
Co B, 128 Spt Bn	PITTSBURGH	PA	OEF	USAREUR FP	EUCOM	116	25-Jun-02	24-Jun-03	118
Co D, 728 Spt Bn	CLEARFIELD	PA	OEF	USAREUR FP	EUCOM	91	25-Jun-02	24-Mar-03	94
Co A, 876 Engr Bn	JOHNSTOWN	PA	OEF	USAREUR FP	EUCOM	50	25-Jun-02	24-Mar-03	50
Co B, 876 Engr Bn	WASHINGTON	PA	OEF	USAREUR FP	EUCOM	52	25-Jun-02	24-Mar-03	52
Co C, 8876 Engr Bn	JOHNSTOWN	PA	OEF	USAREUR FP	EUCOM	51	25-Jun-02	24-Mar-03	51



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 876 Engr Bn	JOHNSTOWN	PA	OEF	USAREUR FP	EUCOM	63	25-Jun-02	24-Mar-03	70
Co A, 103 Engr Bn	PHILADELPHIA	PA	OEF	USAREUR FP	EUCOM	34	5-Jul-02	4-Mar-03	35
Co A, 103 Engr Bn	PHILADELPHIA	PA	OEF	USAREUR FP	EUCOM	35	5-Jul-02	4-Mar-03	35
1/213 Air Def Arty	SPRING CITY	PA	OEF	USAREUR FP	EUCOM	0	5-Jul-02	4-Mar-03	0
Det 1, Btry A, 1/213 ADA	POTTSVILLE	PA	OEF	USAREUR FP	EUCOM	25	5-Jul-02	4-Mar-03	25
Btry A, 1/213 ADA	LEHIGHTON	PA	OEF	USAREUR FP	EUCOM	26	5-Jul-02	4-Mar-03	27
Det 1, Btry B, 1/213 ADA	HAMBURG	PA	OEF	USAREUR FP	EUCOM	22	5-Jul-02	4-Mar-03	22
Btry B, 1/213 ADA	READING	PA	OEF	USAREUR FP	EUCOM	23	5-Jul-02	4-Jul-03	25
Btry C, 1/213 ADA	SPRING CITY	PA	OEF	USAREUR FP	EUCOM	45	5-Jul-02	4-Mar-03	45
HCB, 1/213 ADA	SPRING CITY	PA	OEF	USAREUR FP	EUCOM	57	5-Jul-02	4-Mar-03	57
Det 1, Co B, 228 Spt Bn	SCRANTON	PA	OEF	USAREUR FP	EUCOM	7	5-Jul-02	4-Mar-03	8
Co B, 228 Spt Bn	BETHLEHEM	PA	OEF	USAREUR FP	EUCOM	77	5-Jul-02	4-Mar-03	78
Btry D, 229 FA	GROVE CITY	PA	OEF	USAREUR FP	EUCOM	61	5-Jul-02	4-Mar-03	61
Co A, 337 Engr Bn	HAZLETON	PA	OEF	USAREUR FP	EUCOM	41	5-Jul-02	4-Mar-03	41
Co C, 337 Engr Bn	YORK	PA	OEF	USAREUR FP	EUCOM	45	5-Jul-02	4-Mar-03	45
LRS Det, 104 Inf	ANNVILLE	PA	JOINT FORGE	SFOR 12	BOSNIA	30	5-Jul-02	20-May-03	31
LRS Det, 104 Inf	ANNVILLE	PA	JOINT FORGE	SFOR 12	BOSNIA	1	5-Jul-02	20-May-03	1
28 Inf Div Det (Rear Area Ops)	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	21	15-Jul-02	20-May-03	23
28 Inf Div Det (Rear Area Ops)	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	2	15-Jul-02	20-May-03	2
Det 1, 28 MP Co	GREENSBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	2	15-Jul-02	20-May-03	9
28 MP Co	JOHNSTOWN	PA	JOINT FORGE	SFOR 12	BOSNIA	23	15-Jul-02	20-May-03	95
Det 1, Co C, 28 Sig Bn	LATROBE	PA	JOINT FORGE	SFOR 12	BOSNIA	15	15-Jul-02	20-May-03	5
Det 1, Co C, 103 Engr Bn	PHILADELPHIA	PA	JOINT FORGE	SFOR 12	BOSNIA	15	15-Jul-02	20-May-03	15
281 Personnel Det	FT ITOWN GAP	PA	JOINT FORGE	SFOR 12	BOSNIA	12	15-Jul-02	20-May-03	13
281 Personnel Det	FT ITOWN GAP	PA	JOINT FORGE	SFOR 12	BOSNIA	1	15-Jul-02	20-May-03	1
Det 1, HHD, 328 Spt Bn	LANCASTER	PA	JOINT FORGE	SFOR 12	BOSNIA	16	15-Jul-02	20-May-03	36
Det 1, HHC, 628 MI Bn	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	27	15-Jul-02	30-May-03	33
hbc, 28 Pers Svcs Bn	FT ITOWN GAP	PA	JOINT FORGE	SFOR 12	BOSNIA	12	24-Jul-02	23-Apr-03	12
HHC, 28 Spt Cmd	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	6	24-Jul-02	20-May-03	8
HHC, 28 Spt Cmd	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	1	24-Jul-02	14-Mar-03	1
HHC, 28 Inf Div	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	104	24-Jul-02	20-May-03	105
HHC, 28 Inf Div	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	64	24-Jul-02	20-May-03	66
HHC, 28 Inf Div	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	3	24-Jul-02	20-May-03	3
HHC, 28 Inf Div	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	2	24-Jul-02	20-May-03	2
LRS Det, 104 Inf	ANNVILLE	PA	JOINT FORGE	SFOR 12	BOSNIA	6	24-Jul-02	20-May-03	6
Med Det, 728 Spt Bn	CLEARFIELD	PA	JOINT FORGE	SFOR 12	BOSNIA	10	24-Jul-02	20-May-03	11
Med Det, 728 Spt Bn	CLEARFIELD	PA	JOINT FORGE	SFOR 12	BOSNIA	1	24-Jul-02	20-May-03	1
Co A, 3/103 Armor	SUNBURY	PA	OEF	USAREUR FP	EUCOM	37	25-Jul-02	24-Jul-03	37
Co B, 3/103 Armor	SUNBURY	PA	OEF	USAREUR FP	EUCOM	42	25-Jul-02	24-Jul-03	42
Co C, 3/103 Armor	MANSFIELD	PA	OEF	USAREUR FP	EUCOM	60	25-Jul-02	24-Jul-03	60
HHC, 3/103 Armor	LEWISBURG	PA	OEF	USAREUR FP	EUCOM	176	25-Jul-02	24-Jul-03	176
3/103 Armor	LEWISBURG	PA	OEF	USAREUR FP	EUCOM	0	25-Jul-02	24-Jul-03	0
Btry C, 1/109 FA	PLYMOUTH	PA	OEF	USAREUR FP	EUCOM	71	25-Jul-02	24-Jul-03	71
128 Chemical Co	PHILADELPHIA	PA	OEF	USAREUR FP	EUCOM	80	25-Jul-02	24-Jul-03	80
Co B, 728 Spt Bn	PINE GROVE	PA	OEF	USAREUR FP	EUCOM	69	25-Jul-02	24-Mar-03	71
Co C, 728 Spt Bn	LOCK HAVEN	PA	OEF	USAREUR FP	EUCOM	81	25-Jul-02	24-Jul-03	81
Det 1, Co B, 728 Spt Bn	KANE	PA	OEF	USAREUR FP	EUCOM	46	25-Jul-02	24-Jul-03	46



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Cio H, 104 Avn	FT INDIANTOWN GAP	PA	JOINT FORGE	SFOR 12	BOSNIA	3	31-Jul-02	20-May-03	3
28 MP Co	JOHNSTOWN	PA	DESERT SPRING	ODS	CENTCOM	19	9-Aug-02	15-Jul-03	20
HQ STARC PA ARNG	FT INDIANTOWN GAP	PA	JOINT FORGE	SFOR 12	BOSNIA	2	15-Aug-02	20-May-03	2
HHC, 28 Inf Div	HARRISBURG	PA	JOINT FORGE	SFOR 12	BOSNIA	16	23-Aug-02	19-May-03	16
Co C, 1/65 Inf	COAMO	PR	ONE	CONUS FP	FT BUCHANAN	60	20-Nov-01	5-Jul-02	60
544 MP Co	SALINAS	PR	DESERT SPRING	ODS	CENTCOM	165	17-Jan-02	15-Sep-02	165
Co D, 1/65 Inf	CAYEY	PR	ONE	CONUS FP	MIAMI	25	8-Apr-02	6-Apr-04	25
Det 1, Co B, 1/296 Inf	SABANA	PR	DESERT SPRING	ODS	CENTCOM	74	13-May-02	12-Feb-03	74
Det 1, Co C, 1/296 Inf	CABO ROJO	PR	DESERT SPRING	ODS	CENTCOM	160	13-May-02	12-Feb-03	160
Co D, 3/142 Avn	SAN JUAN	PR	JOINT FORGE	SFOR 12	BOSNIA	2	1-Jun-02	30-May-03	3
Co D, 3/142 Avn	SAN JUAN	PR	JOINT FORGE	SFOR 12	BOSNIA	1	1-Jun-02	30-May-03	1
Co D, 3/142 Avn	SAN JUAN	PR	JOINT FORGE	SFOR 12	BOSNIA	2	23-Aug-02	20-May-03	2
HQ STARC PR ARNG	SAN JUAN	PR	ONE	CONUS FP	FT BUCHANAN	33	6-Sep-02	5-Sep-04	35
Det 1, Co B, 1/295 Inf	CEIBA	PR	DESERT SPRING	ODS	CENTCOM	74	12-Sep-02	8-Jun-03	74
Det 1, Co C, 1/295 Inf	JUNCOS	PR	DESERT SPRING	ODS	CENTCOM	160	12-Sep-02	8-Jun-03	160
Det 6, Co A, 2/19 SF Gp	MIDDLETOWN	RI	OEF	OEF 1	FT BRAGG	3	20-Dec-01	19-Dec-03	1
Co A, 2/19 SF Gp	MIDDLETOWN	RI	DESERT SPRING	ODS	CENTCOM	63	1-Mar-02	10-Aug-02	83
HHC, 43 MP Bde	WARWICK	RI	OEF	GWOT - GTMO	GTMO	2	14-Mar-02	4-Nov-02	2
HHC, 43 MP Bde	WARWICK	RI	OEF	GWOT - GTMO	GTMO	100	26-Apr-02	15-Jan-03	100
Co A, 1/118 Inf	MONCKS COR-	SC	ONE	CONUS FP	FT JACKSON	100	15-Oct-01	11-Oct-02	130
Co B, 1/118 Inf	SUMMERVILLE	SC	ONE	CONUS FP	FT GORDON	130	15-Oct-01	11-Oct-02	100
263 ADA	ANDERSON	SC	OEF	TNG BASE EXP	ANDERSON	16	11-Nov-01	10-Nov-03	16
263 ADA	ANDERSON	SC	ONE	CONUS FP	FT BLISS	54	11-Nov-01	10-Nov-02	103
228 Sig Co	SPARTANBURG	SC	OEF	OIF 1	CENTCOM	2	24-Nov-01	23-Nov-02	8
133 MP Co	TIMMONSVILLE	SC	ONE	CONUS FP	FT STEWART	130	3-Jan-02	15-Dec-02	147
792 Quartermaster Det	GOOSE CREEK	SC	OEF	OEF	CENTCOM	4	18-Jan-02	17-Jan-03	10
228 Signal Det,	SPARTANBURG	SC	OEF	OIF 1	CENTCOM	13	18-Jan-02	16-Jan-03	13
HHC, 1/118 Inf	MT PLEASANT	SC	ONE	CONUS FP	FT JACKSON	1	5-May-02	18-Aug-03	1
1/118 Inf	MT PLEASANT	SC	ONE	CONUS FP	FT JACKSON	86	5-May-02	4-May-03	145
Co A, 1/263 Armor	MARION	SC	ONE	CONUS FP	FT JACKSON	41	3-Sep-02	14-Jul-04	41
Co A, 1/263 Armor	MARION	SC	ONE	CONUS FP	FT JACKSON	19	3-Sep-02	2-Sep-03	19
Co B, 1/263 Armor	DILLON	SC	ONE	CONUS FP	FT GORDON	47	3-Sep-02	14-Jul-03	47
Co B, 1/263 Armor	DILLON	SC	ONE	CONUS FP	FT GORDON	12	3-Sep-02	14-Jul-04	12
HHC, 1/263 Armor	MULLINS	SC	ONE	CONUS FP	FT GORDON / FT STEWART	72	3-Sep-02	2-Sep-03	67
HHC, 1/263 Armor	MULLINS	SC	ONE	CONUS FP	FT GORDON / FT STEWART	13	3-Sep-02	14-Jul-04	13
1/263 Armor	MULLINS	SC	ONE	CONUS FP	FT STEWART	0	3-Sep-02	2-Sep-03	0
678 Engr Det	SUMMERVILLE	SC	OEF	OEF 3	CENTCOM	48	11-Sep-02	30-Jun-03	57
1085 Medical Co	RAPID CITY	SD	JOINT FORGE	SFOR 11	BOSNIA	7	4-Feb-02	3-Nov-02	7
1085 Medical Co	RAPID CITY	SD	JOINT FORGE	SFOR 11	BOSNIA	25	21-Feb-02	12-Oct-02	25
HQ STARC SD ARNG	CP RAPID	SD	JOINT FORGE	SFOR 11	BOSNIA	1	21-Feb-02	12-Oct-02	1
268 MP Co	RAPID CITY	SD	OEF	OEF 2	CENTCOM	57	17-Jun-02	16-Jun-03	57
268 MP Co	RIPLEY	TN	ONE	CONUS FP	HOLSTON AAP	36	26-Nov-01	30-Sep-02	150
268 MP Co	RIPLEY	TN	ONE	CONUS FP	MILAN AAF	37	26-Nov-01	30-Sep-02	150
Recon Air Interdiction Det	NASHVILLE	TN	ONE	BORDER SECURITY	VT BORDER	3	9-Mar-02	3-Sep-02	3
3/115 FA	MEMPHIS	TN	ONE	CONUS FP	FT BRAGG	0	3-Sep-02	2-Sep-03	0
Ntry A, 3/115 FA	MEMPHIS	TN	ONE	CONUS FP	CP MACKALL	67	3-Sep-02	2-Sep-03	70
HHC, 3/115 FA	MEMPHIS	TN	ONE	CONUS FP	FT BRAGG	90	3-Sep-02	2-Sep-03	90
Svc Btry, 3/115 FA	MEMPHIS	TN	ONE	CONUS FP	FT MONROE / FT	60	3-Sep-02	2-Sep-03	74
Btry B, 3/115 FA	COVINGTON	TN	ONE	CONUS FP	FT LEE	60	5-Sep-02	4-Sep-03	85



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Btry C, 3/115 FA	MEMPHIS	TN	ONE	CONUS FP	FT BRAGG	67	5-Sep-02	4-Sep-03	85
Co C, 46 Engr Bn	PARIS	TN	OEF	OIF 1	CENTCOM	118	28-Sep-02	28-Oct-03	120
Co A, 1/141 Inf	SAN ANTONIO	TX	ONE	CONUS FP	PINE BLUFF AR	107	6-Oct-01	5-Oct-02	110
Det 1, Co B, 1/141 Inf	VICTORIA	TX	ONE	CONUS FP	PUEBLO CD	27	6-Oct-01	5-Oct-02	27
Co B, 1/141 Inf	ALICE	TX	ONE	CONUS FP	PUEBLO CD	73	6-Oct-01	5-Oct-02	73
HHC, 1/141 Inf	SAN ANTONIO	TX	ONE	CONUS FP	RED RIVER AAP	56	6-Oct-01	5-Oct-02	30
HHC, 1/141 Inf	SAN ANTONIO	TX	ONE	CONUS FP	McALESTER AAP	30	6-Oct-01	5-Oct-02	30
Co A, 2/142 Inf	AMARILLO	TX	ONE	CONUS FP	WHITE SANDS	100	6-Oct-01	5-Oct-02	100
Co C, 2/142 Inf	MIDLAND	TX	ONE	CONUS FP	FT SAM HOUSTON	139	6-Oct-01	2-Oct-02	140
TX Info Ops Fld Spt Ctr (MN AASF)	AUSTIN	TX	OEF	GWOT - SWA	MDW	1	25-Oct-01	24-Oct-03	1
TX Info Ops Fld Spt Ctr	AUSTIN	TX	ONE	CONUS BASE SPT	MDW	9	25-Oct-01	24-Oct-02	10
Co A, 3/141 Inf	BROWNSVILLE	TX	ONE	CONUS FP	FT SILL	146	5-Nov-01	4-Nov-02	140
Co A, 1/141 Inf	SAN ANTONIO	TX	ONE	CONUS FP	LONE STARR AAP	30	5-Dec-01	27-Oct-02	70
HQ STARC TX ARNG	AUSTIN	TX	ONE	CONUS FP	FT SAM HOUSTON	3	8-Dec-01	7-Dec-03	3
Det 2, HHC, 3/141 Inf	WESLACO	TX	ONE	CONUS FP	RED RIVER AAP	30	6-Jan-02	27-Oct-02	30
HQ STARC TX ARNG (Chap)	AUSTIN	TX	ONE	CONUS FP	RED RIVER AAP	2	23-Jan-02	22-Jan-03	2
HQ STARC TX ARNG	EL PASO	TX	ONE	BORDER SECURITY	TX BORDER	9	4-Mar-02	29-Aug-02	9
HQ STARC TX ARNG	EL PASO	TX	ONE	BORDER SECURITY	TX BORDER	186	4-Mar-02	29-Aug-02	202
3/133 FA	EL PASO	TX	ONE	BORDER SECURITY	TX BORDER	123	9-Mar-02	3-Sep-02	123
HQ STARC TX ARNG	AUSTIN	TX	OEF	CONUS BASE SPT	FT BRAGG	1	15-Mar-02	13-Mar-04	1
HQ STARC TX ARNG	EL PASO	TX	ONE	BORDER SECURITY	TEXAS BORDER	3	15-Apr-02	3-Sep-02	3
2/142 Inf	LUBBOCK	TX	OEF	GWOT - GTMO	GTMO	169	5-May-02	4-May-03	169
1/141 Inf	SAN ANTONIO	TX	ONE	CONUS FP	FT HOOD	74	5-May-02	5-Oct-02	74
3/141 Inf	WESLACO	TX	ONE	CONUS FP	FT HOOD	29	5-May-02	5-Oct-02	29
HQ STARC TX ARNG	AUSTIN	TX	ONE	CONUS FP	FT HOOD	11	5-May-02	4-May-04	12
HQ STARC TX ARNG	AUSTIN	TX	OEF	OEF	CENTCOM	1	29-May-02	28-May-03	1
Det 2, HHC, US Army South	FT SAM HOUSTON	TX	OEF	GWOT - GTMO	GTMO	2	18-Jun-02	17-Aug-03	2
Det 2, HHC, US Army South	FT SAM HOUSTON	TX	OEF	GWOT - GTMO	GTMO	4	18-Jun-02	17-Jun-04	4
1113 Quartermaster Det	GATESVILLE	TX	OEF	GWOT - SWA	CENTCOM	4	18-Jul-02	15-Sep-03	4
HHSC, 111 Medical Bn	SAN ANTONIO	TX	JOINT FORGE	SFOR 12	BOSNIA	7	18-Jul-02	20-May-03	7
HHC, 3d Bde, 49 Armd Div	DALLAS	TX	ONE	CONUS FP	FT SAM HOUSTON	6	1-Aug-02	31-Jul-04	8
HHC, 3d Bde, 49 Armd Div	DALLAS	TX	ONE	CONUS FP	FT SAM HOUSTON	57	1-Aug-02	31-Jul-03	60
Co A, 1/112 Armor	KAUFMAN	TX	ONE	CONUS FP	WHITE SANDS	13	1-Aug-02	14-Jul-04	35
Co A, 1/112 Armor	KAUFMAN	TX	ONE	CONUS FP	WHITE SANDS	13	1-Aug-02	31-Jul-03	35
Co B, 1/112 Armor	DALLAS	TX	ONE	CONUS FP	WHITE SANDS	1	1-Aug-02	14-Jul-04	63
Co B, 1/112 Armor	DALLAS	TX	ONE	CONUS FP	WHITE SANDS	29	1-Aug-02	31-Jul-03	63
Co C, 1/112 Armor	DENISON	TX	ONE	CONUS FP	WHITE SANDS	1	1-Aug-02	14-Jul-04	63
Co C, 1/112 Armor	DENISON	TX	ONE	CONUS FP	WHITE SANDS	24	1-Aug-02	31-Jul-03	63
Det 1, HHC, 1/112 Armor	DALLAS	TX	ONE	CONUS FP	WHITE SANDS	5	1-Aug-02	14-Jul-04	85
Det 1, HHC, 1/112 Armor	DALLAS	TX	ONE	CONUS FP	WHITE SANDS	42	1-Aug-02	31-Jul-03	85
HHC, 1/112 Armor	WYLIE	TX	ONE	CONUS FP	WHITE SANDS	34	1-Aug-02	31-Jul-03	77
HHC, 1/112 Armor	WYLIE	TX	ONE	CONUS FP	WHITE SANDS	6	1-Aug-02	31-Jul-04	77
1/112 Armor	WYLIE	TX	ONE	CONUS FP	WHITE SANDS	0	1-Aug-02	31-Jul-03	0
Co A, 5/112 Armor	HUNTSVILLE	TX	ONE	CONUS FP	PINE BLUFF AR	7	1-Aug-02	14-Jul-04	63
Co A, 5/112 Armor	HUNTSVILLE	TX	ONE	CONUS FP	PINE BLUFF AR	26	1-Aug-02	31-Jul-03	63
Co B, 5/112 Armor	LONGVIEW	TX	ONE	CONUS FP	PINE BLUFF AR	1	1-Aug-02	14-Jul-04	36
Co B, 5/112 Armor	LONGVIEW	TX	ONE	CONUS FP	PINE BLUFF AR	26	1-Aug-02	31-Jul-03	36
Co C, 5/112 Armor	PALESTINE	TX	ONE	CONUS FP	PINE BLUFF AR	15	1-Aug-02	31-Jul-03	63



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Co C, 5/112 Armor	PALESTINE	TX	ONE	CONUS FP	PINE BLUFF AR	18	1-Aug-02	14-Jul-04	63
Det 1, HHC, 5/112 Armor	HENDERSON	TX	ONE	CONUS FP	PINE BLUFF AR	2	1-Aug-02	14-Jul-04	41
Det 1, HHC, 5/112 Armor	HENDERSON	TX	ONE	CONUS FP	PINE BLUFF AR	23	1-Aug-02	31-Jul-03	41
HHC, 5/112 Armor	MARSHALL	TX	ONE	CONUS FP	PINE BLUFF AR	24	1-Aug-02	14-Jul-04	76
HHC, 5/112 Armor	MARSHALL	TX	ONE	CONUS FP	PINE BLUFF AR	51	1-Aug-02	31-Jul-03	76
5/112 Armor	MARSHALL	TX	ONE	CONUS FP	PINE BLUFF AR	0	1-Aug-02	31-Jul-03	0
Co A, 3/144 Inf	GREENVILLE	TX	ONE	CONUS FP	UMATILLA AD	45	1-Aug-02	31-Jul-03	57
Co A, 3/144 Inf	GREENVILLE	TX	ONE	CONUS FP	UMATILLA AD	5	1-Aug-02	31-Jul-04	57
Co B, 3/144 Inf	KILGORE	TX	ONE	CONUS FP	UMATILLA AD	6	1-Aug-02	14-Jul-04	83
Co B, 3/144 Inf	KILGORE	TX	ONE	CONUS FP	UMATILLA AD	49	1-Aug-02	31-Jul-03	83
Co C, 3/144 inf	DALLAS	TX	ONE	CONUS FP	UMATILLA AD	10	1-Aug-02	14-Jul-04	101
Co C, 3/144 Inf	DALLAS	TX	ONE	CONUS FP	UMATILLA AD	75	1-Aug-02	31-Jul-03	101
Det 1, HHC, 3/144 Inf	TYLER	TX	ONE	CONUS FP	UMATILLA AD	4	1-Aug-02	14-Jul-04	46
Det 1, HHC, 3/144 Inf	TYLER	TX	ONE	CONUS FP	UMATILLA AD	35	1-Aug-02	31-Jul-03	46
HHC, 3/144 Inf	TERRELL	TX	ONE	CONUS FP	FT LEWIS	21	1-Aug-02	14-Jul-04	90
HHC, 3/144 Inf	TERRELL	TX	ONE	CONUS FP	FT LEWIS	71	1-Aug-02	31-Jul-03	90
3/144 Inf	TERRELL	TX	ONE	CONUS FP	UMATILLA AD	0	1-Aug-02	31-Jul-03	0
4/133 FA	NEW BRAUNFELS	TX	ONE	CONUS FP	FT BLISS/ FSH/ PUEBLO CD	0	26-Aug-02	25-Aug-03	0
Btry A, 4/133 FA	SAN MARCOS	TX	ONE	CONUS FP	FT BLISS/ FSH/ PUEBLO CD	31	26-Aug-02	25-Aug-03	35
Btry A, 4/133 FA	SAN MARCOS	TX	ONE	CONUS FP	FT BLISS/ FSH/ PUEBLO CD	4	26-Aug-02	14-Jul-04	35
Btry B, 4/133 FA	RANDOLPH AFB AUX	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO CD	2	26-Aug-02	14-Jul-04	35
Btry B, 4/133 FA	RANDOLPH AFB AUX	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO CD	29	26-Aug-02	25-Aug-03	35
Btry C, 4/133 FA	CORPUS CHRISTI	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO	28	26-Aug-02	25-Aug-03	35
Btry C, 4/133 FA	CORPUS CHRISTI	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO	4	26-Aug-02	24-Aug-04	35
HHB, 4/133 FA	NEW BRAUNFELS	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO CD	95	26-Aug-02	25-Aug-03	74
HHB, 4/133 FA	NEW BRAUNFELS	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO CD	16	26-Aug-02	14-Jul-04	74
Det 1, HHB, 4/133 FA	DALLAS	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO	4	26-Aug-02	14-Jul-04	40
Det 1, HHB, 4/133 FA	DALLAS	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO	35	26-Aug-02	25-Aug-03	40
Svc Btry, 4/133 FA	NEW BRAUNFELS	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO CD	2	26-Aug-02	14-Jul-04	50
Svc Btry, 4/133 FA	NEW BRAUNFELS	TX	ONE	CONUS FP	FT BLISS/ FSH/PUEBLO CD	44	26-Aug-02	25-Aug-03	50
149 MP Co	SAN ANTONIO	TX	ONE	CONUS FP	FT HOOD	138	9-Sep-02	8-Sep-04	165
Co B, 142 MI Bn	DRAPER	UT	OEF	TNG BASE EXP	FT GORDON	4	25-Oct-01	24-Oct-02	4
Co B, 142 MI Bn	DRAPER	UT	OEF	TNG BASE EXP	FT GORDON	3	25-Oct-01	24-Oct-03	4
Co B, 142 MI Bn	DRAPER	UT	OEF	TNG BASE EXP	FT GORDON	3	25-Oct-01	24-Oct-02	3
Co B, 142 MI Bn	DRAPER	UT	OEF	TNG BASE EXP	FT GORDON	2	25-Oct-01	24-Oct-03	3
Co C, 142 MI Bn	DRAPER	UT	OEF	TNG BASE EXP	SAN ANTONIO	5	25-Oct-01	24-Oct-02	5
Co B, 142 MI Bn	DRAPER	UT	ONE	CONUS BASE SPT	FT GORDON	4	25-Oct-01	24-Oct-03	4
Co B, 142 MI Bn	LOGAN	UT	OEF	GWOT - JFCOM	UZBEKISTAN	5	1-Nov-01	31-Oct-02	5
Co A, 142 MI Bn	W JORDAN	UT	OEF	GWOT - JFCOM	UZBEKISTAN	5	1-Nov-01	31-Oct-02	5
Det 2, Co C, 1/19 SF Gp	MURRAY	UT	OEF	TNG BASE EXP	FT BRAGG	4	2-Nov-01	1-Nov-03	5
Co C, 1/19 SF Gp	MURRAY	UT	OEF	TNG BASE EXP	FT BRAGG	1	15-Nov-01	14-Nov-03	1
Co B, 1/19 SF Gp	SPRINGVILLE	UT	OEF	OEF 1	CENTCOM	59	5-Dec-01	4-Dec-02	65
Co B, 1/19 SF Gp	SPRINGVILLE	UT	OEF	OEF 1	CENTCOM	6	5-Dec-01	4-Dec-03	6
Det 3, Co C, 1/19 SF Gp	MURRAY	UT	DESERT SPRING	ODS	CENTCOM	43	17-Dec-01	18-Aug-02	43
Co C, 142 MI Bn	DRAPER	UT	OEF	GWOT - PACOM	SCHOFIELD BKS	4	2-Jan-02	1-Jan-04	4
Det 2, Co C, 142 MI Bn	DRAPER	UT	OEF	GWOT - PACOM	DRAPER	1	2-Jan-02	1-Jan-04	1
115 Engr Det	CP WILLIAMS	UT	OEF	OIF 1	CENTCOM	58	25-Mar-02	24-Mar-03	58
Spt Co, 1/19 SF Gp	CP WILLIAMS	UT	DESERT SPRING	ODS	CENTCOM	20	29-Mar-02	31-Oct-02	20



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 1457 Engr Bn	AMERICAN FORK	UT	JOINT GUARDIAN	KFOR 4B	KOSOVO	1	2-May-02	1-May-03	1
Co A, 142 MI Bn	W JORDAN	UT	OEF	OEF 2	CENTCOM	5	15-Jun-02	14-Jun-03	5
Co D, 142 MI Bn	PROVO	UT	OEF	OEF 2	CENTCOM	1	15-Jun-02	14-Jun-03	1
Det 5, Co B, 142 MI Bn	OGDEN	UT	JOINT FORGE	SFOR 12	BOSNIA	51	8-Jul-02	20-May-03	51
Co A, 142 MI Bn	W JORDAN	UT	OEF	GWOT - GTMO	GTMO	4	31-Jul-02	30-Jul-03	4
Co A, 142 MI Bn	W JORDAN	UT	OEF	GWOT - GTMO	GTMO	5	31-Jul-02	30-Jul-03	5
1/145 FA	CP WILLIAMS	UT	ONE	CONUS FP	DESERET CD	0	1-Aug-02	31-Jul-03	0
Btry A, 1/145 FA	OGDEN	UT	ONE	CONUS FP	DESERET CD	47	1-Aug-02	31-Jul-03	51
Det 1, Btry A, 1/145 FA	FILLMORE	UT	ONE	CONUS FP	DESERET CD	51	1-Aug-02	31-Jul-03	51
Btry B, 1/145 FA	MANTI	UT	ONE	CONUS FP	DESERET CD	106	1-Aug-02	31-Jul-03	104
Btry C, 1/145 FA	SPANISH FORK	UT	ONE	CONUS FP	DESERET CD	103	1-Aug-02	31-Jul-03	104
HHSB, 1/145 FA	CP WILLIAMS	UT	ONE	CONUS FP	DESERET CD	102	1-Aug-02	31-Jul-03	106
Spt Co, 1/19 SF Gp	CP WILLIAMS	UT	DESERT SPRING	ODS	CENTCOM	28	24-Aug-02	20-May-03	28
VA Element, Jnt Force HQD	VIRGINIA BEACH	VA	OEF	GWOT - JFCOM	NORFOLK	3	5-Nov-01	4-Nov-03	3
229 MP Co	NORFOLK	VA	ONE	CONUS FP	MDW - FT BELVOIR	33	13-Nov-01	21-Jul-02	30
Co B, 3/20 SF Gp	FT A P HILL	VA	OEF	OEF 1	CENTCOM	8	20-Dec-01	19-Dec-03	9
Det 2, Co B, 3/20 SF Gp	FT A P HILL	VA	ONE	CONUS BASE SPT	FT BRAGG	7	20-Dec-01	19-Dec-02	8
Det 2, Co B, 3/20 SF Gp	FT A P HILL	VA	OEF	OEF 1	CENTCOM	63	3-Jan-02	2-Jan-03	67
Det 3, Co B, 3/20 SF Gp	FT A P HILL	VA	OEF	GWOT- EUCOM	EUCOM	6	25-Jun-02	25-Jun-03	6
HHD, Engr Bde, 28 Inf Div	BOWLING GREEN	VA	JOINT FORGE	SFOR 12	BOSNIA	4	15-Jul-02	20-May-03	4
Btry E, 111 FA	SANDSTON	VA	ONE	CONUS FP	ABERDEEN PG	61	1-Aug-02	31-Jul-03	65
1/246 FA	DANVILLE	VA	ONE	CONUS FP	ABERDEEN PG	0	1-Aug-02	31-Jul-03	0
Btry A, 1/246 FA	MARTINSVILLE	VA	ONE	CONUS FP	ABERDEEN PG / FT DETRICK	55	1-Aug-02	31-Jul-03	55
Btry B, 1/246 FA	CHATHAM	VA	ONE	CONUS FP	FT MEADE	55	1-Aug-02	31-Jul-03	55
Btry C, 1/246 FA	SO BOSTON	VA	ONE	CONUS FP	ABERDEEN PG	55	1-Aug-02	31-Jul-03	55
HHSB, 1/246 FA	DANVILLE	VA	ONE	CONUS FP	ABERDEEN PG	115	1-Aug-02	31-Jul-03	120
HQ STARC VA ARNG	FT PICKETT	VA	OEF	GWOT - SWA	FT BRAGG	5	10-Aug-02	15-Jun-03	5
HQ STARC VT ARNG	COLCHESTER	VT	OEF	GWOT - JFCOM	NORFOLK	1	3-Dec-01	1-Dec-03	1
HQ STARC VT ARNG	COLCHESTER	VT	ONE	BORDER SECURITY	VT BORDER	22	4-Mar-02	29-Aug-02	22
HQ STARC VT ARNG	COLCHESTER	VT	ONE	BORDER SECURITY	VT BORDER	6	4-Mar-02	29-Aug-02	6
Recon Air Interdiction Det	S BURLINGTON	VT	ONE	BORDER SECURITY	VT BORDER	6	4-Mar-02	29-Aug-02	6
HQ STARC VT ARNG	COLCHESTER	VT	ONE	BORDER SECURITY	NORTHCOM	40	9-Mar-02	3-Sep-02	40
HQ STARC VT ARNG	COLCHESTER	VT	OEF	OEF	CENTCOM	1	29-May-02	28-May-03	1
HQ STARC VT ARNG	COLCHESTER	VT	OEF	OEF 3	CENTCOM	1	15-Aug-02	20-Feb-03	1
W8MR INFO OPS SPT UNIT	CP MURRAY	WA	OEF	GWOT - SWA	MDW	2	25-Oct-01	24-Oct-03	2
Co B, 341 MI Bn	TACOMA	WA	OEF	TNG BASE EXP	FT GORDON	2	25-Oct-01	24-Oct-02	5
Co B, 341 MI Bn	TACOMA	WA	ONE	CONUS BASE SPT	FT GORDON	1	25-Oct-01	24-Oct-02	4
Co B, 341 MI Bn	TACOMA	WA	ONE	CONUS BASE SPT	FT GORDON	3	25-Oct-01	24-Oct-03	4
Det, Info Ops Fld Spt Ctr	CP MURRAY	WA	ONE	CONUS BASE SPT	FT BELVOIR	10	25-Oct-01	24-Oct-02	10
Co A, 341 MI Bn	SPOKANE	WA	OEF	GWOT - JFCOM	UZBEKISTAN	4	1-Nov-01	28-Oct-02	4
Co A, 1/19 SF Gp	BUCKLEY	WA	OEF	OEF 1	FT BRAGG	6	20-Dec-01	19-Dec-03	11
Co B, 341 MI Bn	TACOMA	WA	OEF	GWOT - SWA	FT LEWIS	2	14-Feb-02	14-Feb-04	3
Recon Air Interdiction Det	FT LEWIS	WA	ONE	BORDER SECURITY	WA BORDER	11	4-Mar-02	29-Aug-02	11
HQ STARC WA ARNG	CP MURRAY	WA	ONE	BORDER SECURITY	WA BORDER	37	4-Mar-02	27-Sep-02	37
HQ STARC WA ARNG	CP MURRAY	WA	ONE	BORDER SECURITY	WA BORDER	6	4-Mar-02	29-Aug-02	6
HQ STARC WA ARNG	CP MURRAY	WA	ONE	BORDER SECURITY	WA BORDER	16	9-Mar-02	3-Sep-02	16
141 Military History Det	CP MURRAY	WA	OEF	GWOT - SWA	CENTCOM	3	14-Aug-02		4
Co A, 1/19 SF Gp	BUCKLEY	WA	DESERT SPRING	ODS	CENTCOM	83	24-Aug-02	20-May-03	83
829 Engr Det	RICHLAND CENTER	WI	OEF	OEF	UZBEKISTAN	12	4-Nov-01	6-Jul-02	12



Unit Description	Home Station	State	Operation Name	Mission	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Det 3, HHC, 1/147 Avn	MADISON	WI	DESERT SPRING	ODS	CENTCOM	32	22-Jan-02	25-May-02	31
Det 1, 32 MP Co	MADISON	WI	JOINT FORGE	SFOR 11	BOSNIA	33	4-Feb-02	10-Nov-02	33
64 Spt Ctr	MONROE	WI	OEF	CONUS BASE SPT	FT BRAGG	49	8-Sep-02	4-Sep-03	49
1157 Transportation Co	OSHKOSH	WI	OEF	CONUS BASE SPT	FT BRAGG	149	27-Sep-02	26-Sep-03	168
157 MP Co	MARTINSBURG	WV	ONE	CONUS FP	FT BENNING	117	1-Oct-01	30-Sep-02	117
Spt Co, 2/19 SF Gp	KENOVA	WV	OEF	OEF	CENTCOM	95	5-Dec-01	4-Dec-02	113
Co C, 2/19 SF Gp	CP DAWSON	WV	OEF	OEF 1	FT CAMPBELL	85	5-Dec-01	4-Dec-02	101
Co C, 2/19 SF Gp	CP DAWSON	WV	OEF	OEF 1	FT CAMPBELL	9	5-Dec-01	4-Dec-03	9
HHD, 2/19 SF Gp	KENOVA	WV	OEF	OEF 1	CENTCOM	46	5-Dec-01	4-Dec-02	115
229 Engr Det	CP DAWSON	WV	OEF	OEF 1	UZBEKISTAN	68	12-Jan-02	15-Sep-02	75
HHC, 1092 Engr Bn	PARKERSBURG	WV	ONE	CONUS FP	ABERDEEN PG	1	23-Jan-02	22-Jan-03	1
HQ STARC WV ARNG	CHARLESTON	WV	OEF	OEF	CENTCOM	1	29-May-02	13-Nov-02	1
Co C, 2/19 SF Gp	CAMP DAWSON	WV	DESERT SPRING	ODS	CENTCOM	5	24-Jun-02	23-Mar-03	5
WV ARNG Spec Ops Det (Europe)	KINGWOOD	WV	OEF	OIF 1	CENTCOM	1	28-Jun-02	27-Jun-04	1



## Table 3. Chronology, Army National Guard

(includes immediate post-9/11 Air Guard activities) 11 September 2001 – 30 September 2002

### 11 September 2001

Highjacked airliners crash into the two World Trade Center towers in New York City and the Pentagon in Washington, D.C. A fourth highjacked airliner crashes in a field in Pennsylvania. Two National Guardsmen are killed in the Pentagon attack: LTC Canfield Boone (Indiana ARNG) and CW4 William Ruth (Maryland ARNG).<sup>1</sup> When the aircraft hit the World Trade Towers, there were five New York National Guard Soldiers working there on Counterdrug duty. All escaped the buildings safely. Five traditional New York National Guardsmen (three Army and two Air), working their civilian jobs were killed when the towers collapsed: 1LT Gerard Baptiste (69th Infantry), SGT Larry Bowman and SP4 Rashan Singh (both of the 258th Field Artillery), SSgt. Jerome Dominquez and SSgt Andrew Brunn (both of the 105th Air Refueling Wing).<sup>2</sup>

Massachusetts ANG (102nd Fighter Wing) scrambles F-15s from Otis NG Airbase to protect the skies over Boston.<sup>3</sup>

North Dakota ANG (119th Fighter Wing) scrambles F-16s from Langley AFB, Virginia to protect the nation's capitol.<sup>4</sup>

District of Columbia ANG (113th Fighter Wing and NDANG) establish a Combat Air Patrol (CAP) over Washington, D.C. CAP mission includes one female F-16 pilot from the 121st Fighter Squadron DCANG.<sup>5</sup>

DCNG mobilizes (Federal Status, AT, IDT) medical, MP, command and control, transportation, maintenance, traffic control, administration, and flight operations personnel in the aftermath of the Pentagon attack.<sup>6</sup>

New York Governor places the entire NYNG on alert. First unit (as opposed to individual Guardsmen who arrived at the site on their own accord) to lower Manhattan is the 2nd Civil Support Team (Weapons of Mass Destruction) from Scotia, NY, followed by Companies B and C, 1st BN 105th Infantry and 1st BN, 258th Field Artillery, all from New York City.<sup>7</sup>

New Jersey Governor mobilizes (combination of State Active Duty & Federal Status) medical, communications and logistical personnel of the New Jersey NG and estab-

lishes a casualty treatment center across the harbor from the WTC towers.<sup>8</sup> The New Jersey Naval Militia is also called to duty to ferry first responders across the Hudson River and transport supplies.<sup>9</sup>

Connecticut NG establishes a Command Post and sends emergency equipment to New York.<sup>10</sup>

Texas (111th Fighter Squadron) and DCANG fighters escort Air Force One during its trip from Florida to Louisiana, Nebraska and eventually back to D.C.<sup>11</sup>

In an unprecedented move the FAA orders all commercial flights over the continental United States to be grounded and inbound overseas flights to be diverted from US airspace.<sup>12</sup> Despite this a Tennessee ANG C-130 cargo plane is cleared to fly a liver from Nashville to Houston for a 6-month-old baby girl. And a New Mexico ARNG C-26 cargo plane transported blood from Anchorage, Alaska to a Phoenix, Arizona test lab, before other units transported it to New York.<sup>13</sup>

### 12 September

NYARNG deploys 1-69th Infantry and 1-101st Cavalry to secure "ground zero" at the site of the WTC towers. New York Naval Militia units are also utilized to patrol waterways near the disaster site. The 2nd Weapons of Mass Destruction Civil Support Team (joint ANG/ARNG unit) is mobilized and confirms the absence of chemical, biological or radiological contamination at "ground zero". The team's Unified Command Suite provides needed communications capability at the site. NYANG establishes an emergency flight operations center at Stewart ANG base to handle rescue associated air traffic.<sup>14</sup>

MDARNG mobilizes the 115th MP Battalion (200th and 290th MP Companies) to begin security missions at the Pentagon and Fort Myer.<sup>15</sup>

ANG flies 184 sorties during Combat Air Patrols over America's larger cities.<sup>16</sup>

Michigan ANG scrambles fighters to check out an unidentified aircraft flying despite the FAA grounding. The air-



craft was determined to be an un-cleared federal law enforcement aircraft.<sup>17</sup>

### 13 September

Virginia ARNG mobilizes the 229th MP Company to join Pentagon/Ft. Meyer security mission.<sup>18</sup>

ANG fighters have flown 603 sorties to date.<sup>19</sup>

### 14 September

President George W. Bush authorizes a Presidential Partial Mobilization, the call up of up to 50,000 Guardsmen and Reservists for possible service in the Global War on Terrorism (GWOT). GWOT is the term used to describe military actions against terror organizations and actions around the world.<sup>20</sup>

ANG air refuelers have flown 72 sorties to date.<sup>21</sup>

### 16 September

A National Guard Bureau (NGB) spokesman reports that to this date 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 terrorist attacks.<sup>22</sup>

### 20 September

Secretary of Defense Donald Rumsfeld announces the mobilization of 5,131 ANG and Air Force Reserve personnel. Units affected are listed below.<sup>23</sup>

<u>State</u>	<u>Unit</u>	<u>Home Station</u>	
<u>Pax</u>			
CA	144th Fighter Wing	Fresno	231
CO	140th Fighter Wing	Denver	100
CT	103rd Air Control Sqdrn.	Orange	260
DC	113th Fighter Wing	Dist. Of Columbia	100
FL	125th Fighter Wing	Jacksonville	133
GA	116th Bomb Wing	Macon	30
GA	117th Air Control Sqdrn.	Savannah	260
IL	183rd Fighter Wing	Springfield	100
KS	134th Air Control Sqdrn.	Wichita	127
LA	159th Fighter Wing	New Orleans	100
MA	102nd Fighter Wing	Falmouth	161
MI	127th Wing	Mount Clemons	100
MN	148th Fighter Wing	Duluth	181

MS	255th Air Control Sqdrn.	Gulfport	260
MT	120th Fighter Wing	Great Falls	131
NM	150th Fighter Wing	Albuquerque	100
ND	119th Fighter Wing	Fargo	143
NJ	177th Fighter Wing	Atlantic City	189
OR	173rd Fighter Wing	Klamath Falls	100
OR	142nd Fighter Wing	Portland	163
OR	116th Air Control Sqdrn.	Warrenton	127
TX	147th Fighter Wing	Houston	134
UT	109th Air Control Sqdrn.	Salt Lake City	127
VA	192nd Fighter Wing	Richmond	50
VT	158th Fighter Wing	Burlington	139

### 21 September

President Bush announces the creation of the Office of Homeland Defense. Pennsylvania Governor Tom Ridge will head the agency.<sup>24</sup>

### 22 September

The following ANG units were called to Active Duty on this date.<sup>25</sup>

<u>State</u>	<u>Unit</u>	<u>Home Station</u>	
<u>Pax</u>			
CA	163rd Air Refueling Wing	Riverside	21
FL	290th Joint Com. Supt. Sqdrn.	MacDil AFB	238
GA	224th Joint Com. Supt. Sqdrn.	Brunswick	235
IL	126th Air Refueling Wing	Scott AFB	344
ME	101st Air Refueling Wing	Bangor	346
MS	186th Air Refueling Wing	Meridian	21
NE	155th Air Refueling Wing	Lincoln	195
NH	157th Air Refueling Wing	Portsmouth	21
NY	107th Air Refueling Wing	Niagara Falls	195
NY	105th Airlift Wing	Newburgh	68
OH	121st Air Refueling Wing	Columbus	424
TN	134th Air Refueling Wing	Knoxville	344

### 24 September

Department of Defense announces plans to call up an additional 5,100 Guardsmen and Reservists.<sup>26</sup>

### 25 September

A subset of the GWOT is named. "Operation Noble Eagle" will encompass all domestic missions conducted within the Continental United States (CONUS). Subsets of ONE eventually include: Operation Armored Falcon (airbase security); Border Mission (Augmentation of INS, Customs and Border Patrol);



Airport Security Mission (augmentation of security at 422 civilian airports); Key Asset Protection (bridges, tunnels, nuclear power plants) Winter Olympics (security in Utah) Force Protection Mission (security at Federal sites); and Operation Liberty Shield (additional security in states with key assets).<sup>27</sup> Operations outside the CONUS (and CONUS, in the case of back-filling deployed units) have been named "Operation Enduring Freedom". The name was changed from "Infinite Justice" because of religious significance.<sup>28</sup>

## 27 September

President Bush requests governors to provide 7,000 Guardsmen to supplement security personnel at the nation's commercial airports for up to six months. The Guardsmen would execute the mission in Title 32 status (federally funded).<sup>29</sup>

First unit called to Active Federal Service (AFS) is DCARNG. The District mobilizes its HQ DARC (25 Pax) for duty at the Ft. Meyer Army Operations Center.<sup>30</sup>

## 30 September

Nevada ARNG mobilizes (AFS) the 72nd Military Police Company. The unit conducted force protection missions at the Defense Language Institute in Monterey, California.<sup>31</sup>

MAARNG mobilized (State Active Duty (SAD)) 126th Military History Detachment to New York City.<sup>32</sup>

## 1 October

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
CA	270th MP Co.	Ft. Lewis, WA	FP	147
DC	275th MP Co.	Ft. Leavenworth, KS	FP	94
KY	A/1-149th IN	Ft. Bragg, NC	FP	125
MD	200th MP Co.	Mil. Dist. Wash, DC	FP	71
MD	290th MP Co.	Mil. Dist. Wash, DC	FP	76
MO	1138th MP Co.	Ft. Leonard Wood, MO	FP	110
WV	157th MP Co.	Ft. Benning, GA	FP	117

The units above were called to AFS on this date and performed force protection missions at active Army installations in support of Operation Noble Eagle.<sup>33</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
KY	1-149th IN	FWD Afghanistan	Advon	4
MD	115th MP BN	Guantanamo, Cuba	EPW	106

The units above reported for AFS on this date and deployed Outside the Continental United States (OCONUS) in support of operations in the Global War on Terrorism.<sup>xxxiv</sup> A subset of OEF calls for force protection of the Guantanamo Naval Base in Cuba.<sup>35</sup>

## 3 October

Alabama ARNG mobilizes one soldier for duty at Redstone Army Depot.<sup>36</sup>

## 4 October

ARNG begins mobilizing a task force of nearly 150 soldiers from Missouri and Pennsylvania for deployment to Kosovo for KFOR 3B rotation.<sup>37</sup>

## 6 October

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
AL	A/1-167th IN	Ft. Rucker, AL	FP	102
AL	B/1-167th IN	Anniston Army Depot	FP	161
AL	C/1-167th IN	Redstone Army Depot	FP	101
CA	A/3-160th IN	Tooele Chemical Depot	FP	97
CA	C/3-160th IN	Dugway Prov. Ground	FP	95
CA	A/185th IN	Umatilla Army Depot	FP	94
CA	B/185th IN	Hawthorne Army Depot	FP	36
DC	274th MP Co.	Ft. Detrick, MD	FP	36
KY	D/1-149th IN	Bluegrass Army Depot	FP	107
MA	A/1-181 IN	Natick SSC	FP	35
MD	A/1-115th IN	Ft. Lee, VA	FP	100
MD	B/1-115th IN	Ft. Monroe, VA	FP	30
MD	B/1-115th IN	Letterkenny Army Depot	FP	30
MD	B/1-115th IN	Adelphi Research Center	FP	30
MD	C/1-115th IN	Aberdeen Prov. Ground	FP	100
OH	A/1-148th IN	Newport CD	FP	100
OH	B/1-148th IN	Ft. Knox, KY	FP	100
OH	C/1-148th IN	Lima Tank Plant, OH	FP	105
OH	D/1-148th IN	Selfridge ANG Base, MI	FP	114
TX	HQ/1-141st IN	Red River AAP, TX	FP	56
TX	HQ/1-141st IN	McAlester AAP, OK	FP	30
TX	A/1-141st IN	Pine Bluff Arsenal, AR	FP	107
TX	B/1-141st IN	Pueblo Chemical Depot	FP	100
TX	A/2-142nd IN	White Sands, NM	FP	100
TX	C/2-142nd IN	Ft. Sam Houston, TX	FP	139

The above units reported for AFS on this date and performed force protection missions at the locations listed.<sup>38</sup>



## 7 October

"Operation Enduring Freedom" officially begins with combat operations in Afghanistan. Bomber and cruise missile attacks are launched against air defense targets, airfields, and other installations supporting the Taliban regime and Osama bin Laden's terrorist training camps.<sup>39</sup>

## 8 October

ARNG begins mobilizing a task force of nearly 1100 soldiers from Arkansas, California, Missouri, Illinois, and Oregon for deployment to the Sinai for MFO#42 rotation.<sup>40</sup>

Florida ARNG's 44th CST responds to request for assistance in Palm Beach after employees of a publishing company contract anthrax from pieces of mail.<sup>41</sup>

## 9 October

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
CA	HHD/49th MP BN	Ft. Lewis, WA	FP	54
CA	870th MP Co.	Ft. Lewis, WA	FP	160
GA	190th MP Co.	Ft. Benning, GA	FP	112
KY	HHD/198th MP BN	Ft. Bragg, NC	FP	70
OH	135th MP Co.	Ft. Bragg, NC	FP	165
OH	323rd MP Co.	Ft. Bragg, NC	FP	167

The above units reported for AFS on this date and performed force protection missions at the locations listed.<sup>42</sup>

## 15 October

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
CA	HHC/3-160th IN	Tooele Chemical Depot	FP	169
MA	B/1-181st IN	Ft. Monmouth, NJ	FP	100
MD	HHC/1-115th IN	Aberdeen Prov. Ground	FP	100
OH	HHC/1-148th IN	Rock Island Arsenal, IL	FP	150
SC	A/1-118th IN	Ft. Jackson, SC	FP	100
SC	B/1-118th IN	Ft. Gordon, GA	FP	130

The above units reported for AFS on this date and performed force protection missions at the locations listed.<sup>43</sup>

## 19 October

Kentucky ARNG mobilized HHD/198th MP BN (AFS) for a force protection mission at Ft. Bragg North Carolina.<sup>44</sup>

## 26 October<sup>45</sup>

NYARNG deploys (AFS) Companies A & B/1-69th Infantry for force protection missions at the US Army Military Academy, West Point.

KYARNG mobilizes (AFS) HHC/1-149th IN to Hanau, Germany for force protection as back-fill to units deployed to Southwest Asia.

## 29 October

FLARNG deploys a detachment of 10 soldiers from HHB/32nd Air Defense BN to Southwest Asia in support of GWOT.<sup>46</sup>

## 1 November<sup>47</sup>

Illinois ARNG mobilizes (AFS) six linguists from C/341st Military Intelligence Battalion to Uzbekistan in support of OEF.

Utah ARNG mobilizes (AFS) five linguists from A/142nd MI BN and five linguists from B/141st MI BN to Uzbekistan in support of OEF.

Washington ARNG mobilizes (AFS) four linguists from A/341st MI BN to Uzbekistan in support of OEF.

## 2 November<sup>48</sup>

ALARNG mobilizes one soldier (AFS) from the 20th Special Forces Group for duty in Karshi, Uzbekistan in support of OEF.

FLARNG mobilizes one soldier (AFS) from D/3rd BN, 20th SF Group for duty in Uzbekistan in support of OEF.

## 4 November



FLARNG mobilizes two soldiers from B/260th Military Intelligence BN for duty in Uzbekistan in support of Operation Enduring Freedom.<sup>49</sup>

#### **5 November<sup>50</sup>**

California ARNG mobilizes (AFS) 649th MP Co. to conduct force protection at Ft. Irwin, CA

TXARNG mobilizes (AFS) A/3-141st IN to Ft. Sill, OK for force protection duty.

#### **13 November**

VAARNG mobilizes (AFS) 229th MP Co. for force protection at Ft. Belvoir, VA.<sup>51</sup>

#### **20 November**

PRARNG mobilizes (AFS) C/1-65th IN for force protection duty at Ft. Buchanan, PR.<sup>52</sup>

#### **24 November<sup>53</sup>**

Oklahoma ARNG mobilizes (AFS) one soldier from the 45th RAOC for deployment to Kuwait in support of the GWOT.

South Carolina ARNG mobilizes a two-man team from the 228th Signal Co. for deployment to Kuwait in support of the GWOT.

#### **26 November<sup>54</sup>**

TNARNG mobilizes (AFS) 268th MP Co. for force protection missions at Milan AAF and Holston AAP, TN.

Missouri ARNG mobilizes (AFS) 1139th MP Co. for force protection at Lake City Kansas AAP.

#### **5 December<sup>55</sup>**

TXARNG mobilizes (AFS) a detachment of A/1-141st IN for force protection at Lone Star AAP, TX

Colorado ARNG deploys (AFS) eight soldiers from the

5th BN, 19th Special Forces Group to Southwest Asia in support of the GWOT.

UTARNG mobilizes (AFS) B/1st BN, 19th Special Forces Group to Southwest Asia in support of the GWOT.

West Virginia ARNG mobilizes (AFS) C/2nd BN, 19th SF Group to Southwest Asia in support of the GWOT.

#### **7 December**

North Carolina ARNG mobilizes (AFS) the 130th Military History Detachment (3 Pax) for deployment to Kuwait in support of the GWOT.<sup>57</sup>

#### **8 December**

TXARNG mobilizes (AFS) a cell from STARC for force protection at Ft. Sam Houston, TX.<sup>lvii</sup>

#### **20 December**

VAARNG mobilizes (AFS) an eight-man detachment from B/3rd BN, 20th Special Forces Group to Southwest Asia in support of the GWOT.<sup>58</sup>

#### **27 December**

MOARNG mobilizes (AFS) a detachment of eight additional soldiers of 1138th MP Co. for force protection duty at Ft. Leonard Wood, MO.<sup>59</sup>

#### **31 December**

ARNG begins mobilizing a task force of nearly 800 soldiers from Idaho, Illinois, Indiana, Montana, South Dakota, and Wisconsin for deployment to Bosnia for SFOR 11 rotation.<sup>60</sup>

#### **3 January 2002**

Georgia ARNG mobilizes (AFS) the 133rd MP Company for force protection at Ft. Stewart, GA.<sup>61</sup>



<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
AL	1st BN, 20th SFG	Afghanistan	GWOT	68
FL	3rd BN, 20th SFG	Afghanistan	GWOT	113
MS	C/2nd BN, 20th SFG	Afghanistan	GWOT	70
VA	3rd BN, 20th SFG	Afghanistan	GWOT	67

The above units represent the largest mobilization of ARNG Special Forces in the war on terror, to date (318 Pax).<sup>62</sup>

#### 4 January

ILARNG mobilizes (AFS) 66th Infantry Brigade "Task Force Sante Fe". Unit deploys to Germany and Vicenza, Italy to conduct security and force protection missions as back-fill to units deployed to OEF. TF Sante Fe consists of the following units.<sup>63</sup>

<u>Unit</u>	<u>Pax</u>
HHC/66th BDE	92
1-178 IN BN	330
2-130 IN BN	250

#### 6 January

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AL	B/167th Infantry	Anniston Army Depot	30
LA	239th MP Company	Guantanamo, Cuba	178
TX	HHC/3-141 IN	Red River Ammunition Plant	30

The units above were called to AFS on this date and performed force protection missions at active Army installations in support of Operation Noble Eagle.<sup>64</sup>

Mississippi ARNG mobilizes 138 soldiers from the 114th MP Company for deployment to Guantanamo, Cuba.<sup>65</sup>

#### 12 January

West Virginia ARNG mobilizes 68 soldiers of the 229th Engineer Team for deployment to Uzbekistan.<sup>66</sup>

#### 15 January

ANG and Air Force fighters have conducted 13,000 sorties since September 11th. Air Force and ANG commanders ask to cut back on number of sorties.<sup>67</sup>

#### 16 January

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
CO	STARC	Afghanistan	Intel.	1
CT	STARC	Afghanistan	Intel.	1
KY	B/149th IN BN	Belgium	FP	92
KY	E/149th IN BN	Germany	FP	70
KY	B/123rd AR BN	Germany	FP	70
KY	C/123rd AR BN	Germany	FP	70
MN	147th FI BN	Afghanistan	Intel.	1

The units above were called to AFS on this date and performed force protection missions at active Army installations as backfill to active units. Individuals deployed in support of Operation Enduring Freedom.<sup>68</sup>

#### 18 January

ILARNG mobilizes a second contingent of TF Santa Fe (354 Pax from 1-178, 2-130, and 1-131 IN BNs) for deployment to Germany for force protection missions.<sup>70</sup>

SCARNG mobilizes a team (13 Pax) from the 228th Signal Company for deployment to Kuwait.lxx

#### 23 January

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AL	STARC	Anniston Army Depot	2
CO	STARC	Pueblo, Colorado	2
IN	STARC	Newport Chemical Depot	2
KY	HHC/149th IN BDE	Bluegrass Army Depot	1
NY	STARC	Natick Laboratories, MA	1
NY	HHC/42nd IN BDE	Natick Laboratories, MA	1
OR	STARC	Umatilla Army Depot	2
TX	STARC	Red River Ammunition Plant	2
WV	HHC/1092nd EN BN	Aberdeen Proving Ground	1

The units above were called to AFS on this date and performed force protection missions at active Army installations in support of Operation Noble Eagle.<sup>71</sup>

#### 30 January

ILARNG mobilized (AFS) 26 soldiers from B/3-123 FA BN for force protection at the Peoria ANG base in support of Operation Noble Eagle.<sup>72</sup>



## 1 February

ILARNG mobilizes a third contingent of TF Santa Fe (281 Pax from 1-131 IN), for deployment to Germany for force protection missions.<sup>73</sup>

Kansas ARNG mobilizes 393 soldiers from 2nd BN, 137th Infantry for force protection missions in Germany.<sup>74</sup>

## 8 February

Despite mobilizations for contingency missions (Bosnia, Kosovo, etc) and the Global War on Terrorism, nearly 5,000 Guardsmen from 19 states support local, state and federal agencies in the security of the 2002 Winter Olympics in Salt Lake City, Utah.<sup>75</sup>

## 10 February

NYARNG mobilizes 100 soldiers from the 107th MP Company for force protection mission at Fort Drum, New York.<sup>76</sup>

## 11 February

GAARNG mobilizes the 179th MP Company (179 Pax) for duty at Guantanamo Bay, Cuba.<sup>77</sup>

NYARNG mobilizes 15 soldiers from C/1-69th infantry for force protection at Letterkenny Army Depot, Pennsylvania.<sup>78</sup>

## 15 February

Louisiana ARNG mobilizes one soldier from A/415th MI BN for duty at Fort Gordon, Georgia.<sup>79</sup>

## 26 February

ARNG personnel are stationed in 12 states at 52 sites to assist the Immigration & Naturalization Service, U.S. Border patrol and U.S. Customs along the CONUS northern and southern borders.<sup>80</sup>

## March

Brigadier General Rich Baccus of the Rhode Island ARNG becomes the first National Guard officer to command Task Force 160, Guantanamo Bay Detention Facility, Cuba.<sup>81</sup>

## 4 March

The following units were mobilized on this date in support of ONE force protection missions along the U.S. Border at the locations listed.<sup>82</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AZ	STARC	AZ Border Security	77
CA	STARC	CA Border Security	310
ME	STARC	ME Border Security	37
ME	Air Recon. Det.	ME Border Security	11
MI	STARC	MI Border Security	92
MI	Air Recon Det.	MI Border Security	7
MN	STARC	MN Border Security	3
MT	STARC	MT Border Security	23
NY	STARC	NY Border Security	43
ND	STARC	ND Border Security	14
ND	Air Recon Det.	ND Border Security	11
NM	STARC	NM Border Security	1
PA	Air Recon Det.	PA Border Security	6
TX	STARC	TX Border Security	197
VT	STARC	VT Border Security	28
VT	Air Recon Det.	VT Border Security	6
WA	STARC	WA Border Security	43
WA	Air Recon Det.	WA Border Security	11

## 9 March

The following units were mobilized on this date in support of ONE force protection missions along the U.S. Border at the locations listed.<sup>83</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AZ	B/2-180th FA	AZ Border Security	29
AZ	C/2-180th FA	AZ Border Security	35
KY	RAID Team (CST)	MI Border Security	2
ME	STARC	ME Border Security	57
MI	STARC	MI Border Security	46
MN	STARC	MN Border Security	6
MS	Air Recon Det.	VT Border Security	1
NY	STARC	NY Border Security	31
NC	RAID Team (CST)	NY Border security	3
ND	STARC	ND Border Security	32



NM	STARC	NM Border Security	14
TN	RAID Team (CST)	VT Border Security	3
TX	3-133rd FA BN	TX Border Security	123
VT	STARC	VT Border Security	40
WA	STARC	WA Border Security	16

### 14 March

The following units were mobilized on this date in support of ONE force protection missions at the locations listed.<sup>84</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AZ	B/2-180th FA	AZ Border Security	29
MI	144th MP Co.	Military District Washington	179
RI	HHC/43rd MP BDE	Guantanamo	2

MAARNG mobilizes one soldier from the STARC for duty in Qatar in support of OEF.<sup>85</sup>

### 16 March

The MIARNG mobilized the 1776th MP Co. for force protection missions in the Military District of Washington.<sup>86</sup>

### 18 March

President Bush announces plan to halt 24-hour CAP flights over New York and to reduce CAPs around the country. A CAP will remain in effect over Washington, D.C. Air Force, ANG and Navy aircraft have flown 19,000 sorties since September 11th.<sup>87</sup>

### 23 March

The OHARNG mobilized the 838th MP Co. for ONE force protection missions in the Military District of Washington.<sup>88</sup>

### 25 March

The ALARNG mobilized one soldier from STARC for duty at Anniston Army Depot, Alabama in support of ONE.<sup>89</sup>

### 30 March

The MDARNG mobilizes 2-110th FA BN for ONE

force protection missions in the Military District of Washington.<sup>90</sup>

### 1 April

ORARNG mobilized nearly 20 soldiers for deployment to the Sinai in support of MFO#43 rotation.<sup>91</sup>

### 8 April

The PRARNG mobilizes 25 soldiers from D/1-65th Infantry for ONE force protection missions in Miami, Florida.<sup>92</sup>

### 15 April

The following units were mobilized on this date in support of ONE force protection missions along the U.S. Border at the locations listed.<sup>93</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
MT	STARC	MT Border Security	1
TX	STARC	TX Border Security	3

SFC Daniel Romero, 19th SFG, Colorado National Guard, was killed in Afghanistan by a premature explosion during the destruction of captured weapons stocks.<sup>94</sup>

### 17-18 April

During a bombing mission in Afghanistan overnight two Illinois ANG F-16 pilots of the 183rd Fighter Wing mistakenly drop a 500lb. bomb on a Canadian Army position. Four Canadian soldiers are killed.<sup>95</sup>

### 26 April

RIARNG mobilizes 100 soldiers from HHC/43rd MP BDE for duty at Guantanamo, Cuba.<sup>96</sup>

### 30 April

ORARNG mobilizes 20 soldiers from the 1042nd Medical Company (Air Ambulance) as an advance party for duty in Afghanistan.<sup>97</sup>



## 1 May

ALARNG mobilizes 192 soldiers from HHC & SPT/20th SFG for duty in Afghanistan.<sup>98</sup>

KYARNG mobilizes an additional eight soldiers from SPT/20th SFG for duty in Afghanistan.<sup>99</sup>

## 2 May

ARNG begins mobilizing a task force of nearly 100 soldiers from Indiana, Ohio, Utah, Vermont, and West Virginia for deployment to Kosovo for KFOR 4B rotation.<sup>100</sup>

## 4 May

NYARNG mobilizes HHB/1-258th FA (85 Pax) for ONE force protection missions at the United States Military Academy, West Point, New York.<sup>101</sup>

## 5 May

The following units were mobilized on this date in support of ONE force protection missions at the locations listed.<sup>102</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AL	1-167th Infantry	Anniston Army Depot	75
CA	3-160th Infantry	Tooele Chemical Depot	25
CA	HHC/1-185th IN	Ft. Hunter Liggett, CA	58
MA	1-181st Infantry	Ft. Monmouth, NJ	30
MD	1-115th Infantry	Aberdeen Prov. Grounds	102
OH	1-148th Infantry	Ft. Knox, KY	83
SC	1-118 Infantry	Ft. Jackson, SC	87
TX	1-141st Infantry	Ft. Hood, TX	74
TX	STARC	Ft. Hood, TX	11
TX	3-141 Infantry	Ft. Hood, TX	29

TXARNG mobilizes 169 soldiers of the 1-142nd Infantry for duty at Guantanamo, Cuba.<sup>103</sup>

## 6 May

The Oregon ARNG mobilized three soldiers for ONE force protection missions at Ft. Carson, CO<sup>104</sup>

## 11 May

CAARNG mobilizes the following units for ONE force protection missions at Ft. Lewis, WA.<sup>105</sup>

<u>Unit</u>	<u>Pax</u>
HHD/49th MP BN	12
270th MP Co.	19
870th MP Co.	6

## 19 May

SGT Gene A. Vance, 19th SFG West Virginia ARNG was KIA during an attack on his unit near the Pakistan border<sup>106</sup>

## 28 May

ORARNG mobilizes the main body (109 Pax) of the 1042nd Medical Company (Air Ambulance) for duty in Afghanistan.<sup>107</sup>

LAARNG mobilizes 497 soldiers of the 769th EN BN in support of OEF.<sup>108</sup>

ARNG begins mobilizing a task force of nearly 1300 soldiers from Alabama, Florida, Idaho, Louisiana, Maine, Mississippi, New York, Pennsylvania, Puerto Rico, Utah, and Washington for deployment to Bosnia for SFOR 12 rotation.<sup>109</sup>

## 29 May

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Mission</u>	<u>Pax</u>
MO	STARC	Kuwait Avn	Sup	1
NE	Op. Supt. Det.	Kuwait Avn	Sup	1
OR	STARC	Kuwait Avn	Sup	3
TX	STARC	Kuwait Avn	Sup	1
VT	STARC	Kuwait Avn	Sup	1
WV	STARC	Kuwait Avn	Sup	1

The above units mobilized soldiers for aviation support of CENTCOM in Kuwait<sup>110</sup>

## 31 May

ARNG mission of augmenting security at more than 400 civilian airports around the country is ended.<sup>111</sup>



## 11 June

MDARNG's 29th Division mobilizes a Task Force Augmentation of 16 soldiers for duty in Afghanistan.<sup>112</sup>

## 12 June

The ARNG has over 15,000 soldiers mobilized in support of Operations Noble Eagle and Enduring Freedom, including 500+ performing Multi-force Observer rotation #42 in the Sinai, a 2,100+ man Task Force Sante Fe in Europe and 1,200+ performing US border duty. Additionally 1,300+ soldiers are deployed in Bosnia, Kosovo and in Southwest Asia under Presidential Reserve Call-up (PRC) authority.<sup>113</sup>

The GAARNG mobilizes one soldier from HHC/265th Engineer BN for duty at the Bluegrass Army Depot, KY.

## 15 June

UTARNG mobilizes six soldiers from A & D/142nd MI BN for duty in Southwest Asia.<sup>114</sup>

## 17 June

South Dakota ARNG mobilizes the 155th EN Team (57 Pax) for duty in Kuwait.<sup>115</sup>

## 18 June

PRARNG mobilizes six soldiers from Detachment 2, US Army South for duty at Guantanamo, Cuba.<sup>116</sup>

## 25 June

PAARNG begins mobilization of "Task Force Keystone" to replace ILARNG's TF Sante Fe in European force protection mission. TF Keystone consists of the following units.<sup>117</sup>

<u>Unit</u>	<u>Pax</u>
HHC 55th AR BDE	71
876th EN BN	216
103rd AR BN	226
HHC/1-110th IN BN	36
128th CS BN	155
728th CS BN	91

## 28 June

WVARNG mobilizes one soldier from Support Operations Detachment Europe for duty with CENT-COM.<sup>118</sup>

## July

Oregon ARNG (TF 1-186th Infantry) assumes the MFO Sinai mission.<sup>119</sup>

## 5 July

FLARNG mobilizes the 930th Headquarters Liaison Team for deployment to Afghanistan.<sup>120</sup>

PAARNG mobilizes a second contingent of TF Keystone consisting of the following units.<sup>121</sup>

<u>Unit</u>	<u>Pax</u>
1-213th ADA BN	198
337th EN BN	86
103rd EN BN	69
B/228th CS BN	84
D/229th FA BN	61
C/1-109th FA BN	71
128th CM Co.	80
728 CS BN	127
103rd AR BN	315

## 7 July

MAARNG mobilizes the 772nd and 211th MP Companies for duty in Afghanistan and Kuwait respectively.<sup>122</sup>

## 18 July

TXARNG mobilizes a four-man team of the 1113th QM Team for duty in Qatar.<sup>123</sup>

## 24 July

ARNG begins mobilizing a task force of nearly 100 soldiers from California, Connecticut, and Mississippi for deployment to Bosnia in support of SFOR 10 rotation.<sup>124</sup>



## 31 July

UTARNG mobilizes a nine-man team from A/142nd MI BN for duty in Guantanamo, Cuba.<sup>125</sup>

## 1 August

The following units were mobilized on this date in support of ONE force protection missions at the locations listed.<sup>126</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AL	C/1-131 Armor BN	Anniston Army Depot	46
AL	HHC/1-131 Armor BN	Ft. Rucker/Anniston AD	224
KY	HHC/201st EN BN	Ft. Knox, KY	82
KY	A/201 EN BN	Ft. Knox, KY	41
KY	B/201st EN BN	Ft. Knox, KY	59
KY	C/201st EN BN	Bluegrass Army Depot	63
TX	HHC/3rd BDE, 49th AR	Ft. Sam Houston, TX	65
TX	HHC/3-144th Infantry	Ft. Lewis/Umatilla AD	141
TX	A/3-144th Infantry	Umatilla Army Depot, OR	50
TX	B/3-144th Infantry	Umatilla Army Depot	55
TX	C/3-144th Infantry	Umatilla Army Depot	87
TX	HHC/1-112th AR BN	White Sands, NM	90
TX	A/1-112th AR BN	White Sands, NM	27
TX	B/1-112th AR BN	White Sands, NM	30
TX	C/1-112th AR BN	White Sands, NM	31
TX	HHC/5-112th AR BN	Pine Bluff, AR	104
TX	A/5-112th AR BN	Pine Bluff, AR	34
TX	B/5-112th AR BN	Pine Bluff, AR	35
TX	C/5-112th AR BN	Pine Bluff, Ar	33
UT	HHS/1-145th FA BN	Deseret Chemical Depot	102
UT	A/1-145th FA BN	Deseret Chemical Depot	98
UT	B/1-145th FA BN	Deseret Chemical Depot	106
UT	C/1-145th FA BN	Deseret Chemical Depot	103
VA	HHSB/1-246th FA BN	Aberdeen Proving Ground	115
VA	A/1-246th FA BN	Aberdeen/Ft. Detrick	55
VA	B/1-246th FA BN	Ft. Mead, MA	55
VA	C/1-246th FA BN	Aberdeen Proving Ground	55
VA	E/111th FA Platoon	Aberdeen Proving Ground	61

## 5 August

ALARNG mobilizes 222 soldiers from 1st BN, 20th SFG and the MAARNG mobilizes 84 soldiers from C/1-20th SFG for duty with CENTCOM.<sup>127</sup>

## 15 August

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AZ	HHC/1-285th AVN	Kuwait	1
CA	A/5-19th SFG	CENTCOM	75
CO	5th BN, 19th SFG	CENTCOM	182
VT	STARC	CENTCOM	1

The above units were mobilized on this date for duty in Southwest Asia.<sup>128</sup>

## 16 August

FLARNG mobilizes 11 soldiers from its STARC and HHD/153rd Finance BN for duty at Guantanamo, Cuba.<sup>129</sup>

## 26 August

The following units were mobilized on this date in support of ONE force protection missions at the locations listed.<sup>130</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
TX	HHB/4-133rd FA BN	Ft. Bliss/Pueblo, CO	151
TX	A/4-133rd FA BN	Ft. Bliss/Pueblo, CO	35
TX	B/4-133rd FA BN	Ft. Bliss/Pueblo, CO	35
TX	C/4-133rd FA BN	Ft. Bliss/Pueblo, CO	35
TX	SVC/4-133rd FA BN	Ft. Bliss/Pueblo, CO	50

## 31 August

ARNG's mission of augmenting the INS and U.S. Border patrol ends.<sup>131</sup>

## September

Pennsylvania ARNG (55th Armor Brigade TF Keystone) relieves TF Sante Fe in European force protection mission.<sup>132</sup>

## 1 September

DCARNG mobilizes the 273rd MP Co. (103 Pax) for force protection duty in the Military District Washington.<sup>133</sup>

MIARNG mobilizes the 210th MP Co. (60 Pax) for force protection duty in the Military District Washington.<sup>134</sup>

## 2 September

MAARNG mobilizes a six-man team from E/101st FA



for duty in Afghanistan.<sup>135</sup>

### 3 September

The following units were mobilized on this date in support of ONE force protection missions at the locations listed.<sup>136</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>	<u>Pax</u>
AL	E Trp./31st AR BN	Stewart/Benning/Redstone	80
AL	A/1-131 AR BN	Redstone Army Depot	19
AL	B/1-131 AR BN	Ft. Rucker/Redstone AD	32
AL	B/31st Corps Supt. BN	Redstone Army Depot	73
AR	HHS/2-142nd FA BN	Ft. Huachuca/Polk/Red River	61
AR	A/2-142nd FA BN	Ft. Huachuca/Polk/Red River	74
AR	B/2-142nd FA BN	Ft. Huachuca/Polk/Red River	73
AR	C/2-142nd FA BN	Ft. Huachuca/Polk/Red River	85
CA	HHC/1-149th AR BN	Camp Roberts, CA	84
CA	B/1-149th AR BN	Camp Roberts, CA	42
CA	HHC/132nd EN BN	Dugway PG/Tooele AD	123
CA	A/132nd EN BN	Dugway PG/Tooele AD	65
CA	B/132nd EN BN	Dugway PG/Tooele AD	61
IA	HHB/1-194th FA BN	Newport Chemical Depot, IN	151
IA	A/1-194th FA BN	Newport Chemical Depot, IN	58
IA	B/1-194th FA BN	Selfridge ANGB, MI	64
IA	C/1-194th FA BN	Newport Chemical Depot, IN	65
KS	HHB/1-161st FA BN	Ft. Leavenworth, KS	25
KS	A/1-161st FA BN	Ft. Leavenworth, KS	65
KS	C/1-161st FA BN	Ft. Riley/Ft. Leavenworth, KS	110
MA	HHC/1-104TH Infantry	Tobyhanna AD/Natick Lab.	97
MA	A/1-104TH Infantry	Natick Laboratories	80
MA	B/1-104TH Infantry	Tobyhanna AD/Natick Lab.	58
MA	C/1-104TH Infantry	Ft. Dix/Ft. Monmouth	62
NC	HHC/505th EN BN	ASC/NSA	29
NC	A/505th EN BN	NSA/Ft. Meade, MD	100
NC	B/505th EN BN	NSA/Ft. Meade, MD	94
NY	HHC/1-127th AR BN	Picatinny Arsenal, NJ	36
NY	A/1-127th AR BN	U.S. Military Academy	57
NY	B/1-127th AR BN	U.S. Military Academy	59
NY	C/1-127th AR BN	Carlisle Barracks, PA	39
NY	D/1-127th AR BN	Letterkenny Army Depot, PA	37
OK	HHC/1-171st FA BN	Ft. Carson, CO	86
OK	A/1-171st FA BN Ft.	Sill, OK	62
OK	B/1-171st FA BN Ft.	Sill, OK	69
OK	C/1-171st FA BN Ft.	Sill, OK	66
SC	HHC/1-263rd AR BN	Ft. Gordon/Ft. Stewart, GA	85
SC	A/1-263rd AR BN	Ft. Jackson, SC	60
SC	B/1-263rd AR BN	Ft. Gordon, GA	59
TN	HHB/3-115th FA BN	Ft. Bragg, NC	90
TN	A/3-115th FA BN	Camp McKall, NC	67
TN	SVC/3-115th FA BN	Ft. Monroe/Ft. Eustis, VA	60

### 4 September

COL Timothy Scott, commander of the 168th ARW, Alaska ANG, assumes command of the 379th Air

Expeditionary Wing at Al Udeid Air Base in Qatar. COL Scott is the first ANG officer to be given command over Active Duty personnel in a forward operating area. The base supports air operations in Afghanistan and the Middle East.<sup>137</sup>

### 5 September

TNARNG mobilizes B/3-115th FA BN (60 Pax) for force protection at Ft. Lee, VA and C/3-115th FA BN (67 Pax) for force protection at Ft. Bragg, NC.<sup>138</sup>

### 6 September

PRARNG STARC mobilizes 35 soldiers for force protection of Ft. Buchanan, PR.<sup>139</sup>

### 8 September

ARNG begins mobilizing a task force of nearly 1000 soldiers from Alabama, California, Florida, Illinois, Kansas, Massachusetts, Missouri, Nebraska, North Carolina, Oklahoma, Pennsylvania, South Carolina, Texas, and Vermont, for deployment to Bosnia for SFOR 13 rotation.<sup>140</sup>

The following units were mobilized on this date in support of ONE force protection missions at the locations listed.<sup>141</sup>

<u>State</u>	<u>Unit</u>	<u>Location</u>
AL	217th MP Co.	Ft. Benning/McPherson/Gillem
122		
CA	40th MP Co.	Ft. Lewis, WA
153		
TX	149th MP Co.	Ft. Hood, TX
138		

### 11 September

SCARNG mobilizes the 678th EN Team (48 Pax) for duty in Afghanistan.<sup>142</sup>

### 28 September

TNARNG mobilizes C/46 EN BN (118 Pax) for duty in Kuwait.<sup>143</sup>



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Appendix C. ANG Data  
Table 1: ANG Appropriations, FY 02

State	O&M	Mil Con	Mil Pers	Grand Total
AK	\$ 63,106,109.86	\$ 2,991,410.00	\$ 2,971,543.36	\$ 69,069,063.22
AL	\$ 70,886,026.09	\$ 6,695,238.00	\$ 2,473,166.31	\$ 80,054,430.40
AR	\$ 61,712,179.25	\$ 11,581.97	\$ 2,129,646.58	\$ 63,853,407.80
AZ	\$ 153,075,380.81		\$ 2,071,395.22	\$ 155,146,776.03
CA	\$ 163,120,756.32	\$ 25,195.00	\$ 5,840,908.05	\$ 168,986,859.37
CO	\$ 55,998,002.98	\$	\$ 1,591,900,182.44	\$ 1,647,898,185.42
CT	\$ 35,247,260.46	\$ 11,333,000.00	\$ 1,057,473.06	\$ 47,637,733.52
DC	\$ 46,057,480.00		\$ 1,644,940.00	\$ 47,702,420.00
DE	\$ 25,321,368.62		\$ 916,842.31	\$ 26,238,210.93
FL	\$ 89,984,505.23	\$ 4,364,535.00	\$ 2,191,536.90	\$ 96,540,577.13
GA	\$ 271,476,323.81	\$ 223,861.37	\$ 3,895,914.99	\$ 275,596,100.17
GM	\$ 1,740,300.00		\$ 711,500.00	\$ 2,451,800.00
HI	\$ 98,406,527.54		\$ 1,879,131.76	\$ 100,285,659.30
IA	\$ 73,683,016.60	\$ 25,762,975.23	\$ 2,951,232.49	\$ 102,397,224.32
ID	\$ 40,859,104.80	\$	\$ 1,441,718.73	\$ 42,300,823.53
IL	\$ 90,782,424.43		\$ 3,392,526.42	\$ 94,174,950.85
IN	\$ 67,654,552.05	\$ 7,613,915.00	\$ 2,091,406.29	\$ 77,359,873.34
KS	\$ 109,051,822.19	\$ 52,144.00	\$ 2,251,248.34	\$ 111,355,214.53
KY	\$ 27,865,000.00		\$ 1,213,284.96	\$ 29,078,284.96
LA	\$ 61,971,800.00	\$ 24,187.00	\$ 1,613,700.00	\$ 63,609,687.00
MA	\$ 104,203,818.76	\$ 4,927,484.71	\$ 3,178,215.84	\$ 112,309,519.31
MD	\$ 372,890,270.51	\$ 352,840.36	\$ 1,990,935.22	\$ 375,234,046.09
ME	\$ 43,481,831.68	\$ 1,501,076.00	\$ 1,561,161.88	\$ 46,544,069.56
MI	\$ 156,698,261.86	\$ 10,662,021.06	\$ 3,707,018.69	\$ 171,067,301.61
MIN	\$ 84,285,036.93	\$ 8,005,899.00	\$ 2,921,925.56	\$ 95,212,861.49
MO	\$ 90,343,302.82	\$	\$ 3,140,346.35	\$ 93,483,649.17
MS	\$ 80,432,199.35	\$ 20,800,804.28	\$ 3,145,807.64	\$ 104,378,811.27
MT	\$ 37,866,600.00	\$ 1,285,462.08	\$ 1,315,961.00	\$ 40,468,023.08
NC	\$ 37,338,945.80		\$ 1,601,993.42	\$ 38,940,939.22
ND	\$ 45,181,208.56	\$ 3,974,849.41	\$ 1,575,408.74	\$ 50,731,466.71
NE	\$ 30,415,725.42		\$ 1,063,588.83	\$ 31,479,314.25
NH	\$ 32,941,006.61	\$ 1,996,353.64	\$ 892,552.56	\$ 35,829,912.81
NJ	\$ 90,767,094.17	\$ 9,871,364.00	\$ 1,466,879.14	\$ 102,105,337.31
NM	\$ 42,613,857.35	\$	\$ 906,085.56	\$ 43,519,942.91
NV	\$ 28,082,656.61	\$ 7,527,078.00	\$ 1,378,416.90	\$ 36,988,151.51
NY	\$ 218,902,296.38	\$ 17,783,052.00	\$ 7,803,076.99	\$ 244,488,425.37
OH	\$ 194,260,941.54	\$ 8,601,479.09	\$ 5,514,365.47	\$ 208,376,786.10
OK	\$ 590,509,574.87	\$ 41,021.70	\$ 3,391,814.71	\$ 593,942,411.28
OR	\$ 123,783,934.17	\$ 1,173,212.36	\$ 2,236,922.74	\$ 127,194,069.27
PA	\$ 88,627,048.22	\$ 4,416,519.00	\$ 5,077,578.27	\$ 98,121,145.49
PR	\$ 32,383,323.48	\$ 1,676,121.00	\$ 1,894,698.98	\$ 35,954,143.46
RI	\$ 27,597,099.83	\$ 7,336,860.57	\$ 1,131,795.50	\$ 36,065,755.90
SC	\$ 56,633,284.90		\$ 1,658,211.27	\$ 58,291,496.17
SD	\$ 34,202,230.31	\$ 5,788,176.71	\$ 1,314,756.21	\$ 41,305,163.23
TN	\$ 118,190,255.76	\$ 75,939.95	\$ 4,453,407.28	\$ 122,719,602.99
TX	\$ 112,683,653.70	\$ 2,857,220.85	\$ 9,057,807.52	\$ 124,598,682.07
UT	\$ 123,239,700.31		\$ 1,700,577.80	\$ 124,940,278.11
VA	\$ 44,601,518.08		\$ 1,395,711.64	\$ 45,997,229.72
VT	\$ 30,304,887.71	\$ 4,368,691.00	\$ 1,546,438.64	\$ 36,220,017.35
WA	\$ 51,529,821.19		\$ 2,958,593.42	\$ 54,488,414.61
WI	\$ 80,429,403.12	\$ 3,683,602.00	\$ 2,520,716.96	\$ 86,633,722.08
WV	\$ 56,820,917.36	\$ 3,597,144.30	\$ 2,368,553.17	\$ 62,786,614.83
WY	\$ 38,723,200.00		\$ 1,473,750.36	\$ 40,196,950.36
<b>Grand Total</b>	<b>\$ 4,908,964,848.40</b>	<b>\$191,402,315.64</b>	<b>\$ 1,721,984,372.47</b>	<b>\$ 6,822,351,536.51</b>



## Table 2. ANG Unit Participation Report

Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of Days
<b>FIGHTERS</b>					
102FW	ONE*		1-Oct-01	30-Sep-02	365
103FW	OSW		1-Oct-01	4-Oct-01	4
103FW		Winter Basing @ Savannah	14-Feb-02	26-Feb-02	12
103FW		Hawgs smoke	15-May-02	19-May-02	4
103FW		Desert Rescue	17-Jun-02	28-Jun-02	11
104FW		Snowbird 02	19-Jan-02	2-Feb-02	13
104FW		Hawgs smoke	15-May-02	19-May-02	4
104FW		Desert Rescue	17-Jun-02	28-Jun-02	11
110FW		Snowbird 02	2-Feb-02	16-Feb-02	13
111FW	OSW		5-Nov-01	4-Dec-01	31
111FW		Cope Thunder	5-Jun-02	22-Jun-02	17
113FW	ONE		1-Oct-01	30-Sep-01	365
113FW		Clear Skies	12 sep 0 2	15-Sep-02	3
114FW	OSW		10-Nov-01	9-Dec-01	30
114FW		Snowbird 02	16-Feb-02	2-Mar-02	14
114FW		CSAR Training	14-Jul-02	27-Jul-02	13
114FW		Red Flag	31-Aug-02	14-Sep-02	13
114FW		CSAR Training	15-Sep-02	28-Sep-02	13
115FW	ONE		1-Oct-01	30-Sep-02	365
119FW	ONE		1-Oct-01	30-Sep-02	365
120FW	ONE		1-Oct-01	19-Apr	173
120FW	ONW		12 sep 0 2	30-Sep-02	22
122FW		Combat Archer	12-Jan-02	25-Jan-02	13
122FW		Comando Sling	6-May-02	17-May-02	12
124WG		Snowbird 02	16-Mar-02	30-Mar	13
125FW	ONE		1-Oct-01	30-Sep-02	365
125FW		JCIET	15-Apr-02	26-Apr-02	13
125FW		DACT 02	5-Sep-02	30-Sep-02	25
127WG	ONE		1-Oct-01	30-Sep-02	365
127WG	ONW		1-Oct-01	9-Oct-01	9
127WG		CSAR Training	14-Jul	27-Jul-02	13
127WG		CSAR Training	15-Sep	-28-Sep-02	13
131FW	AEF Iceland		1-Dec-01	28-Feb-02	90
131FW		Winter Basing @ Nellis	2-Feb-02	16-Feb-02	14
132FW		Winter Basing @ Savannah	5-Jan-02	19-Jan-02	14
132FW		CSAR Training	10-May-02	23-May-02	13
132FW	ONE		1-Jun-02	30-Sep-02	122
138FW		Sentry Aloha	30-Mar-02	13-Apr-02	13
138FW		Cope Thunder	5-Jun-02	22-Jun-02	17
138FW		Unit Compliance Inspection	1-Aug-02	6-Aug-02	5
140WG	ONE		1-Oct	30-Sep-02	365
140WG		Weapons School Support	18-Feb-02	22-Feb-02	4



Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of Days
140WG		Weapons School Support	18-Feb-02	22-Feb-02	4
140WG		CAS Exercise	1-Jun-02	15-Jun-02	14
142FW	ONE		1-Oct-01	30-Sep-02	365
144FW	ONE		1-Oct-01	30-Sep-02	365
144FW		DACT 02	28-Jul	7-Aug-02	10
147FW	ONE		1-Oct-01	30-Sep-02	365
147FW		Michel 02	12-Jun-02	28-Jun-02	14
147FW		Unit Compliance Inspection	18-Jul-02	23-Jul-02	5
148FW	ONE		1-Oct-01	30-Sep-02	365
150FW		Red Flag	26-Oct-01	9-Nov-01	13
150FW		Combat Hammer	9-Nov-01	16-Nov-01	13
150FW		Amalgam Fencing Warrior	5-Aug-02	9-Aug-02	4
150FW		DFT 02 Chile	8-Aug-02	27-Aug-02	11
154WG	ONE		1-Oct-01	30-Sep-02	365
154WG		NATO Air Meet	30-Aug-02	13-Sep-02	14
158FW	ONE		1-Oct-01	27-Mar-02	178
159FW	ONE		1-Oct-01	30-Sep-02	365
159FW		Weapons School Support	6-Aug-02	6-Aug-02	1
162FW	ONE		1-Oct-01	30-Sep-02	365
169FW	OEF		9-Jan-02	31-Mar-02	90
173FW		ORI	18-Jun	26-Jun-02	12
174FW		Combat Archer	31-Mar-02	12-Apr-02	13
174FW	ONE		5-Sep-02	22-Sep-02	17
175WG	OSW		5-Oct-01	4-Nov-01	30
175WG		Winter Basing	10-Mar-02	23-Mar-02	13
177FW	ONE		1-Oct-01	30-Sep-02	365
177FW		Combat Hammer	17-May-02	24-May-02	7
177FW		Unit Compliance Inspection	12-Aug-02	17-Aug-02	5
178FW		Winter Basing	5-Jan-02	19-Jan-02	14
178FW		Combat Archer	16-Feb-02	1-Mar-02	14
178FW		Annual Field Training	20-Jul-02	3-Aug-02	13
180FW		Weapons School Support	27-Oct-01	9-Nov-01	14
180FW		Air Warrior	15-Mar-02	23-Mar-02	8
180FW		CSAR Training	10-May-02	23-May-02	13
180FW	ONW		29-Aug-02	30-Sep-02	30
181FW		Annual Field Training	9-Jul-02	16-Jul-02	7
181FW		CSAR Training	14-Jul-02	27-Jul-02	13
181FW		CSAR Training	15-Sep-02	28-Sep-02	13
183FW		Snowbird 02	6-Jan-02	19-Jan-02	13
183FW	OSW		16-Mar-02	15-Jun-02	90
185FW	OSW		10-Oct-01	9-Nov-01	30
185FW		Weapons School Support	3-Feb-02	8-Feb-02	5
185FW	ONE		1-Mar-02	27-Mar-02	27
185FW		Air Warrior	12-Apr-02	27-Apr-02	14
187FW	ONE		1-Oct-01	30-Sep-02	365
187FW		Combat Hammer	26-Jul	2-Aug-02	7
188FW	ONE		1-Oct-01	31-May-02	214
192FW	ONE		1-Oct-01	31-May-02	214
192FW		Clean Hunter	10-Jun-02	21-Jun-02	11
192FW		Combat Archer	18-Aug-02	31-Aug-02	13



Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of People
<b>AIRLIFT</b>					
167 AW	CORONET OAK		1/20/02	2/9/02	56
182 AW	CORONET OAK		2/16/02	3/2/02	56
136 AW	CORONET OAK		2/9/02	3/2/02	56
118 AW	CORONET OAK		4/30/02	5/13/02	56
176 WG	CORONET OAK		4/20/02	5/4/02	56
137 AW	CORONET OAK		4/27/02	5/25/02	56
118 AW	CORONET OAK		5/18/02	6/1/02	56
167 AW	CORONET OAK		5/4/02	5/18/02	56
165 AW	CORONET OAK		6/29/02	7/13/02	56
124 AW	CORONET OAK		7/6/02	7/20/02	56
143 AW	CORONET OAK		7/13/02	7/23/02	56
143 AW	CORONET OAK		7/20/02	8/3/02	56
143 AW	CORONET OAK		7/27/02	8/10/02	56
154 AW	CORONET OAK		8/3/02	8/17/02	56
118 AW	CORONET OAK		8/10/02	8/24/02	56
152 AW	CORONET OAK		8/17/02	8/31/02	56
167AW	CORONET OAK		4/13/02	4/27/02	
167 AW	JOINT FORGE		12/1/02	3/9/02	100
139 AW	JOINT FORGE		3/9/02	4/23/02	100
179 AW	JOINT FORGE		4/23/02	5/18/02	100
136 AW	JOINT FORGE		5/19/02	7/13/02	100
137 AW	JOINT FORGE		7/12/02	8/20/02	100
165 AW	JOINT FORGE		8/20/02	10/12/02	100
165 AW	JOINT FORGE		9/29/02	10/19/02	100
156 AW	JOINT FORGE		10/12/02	12/7/02	100
106 RQW	OPERATION NORTHERN WATCH		3/1/02	8/31/02	221
129 RQW	OPERATION NORTHERN WATCH		9/1/02	2/28/03	257
129 RQW	OPERATION SOUTHERN WATCH		9/1/02	2/28/03	10
176 WG	OPERATION SOUTHERN WATCH		11/18/01	3/1/02	122
109 AW	OPERATION DEEP FREEZE		10/12/01	1/5/02	116
109 AW	OPERATION DEEP FREEZE		12/30/01	3/5/02	165
146 AW	ONE ALERT		9/15/01	5/14/02	110
118 AW	ONE ALERT		9/15/01	5/14/02	83
123 AW	ONE ALERT		9/15/01	5/14/02	90
146 AW	ONE ALERT		6/23/02	7/1/02	12
118 AW	ONE ALERT		7/2/02	7/11/02	8
152 AW	ONE ALERT		7/4/02	7/11/02	6
146 AW	ONE ALERT		9/10/02	9/18/02	21
123 AW	ONE ALERT		9/10/02	9/18/02	12
164 AW	ESID**		10/6/01	3/17/02	90
172 AW	ESID		3/17/02	4/19/02	90
164 AW	ESID		4/20/02	5/19/02	90
172AW	ESID		5/19/02	6/19/02	90
164 AW	ESID		6/19/02	7/16/02	90



Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of Days
172 AW	ESID		7/16/02	8/14/02	
164 AW	ESID		8/14/02	9/17/02	
172 AW	ESID		9./17/02	10/16/02	
167 AW	Not releasable		4/19/02	6/13/02	
153 AW	Not releasable		1/26/02	4/18/02	
153 AW	Not releasable		4/19/02	6/13/02	
153 AW	Not releasable		6/14/02	8/7/02	
145 AW	Not releasable		2/1/02	8/8/02	
133 AW	Not releasable		2/1/02	8/9/02	
193 SOW	Not releasable		11/20/01	3/22/02	
105 AW	Not releasable		9/15/01	8/1/02	
105 AW	Not releasable		8/10/02	9/30/02	
166 AW	SHULA PEN		4/8/02	7/8/02	
152 AW	SHULA PEN		11/4/01	1/19/02	
193 SOW	SHULA PEN		1/20/02	3/31/02	
193 SOW	SHULA PEN		9/28/02	12/31/02	
145 AW	MAFFS		6/21/02	8/13/02	
145 AW	MAFFS		8/13/02	8/14/02	



Unit #	Contingency Operations	Major Training Event or Other Exercise	Start Date	End Date	# of Days	# of People
<b>TANKERS</b>						
All Tanker Units	Noble Eagle		11-Sep-01	1-Oct-02	385	Classified
128 ARW	Enduring Freedom		20-Sep-01	24-Jul-02	307	Classified
155 ARW	Enduring Freedom		20-Sep-01	24-Jul-02	307	Classified
157 ARW	Enduring Freedom		20-Sep-01	24-Jul-02	307	Classified
121 ARW		DYESS Business Effort	1-Oct-01	5-Oct-01	4	5
155 ARW		Eglin Business Effort	1-Oct-01	5-Oct-01	4	5
134 ARW		Hurlburt Business Effort	2-Oct-01	5-Oct-01	3	5
108 ARW	NEDT		2-Oct-01	6-Oct-01	4	5
121 ARW		Tinker Business Effort	9-Oct-01	12-Oct-01	3	5
117 ARW		Nellis Business Effort	14-Oct-01	18-Oct-01	4	5
121ARW		"NATO AWACS Training, GK"	14-Oct-01	26-Oct-02	377	29
126 ARW		DYESS Business Effort	15-Oct-01	19-Oct-01	4	5
128 ARW		Tinker Business Effort	15-Oct-01	19-Oct-01	4	5
107 ARW	NEDT		16-Oct-01	20-Oct-01	4	5
117 ARW	Enduring Freedom		17-Oct-01	3-Sep-02	321	Classified
186 ARW	Enduring Freedom		17-Oct-01	3-Sep-02	321	Classified
107 ARW		DYESS Business Effort	22-Oct-01	26-Oct-01	4	5
108 ARW		Edwards Business Effort	22-Oct-01	26-Oct-01	4	5
157 ARW		Eglin Business Effort	22-Oct-01	26-Oct-01	4	5
168 ARW		Edwards Business Effort	22-Oct-01	26-Oct-01	4	5
186 ARW		Tinker Business Effort	22-Oct-01	26-Oct-01	4	5
171 ARW	NEDT		23-Oct-01	27-Oct-01	4	5
168 ARW		Eglin Business Effort	29-Oct-01	2-Nov-01	4	5
108 ARW	NEDT		30-Oct-01	3-Nov-01	4	5
107 ARW		Hurlburt Business Effort	5-Nov-01	9-Nov-01	4	5
157 ARW		Nellis Business Effort	5-Nov-01	9-Nov-01	4	5
163 ARW		Charleston Business Effort	5-Nov-01	9-Nov-01	4	5
168 ARW		Eglin Business Effort	5-Nov-01	9-Nov-01	4	5
186 ARW		DYESS Business Effort	5-Nov-01	9-Nov-01	4	5
171 ARW	NEDT		6-Nov-01	10-Nov-01	4	5
117 ARW		Eglin Business Effort	12-Nov-01	16-Nov-01	4	5
134 ARW		Charleston Business Effort	12-Nov-01	17-Nov-01	5	5
186 ARW	NEDT		13-Nov-01	17-Nov-01	4	5
108 ARW		DYESS Business Effort	26-Nov-01	30-Nov-01	4	5
134 ARW		Eglin Business Effort	26-Nov-01	30-Nov-01	4	5
171 ARW		Eglin Business Effort	26-Nov-01	30-Nov-01	4	5
157 ARW	NEDT		27-Nov-01	1-Dec-01	4	5
121 ARW	ONW		1-Dec-01	31-Aug-02	273	Classified
163ARW	ONW		1-Dec-01	31-Aug-02	273	Classified



Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of Days
128 ARW		Charleston Business Effort	3-Dec-01	8-Dec-01	5
161 ARW		McChord Business Effort	3-Dec-01	7-Dec-01	4
186 ARW		Edwards Business Effort	3-Dec-01	7-Dec-01	4
108 ARW	Enduring Freedom		5-Dec-01	5-Jul-02	212
107 ARW		Charleston Business Effort	10-Dec-01	15-Dec-01	5
128 ARW		DYESS Business Effort	10-Dec-01	14-Dec-01	4
126 ARW		DMAFB Business Effort	17-Dec-01	21-Dec-01	4
157 ARW	NEDT		18-Dec-01	22-Dec-01	4
168 ARW	Enduring Freedom		19-Dec-01	9-May-02	141
154 ARW	Enduring Freedom		19-Dec-01	9-May-02	141
163 ARW		EGLIN Business Effort	7-Jan-02	11-Jan-02	4
126 ARW		EGLIN Business Effort	7-Jan-02	11-Jan-02	4
108 ARW		Edwards Business Effort	7-Jan-02	11-Jan-02	4
121 ARW	NEDT		8-Jan-02	12-Jan-02	4
107 ARW		EGLIN Business Effort	14-Jan-02	18-Jan-02	4
134 ARW		EGLIN Business Effort	14-Jan-02	18-Jan-02	4
108 ARW		DYESS Business Effort	14-Jan-02	18-Jan-02	4
171 ARW		Edwards Business Effort	14-Jan-02	18-Jan-02	4
171 ARW	NEDT		15-Jan-02	19-Jan-02	4
151 ARW	Enduring Freedom		17-Jan-02	23-Apr-02	96
157 ARW	NEDT		22-Jan-02	26-Jan-02	4
107 ARW	NEDT		29-Jan-02	2-Feb-02	4
141 ARW		NATO AWACS Training, GK	3-Feb-02	15-Feb-02	12
171 ARW		EGLIN Business Effort	4-Feb-02	8-Feb-02	4
134 ARW		EGLIN Business Effort	4-Feb-02	8-Feb-02	4
141 ARW		DYESS Business Effort	4-Feb-02	8-Feb-02	4
126 ARW		Edwards Business Effort	4-Feb-02	8-Feb-02	4
107 ARW		Edwards Business Effort	11-Feb-02	15-Feb-02	4
171 ARW	NEDT		12-Feb-02	16-Feb-02	4
141 ARW		NATO AWACS Training, GK	17-Feb-02	1-Mar-02	12
107 ARW	NEDT		19-Feb-02	23-Feb-02	4
157 ARW		EGLIN Business Effort	25-Feb-02	1-Mar-02	4
157 ARW	NEDT		26-Feb-02	2-Mar-02	4
107 ARW		NATO AWACS Training, GK	3-Mar-02	16-Mar-02	13
151 ARW		EGLIN Business Effort	4-Mar-02	8-Mar-02	4
171 ARW		EGLIN Business Effort	4-Mar-02	8-Mar-02	4
168 ARW		McChord Business Effort	4-Mar-02	8-Mar-02	4
101 ARW	NEDT		5-Mar-02	9-Mar-02	4
163 ARW		EGLIN Business Effort	11-Mar-02	15-Mar-02	4
107 ARW		McChord Business Effort	11-Mar-02	15-Mar-02	4
101 ARW	NEDT		12-Mar-02	16-Mar-02	4
101 ARW		NATO AWACS Training, GK	17-Mar-02	29-Mar-02	12
141 ARW		NATO AWACS Training, GK	17-Mar-02	29-Mar-02	12
126 ARW		European Business Efforts	17-Mar-02	22-Mar-02	1
108 ARW		EGLIN Business Effort	18-Mar-02	22-Mar-02	4
126 ARW		EGLIN Business Effort	18-Mar-02	22-Mar-02	4
186 ARW	NEDT		19-Mar-02	23-Mar-02	4
108 ARW		EGLIN Business Effort	25-Mar-02	29-Mar-02	4
168 ARW		EGLIN Business Effort	25-Mar-02	29-Mar-02	4
141 ARW		Edwards Business Effort	25-Mar-02	29-Mar-02	4



Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of Days	# of People
107 ARW	NEDT		26-Mar-02	30-Mar-02	4	5
190 ARW		CHARLESTON AFB, SC Business Effort	1-Apr-02	5-Apr-02	4	5
126 ARW		Edwards Business Effort	1-Apr-02	5-Apr-02	4	5
107 ARW		KVPS Business Effort	1-Apr-02	5-Apr-02	4	5
126 ARW		NATO AWACS Training, GK	1-Apr-02	12-Apr-02	11	29
ARW		NATO AWACS Training, GK	7-Apr-02	12-Apr-02	5	29
101 ARW		KVPS Business Effort	8-Apr-02	12-Apr-02	4	5
126 ARW		KVPS Business Effort	8-Apr-02	12-Apr-02	4	5
190 ARW		McChord Business Effort	8-Apr-02	12-Apr-02	4	5
157 ARW	NEDT		9-Apr-02	13-Apr-02	4	5
190 ARW		NATO AWACS Training, GK	14-Apr-02	26-Apr-02	12	29
107 ARW		Edwards Business Effort	15-Apr-02	19-Apr-02	4	5
121 ARW	NEDT		16-Apr-02	20-Apr-02	4	5
141 ARW		KVPS Business Effort	22-Apr-02	26-Apr-02	4	5
126 ARW		McChord Business Effort	22-Apr-02	26-Apr-02	4	5
171 ARW	NEDT		23-Apr-02	27-Apr-02	4	5
203 ARW		NATO AWACS Training, GK	28-Apr-02	10-May-02	12	29
107 ARW		DYESS Business Effort	29-Apr-02	3-May-02	4	5
121 ARW	NEDT		30-Apr-02	4-May-02	4	5
107 ARW	NEDT		7-May-02	11-May-02	4	5
161 ARW		NATO AWACS Training, GK	12-May-02	24-May-02	12	29
101 ARW		CHARLESTON AFB, SC Business Effort	13-May-02	18-May-02	5	5
171 ARW		KVPS Business Effort	13-May-02	17-May-02	4	5
126 ARW		McChord Business Effort	13-May-02	17-May-02	4	5
101 ARW	NEDT		14-May-02	18-May-02	4	5
190 ARW		Edwards Business Effort	20-May-02	25-May-02	5	5
190 ARW		KVPS Business Effort	28-May-02	31-May-02	3	5
171ARW		Red Flag	28-May-02	1-Jun-02	4	5
121ARW		Red Flag	29-May-02	7-Jun-02	9	5
101ARW		Red Flag	29-May-02	14-Jun-02	16	5
107 ARW	Enduring Freedom		1-Jun-02	30-Aug-02	90	Classified
168 ARW	Enduring Freedom		1-Jun-02	1-Sep-02	92	Classified
190 ARW		NATO AWACS Training, GK	2-Jun-02	14-Jun-02	12	29
126 ARW		Clean Hunter	2-Jun-02	22-Jun-02	20	40
108 ARW	NEDT		4-Jun-02	8-Jun-02	4	5
171ARW		Cope Thunder	5-Jun-02	22-Jun-02	17	5
155ARW		Cope Thunder	5-Jun-02	22-Jun-02	17	12
121 ARW		CHARLESTON AFB, SC Business Effort	10-Jun-02	15-Jun-02	5	5
190 ARW		Edwards Business Effort	10-Jun-02	15-Jun-02	5	5
108 ARW		KVPS Business Effort	10-Jun-02	14-Jun-02	4	5
107 ARW	NEDT		11-Jun-02	15-Jun-02	4	5
134 ARW		NATO AWACS Training, GK	16-Jun-02	28-Jun-02	12	29
121 ARW		McChord Business Effort	17-Jun-02	21-Jun-02	4	5
107 ARW		Edwards Business Effort	24-Jun-02	29-Jun-02	5	5
171 ARW		McChord Business Effort	24-Jun-02	28-Jun-02	4	5
157 ARW	NEDT		25-Jun-02	29-Jun-02	4	5
121 ARW	NEDT		2-Jul-02	6-Jul-02	4	5
108 ARW		NATO AWACS Training, GK	7-Jul-02	19-Jul-02	12	29
126 ARW		Dyess Business Effort	8-Jul-02	12-Jul-02	4	5
171 ARW		Edwards Business Effort	8-Jul-02	13-Jul-02	5	5

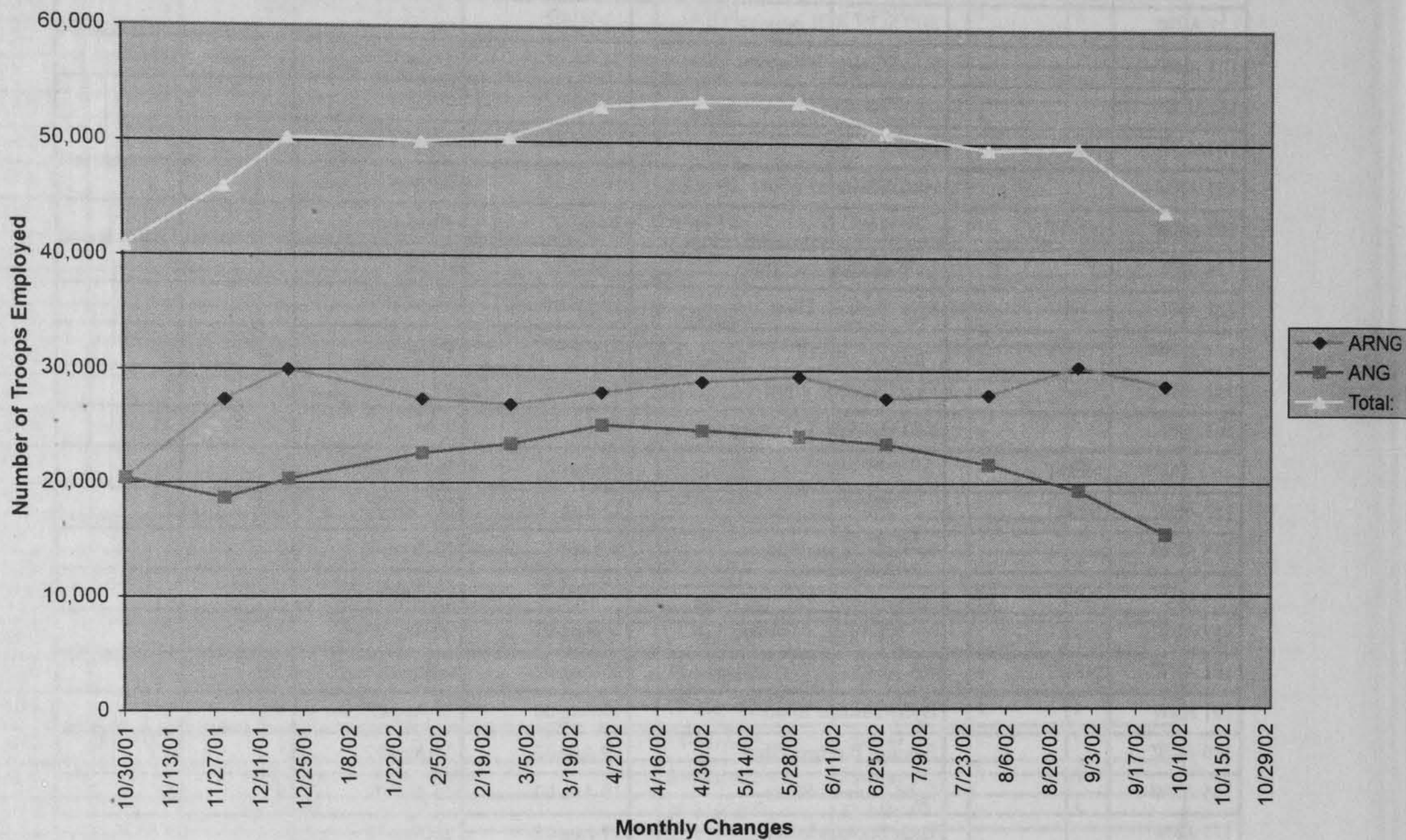


Unit #	Contingency Operations	Major Training Event, Other Exercise or Contingency	Start Date	End Date	# of Days	# of People
141 ARW		Eglin Business Effort	8-Jul-02	12-Jul-02	4	5
186 ARW		EIELSON AFB Business Effort	11-Jul-02	26-Jul-02	15	5
186 ARW		EIELSON AFB Business Effort	11-Jul-02	26-Jul-02	15	5
121 ARW		EIELSON AFB Business Effort	11-Jul-02	26-Jul-02	15	5
121 ARW		EIELSON AFB Business Effort	11-Jul-02	26-Jul-02	15	5
161ARW		Cope Thunder	11-Jul-02	26-Jul-02	15	18
101ARW		Cope Thunder	11-Jul-02	26-Jul-02	15	5
157 ARW		HECA Business Effort	12-Jul-02	23-Jul-02	11	5
107 ARW	NEDT		19-Jul-02	30-Jul-02	11	5
126 ARW		Edwards Business Effort	15-Jul-02	20-Jul-02	5	5
101 ARW		Eglin Business Effort	15-Jul-02	19-Jul-02	4	5
171 ARW	NEDT		22-Jul-02	26-Jul-02	4	5
141 ARW		Dyess Business Effort	22-Jul-02	26-Jul-02	4	5
161 ARW		NATO AWACS Training, GK	28-Jul-02	9-Aug-02	12	29
ARW	NEDT		4-Aug-02	16-Aug-02	12	5
157 ARW	NEDT		11-Aug-02	23-Aug-02	12	5
155 ARW		Edwards Business Effort	5-Aug-02	10-Aug-02	5	5
171 ARW	NEDT		12-Aug-02	17-Aug-02	5	5
157 ARW		NATO AWACS Training, GK	18-Aug-02	30-Aug-02	12	29
101 ARW	NEDT		25-Aug-02	6-Sep-02	12	5
101 ARW		Dyess Business Effort	19-Aug-02	23-Aug-02	4	5
126 ARW		Edwards Business Effort	19-Aug-02	24-Aug-02	5	5
155 ARW		Eglin Business Effort	19-Aug-02	23-Aug-02	4	5
171 ARW		Eglin Business Effort	19-Aug-02	23-Aug-02	4	5
101ARW	Enduring Freedom	C-5 Air Bridge Operations	21-Aug-02	5-Sep-02	15	15
121 ARW	NEDT		28-Aug-02	12-Sep-02	15	5
161ARW	Enduring Freedom	Air Bridge Operations	26-Aug-02	3-Oct-02	38	119
101ARW	Enduring Freedom	Air Bridge Operations	29-Aug-02	3-Oct-02	35	20
126ARW	Enduring Freedom	Air Bridge Operations	29-Aug-02	3-Oct-02	35	15
141 ARW		NATO AWACS Training, GK	1-Sep-02	13-Sep-02	12	29
121 ARW	NEDT		8-Sep-02	20-Sep-02	12	5
108 ARW		Edwards Business Effort	3-Sep-02	6-Sep-02	3	5
141 ARW		PACOM Exercise	3-Sep-02	21-Sep-02	1	12
157 ARW		Edwards Business Effort	9-Sep-02	14-Sep-02	5	5
108 ARW		Edwards Business Effort	9-Sep-02	13-Sep-02	4	5
101 ARW	NEDT		16-Sep-02	20-Sep-02	4	5
155 ARW		NATO AWACS Training, GK	15-Sep-02	27-Sep-02	12	29
ARW	NEDT		22-Sep-02	4-Oct-02	12	5
157 ARW	NEDT		29-Sep-02	11-Oct-02	12	5
126 ARW		Eglin Business Effort	23-Sep-02	27-Sep-02	4	5
186 ARW		NATO AWACS Training, GK	29-Sep-02	11-Oct-02	12	29
121 ARW	NEDT		6-Oct-02	18-Oct-02	12	5



## Appendix D. Army and Air National Guard Operational Tempo, FY 02

**Army/Air National Guard Call-Ups, FY02  
(Title 10, Title 32, and State Active Duty)**



**Table 1-1. Total Call-Ups**

	ARNG	ANG	Total
30-Oct-2001	20,440	20,413	40,853
30-Nov-2001	27,330	18,651	45,981
20-Dec-2001	29,958	20,315	50,273
31-Jan-2002	27,362	22,609	49,971
28-Feb-2002	26,949	23,415	50,364
29-Mar-2002	28,028	25,089	53,117
30-Apr-2002	28,982	24,642	53,624
31-May-2002	29,443	24,112	53,565
28-Jun-2002	27,522	23,477	50,999
31-Jul-2002	27,835	21,635	49,470
29-Aug-2002	30,321	19,332	49,677
26-Sep-2002	28,653	15,444	44,097



**Federal Mobilized (Title 10)**  
Mobilized, Alerted, Volunteered and Temporary Tours of Active Duty

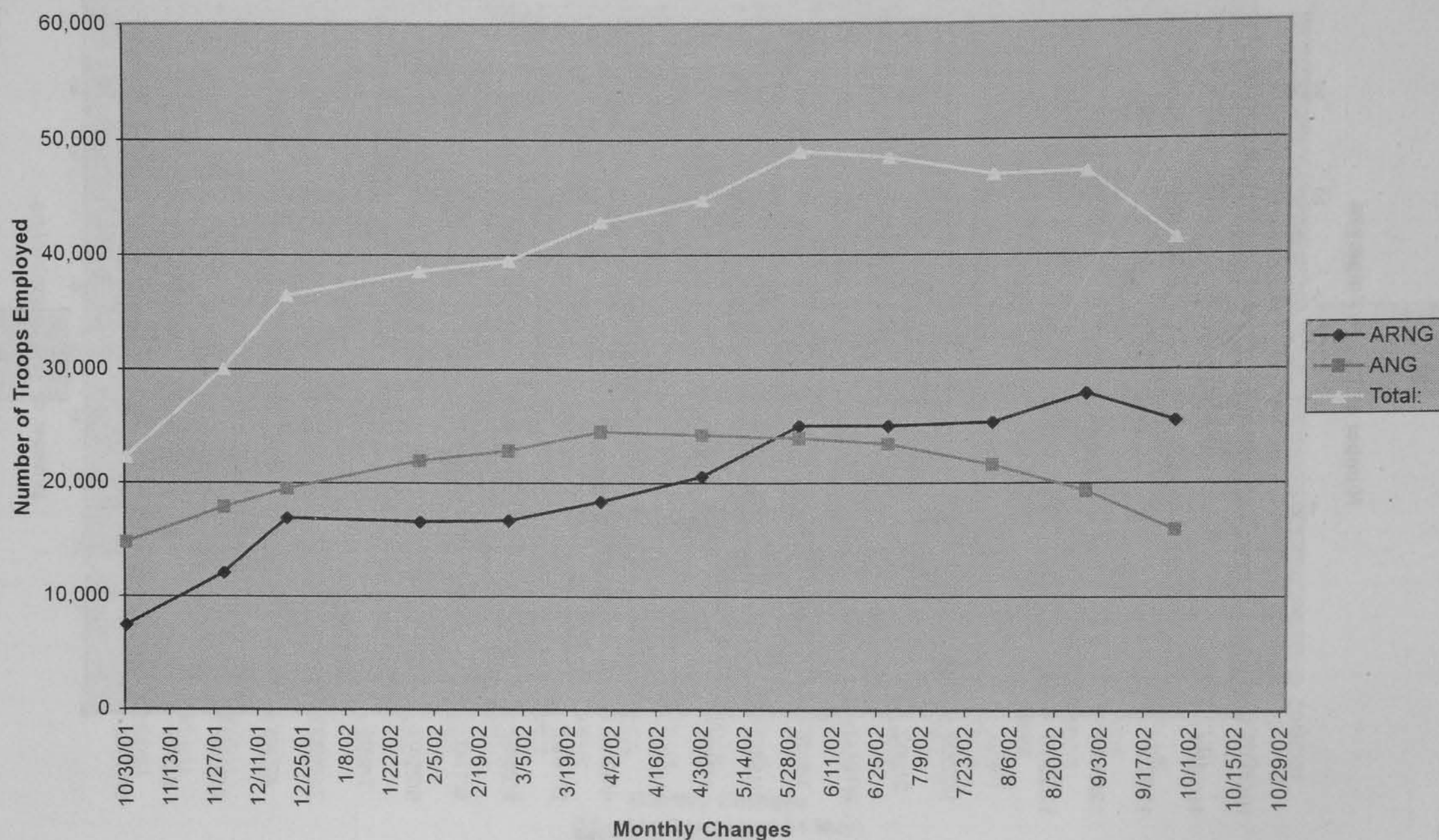


Table 2-1. Federal Mobilizations

	ARNG	ANG	Total
30-Oct-2001	7,473	14,804	22,277
30-Nov-2001	12,121	17,888	30,009
20-Dec-2001	16,902	19,519	36,421
31-Jan-2002	16,604	21,972	38,576
28-Feb-2002	18,355	22,816	39,500
29-Mar-2002	20,565	24,511	42,866
30-Apr-2002	25,031	24,193	44,758
31-May-2002	25,031	23,924	48,955
28-Jun-2002	25,334	23,424	48,455
31-Jul-2002	27,895	21,630	46,964
29-Aug-2002	25,525	19,327	47,222
26-Sep-2002	701	15,927	41,453



### State Active Duty

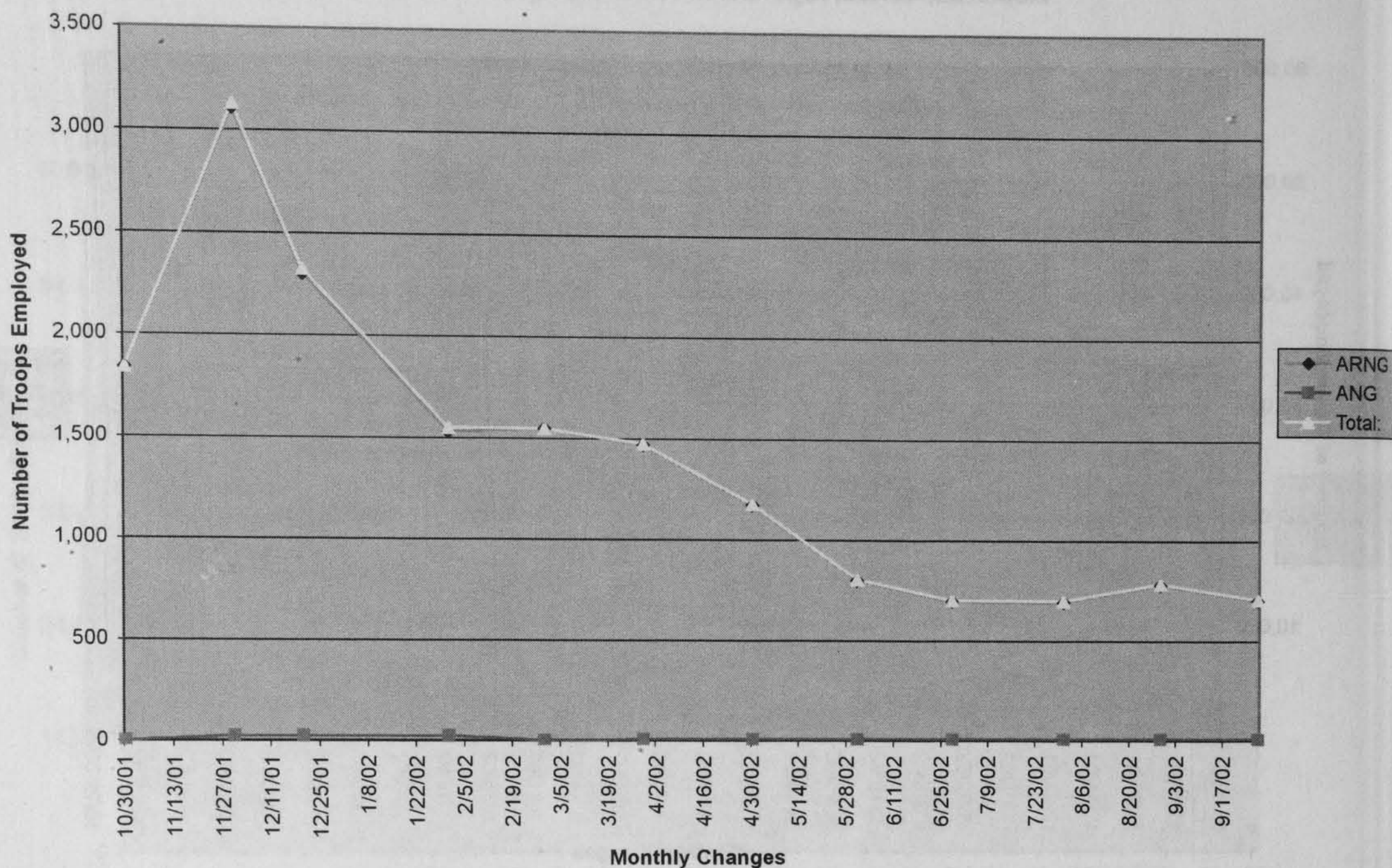


Table 3-1. State Active Duty (Title 32)

	ARNG	ANG	Total
30-Oct-2001	1,839	0	1,839
30-Nov-2001	3,107	24	3,131
20-Dec-2001	2,303	22	2,325
31-Jan-2002	1,529	22	1,551
28-Feb-2002	1,548	0	1,548
29-Mar-2002	1,468	5	1,473
30-Apr-2002	1,172	5	1,177
31-May-2002	800	5	805
28-Jun-2002	697	5	702
31-Jul-2002	694	5	699
29-Aug-2002	781	5	786
26-Sep-2002	701	5	706



**Airport Security Mission**  
(Title 32 Active Duty-Special Work)

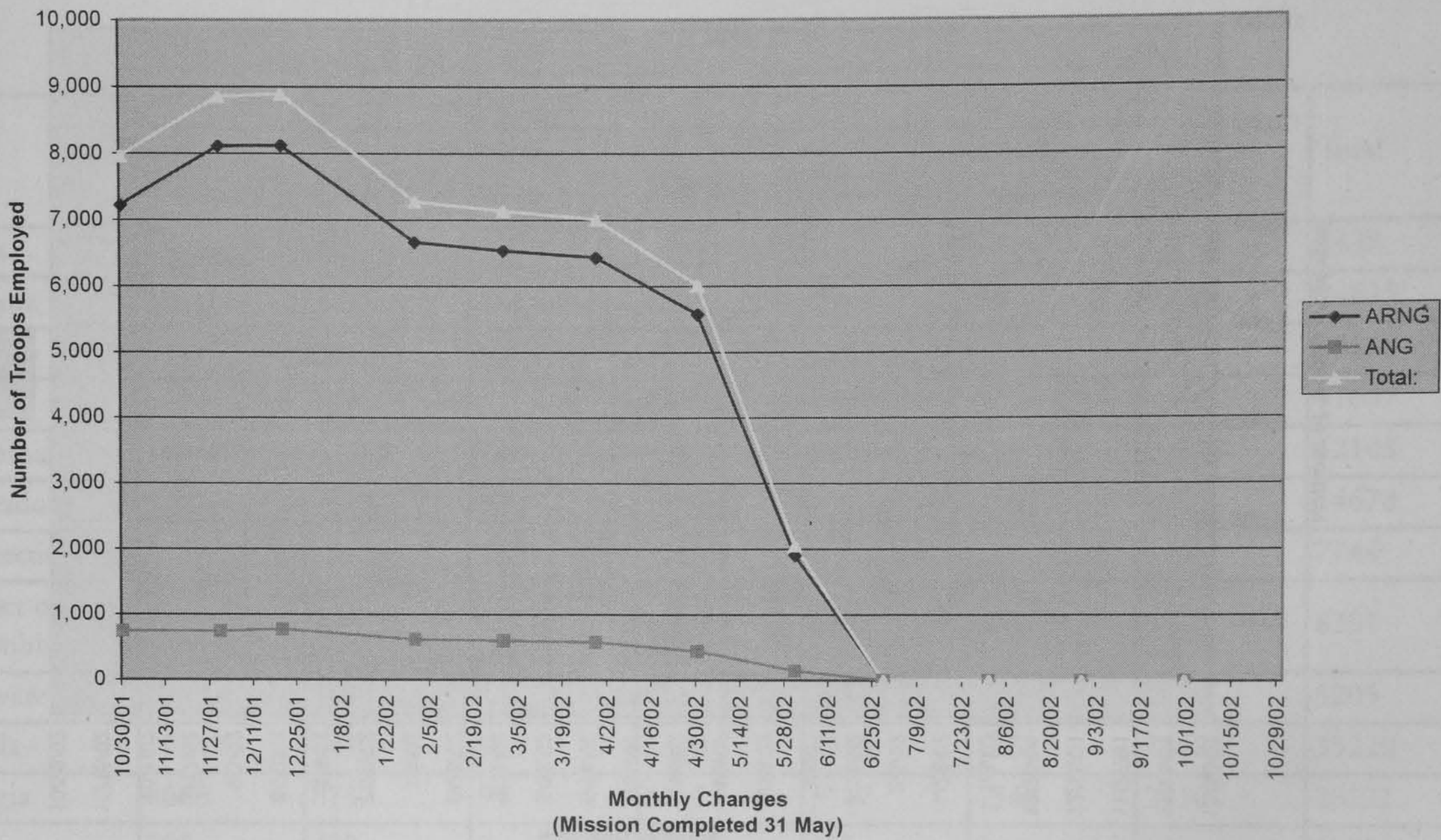
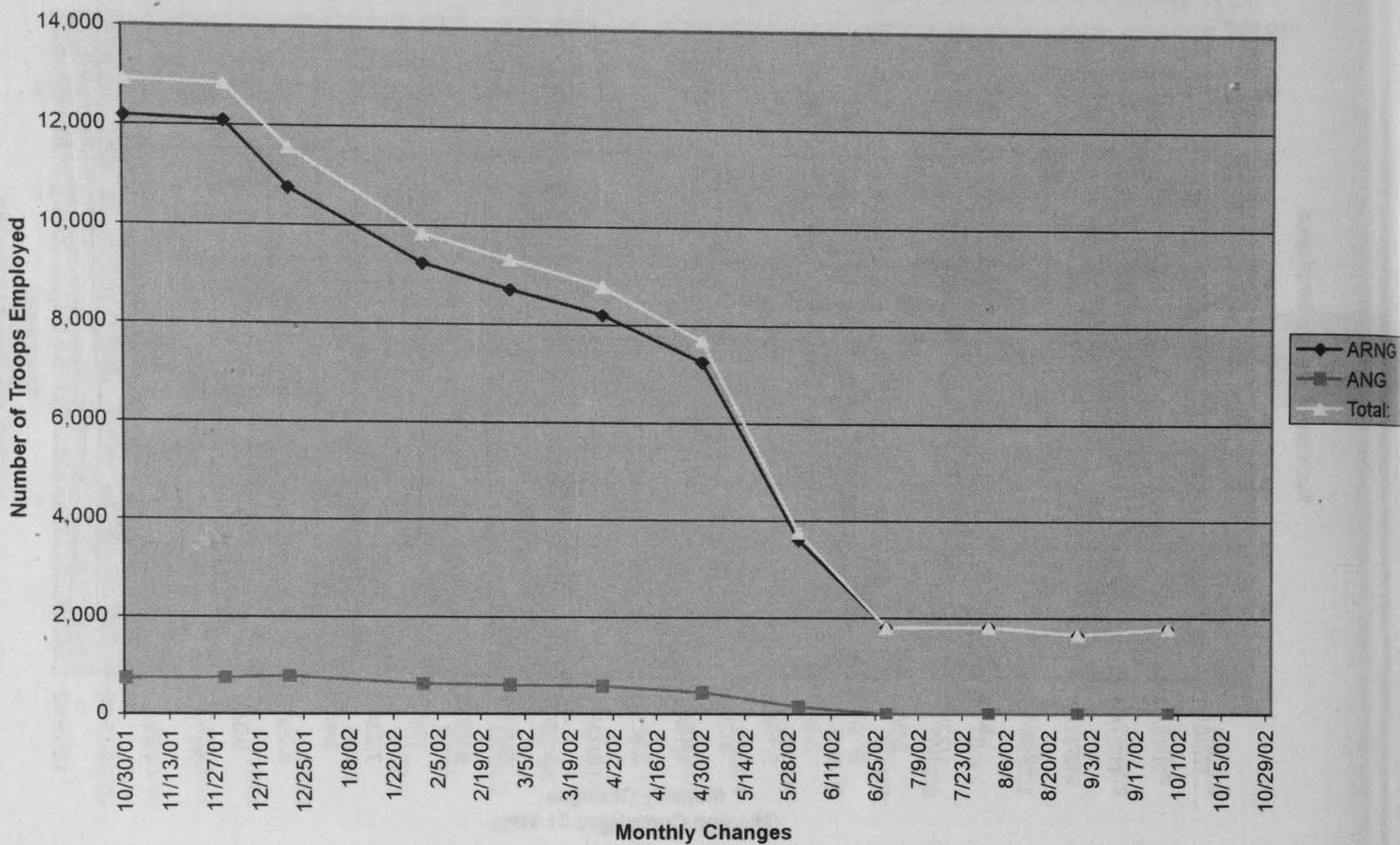


Table 4-1. Airport Security Mission

	ARNG	ANG	Total
30-Oct-2001	7,219	741	7,960
30-Nov-2001	8,110	739	8,849
20-Dec-2001	8,117	774	8,891
31-Jan-2002	6,660	615	7,275
28-Feb-2002	6,536	599	7,135
29-Mar-2002	6,430	573	7,003
30-Apr-2002	5,569	444	6,013
31-May-2002	1,908	145	2,053
28-Jun-2002	0	0	0
31-Jul-2002	0	0	0
29-Aug-2002	0	0	0
26-Sep-2002	0	0	0



**Airport Security and Force Protection  
(Mobilized Title 32)**



**Table 5-1 Airport Security Mission**

	ARNG	ANG	Total
30-Oct-2001	12,180	736	12,916
30-Nov-2001	12,102	739	12,841
20-Dec-2001	10,753	774	11,527
31-Jan-2002	9,229	615	9,844
28-Feb-2002	8,717	599	9,316
29-Mar-2002	8,205	573	8,778
30-Apr-2002	7,245	444	7,689
31-May-2002	3,612	145	3,757
28-Jun-2002	1,794	0	1,794
31-Jul-2002	1,807	0	1,807
29-Aug-2002	1,645	0	1,645
26-Sep-2002	1,771	0	1,771



## Appendix E . Reserve Component Members, by State, FY 02

State	Army National Guard	Army Reserve	Coast Guard Reserve	Air National Guard	Air Force Reserve	Marine Corps Reserve	Naval Reserve	Total
Alaska	1817	428	49	1906	84	66	88	4438
Alabama	12618	6113	177	2500	1448	842	927	24625
Arkansas	8304	2542	6	2098	195	128	256	13529
Arizona	4094	1896	1	2566	1599	512	1019	11687
California	16058	13754	988	4893	8623	5774	12018	62108
Colorado	3224	2878	0	1466	5467	350	1293	14678
Connecticut	3952	1514	113	1181	2	236	746	7744
District of Columbia	1362	1362	111	1329	90	624	3413	8291
Delaware	1705	399	8	979	1845	123	146	5205
Florida	10347	8476	955	2309	4533	1138	7462	35220
Georgia	8663	8737	94	3117	3157	1543	2910	28221
Guam	798	422	0	306	313	0	61	1900
Hawaii	2905	2592	118	2446	628	72	954	9715
Iowa	7512	2813	24	2065	0	259	445	13118
Idaho	2889	611	1	1338	47	121	228	5235
Illinois	10100	7081	72	3347	1299	1161	3563	26623
Indiana	11067	3832	8	2194	1378	519	773	19771
Kansas	5866	3504	21	2153	391	216	185	12336
Kentucky	6302	4493	119	1184	7	249	572	12926
Louisiana	10081	3341	191	1529	2679	1225	3179	22225
Massachusetts	7364	3907	415	2129	2682	847	642	17986
Maryland	6447	5324	238	1869	1937	458	1846	18119
Maine	2269	737	103	1190	1	149	1281	5730
Michigan	8814	3732	183	2826	970	1235	1714	19474
Minnesota	9829	3817	23	2477	1310	308	1203	18967
Missouri	7856	5753	142	2699	955	2395	1703	21503
Mississippi	9593	3003	152	2678	1489	209	919	18043
Montana	2470	873	1	1025	19	71	261	4720
North Carolina	10164	6697	226	1632	1210	943	1419	22291



State	Army National Guard	Army Reserve	Coast Guard Reserve	Air National Guard	Air Force Reserve	Marine Corps Reserve	Naval Reserve	Total
North Dakota	3212	432	0	1047	50	0	115	4856
Nebraska	3209	1733	26	957	344	173	352	6794
New Hampshire	1661	939	16	942	1	159	175	3893
New Jersey	6234	3835	292	2448	2940	567	1177	17493
New Mexico	3006	908	2	1016	270	82	417	5701
Nevada	1863	368	3	1030	150	268	448	4130
New York	11294	10427	504	6137	1371	2058	2845	34636
Ohio	10578	6526	237	5452	4182	1016	2221	30212
Oklahoma	7200	3472	11	2528	1979	340	801	16331
Oregon	6102	544	167	2177	845	418	885	11138
Pennsylvania	16242	9801	156	4441	2511	1908	3613	38672
Puerto Rico	8619	5185	54	1366	11	88	121	15444
Rhode Island	2316	557	98	1189	1	121	662	4944
South Carolina	9232	4336	137	1276	2567	415	1121	19084
South Dakota	3383	442	0	1081	43	0	124	5073
Tennessee	10821	4176	70	3757	6	824	1466	21120
Texas	16497	14969	297	3348	7248	3255	7147	52761
Utah	5055	2524	1	1356	1893	278	409	11516
Virginia	7676	8088	550	1781	1383	1329	5602	26409
Virgin Islands	721	0	0	61	0	0	0	782
Vermont	2878	252	21	952	1	0	98	4202
Washington	5809	5920	443	2352	2520	573	3316	20933
Wisconsin	7574	5159	89	2337	1451	457	950	18017
West Virginia	4061	2337	35	2227	55	229	286	9230
Wyoming	1365	109	0	1109	32	0	87	2702
<b>Total</b>	<b>351078</b>	<b>203670</b>	<b>7748</b>	<b>111798</b>	<b>76212</b>	<b>36331</b>	<b>85664</b>	<b>872501</b>







